

PEARSON NEW INTERNATIONAL EDITION



**Foundations of Lodging Management**  
**David K. Hayes Jack D. Ninemeier**  
**Allisha A. Miller**  
**Second Edition**

# Pearson New International Edition

---

Foundations of Lodging Management  
David K. Hayes Jack D. Ninemeier  
Alisha A. Miller  
Second Edition



Shutterstock/Yuri Arcurs

Treating entry-level employees with respect and keeping them involved are key components of a successful team.

## WHAT SHOULD EMPLOYEES EXPECT FROM THEIR SUPERVISOR?

The staff members of a hotel have a right to expect certain things from their supervisor. These expectations include:

- fair compensation for the jobs they perform
- safe working conditions
- the training needed to perform their current job well
- additional training for advancement if that is possible
- help to ensure that all employees work well together
- a full explanation of policies, rules, and regulations that affect them
- a fair evaluation of their work
- recognition for a job well done
- the use of a leadership style appropriate for each employee
- effective role-modeling; the supervisor sets a good example of professional behavior

## LODGING ONLINE

Some Internet Web sites provide a wide range of information about the management of people. For example, go to:

[www.managementhelp.org/](http://www.managementhelp.org/)

When you reach the site, click on a management topic of interest to you.

Do you see why many lodging industry professionals believe the study of management is an on-going and life-long process?

Hotel employees, like everyone else, tend to do what is in their best self-interest. If, for example, they perceive it to be beneficial to remain employed at a lodging property, they will do so. The reverse is also true, and they will leave for another opportunity that they believe to be better.

It is the supervisor's challenge to make the hotel workplace compatible with their interests because there are many things that supervisors can do to promote careers in the hotel and the lodging industry. Supervisors can:

- Show excitement—find opportunities to discuss the many benefits and rewards of working in the hotel industry.
- Begin with an emphasis on career rather than job at the time new employees are recruited.
- Explain how career advancement can happen. Consider the following statement made to a new employee during orientation: “Here is our hotel’s organization chart. You are beginning in this entry-level position. People in these upper-level positions began where you are now, and they have advanced to positions of greater responsibility.”
- Provide opportunities for all employees who master their current job to receive training and professional development opportunities applicable to other positions if they wish to do so.
- Serve as a mentor by making suggestions where appropriate and answering questions when asked.
- Serve as a role model. Be positive and upbeat about the property and the lodging industry; actively participate in their personal development and training programs.
- Help interested employees plan a personal **career ladder**.

---

## LODGING LANGUAGE

**Career ladder:** A plan that details successively more responsible positions within an organization or an industry. Career ladders allow one to plan and schedule developmental activities necessary to assume more responsible positions.

---

The hotel’s organization chart is a simple career ladder and suggests successively more responsible positions in the property. For example, in a large hotel one may begin as a front office clerk, advance to become a front office supervisor, and then move to front office manager. Alternatively, in a limited-service property, some staff members may wish to transfer between departments to gain a better understanding of how the entire hotel works. In both examples, the organization chart suggests advancement opportunities.

The challenge of every supervisor is to help employees find pride and joy in their work. For many, this involves a future of more responsible challenges. Supervisors help their employees by encouraging advancement for every employee who demonstrates the ability to advance.

## CHOOSING AND KEEPING THE RIGHT STAFF MEMBERS

Managers and supervisors in every department in hotels of every size must be genuinely concerned about finding and keeping quality employees. Large hotels typically have a **human resources** department that helps managers in each functional area to more effectively (and legally) manage employees. The human resources department is typically staffed with one or more employees who help other hotel managers and supervisors deal with human resources concerns, including recruitment, selection, orientation, training, compensation, legal, safety and health, and perform a wide range of other specialized tasks.

---

## LODGING LANGUAGE

**Human resources (department):** The functional area in a hotel with the responsibility to assist managers in other departments with employee-related concerns. Also known as “HR”

---

Historically, the terms “Personnel” and “Personnel management” have been used to describe the discipline of human resources management. However, these terms are not really appropriate because the human resources function involves much more than just managing or directing employees at work. Many other behind-the-scenes activities that support the property’s employees are part of the larger scope of human resources.

No hotel can be successful unless its human resource activities are effectively managed. In most limited-service and smaller full-service properties, there is neither a human resources department nor a full-time human resources director. These responsibilities may become part of the work of the general manager and in some cases, a support person who performs clerical and record-keeping tasks related to human resources as well as other tasks.

