Managing Human Resources: Recruitment and Selection Procedures: Today’s Goals

• Discuss overview of issues and challenges
• ID of approaches to selection & recruitment

F & B Human Resource Overview

• Restaurants are labor intensive even with the rise of technology and convenience foods
• Supply shifter in the labor market reduce supply and increase costs, price is the driving force
• Benefit costs have increased due to legislative mandates and supply/demand issues
• The “nature” of the work environment makes management of people more challenging
Management Techniques: *Focus on the basics*

- Identify the core values for your operation
- Develop recruitment, selection, training, & development tools that support core values, as opposed to imitating competitors
- Create/refine basic staffing tools that simplify the administrative tasks associated with all aspects of human resource administration

Identifying Core Values: *Important Considerations*

- What is the mission of our company/unit?
- What is our “real” business purpose?
- How do we measure success in our organization at all levels?
- What are the characteristics of our most successful employees, across broad dimensions?
- How do these core values affect employee satisfaction and loyalty?

Developing The Proper Tools: *Creating Job Descriptions*

- Well written job descriptions are the foundation for human resource management
- Personal qualities that reflect core values must be considered within the letter of EEOC
- Focus on the requirements of the position, not the person
- Develop both minimum and ideal qualifications for each position
Examining Labor Supply Shifters

• Quality of labor supply is a major challenge for all hospitality operators, especially for food and beverage operators and departments
• Basic misunderstanding of our industry exists—management has to educate the public
• Restaurant jobs are often viewed as second rate, ‘when are you going to get a real job’ mentality exists
• Some of the above is due to industry practice and outdated management techniques

Major Labor Supply Shifters

1. Demographics
2. Economy Change
3. Social Policy
4. Economic Depression
5. Immigration Policy and Laws
6. Corporate Policy
7. Reciprocal Economic Conditions
8. Unions v. Right to Work
9. Social/Cultural Institutions
10. Government Policies

Recruitment & Selection Procedures

• Identify the best sources/channels for applicants
• Develop recruitment and selection tools that use both quantitative and qualitative measures
• Involve current employees at in the selection process, at all levels
• Use employment applications as screening tools, not as hiring tools
• Budget resources for the interview and selection process
Interview Issues

- Use screening/informational interviews when appropriate
- Use selection testing based on required skills
- Use problem-solving and storytelling as key tools to identify qualified candidates
- Use “realistic job interviews” when applicable
- Important to conduct background/reference checks, reduces turnover and liability