



PeopleUnboxed



The University Caterers Organisation

Recruitment & Retention Planning Workbook

The current outlook

The hospitality industry is facing a jobs crisis. With lockdown restrictions easing much of the industry need to hire new staff for their reopening, having cut down on staff numbers over the series of UK Lockdowns and periods of social restriction.

However, we are struggling to attract new employees. A combination of the impact of Brexit, the perceived unreliability of work in hospitality in the wake of the pandemic and the fact that so many businesses are hiring at once, means that there are many more vacancies than there are people who want to fill them.

- Vacancies are at a record high, post-covid
- Lack of EU applicants
- Hospitality businesses are more than twice as likely to be struggling to fill vacancies vs other industries
- Hospitality vacancies are up by 59.1% vs pre-pandemic
- Payrolled employees are increasing (but at a slower rate)

Office for National Statistics September 2021

The danger zone

The dangers of rapid recruitment:

- Desperation hires can lead to the wrong cultural fit for us or them
- Too many too quickly, puts a strain on operations
- No time to train or lack of quality training means we're likely to lose people within short timeframes, e.g., 90days
- Cost of turnover, our time and money. It costs about 6 months salary to replace a leaver



**CHEFS
WANTED!**
SALARY AND
HOURS
NEGOTIABLE!
START
RIGHT AWAY!



We need to think differently!

The recruitment environment is tough right now, and as with everything about the pandemic, it's unprecedented. If we think about solving this challenge using the same methods we've always done, we'll continue to get the same result!

Whereas before we likely had many candidates for one job role and could pick and choose who we wanted. Now, it's a CANDIDATE'S MARKET! That means we need to up our game. We need to make our jobs more appealing than all the others out there. We need to entice people to work for us in a way we've never had too before.

We need to think differently, creatively, and outside the box, to get a different result.

Your current challenges

List your current challenges in as much detail as possible. This will help start your thinking on how to solve them.



For example: Sheer number of vacancies, time to fill role, applicants not suitable or unskilled, not enough / no applicants, don't even get them to interview - they find another job before we even interview, applicants accept job then withdraw their acceptance, they start but leave after a short period e.g., within first 3 months

NOW
RECRUITING

- Front of house staff
Kitchen staff





Planning for Success

Plan your staff numbers for the coming 12-month period:

Month	e.g.					
Sales Forecast	£					
Staff required	10					
How many +/-	-5					



Update this table as often as required, for example as you recruit and your +/- numbers adjust.

Now consider these questions to inform your recruitment plan:



On average, how long does it take to train and get someone up to speed?

On average, how long does it take to recruit someone from the point of advertising through to first day?

Realistically, and considering the 'Danger Zone', how many people could you recruit per month?

Now use this information to work backwards; when do you need to start hiring?

Or, if the answer is immediately, when can you plan to be fully staffed?



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Attracting candidates: Packaging our proposition



Your purpose – start with the why

The Golden Circle

WHAT

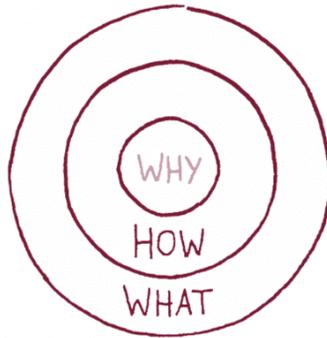
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



Watch the video:
[Simon Sinek: Start with the Why](#)

People don't buy what you do they buy WHY you do it! It's the same with leaders too, people don't buy what you do as a leader, they buy into why you do it.

If we think about Apple, their purpose is 'to challenge the status quo and think differently'. Their employees don't buy into building and selling computers, they buy into the innovation.

McDonald's mission statement is 'to be the best loved family restaurant'. Its employees don't buy into just making burgers, they buy into creating moments and memories for the customers who visit them.

We need to package up and 'sell' our roles!

Whats your purpose – appeal to the emotional brain!

For example; 'We believe in making our students lives easier by providing nutritious meals that are expertly cooked, using only the freshest ingredients.'

