



Greener Business, Better Workplace

Module 6

People for Continual improvement and

Service Excellence



International
Labour
Organization



ILO/Japan
Multi-bilateral
Programme

Module 6: People for Continual Improvement and Service Excellence

Main topics

1. People at the centre
2. Quality service, quality work and quality jobs

People at the centre

People: the core of hotels

- People are key to continually improve in all aspects of hotel operations
- The role of staff in delivering quality and performance is particularly important in the service industry
- Service is about encounters between the person providing the service, and the customer/guest
- Key factors in the quality of service encounter include: *Reliability, Responsiveness, Empathy*
- People at the back of the house and the front of the house are what make each service encounter more (or less reliable), responsive and personalised



Common HR challenges in hotels

High labour turnover

Difficulty in finding skilled staff

Poor workplace relations

Lack of motivation

Challenges and costs of training new staff

Fatigue

Poor service orientation

Quality service, quality work, and
quality jobs

Attracting, developing and keeping motivated and skilled people

- Understanding and listening to staff's requirements and aspirations

- Creating a supportive and effective work environment

- Developing a well functioning Human Resource Management system



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Understanding and listening to staff requirements and aspirations

In order to have staff that is committed, stays with the hotel and delivers high quality service, it is important to understand what matters to them

- What motivates staff?
- What do they require?
- What are their aspirations?
- Why do they stay and why do they leave?



How to listen to and understand staff

- Establish mechanisms to get information and feedback (staff surveys, exit interviews, staff suggestion schemes)
- Ensure good two-ways communication and dialogue at the workplace

