

Ciy hotel assignment

[Business](#), [Management](#)



Added to the recruitment issue the hotel has other challenges including: Customer experience and satisfaction Staff being under utilized during certain seasons Systems prohibiting better customer experience and flexibility for staff A high staff turnover rate of 25.7 % Lack of progression and promotion of talented youngsters Whilst the Hotel has some Issues, business has Improved and It has expansion plans as well as plans to tackle the areas Identified.

They plan to: Open an extension by adding a further twenty bedrooms Run a training scheme Review wages to attract netter trainee stats Review staff resounding opportunities Create a customer service focused environment Look at the utilization of staff Review systems and service Our group have reviewed the case study and have created six outline plans to enable the Hotel to realize its ambition and alleviate some of the problem areas. Outline Plans We have designed a set of outline plans on the following areas: 2. Organization and structure plan 3.

Employee utilization plan 4. Training & Development plan 5. Employee relations plan 6. Communications plan 1. Supply Plan: 1. Supply Plan Some of the City Hotel's main employee problems are retaining existing staff and finding workers amidst the competition. Retaining existing staff is key to good customer service and keeping hiring cost too minimum. 25.7 percent turnover is high. They mention that the majority of leavers are less than 6 months in employment. Implementing an exit interview for all leaving staff would be a great tool to assess the reasons what drive an individual to resign.

A lower staff turnover rate is achieved by knowing what keeps the employees happy. Flexi hours/ market rate salaries/ incentives/ promotions/ fair treatment/ fun work environment and training and development are all examples of motivating staff and keeping them happy. The hotel mentioned looking into new forms of staff recruitment. A lot of High Schools run “ work experience programs”. This will allow the hotel to get students in to work at no/ minimum cost and in future they have the potential of becoming permanent staff. The hotel can also offer part time employment for busier months.

For example, house wife might want to earn extra money without working full time (whilst kids are in school) Training existing staff for “ next level” positions will help fill those positions. Training also motivates employees. Cost can be kept low by having senior staff train junior staff. Whenever a new position becomes available the hotel should first try to fill it by offering it internally and then if no suitable candidates are found be offered externally. The Hotel says that finding workers is hard due to the level of competition in the area.

The Hotel should offer unique, no cost incentives to employees like a free hotel stay for each completed year of service. During interview these incentives should be mentioned to attract employees. 2 organization Ana structure plan [pick] The organization plan for city hotel is very important to define departmental activities and responsibilities, and it should be flexible and clear to tailored and fit the need of each department. This Structure

brings to every aspect of Hotel city operation from the front desk and room service to higher managerial department.

We have seven main section effects the hotel image performance and revenue: Room Division Department: It's the majority of hotel revenue this department provide the service guest during their stay in hotel, the room division composed to: Front office: Reservation, registration, room & rate assignment Fulfills guest services and updates room status Maintains & settles guest accounts Creates guest history records Develops & maintains a comprehensive database of guest information Coordinates Guest Services Housekeeping division: v/ Room attendant v/ Laundry Cleaning v/ Lost and found Room service,. Etc). Food and Beverage: FIB is the second largest revenue for any hotel, Hotel city should have to following division under F/ B to cover coffee shop lounge v/ Restaurant Club Catering Sales and Marketing: This division is responsible for the City Hotel: v/ Promotion campaigns Convention service v/ Public relation. Human Resource: Recruitment: internal or external. Employee compensation and benefit v/ Monitoring employee attendance v/ Insurance to ensure that employee works in safely condition Training and development.

Finance Department Accountant: is responsible of all the financial activities of hotel like accounting , cash receipt and banking, financial statement and report Billing Purchasing Procurement Department This department is responsible to providing Hotels need starting for stationary to food and beverage and room division equipment and needs. Maintenance Department Engineering v/ Maintenances staff I nee Malfeasance Department Is

responsible Tort malfeasance Ana ten operation ET all Electrical and mechanical equipment (Ac, lighting, plumbing, civil works Etc). 3.

Employee utilization plan To maximize the efficiency of the employees at the City hotel we suggest that they: Allocate the right people with the right skills to the right Job. Ensure that there is clarity in terms of what is expected from the staff. V/ Have the right tools to complete the task. V/ Have necessary policies and procedures in place to deliver the expected results. V/ Cross train employees in different positions. Ongoing training. This will also makes staff feel part of the business, more involved and it increases work efficiency.

. Training & Development plan The first thing we would do would be to truly assess the training needs within the Hotel by completing a Training Needs Analysis (TAN). Each manager would be required to observe their team members and ask a series of questions regarding their motivation, capability and discuss any development needs with their staff member. The HRS team would then collect all of the Tans from the management team and collate the information to produce a detailed training plan.

There is already some information the training and development approach that is known to us from the case study and would be taken into consideration whilst developing the specific training plan: Consider a training scheme run internally ND in conjunction with other hotels Review staff skills, competencies and behaviors/attitude (ASK) A brainstorming session with the managerial staff (exercised Judgments) and HRS planning Key objectives over the next three years to be known for excellence in customer service' A customer service training course to be developed The company goals to be aligned to the behaviors needed from employees Customer feedback to be

collected to review customer experience and behaviors demonstrated by staff. Multi-killing of staff to be considered. I. E. Tatting and hammer staff. The Training & Development Plan would be developed by doing a TAN, followed by Design of the elements of the training & development courses/ modules, then Developed into a calendar throughout the year available to new entrants and experienced staff as well as aspiring managers, piloted first and then revamped and reviewed on a frequent basis and finally Evaluated to see if the staff knowledge, skills and behaviors have changed for the better. The evaluation element is one of the most important as it will assess how effective the training and development has been, it will take into account customer feedback and then action can be taken to revise if needed.

