

## Part 2

# Sourcing, Compensation, and Benefits

Chapter 4

**Sourcing: Recruitment, Selection,  
and Orientation**

Chapter 5

**Compensation and Benefits**



# Sourcing: Recruitment, Selection, and Orientation

## Overview

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Orientation

**Y**ou've run an ad in the Sunday paper for a weekend housekeeper, but the only person to put in an application is a high school student looking for her first job. You interview her, and you look at the housekeeper's work schedule and realize that if you don't hire her today, you'll have to spend the weekend doing housekeeper duties yourself. So you hire her, and the next day, when she starts, you ask an experienced (but not very friendly) housekeeper to get the new hire started. By next Saturday, she has quit, so you put another ad in the Sunday paper and you think, "There's got to be a better way."

How do you find the people you need? How can you choose people who will stay beyond the first week, do a good job, and be worth the money you pay them? Does it always have to be the way it is today? No, it doesn't. There is no foolproof system: Human beings are unpredictable and so is the day-to-day situation in the typical hospitality operation. But the knowledge and experience of people who have faced and studied these problems can be helpful to you, even though you must adapt it to your own situation.

In this chapter we examine the processes and problems of recruiting and selecting hourly employees for hospitality operations. It will help you to:

- **Describe the typical characteristics of entry-level jobs in the hospitality industry.**
- **Identify common sources of workers for the hospitality industry.**
- **Define a job's qualifications.**
- **List factors that affect forecasts of personal needs.**
- **Identify and avoid discriminatory language and practices in recruiting, interviewing, and selecting.**
- **Describe the most used methods of recruiting and evaluate their usefulness.**
- **Discuss and evaluate the standard tools and practices for screening people and selecting the best person for the job.**



## The Labor Market

The term *labor market* refers to (1) the supply of people looking for jobs as well as (2) the jobs available in a given area. When you need people to fill certain jobs, you are looking for people with certain characteristics—knowledge, abilities, skills, personal qualities—and you have a certain price you are willing or able to pay for the work you expect them to do. The people who are in the market for a job are looking for jobs with certain characteristics—work they are qualified to do or are able to learn, a place they can get to easily, certain days and hours off, a pleasant work environment, people they are comfortable working with and for, and a certain rate of pay (usually, the most they can get). The trick is to get a good match between people and jobs. And the trick is getting trickier because a shrinking labor force is the number one challenge facing the global hospitality industry, according to the International Society of Hospitality Consultants.<sup>1</sup>

### Labor market

In a given area, the workers who are looking for jobs (the labor supply) and the jobs that are available (the demand for labor).

A challenge in the best of times, recruiting and retention has again emerged as one of the most critical issues facing the hospitality industry. The average U.S. unemployment rate fluctuates around 6.1 percent and the National Restaurant Association estimates that the number of jobs in the industry will grow by 15 percent over the next decade.<sup>2</sup> Operators across the country are offering higher hourly wages, promoting more rapidly, sweetening benefits packages, writing more flexible schedules, and increasing perks.<sup>3</sup> Yet, despite these measures the labor market looks to remain tight and very competitive.

When jobs are plentiful and few people are unemployed, employers have a harder time finding the people they want, and workers are more particular about the jobs they will accept. When many people are looking for jobs and jobs are scarce, employers have a better choice and workers will settle for less. The number of employers looking for the same kinds of people also affects the labor market. You are always in competition with hospitality operations like your own, as well as retail stores, which also offer many part-time, entry-level jobs.

Hospitality companies identify where they are in the marketplace for employees, meaning the Ritz-Carlton will likely attract a different person than a Motel 6. Companies assess the need for additional employees for a brief period of a “full house” versus some overtime being worked by existing staff.

The following comment from Jim Sullivan, a seasoned hospitality consultant, gives us something to discuss: “Human resource professionals and supervisors spend too much time on dealing with difficult employees. If you do not terminate people who are not working out, you increase the possibility of having to let go of the people who are.”<sup>4</sup>

### JOBS TO BE FILLED

Many of the jobs in food and lodging operations demand hard physical labor. People are often on their feet all day doing work that is physically exhausting. About the only people who sit down are telephone operators, cashiers, reservationists, and many



clerical employees. Kitchens are hot and filled with safety hazards. At busy times, pressure is intense and tension is high. Many jobs are uninteresting and monotonous—eight hours of pushing a vacuum cleaner, making up guest rooms, polishing silver, setting up function rooms, washing vegetables, spreading mayonnaise on bread, placing food on plates, washing dishes.

In many of these jobs the pay is entry level, but there is the possibility of promotion. It is not surprising that the duller and more demanding a job is, the harder it is to fill it with a good employee and the more often you have to fill it. The main attraction of such jobs is that they are available, and you are willing to take people with no experience and no skills. For example, operators may offer starting positions to employees whose English communication skills need improving. These individuals can, once they are more proficient in English, advance to other positions within the operation. Examples of this in a hotel would be in housekeeping and stewarding. For certain jobs you must look for specific skills and abilities. Front desk clerks, servers, and bartenders must have several kinds of skills: verbal and manual skills and skill in dealing with guests. Cooks must have technical skills, varying in complexity with the station and the menu. All these jobs require people who can function well under pressure. The rate of pay goes up for skilled employees, except for servers, who are usually paid minimum wage or less and make most of their money in tips.

## DAYS AND HOURS OF WORK

In the hospitality industry, guest needs have a pattern of daily peaks and valleys, with the peaks forming around mealtimes and the valleys falling between. This makes for some difficulty in offering the regular eight-hour day that many people are looking for. You also have some very early hours if you serve breakfast, evening hours if you serve dinner, and late-night hours if you operate a bar or feature entertainment or serve an after-theater clientele. This irregular kind of need encourages split shifts, part-time jobs, and unusual hours, which can work both for you and against you in finding employees. Sometimes you cannot guarantee a certain number of hours of work per week: Employees are put on a call-in schedule and must simply take their chances of getting as many hours as they want. But if they cannot count on you, you may not be able to count on them.

You also have varying needs according to days of the week. These form a fairly predictable pattern, predictable enough for you to plan your hiring and scheduling. In restaurants, staff needs are lighter during the week and heavy on weekends, which closes your doors to people looking for a Monday-to-Friday week. In business hotels the pattern is the reverse, heavy during the week and light on weekends, however, resorts are busier on weekends. Restaurant employees typically work when other people are playing—evenings, weekends, and holidays—which complicates finding people to fill your jobs. Restaurants may also have urgent temporary needs for parties and promotions and emergencies when regular employees are out sick or leave without warning. This requires a banquet server call-in system or overtime for regular employees.

In some facets of the foodservice industry, the timing of people needs is regular and predictable. In hospitals and nursing homes the population is generally steady seven days a week, and the only variation in need comes with the daily peaks and valleys of mealtimes. Schools have steady Monday-to-Friday patterns with short days built around lunch, and they follow the school calendar, closing down for vacations, when they lose many people. Business and industry feeding follows the workweek of the business or plant.

In hotels the pattern of need is likely to be irregular but fairly predictable. Reservations are typically made ahead except in the restaurants, and need is generally geared to coming events in the community or in the hotel itself, or to predictable vacation and travel trends. Often, a hotel will require large numbers of temporary workers for single events such as conventions and conferences. Temporary extra help is often supplemented by having regulars work overtime. Where needs vary widely and frequently, leaders can spend a great deal of time on staffing and scheduling alone. Hospitality operators normally have a number of “on-call employees” who are called upon to work banquets and catering functions as required.

The types of jobs, unusual working hours and days, minimum wages, and the up and down character of the need for workers limits the appeal of hotel and foodservice jobs to people who can fit this pattern or can slip in and out of it easily. Accordingly, it attracts people who are looking for short-term jobs, part-time work, or jobs requiring no skills or previous experience. Some people deliberately seek the unusual hours to fit their own personal schedule: people going to school, moonlighters, parents who must be at home to take care of the kids. Many people are looking for temporary work and have no interest in long-term employment or a career in the industry. “I am only working here until I can find a *real* job” is a common attitude.

## SOURCES OF EMPLOYEES

The source of workers continues to change as the composition of the U.S. labor forces changes. The majority of new workers entering the hospitality workforce are women, minorities, and immigrants. Why is this? It is due to the combination of a shrinking, older, white U.S. population; a younger, growing minority population; recent easing of immigration restrictions; and increasing numbers of women entering or returning to work.

If the job you need to fill is anything above the lowest level in terms of pay, interesting work, and decent hours, *the first place to look for someone to fill it is inside your own operation*. Upgrading someone whose attitudes and performance you already know is far less risky than hiring someone new and will probably assure you of a good, loyal worker. You will spend less time in training, and the adjustment will be smoother all around.

The top recruiting methods are:<sup>5</sup>

1. In-house job referral
2. Company Web site
3. Newspaper/magazine
4. Job fairs
5. Online résumés

6. Schools
7. Employment agencies
8. Professional/industry association

Consider also how people would feel if you brought someone in from outside to fill a job or a shift they would like to have. It is important for morale to give your workers first chance, even when you might find it easier to fill the vacant job from outside than to fill the job your current employee will vacate. It is part of being a good leader to consider your own people first and to move them along and develop their capabilities for better jobs.

As an industry, we are always looking for people, and we are among the few employers who will hire people without experience. Usually, first-timers want the jobs for the money, the experience of working, and the advantage it gives them in getting their next job. A few, but not many, apply because they think the work will be interesting. Often, they choose a particular place because a friend is working there or because it is close to home. Many are looking for part-time work because they are students. Many are working “until”—until school starts or until they get enough money to buy a car. Some hospitality companies are now helping new employees with English classes so they can become more valuable employees. One hotel even offered a quick course overview of the hotel to recently graduated but unemployed former high school students and ended up hiring several of them to work at the resort.

Another group of potential hospitality employees is *women* who want to go to work to supplement the family income or simply to get out of the house. A woman with children may be very happy with part-time work, three or four hours spanning the lunch period while the kids are at school, or an evening shift when her husband can take care of the children.

Another group of part-time workers is interested in evening work: *the moonlighters*, people looking for a second job. This is not ideal for either you or them, since they may be tired from working their first job. However, students and homemakers also carry a double load, so perhaps moonlighting is no more difficult.

Another source of workers is the *unemployed*. If they have worked in an operation like yours, they may have skills and experience useful to you. If they were in another line of work, you may be competing with unemployment compensation, which is often more than the wages you pay. Workers from the automobile industry, for example, may have been making \$52 an hour in wages and benefits, and although their unemployment compensation is not as high as that, it is still above hospitality wages. If compensation runs out and they go to work in a hotel or restaurant, workers from higher-paying industries rarely find satisfaction in their jobs. They are likely to see both the pay and the work as a step down from the jobs they lost. They are truly “until”-type employees. Yet, some welfare to work programs are having successes with companies like Marriott.

*Some people seek work in hotels or restaurants just to get away from what they have been doing.* Sometimes, recent college graduates find that they are not happy with the jobs they have taken or the field they prepared for, and they just want to get out. Sometimes these people just want a breather, some time to think things over and make new plans. Sometimes they are thinking of switching to the hotel or restaurant field and want to

experience it from the inside before they make up their minds. A number of people today are interested in learning professional cooking because the pay at the top is high and a certain glamour goes with it.



