



STAFF RETENTION



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Staff Retention

Retaining staff in the hospitality industry can sometimes feel like herding cats may be an easier way to occupy your time. However, if you apply energy and focus the rewards will be worth it. If you do not have the time to apply this energy and focus, then talk to a recruitment service that do. [CV Locator](#) apply many years of experience in recruitment to your campaigns and their flexible solution can provide invaluable resources to the most important stages of the recruitment process.

There is an argument that a certain level of staff turnover is healthy. If new people are always flowing through the business, new ideas can be put forward and different ways of working can be adopted. There is also huge risk with this as clashes within teams are more likely and people who you value can become overlooked and disgruntled which can lead to a lot of instability.

First, let us look at 5 reasons which can cause staff retention:

1. Poor wages and benefits
2. A lack of training and development
3. Poor management
4. Bad colleague relationships
5. Work/life balance

All of these will resonate with everyone who has worked in hospitality. It is a demanding industry, but it is not impossible to retain staff.

We can now breakdown each reason and look at ways of countering the negative.

Lets look at these causes in more detail.

1. Poor wages and benefits

- *What is the wage?*
- *Is there a clear progression?*
- *What are the 3 main expectations of the role for this wage?*
- *Is it competitive against other employers for the role?*
- *Can you list 3 benefits that would be attractive to a potential candidate?*

If all of these can be answered with confidence, this is a good start. However, was all this information given when advertising the role? A lot of staff retention can be improved from the very first stages of the recruitment process. If all this information has been advertised without any sugar coating and suitable candidates apply, the interview will be the perfect place to find the right one.

- Is the wage suitable for the candidate?
- Have they shown experience in their previous roles they can execute the expectations you are looking for?
- Have they shown interest in competitors?
- Why would your benefits suit this applicant?

If all the above are answered yes, this will be a good place to start with the applicant. Showing interest in a competitor is not a bad thing. You can find out more about them about why they could be interested in a different option and if they are more suited to you as a business. If any of these are no, then panic recruiting is not going to help staff retention at all. If the wage is not really what they are after, they will leave as soon as they get a job which pays their expectation. If they have not got the relevant experience, the pressure of the role will be too much. If they have not shown interest in competitors, they are probably not telling the whole truth. If the benefits are not quite right, you will have somebody who feels left out eventually.

2. A lack of training and development

Training and development will be the safety net to any hospitality set up if a candidate has slipped through an interview who is not quite right. A training period must be decided what is suitable for the role and conducted with

somebody of the same or more experience in the role they have taken.

Training plan points

- A full list of role expectations and tasks is to be made and then broken down into a training plan
- Time frame broken down weekly and daily of what is expected to have been covered with management and employee sign off each week. By both signing, both are declaring adequate training has been given in the task required
- A weekly feedback session needs to be given to go through areas of concern and positive feedback with their line manager. This is a perfect time to uncover any insecurities they may have and reinforces a relationship with the manager
- On completion of the training a sign off of all the tasks needs to be completed to show they have completed the training and are now ready to fulfil the role. If any of the training has not been completed or incompetence is shown this is then up to management whether to proceed with further training or to terminate.
- 3-month reviews need to be in place from the date of starting to ensure satisfaction is there and if there is any areas of development they feel they need

Development

At the interview stage, the candidate would have expressed a desire for development. If this development was realistic and they were employed, a time frame should be made to deliver the development.

Key point - Development can only be offered if an employee is doing what is expected of them and is exemplary in their current role. Developing an employee who is not pulling their weight will send a very poor message to a hard-working team and will leave them feeling ignored.

Development can be managed so easily if it is treated as any other form of training. A training plan needs to be formed with the expectations of the developed role. A time frame needs to be made with markers for review within the time frame. A final sign off needs to be completed at the end of the training to establish whether this has been completed or whether more training is needed.

3. Poor management

It would be very hard for everyone who has worked in hospitality to not be able to remember a bad manager. In recent years there has been a shortage of staff in the industry which naturally leads to staff being over promoted too early in their career without all the necessary skills to deliver good management. If the above is carried out properly by a line manager and an employee, this will encourage a positive relationship between them and build trust through feedback whether constructive or positive. It is also important that management are given the same training and development as all other employees. If a manager becomes disengaged, this will have a ripple effect on the team they are leading and cause staff to leave.

Key point - A key question a manager should ask themselves in a situation that needs addressing. What have I done to improve this? What have I done to change this?

It is very common for junior managers to blame and point fingers at others for why things have gone wrong. But very rarely do they ask themselves what they have done to improve the situation. For example, if a chef gets a couple of complaints for a seasoning of food through service, should their line manager tell them to do it better or they will be sacked?

The best technique is to review their training, have they been shown this? If the answer is yes, then more training is needed. Give the training, show them how to do it again, taste with them to ensure they have understanding. Give them the opportunity to show they can deliver consistently. If then the chef does not improve, this can be down to an attitude of the chef not the management, but their manager would then have done all they could to improve the situation.

4. Bad colleague relationships

This can sometimes be unseen for a long time and only appear at boiling point. It is always important with colleague relationships to be professional and respectful. In hospitality, due to the long hours relationships are built very quickly and can be very strong if all pulling together.

At the interview stage, you will find out a lot about the candidate's personality,

it is important they are compatible with the team you have built. If the steps are followed as above the relationships of the team should be better because all the team have clear expectations of what they need to do.

5. Work/Life balance

This without a doubt is a struggle in a lot of hospitality led organisations. It is the industry that opens when everything else finishes. It is the late night, weekend hogging job that you must live and breathe to be able to do it successfully and consistently. Having said that, it is not impossible to find work /life balance in hospitality.

Areas to concentrate

- **Holidays** – Have a wall calendar and encourage staff to get 80%/90% of their holiday booked as early as possible. This helps with rota writing; it also helps mentally for the team as they have milestones to work to before their next time off. Rules can be implanted such as no overlapping but if all can see the calendar it will fall in to place nicely.
- **Days off** – When writing a rota, putting days off in first will always ensure you have listened to your teams needs before clumsily covering the busy shifts without structuring the rest of the week. It also shows the gaps where you may need extra support. If a team member asks for a Tuesday and Wednesday off every week, they give their all every shift – this should be listened to. They will trust you have their interests at heart and are willing to help them. Jubilee Talent can assist with covering these busy shifts with fully qualified and flexible Temporary solutions. [Talk to them here.](#)
- **Parity with shifts** – If two people for example are on the same section and one only does mornings and the other nights, eventually the person on nights will be disgruntled. Parity with shifts will make everyone feel the rota is fair and will encourage hard work as everyone is being treated equally.

Conclusion

These are a few main principles to stick to when looking for better staff retention, particularly in the hospitality sector. The benefits of staff wanting to work for a company drives consistency, creates loyalty not only as employees but to customers as well as they will enjoy familiar faces.



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