

*HRM industry portfolio on talent attraction
and selection*

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OVERVIEW OF CHALLENGES FOR HOSPITALITY HUMAN RESOURCE MANAGERS

The biggest challenge that HR manager of hospitality is undergoing in New Zealand is concerning performance management process (Harkison.et.al., 2011). In this respect it has been observed that performance management process is seen to be varied across New Zealand human resource community. It has been seen that there is an emerging trend that is away from form based appraisal systems to the processes that lays down focus upon regular dialogue and employee participation (de Menezes.et.al., 2010). In this regard it has been found that Hospitality management in New Zealand is not able to set SMART goals, providing appropriate feedback and coaching has been a great challenge for the HR professionals.

Under this report discussion has been laid down with respect to selection of a Front office manager to carry out their functioning within Royal Hotel. Within this study overview of challenges in hospitality of New Zealand human resource managers has been studied. The report has also undergone job description for front office managers and person profile for front office managers. Further, discussion has been laid down in relation to interview questions, second selection method and selection decision matrix that will be undertaken by Royal hotel for the selection of Front office manager for the final interview process to be taken by Betty.

JOB DESCRIPTION FOR FRONT OFFICE MANAGERS

The Royal Hotel

Position description

The Royal hotel has got a position of Front office manager who is responsible to look after various operations of hotel department. It includes planning, payroll, budgeting and staffing that will complete be in accordance with the company policies and procedures (Botha.et.al., 2011). The manager is also going to lay down appropriate support and leadership to all the members of front office.

Essential duties and responsibilities

- Looking after daily activities of Royal hotel management team

- Must have the capability to undergo full responsibility with respect to scheduling and payroll of department
- Undergo appropriate responsibility for effective management in operating expenses and purchasing for the Royal Hotel
- Holding meetings of departments on a monthly basis
- Setting down the budget of front office, monitoring Profit & Loss and effective handling of cash throughout the year

Qualifications

- College degree preferred
- High school diploma
- General education degree

Experience

The Royal hotel is searching for a front office manager who has got previous experience in supervisory/ management capacity in another luxury property is required. Experience of handling consumer service and general computer experience is must.

Supervisory responsibilities

In Royal Hotel it is the responsibility of Front office manager to carry out appropriate training concerning all front office employees including but is not limited to lobby ambassador, management trainees, night auditor etc (Scullion & Collings, 2010).

Language skills

There is a need for excellent knowledge concerning English language is considered to be mandatory as well as having an ability to speak, write and read clearly.

PERSON PROFILE FOR FRONT OFFICE MANAGERS

The person profile for Royal hotel Front office manager must be conscientious and self motivated. The individual being appointed at the hotel premises should be enthusiastic and determined to be successful (Tarique & Schuler, 2010). Royal hotel is searching for a manager who is highly hard working, excellent organizational and staff management skills, reliable and

combined with an ability to prioritize workload in a substantial manner. The manager of Royal hotel must successful receive, assimilate and evaluate information in a quickest period of time for completing any sort of work within hotel in an efficient manner (Farndale.et.al., 2010). It is even essential that Front office manger should be friendly and good humored in any sort of circumstances.

INTERVIEW QUESTIONS

Copies of interview questions for each candidate to be interviewed within the Royal Hotel for the post of Front office manager are as follows; (Mellahi & Collings, 2010)

Mary smith

How far do you see yourself in the industry of hospitality?

This question is intends to test the extent to which candidate is planning to succeed within the hospitality industry.

As per you what are the prime responsibility of a Front office manager?

This question will be exploring the knowledge of a candidate concerning the requirements that a Royal hotel is expecting from a Front office manager.

How will you manage conflicts?

With the help of this question interview team of Royal hotel will be able to judge that candidate gets panic at a conflict situation or handles the scenario in an effective manner being a Front office manager for Royal hotel while dealing with the consumers.

Have you ever undergone training session of personnel to improve their skills?

The question will help to judge that whether they have carried out any training practice for enhancing the skills of other employees working in different departments of front office.

John Brown

Why do you want to join Royal Hotel?

This question is going to reveal about the candidate's enthusiasm about the job, personal qualities for the position of front office manager etc.

Do you think your education qualification is sufficient enough to get selected for this position?

With the help of this question candidate confidence level will be judged that whether his qualification is going to meet the requirements for this particular position.

Will you be able to match the suitability and model yourself as per the requirements of Front office manager?

Brown current position is at assistant front office manager and this question will be detailing his confidence to join for front office manager at royal hotel.

What are your major strengths and weakness at a workplace?

