

How can I write better ads for specific jobs?

The following are stereotypes of the personalities most frequently found in different hotel departments. The following are generalities to consider when placing your employment ads. If the information below does not seem correct for your property or company, give some thoughts to the generalities that do apply. The purpose of this information is to help you write employment ads that hit all the right "hot buttons" necessary to attract a skilled labor force. The following is just meant to help start your creative juices.

Do you write "Post and Pray" ads?

Most properties and companies write their ads quickly just to get it done and off their "to do" list. They post their ad, and then they pray someone really good will see their poorly constructed ad and apply anyway. Employers who do this don't understand:

- How much money their property and company loses each week a job is vacant.
- That every 5 minutes spent creating a good ad saves 1-2 hours of time reviewing resumes and talking to the wrong candidates.

We hope these tips are helpful. If you have additional ideas email them to us so we can add them and share them.

Sales Jobs - Things that excite most sales people:

- Being part of the big picture.
- Fast paced environments.
- Realistic sales quota's and expectations.
- Working with fast paced, self-starters.
- Financial rewards for their own results. (Sales people rise and fall on their own sales. Therefore they expect to be rewarded based on their own results.)
- Selling a product or service that is recognized by their community as the best, or at least one of the top 2-3 properties/companies in the market place.
- Continual training opportunities to expand their knowledge and skills.
- Immediate feed back that is factual, concise, and helpful.
- Frequent positive reinforcement.

Do your ads for sales positions factually stress the above? Do your sales jobs provide the above? (If not, go to the decision maker on this position and let them know what the best sales people expect from an employer and ask for their suggestions on how the job can be modified to make sure you attract the best candidates for your sales job.)

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General Managers - Get excited about:

- The opportunity to run their own property.
- Their ability to impact all aspects of operations-revenues, costs, and service.
- Properties that are market leaders.
- Owners who commit the resources to enable employees to be trained so turnover can decline and employees will be excited and motivated.
- Companies that are growing so they will have career opportunities.
- Realistic expectations.
- Well maintained properties.
- Reporting to VP's or Owners that give GM's positive reinforcement.

When creating ads for GM's, ask the owner, president or VP Operations to give you examples that demonstrate the above. Then include them in your ads. (On Hospitality Online, enter this information in the section called Scope of this Position.)

Assistant General Managers appreciate properties that:

- Have established systems and procedures that are easy to understand.
- Can give examples of how they practice teamwork.
- Have a GM who shares knowledge and will help train and develop the AGM.
- Schedule properly so the AGM has time to train, motivate, and develop other employees.
- Have a minimum of conflict.
- Give them an opportunity to make decisions and learn how to become leaders.
- To be involved in all aspects of running the property.
- Provide the AGM an opportunity to share their knowledge.
- Listen to, and consider suggestions from the management team.

The best AGM's are people who are detail oriented and have a need to know everything that is going on at the property. Typically, they are very organized and appreciate structure. They need to be excellent managers and administrators, but they often are not strong leaders. (That's the GM's role)

Rooms Division jobs. People get excited about these jobs when properties:

- Offer clear career advancement paths.
- Provide training in the actual skills people need to do their job, plus training in how to be effective supervisors and managers.
- Are well maintained.
- Lead the markets they are in.
- Have easily understood policies and procedures.
- Offer work schedules with flexibility.
- Have highly competitive salaries and pay for employee benefits.
- Provide incentives and give employees frequent recognition.

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- Create a work environment that is enthusiastic and fun.
- Consistently deliver the quality of service the property talks about without over working the employees.

Rooms Division people typically are extroverted. These people are excited to be working at a property they can brag about to their friends and peers. When writing ads for these jobs, be sure to stress things that people are interested in when they are starting their careers: stability, opportunity, good pay and benefits, and training.

Food & Beverage front of the house candidates are excited by properties:

- That offer market leading trends in menus, service, and fun.
- That generate high volumes so there are opportunities for tips, gratuities, and bonuses.
- With management teams that coach, share knowledge and give recognition to all employees.
- That provide positive reinforcement.
- Allow employees to make customer service decisions and teach employees how to handle guest complaints.
- Which provide training on how to become effective supervisors, managers, and administrators.
- Have clear career paths that are shared with all employees so employees know the skills they have to acquire to be promoted.

F&B Front of the House employees and Rooms Division Employees are motivated and excited by the same things. These jobs appeal to people who take pride in being helpful and giving great service to others. They also need, and appreciate, frequent praise and recognition. Talk to F&B managers and employees to get examples on how they are trained, recognized, etc. Include that information under Scope of Position.

F&B back of the house jobs attract people who:

- Appreciate structure.
- Are personable, but often not extroverted.
- Respond to clear, calmly stated directions.
- Want strong leadership.

Be sure your ads for these positions stress the above.

Kitchen (Executive Chefs, Sous and Pastry Chefs, Garde Manger, and Cooks) appreciate:

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- Clean facilities with the equipment and space necessary to meet the menu requirements.
- Good ventilation.
- Realistic food and prep costs.
- Menus that have some flexibility to allow the kitchen to be creative.
- Recognition and praise.
- Enough help to meet the service standards of management and guests.
- Training.
- To be taught how to become supervisors and managers.
- Skills training in how to price and cost menus, do purchasing, get the best cross-utilization from products.

