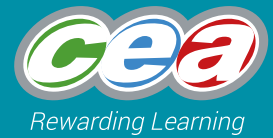


# FACTFILE

# GCSE LEISURE, TRAVEL AND TOURISM



## Unit 3

### Working in the Leisure, Travel and Tourism Industry



#### The recruitment process in the Leisure, Travel and Tourism Industry

##### Learning Outcomes

Students should be able to:

- demonstrate knowledge and understanding of how the industry recruits employees;
- demonstrate knowledge of the purpose of the induction process; and
- demonstrate knowledge of the induction process.

## The recruitment process in the Leisure, Travel and Tourism Industry.

Ensuring that organisations have good employees is essential to every organisation, and this is particularly relevant to the leisure, travel and tourism industry where they play such an important part in the customer experience. Organisations need to ensure that they are getting the best people for the job. How they approach the process is important and the more attention to detail and a systematic approach will pay dividends in the end by reducing staff turnover which are found in some sectors of the leisure, travel and tourism industry.



The Manager may be responsible for the running of the entire facility. Sometimes in a large organisation there may be a General Manager with overall responsibility for the running of the organisation and several managers responsible for the running of specific departments such as functions. The manager will be accountable to the owners who may be shareholders or a local government body such as a district council.

Supervisors are generally responsible for the smooth running of a team. They will have some administration tasks, for example they may create weekly staff rotas, sign off requests for leave and sign off time sheets. Supervisors also work as a member of the team. Supervisors will report to their relevant manager.

Operatives are the staff employed to carry out specific duties or tasks. They will report directly to their supervisor.

## Legal Requirements

When an organisation decides to recruit new staff members it must ensure that it complies with all aspects of employment law. There are five main pieces of legislation, all of which aim to ensure equality of opportunity, that must be adhered to in the recruitment process.

### **(i) Equal Pay Act (1970)**

This Act promotes equal opportunity between men and women and aims to end unfair discrimination in conditions of service including pay. There are several factors that must be considered when comparing pay, these include length of service, educational attainment and regional differences such as a weighting for workers who are based in London.

### **(ii) Sex Discrimination Act (1975)**

This Act complements the Equal Pay Act by focusing on the equality of opportunity between men and women across a wider range of areas including selection, training and promotion. Some degree of positive discrimination is allowed, for example by favouring women in jobs where they are significantly under-represented. Therefore, it can be legal to state 'applications from suitably qualified women are particularly welcome'.

### **(iii) Race Relations Act (1976)**

This law addresses both direct and indirect discrimination. Direct discrimination occurs when an employee is treated unfavourably because of their ethnic background or nationality. Indirect discrimination is often unintentional. It occurs when a stipulation disadvantages some candidates; e.g., an employer might stipulate a UK based qualification that would disadvantage anyone who had not studied in the UK. However, the Race Relations Act allows positive discrimination when recruiting someone to provide personal services to members of a particular racial community. Thus, for example, a leisure, travel and tourism organisation located in Wales could stipulate 'must be Welsh speaker'.

### **(iv) Disability Discrimination Act (1995)**

This Act protects those with disabilities from discrimination. The emphasis is on the ability of someone with a disability to carry out the routine activities associated with the job.

### **(v) Working Time Regulations (1998)**

These regulations restrict the number of hours that an employee can be contracted to work, to a maximum of 48 hours within each seven-day period, including overtime. The responsibility lies with the employer to ensure that staff take adequate rest breaks and receive an appropriate annual leave entitlement.

## The Stages of Recruitment

**Stage 1** Identifying company needs

**Stage 2** Job description

**Stage 3** Person specification

**Stage 4** Recruitment advertising

**Stage 5** Shortlisting

**Stage 6** Interviews and testing

**Stage 7** Offer of employment

**Stage 8** Induction

**Stage 1 – Identifying the organisation’s needs**

When a position within an organisation becomes available, either to replace a member of staff who is leaving, being promoted or a new position arises, an organisation will need to establish its staffing needs. This will be done by analysing what the job entails if they are going to replace like for like or if they need to consider a new role.