**Some first-time job hunters apply for lodging and foodservice jobs because the jobs are available.**

Hiring *retired people* is becoming more commonplace, although the number of retired people who do return to work is still quite small. The over-65 group is growing and will increase to 20 percent of the population in 2030. Retirees often want to work to fill some empty time or perhaps to supplement their income. Although some of our jobs may not be suitable because of physical demands and odd hours, this is not a labor source you should dismiss routinely. Not only is it against the law to discriminate based on age, but also, older workers often have stability and an inner motivation that younger people may have not yet developed. One national fast-food chain has made a special effort to develop jobs and hours that fit the availability and skills and talents of the retired. They have found this group to be an excellent source of employees: they are dependable, work-oriented people who are happy to have the jobs. In general, retirees have proven to be loyal, willing, and service-oriented workers. They come to work on time, have much prior work experience on which to draw, and do their jobs well.

Another group of people that might be interested in working in the hospitality industry is the *disabled*. A disabled person has a physical, mental, or developmental impairment that limits one or more of life's major activities. For example, a disabled person may have a visual or hearing impairment or may be mentally retarded. Although you may spend more time training some disabled employees, they tend to be loyal, enthusiastic, hardworking, and dependable. There are disabled employees doing many different hospitality jobs. For instance, a cashier or payroll clerk can work from a wheelchair, a hearing-impaired person can do some food preparation tasks, or



a mentally retarded person may be able to wash dishes and pots. It is illegal not to hire a disabled worker unless the disability would interfere with the person's ability to perform the work.

As a leader, you need to be aware of the fact that your employees may be reluctant to work with a disabled person. This is usually due to a fear of the unknown; most of your employees probably don't know what it is like to interact and work with someone who is disabled. It is your job to build a supportive environment in which the disabled employee, and your other employees, will work well together. Discussing with your employees ahead of time what the new employee will be doing and what to expect can do this. Encourage your employees to talk honestly about how they feel and about their concerns. Be positive about the placement of disabled people in the workplace and what they can accomplish.

Often, we set up qualifications for jobs we want to fill that are totally unrealistic (and quite possibly illegal), and if we get what we say we are looking for we will have overqualified and unhappy people. We do not need high school graduates to make beds, bus tables, cook hamburgers, wash vegetables, push vacuum cleaners, or wash pots or floors. Setting such requirements, in fact, can be interpreted as discriminatory. For some jobs, people do not even need to be able to read and write. All they need is the ability to perform the required tasks. The requirements we set up for a job must be based on the requirements of the work.

## CHARACTERISTICS OF YOUR LABOR AREA

You will find it helpful to know something about the labor market in your own area: such things as prevailing wages for various kinds of jobs, unemployment rates for various types of workers, the makeup of the labor force, and the kinds of enterprises that are competing with you for workers, both in and out of your own industry. You should know something of the *demographics* of your area: ethnic groups, income levels, education levels, and where in your area different groups live. Where do low

income workers, young marrieds, immigrants, and the employable retired typically live? Employers sometimes note the zip code of the area in which the majority of their employees live to know where to do community advertising. There are other useful things to know about your community. Where are the high schools and colleges that can provide you with student workers? What agencies will work with you to

find suitable disabled workers? What are the transportation patterns in your area? Are there buses from where your potential workers live that run at hours to fit your needs? Can workers drive from their homes in a reasonable length of time? Operations such as airports or in-plant cafeterias in outlying areas often find transportation the greatest single problem in finding employees. In a large organization your human resources department may have such information. In fact, they may take care of much of the routine of recruiting. But the more you participate and the better you know the labor resources of the area, the more likely you are to know how to attract and hold the kind of people you want.

### Check Your Knowledge

1. To what does labor market refer?
2. Compare and contrast the need for staff in a restaurant and in a hotel.



## Determining Labor Needs

If you are a busy hospitality leader and you see a heading like this, your first reaction may be to laugh. What the heck, you need people all the time. You've got no time to make out lists, you need whoever walks in the door, and you are just afraid nobody will walk in. But what if you could turn things around and avoid panic and crisis by hiring employees who are right for the job and will not walk off and leave you in the lurch? And do you realize the hidden costs when you hire unqualified people or people who are wrong for the jobs you ask them to do?

Hiring such employees is worse than useless. Either you will keep those employees and suffer their shortcomings, or you will have to fire them and start all over—and perhaps make the same mistakes. If you train those workers and the ones you replace them with, your training costs will skyrocket and the work will suffer until you get them trained. If you do not train them, they will not do their jobs right and they will waste things and break things and turn out inferior products and give inferior service.

If they are unhappy or incompetent, they will be absent or late a lot, and their morale will be poor and so will everyone else's. They will not get the work done on time, and you will have to pay overtime. They will give poor service and drive customers away, and your sales will dwindle. When you finally do fire them, your unemployment compensation costs will go up and you will have to hire people to take their places: and the next people you hire may be even worse. It is a very, very costly way to choose people, and in time it could cost you your reputation as a good employer, your job, or your business. There are better ways to go about hiring people based on the thinking and experience of experts, and the place to start is to figure out exactly what to look for.

### DEFINING JOB QUALIFICATIONS

To define a job's qualifications, you need to list the knowledge, skills and abilities, work experience, and education and training required. This is known as a *job specification*. Figure 4-1 shows a sample job specification. Note that there is a heading “Preferred Qualifications”—the reason for this is to avoid any problems with affirmative action. If some applicants do not have the preferred qualifications then they are not as qualified for the position as those who do have the preferred qualifications. Training and certifications may also be added to the specification.

Knowledge consists of the information needed to perform job duties. For example, a cook must know that one cup holds eight ounces, and other measurements, just as the dietary manager in a hospital kitchen must know which foods are not allowed on modified diets. You can use verbs such as *knows*, *defines*, *lists*, or *explains* to begin a knowledge statement.

*Skills and abilities* refer to competence in performing a task or behaving in a certain manner. Must a person be able to lift 100-pound bags and boxes? Add and subtract and multiply? Convert recipes? Mix  $x$  number of drinks per hour? Cook eggs to order at a certain rate? Have a responsive, outgoing approach to people? Be as specific as possible.

Performance standards, if you have them, will tell you the specific skills you are looking for. You must decide whether to buy these skills or do your own skills training.

#### **Job specification**

A list of the qualifications needed to perform a given job.

<b>Job Specification:</b> <u>Server</u>	
Department:	Dining Room
Grade	6
<b>Job Qualifications:</b>	
KNOWLEDGE	<u>Basic knowledge of food and cooking.</u>
SKILLS AND ABILITIES	<u>Present a good appearance—neat and well-groomed, interact with guests in a courteous and helpful manner, work well with other personnel, write neatly, perform basic mathematical functions (addition, subtraction, multiplication, and division), set tables, serve and clear.</u>
WORK EXPERIENCE	<u>Six months satisfactory experience as a server required. One year preferred.</u>
EDUCATION AND TRAINING	<u>High school graduate and/or service training preferred.</u>
PREFERRED QUALIFICATIONS	<u>a) 1 year in a fine dining restaurant environment. b) must be able to work on weekends.</u>

**FIGURE 4-1: Job Specifications.**

If you plan to train, you need to define the qualities that will make people trainable for a given job. A bartender, for example, needs manual dexterity. Desk clerks and serving personnel need verbal skills.

The qualifications that you list in your job specification must not discriminate in any way on the basis of race, national origin, gender, age, marital or family status, religion, or disability. The place to begin in avoiding discrimination is with your job specifications. It is important that you phrase them in concrete terms of what each job requires and that you think in these terms as well. According to OfficeTeam of Menlo Park, California, interviews and reference checks are the most effective tools for identifying top performers. Interviewers look for motivation, versatility, and a proactive approach. Other qualities to consider:<sup>6</sup>

1. Passion
2. Favorites
3. Optimism
4. Expectations
5. Tone

## FORECASTING STAFFING NEEDS

Anticipating your needs for staff will give you time to look for the right people. If you need extra people for holiday and vacation periods, hire them ahead of time or your competitors will beat you to the best people. Records of past sales or occupancy or special events may indicate trends in people needs. Look ahead to changes in your business: Is your employer planning to expand? And how will it affect your department's need for people?

*Scheduling* is a key factor. Your work schedules form a day-to-day forecast of the people you need at each hour of the day. Plan them in advance. Make sure that your workers are aware of any changes you make, and make sure that they tell you well in advance of any changes that they have in mind.

### Scheduling

Determining how many people are needed when, and assigning days and hours of work accordingly.

Employees need an environment that motivates them and offers benefits. Let employees know that you value their opinion. If at all possible, allow schedules to be flexible. This gives employees a feeling of control and the comfort of knowing that if something comes up, they will not be criticized. Today, more people are demanding that their personal lives be taken as seriously as their work lives. People want to be taken seriously; they are concerned about pursuing their own personal goals. Your employees need to feel respected by you.<sup>7</sup>

As an employer it is important that you try to meet the needs of both your employees and the company. Examine your scheduling as a whole. First, does it provide efficiently for your needs? Second, are there ways of organizing the shifts that would be more attractive to the type of person you would like to hire? Do you ask people to work short shifts at unattractive hours, such as early in the morning or late at night? A country club advertised a split shift of 11 to 3 and 5 to 11, three days a week—who is that likely to appeal to? That's a 10-hour day with hardly enough time between shifts to go home, yet it is not a full 40-hour week.



**Scheduling is an important task, which, when done well, helps ensure a smooth-running operation.**



Consider revamping your schedules with people's needs and desires in mind. Look at the hours from their point of view. How far do they have to travel? How much useful personal time does your schedule leave them? How much money do they make for the time involved in working for you, including travel times? Ask your present workers how they feel about their days and hours, and try to devise schedules that will not only fill your needs but will be attractive to new people as well. Your people will appreciate it if you give them a chance to move to a shift they like better before you hire someone new to fill a vacancy. Often, before making decisions it is important to implement new plans or policies with the staff. Include staff in the decision-making process and find out how they feel about certain policies; you may be surprised at what they have to say.

Another key factor in forecasting employee needs is *downtime*, the length of time that a position is vacant until a new employee who can fully perform the job fills it. Let's consider how long downtime might normally be: An employee resigns and gives you only two days' notice. It's not unusual, particularly if you don't make a point of requiring proper notice (usually two weeks) and withhold something of value to the employee, such as accrued vacation time, if proper notice is not given. Once the employee resigns, depending on your employer's procedures, you may have to fill out an *employment requisition form* (Figure 4-2). A requisition is something like a purchase order that must be signed by the appropriate person before you can begin the recruiting process.

Let's say that this takes one week. If you want to advertise the job, you will probably have to wait another week before the ad appears and you get responses. Now you can probably plan on one to two weeks to screen applicants, interview and test applicants, check references, and make a final selection. Often, the person you hire must give his or her current employer two weeks' notice, so you wait a little more.

Now if you believe in magic, when the new employee shows up for the first day of work, you will think your problems are over and put the new employee right to work. Wrong! Now it will take at least one week, probably more, before your new employee gets up to speed in the new position. It has now been about six to seven weeks since your employee resigned. One way to help reduce downtime is to forecast your personnel needs periodically. Figure 4-3 shows a staffing guide form that can be used every two months to help determine when to hire new employees so that downtime is minimized. Staffing guides are based on the budget and expected volume of business.

