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TALENT MANAGEMENT PORTFOLIO

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A challenge for HR managers concerning talent attraction and selection within hospitality.

Whilst there are many challenges that HR Managers face, the biggest challenge within the hospitality industry isn't in recruiting new members of staff, but is retaining those they already have. McGinley, Hanks & Line (2017) cited four papers that stated that staff turnover rates within the global hospitality were over 30%, with one over 60% (McGinley, Hanks, & Line, 2017). With rates that high we need to try and take a look at what is causing people to leave. McGinley, et al (2017) also cite Walker & Calvert (2015) who say "the top three areas of dissatisfaction are salary, status, and working conditions" (p. 8). This is backed up further by research done by Chan & Kuok (2011) who also indicated that pay was a big reason for leaving hospitality (Chan & Kuok, 2011). A further problem to retention is the lack of career progression, which is also causing people to leave (Kuchеров & Zavyalova, 2012) especially in hotel managers (McGinley, O'Neill, Damaske, & Mattila, 2014). McGinley et al, (2017) call these factors "Structural Constraints" (p. 115). There are also Inter and Intrapersonal constraints, all of which are influencing staff and their desire to join, stay or leave any given organisation (McGinley et al, 2017).

Effective talent management also means that, once it has been successfully acquired, talent can be retained by the organisation (Sheehan, Grant, & Garavan, 2018). Employees who fit well with the organisation will likely become a workforce that is motivated, skilled and engaged with the organisation that employs them, and this is a key to advantage over competitors and organisational growth (Gallardo-Gallardo & Thunnissen, 2016), but organisations need to figure out how to motivate employees. According to McGinley et al, (2017) employees are attracted and remain with an organisation because of the way it acts with its stakeholders, through Corporate Social Responsibility (CSR). They go on to cite Bohdanowicz and Zientara, (2008) who state "...CSR "takes as its premise that firms ought to justify their existence in terms of service to assorted stake-holders rather than mere profit..." (McGinley, Hanks, & Line, 2017). In other words, an organisation is aware of and owns its various responsibilities.

CSR has many facets, but employees are really only interested in those that immediately impact them. Singal & Rhou (2017) noted that those organisations (such as Marriott International, Hyatt Hotels and Air New Zealand) that embraced community development, workplace diversity and progressive employment practises appeared in prestigious lists, such as Fortune's Best Companies to Work For and the World's Most Admired Companies (Singal & Rhou, 2017).

To conclude, retention within hospitality is a big challenge for HR Managers, with pay, working conditions and lack of career progression being three big reasons that people leave. Those employees that fit well within an organisation are most likely to support the policies that underlie an organisations stance on Corporate Social Responsibility. The positive knock on effect of this is market advantage and organisational growth due to motivated and engaged employees.

The importance of planning when attracting talent.

The importance of planning when recruiting for any position cannot be understated and having a policy laid down that gives a clear strategy for recruitment of new employees or promotion of current staff may even allow for organisations to recruit staff and maintain the integrity of the position due to be filled. Rudman (2017) suggests that organisations have a framework in place to set out procedures and policies that image attitudes to people management, with key recruitment questions such as “Acquire or Develop” or “Performance or Potential” being asked very early on in the policy creation process (Rudman, 2017).

Planning may also give for an organisation a timeline to work to. Upper management will be able to keep track of the process, and recruiters will have deadlines to work to within each stage of the process and finally, good planning will help protect the company from employing the wrong person as there can be significant risks and/or costs involved if this occurs. Dianne Gilbert points out that when beginning to plan for recruitment, a good place to start is by reviewing what the organisation has in place already (Gilbert, 2015). Reviewing what is already available should give the recruiters a good start on how the organisation may want to proceed with recruiting, but strategic planning would give an organisation direction and allow for more detailed plans to be drawn up to include information on the organisational structure, current and forecast productivity, position roles (Mayo, 2015), all of which will give the recruiters much needed direction.

Planning is also of use to Small & Medium Enterprises (SME's), as organisations of these sizes tend to lean toward informal or ad-hoc practises (Abraham, Kaliannan, Mohan, & Thomas, 2015)

According to Zeithaml, Bitner, & Gremler (2017) when it comes to recruiting, especially in a service environment, there are four main themes with associated strategies. One theme is “Hire the right people” and the three associated strategies are “Compete for the best people” Hire for service competencies and service inclination” and “Be the preferred employer” (Zeithaml, Bitner, & Gremler, 2017). Any plan that includes these strategies probably results from CSR policy within the organisation, and thus will be heading in the right direction in both the recruitment & selection phases and future performance of both the organisation and the employee.

In some cases it may be that the right person is already within the organisation, but for internal recruitment to be swift and effective, Succession Planning needs to be in place. Rudman (2017) states that succession planning is “One of the most important, but least practised type of human resources planning...” yet this may be one of the most viable ways to recruit into a vacated position and it allows for career progression, which as we have already seen is a big factor in employees leaving. As most organisations will “cross-train” staff to be able to cover tasks while others are away for holidays or off sick, it shouldn't be too much of a task to extend the policies so that management can assess and identify staff capable of moving up or across, and then make plans to develop individuals further. Mayo (2015) highlights that internal recruitment is possible from one of three areas, this could be from other departments, junior promotion or graduating a trainee or intern into a role. After all, these employees probably match the company ethos and values already.