**Stage 2 – Job Description**

Once an organisation has decided on the role of the new employee, they will need to write a job description which describes to the potential applicant what the job involves, the responsibilities which will be required and the type of person the organisation is looking for. It may also indicate the type of training and professional development opportunities which are associated with the position and the opportunities the organisation provides.

A typical job description should include:

- Title of the position – including the department and location
- Role – outlining the key objectives of the post
- Responsibilities – the requirements of the position and its position in the organisational structure, detailing who the applicant will be responsible to and for
- Detailed duties – a list of all the relevant duties required by the position
- Conditions of employment – the wage/salary, holiday entitlement, hours of work, pension arrangements, welfare and social facilities, trade union membership, training provided, etc
- Date the job description was written

*Many schools have access to **Cascaid** (and other resource materials) through their Careers Department.*

**Stage 3 – Person Specification**

Sometimes called a job specification this will give details of the ideal person for the job. This will include:

- Skills and Qualities – such as teamwork, communication skills, good time management, empathy and good organisational skills and people skills
- Qualifications required – this will include essential and preferred. These may include:
  - Academic qualifications e.g. a relevant degree
  - Vocational qualifications e.g. NVQ Level 4 Catering
  - ICT qualifications e.g. European Driving Licence
  - First Aid certificates e.g. St. John’s Ambulance
  - Job specific qualifications e.g. Lifesaving qualification or Blue Badge for Tour Guides
- Experience required – the skills and qualities the applicant has previously acquired that are essential to the position

**Stage 4 – recruitment advertising**

When an organisation has completed the job description and person specification, they will begin the process of looking for a suitable applicant. This may be done in-house, offering promotion within the organisation, or it may be opened to outside applicants.

For jobs in leisure, travel and tourism there are a number of ways this may be done:

- Advertisements in local, regional or national newspaper e.g. The Down Recorder, The Belfast Telegraph or the Daily Mail
- Advertisements in trade journals and magazines e.g. Leisure Opportunities, Leisure Management, Caterer and Housekeeper, Travel Trade Gazette, etc
- Employment agencies specialising in leisure, travel and tourism jobs e.g. 4Leisure, C & M Travel Recruitment, Miller Hospitality Recruitment and Training
- Employment ‘road shows’ in public areas such as leisure centres, shopping centres, airports and train stations

- The internet and local radio stations
- Job centres
- Recruitment agencies in the local area
- Links with universities, colleges and schools
- Previous applications which have been kept on file
- Staff newsletters or magazines e.g. Hastings Hotels Crown
- Professional bodies associated with the Leisure, Travel and Tourism industry

### **Stage 5 – Shortlisting**

Private leisure, travel and tourism organisations usually request a completed CV (Curriculum Vitae) and covering letter from applicants, whereas public and voluntary organisations generally prefer an application form to be completed.

If the job description and person specification have been carefully prepared and, if used, any advertisements are carefully written in a clear and precise manner, the organisation is only going to attract applicants who meet the set criteria and thus will reduce the number of unsuitable applicants.

The process of shortlisting will draw up a list of suitable applicants who will then be invited to participate in the next stage of the interview process.

### **Stage 6 – Interviews and Testing**

This will take the form of:

- An interview – either one-to-one, in front of a panel, over the telephone or a zoom call. During this the candidate will be given the opportunity to expand on their written application.
- Task taking - the candidate may be asked to carry out tasks relevant to the job they are applying for.

### **The Role of the Interview Panel**

Employers tend to schedule panel interviews all in one day as it is easier and makes the interview process shorter. The panel can come to a decision the same day that the applicants are interviewed. Since interviews cause stress and strain among existing staff because remaining employees must cover the vacant position's workload, anything that shortens the hiring process without sacrificing thoroughness is good for the successful applicant as well as the organisation.