With the help of this question candidate suitability could be judged on the basis of their strength and weakness while being at the workplace.

Leslie Rogers

Why do you want to leave your current Assistant housekeeper Job and join for Front office manager at Royal hotel?

This question is going to reveal clear intention and goals of candidate to join Royal hotel. (Iles.et.al., 2010)

Why do you think you are a best candidate for this position?

This is going to detail the capabilities of candidate of being best for acquiring the position of front office manager at Royal hotel.

Why do you want to join Royal hotel as a Front office manager?

This question is going to reveal about the candidate's enthusiasm about the job, personal qualities for the position of front office manager etc.

With what kind of individuals do you face problem to work with?

This question will be asked for judging whether candidate is suitable to be the part of Royal hotel culture.

SECOND SELECTION METHOD

The additional selection method that would be adopted is situational judgement test. This method is considered to be effective for the second selection method because it is a technique that is going to pull the candidate towards various situations that a front manager could face while carrying out their functioning within Royal Hotel (Schuler.et.al., 2011). It is a test that is described to be an multiple choice that is equivalent to a structured interviews. In case of situational judgement test candidate asked are asked that how they would be responding to a variety of hypothetical situations that are seen to be relevant for a target job. The results drawn out of it will be indicating how a particular applicant is going to behave concerning a particular situation or decisions (Farndale.et.al., 2010). This method has got the ability to predict how a candidate is going to respond towards a complicated decision for being suitable to a Front office manager position at Royal Hotel.

OUTCOMES	REQUIREMENTS
For a selection of Front office manager is crucial situational judgement test is considered to be an effective method as it is accurate than any other method for predicting future performance of a candidate.	The situational judgement test will be prepared in house by undergoing a thorough analysis of Front office manger job and it could be a costly and time consuming process
The process of carrying out situational judgement test is easy as it can be carried out on paper and pencil or computer test and could be administered in an easier manner.	Situational judgement test cannot be applied universally as they are often seen to be specific for a particular job.
Response by a candidate is going to lay down how an applicant is going to behave towards a particular scenario.	
A response is going to provide targeted interview questions for a	

candidate.	
Results will be indicating the areas that Royal hotel can grow and develop when recruited a current candidate.	
Once effective development of situational judgement test undertakes at Royal hotel can be used for selecting applicant that are at a similar position.	

SELECTION DECISION MATRIX

The selection decision matrix for Front office manager selection for Royal Hotel will be based on the experience, interview and situational judgement test (Stahl.et.al., 2012). In below given is the situational decision matrix that has been planned for the selection of Royal Hotel, Front office manager.

For the preparation of selection decision matrix proper rating points have been assigned to each experience, interview and situational judgment matrix for the selection of Royal Hotel, Front office manager. The ratings were kept on 1-3 or 1-5. After assigning individual total point to each experience, interview and situational judgment matrix based on the scale will be multiplied with their weights in order to achieve total score. It has been planned that if there would be any sort of discrepancies or greater deviation in the scoring will be handle appropriately on the consensus of the selection panel or could be resolved by a hiring supervisor. Based on the final score candidate would be called for the final interview for the post of Front office manager at Royal Hotel.

Selection decision matrix	Experience	Interview	Situational judgement test	Weights	Total score
<i>Mary smith</i>	3	3.5	4.3	10	108
<i>John Brown</i>	3	3	4	10	100
<i>Leslie Rogers</i>	4	4.5	5	10	135

On the basis of above selection decision matrix it could be said that Leslie Rogers must be called for the final interview to be taken by Betty from human resource. Leslie Rogers has been selected for the further interview as she has got highest total score when compared with other two applicants who have been the part of the selection process. The selection of Leslie has been done on different parameters that are experience, interview and situational judgment matrix and she scored highest in all the aspects.

CONCLUSION

From the report it has been found that biggest challenge that HR manager of hospitality is undergoing in New Zealand is concerning performance management process. Study identified that Royal hotel has got a position of Front office manager who is responsible to look after various operations of hotel department. Report indicated that the person profile for Royal hotel Front office manager must be conscientious and self motivated. It is even essential that Front office manger should be friendly and good humored in any sort of circumstances. Further, research showed that additional selection method that has been adopted is situational judgement test. The selection decision matrix for Front office manager selection for Royal Hotel will be based on the experience, interview and situational judgement test. Finally, Leslie Rogers must be called for the final interview to be taken by Betty from human resource and this decision has been made on selection decision matrix as Leslie Rogers got highest total score when compared with other two applicants.

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