#### Employment requisition form

A standard form used by departments to obtain approval to fill positions and to notify the recruiter that a position needs, or will need, to be filled.

## TRAINING VERSUS BUYING SKILLS

In determining your staffing needs, you must decide whether to buy skills or to train new people yourself. Most managers will tell you they simply don't have time to train people—they are too busy with the work itself. They look for people who have experience in the jobs they are hiring for, even when they have to pay a higher wage.

There is no security in hiring experience, however. You may pay more to break someone of five years of forming bad habits than it would cost you to train an inexperienced person from scratch. For exactly this reason, a number of corporations hire only people with no experience for certain jobs. If you do hire experience, it is important to verify it by checking references and to evaluate it by testing performance.

### Check Your Knowledge

1. Discuss why it is important to know the characteristics of your labor needs.
2. Explain what is known as a job qualification.

**Employment Requisition**

Department: \_\_\_\_\_

Position: \_\_\_\_\_

Reason for vacancy:  Incumbent leaving the company  
 Name: \_\_\_\_\_  
 Separation Date: \_\_\_\_\_  
 New Position

Is position budgeted?  Yes  No

Is position temporary \_\_\_\_\_ or permanent \_\_\_\_\_?

Is position full-time \_\_\_\_\_ or part-time \_\_\_\_\_?

Hours of position/days off: \_\_\_\_\_

When needed? \_\_\_\_\_

Job qualifications: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Approvals Department Head \_\_\_\_\_  
 General Manager \_\_\_\_\_  
 Director, Human Resources \_\_\_\_\_

**FIGURE 4-2:** An employment requisition is completed by the department head and given to HR either electronically or by hard copy.

Training takes the time of both trainer and trainee, and that is expensive. But putting people in jobs without enough training is likely to be more costly in the end. The worker does not perform well and is not happy, the customer suffers and is not happy, and you will suffer, too, and you will not be happy. You really don't have time not to train people. There is more on this subject in Chapter 8.



## Recruiting

### GENERAL RECRUITING PRINCIPLES

Since the legal aspects of recruiting and selection were covered in Chapter 2 we will move on to recruiting. *Recruiting*—looking actively for people to fill jobs—is a form of marketing. You are in the labor market to sell jobs to people who might want them. Because your need is constant and urgent, because you have many competitors, and because many of your jobs are not the most exciting ways of making a living, you really need to work at making your recruiting effective.



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**Restaurant**  
 Short Order Cook, Hostess,  
 Dishwasher, & Janitorial Service,  
 Call (212) 555-xxxx.

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**Restaurant - Servers needed**  
 FT or PT, Benefits for FT, Call  
 Goodtime CC (312) 555-xxxx. for appt.

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**Restaurant**

**BARTENDERS  
 LINE COOKS  
 HOSTESSES &  
 SERVERS**

Must have 5 yrs. exp. Fax résumé in  
 confidence to Joseph's, (301) 555-  
 xxxx.

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**RESTAURANT**

**BENEFITS**

Avail. for F/T dining room wait staff in  
 private health club. Includes health  
 plan, 401(k), paid vacation, holiday &  
 sick time. P/T banquet staff also  
 needed. Applicants should have prior  
 restaurant experience & proven cus-  
 tomer service skills. Must be available  
 evenings & wknds. Apply in person,  
 The Cricket Club, Willow Avenue,  
 Philadelphia

**FIGURE 4-4: Classified Advertisements.**

It is also essential to use channels of communication appropriate to the people you want to reach, the same channels that they are using to look for jobs. You must get the message to the areas where they live and use media of communication they see and hear.

The second word to keep in mind is *competitive*. You are competing with every other hotel and foodservice operation in your area for the same types of people. For unskilled labor you may also be competing with other types of operations as well: retail stores, light industry, and so on. You must sell your jobs and your company at least as well as your competitors sell theirs, if not better.

The third word to remember is *constant*. It is a good practice to be on the lookout for potential employees all the time, even when you have no vacancies. Even the best and luckiest of employers in your field will probably replace at least six out of every 10 employees in a year's time, and many operations run far higher than that. Keep a file of the records of promising people who apply each time you fill a job, and look through them the next time you need to hire.

You will also have drop-in applicants from time to time. Pay attention to them; they have taken the initiative to seek you out. Ask for a résumé and let them know that



**Recruiting excellent candidates is requisite to ensuring excellent morale and guest satisfaction.**

you will add it to the talent bank. Give them a tentative date to call back, and be cordial. They should leave with a feeling of wanting to work for you; remember that you are marketing yourself as a good employer, and you may need them tomorrow.

## **ONLINE APPLICANTS AND SELECTION TESTS**

Today, many hospitality companies have a space for employment opportunities on their Web sites. This free advertising is attracting an increasing number of applicants. Applications can be completed online saving both time and money. Applicants may be asked to complete selection tests online. Examples are: *cognitive ability tests* that measure intelligence; *aptitude tests* that measure the ability of an individual to learn or acquire new skills; *personality tests* that are a psychological measure of an individual's basic characteristics, such as her or his attitudes, emotional adjustment, interests, interpersonal relationships, and motivation; *honesty/integrity tests*, which are designed to measure an applicant's propensity toward undesirable behaviors such as lying, stealing, and taking drugs or abusing alcohol; *substance abuse tests* are intended to ensure a drug-free workplace. Concern about workplace safety issues, alcohol, and illegal and unsafe drug use in the workplace has prompted many employers to require employees/applicants to submit to substance abuse testing.

There are some who do not agree with applicant/employee testing. However, employers may keep selection tests in context and perspective if they are used in their proper job-related context and are nondiscriminatory to protected-class members, and

## PROFILE Monica Gomez, Director of Human Resources at Café Suso Restaurants



Sourcing talent for our restaurants is done on a structured and systematic basis. All applicants must apply online and must complete a talent assessment questionnaire to assess their aptitude for a service position back or front of the house. Applicants for

leadership positions undergo further skills and leadership questionnaires. If an applicant is interested to be called for a further talent interview then it is scheduled. Upon the successful completion of these questionnaires and interviews, our employment manager calls and does initial screening interviews with candidates that meet or exceed the job skills criteria and determines their availability.

Next, an in-person interview is scheduled with a team leader and a skills test given in the relevant job area. If it's in the kitchen, then a kitchen-related skills

test may be given—the applicant is asked to make a certain food item. Applicants for leadership positions are given group interviews where our leaders ask both structured and unstructured questions—but always the same questions of all applicants. Plus, we must insist that everyone is treated exactly the same, as there is always the possibility that someone might feel that they were treated differently in some way. We need to guard against that.

Before offering applicants a position we must do a background check. We use an outside company and request them to do as extensive a background check as the law permits and a drug test. This is because we do not want to be held liable for negligent hiring—meaning, if an employee we hire does something serious to a guest or another employee, then we could be held liable. Finally, we need to ensure that the applicant can do the job as explained in the job description that they were hired to do. We get their signature on the job description saying that they can do the job.

they are permitted under the law in your state, county, and city.<sup>8</sup> Employment testing is discussed later in this chapter.

The final words of wisdom are: *Use a multiple approach*. Do not depend on a single resource or channel; try a variety of methods to attract people. There are many channels: schools and colleges giving hotel and foodservice and bartending courses, well-chosen word-of-mouth channels such as current employees, notices on the right bulletin boards (the student union, the school financial aid office), newspaper and radio ads, online job resources, trade unions, employment agencies, community organizations, summer job fairs, and organizations working to place certain groups of people such as refugees or minorities or disabled persons. You can also go out into the field and recruit workers directly wherever they are.

Let us look at some of these resources and channels in more detail.

## INTERNAL RECRUITING

*Internal recruiting* is the process of letting your own employees know about job openings so that they may apply for them. Often, the most successful placements occur through people who already work for you. Internal recruiting often results in *promoting*



*from within*, a practice in which current employees are given preference for promotions over outside applicants with similar backgrounds. Promoting from within has several advantages: It rewards employees for doing a good job, it motivates employees and gives them something to work toward, and it maintains consistency within the enterprise.

#### Internal recruiting

Searching for job applicants from within an operation.

#### Promoting from within

A policy in which it is preferable to promote existing employees rather than filling the position with an outsider.

#### Job posting

A policy of making employees aware of available positions within a company.

Now how can you be sure of letting all employees know about open positions? Using a practice called *job posting*, a representative (usually from the human resources department) posts lists of open positions (Figure 4-5) in specific locations where employees are most likely to see them, including the company Web site. Usually, employees are given a certain period of time, such as five days, in which to apply before applicants from the outside will be evaluated. In most cases, employees must meet certain conditions before responding to a job posting. For instance, the employee may be required to have a satisfactory rating on his or her last evaluation and have been in his or her current position for at least six months. These conditions prevent employees from jumping around too often to different jobs, a practice that benefits neither the employee nor the employer.

**Date:** Monday, September 25

**Department:** Food and Nutrition Services

**Job Title:** Food Service Worker

**Job Code:** 600026

**Reports to:** Operations Supervisor

#### Job Qualifications:

1. Six months experience in a health care facility.
2. High school graduate.
3. Courtesy and diplomacy in dealing with patients, hospital staff, fellow workers, and the department's management team.
4. Ability to consistently demonstrate the values of Sarasota Memorial Health Care System.
5. Communication skills, verbal and reading: required to read and understand written instructions, recipes, and labels.

#### Mental/Physical Demands:

1. Adaptability to routine work involving short-cycle repetitive duties under specific instructions.
2. Demonstration of good judgment consistently showing insight into problems.
3. Continuous physical activity involves standing, walking, bending, and stooping. Amount of weight lifted is routinely 25–30 pounds, and up to 50 pounds. Must be able to push carts weighing to 400 pounds.
4. Talking, hearing, and visual acuity essential.
5. Versatility required to adapt to frequently changing conditions in job duties covering a broad range of food service and production activities.
6. Finger and manual dexterity and motor coordination as required to manipulate kitchen utensils and food service supplies skillfully.

**FIGURE 4-5: Job Posting.**

When you can't find a current employee to fill an open position, your employees may refer their friends and acquaintances to you. Some employers give a cash or merchandise reward to employees who bring in somebody who works for at least a certain time, such as 90 days. Many employers trying to draw in new employees have used these types of programs, called *employee referral programs*, very successfully. Employees who refer applicants are usually asked to fill out a referral form or card that may be handed in with the applicant's application form.

#### Employee referral program

A program under which employees suggest to others that they apply for a job in their company. If a person referred gets a job, the employee often receives recompense.

The idea behind this type of program is that if your present employees are good workers and are happy working for you, they are not likely to bring in someone who won't suit you or who won't fit into the work group. Bringing a total stranger into a group of workers can be very disruptive. Sometimes employees bring in relatives. Among employers there are two schools of thought about this: Some say that it is an absolute disaster, whereas others find that it works out well. It probably depends on the particular set of relatives. If a family fights all the time, you do not want them working for you. Some people point out that if one family member leaves or is terminated, the other will probably quit, too, and then you will have two jobs to fill. You have a similar problem if there is a family emergency; you will be short both employees.

Other internal recruiting methods include speaking with applicants who walk in, call in, or write in. These applicants should be asked to fill out an application form and should be interviewed when possible.

