

## MANAGING HOUSEKEEPING PERSONAL

### **RECRUITING, SELECTING, HIRING, ORIENTING, AND TRAINING**

**RECRUITING EMPLOYEES** Recruitment involves identifying sources of labour, reviewing job descriptions and specifications, publicizing job vacancies, and inviting job applications to fill vacancies. The process is initiated by the executive housekeeper in keeping with the guidelines and procedures met by the human resource department.

**Internal sources** Opportunities arising from internal sources should be thoroughly examined before scouting for external sources. Internal sourcing encourages growth within the organisation and prevents stagnation and discontentment among the staff. Internal sourcing is advantageous to the executive housekeeper also, since the manager thus gets employees who have already proven themselves and are familiar with the property. Internal sourcing involves promotions and transfers

**PROMOTIONS** It is essential that the executive housekeeper identifies employees who could be promoted to the next level, training and grooming them for the promotion. This is referred to as succession planning. Possibilities for promotion enhance the morale and productivity of employees.

**Transfers** Interdepartmental transfers are an option that makes employees more flexible. Employees can be then accommodated in any department when need arises. Keeping transfers as an option calls for cross-training, so that employees can learn the duties of more than one position.

**External source** : External sourcing is necessary for entry-level jobs and whenever creative inputs from external candidates need to be used at specific positions.

**Colleges and high schools:** Qualified candidates can be recruited through various hotel management colleges across the country. For some lower-rung positions, high-school students looking for job openings may be recruited

**Employment bureaus:** These bureaus maintain a database of people looking for jobs. When contacted, the bureaus match the skills required for the vacant position with the skills of candidates listed with them

**Networking and recommendations :** Personal contacts of friends, co-workers, or subordinates may also be a potential source of labour. Personal contacts and recommendations are a major source of recruitment in the hotel industry

**Advertising :** Along with tapping the above sources, most hotels place advertisements in newspapers and industry publications

**SELECTING EMPLOYEES** The process of selection involves screening application forms and resumes, interviewing, and evaluating. Selection is a process of identifying and hiring people whose probability of success in the job at hand is maximum and who are likely to stay long enough with the organization to add to its development.

**HIRING EMPLOYEES** Once suitable candidates are identified and the references checked, the human resource department extends the job offer to them at the earliest. Medical examinations must be undergone by the selected candidates. Finally, identification cards, time-in swipe cards, and relevant forms need to be collected by the new employees. The executive housekeeper must also inform other employees about the identity and position of the new employee and prepare them to extend their co operation to the team member

**ORIENTING EMPLOYEES** With the hiring process over, the new employees are now on the payroll of the establishment. The newcomers need to be introduced to people and be familiarized with the environment in which they are to work. This is done through an orientation or induction programme. Orientation is the guided adjustment of a new employee form part of the orientation programme:

- The history of the organization
- General policies and practices of the organization
- Departments; their location and function
- Staff benefits; location of staff toilets, locker rooms, restrooms, staff mess, and so on
- Safety regulations and other procedures
- Organizational hierarchy, defining the employee's position and reporting relationships

The orientation may take place through formal methods- using film slides, demonstrations, and lectures-or informal methods. Most hotels have a training department, which takes care of the orientation programme in general

**TRAINING EMPLOYEES** Training is the overall enhancement of human ability by developing knowledge, skills, attitude and behaviour in order to achieve individual goals. Training relates not only to new employees, but is an ongoing process for the entire team. Training is effective only

when the knowledge gained is applied at work and tested for usefulness. The steps in planning a training programme are presented below. The first step in training is to assess the need for training in the department. The second step is to identify areas in which training is required and list them according to priority. The third step is to determine what type of training is needed in each area. The fourth step is to plan the training programmes and set time periods for implementing them. The fifth step is to evaluate the programme .

The benefits of training are as follows

: • New employees learn in a comfortable atmosphere

• New employees understand the importance of the job and the expectations to be met

• Existing employees improve their work performance

• The incidence of accidents is reduced and safety is enhanced

• Employees are motivated and their job satisfaction improves

• Employees and overall productivity improves

• Employee turnover is reduced

• Standards and quality of work improve

• Supervision improves

## TYPES OF TRAINING

Training may be of various types.

They are as follows:

**Induction training** Induction training is carried out when an employee is new to the organization and has to learn the required knowledge, skills, and attitude for his new position

**Refresher training** : This is carried out when an old employee has to be re-trained to refresh his/her memory

### On-the-job training

This type of training takes place while a trainee is working on a daily schedule. The trainee in this case is under the guidance of a trainer or a buddy. As part of on-the-job training in housekeeping, the new employee may be instructed in topics such as

• The use and care of equipment

- The use and storage of cleaning agents
- Setting up of the room attendant's cart and
- Linen, laundry, and uniform-handling procedure

### Off-the-job training

Off-the-job training takes place away from work, in a classroom, by means of workshops, demonstrations, lectures, discussions, seminars, audio-visual presentations, case studies, and role-playing. Some topics for instructions may be

- Controlling expenses
- Ways to meet standards
- Demonstration of new equipment
- Stress management