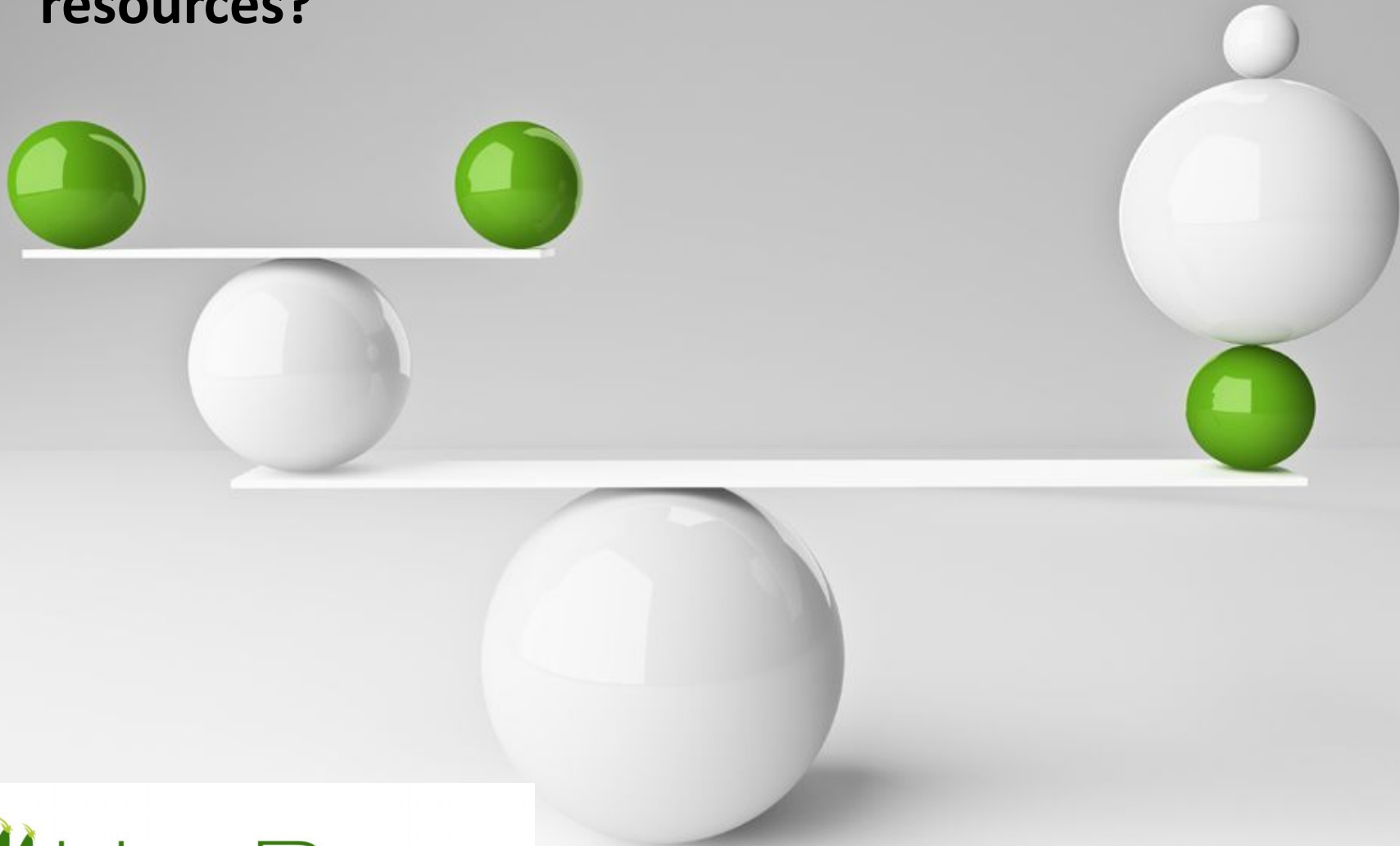


How operators could attract, retain and develop talent with increasing competitors and low available qualified resources?