## EXTERNAL RECRUITING

The remaining recruiting methods are all considered *external recruiting*, that is, seeking applicants from outside the operation. An advantage of bringing in outsiders is that they tend to bring in new ideas and a fresh perspective.

Today, hospitality companies use their own Web page as a recruiting tool. By having an icon for employment opportunities, they can save money by driving would-be applicants to their Web page thus avoiding costly charges made by the various *job search engines*.

In recent years, some hospitality companies have teamed with job search engines like Monster.com and others to help find suitable applicants for their available positions.

### Advertising

The classified ad section of the weekend paper is one common meeting place for job seekers and employers. It is also the best source for reaching large numbers of applicants, although it does not necessarily bring in the best candidates. Probably 90 percent of employers looking for non-college-educated employees advertise in newspapers, which make it a competitive job market as well as a popular one for job seekers. You can run an ad at a better rate for seven days or for three days than for one, but Sunday is your best day. Interestingly, the *New York Times* only has the classified ad section online.

There are two types of ads: *classified* and *display*. Because they take up less space, classified ads are less costly than display ads. However, display ads using the company's logo attract more attention and set your ad apart from others (Figure 4-6). Due to their higher cost, they are used for more senior positions. Regardless of the type of

#### External recruiting

Looking for job applicants outside the operation.

**JW Restaurants** has a career for you

**RESTAURANT MANAGERS  
&  
ASSISTANT RESTAURANT MANAGERS**

We are a high-quality tablecloth restaurant company based in Chicago and Atlanta with 24 restaurants, expanding to 28 this year. We are looking for outstanding individuals to join our team.

We offer:

- Moving and relocating expenses
- A \$3000 signing bonus
- An exciting work environment
- Paid medical, dental, and optical insurance
- Paid vacation
- A 401(k) plan
- Career development, training, and seminars
- Exceptional salary and bonus package

■ **VIEW OUR WEB SITE AT [JWRESTAURANTS.COM](http://JWRESTAURANTS.COM) •**

Email or send your résumé to: [Jwrestaurants.com](http://Jwrestaurants.com)

1000 Restaurant Way  
CHICAGO, IL 12345

**FIGURE 4-6: Display ads attract more attention and can give more information than classified ads.**

ad, be sure to include information on (1) what the job is, (2) where you are, (3) what the hours are, (4) what qualifications are needed, and (5) how to apply. Regarding how to apply, there are two types of ads: open, which give your company name and address, and *blind*, which do not reveal company identity, but instead, give a box number for responses. Blind ads pull in fewer responses than open ads because readers don't know who the company is (it could even be their current employer). The open ad brings in larger numbers of applicants, or it can screen applicants by listing job requirements in detail.

Another way to screen is to include a specific instruction such as "Call Joe 9–11 A.M." The people who call Joe at 2 P.M. obviously do not follow written instructions, so if the job requires following written instructions, you can eliminate these callers then and there (unless nobody calls between 9 and 11 and you are in a panic). Your company name and address will screen out people who do not want to work there for whatever reason.

When you are writing job advertisements, avoid terms that may be perceived as discriminatory, such as *busboy* or *hostess*. These terms indicate that the applicants should be male in the case of the busboy, or female in the case of the hostess. This is discriminatory, and therefore illegal, but you see it frequently in the newspapers. Also, avoid references to age, such as "young" or "recent high school graduate."

The number of applicants an ad pulls will vary greatly with the state of the economy. In good times even an enticing ad may pull fewer responses than you would like. But when unemployment is high, even your most careful attempts to screen will not keep the numbers down. People who need that job are going to apply for it no matter what your ad says. You may have 250 applicants for one pot washing job.

If you are going to advertise in the paper, it is well worth studying the ad pages to see what your competition is doing. Read all the ads with the mind-set of a job seeker, and then write one that will top them all. Display ads such as those in Figure 4-6 attract attention and project a good image. Many ads mention incentives such as benefits, equal opportunity, job training, career growth, and other attractions. Usually, such ads are for large numbers of jobs (hotel openings, new units of chains, and so on) or for skilled labor or management jobs. If you are only looking for one pot washer, you may not want to go all out in your ad, but if you want a competitive pot washer, run a good-looking, competitive ad.

Some companies advertise all the time. There are two types: the third-rate place whose third-rate ad isn't pulling anyone in ("Needed: intelligent, well-groomed person for nightclub work; call Pete") and the large corporation that runs a two-line ad to keep its name in the job seeker's consciousness ("TGI Friday's, have a nice day!" or "Plaza of the Americas Hotel is the finest").

In addition to advertising in the major area paper, consider running ads in special places where your potential workers will see them. Many cities have special area newspaper and shopping guides. Place your ads in those areas where your target workers live—people within commuting distance who may be candidates for your types of jobs. For instance, if many of the potential employees in your area speak Spanish, consider running an ad in Spanish-language newspapers. Other special places are the school, college, and local newspapers in your area. There are also Web sites that list job opening in the same ways as newspapers.

In addition to newspaper advertising, some employers use Web sites, radio, and television. These media can reach many more people and do so, of course, at a much higher price. The higher price is due in part to the cost of using an advertising agency to develop the ad for you. Radio and television can be used very effectively to reach certain groups, such as teenagers.

A low-cost place to advertise is right in your operation. You can use any of the following to bring in applicants: placemats, indoor or outdoor signs (if done professionally), receipts, or table tents, to name just a few. Finally, you can advertise open jobs by posting notices in supermarkets, libraries, churches, synagogues, community centers, and health clubs.

### **Employment Agencies**

Employment agencies are a resource you should look into under certain circumstances. We will look at three common types of agencies: private, temporary, and government. *Private employment agencies* normally charge a fee, which is not collected until they successfully place an applicant with you. In most cases, if this person does not stay with the company for a specified period of time, the agency must find a suitable replacement or return the fee. The fee is often 10 percent of the employee's first-year salary. These types of agencies most often handle management or high-skills jobs and should be used only if they specialize in your field.

**Employment agencies**

Organizations that try to place persons into jobs. **Private agencies:** privately owned agencies that normally charge a fee when an applicant is placed. **Temporary agencies:** agencies that place temporary employees into businesses and charge by the hour. **Government agencies:** employment agencies run by the government.

**Job Service Center**

An office of the U.S. Employment Service.

**Direct Recruiting**

On-the-scene recruiting where job seekers are, such as at schools and colleges.

*Temporary agencies* have recently grown in size and importance, and now a small number specialize in filling positions, including entry-level positions, for hotels, restaurants, and caterers. Temporary agencies charge by the hour for personnel who work anywhere from one day to as long as needed. Using temporary employees is advantageous during peak business periods or other times when emergency fill-in personnel are needed. However, you can't expect a temporary employee to walk into your operation and go straight to work. You must be willing and able to spend time and money to orient and train these employees.

Another source of employees, at no cost, is the U.S. Employment Service, a federal and state system of employment offices called *Job Service Centers*. Your local Job Service Center will screen and provide applicants for entry-level jobs. The centers have many unemployed people on their books who are looking for jobs. It is a question of whether they are well enough staffed to be able to sift through the people and send you suitable applicants who will not waste your time.

**Direct Recruiting**

*Direct recruiting*, going where the job seekers are, is practiced primarily by large organizations seeking management talent or top-level culinary skills.

Such organizations send recruiters to colleges that teach hospitality management or culinary skills to interview interested candidates. There are also certain situations in which direct recruiting is appropriate for entry-level and semiskilled personnel. For example, when a hotel or restaurant closes, you might arrange to interview its employees. A large layoff at a local factory might be another such situation. It may be worthwhile to interview foodservice students in secondary or vocational schools. Some large cities hold job fairs in early summer to help high school students find summer work. This would be an appropriate place for direct recruiting. Summer employees, if they like the way they are treated, can also become part-time or occasional employees during the school year that follows.

One of the advantages of direct recruiting is that you may get better employees than you would by waiting for them to drop around or to answer your ad in the Sunday paper. Another advantage is the image-building possibilities of direct recruiting. You are not only hiring for the present; you are creating a good image of your company as a place of future employment. Some companies also have internal job fairs where managers are available to talk with employees about their jobs so they have a better idea of what it takes to be a manager. It shows the company's willingness to promote from within.

**Additional External Recruiting Sources**

Organizations that are involved with minorities, women, disabled workers, immigrants, or other special groups will usually be very cooperative and eager to place their candidates. Examples of such organizations include the National Association for the Advancement of Colored People, the National Organization of Women, and the American Association for Retired Persons. Since these organizations do not work only in hospitality, they may not be familiar with the demands of your jobs, and it is absolutely necessary that you be very clear and open and honest about what each job entails. Here again, your detailed job descriptions and performance standards are available. In addition, community organizations such as church groups, Girl Scouts, and Boy Scouts can be sources of employees.

It is a good idea to tell people with whom you do business when you are trying to fill a job. Many of the salespersons you deal with, for example, have wide contacts in the field, and they have good reason to help you out if you are a customer.

Sometimes friends and acquaintances in other fields know of someone who needs a job. Clergy, whose parishioners have confided in them about their financial problems may be able to send people looking for work to you. Sometimes parents are looking for jobs for their children. Through individual contacts you often reach people who are not yet actively looking for jobs but intend to start soon.

Many people say that one person's telling another that yours is a good place to work is the best advertising there is and that it will provide you with a steady stream of applicants. Whether the stream of applicants appears or not, there is no guarantee that it will send you the people you want. You are more likely to get the type of people you are looking for through a systematic marketing plan to reach your target groups. But one thing is true: If yours is a good place to work, you will not need as many applicants because they will stay with you longer.

In the never-ending search for talent, some restaurant companies are considering podcasting as a way to attract young employees. Chris Russell recently launched JobsinPods.com, a Web site that allows employers to create online audio messages about their businesses for potential job applicants to download to their MP3 players or iPods.<sup>9</sup>

## EVALUATING YOUR RECRUITING

To determine which sources give you the best workers, you need to evaluate the results over a period of time. What is your successful rate of hire from each source? What is the cost, not only the cash paid out for ads but the hire ratio to numbers interviewed from each source? Interviewing is time consuming, and if interviewing people from a certain source is just an exercise in frustration, that is not a good source. What is the tenure of people from each source: How long on average have they stayed? How many have stayed more than 30 days or three months? How good is their performance? If you find that you are getting poor workers from a particular source, you should drop that source. If you are getting good people from a certain source, stick with it.

You should also evaluate your own recruiting efforts. Are you staying competitive? Do you explain the job clearly and completely and honestly, or do you oversell the job? Do you project a good image for your enterprise, or do you oversell the company? If you oversell, your mistakes will come back to haunt you.

### Check Your Knowledge

1. Discuss briefly the principles for recruiting.
2. What are internal recruiting and external recruiting?

## Selecting the Right Person

Let us suppose that you now have a number of applicants for a job you want to fill. Ten applicants for one job is considered by experts to be a good ratio, but that number will vary. Up to a point, the more you have to choose from, the better your chances are



**Do You Know?**

How would you review a group of five applicants for a cook's position?

of finding someone who is right for the job. But even if you have only one applicant, you should go through the entire selection procedure. It may save you from a terrible mistake.