Alternatively, some of the responsibilities for human resources may be decentralized. For example, the general manager may perform activities relating to property-wide concerns. Examples include ensuring that the application form complies with current employment law and that those responsible for specific hotel functions (e.g., the front office or housekeeping) undertake other activities including recruitment, selection, and orientation for their areas of responsibility.

Regardless of whether human resources activities are performed by a general manager with numerous other responsibilities, decentralized throughout the property, or undertaken by one or more human resource staff specialists, the same basic issues must be addressed if hotel employees are to be effectively managed. These issues include:

- Recruitment
- Selection
- Orientation
- Training
- Workplace Fairness
- Retention

Because of their importance, hotel managers must be knowledgeable about each of these.

## Recruitment

The high turnover rate incurred by some hotels makes employee **recruitment** a seemingly never-ending but absolutely critical management task.

---

### LODGING LANGUAGE

**Recruitment:** Activities designed to attract qualified applicants for the hotel’s vacant management and non-management positions.

---

Recruitment can be especially difficult in locations where qualified workers are scarce. This can be the case because of a common misconception that entry-level positions in the hospitality industry pay poorly and provide few opportunities for advancement.

Hotel managers must recognize that the need to recruit for vacant positions is directly related to their hotel’s turnover rate because if fewer current staff members leave their jobs, the need to recruit for vacant positions is reduced. There are many things that a hotel’s managers can do to influence turnover rates. The development of policies, procedures, and standards to help make the hotel the employer of choice within the community is a good place to start. If these succeed, the need for recruitment activities is reduced.

What are the best tactics to use when new staff members must be recruited? Human resources managers in large properties and department managers in smaller hotels can utilize the same methods. Often, a good mix of **internal recruiting** and **external recruiting** techniques is best.

---

## LODGING LANGUAGE

**Internal recruiting:** Tactics to identify and attract staff members who are currently employed at the hotel for vacancies that represent promotions or transfers to other positions.

**External recruiting:** Tactics designed to attract persons who are not current hotel employees for vacant positions at a property.

---

As the names imply, internal recruiting focuses on employees who are currently employed at the hotel (internal applicants). External recruiting focuses on searching for applicants who are *not* currently employed at the hotel.

The human resources tool known as a **job description** is useful for both internal and external recruiting. People thinking about applying for a job want to know what the job involves. A job description identifies the tasks in a job. It is important that job descriptions be kept current so that there are no surprises after employees are hired.

---

## LODGING LANGUAGE

**Job description:** A list of tasks that an employee working in a specific position must be able to effectively perform.

---

Many hotels emphasize promotion from within, and this is an example of an internal recruiting technique. Managers in these properties look first to high-performing current staff members when higher-level managerial or supervisory positions become vacant. Promotional opportunities provide incentives for employees to remain with the hotel and to excel in their current positions. Some staff members may want to transfer to other positions in the hotel for professional development, personal interests, or other reasons. They should always be allowed to do so if the transfer is in the best interest of the hotel.

Alerting friends and relatives of current employees about position vacancies is another example of internal recruiting. Sometimes, bonuses are paid to staff members who nominate applicants who are selected and then employed at the hotel for a specified time period. An advantage of this tactic is that current employees know what it is like to work at the hotel. If they like their job, they can be excellent recruiters within their circle of friends and families.

There are many external recruitment tactics that may be effective. The well-known ones include Internet job-posting sites, Twitter, Craigslist, newspaper and other media advertisements, student job fairs, use of employment and executive search firms for managerial positions, and recruiting at colleges.

All employees, by what they do or fail to do, make an impression on their fellow employees. This, in turn, affects the hotel's turnover rate. Employees can also influence the perceptions of applicants who may, for example, talk with current employees about how great or terrible it is to work for a specific hotel. Managers who seriously consider their recruitment strategies



Thinkstock/BananaStock

Selecting the right employees and providing them with the proper training will improve retention and provide long-term benefits for both the hotel and the employees.

---

## LODGING ONLINE

One of the most popular job search sites for hourly and managerial positions is Hospitality Careers.com. To view its Web site and jobs in your area, go to:

[www.hcareers.com/](http://www.hcareers.com/)

Do you think most people who apply for hotel jobs seek long-term or short-term employment? What do you think would most influence their decisions?

## LODGING GOES GREEN!

Increasingly, hotels that go green find they attract better quality candidates for their job openings. That's because workers are increasingly aware that companies that show their concern about the well-being of the environment most often share that same concern for the well-being of their workers. As a result, prospective workers increasingly seek out those companies that openly demonstrate their health, social, and environmental interests and priorities. More and more workers live their lives in a way that values health, the environment, social justice, personal development, and sustainable living. They prefer to associate with companies that share those values.

