

2004 SALARY SURVEY COMMENTARY:

NO WAY WITHOUT STAFF... Does This Sound Familiar in 2022?



All companies seek a competitive advantage to raise the bar far above the heads of their competitors - and of course keep themselves in business!

Human Resources departments must now think of unique ways to entice people to enter the hospitality industry. The leaders of the industry have to begin considering employees as human assets in a business framework, not as employees or team members. This would mean the introduction of better remuneration, training, and career options to produce the desired outcome. A focus must be placed on the attraction and maintenance of more talent in your company, which of course, increases your company's value.

Companies must move quickly to identify and attract human assets, and they should introduce fine-tuned incentive programs to attract the best and brightest. These companies can easily carve out a large and enduring competitive edge over their next-door neighbors, who can only brag about their innovative rooms and new mattresses.

Competitors cannot copy human resources assets, but can move quickly to mimic their rivals' new properties by merely upgrading their rooms. However, new mattresses cannot substitute for a creative set of Human Resources practices and policies to compete for human assets.

A good place to start when attracting human assets is to do some research on the tactics other industries use to attract their management staff. Their tactics must fit the hospitality industry and provide you with a good return on investment for the start-up outlay. Another question to ask when reviewing other industries' actions is: how long will it take before results show?

A system process can change management thinking and help to attract new talent. With this information, your company can begin to determine specific new ideas and assess the key results, including the total productivity of these new human assets.

We have discussed Einstein and Roemer, innovative scientists of the past, and it is time to use principals of modern systemic thought to create a new science for hospitality human asset management.

"Assess the facts and focus on value:" do not continue to copy what others are doing. No single human resources strategy will fit all organizations. "No one size fits all!"

P.S.

In the fall of 2003, we did a study on "who is running the hospitality industry", - the study showed that 62% of the "mover5 and shaket5" of the hospitality industry,

that is, Resident Managers, General Managers, corporate and overall senior management staff, is over 45 years old - 20% over 55 years old. This is a staggering statistic.

The fact that our industry is statically run by those who are over 45 years old is not a condemnation of hiring mature professionals. On the contrary, more and more owners and management companies are finding success with more mature managers who are not concerned about moving quickly to more senior jobs. This age group has a lower likelihood of family issues, and as one client stated: "I hired him because I believe I am putting my assets in 'safe hands'", meaning that he felt comfortable that the General Manager's ethics and experience were best suited to protect his assets.

Interesting enough, this was not for an established conservative hotel, but for a young lifestyle hotel. The GM was 60 years old.