

HR Planning and Process in Hospitality and Tourism Industry for meaningful employment.

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Abstract:

The hospitality industry caters to people, and successful hospitality ventures make it a priority to expertly serve their guests. A role of the HR department in this endeavour is to recruit good employees and train them to become great employees who enjoy serving others, achieving a high level of customer service. The HR department's role also encompasses compensation and benefits administration. This includes making sure wages and benefits are competitive with other similar restaurants or

hotels. If a hospitality organization is a "union shop," the HR department's role includes keeping a close eye on wages, as well as monitoring the division of labour among departments to guard against managers or staff over- or under-stepping wage and labour requirements set by the union.

The HR department is a champion of employee morale, creating employee programs that will allow the continued growth of a superior level of morale. The HR department also fosters employee development through mentoring both management and line

staff, and guiding them through the various steps to actualizing their goals. HR might create specific plans for staff members to follow, applauding successes and providing direction for areas needing attention. We can consider the following example of the Hotel Marriott for following the best HR practices in recruitment and planning process for a meaningful employment.

Marriott's history of taking care of its employees dated back to its early days, when its founder, JW Marriott, counseled the company's employees individually on their personal problems at his first hotel. He valued their presence, kept them posted about the latest happenings in Marriott and gave them excellent training. JW Marriott always ensured that employees who joined the company felt themselves a part of the Marriott family. He made managers responsible for the satisfaction of their subordinates.

JW Marriott was always conscious of the fact that in the hospitality industry, providing the best service to customers was paramount.

The HR Practices at Marriott
Apart from providing a competitive pay package, Marriott strived to give its employees a good work life. The company gave equal importance to non-monetary factors such as work-life balance, good leadership, better growth opportunities, a friendly work environment and training.

Employees stayed longer with

Marriott as they were happy with these non-monetary factors and thought them more important.

Marriott's culture and guiding principles had a significant influence on the company's HR practices including manpower planning, recruitment and selection; training and development, employee retention and welfare initiatives and grievance redress.

Manpower Planning, Recruitment and Selection

Marriott attached a lot of importance to manpower planning. It started right from entry level and went through to higher positions. Every unit of Marriott (division or department) prepared its expansion plans over the next couple of years, and, in the process, decided on the number of entry level and managerial employees required for the expansion.

Details on the number of new units planned in the given time frame (two to five years), a rough picture of the likely organization structure, the time required to develop employees who could take managerial positions, current availability of employees within Marriott and the necessity to recruit externally - all these were determined during the planning process.

Training and Development

Once the right candidates were recruited, it was important to get them accustomed to the company's unique work environment. Training and development played a key role here.

These programs varied between front-

line employees and managerial personnel. Over time, training programs evolved from classroom- based teaching to interactive multimedia training. Fresh recruits went through an eight-hour initial training session, during which they were given an overview of Marriott and their individual roles. A unique feature was that senior hotel employees served lunch at the first session. During the three- month training period which followed, a mentor, addressed as 'buddy' was allotted to each recruit. The mentor guided the trainee. All trainees attended refresher sessions after the first and second months. On the final day of training, recruits enjoyed a sumptuous feast at a Marriott hotel.

Data Collection:

As this paper will be treated as a thematic paper all the data will be collected from previously printed and internet based information.

KEY WORDS: Meaningful Employment, Hospitality, Industry, Human Recourse Planning, Process, Recruitment

Introduction

India is a large market for travel and tourism. It offers a diverse portfolio of niche tourism products - cruises, adventure, medical, wellness, sports, MICE, eco-tourism, film, rural and religious tourism. India has been recognised as a destination for spiritual tourism for domestic and international tourists.

Total contribution by travel and tourism sector to India's GDP is expected to increase from US\$ 136.3 billion in 2015 to US\$ 275.2 billion in 2025. Travel and tourism is the third largest foreign exchange earner for India. In 2014, the country managed foreign exchange earnings of USD 19.7 billion from tourism.