In conclusion, decent planning should start with a review of what procedures an organisation already has in place. Once a framework has been set up mirroring organisational attitudes to employee management, a start can be made toward successful recruiting, beginning where possible to recruit from internal positions first.

Job Title:	Talent Manager	Department/Group:	Human Resources Dept.
Location:	Bayview, Napier	Travel Required:	Live on site
Level/Salary Range:	\$70000	Position Type:	Full Time
HR Contact:	Evie Pledger epledger@lilacretreat.co.nz	Date posted:	September 1, 2018
Applications Accepted By:			
E-MAIL: epledger@lilacretreat.co.nz Subject Line: Application for the position of Talent Manager Attention: Evie Pledger		MAIL: Lilac Retreat, Bayview, Napier, Attn: E Pledger	
Job Description			
<p>LILAC RETREAT</p> <p>Lilac Retreat is a high-end hotel offering bespoke experiences to both local and international clients. Activities include food and wine matching tours, boating, fishing and tramping trips. Other on-site facilities include the restaurant, bar, spa and convention centre. Off-site is the hotels' organic farm at nearby Havelock North. Lilac Retreat has a position available for a Talent Manager who can commit to a live-in position at the hotel. The position is for 40 hours per week split as 35 hours in-role and 5 on expected out of hours call-out. In-role times can be agreed with the Director of Talent Management. Any hours worked over the 40 are reimbursed as Time Off In Lieu at a mutual time or paid out after 1 year, in accordance with Section 67 of the Employment Relations Act 2000 (NEW ZEALAND GOVERNMENT, 2000) Given our market position, it is expected that the candidate will be friendly, helpful and well groomed, whilst responding to the social expectations of the guests.</p> <p>ROLE AND RESPONSIBILITIES</p> <p>The successful candidate will report to the hotel Director of Talent Management and will be responsible for:</p> <ul style="list-style-type: none"> • Strategy development to improve employee health wellbeing and happiness. • Arrange meetings with clients. • Arrange performances or publicity events for clients. • Make travel arrangements for staff or guests. • Establish & maintain professional relationships with people and organisations. • Create advertising strategies. • Holding committee positions on the Diversity and Internal Events committees and the Culture Club. • Other responsibilities associated with the HRM function. <p>QUALIFICATIONS, EDUCATION REQUIREMENTS</p> <p>Applicants must have the right to live and work in New Zealand. (New Zealand Government, 2009)</p> <p>PREFERRED SKILLS</p> <p>As we are a multi-cultural employer, the successful applicant will be able to show experience in understanding and managing people and be able to create or adapt culture and mindset within colleagues.</p> <p>Because the resort is quite remote, the ability to drive is desirable, but not essential.</p> <p>ADDITIONAL NOTES</p> <p>\$70,000 is the base salary, but to make up for the remoteness and possible long periods of time you will spend at the resort, the remuneration package also includes medical and dental insurance, a work phone and 5 weeks paid holiday, which is 1 week more than is required by the Holidays Act 2003, Section 16(1) (New Zealand Government, 2003). <i>Our</i> philosophy is that the people who work here choose this as a lifestyle, not as a job and the person who accepts the role must be capable of fitting in with the established team.</p>			

The chosen selection method and its justification.

As I have already highlighted that retention is a problem within hospitality, and that on-boarding is a tool that can assist an organisation with producing motivated workers that want to stay, I have decided to give the candidates a “Realistic Job Preview” as per Rudman (2017), after their interview.

Rudman cites Meglino, Ravlin & DeNisi (2000) whose study of job previews showed that they were effective in reducing turnover for four reasons;

The candidate has a better understanding of what the job provides, so can match it against their requirements.

Commitment to a position is increased in the candidate.

Candidates can begin to trust an organisation straight away, as nothing is hidden.

Any unpalatable aspects of the job can be given full consideration prior to signing an employment agreement (Rudman 2017).

On top of this, I would also give the candidate the opportunity to meet the staff they would be working with. One reason for this is to allow further attempts at a first impression, as first impressions at the interview may not have been as good as the candidate had hoped for, so a second and third viewed attempt would be a good way to add both reliability and validity into the process (Rudman 2017) Afterwards I would seek feedback on the candidate from the staff they met.

Another benefit of the job preview is the impact on the Psychological Contract (Caldwell & Peters, 2018), which at this point is already being written in the mind of the candidate, because the ethics of the organisation are laid bare for them to see.

I also mentioned an interview for the candidate. I would use an interview panel, to assess the quality of the candidate in the role they are applying for, but as Rudman (2017) highlights, there are multiple problems associated with interviews and the process in general (Rudman 2017) so I would opt for a panel that included (where possible) HR, a specialist in the position being applied for and an executive for the organisation. The interview would be structured, with a set list of questions and who is to ask them.