A hotel need not implement every possible green program to attract this new breed of socially conscious worker, but neither can they simply "pretend" to be green. Today's sophisticated workers can easily see beyond false claims of care, and they will not hesitate to share what they find out about their companies freely and easily via Web pages, blogs, tweets, and chat rooms.

If your organization decides to implement environmentally friendly programs, let your current and your prospective employees know about them, because workers at all levels care about their world and they want to associate with employers who show they also care.

and solicit input from their staff members may discover tactics that will increase their hotel's share of available job applicants.

### Selection

**Selection** is the process of evaluating applicants for positions in order to choose those most qualified and those most likely to be successful.

---

### LODGING LANGUAGE

**Selection:** The process of evaluating job applicants to determine who is most qualified for and likely to be successful in a vacant position.

---

A **job specification** is a human resource tool that can help with employee selection. It identifies the personal qualities judged necessary for successful job performance. Within the limitations imposed by the law, examples of appropriate qualifications can include education, work experience, past performance, and physical abilities.

---

### LODGING LANGUAGE

**Job specification:** A list of personal qualities or characteristic necessary for successful job performance.

---

Who should make employee selection decisions? Even in properties with human resources departments, the selection decision should be made by the appropriate department manager. Prior to selection, information about each applicant's eligibility for a position must be gathered. This may be done by using a variety of procedures, including:

**Preliminary screening.** This includes filing out an application form

**Employment interview(s).** If the hotel has a human resources department, a preliminary interview will probably be conducted by an HR staff member. Applicants successfully completing this screening interview will then be referred to a manager in the department recruiting the staff member for a second interview. In smaller properties, the initial and follow-up interviews may be conducted by the person who will be the immediate supervisor of the employee.

Typically the interviewer should use a mix of open-ended questions (e.g., "What tactics do you use to interact with the strangers who are our guests?") and more structured performance-related questions (e.g., "What are the most important

concerns when cleaning the condenser coils on a refrigeration unit?”) if an experienced maintenance technician is being recruited.

**Employment tests.** Applicants are most frequently tested when experience or specific knowledge is required. For example, an applicant may be given a paper-and-pencil test that addresses the arithmetic involved in cashiering skills required for a front office clerk.

**Reference checks and recommendations.** After an applicant has given approval to do so, past employers may be contacted to confirm employment dates and previous positions held.

**Physical exams and drug testing.** Physical exams may be useful for some positions such as swimming pool lifeguards as long as they do not discriminate. Drug testing, while controversial, is legal under specialized situations in many states.<sup>3</sup>

Applicants judged by the screening process to be most qualified for the vacant position will usually be offered a job with the property. If the applicant accepts the job offer, the next tasks involve helping the new employee prepare for success in the newly filled position.

## Orientation

**Orientation** is the process of providing basic information about the hotel that must be known by all of its employees. Effective orientation is critical because it helps to establish the relationship between the hotel and its employees.

---

### LODGING LANGUAGE

**Orientation:** The process of providing basic information about the hotel that must be known by all of its employees.

---

Orientation programs must be well thought out. They should not be presented inconsistently and haphazardly. Managers show concern for new employees by ensuring that the orientation program is organized, consistently comprehensive, and professionally well done.

Goals of orientation include:

- Reducing anxiety. New staff members are looking for reinforcement that their employment decision was a good one.
- Improving morale and reducing turnover. Orientation programs should establish a good foundation for the relationship between the new employees and the hotel.
- Providing consistency. An effective orientation process yields a team of employees who are more likely to be aware of and believe in the property's goals. They will know what to do, for example, in case of a fire or other emergency, and they will have a correct understanding of the hotel's personnel policies, including vacation, personal days, sick leave, and other benefits.
- Developing realistic expectations. New employees want to know what their managers expect of them. Orientation programs should provide this information.

Since the orientation process involves informing employees about general information applicable to all hotel employees, human resources personnel in large properties normally perform this function. In smaller hotels, the general manager, department head, or supervisor should assume this responsibility. General topics to be covered in a comprehensive orientation program may include:

- Hotel overview, including its mission statement, the importance of effective guest service, and the emphasis on teamwork.
- Review of important policies and procedures.

---

<sup>3</sup>An experienced, licensed attorney should be contacted for state/local regulations applicable to all selection tools.