

CHAPTER 7

HUMAN RESOURCE PLANNING AND RECRUITMENT IN HOSPITALITY.

Human Resource Planning is the process by which a management determines how an organization should move from its current manpower position, to its desired manpower position. It is through planning that the HRD Department strives to have the right number of the right kind of people at the right places, at the right time, to do things which results in both the organization and the individual receiving the maximum long benefits.

Human resource planning consists of a series of activities:

1. Forecasting
2. Inventory
3. Anticipating Problems
4. Planning the Procedures

HR Planning is important to both the employer and employee. For the individual, it is important because it helps him to improve his skills and utilize his capabilities and potential to the utmost it is the planning that leads to the right recruitment and selection of staff which forms a base for future promotions.

In the hospitality industry human resource planning is the responsibility of the HRD Department; it is aided by the General Manager and the heads of all the departments. This team is responsible to recommend personnel policies in respect of manpower planning, devise methods of procedure, and determine the quantitative aspects of manpower planning. Human Resources Planning gives rise to various activities; these are interrelated and often overlap. Some of the major activities are as below:

1. Demand Forecasting
2. Supply Forecasting
3. Determining Human Resources Requirement
4. Action Planning
5. Monitoring and Control

HR Planning leads to various other activities.

1. Job Analysis: Job analysis helps to redesign the jobs to improve operational and administrative performance or to enrich job content and employee improvement.
2. Job Description: It provides an important basis for establishing assessment standards and objectives.
3. Job Specifications: It translates the job description into terms of human qualifications which are required for a successful performance of a job.

4. Job Evaluation: It is a procedure to evaluate the employees with a view to use the human resources more effectively. This helps to increase more responsibilities, adding of more job functions and making work more interesting, challenging and motivating.

RECRUITMENT AND SELECTION: Recruitment is the process of identifying the prospective employees, stimulating and encouraging them to apply for a particular job or jobs in an organization. It is a positive action as it involves inviting people to apply. Most hospitality organisation feel it a good practice to promote from within whenever anyone, any staff has the requisite qualifications and aptitude needed to fill a vacancy. Basically, the sources of recruitment are of two types – internal and External.

INTERNAL SOURCES: This include employee already on the organisation's payroll. This is through the following:

- a) Promotions
- b) Transfers
- c) Response of employees to a notified vacancy.

Internal sources have their merits and demerits.

Hospitality units prefer internal source of recruitment due to the following advantages:

- a) Internal recruitment can be used as a technique of motivation.
- b) Morale of the employees can be improved.
- c) Suitability of the internal candidates can be judged better than the external candidates.
- d) Loyalty, commitment, a sense of belonging and security of the present employee is enhanced.
- e) The employees' economic needs for promotion, higher income can be satisfied.
- f) The cost of selection is negligible.
- g) The cost of training, induction, orientation, period of adaptability to the organisation can be minimized.
- h) The employees' psychological needs can be met by providing an opportunity for advancement.
- i) Trade unions can be satisfied.
- j) A social responsibility towards employee may be discharged.

EXTERNAL SOURCES: If the organisation feels that the needed human resources are not available within the organisation, it will have to depend on outside sources. The commonly used external sources are:

1. Advertising
2. Personnel Consultants / Employment Agents
3. Institutes

4. Social Website
5. Present Employee References
6. Waiting List

Human Resources Planning gives rise to various activities; these are interrelated and often overlap. Some of the major activities require planning and monitoring and control. Manpower planning is important in order to identify areas of surplus and areas of shortage of personnel. The surplus can be redeployed and shortage has to be filled as soon as possible through recruitment. In hospitality the performance and resulting productivity are directly proportional to the quantity and quality of its human resources. The main objective of human resource planning in Hospitality is to maintain and improve the organisation's ability to achieve its goal by developing strategies that will result in optimum contribution of human resources.