To recap, the selection method would be twofold, starting with a formal structured interview to gain an assessment of candidate suitability from a professional perspective. The second part would be a realistic job preview, to give the candidate a flavour of the organisation. Both parts, particularly the preview, will be building the psychological contract between both parties, and as this is known to be an aid to staff retention the selected candidate will be more engaged and committed at the time they start in the position.

The selected new member of staff.

Prior to recommending a new member of staff, we need to review their applications for possible “red flags” that may be a problem for the employer. Looking through the forms I made the following observations:

Red Flags

1. Are you a citizen of New Zealand? This is a red flag because employers are not legally able to employ people who are not authorised to work in New Zealand (New Zealand Government, 2009). Millar is a citizen, Method & Dawson will need status to be checked.
2. Previous Convictions? Because the question is “Have you ever...” Millar has listed a speeding conviction. This red flag would be better if it were re-worded to indicate the disclosure conditions under the Criminal Records (Clean Slate) Act 2004 (New Zealand Government, 2004). Better still, would be to disclose that a criminal record check would be done on successful candidates, by the organisation, and drop the question altogether. In this instance, her speeding conviction carries no weight, as it isn’t really relevant to the position, but does show good integrity on her part.
3. Education – A review of the candidates’ education history showed that Millar and Dawson have no formal training in HR, but Method does. If he can provide documentary evidence this would put him ahead of the other two
4. References – Rudman (2017) does point out that candidate references can be coloured by opinion and character referees are unlikely to present the applicant in a poor light. Character references don’t play a big part in selection criteria (Rudman, 2017).
5. Previous employment – Of all the candidates only Method has three HR related jobs in the past, Dawson has 2 and Willow one, So Method is the most experienced.
6. In the Interests block, all of the candidates show good leadership experience, however as Dawson is a part time manager of the National hockey and netball teams, she may not be able to commit to the time the organisation needs from her. That said there may be leverage to be gained by the hotel by being associated with the teams. Method is also a Toastmaster, which is something that the hotel could possibly use with immediate effect, especially in formal functions such as wedding receptions.

For this position, I would select Kent Method. His previous history and qualifications are better than the other candidates. The quality of his referees seems to be stronger than the others and he has extra-curricular activities that may be of use to the hotel as well.

On-boarding for the new member of staff.

The Oxford English Dictionary describes on-boarding as follows:

“On-boarding - The action or process of integrating a new employee into an organization or familiarizing a new customer or client with one's products or services.” (Oxford Dictionary, 2018)

However, as Caldwell & Peters (2018) points out, it is so much more than that as a good on-boarding process will lead to employees who have “greater job satisfaction and organizational commitment, higher retention rates, lower time to productivity, and have greater success in achieving customer satisfaction with their work.” (p. 29). As we have already seen above, retention is a problem within hospitality, so a good on-boarding procedure should be viewed by management as a strategic tool in the arsenal to assist in retention. Rudman (2017) also cites a study done here, in New Zealand, which further backs up the findings on the impact of a robust on-boarding procedure.

Below I have put together an On-Boarding form for the Lilac Retreat, but as it is a strategic tool, it should be reviewed regularly with feedback being sought from new employees. The form is my adaptation of the one from the book HR Manager, (Rudman, 2017).

On-boarding Form

Name				
Position	Talent Manager			
Line Manager	Director of HR			
Mentor				
Anticipated Start Date				
Pre Start Date				
<u>Task</u>	<u>Prerequisite</u>	<u>Done By</u>	<u>On</u>	<u>Sign</u>
Employment agreement sent	Min 14 days before start			
Welcome letter sent	Return of employment agreement			
Staff Data Capture Form Sent	Return of Employment Agreement			
Accommodation allocated	48 hrs prior to start date			
New staff member loaded into HR & IT System	Return of data capture form			
Inform staff of new appointment	48-24 hours prior to start date			
Appoint mentor	48-24 hours prior to start date			
Day one				
Line Manager to meet at reception 9am.				
Introduce Mentor	Name:	Sign:		
		HoD Name	Sign	
Tour Facility & Introduce to Dept. Heads	HR			
	IT			
	Housekeeping			
	Front Desk			
	Restaurant			
	Concierge			
	Spa			
	Convention Centre			
Uniform Issued (If Reqd)	Housekeeping			

Administration – By Line Manager during tour			
Health & Safety	Emergency Exits		
	First Aid		
	Fire Safety		
Rest Areas	Break facilities		
	Toilets		
Expected Personal Standards	Working Hours		
	Uniform		
Company Standards	Code of Conduct		
	Ethics & Values		
	Culture		
	Customer relations		
From Week 2 – Week 4			
Cover Hotel Policies	H&S		
	Leave		
	Complaints		
	Disciplinary		
	Performance Reviews		
	Employee Development		
<u>Notes</u>			

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