Most chefs, by nature are creative people who want the flexibility to use at least a little of their creativity. Be sure your ads identify how your property allows chefs to be creative. If your menus are so tightly controlled that Chefs won't be able to use any creativity be sure your ads state this, otherwise you will attract the wrong kind of candidates. The most common mistake properties make in the kitchen is hiring chefs and cooks who want to express more creativity than the property will allow. These people typically leave very quickly. It's easy to over hire in the kitchen when you are interviewing an enthusiastic chef or cook who appears to have the skills to take your restaurant and banquet operations to the next level.

Banquets, Convention, & Conference Services jobs excite people who:

- Sincerely want to exceed customer expectations.
- Like to anticipate and have the freedom to meet customer needs before the customer realizes they have a need.
- Enjoy creating meetings and events that offer flair.
- Like to work with other departments that are challenged by opportunities to give customers more than they asked for.
- Are very detail oriented.
- Know how important it is to do everything exactly on time.
- Enjoy and are challenged when customers make/need last minute changes.

These jobs are in two categories: Those jobs that work with the customer during both the planning and implementation stages of the event, and the service staff jobs. When advertising for Convention/Conference Sales Managers and Conference/Convention Managers, stress the creative aspects of their jobs, and the support from other departments to assure customer needs are met. When advertising Banquet Manager and other service jobs, stress the need for punctuality, organization, neatness, and attention to detail.

Engineering candidates appreciate:

- Properties that are well maintained.
- Properties that have enough engineers, with the right skill sets to do the job.

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- Good preventive maintenance programs.
- Companies and properties that encourage departments to work together.
- Annual capital improvement budgets that assure the property is maintained and kept up-to-date.
- Management that appreciates the efforts of the Engineering Department.

Engineering departments rarely hear "thank you." Most receive calls about problems with the demand to drop everything to solve the problem immediately. Then the department gets criticized for not getting all their work done on schedule. To get engineers attention make sure your ads talk about the recognition your engineering department receives, the capital dollars your property commits every year, the size of your engineering department, etc. Address the points above.

Finance & Accounting candidates are attracted by:

- Structure.
- Organization.
- Being involved in the planning process for the property.
- Properties and companies that involve the Finance/Accounting department in decision making and operating of the property, instead of just reporting results.
- Properties and companies that pay their bills on time.
- Jobs in departments that have enough staff to enable the department to be proactive instead of reactive.

There are two types of financial/accounting jobs. Those jobs that are just involved in collecting, consolidating, and reporting results. Jobs like A/P, A/R, Payroll, General Ledger, Assistant Controller, and Controller/Chief Accountant at properties with centralized accounting. These jobs appeal to people who like structure and routine. Individuals who typically enjoy repetitive tasks. Other jobs are involved in the actual planning, financing, and overall direction of the property and company. These jobs are "big picture" oriented. They often are involved in overall budgeting, revenue projections, how capital dollars are to be allocated, and the ongoing operations of the property/company. People who like these jobs see themselves as managers and executives who are involved with the strategic direction of the property/company. Be sure your finance/accounting ads stress the right set of skills for the job you need.

Housekeeping candidates are interested in jobs that:

- Recognize the importance of housekeeping.
- Are with properties that have adequate linen and supply inventories (pars).
- Have the equipment and storage facilities necessary so the housekeeping department can operate efficiently.
- Stress effective communication between housekeeping, engineering, and the Front Office.

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- Identify promotional opportunities available to hourly housekeeping associates.
- Are with properties that provide training.
- Are at properties that are respected in their communities for cleanliness.

Housekeeping management positions are the most difficult positions at any property. Many housekeeping employees have minimal education or speak only a little English. On the other hand, some properties also attract a highly educated hourly housekeeping associate. These are typically people who are going to school or just looking for part time work. Housekeeping managers have to be able to manage and motivate employees from all walks of life. At most properties housekeeping jobs are "dead ends." Almost all properties talk about the opportunity for housekeeping employees to advance, but very few properties actually provide the training to help hourly housekeeping associates advance. Be sure your ads stress how your property and company is different. Stress training. Talk about people who have recently been promoted from housekeeping. Hourly associates are looking for opportunities. Housekeeping management candidates are looking for properties and companies that provide opportunities for all employees, not just a select few.

Human Resources is rapidly changing in the hospitality industry. Many companies are centralizing HR and just have an administrative person at properties. Other companies are outsourcing the administrative portions of HR so their HR staff can concentrate on those aspects of HR that most impact profits-recruiting, training, and career planning. The two distinctions attract different skill sets.

Centralized HR Functions attract people at properties who:

- Want strong direction and structure in their work lives.
- Individuals who enjoy repetitive tasks.
- Often these people consider themselves extroverts, but often they are more comfortable dealing with "things" than people. They often rely and fall back on policies and procedures.
- Appreciate routine.
- Desire very thorough training.

Decentralized HR functions, or HR Departments at companies that have out-sourced the routine administrative HR functions attract:

- Professionals who enjoy the "big-picture."
- People who thrive, and need to "contribute".
- Individuals who understand how they can impact the profits of their property/company.
- Professionals who are quick to adopt the rapid technology changes that are occurring in HR.
- People who view their role in companies as strategic partners with the rest of the executive team and have the confidence and communication skills to function at that level.

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- Professionals who are creative and take the time to stay abreast of the latest trends impacting their Department.

When advertising for HR jobs understand which type of people you need to attract for the job you have available. Then stress the points that are most important to the type of person you need to attract.

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