



Third Assignment (20 Points)

After you carefully review the chapters 5 and 6, please write your answer to the below questions:

1. Assume that you are hiring 1) a server for a casual-dining restaurant and 2) a hotel front desk agent.
 - What KSAs would you look for each position? (8 Points)
 - Are the front desk agent KSAs different from those for the restaurant server? (4 Points)
2. Based on the reading of chapter 6 (i.e., see the "Employee Development" section), what does it mean to *"develop employees anyway"*? Why is it particularly important to develop employees in hospitality organizations? (8 Points)

Note)

- As per the question, please limit your answer with less than 300 words. For example, the question 1 consists of two sub-questions, so that you can answer to each sub-question with less than 300 words.
- Question 1 is developed based on the reading of the chapter 5, while questions 2 – the chapter 6.

This program was so successful in creating a total organizational enthusiasm for service excellence that Carlzon initiated a second program in 1983. This follow-up was designed to teach everyone in the organization how to read the company's financial statements. Carlzon believed that if employees could understand these statements, they would better understand where the revenues came from, where the money went, how much it cost to run the company, and how much each employee could influence profit. Carlzon said, "I didn't think I could get a 1,000% improvement, but I knew I could get 1% from 1,000 smaller things." The success of these wall-to-wall training efforts at SAS encouraged other organizations to train their entire workforce, including British Airways, which trained all its 37,000 employees.³²

Hospitality service providers should be trained not only in the skills necessary to deliver the service and interaction expected; they should also be taught the organization's cultural values, practices, strategies, products, and policies. This knowledge helps them figure out how to fix a problem when a customer is unhappy. Unless they understand the fundamental values and beliefs, they cannot know what the organization expects them to do. Because the guest defines the quality and value of the guest experience, hospitality service providers should also learn about their customers' expectations, competitors' services and strategies, industry trends and developments, and the general business environment. Even a cab driver needs to know more than how to drive a car to meet the service expectations of the rider in the back seat.

EMPLOYEE DEVELOPMENT

Employee development involves a combination of work experience, education, and training, all of which combine to improve employee capabilities over time. Training typically focuses on teaching people how to do the new jobs for which they have been hired or to overcome deficiencies they may have in performing their current jobs. Employee development, on the other hand, is typically focused on getting people ready for their future. Training tends to look at the present to identify and correct employee deficiencies in performing the job today. Development looks forward to identify the skills, competencies, and areas of knowledge the employee will need in order to be successful tomorrow.

The greatest challenge with providing the right employee development opportunities and training is that knowing exactly what will be needed to be successful in the future is impossible. Therefore, employee development programs tend to emphasize more general managerial, problem-solving, and leadership skills. Measuring these general development programs and evaluating their effectiveness is difficult. Companies like Four Seasons, which have a strong commitment to promoting employees from within the organization, work to retain their employees and develop them over time in order to meet whatever future business needs they may encounter.

Career Paths and the Right Experience

Norman Brinker of Chili's said, "People either shrivel or grow. Commit to helping people help themselves."³³ Walt Disney said, "Get in. Be part of it and then move up."³⁴ CEOs of the best hospitality organizations agree. They provide many opportunities

#2
employee development A combination of work experience, education, and training, all of which combine to improve employee KSAs over time.

³² Albrecht, *At America's Service*, 185.

³³ Norman Brinker and Donald Thomas Phillips, *On the Brink: The Life and Leadership of Norman Brinker* (Irving, TX: Tapestry Press, 1999), 194.

³⁴ Walt Disney, *Walt Disney Famous Quotes*, Disney's Kingdom Editions (Lake Buena Vista, FL: The Walt Disney Company, 1994), 55.



Staffing for Service

Chapter 5

HTM 345: Customer Service Management – Chapter 5

MANAGING QUALITY SERVICE IN HOSPITALITY How Organizations Achieve Excellence in the Guest Experience

Employees of the Hospitality Industry

- Serving guests
- Emotional labor
- Supporting service
- Manager's role

Loving to Serve

- Service naturals
- Challenges of hiring
- Recruitment and selection

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THE FIRST STEP: STUDY THE JOB

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Knowing What to Look For

- Job analysis
- Knowledge, skills, and abilities (KSAs)
- Going beyond KSAs

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Study the Best

- Developing talent profiles
- Competency-based approaches
 - Disadvantages

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Other Key Employee Characteristics

- Enthusiasm
- Authentic sense of concern
 - Surface acting
 - Deep acting
- Politeness
- Considerateness
- Willingness to help

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THE SECOND STEP: RECRUIT A POOL OF QUALIFIED CANDIDATES

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Hiring Internal Candidates

- Known quantity
- Internal equity
- Experience
- Know the culture
- Lower cost
- Internal search strategies

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Hiring External Candidates

- Obtain new ideas and fresh perspectives
- Acquire specific skills and knowledge
- Increase diversity

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External Search Strategies

- Public advertising
- Internet
- Niches
- Professional networks and placement services
- Student recruiting
- Employee referrals
- Employers of choice
- Walk-ins
- Check competition
- Call-back file

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THE THIRD STEP: SELECT THE BEST CANDIDATE

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Screening and Evaluating Applicants

- First step:
 - Application form
- Who to keep in pool
- Paper and pencil versus online

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Interview

- Unstructured
- Structured
 - Questions relating to work competencies, critical incidents, doing job as designed, and commitment to service
 - Behavioral interviews
 - Situational interviews

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Psychological Tests

- **Personality traits**
 - Extroversion
 - Agreeableness
 - Conscientiousness
 - Emotional stability
 - Openness to experience

(continued)

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Psychological Tests

- **Cognitive ability**
 - General mental ability (GMA)
- **Integrity tests**

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References, Background Checks, and Drug Tests

- Protecting organization and guests
- Potential legal issues

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THE FOURTH STEP: HIRE THE BEST APPLICANT

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Making the Hiring Decision

- Collect all information
- Balance all factors
- Maintain good relationships with applicants

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THE FIFTH STEP: MAKE THE NEW HIRE FEEL WELCOME

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The Staffing Process is Not Yet Complete

- Onboarding
- Advantages of diversified workforce:
 - Increased diversity of customers
 - Improved workforce
 - Preparedness for future workforce

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THE SIXTH STEP: TURNOVER – SELECTING PEOPLE OUT OF AN ORGANIZATION

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Employee Turnover

- Selecting people out of organization
- Direct and indirect costs
- Turnover not always bad