It is critical to select the right person for the open position. Companies like Ritz-Carlton arrange for final applicants to complete a “talent” interview to determine if the candidate will fit with the Ritz-Carlton culture and be able to provide genuine caring service to guests. The most successful person may not be the most experienced person—natural talent plus a really positive attitude and desire to be a team player and to learn more every day, will frequently be a better person for hospitality companies. Other positive signs of a good candidate are things like—do they smile in the first few seconds, and what feeling do I get from them, and do they exhibit a passion for the hospitality business?<sup>10</sup> Some companies use current employees on a selection committee because they will be working with the new hire.

We all know that the hospitality industry has a high turnover rate and much of this high turnover is due to poor selection. The cost of replacing employees is about \$8,000 in a high-end hospitality business. This sounds like a lot, but by the time you add up all the costs involved with every stage of the process—position announcements, advertising, recruiting, selection, interviewing, testing, drug screening, talent interview, background checks, and job offers, you can see that this is no overstatement.<sup>11</sup> For line employees in mid-market hospitality organizations the typical cost of turnover is about \$5,000 per position. However, the payoff is more than offset in reduced turnover that can occur with effective and efficient selection.

So, if you want friendly, courteous service, you must hire friendly, courteous people. Hiring employees is like casting stars for a movie—if we do the job well people will believe that the actor is actually the person they are portraying. Walt Disney World allows its best employees, known as star “cast members,” to select future cast members. Disney gives these star cast members three weeks of training in the selection process before they join the selection team. When screening, it is important to strike a balance. Extensive screening of potential and existing staff risks falling foul of the law, failing to respect individuals’ rights, and treating people in a discriminatory manner. Conversely, organizations could miss out on people who could be a highly valuable asset. Tread carefully.<sup>12</sup>

Assuming that you have already established job specifications and have done some preliminary screening through your ads or on the phone, the selection procedure from here on has five elements:

1. The application form
2. The interview and evaluation
3. Testing
4. The reference check
5. Making the choice

According to Jim Sullivan, people like to work with others who like them and are like them but, when hiring key employees, there are two qualities to look for: *judgment and honesty*. Almost everything else can be bought by the yard. Remember, there are two kinds of people who never succeed: Those who cannot do what they are told and those who cannot do anything unless they are told.<sup>13</sup>

## APPLICATION FORM

An application form is a fact-finding sheet for each applicant. It is a standard form (Figure 4-7) that asks relevant and job-related questions such as name, address, and phone number, type of job wanted, work history, education, references, and how the applicant heard about the job. As explained in Chapter 2, questions that can be viewed as discriminatory are not allowed (refer to Figure 2-2). You should instruct applicants to complete everything, especially the work history, including places and dates of employment, and names of supervisors.

Before you interview an applicant, you should familiarize yourself with the material on the application and jot down questions. What about gaps in employment? Unanswered

APPLICATION FOR EMPLOYMENT				Date		
<small>PLEASE PRINT ALL INFORMATION</small>				Month	Day	Year
<b>Equal Opportunity Employer</b> The Company will not discriminate against an applicant or employee because of race, sex, age, religious creed, political affiliation, national origin, sexual preference, disability, or any veteran status.						
Last Name		First	Middle Initial	Social Security Number		
Present Address (Street & Number)		City	State	Zip Code	Home Phone Number ( )	
Address where you may be contacted if different from present address					Alternate Phone Number ( )	
Are you 18 years of age or older?		U.S. Citizen or Resident Alien?		If no, indicate type of Visa		
<input type="checkbox"/> YES <input type="checkbox"/> NO		<input type="checkbox"/> YES <input type="checkbox"/> NO				
<b>JOB INTEREST</b>						
Position you are applying for:				Type of position you eventually desire		
Available for:						
<input type="checkbox"/> Full-Time		<input type="checkbox"/> Day Shift		<input type="checkbox"/> Weekends		
<input type="checkbox"/> Part-Time		<input type="checkbox"/> Evening Shift		<input type="checkbox"/> Other		
<input type="checkbox"/> Per Diem		<input type="checkbox"/> Night Shift				
When would you be available to begin work?						
Have you previously been employed by us?				Previous Position(s):		
<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, when						
Have you previously submitted an application to us?						
<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, when						
How were you referred to the Company?				<input type="checkbox"/> Employment Agency <input type="checkbox"/> Your Own Initiative		
<input type="checkbox"/> Advertisement - Publication				<input type="checkbox"/> Employee Referral - Name		
<b>EDUCATION</b>						
School	Name and Address	Circle Highest Year Completed	Type of Degree	Major Subject		
High School Last Attended		1 2 3 4				
College, University, or Technical School		1 2 3 4				
College, University, or Technical School		1 2 3 4				
Other (Specify)						

FIGURE 4-7: Application for Employment.

PREVIOUS EMPLOYMENT — BEGIN WITH PRESENT OR MOST RECENT POSITION	
1 Employer	Employed _____ to _____
Address (include Street, City, and Zip Code)	May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Telephone Number (     )
Starting Position	Salary
Last Position	Salary
Name and Title of Last Supervisor	Telephone Number (     )
Brief description of duties:	
Reason for Leaving:	
Disadvantages of Last Position:	
2 Employer	Employed _____ to _____
Address (include Street, City, and Zip Code)	May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Telephone Number (     )
Starting Position	Salary
Last Position	Salary
Name and Title of Last Supervisor	Telephone Number (     )
Brief description of duties:	
Reason for Leaving:	
Disadvantages of Last Position:	
3 Employer	Employed _____ to _____
Address (include Street, City, and Zip Code)	May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Telephone Number (     )
Starting Position	Salary
Last Position	Salary
Name and Title of Last Supervisor	Telephone Number (     )
Brief description of duties:	
Reason for Leaving:	
Disadvantages of Last Position:	

FIGURE 4-7: (continued)

questions? The way applicants fill out applications can also be very revealing. Do they follow instructions? Can they read and write? Do they understand the questions? Are they neat or messy? Is their handwriting legible? Did they complete everything? Such things may relate to the job requirements. Did they sign the application form—because if they didn't, and you later find out that they had been convicted of a crime, they can always say, "I didn't sign the application form."

## THE INTERVIEW

The first essential for a good interview is a quiet place free of distractions and interruptions, and the first task is to put the candidate at ease. You can tell how they feel by looking for nonverbal clues: a worried look on the face, tensed posture. It is important

**IF MORE THAN THREE PREVIOUS EMPLOYERS, PLEASE LIST OTHERS HERE**

Employment Dates		Company and Address	Position or Type of Work	Salary or Wage	Reason for Leaving
From	To				

Please indicate if you were employed under a different name than the one shown on the first page of this application in any of your previous positions.

Employer	Name Used

**U.S. MILITARY RECORD** (if related to the job you are applying for)

Branch of Service \_\_\_\_\_

Active Duty \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_

Nature of Duties \_\_\_\_\_

\_\_\_\_\_

**CONVICTIONS/COURT RECORD**

Have you been convicted of a crime within the last 7 years?

Yes     No    The existence of a record of convictions for criminal offenses is not considered an automatic bar to employment.

Date of Conviction \_\_\_\_\_ Describe circumstances: \_\_\_\_\_

\_\_\_\_\_

**ACKNOWLEDGMENT**

I understand that this employment application and any other Company documents are not contracts of employment and that any individual who is hired may voluntarily leave employment upon proper notice and may be terminated by the Company at any time and for any reason. I understand that no employee of the Company has the authority to make any agreement to the contrary and I acknowledge that any oral or written statements to the contrary are hereby expressly disavowed and should not be relied upon by any prospective employee.

I hereby grant permission for the authorities of the Company, or its agents, to investigate my references, and I release the Company and all previous employers, educational institutions, persons, and law enforcement agencies from any and all liability resulting from such an investigation. Upon my termination, I authorize the release of information in connection with my employment.

I certify that the statements made on this application are true and correct, and I hereby grant the Company permission to verify the information contained herein.

I understand that giving false information or the failure to give complete information requested herein shall constitute grounds, among others, for rejection of my application or my dismissal in the event of my employment by the Company.

DATE: \_\_\_\_\_ SIGNATURE OF APPLICANT: \_\_\_\_\_

FIGURE 4-7: (continued)

**Patterned interview**

A highly structured interview in which the interviewer uses a predetermined list of questions to ask each applicant.

to remember that people get nervous about interviews. If you can make them feel comfortable and not threatened, they are more likely to open up and be themselves, and this is what you are after. Listen attentively; this calls for your best listening skills. And remember that you want to impress them favorably on behalf of your organization. A careless mistake in the beginning can ruin the entire interview.

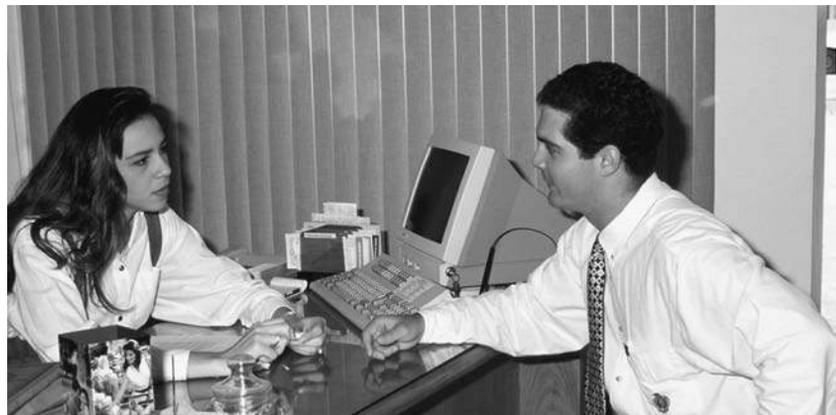
Prepare a list of questions based on the job description—this underlines the importance of a good job description. The best interview questions employers use start with: “How,” “What,” and “Why.” When employers use those words they give the interviewee a chance to explain what they have done and why they did it.<sup>14</sup> With lower-level jobs it is

best to follow a preplanned pattern for the interview, so that you cover the same territory with every applicant. You can start off with general information about the job and the company. The interview involves a two-way exchange of information: You want to know about the applicant, and the applicant wants to know about the job. Some employers use a highly structured type of interview known as a *patterned interview*, in which the interviewer asks each applicant a predetermined list of questions. It is important to ask the same questions to all candidates. There may also be additional questions on the interviewer's form that are not asked of the applicant but are provided to help the interviewer interpret the applicant's responses. The training required for a patterned interview is minimal compared to other methods, and the standardized questions help to avoid possible charges of discrimination.

You are after two kinds of information about the applicant: hard data on skills and experience and personal qualities important to the job. As you go over the application in the interview, fill in all details that the applicant left unanswered and ask questions about gaps of 30 days or more on the employment record. Often, people will not list jobs on which they had problems. If they have something to hide, they will hide it, and these are exactly the things you need to find out. Don't hesitate to probe if you are not satisfied with either the applicant or his or her answers to your questions. Take care to avoid questions that could be considered discriminatory.

As to personal qualities, you may never really know what they are like until you put them to work. If you can get them talking, you can judge such traits as verbal skills or ease with people. But you will not be able to tell anything about motivation, temperament, absenteeism, honesty, reliability, and all the other things you are looking for.

Getting people to talk may be agonizing the first time you interview. The best method is to avoid questions that have yes or no answers. Ask: "What did you do at . . . ?" "What did you like best about . . . ?" "Tell me why . . ." One owner always asked server applicants about the funniest thing that ever happened to them on the job. He would not hire people who said that nothing funny had ever happened to them because he believed that they could not deal with people effectively if they couldn't see the funny side of things. You should talk only about 20 percent of the time, with the candidate filling in the remaining 80 percent.