The launch of several branding and marketing initiatives by the (ETA), known as the e-Tourist Visa scheme for 43 countries. The facility is likely to enable 7.5 percent growth in the tourism sector in 2015.

The Government has also been making serious efforts to boost investments in tourism sector. In the hotel and tourism sector, 100 per cent FDI is Government of India such as Incredible India! and Athiti Devo Bhava have provided a focused impetus to growth. The Indian government has also released a fresh category of visa - the medical visa or M visa, to encourage medical tourism in the country. India is expected to receive nearly half a million medical tourists by 2015, implying an annual growth of 30 per cent. In November 2014, Government of India launched Tourist Visa on Arrival (TVoA) which is enabled by Electronic Travel Authorization allowed through the automatic route. A five-year tax holiday has been offered for 2, 3 and 4 star category hotels located around UNESCO World Heritage sites (except Delhi and Mumbai). The investment in tourism sector is

expected to be US\$ 12.4 billion in the 12th Five Year Plan; of these, private investments are likely to total US\$ 9.2 billion.

Objective:

To know importance of human resources planning in Hospitality and Tourism industry.

To identify the factors that affects planning human resources

To analyse implication of future demand and supply.

To understand the succession of planning and recruitment process

The human resource planning process involves anticipating an organization's business demands and providing the staff to meet these demands.

American writer Walt Whitman once said: "if you don't know where you are going, any road will take you there". in hospitality, operations that don't know where they are going- that is, that don't plan -take the road to high recruitment costs, high training costs, and low productivity.

To staff a hospitality operation, you must know the critical steps in the human resource planning process, which include identifying potential employees, encouraging potential employees to apply for position, and selecting the right applicants for the job without completing these steps. Human resource planning is one of the most important elements in a successful HRM program. Human resource planning is the process by

which an organisation ensures that it has the right number and kinds of people, at the right places, at the right places, at the right time, capable of effectively and efficiently completing those takes that will help the organisation achieve its overall objectives.

To ensure that people are available to provide the continued smooth development of an organization, organizations engage in human resource planning. The purpose of human resource planning is to assess where the organisation is, where it's going, and what implications these assessment have on future supplies of and demands for human resources. Human resource planning involves two critical factors: the supply and the demand staff.

Supply represents the number of potential employees that are available to a hospitality company; demand represents the number and nature of the jobs the company needs. Supply and demand are affected by conditions both within and outside the organisation or by internal and external factors. Since both internal and external factors affect recruiting, both should be studied.

Factors that Affect planning

External factors that may influence recruiting include the items in the following lists. Of course, not all of these items will be important in every setting. Managers should review each of them to determine which have important influences on their properties. There are an estimated 1.2 million hotel rooms in the country. The

star category hotels account for a mere 7%. As per the forecast of Ministry of Tourism Govt. of India there will be a total of 2.9 million and 6.6 million hotel rooms in 2015 and 2020 respectively. The larger four & five star hotels (along with the heritage hotels) employ on an average 162 people per 100 rooms, Hotels in the unorganized sector employ largely untrained manpower. There are almost 7, 50,000 people working in hotels across India. Employment will increase up to 3.5 million by the year 2020.60% are working in F&B service, Kitchen and housekeeping.

Almost 80% of the employees in key hotel functions such as F&B, front office and housekeeping are young; they are less than 40 years old.

The labour demand is the need for human resources in particular labour market. For the most part, pinpointing labour demand is a matter of predicting anticipated sales. The goal of forecasting is to accurately match the demand for employees and skills with the available supply.

Hospitality managers use two general types of forecasting. The First type normally called bottom up forecasting -is the process of asking managers within an organization to estimate their needs for the upcoming period. This method of forecasting is intuitive; it is based solely on the experience of the managers. Although it is common, bottom-up forecasting is not necessarily the best method available. Top -down forecasting eliminates the

extent of inaccurate intuitive estimates when forecasting relies on quantitative or statistical approach.