What are your values? What kind of team will they be working in?

List words that describe you, for example, vibrant, fun, dynamic, innovative, forward-thinking, team players, inclusive.





What's unique about working for you?

For example, hours of work – does it suit parents / retirees / is it flexible around studies / training; what benefits can you offer?; do you have any awards e.g., Investors in People.

What can you offer that others don't?

For example; on-the-job training – no skills required, we'll teach you everything you need to know; will they learn the ropes alongside top quality chefs; do you provide uniforms, free meals or staff discounts?





Appealing adverts

Now we've defined who we are and what we're about, we need to 'sell' this in a way that inspires people to want to work for us.

From adverts that are stating what we are looking for, to adverts that shout about what we can offer! Listing attributes and must haves, means potential candidates rule themselves out. Whereas, showcasing what we have to offer inspires existing chefs, as well as people who might be looking for a career change or those looking for work with little or no experience. You're not ruling anyone out!

Be sure to make it as easy as possible for people to apply too, with quick links direct to where they apply.

From this...

To this...

'What we want'

'What we can offer you'

JOB ADVERT

Casual & seasonal hours, May to October

We are seeking new team members for our Café/Kitchen team at

CAFÉ / KITCHEN ASSISTANTS

Reliable, conscientious and energetic, well organised and with excellent communication skills. Experience helpful though not essential.

Please note: you must have transport or a reliable adult to get you there and back, due to its rural location and lack of public transport.

TO APPLY: download an application form from our website www.tuco.org.uk (scroll to bottom of web page for vacancies) and return it with your CV to

(scroll to

Kitchen Assistant

🕒 Flexible hours to suit you
★ Esalary & flexible benefits

An exciting opportunity to join a rapidly expanding and dynamic team, leading the way with a forward-thinking plant-based menu offering.



If you've got a passion for good food, we've got the perfect opportunity for you.

No experience? No problem!

We'll provide you with all the training you need to become a talented and valued member of our diverse team.

About us

We are XXX and we believe in making our students lives easier by providing nutritious meals that are expertly cooked, using only the freshest ingredients.

Our extensive menus have been carefully created to ensure everyone's tastes are catered for in the most nutritious way possible. We source fresh ingredients from sustainable producers including beef and fruits from our very own farms. Our menus are devised to be both delicious and nutritious, providing balanced meals at all times of the day with a plant-based option always available.

We believe our differences are our strengths! We are committed to creating a diverse, inclusive and psychologically safe working environment for everyone.



How can you make your adverts more inspirational and appealing?
Bring in your purpose/vision and values.
When will you plan to have them ready?





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Energising your recruitment strategy

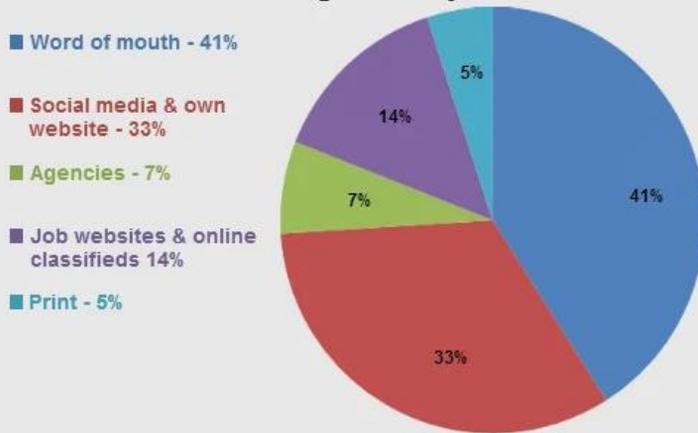
Attracting candidates

In the catering industry, research says word of mouth is the most effective method for recruiting staff. Whether you're looking for kitchen staff, front of house or bar staff, it would seem that getting the word out is your best bet for hiring staff.

This is reflected in the results of our Catering Industry Pulse Survey in which 41% of industry professionals surveyed indicated that word of mouth is a **very effective** way to recruit staff. And that increased to a whopping 72% when combined with those who also responded that word of mouth is **quite effective**.

