

UNIT – VII
MANAGING HUMAN
RESOURCES

OBJECTIVES

- Internal and External Recruitment
- Evaluation and selection
- Developing HR- Skills training
- Appraisals & evaluation of front office staff

INTERNAL & EXTERNAL RECRUITMENTS

Employee recruitment is the process by which qualified applicants are sought and screened to fill open positions. The process involves announcing or advertising job vacancies through proper sources, interviewing and evaluating applicants to determine the best person for the job.

INTERNAL RECRUITING

It involves the transfer or promotion of current employees through this form of recruiting managers have access to applicants who are familiar with the hotel and possibly the Front Office and who have proven skills. Internal recruiting may also boost employee moral and productivity. Employees tend to show loyalty to hotel that provides opportunities to increase their skills, knowledge, status, and income. Many industries leaders, including company Presidents, Vice-Presidents and General Managers have risen through ranks as a result of Internal Recruiting.

ADVANTAGES

- Improves the moral of the promoted employee.
- Improves the moral of other employees who see future opportunities for themselves.
- Managers can better assess the abilities of internal recruits; since their performance have been observed over-time.
- Internal recruiting for supervisory and management positions results in a succession of promotions.
- The posts of internal recruitment are lower than the cost of external recruitment.

DISADVANTAGES

- Internal recruiting promotes 'inbreeding'.
- Internal recruiting can causes moral problems among those employees who were skipped over from promotions.
- Internal recruiting can have political overtones; some employees attribute internal promotion to friendship with manager and supervisor.
- Filling a gap in one department through internal recruiting create an even more critical gap in another department.

EXTERNAL RECRUITMENT

Front Office Managers may also recruit individuals from outside the hotel to fill open position. New employees can contribute innovative ideas, unique prospective and creative ways doing things. External recruiting includes networking, temporary employment agencies, and employee referral programs. Federal, state, and local Government tax credit programs may also provide incentives for management to recruit individuals from designate groups. There are also several programs to encourage the hiring of workers with disabilities.

ADVANTAGES

- External recruiting brings new blood and new ideas into the company.
- Recruit from the out side can often provide not only new ideas but news about how and what competitors are doing.

ADVANTAGES

- It can provide a fresh look at your company, which some time reinforces the reasons current employees work for you.
- It sometimes avoids many of the political problems associated, with internal recruiting.
- It serves as a form of advertising for the company, (News paper Ads, Posters, bulletin board notice, and so on remind the public of your products and services.

DISADVANTAGES

- It is more difficult to find a good fit with the company's culture and management philosophy, when recruiting externally.
- Internal morale problems can develop in current employees feel, that they have no opportunity to move up in the organization.
- It takes longer to orient external recruits than it does internal recruits.

DISADVANTAGES

- External recruiting can lower productivity over the short run because external recruit usually can not produce as quickly or effectively as internal recruits.
- When employees believe that they could have done the job as well as the external recruit who was hired, political problems and personality conflicts can be the result.

EVALUATIONS & SELECTION

Generally, front office managers evaluate job applicants by reviewing completed job application forms, checking applicant references, and interviewing selected applicants. A hotel with human resource division may screen applicants on the basis of front office job descriptions and job specifications. In hotels without a human resource division, the front office manager may be responsible for all aspects of screening and evaluating applicants.

SELECTION TOOLS

Job descriptions and job specifications are important selection tools. A job description lists all tasks and related information that make up a work position. Job descriptions may also outline reporting relationships, responsibilities, working conditions, equipment and material to be used and other information specific to the position. Job descriptions are especially helpful in recruiting and selecting employees since they clearly state the duties required to perform a particular job. Job descriptions may also explain how a work position relates to other work positions in the department.

SKILL TRAINING

- Prepare to train.
- Present the training.
- Practice the training.
- Follow up.

PERFORMANCE APPRAISAL FORM CONSISTS

- Rating scales of performance appraisal form
- Contents of performance appraisal form
 1. Quality of work
 2. Quantity of work
 3. Teamwork
 4. Job knowledge

PERFORMANCE APPRAISAL FORM CONSISTS

5. Initiative
6. Interpersonal relations
7. Health and safety compliance
8. Communications abilities
9. Planning and organizing
10. Problem analysis and decision making
11. Dependability

YOUR CAREER

YOUR FUTURE

YOUR ABILITY

YOUR SUCCESS

YOUR DREAMS

0 7830294949

A man in a dark suit and red tie stands with his arms crossed on the right side of the graphic.

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