A panel interview is a job interview in which an applicant answers questions from a group of people who then make the hiring decision. Employers use panel interviews to gain perspective from other people in the organisation and occasionally those outside the organisation. Panel interviews reduce the risk of making a bad decision. The panel's goal is to make the best decision on the successful applicant possible given the information available about the position and the applicants.

Since each panel member brings a different set of experiences, thoughts, beliefs, and biases to the interview process, the members' strengths tend to compensate for each other's weaknesses. In the most effective panels, members work well with one another while being unafraid to respectfully challenge each other's judgments and assertions about the potential successful applicant.

### **Selecting Interview Panel Members**

Members of the interview panel are often people who will routinely interact with the person chosen to fill the job vacancy and who know the organisation and its culture well. For example, an interview panel for a recreation assistant position may consist of the leisure centre manager, a senior recreation assistant, and a member of the Human Resources team from the local council.

Organisations often factor in two types of diversity when deciding who will serve on interview panels. By ensuring a panel includes men and women and a mix of religion and/or races, to reduce the risk of applicants suing on the basis of discrimination.

## Questions

The panel asks the predetermined interview questions which have been set prior to the interview, together with the expected responses and key words. These questions will be put in the same format to all applicants. The panel will note the applicants' responses and score them according to predetermined criteria.

All panel members are free to ask follow-up or probing questions. The predetermined questions are the same for each finalist. The follow-up and probing questions are different for each finalist because they are based on how the finalist answers the predetermined questions. The panel lead is responsible for controlling the start and finish of the interview.

Interviewees will be awarded a score from each panel member on the following which may come from the application form during shortlisting and the questions posed at the interview:

- **Prior Education** – Does the applicant have the appropriate educational qualifications, training, or technical skills for this position?
- **Prior Work Experience** – Does the applicant have relevant work experience or experience that matched the skills needed to perform the job in question?
- **Strengths** – Is the applicant able to highlight their strengths and articulate how said strengths will help them in the position?
- **Aspirations** – Does the applicant have a clear answer when asked about their long-term career goals?
- **Disagreements** – Is the applicant able to point to past disagreements in the workplace that was handled with professionalism and showed resolve?
- **Motivation** – Is the applicant able to explain and articulate what motivates them both at work and in life?
- **Time management** – When asked about how they prioritise their work, does the candidate have a clear methodology?
- **Past mistakes** – When asked to explain a past mistake they have made at work, does the applicant have a clear answer that shows rectifying the mistake and growth?
- **Organisation** – Is the applicant able to explain why they are interested in working for this specific organisation?

The applicants will be rated using criteria, such as a numerical rating system like the following:

- 5 ★ – Excellent
- 4 ★ – Good
- 3 ★ – Average
- 2 ★ – Below Average
- 1 ★ – Poor

The panel will then give their final comments and thoughts and how they should proceed with the applicant. Interviews have both advantages and disadvantages. On the plus side the interview provides an opportunity for the employer to ask probing questions relating to the candidate's experience. The candidate will also have the opportunity to find out more about the organisation and the job. However, interviews are stressful situations for both parties involved and rely heavily on the skill of the interviewer.

As part of the interview process candidates may also be required to:

- Complete a psychometric test;
- Complete an exercise to demonstrate their competence and/or abilities e.g.
  - pool test for leisure centre recreational assistants;
  - language test for receptionists in a hotel;
  - drawing up a sample menu for a head chef.

**Stage 7 – Offer of Employment**

When a suitable person has been found for a job, the successful candidate will be given a formal offer subject to satisfactory references and possibly a medical test or Access (NI) check.

**Learning Activity:**

Find two jobs within the leisure, travel and tourism industry at different operational tiers and make detailed notes on the:

- Job title;
- Job description; and
- Person specification.

Use your knowledge of the sectors that you learnt in Unit 1.

**Stage 8 – Induction**

Induction is the process used by the leisure travel and tourism industry to help and support new employees adjust and adapt to their new job role and settle into their new work environment.

When a new employee is recruited to a business it is very important that during their first few weeks the organisation ensures that they settle in well and feel supported by their team, their management, and the organisation.