So, it goes without saying that if you're looking to hire staff in the catering industry, you need to consider how you can use word of mouth, alongside other recruitment channels.

Preferred methods of recruitment in the catering industry



How To Hire Catering Staff | Nisbets Articles

How can you tap into and use word of mouth?
For example, incentivised referral schemes.



What alternative recruitment pools could you tap into?
For example, parents, older generations, ex-offenders, those facing homelessness.



Attracting candidates



Thinking outside the box, where else could you advertise?

For example, voluntary groups, social media groups 'job in [geographical location] student groups, local colleges that offer catering courses, magazines/publications, job fairs. Link where you look with what you can offer, e.g., if term time hours only, consider parent groups or local school PTAs.

Who can you collaborate or partner with?

For example, Kickstart, Job Centre, apprenticeship schemes, local charities supporting people back into work, local charities supporting young people, or people with disabilities, local colleges that offer catering courses. Could you partner up with other local hospitality businesses to do job fairs.

What multiple recruitment campaigns could you consider?

For example; one targeted at skilled workers looking for the next catering career move, one targeting a particular demographic e.g., parents.

**WE'RE
HIRING**



Encouraging diversity and inclusion

As part of your recruitment strategy, you need to consider how you can diversify your recruitment pool.

Of course, from a legal point we are required to comply with the Equality Act 2010, which sets out the following nine protected characteristics; Age, Disability, Gender reassignment, Marriage or civil partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation. So, you need to be mindful of not disadvantaging certain groups of people.

Encouraging diversity in your recruitment pool is a step beyond ensuring legal compliance. A great way to do this is by considering some of the more modern-day recruitment trends.

For example, using an **anonymised CV** that hides, or disguises, some of the candidate's personal information, information that could give rise to bias and compromise the selection process. By obscuring some of the CV data, Managers can focus on the skills and professional experience of the candidate, and effectively evaluate on the basis of experience.

Video CVs have become increasingly popular among job-seekers, shaking up the traditional recruitment process of writing CVs. They can be very powerful and may be preferred by certain generations and personality types. By embracing them as an option for your applicants, you can diversify your talent pool.

What things can you do differently to diversify your recruitment pool?



Building your brand

There are two simple ways to build your employer brand. Advocate for yourself or ask others to advocate for you!

How can you promote yourself/the business within the local community?

For example, sponsor charity events, sponsor publications, give talks at colleges for catering courses, market yourself on social media – talk about your purpose/mission/values, partner with food banks, consider your Corporate Social Responsibility plans

How can others advocate for you?

For example, referral schemes, ask your team to reshare on social, use pictures of your staff / team quotes in your advertising, make videos of a day in the life of..., Glassdoor.