The supply in an ideal business world, the people already on staff would exactly meet that company's needs for current and future positions.

Hospitality managers must attempt to maintain an accurate estimate of the supply for labour available for their organisation. The labour supply available to hospitality managers come from two principal sources. These two sources are the internal and external supply of labour. The external supply is influenced by factors beyond the control of hospitality managers: changes in demographic trends, addition of competitors to their marketplace, governmental regulations, and so on. While hospitality managers cannot control the external sources of labour they can anticipate how these sources will affect their organization. For example let's look at the tight labour market facing hospitality today. External forces of economy have created a unique situation for hospitality there are more jobs available in hospitality than there are people to fill them.

Forecasting supply of human resources involves an analysis of the internal labour supply and an estimate of the external labour supply. Internal supply begins with careful inventory of the present staff and their current skills. Even though hotel has filled particular positions with qualified people, other employees may be able

to acquire through training the necessary skills to do with the job. What makes this relevant to the forecast is that employees may acquire these skills within the time frame of the prediction. This means that hotel may actually have higher no of skilled employees than it realizes. The uses of skills inventories help managers anticipate such eventualities.

Hotels - Employment pattern & forecast

Process plays important role in human resources. Main part of process is recruitment which has major contribution factor in organisation success. It's very important and crucial to choose right people for right job has hospitality industry is service oriented and services are intangible so to become successful in the hospitality industry employer must understand importance of recruitment and selection process, as guests demand service more , they know what they want and expect it. if

Hotels - Employment pattern & forecast

Hotel category	Employment intensity (employee per 100 room)	Employment intensity (employee per 100 room)	Total employment 2010	Total employment 2010
5 to 4 star hotels	174	57,000	83,000	1,10,400
1 to 3 star hotels	122	5,25,000	63,000	83,000
Smaller hotels	58	6,38,000	14,05,000	32,61,500
Total	Na	7,47,500	15,15,000	34,54,900

Succession planning

Skills Inventories list each employee's current skills, ability to learn new skills qualifications, and career goals. Many hospitality operations today compile and maintain skills inventories in HIRS. Two types of charts are useful in predicting employee supply one is replacement chart this can help to estimate the internal supply of employees in particular position. This depicts the various human resources activities.

the industry hires unskilled people they will deliver poor service. many organisation have understood the importance of recruitment process, and have started good success rate as example The Ritz-Carlton Company has developed a four -faceted program to improve customer satisfaction each of the following four facets also helps employee recruitment , selection and retention.

1. Hire the right people

2. Provide orientation
 3. Teach necessary skills
 4. Instil appropriate behaviours.
- Pre recruitment process take place before actual recruitment process takes place. It consist of a number of interrelated steps beginning of with job analyses and ends with identification of desirable can
1. Review job analysis info, job description & job specification
 2. Identify and review applicable laws and regulation
 3. Determine the message you wish to convey to applicants
 4. Determine what you want to learn from recruits about competitors & the community
 5. Decide whether to recruit internally, externally or both
 6. Determine where to recruit
 7. Select recruiters.
 8. Select and implement recruitment strategies and methods
 9. Establish criteria for evaluating the pool of applicants
 10. Establish the criteria for evaluating the recruiting methods.

Conclusion:

By focusing on productivity, organisations are realizing that it is imperative to hire employees who can do the job and be successful at it. It behoves the organisation to find these people, bring them in to the organisation, and maintain their services. That is sound human resource planning and implementation.

Human resource planning is full of

"should," but it is also influenced by "what is." Ideally, the "should" should include an effective forecasting program that identifies the number of people needed in the years ahead, coupled with the skill levels required. Additionally there should be succession plan, whereby individuals are targeted to fill positions when the incumbent leaves which will lead to a meaningful employment.

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