**Getting applicants to talk takes practice.**

Courtesy of Flat Earth

Other good work-related questions to ask are: Tell me about the strengths you bring to this job. This position requires good organizational skills; tell me about how organized you are. How did you handle these situations: When a guest was unhappy with the room? When a guest has eaten most of an entrée and then says, “I don’t like it?” When a guest says, “Why do I have to stand in line for two hours, just to go on one ride at your theme park?” or “You forgot my dinner” to the hospitality server in a hospital room?

Avoid asking about what the applicant likes to do for fun—what if the answer is “on Wednesday night I have Bible study,” and he or she doesn’t get the job? The applicant could claim that you discriminated on religious grounds. If it doesn’t pertain to the job, don’t ask it.<sup>15</sup>

Ask if you may make notes (but not on the application form because it goes in the applicant’s file and can later be used as evidence in a legal case and your comments may come back to haunt you). You can do this during the interview if it does not inhibit the applicant; otherwise, do it immediately after, lest you forget. Avoid writing down subjective opinions or impressions; instead, write down specific job related facts and direct observations. Be objective, factual, and clear. Evaluate the applicant immediately on your list of specifications for the job, using a rating system that is meaningful to you, such as a point system or a descriptive ranking: (1) exceptional, hire immediately; (2) well qualified; (3) qualified with reservations; (4) not qualified. Some large companies have evaluation forms or systems they may require you to use. Look at the applicants from the perspective of what they can do and what they will do. *Can-do factors* include the applicant’s job knowledge, past experience, and education—in other words, whether the applicant can perform the job. *Will-do factors* examine an applicant’s willingness, desire, and attitude toward performing the job. You want the person who you hire to be both technically capable to do the job (or be trainable) and willing to do the job. Without one or the other, you are creating a problem situation and possibly a problem employee.

#### **Can-do factors**

An applicant’s or employee’s job knowledge, skills, and abilities.

#### **Will-do factors**

An applicant’s or employee’s willingness, desire, and attitude toward performing a job.

Evaluation is a subjective business; it is based primarily on feelings and emotions. People turn you off or they turn you on; you like them or you don’t; and you will make your decision to hire or not to hire primarily on this interview, whether your judgment is valid or not. Studies have shown that there is very little correlation between interview evaluation and success on the job. They also show that interviewers make up their minds in the first four minutes.

Yet you would not dare skip the interview. So how can you get the most value out of it? If you are aware of what is going on in your head and in the other person’s behavior, it will help you to evaluate applicants more objectively.

One thing that is happening is that applicants are giving you the answers they think you want to hear and projecting the image they think you are looking for, and they may not be like that at all in real life. Yet often they let their guard down when the interview is just about over and reveal their true selves in the last few minutes. If you are aware of this, perhaps you can exchange the first four minutes with the last few in making your evaluations.

It is very easy, in that first four minutes, to be influenced by one or two characteristics and extend them into an overall impression of a person. This is known as the *halo effect* or *overgeneralization*. You may be so impressed with someone who is articulate

**Halo effect**

The tendency to extend the perception of a single outstanding personality trait to a perception of the entire personality.

**Overgeneralization**

In interviewing and evaluation, translation of a single trait or piece of information about a person into an overall impression of that person.

**Truth in hiring**

Telling an applicant the entire story about a job, including the drawbacks.

and well dressed that you jump to the conclusion that this applicant will make a great bartender. The first day on the job, this impressive person has drunk half a bottle of bourbon two hours into the shift.

A negative impression may be just as misleading. One restaurant manager interviewed a man for a dishwasher job and was so shaken by what he perceived as a wild look in the man's eyes that he was literally afraid to have the man in the place at all. So in the usual panic and crisis, he hired a young kid. He told a friend in the business about the wild-looking man, and the friend said, "You have just turned down the only absolutely professional dishwasher in this entire city." So after the young kid quit two days later, the manager got in touch with the wild-looking man, who accepted the position, stayed 15 years, never was absent, never was late, never broke anything, kept the dish room spotless, polished the dish machine every day, and retired on a company pension.

Another form of overgeneralization is to assume that all applicants from a certain school or all people your pot washer knows personally and says are okay are going to be good workers. This is not necessarily so; it is a generalization about personality rather than knowledge or skill.

Another thing that happens easily is to let *expectations* blind you to reality. If someone has sent you an applicant with a glowing recommendation, you will tend to see that applicant in those terms, whether or not they are accurate.

Still another thing that is easy to do is to see some facet of yourself in someone else and to assume that this person is exactly like you. You discover that this person grew up in your old neighborhood, went to the same school that you did, had some of the same teachers, and knows people you know. A spark is kindled and you think, "Hallelujah, this person has got to be great!" This reaction is known as *projection*—you project your own qualities onto that person. Furthermore, you are so excited about finding someone exactly like you (you think) that you may even forget what that has to do with the job for which you are interviewing this person.

What it all comes down to is that in interviewing and evaluating, you need to stick closely to the personal qualities needed *on the job* and to be on guard against your subjective reactions and judgments. Do not make snap judgments and do not set standards that are higher than necessary. Not all positions require people who are enthusiastic, articulate, or well educated, so don't be turned off by a quiet school dropout who can't put six words together to make a sentence.

When it comes to telling applicants about a job, you should be open and honest and completely frank. If they will have to work Sundays and holidays, tell them so. One supervisor told an applicant she would work a five-day week. The applicant assumed that it was Monday through Friday, and that was fine. But when she reported for work and they told her it was Wednesday through Sunday, she quit then and there. She felt that the supervisor had cheated, and from that point on the trust was gone.

Be frank about days and hours, overtime, pay and tips, uniforms, meals, and all the rest, so the new employee will start the job with no unpleasant surprises. You might call this *truth in hiring*. Sure, you want to sell your jobs, but overselling will catch up with you.

Explain your pay scale and your promotion policy: "This is what you start at, this is what you can make with overtime, this is what you can realistically expect in tips,

this is what you will take home, this is as high as you can go in this job, these are the jobs you can eventually work up to, these are your chances of that happening.” Give them a chance to ask questions, and then end the interview. Tell them when you will make your decision and ask them to call you the day after that if they have not heard from you. All together it should take you 20 to 30 minutes to interview an applicant for an entry-level job and up to 60 minutes for a supervisory position. Tips for interviewing are summarized in Figure 4-8.

1. Be nonjudgmental during the entire interview process. Do not jump to conclusions. A poor interviewer reaches a decision in the first five minutes.
2. Recognize your personal biases and try not to let them influence you. Be objective. Do not look for clones of yourself. Do not let an applicant’s age, gender, attractiveness, or verbal fluency influence your opinions.
3. Spend most of your time listening attentively. Allow the candidate to do at least 70 to 80 percent of the talking. Listen to each answer before deciding on the next question. Do not interrupt.
4. Make notes so that vital information is not forgotten.
5. Repeat or paraphrase the applicant’s statements to make sure that you understand the applicant and perhaps get more information, or you may repeat the last few words the applicant just said with a questioning inflection. Also, summarize the applicant’s statements periodically to clarify points and to bring information together. A summary statement may begin with, “Let’s state the major points up to now . . .” In this manner, the applicant can confirm or clarify what has been discussed.
6. Another technique to get a quiet applicant to talk and show interest is to ask open-ended questions (questions without a yes or no answer) and use pauses. Pauses allow the applicant to sense that more information is desired and hopefully, the interviewee will feel compelled to fill the silence.
7. Use body language to show interest and elicit information. Use direct eye contact, nod, smile, and lean forward slightly.
8. Do not be bashful about probing for more information when it is needed.
9. Instead of asking about an applicant’s “weaknesses,” refer to areas of improvement.
10. Paint a realistic picture of the job. Be honest.
11. Always be sincere, respectful, courteous, friendly, and treat all applicants in the same way.
12. Allow the applicant to ask questions of you.

**FIGURE 4-8: Tips for Interviewing.**

During the interview, clarify the important aspects of the job. For instance: “This job requires that you work Tuesday to Saturday, are you able to do that?” or “This position requires you to work evenings and weekends, are you able to do that?” Or, “This position requires you to lift up to 50 pounds. Can you do that?”

## TESTING

Some companies use tests as an additional method of evaluating applicants. Sometimes tests are given before the interview to screen out candidates. Sometimes they are given



after interviews to the small group of candidates still in the running, to add objective data to subjective evaluations. Various kinds of tests are used:

1. Skills tests measure specific skills.
2. Aptitude tests are intended to measure ability to learn a particular job or skill. Manual dexterity tests are a form of aptitude test and measure manipulative ability.
3. Psychological tests are designed to measure personality traits; large companies often use them in hiring management personnel.
4. Medical examinations measure physical fitness.

Except for medical examinations and skills tests, most hospitality enterprises do not use tests for nonmanagement jobs. There are several reasons for this. One is the time it takes to give tests and score them. Another is that many of the tests available have little relevance to the requirements of nonmanagement jobs. A third is that many tests, having been constructed for populations of a certain background and education, discriminate against applicants who do not have that background and education. It is illegal to use such tests either in hiring or in promotion.

To be usable, a test must be valid, reliable, and relevant to the job. To be valid, it must actually measure what it is designed to measure. To be reliable, it must be consistent in its measurement, that is, give the same result each time a given person takes it. To be relevant, it must relate to the specific job for which it is given. The user of any test must determine that it meets these criteria and must use it properly as its publisher designed it to be used. All in all, the complications of testing, the risks of discrimination, and the possibilities for error at the hands of an untrained user make most tests more trouble than they are worth. Skills tests and specific aptitude tests such as manual dexterity tests are the exceptions. Your best bet, and the one most closely geared to your job needs, is a set of skills tests derived from your performance standards. They must be adapted somewhat since the applicant will not know all the ins and outs of your special house procedures, but this can be done. It will give you an objective measure of an applicant's ability to perform on the job and an indication of how much additional training is needed.

Psychological tests are used to test for honesty and even broader qualities such as integrity. These tests are based on the assumption that honest and dishonest people have different values and see the world differently. Some employers use honesty tests in the hopes of providing a secure workplace for their employees. Using honesty tests properly requires some work. First, some states and localities do not allow such testing, so check the regulations. Next, you need to examine independent reviews and validity tests (pro-

vided that the instrument actually tests what it is supposed to test) of the instrument you want to use. Even if you find a good instrument, and it is legal in your location, don't forget that testing also requires money and time and that the results are not a substitute for any of the other selection steps you take, such as interviewing or making reference checks.

A medical examination can be required only after a job offer has been made to the applicant. When a job

### Check Your Knowledge

1. What are the elements that the selection process includes?
2. Give a tip that is useful when interviewing.
3. What does the Employee Polygraph Protection Act of 1988 prohibit?

offer is made prior to the medical exam, it is considered a conditional job offer because if the applicant does not pass the medical exam, the job offer is normally revoked.

The *Employee Polygraph Protection Act of 1988* prohibits the use of lie detectors in the screening of job applicants. Although lie detectors have been used in the past in some states, they are now illegal to use in the employment process.

## REFERENCE CHECK

### Employee Polygraph Protection Act of 1988

A federal law that prohibits the use of lie detectors in the screening of job applicants.