These first impressions of the organisation by the employee can have a lasting impact on how they view their employer. Therefore, a welcoming and supportive experience is essential to making their first impression a positive one. Without a well-planned induction, new employees can get off to a poor start with their new job and may misinterpret how their new role links to their organisation's goals. Ultimately this may impact their job satisfaction and intention to stay with the organisation.

**Purpose of Induction**

A well-designed Induction program will give a positive first impression of an organisation to a new employee.

It ensures the employee will:

- settle in swiftly to their role;
- be able to integrate with their team members;
- fully understand the organisation's culture and values; and
- feel valued and will work to their highest potential.

Every organisation no matter how large or small they are should have a well-planned induction program and process for all new employees.

All managers need to equip new employees with all the information, training and knowledge required to do their job to a high standard, without overwhelming them.

The length and type of induction will depend on the job role, the new employees experience and the size and nature of the organisation. Induction processes may need to be adapted for certain roles for example Chefs or Kitchen staff in a restaurant in a leisure centre, will have some aspects of their induction content different to a poolside leisure attendant. Some induction programs can be scheduled over a three-day period or over six months depending on the role.



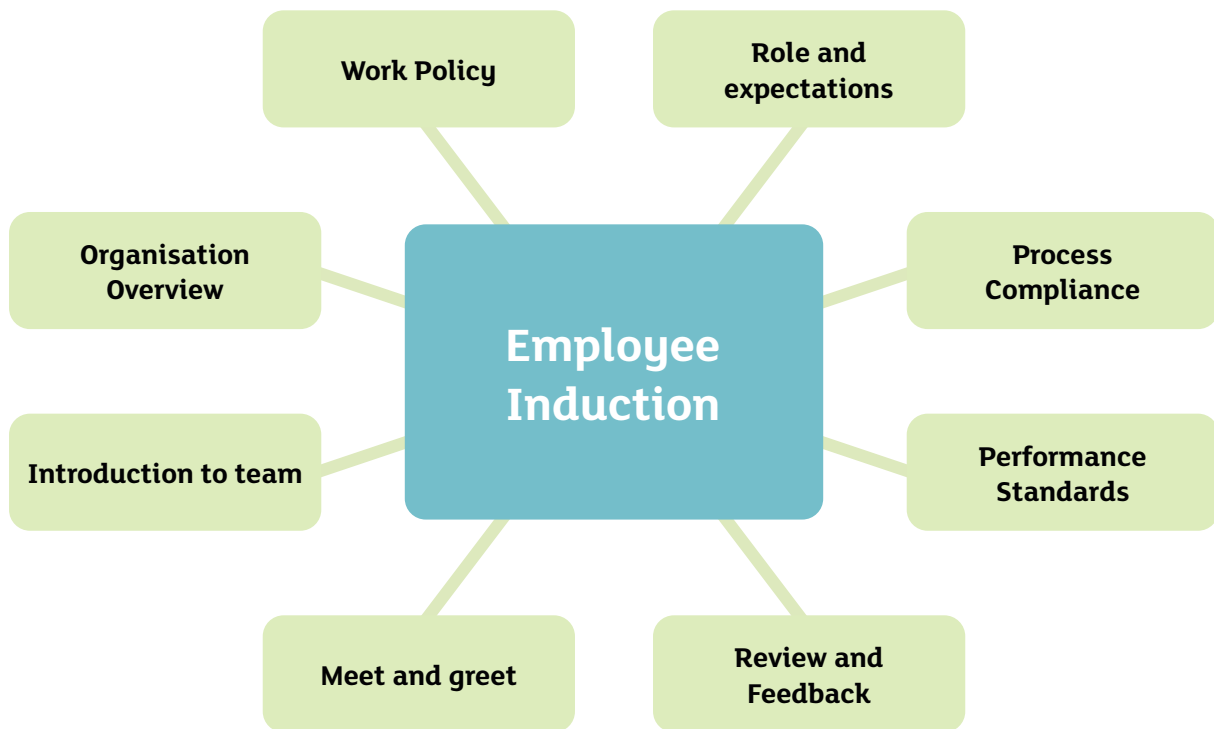
**Induction Process**

The induction process includes:

- showing what the workplace health and safety issues are;
- being aware of the policies and procedures of the organisation;
- understanding what the performance standards are and what is required of an employee; and
- supporting new employees to develop sound work practices.