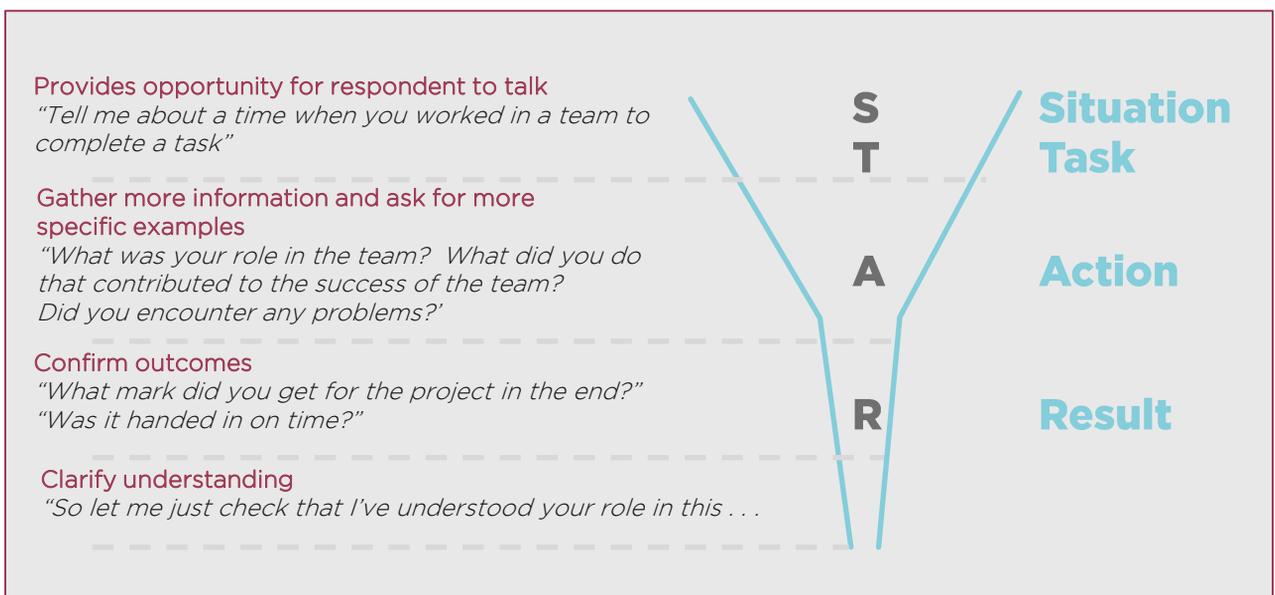
Effective interviews

Once we've got our recruitment campaign in place, we need to make sure we're hiring the right people!

To get the right people, we need to hold effective interviews, and OJES. The star technique is a widely used interview questioning technique that helps you really understand someone's experience. It's based on the psychological theory that past experience is the best predictor of future behaviour.

Remember, if you're providing skills training, you don't need to check they're qualified to do the job, but you will want to qualify their behavioural attributes and values. So, ask them questions that align with your values; like the teamwork example below, or for example integrity - 'tell me a bout a time where you had to be honest with someone about something they didn't want to hear'.

On-the-Job Evaluations, or OJEs, are a very accurate way of seeing what a candidate might be like, how they interact with your customers and other staff for a short period of time. Plus, it gives the candidate a great idea of whether they will like the job too!



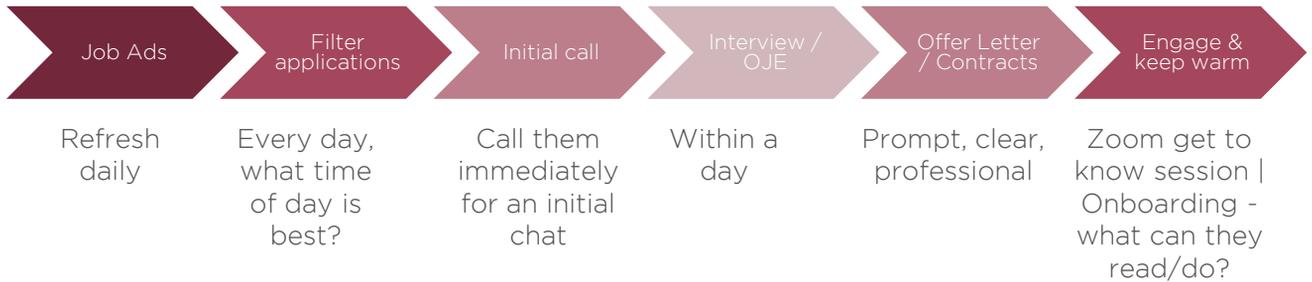
What action do you need to take to ensure your interviews are effective?





Fire up your process

Looking after your people starts from their very first point of contact! Remember it's a candidate's market - you'll need to fire up your process to lightening speed - engage with them before anyone else does and keep them engaged.



How can you maximise your recruitment process?

Plan how often and when you will complete each stage, or how quickly you will endeavour to complete them:

What can you do to keep them warm?



What resources do you need?



Plan what resources you will need to deliver your recruitment plan:
For example; time, budget, who will you need to help you from your team, who will you need to connect with for support, what partnerships or collaborations will you need?





Onboarding and Training



Planning your training

A quality, well thought through training plan is vital to provide your new starters with the support structure they need to flourish, enjoy their job with you and importantly, stay with you.