You have now narrowed your choice to two or three people. So, why is it important to check references? Well, for starters, it is an important part of the selection process; they are also more likely to help insure successful hires by screening for a good fit for the organization/department. A reference check may also help avoid a probation failure and can help avoid charges of “negligent hiring.”<sup>16</sup> The reference check is the final step before hiring. It is a way to weed out applicants who have falsified or stretched their credentials or who in other jobs have been unsatisfactory. Reference information can be thought of in two ways: substance and style. *Substance* concerns the factual information given to you by the applicant. *Style* concerns how the person did in previous jobs, how he or she got along with others, how well he or she worked under pressure.

When requesting a reference check, prepare specific job-related questions and do not ask questions that are not permitted during the interview.<sup>17</sup> First, verify the substance issues, such as dates of employment, job title, salary, and so on. You may wonder why applicants would falsify information on an application, but they do. One applicant writes that he graduated from a culinary school that he only attended briefly; another says that she was the front desk manager when in reality she filled in twice for the regular manager. If your job requires a particular educational degree or certification, ask applicants to supply a copy of the appropriate document. Otherwise, get the applicant’s written permission to obtain a transcript.

Once you have confirmed that the person is who they say they are on paper, you can start checking previous work references. Often, former employers will only reveal neutral information such as job title, dates of employment, and salary, because of fear of being charged with libel, slander, or defamation of character by the former employee. Although there is nothing wrong with providing objective documented information, such as an attendance problem, past employers are often reluctant to discuss this sort of concern or even answer the one question you really need an answer to: “Would you rehire?” To reduce any possible liability, you should ask applicants to sign a release on the application form (Figure 4-7) that gives you permission to contact references and holds all references blameless for anything they say.

Because it is fast, checking references by phone is very common. Be sure to document your calls on a form. Ask to speak to the employee’s human resource department. Always identify yourself and your company, and explain that you are doing a reference check. Start by asking for neutral information such as salary and job title and work your way up to more telling information.

Despite the importance of checking references, few people in the hospitality industry bother with a reference check. It may be habit or tradition, or it may be fear

and desperation: fear of finding out there is a reason not to hire and desperation to fill the job. It may just be too time consuming or you may think that your gut feeling or intuition says it all. But it is really a serious mistake to neglect the reference check and thus run the risk of hiring a problem worker.

When calling for a reference check talk to human resources, not the department supervisor—who may be a friend of the applicant or who may want to be rid of the applicant and therefore give him or her a good reference regardless. Do get background checks: these will include a credit check—you don't want someone with credit problems working in a cash-handling situation. Do also get a criminal background check—you don't want a sex offender working for you.

## MAKING THE CHOICE

Choosing a new employee is your decision and your responsibility. Making the choice may mean choosing between two or three possibilities or looking further for the right person for the job. When making the hiring choice, avoid making any of these common mistakes:

1. Don't jump to hire someone who simply reminds you of yourself. Also try not to fall prey to the halo effect. Look at the big picture!
2. Many problems in hiring come about when you hire too quickly. Use the time involved in the selection process to go through each step thoughtfully. Aim to hire the best candidate, not simply the first reasonably qualified applicant who comes forth.
3. Don't rush to hire the applicant who interviewed the best. Although the interview process can certainly tell you a lot about an applicant, the applicant with the best interviewing skills (which can be learned and practiced by anyone) is not necessarily the best person for the job. Also keep in mind that during an interview, some applicants will use their charismatic personalities and ability to tell you what you want to hear to get top consideration for the job in question.
4. Don't hire someone just because your "gut feeling," or intuition, says that this applicant is the best. Intuition is fine to use, but always combine it with the other tools of the trade, such as reference checking and testing.
5. Don't hire someone just because they come highly recommended. Perhaps an applicant comes highly recommended as a breakfast cook, but you are looking for an experienced pizza maker. It's fine to listen to a recommendation for an applicant, but as usual, that's only part of the story.

Every time you hire someone, even when you feel confident about your choice, there is the chance that you have made a mistake. You will not know this, however, until your new people have been with you awhile and you can see how they do the work, whether they follow instructions and learn your ways easily and willingly, how they relate to the customers and the other workers, whether they come in on time, and all the other things that make good workers. To give yourself the chance to make this evaluation, it is wise to set a probationary period, making it clear that employment is not permanent until the end of the period.

If you see that some of your new people are not going to work out, let them go and start over. Do not let them continue beyond the end of the probation period. It is hard to face the hiring process all over again, but it is better than struggling with an incompetent employee. It may be as hard to fire as it is to hire, but that's another story.

## MAKING THE OFFER

Offers for all jobs should be made in writing. The offer letter typically is sent, or given, to the new hire after an offer has been made and accepted over the phone. When you are making an offer, be sure to include all the conditions that were discussed with the applicant. The following points should appear in the offer letter, as appropriate:

- Department
- Position title
- Supervisor
- Location
- Rate of pay
- Schedule of shift, days off
- When jobs start, where to report, whom to report to
- Clothing and equipment needed
- Meal arrangements
- Parking
- Arrangements for orientation/training
- Brief description of benefits
- Probationary period
- Appointment time or whom to call for an appointment concerned filling out additional personnel forms (such as the I-9 form)



## Negligent Hiring

Fear of negligent hiring and retention litigation is a hiring manager's worst nightmare and the most compelling reason to conduct in-depth criminal records searches of job applicants. A multilevel jurisdictional criminal records search is the greatest protection an employer has against a negligent hiring lawsuit.<sup>18</sup>

Could your employer be sued if a guest was injured by a hostile employee who had a violent background that would have been uncovered if a proper reference check had been done? Yes, your employer could be sued for *negligent hiring*. In the past 10 years, lawsuits for negligent hiring have been on the rise. If a violent or hostile employee injures a guest or employee, the injured party may sue the employer and will probably win if he or she can prove that the employer did not take reasonable and appropriate precautions to avoid hiring or retaining the employee.

As a leader, you have the responsibility of taking reasonable and appropriate safeguards when hiring employees to make sure that they are not the type to harm guests or other workers. Such safeguards include conducting a reasonable investigation into an applicant's background and, especially, inquiring further about suspicious factors

### Negligent hiring

The failure of an employer to take reasonable and appropriate safeguards when hiring employees to make sure that they are not the type to harm guests or other workers.

such as short residency periods or gaps in employment. You also have a responsibility to counsel or discipline your employees when they become abusive, violent, or show any other deviant behavior. Follow up on complaints your employees and customers may make about another employee's negative behaviors. Use your employer's policies to dismiss dangerous or unfit employees after appropriate warnings. For hospitality companies, a well-oiled human resources team trained to screen for such hidden characteristics (prejudice) and identify people who will fit into a corporate culture with zero tolerance for prejudice is of the utmost importance.<sup>19</sup>



## Orientation

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*Orientation* introduces each new employee to the job and workplace as soon as he or she reports for work. It is not uncommon in the hospitality industry for people to be put to work without any orientation at all: "Here is your workstation; do what Virginia tells you." You don't even know what door to come in and out of and where the restrooms are, and on payday everyone else gets paid and you don't, and you wonder if you have been fired and didn't even know it.

The primary purpose of orientation is to tell new staff members (1) what they want to know, and (2) what the company wants them to know. As with any training, it takes time—the new person's time and the supervisor's time—anywhere from 30 minutes to most of the day.

Nevertheless, it is worth the time needed to do it and to do it well. It can reduce employee anxiety and confusion, ease the adjustment, and tip the balance between leaving and staying during the first critical days. In addition, it provides an excellent opportunity to create positive employee attitudes toward the company and the job.

Therefore, you have two goals for an orientation:

1. Communicating information: getting the messages through
2. Creating a positive response to company and job

Let us look at the second one first because it makes the first one easier and because it is more likely to be overlooked.

### CREATING A POSITIVE RESPONSE

If you do not have an orientation for each new employee, somebody else will—your other workers. Their orientation will be quite different from yours, and it may have a negative impact. They want to give a new person the inside story, the lowdown, and it will include everybody's pet gripes and negative feelings about the company and warnings to watch out for this and that, and your new worker will begin to have an uneasy feeling that this is not such a good place to work. People are always more ready to believe their coworkers, their peer group, than their boss, so it is important for you to make your impact first. Then, in the days that follow, you must live up to what you have told them in your orientation or their co-workers may undermine the impression you have made.

You want to create an image of the company as a good place to work. You also want to foster certain feelings in your new people: that they are needed and wanted, that they and their jobs are important to the company. You want to create the beginnings of a sense of belonging, of fitting in. You want to reduce their anxieties and promote a feeling of confidence and security about the company and the job and their ability to do it.

You do all this not only through what you say but how you say it and even more through your own attitude. You speak as one human being to another; you do not talk down from a power position. You assume that each is a person worthy of your concern and attention who can and will work well for you. You do not lay down the law; you inform. You treat orientation as a way of filling their need to know rather than *your* need to have them follow the rules (although it is that, too). You accentuate the positive.

If you can make a favorable impact, reduce anxieties, and create positive attitudes and feelings, new employees will probably stay through the critical first seven days. It will be much easier for you to train them, and they will become productive much more quickly.

## COMMUNICATING THE NECESSARY INFORMATION

Employees want to know about their pay rate, overtime, days and hours of work, where the restrooms are, where to park, where to go in and out, where the phone is and whether they can make or receive calls, where their workstation is, to whom they report, break times, meals, and whether their brother can come to the Christmas party. The company wants them to know all this plus all the rules and regulations they must follow; company policy on holidays, sick days, benefits, and so on; uniform and grooming codes; how to use the time clock; emergency procedures; key control; withholding of taxes; explanation of pay check and deductions. They must also fill out the necessary forms and get their name tags, and they should have a tour of the facility and be introduced to the people they will work with.

It is a lot to give all at once. It is best to give it one-on-one rather than waiting until you have several new people and giving a group lecture. A lecture is too formal, and waiting several days may be too late.

You can have it all printed in a booklet, commonly called an *employee handbook*. But you cannot hand people a book of rules and expect them to read and absorb it. It will really turn them off if you ask them first thing to read a little booklet about things they cannot do. *Tell them*. Give them the booklet to take home.

An orientation checklist, shown in Figure 4-9, is an excellent tool for telling your employees what they need to know. It lists sample topics covered during an orientation program, such as how to request a day off. These topics are grouped into three categories: “Introduction to the Company,” “Policies and Procedures,” and “The New Job.” One benefit of using such a checklist is that it ensures consistency among managers and supervisors who are conducting orientation and makes it unlikely that any topic will be forgotten.

Similarly, you cannot expect new employees to soak up everything you say. As you are aware, communication is a two-way process, and you can send message after

### Employee handbook

A written document given to employees which tells them what they need to know about company policies and procedures.