**For example:**

- Administration, including confirming personal details and issuing induction materials such as a staff handbook
- Orientation, by providing a tour of the relevant department and/or the organisation
- Introduction to the team
- Initial training
- Mentoring



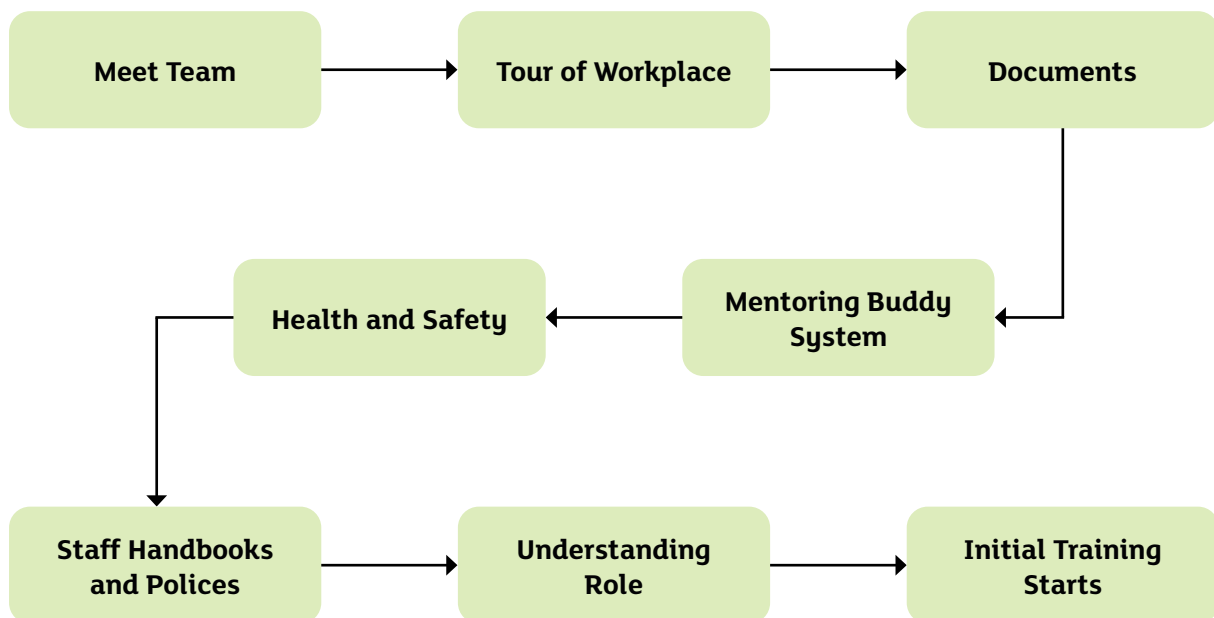
## Learning activity

You are an HR assistant for a large Leisure Centre, using the grid below identify the different ways the Induction process for chefs and kitchen staff in the Leisure Centre restaurant may differ to the Induction process for a Poolside Leisure attendant.