Present Scenario

- ✚ Trained Staff – Limited supply
- ✚ Hotel Schools – Limited supply
- ✚ New Hotels Opening- Demand very high
- ✚ Demand vs. Supply -skewed

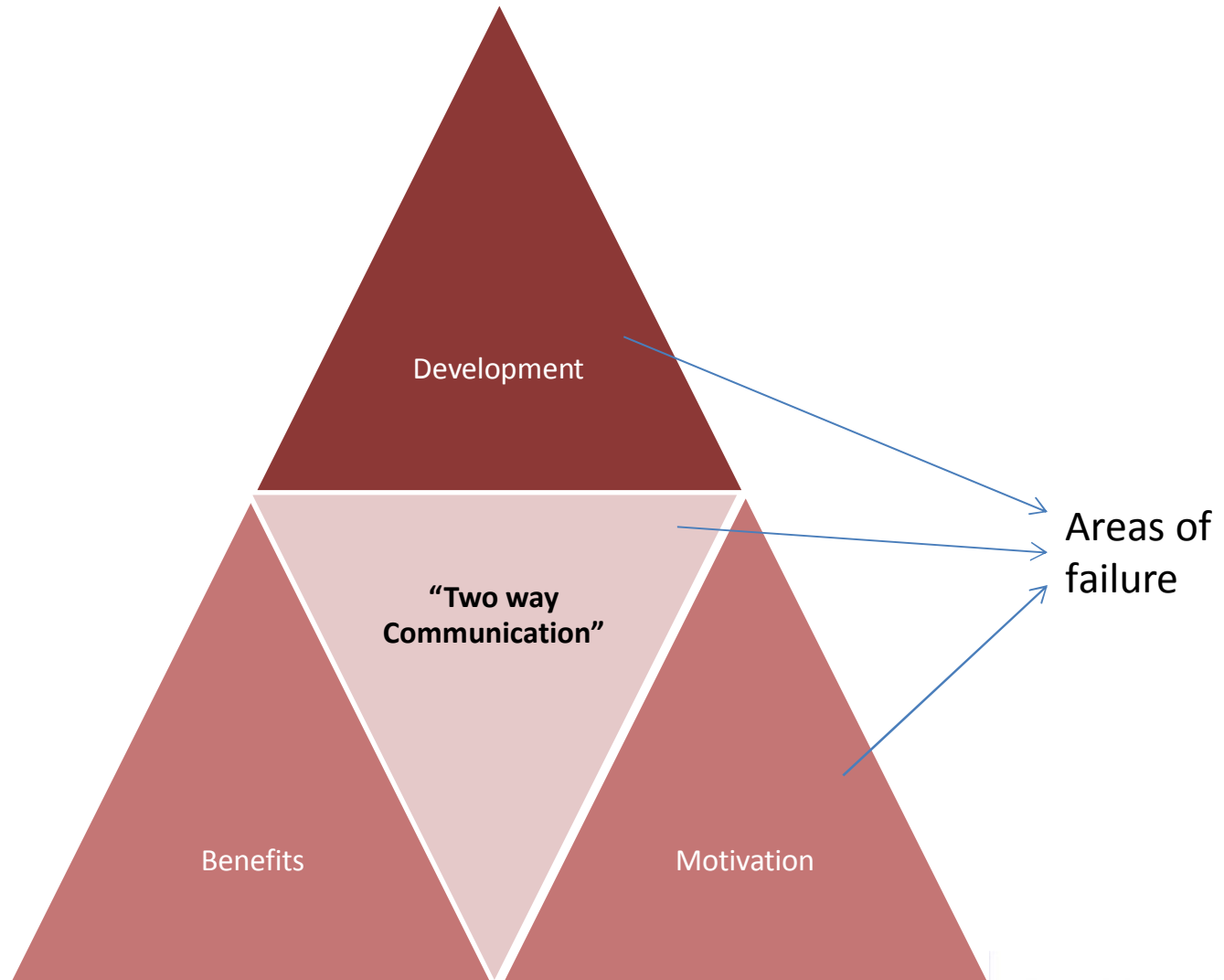
In the present scenario there are many more hotels opening but not enough trained resources available .