Evaluation also allows the participating hotels to test Return on Investment. DESIGN An example out Ellen Is snow Dwell: I DEVELOP I IA customer experience training course 1 day for all staff to allow I Test and pilot the training courses prior to finalizing to ensure it SSL Multi and up killing which will make the seasonal staff issue less lift for purpose and delivers the right messages and fits with the I lass well as ensure all staff have the same knowledge regarding the I business vision and growth strategy. Customer. Create a second day for customer facing staff to ' be' Ethel I leucotomies for 1 day and experience the service etc. Share the costs I I loft the training with other Hotels and run every h for new entrants I I land as a development/refresher for those that need it.

I II day internally run and the 2nd day in one of the hotels I I Management development course to be designed to ensure there sis I The training

programmer will be further developed to ensure there is a steady flow of managers coming through the hotel, again, where access whilst 'on the Job' as well as appealing to a variety of lapidaries share the cost and design with other hotels. Learning styles i.e. face to face workshops, modular training (via distance reading/ internet etc.) and create a training library (self Managers already in role that required refresher training (perhaps Learning) to allow those that want to access and increase their knowledge to do so highlighted via performance reviews/appraisals) *We would allow flexibility of attendance for part time staff i.e. Small groups splitting the 1 day or 2 day course(s) into 1/2 days or a couple of hours to ensure part time staff receive the same training as full time staff.

Following the training courses ACH attendee must prepare a personal action/development plan for discussion with their manager. Assess all aspiring managers prior to attending the course and tailor, where possible, the event to the needs of the managers attending Vs. a 'sheep dip' approach although ensuring the key messages are consistent throughout for all attendees. EVALUATE the Kirkpatrick evaluation model: Ask the delegates how good the training was immediately after the event Review staff performance after the event (4-6 weeks) Review star performance 3-6 months later ten event ROI - review return on investment 12-18 months after training In order to create an employee friendly environment we would establish a robust employee relations plan.

This would cover all elements of the relationship between employees and employer, including: Hiring and retention planning Creating a code of conduct and reinforcing the employee's duty of loyalty Reviewing the staff handbook on an annual basis to ensure it is still accurate and fit for purpose Ensuring our policies, procedures and work rules are fair, accurate and up to date including disciplinary and grievance procedures Ensure all our risk management activities are clear, communicated and accurate (health and safety, oracle security etc.) Communication and feedback mechanisms such as Attitude Surveys, Skip-level interviews, Open-door meetings with senior staff, top level down communication meetings with managers and department heads We would encourage employee involvement to assist with employee engagement and ultimately productivity.

Additionally, as part of this plan we would continue to review alternate work schedules such as flextime, compressed working hours, Job sharing and phased retirement which would not only assist employees but could help the Hotel with it seasonal demands and highs and lows. Following the training courses each attendee must prepare a personal action/development plan for discussion with their manager. Assess all aspiring managers prior to attending the course and tailor, attendees. V/ Preparing questionnaire for the customers v/ Preparing questionnaire for the staff Weekly staff department meetings Every two weeks team leaders and management meeting Doing the statistic analyze Checking the competitors Delivering the company future expanding plans to the staff A crawls plan Is oaten titles ten most Important part ET ten communications strategy.

A crisis is usually referred to as an event that can affect a property in a negative way. This can be anything from a fire, to a guest relations issue, a computer glitch, or it can result from a renovation, a management change, new ownership, etc. The effects of a crisis can be short term or long term, and many times the damage can be irreversible. When a crisis is handled poorly, it affects your reputation, brand management, and most of all your credibility- and when credibility is badly damaged, the affects can be fatal to your business. Ultimately, a crisis plan outlines the communications strategy and tactics that should be undertaken for each scenario identified by the Executive Committee of a hotel.

Steps of the crisis communications plan: Dedicating the task to the right person and have everyone contribute. It is necessary to have everyone's feedback in order to create a comprehensive crisis plan that everyone can use. Taking our time and hold meetings. No one has time for more meetings in a hotel, but every so often it is important for managers to get together with the Executive Committee to discuss the progress of the plan and not rush into finishing it or leave it incomplete. Cooperation and feedback are key to the success and detail of the crisis plan.

Strengths/Weaknesses/Opportunities/Threats and outline all of these aspects very clearly. Identify the possible scenarios and solutions to each one.

Tailoring the plan so it addresses situations and scenarios for each department. There are crises that may affect certain departments more than others. To make sure Executive Committee and department heads have copies. This may sound redundant, but when a crisis hits, every department head and manager should have immediate access to a copy of the crisis

plan. Update the crisis plan at least once every 18 months or after a major event, such as a renovation, expansion, ownership hang, etc. It goes without saying that part of effective administration is updating all documents and reports as needed, and that everyone should have the most updated information issued by the Executive Office. Media train managers; it may make sense to invest into media training certain managers who run the highest risk of being confronted by a surprise phone call from the press or an uninvited on-site reporter trying to put a story together on a crisis that is affecting the hotel. Managers should be able to address the press with confidence and poise, not sounding panicked or defensive. Media training helps TTY talking plants Ana now to state teem on camera In order to Aviva navy Ana unfair editing. The plan should be written in a language that is understood by all and hold occasional meetings to brush up scenarios and the process to tackle each one. Every so often, as needed, it is beneficial to meet with the department heads and managers in order to find out if there is anything to add to the crisis handbook, and if there are scenarios that can be changed, altered or even dropped.