<b>Induction Content What do they need to Know?</b>	<b>Poolside Leisure Attendant</b>	<b>Chefs and kitchen staff</b>	<b>Difference between roles?</b>
<b>Hygiene</b>	Will need to understand the policies for personal hygiene.  The policies for cleaning pools and changing areas.	Will need to understand the hygiene policy within the organisation, all the procedures used for recording temperatures, testing food, personal hygiene and storage of food.	When it comes to hygiene the Induction process for a chef will differ in all aspects of their role due to their different roles and duties. It is very important the induction process is adapted for these different roles as one cap does not fit all!
<b>Working Hours</b>			
<b>Uniform</b>			
<b>Health and safety</b>			
<b>Illness</b>			
<b>Training records</b>			
<b>Work practices</b>			

## The induction process:

- Administration, including confirming personal details and issuing induction materials such a staff handbook
- Orientation by providing a tour of the relevant department and/or the organisation
- Introduction to the team
- Initial training
- Mentoring
- Knowing what the workplace health and safety issues are
- Being aware of the policies and procedures of the organisation
- Understanding what the performance standards are and what is required of an employee
- Supporting new employees to develop sound work practices



### The key parts of the employee induction programme are:

#### 1. Meet colleagues and Line Manager.

One of the first steps is to introduce the new employee to not only who they will be reporting to daily but also, to help them get to know who they will be working with. This is very important to help the new employee feel comfortable and to reduce any first day worries or problems.

Their manager should introduce them to their team and assign them a mentor or buddy to show them the ropes and for that extra support.

If a new employee has been made to feel welcomed and like they are part of the team already, this will result in the employee being more eager to start working, perform well and go the extra mile for their organisation.

**It will include to start with**

- Information on the organisation- mission statement, values and history
- Terms of employment
- Employee benefits if any – pay bands pay days; vacations; amenities like eating facilities, canteen, lunch break, car parks, lockers; counselling; training and development; insurance, first aid and medical facilities; and retirement benefits
- Working conditions and job duties - dress code; uniforms; policies and procedures; physical and social conditions; occupational health; and safety regulations
- Organisational structure
- Site layout
- Disciplinary procedures
- Employee's handbook
- Health and safety
- Terms of employment – leave provision, union membership, sickness policy
- Mentoring
- Initial training

**2. Tour of the workplace and their specific work Area /Department**

A new employee must be introduced and become familiar with their new surroundings. For example, showing them where the toilets are, and any canteen facilities or staff room. It is important that the new employee knows where their main workplace is and is given any staff passes or keys in order that they can access this.

**3. Health and safety**

During the Induction process the new employee should be taken through the organisations health and safety policy and receive any immediately required training.

Different types of roles and positions will always require different levels of training, but as a minimum requirement, employees should know how to assess and minimise common workplace risks and be informed about emergency procedures.

It is important that during this induction process that the following health and safety is covered:

- identification of any known risks such as slips trips and fall hazards;
- how to assess and minimise these;
- details of emergency procedures such as what to do in the event of a fire or a flood, or if an employee suffers a serious injury;
- record keeping of training and when refresher training will be required for example with food hygiene; and
- new employees must be told that this health and safety training is mandatory to all.

**4. Accident reporting**

During Induction employees will be told how and why they must record all accidents that take place in the workplace.

They will need to be informed about the importance of this in that it helps their manager and the organisation to investigate potential risks and prevent incidents reoccurring.

New employees need to be informed of what is included in an accident record for example the report would need to include:

- the date, time, and place of the accident;
- details of those involved including the injured person's name and job title;
- a brief description of the nature of the event;
- what treatment was given and details of what happened afterwards i.e. did the injured person go to hospital or were they sent home?
- the name of the first aider or the person who dealt with the incident; and
- a signature.

### 5. Get all the necessary documents sorted

When a new employee joins a new organisation there is a lot of paperwork to complete. This can consist of:

- contract of employment;
- copies of right to work in the UK;
- their P45;
- bank details for Payroll;
- staff card and photograph;
- access NI checks (if required);
- name badge;
- contact Details; and
- identification document.

### 6. Getting to grips with company policies – staff handbook

New employees will need access to all the companies' policies and procedures. This will normally be presented in the format of a Staff Handbook.