<b>INTRODUCTION TO THE COMPANY</b>	
<input type="checkbox"/>	Welcome.
<input type="checkbox"/>	Describe company briefly, including history, operation (type of menu, service, hours of operation, etc.) and goals (be sure to mention the importance of quality service).
<input type="checkbox"/>	Show how company is structured or organized.
<b>POLICIES AND PROCEDURES</b>	
<input type="checkbox"/>	Explain dress code and who furnishes uniforms.
<input type="checkbox"/>	Describe where to park.
<input type="checkbox"/>	How to sign in and out and when.
<input type="checkbox"/>	Assign locker and explain its use.
<input type="checkbox"/>	Review amount of sick time, holiday time, personal time, and vacation time as applicable.
<input type="checkbox"/>	Review benefits.
<input type="checkbox"/>	Explain how to call in if unable to come to work.
<input type="checkbox"/>	Explain procedure to request time off.
<input type="checkbox"/>	Review salary and when and where to pick up check, as well as who can pick up the employee's paycheck. If applicable, explain policy on overtime and reporting of tips.
<input type="checkbox"/>	Discuss rules on personal telephone use.
<input type="checkbox"/>	Explain smoking policy.
<input type="checkbox"/>	Explain meal policy, including when and where food can be eaten.
<input type="checkbox"/>	Review disciplinary guidelines.
<input type="checkbox"/>	Explain guest relations policy.
<input type="checkbox"/>	Review teamwork policy.
<input type="checkbox"/>	Explain property removal policy.
<input type="checkbox"/>	Explain responsible service of alcohol, if applicable.
<input type="checkbox"/>	Explain Equal Employment Opportunity policy.
<input type="checkbox"/>	Discuss promotional and transfer opportunities.
<input type="checkbox"/>	Explain professional conduct policy.
<input type="checkbox"/>	Explain guidelines for safe food handling, safety in the kitchen, and what to do in case of a fire.
<input type="checkbox"/>	Explain notice requirement if leaving your job.
<b>THE NEW JOB</b>	
<input type="checkbox"/>	Review job description and standards of performance.
<input type="checkbox"/>	Review daily work schedule including break times.
<input type="checkbox"/>	Review hours of work and days off. Show where schedule is posted.
<input type="checkbox"/>	Explain how and when employee will be evaluated.
<input type="checkbox"/>	Explain probationary period.
<input type="checkbox"/>	Explain training program, including its length.
<input type="checkbox"/>	Describe growth opportunities.
<input type="checkbox"/>	Give tour of operation and introduce to other managers and co-workers.

**FIGURE 4-9: Sample Orientation Checklist.**

message but you cannot control the receiving end. They will listen selectively, picking out what interests them. Try to give each item an importance for them. (For example: “You can get any entrée under \$5 free.” “The employee parking lot is the only place that isn’t crowded.” “The cook will poison your lunch if you come in through the kitchen.”) Give reasons. (“The money withheld goes to the government.”) Phrase

things positively. (“You may smoke on breaks in designated areas outside the building,” rather than, “Smoking is forbidden on the job.”)

Watch your workers carefully to make sure that you are understood, and repeat as necessary. Encourage questions. (“Can I clarify anything?”) Be sure you cover everything (use a checklist). Even so, you will need to repeat some things during the next few days.

Taking the trouble to start new employees off on the right foot will make things easier as you begin their training for the job. They will feel more positive, less anxious, and more receptive to the new work environment.



## KEY POINTS

1. Labor market refers to the supply of workers looking for jobs and the jobs available in a given area.
2. Many hospitality jobs require hard physical labor, and the pay is often low. The days and hours of work vary, but many employees work part-time hours, including weekends and evenings.
3. Most new workers entering the labor force are women, minorities, and immigrants.
4. Possible sources of workers include those already working in your operation, people looking for their first job, women, immigrants, retired people, moonlighters, the unemployed, the disabled, and people who just want to get away from what they have been doing.
5. You will find it helpful to know something about the labor market in your own area, such things as prevailing wages for various jobs, unemployment rates for various types of workers, demographics, and the kinds of companies you are competing with for workers.
6. To determine labor needs, you must define the qualifications for each job in a document called a job specification. Job qualifications include knowledge, skills and abilities, work experience, and education and training.
7. When forecasting staff needs, look at your schedules and consider the amount of time it takes to replace an employee and get the new employee trained. Anticipate openings using a staff forecast form, shown in Figure 4-3.
8. Figure 2-2 states recommended ways to ask questions of job applicants to avoid charges of discrimination.
9. Recruiting should be appropriate, competitive, constant, and use a multifaceted approach.
10. Recruiting is either internal or external. Examples include employee referral programs, direct recruiting, advertising, employment agencies, community organizations, personal contacts, and word of mouth.
11. The selection process includes the application form, the interview and evaluation, testing, the reference check, and making the choice.
12. Tips for interviewing are given in Figure 4-8.
13. To be usable, a test must be valid, reliable, and relevant to the job.



14. Checking references by phone using a form such as that shown is common.
15. Orientation tells new staff members what they want to know and what the company wants them to know.



## KEY TERMS

can-do factors	labor market
demographics	orientation
direct recruiting	overgeneralization
Employee Polygraph Protection Act of 1988	patterned interview
employee referral program	private employment agencies
employment requisition form	projection
external recruiting	promoting from within
halo effect	recruiting
internal recruiting	scheduling
job posting	temporary agencies
Job Service Center	truth in hiring
job specification	will-do factors



## REVIEW QUESTIONS

Answer each question in complete sentences. Read each question carefully and make sure that you answer all parts of the question. Organize your answer using more than one paragraph when appropriate.

1. Describe the labor market in the area in which you live. What jobs are available? Are there many jobs advertised in the classified section of the newspapers? Is it hard to get a job because of a large number of applicants?
2. Describe five sources of potential employees.
3. List the job qualifications detailed in a job specification.
4. Which of the following questions are okay to ask applicants?
  - Do you own a car?
  - Do you own a home?
  - In this job, you will be lifting boxes up to 50 pounds. Can you lift 50 pounds?
  - Are you healthy?
  - Can you supply a photograph?
  - If you came from Greece, are you a Greek citizen?
  - Are you married?
  - What professional organizations do you belong to?
  - What ages are your children?
  - What clubs do you belong to?

- Are you 40-something?
  - Do you have any disabilities?
  - Are you able to perform the job I have just described?
  - Do you have any outside activities that would keep you from observing the required days and hours of work?
5. What is negligent hiring? How can you avoid it?
  6. Describe two methods of internal recruiting and three methods of external recruiting.
  7. Discuss three methods you might use to evaluate your recruiting efforts.
  8. List seven dos and seven don'ts for interviewing.
  9. Why is checking references so important? Why is it so difficult to check references?



## ACTIVITIES AND APPLICATIONS

### 1. Discussion Questions

- What recruiting methods would be most appropriate to the situation in your area?
- Which is better in your opinion: to hire experienced workers or to train people? Defend your opinion. Are there other alternatives?
- How can you guard against your own subjectivity in an interview?
- How could performance standards be used in recruiting and selection?
- Do you think you have ever been discriminated against while trying to get a job? If so, describe.
- Describe various experiences you have had when taking a job interview. Which interviewers struck you as being good? What did poor interviewers do or forget to do?

### 2. Role-Play: Interviewing

Using the job description for a server that was presented in Chapter 3, work in groups of four to develop a series of interview questions for a part-time server position (Thursday through Saturday evenings) in an Italian restaurant serving pizza, pasta, and other Italian meals. When completed, have two students role-play an interview, with the two extra students acting as observers. When the first role-play is done, the observers will act as interviewer and interviewee. The role of the observers is to look for questions that are illegal and also to judge the ability of the interviewer to do a good job.

### 3. Group Activity: Job Specifications

Working in groups of four, each group decides on a job classification, such as cook or housekeeper, for which they will write a job specification. Use the format in Figure 4-1.

### 4. Case Study: The One That Got Away

Dennis is dining-room manager in the coffee shop of a large hotel. He is about to interview Donna, a drop-in applicant who is filling out an application form. A natural waitress type, smiling, good voice, well-groomed. He'd like to hire her to replace Rosa—these married women with kids don't show up half the time. Dennis is on duty as host for the lunch-serving period. He is seating a party of customers when Donna brings him her application. "Enjoy your lunch!" he says to the customers as he hands them the menus. Then he hurries over to ask Eleanor, a waitress who sometimes acts as hostess, to sub for him for a few minutes, and

seats Donna at a table near the entrance. He can keep an eye on things while he interviews her. He glances at the application. A year as waitress at Alfred's Restaurant—good! A high school graduate taking a couple of courses at the community college—good! The application is filled out neatly and carefully—good! He looks up to compliment her but sees Eleanor waving at him. “Excuse me, I’ll be right back,” he says to Donna. He deals quickly with a customer who wants to get a recipe. Donna is fiddling with a spoon and looks up soberly when he comes back. “I’m sorry,” he says. “Now, where were we? Oh yes, I was going to tell you—” Another waitress presents herself at the table. “Listen, Dennis,” she says, “tell Eleanor to get off my back. I’m not taking orders from her, she’s not my boss.” “Look, Dolores, I’ll talk to you in a minute. The customer at Table 9 is signaling you. Go tend to her.” Donna has a fixed smile on her face. “I really think you’d like it here,” says Dennis, “there’s never a dull moment. Now tell me about your job at Alfred’s.” After getting a chance to discuss Donna’s work experience, he sees that Eleanor is gesturing that he is wanted on the phone, so he excuses himself. “Yes, of course, I’ll take care of it,” he says to his boss, and rushes back to Donna, who is sitting with hands folded, looking straight ahead. “Now tell me about yourself.” “Well . . . what would you like to know?” She smiles politely. “Are you married?” Dennis asks abruptly. “Yes.” Not so good. “Any kids?” “A baby boy.” Worse! She looks at him levelly and says, “My mother takes care of him.” “Would you—oh damn!” Eleanor is gesturing madly and a customer looking like very bad news is heading his way. He rises hastily. Donna rises, too. “I have to go,” she says. “I’ll call you,” Dennis says over his shoulder before facing a furious man with a long string of complaints. The day goes on like this, one thing after another. The next morning he thinks about Donna again. Never mind about the baby: He decides to hire her on a probationary basis. When he finally finds time to call her, she tells him she has taken a job at the hotel across the street.

### Case Study Questions

1. Dennis has made a number of mistakes in this interview. Identify as many as you can and discuss their adverse effects.
2. What did he find out about Donna during the interview?
3. What did he tell her about the job? What did she learn about the job in other ways?
4. On what basis did Dennis decide to hire her? Is it a good basis for making a hiring decision?
5. Do you think Donna would have decided to work for Dennis if he had gone about the interview differently?



## WEB ACTIVITY

- Go to the following Web site: [www.eeoc.gov](http://www.eeoc.gov)
- Click on “Federal EEO Laws” to answer the following:
  1. Which laws does the U.S. Equal Employment Opportunity Commission (EEOC) enforce?
  2. What is the Civil Service Reform Act of 1978 (CSRA)?
  3. Who enforces the CSRA?
  4. Which law prohibits discrimination against qualified individuals with disabilities who work in the federal government?
  5. What does the EEOC also provide?



## RELATED WEB SITES

Hospitality Careers	<a href="http://www.hcareers.com">www.hcareers.com</a>
Hospitality Employment	<a href="http://www.escoffier.com">www.escoffier.com</a>
	<a href="http://www.foodservice.com">www.foodservice.com</a>
	<a href="http://www.gotajob.com">www.gotajob.com</a>
	<a href="http://www.restaurantmanagers.com">www.restaurantmanagers.com</a>
Federal Wage and Labor Law Institute	<a href="http://www.fwlli.com">www.fwlli.com</a>
STAT-USA	<a href="http://www.statusa.gov">www.statusa.gov</a>



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