This works in staff benefit as staff have more opportunities and hence turnover starts to be very high if they are not motivated to stay in markets like Jakarta , Bali , Surabaya etc

The Indonesian resource and his needs

- Staff is a mixture of GEN X, Y and baby boomers, so what does Indonesian Staff want
 - face is important , respect
 - speed in action of promises made
 - two way communication
 - recognition needs
 - motivational needs
 - training needs
 - development needs
 - one on one interactions and hand holding
 - money and career path
 - peer assessment and evaluation
 - facilities (canteen etc) and service charge
 - management interactions and leadership

“The staff retention pyramid”



The Existing Gold Mine

- Hotels presently have staff at 4 different levels
 - Permanent staff - full benefits
 - Contract staff - semi benefits
 - Daily worker - daily pay
 - Trainees - limited pay

Within each of these levels, staff can be motivated and retention techniques applied

Present staff many a times is taken for granted and so gets demotivated and chooses to leave.

Studies have shown that that the cost of hiring a new staff to replace an existing performing staff are about 16 times more expensive , so where the hotel was spending USD 1 with existing staff Hiring , training & replacing a new staff in his place will cost the hotel USD 16 dollars.

Needs of Permanent staff

- Recognition
- New Opportunity
- Cross Training
- Career Development
- One on One interaction

ENGAGEMENT

Not all staff are looking for promotions or more money and benefits , many a time staff can be happy at what they are doing but are looking at some recognition and motivation, all they need is engagement from their supervisor / leader

E.g. drivers , doorman , room attendants , managers , even Ex-com and GM's

HEAR / LISTEN – Staff do care about your hotel , take suggestions and if management promises are made, ensure they are kept

Needs of Contract Staff

- Permanent role
- Benefits
- Recognition
- Opportunity and
- One on One interaction

OPPORTUNITY

This is one of the most common hiring styles in hotels and the contract staff is normally hired for a 1 year contract and extendable.

Most of these staff are looking for stability and this way limits the hotels risk and allows hotels to screen and either extend or end contract after one year.

The opportunity and risk here is very high

- Opportunity - identifying the staff with potential and offering them proper career development and paths for retention
- Risk - staff is always looking for a better opportunity for a stable career and job and benefits

Needs of Daily Worker

- Service Charge
- Contract or permanent role
- Benefits
- Opportunity

FINANCIAL

Short term hiring used mainly in areas like F&B service , Housekeeping etc , this is also a risky proposition as this kind of staff is always looking for an opportunity where a hotel will give them a contract role as the salary scale completely changes .

Many a times hotels find legal short cuts (cost savings) and have semi trained staff as daily workers working for years with the hotel, this is not only risky from a legal standpoint but also may result in mediocre performance by staff

This staff are always looking for a proper stable job, The opportunity lies in identifying staff that has potential and offering them contract roles initially and then moving them to permanent with career development

Needs of Trainee

- Learning
- Job
- Experience

DEVELOPMENT

Short term hiring, 1 month to 6 months , often used as staff for basic services without proper training or monitoring .

This is a great talent pool that should be monitored closely , talent identified that can be developed to join hotel post finishing school.

Ideal way to monitor this resource is a buddy system with existing trained staff who can also mentor and report on trainees progress

Staff Development- The key to retention

- Most hotels have these today
 - More like a tick on the box , but do they work ?
- What is a good development program
 - Mindset change from the top and not just HR
- Talent Development starts at junior most level (doorman, waiter)
 - Starts with a Training Needs Analysis and identification of staff
 - Followed up with quarterly performance evaluation
 - Set a career development plan from 6 months to two years
 - Monitored by HR and Division Head
 - Success and challenges monitored , monthly documented discussion with mentor on progress
 - Success model shared

The How of attracting new staff

- Talent Development Programs
 - Start from lowest level to highest level
 - If done correctly is a very strong tool for retention
- Management Trainee Programs
 - Most Hotels have this , but should have good monitoring for line managers
- School trainees development programs
 - Can be a very strong tool and will bring top of the line resources
 - can also have a initial 3 year lock in period
- Hotels Benefit Package
 - Share benefits clearly , offer extras , incentives at all levels
- Management and leadership mentoring
 - Nothing works better than recognition and mentoring
 - Hotel Environment & culture–If not managed and nurtured , THIS IS NORMALLY A BIG REASON FOR STAFF LEAVING
- Alternative talent pools of hiring from across industry
 - retail , golf clubs , stand alone restaurants etc



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