This will detail any legal requirements they will have to abide by as well as company policies around:

- Dress code
- Annual leave
- Sickness absence
- Overtime
- Disciplinary procedures
- Travel and expenses
- Health and Safety
- Performance management policy
- IT policies
- Equal opportunities policy
- Mental health and well being
- Company confidentiality
- Company values and expectations of staff
- Disability policy
- Special leave of absence policy e.g. funeral
- Maternity rights
- Smoking policy
- Drugs and alcohol policy
- Data protection policy
- And many others

### **7. Understanding their role in the company**

The line manager during induction must explain the key responsibilities of the role to the new employee. The manager should clearly state what is expected of them and how their work will contribute to the whole organisation.

This will support the new employee to have a good overview of their role and the company and will hopefully encourage them to be a great team player and work hard.

### **8. Initial Training**

Any new member of staff who joins an organisation will normally go through some sort of initial training, to become competent in that organisations processes.

This could be how a leisure centre operates their health and safety checks or to how a travel agency operates their booking system.

Every company has their own operations procedures and therefore all new staff will require some initial training, to be aware of these, no matter what their experience is.

### **9. Mentoring support.**

New staff will be introduced to their mentor or “Buddy” who will help them during the induction process. They will support them in the first few weeks or months of their job depending on company policy.

Having a buddy will help the recruit fit into the organisation and understand what is required of them and support them throughout their induction process and therefore hopefully they will pass probation.

Depending on the organisation probation can last from three months to one year. This gives both the employer and the employee time to see if they are a good fit for each other.

Giving feedback at the end of a probation period can help support the new employee by identifying any gaps in their training and help motivate them to work harder.

If a company is unsure of a new employee or has concerns, they can extend the probation time.

#### **Outline of a job induction checklist**

Below is a checklist that a business can use to ensure that both their new employee and their line manager know what has been covered and what still needs to be covered to support both the organisation and the business.

Induction takes time and this type of document helps the employer and employee to identify what still needs to be completed.

They both need a copy which should be kept up to date, so they both can follow what is happening. It can also act as a reminder of anything that needs particular attention.

This document below can be adapted to suit different roles and job descriptions in the organisation.

Name of employee:	Job title:
Start date:	Date induction completed: (With signature of new employee)

First month	Carried out by	Date	Notes
The organisation's commitment to being an equal opportunities employer.			
Details of any employee representation, including any trade union membership.			
Towards the end of four weeks, an informal meeting with the line manager to assess how the new starter is adjusting to their role, and whether they have any coaching or training needs, or other concerns.			

At 3 months	Carried out by	Date	Notes
Review with the line manager how the new starter is settling in and performing. This is also an opportunity to pinpoint any development needs, set timescales for achieving them and adjust work targets if required.			

At 6 months	Carried out by	Date	Notes
If the new employee is on probation, then it is decision time – will they stay or go? If they are staying, it's time for the line manager to look to the next six months, any new work objectives, and any experience, coaching or training needs.			

At 12 months	Carried out by	Date	Notes
Ask the employee for feedback on their induction – what worked well? What could be improved? Identify further training needs			