Plan your training for each role, considering how long it will take, how will they complete it e.g., shoulder-to-shoulder / online, and who will support them:



	Onboarding	First Day	First Week	Probationary period	Ongoing training
Role: e.g., Kitchen Assistant.					
Training required					
How? E.g., online					
How long?					
With whom?					

	Onboarding	First Day	First Week	Probationary period	Ongoing training
Role:					
Training required					
How? E.g., online					
How long?					
With whom?					



Planning your training

	Onboarding	First Day	First Week	Probationary period	Ongoing training
Role:					
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	Onboarding	First Day	First Week	Probationary period	Ongoing training
Role:					
Training required					
How? E.g., online					
How long?					
With whom?					

Utilise as many of these tables as you need to plan your training for each role.

Notes:





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Next generation retention



Re-engage your workforce

Keeping your existing workforce motivated is key, especially when things are a little hard. Career analyst Dan Pink examines the puzzle of motivation and determines three key elements that intrinsically motivate us all.

Autonomy

- A level of control over what we do

Mastery

- The desire to become really good at something

Purpose

- People want to do things that matter

Source: Dan Pink - The Puzzle of Motivation

What steps can you take to re-engage your existing staff? How can you elevate Autonomy, Mastery and Purpose for your people?



Next generation retention - The human touch

Employee wellbeing in the hospitality sector has been thrown into the spotlight. Post pandemic, this will be essential. Plus, future generations coming into the workforce are more expecting of this than ever before, and rightly so.

Why is wellbeing good for business?

- Happy, healthy employees that enjoy coming to work
- Intrinsic motivation - Intrinsic motivation refers to behaviour that is driven by internal rewards. In other words, the motivation to engage in a behaviour arises from within the individual because it is naturally satisfying. This contrasts with extrinsic motivation, which involves engaging in a behaviour in order to earn external rewards or avoid punishment. Intrinsic motivation is much more powerful, it's people doing things because they want to and because they care.
- Psychological contract - this simply means that with the right management, engaged employees will go the extra mile, they will not stop at their contracted hours, or contracted duties

If we look after our people and their wellbeing, they will look after our business.

Building psychological safety

Psychological safety is a belief that we will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. Employees who feel emotionally safe will express their ideas, opinions, speak their mind, admit mistakes or talk about their feelings. Naturally, they will be happier, and it builds a more inclusive working environment.



Creating a culture of wellbeing and psychological safety

- **F - Flexibility**
- **A - Authenticity**
- **C - Connection**
- **E - Encouragement**



Creating a culture that drives retention for the next generation, requires four key elements; Flexibility, Authenticity, Connection and Encouragement. You may already be doing lots to look after your people, but when things are busy and we're short staffed it's easy to overlook.

Take a look below for some ideas and examples.

Flexibility

Working hours / shift patterns
 Ensure breaks
 Fairness in schedule
 Clear process for requests
 Protect days off / holiday
 Ensure WLB & downtime
 Flexible benefits
 Flex to different personalities & working styles
 Open-minded & non-judgemental

Authenticity

Be you & be human
 Be honest, lead with integrity
 Display loyalty
 Own your mistakes
 Inclusive behaviours
 Involve your staff in business decisions
 Promote your values
 Empathetic to wellbeing
 Deal with conflict
 Representative job descriptions

Connection

Know your people
 Communicate regularly, 1-1 and team meetings
 Open door - approachable
 Start a conversation, ask how they are doing
 Celebration e.g., successes / birthdays
 Ideas boxes
 Peer relationships & team events
 Have fun! Build team spirit

Encouragement

Be supportive
 Ensure a sense of purpose - clear goals and know their worth
 Clear training plans
 Clear career progression
 Shoulder-to-shoulder training / buddying / mentoring
 Shift targets and recognition
 Constructive feedback
 Encourage idea sharing
 Nurture their confidence



Creating your culture

Create an action plan to step your culture up a gear! How can you involve the rest of the team to gather their ideas and input?

Flexibility

Authenticity

Connection

Encouragement





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