Common concerns, interests and motivational factors among staff: examples

Competitive pay levels and benefits

Adequate staff facilities and rest areas

Opportunities for training & development

Job security

Supportive boss and colleagues

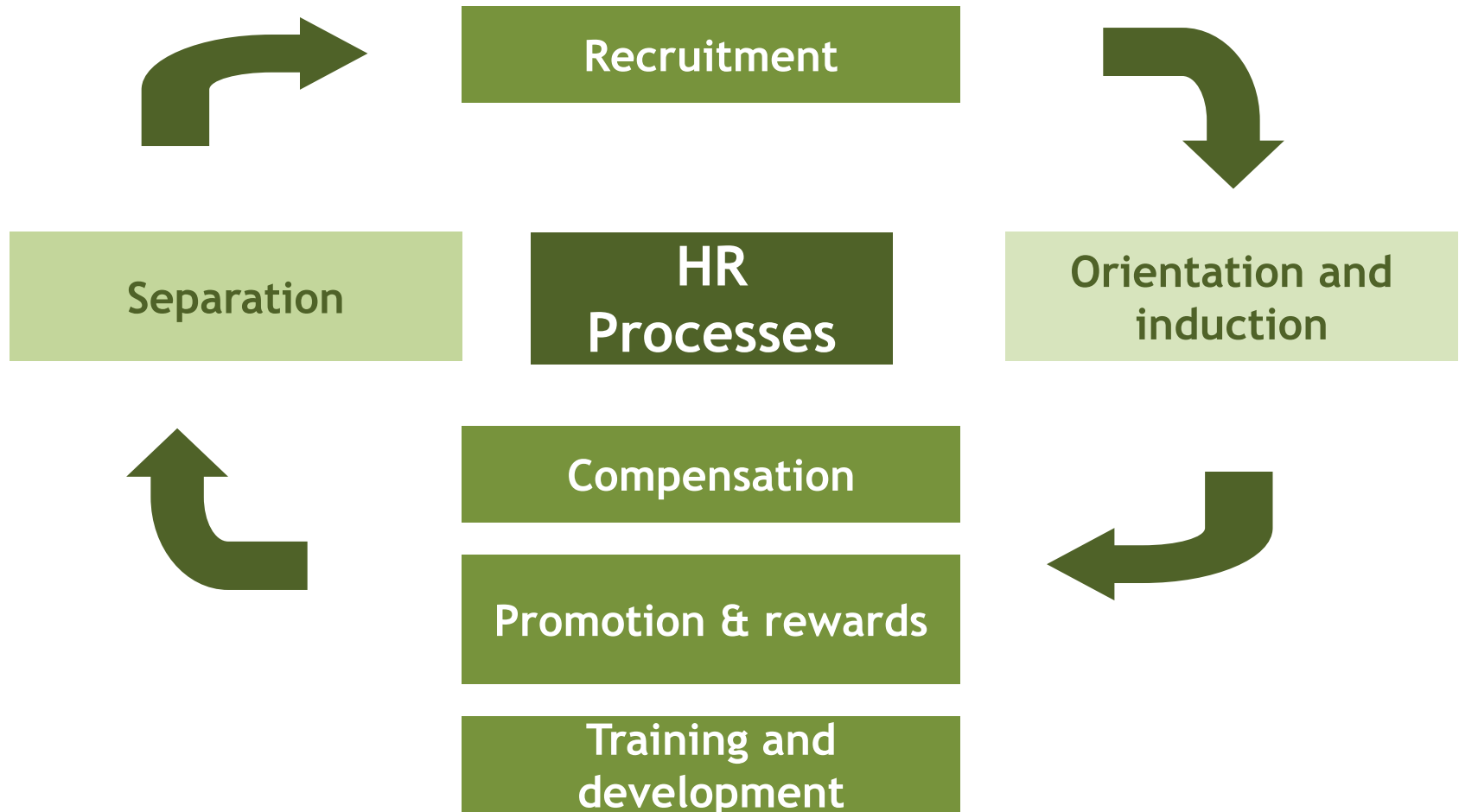
Recognition of achievements

Rest time and holidays

Creating a supportive and effective work environment - How?



Developing an effective HR System - Key Processes



Human resource planning and management

- Review the human resource cycle, taking into account staff's needs and motivational factors, and strategies to create a supportive workplace

- Look for weaknesses and problems at different stages of the cycle and address them



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Hiring - getting the right talents onboard

Ensure a good match between new staff and the hotel

Hiring

- Make the job description and skill requirements clear in the advertisement
- Make the job opportunity at your hotel standout (mention opportunities for staff development, benefits, etc)
- Network with local schools and universities, and explore possibilities to participate in a traineeship/internship schemes
- Keep in touch with your ex-trainees , they will be an asset when you will need to hire somebody with their profile



Orientation and induction

Orientation and induction: ensure a good start

Establish a good system for induction and orientation of new staff: it will help to bring them up to speed quickly and deliver quality in line with the hotel standards from the onset

Make sure the induction program covers

- An introduction to the hotel vision, its services and the type of customers it has
- Job requirements, duties and responsibilities, standard operating procedures for key tasks
- Terms and conditions of employment and reporting structure
- Hotel facilities and layout, equipment to be used
- Occupational Health and Safety
- Environmental practices (e.g. on resource conservation, waste management, etc>)

Consider establishing a mentoring system



Compensation, development and promotion: retain and grow talents

A well functioning transparent system of compensation and professional development is crucial to

- Retain staff
- increase their motivation and commitment
- Encourage service empowerment: staff taking initiative and going the 'extra mile'



When looking at your system, ensure

- Compliance with legal requirements
- Transparency and good communication on payment and benefit structures
- Know if and why you are losing talents to your competitors
- Provide opportunities training and staff development (including languages, IT skills, teamwork) and take into considerations staff aspirations
- Merit, commitment and hard work are recognized
- Rewards and promotions are based on merit and objective criteria and are free of discrimination

People for continual improvement and service excellence - how to leverage their potential

Ensuring safety and health at work

Promoting dialogue and good workplace relations

Ensuring inclusiveness and equality

Establishing mechanisms for worker-management cooperation

Attracting developing and keeping talented and committed people