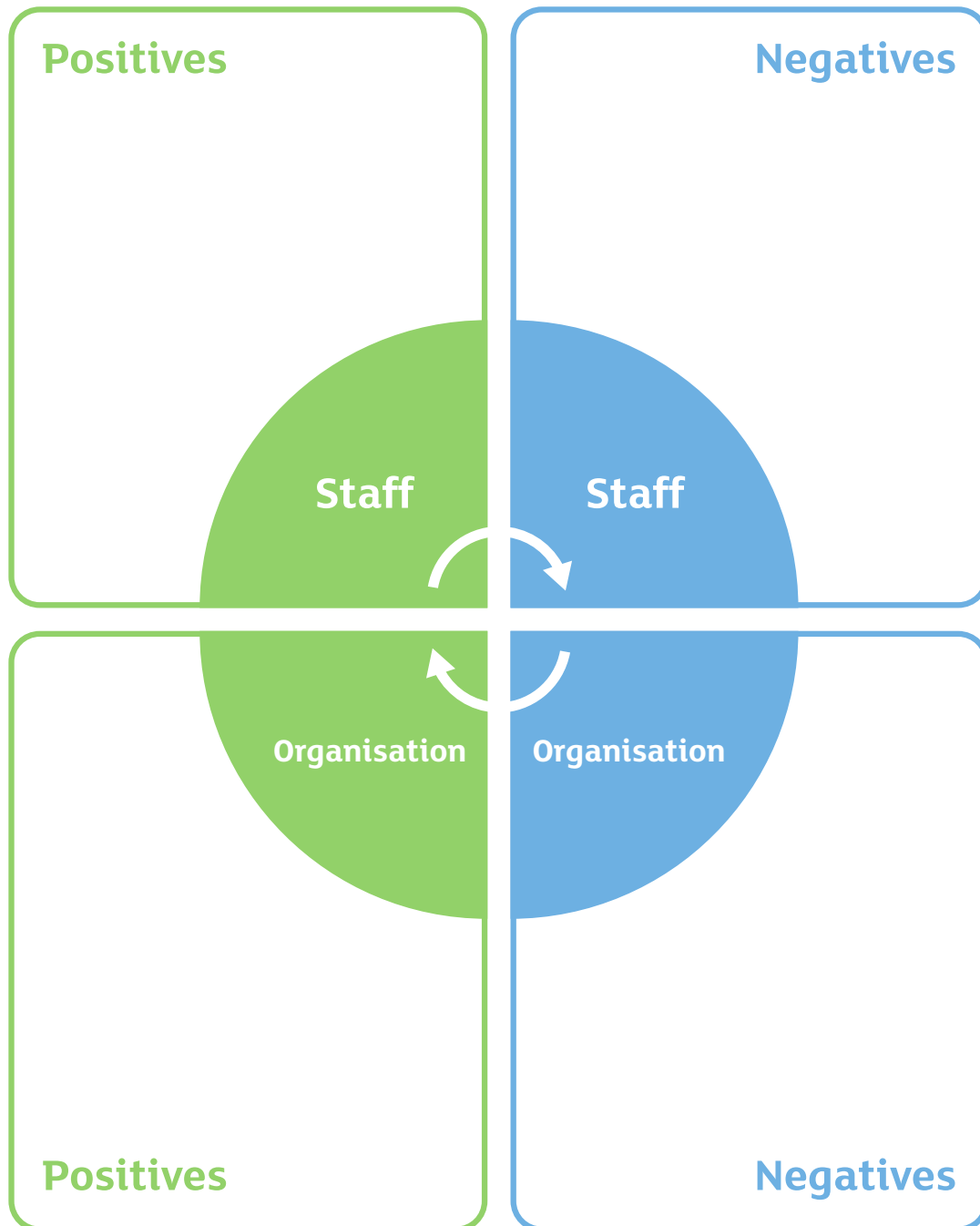
The induction process is vital to both employee and the organisation to ensure that the employee fits in and does not leave the organisation which will cost the organisation more money to recruit again.





### Learning activity

So now you should have a good understanding of the importance of Induction. Using the diagram below, identify positives and negatives of having a good Induction process, for an employee and or organisation.



## Learning activity

What do you understand by the following terms?

- Recruitment
- Job description
- Interview panel
- Induction
- Mentoring

What preparation would you do before going for an interview?

For each of the most frequently asked interview questions, outline why you think each question is asked at interview.

What do you think should be included in a staff handbook?

Teachers: please also refer to Planning Framework for additional exercises and assistance.

## Resources

[www.careerintravel.co.uk](http://www.careerintravel.co.uk)

[www.leisurejobs.com](http://www.leisurejobs.com)

[www.springboarduk.net](http://www.springboarduk.net)

[www.makeyourcareer.co.uk](http://www.makeyourcareer.co.uk)

[www.tourismni.com](http://www.tourismni.com)

[www.economy-ni.gov.uk](http://www.economy-ni.gov.uk)

[www.hospitalityguild.co.uk](http://www.hospitalityguild.co.uk)

[www.monster.co.uk](http://www.monster.co.uk)