

“The contribution Hospitality and Tourism placements make to the thriving hospitality business” Presented by Paul Bayliss MBE Resident Manager The Midland

Objective: To present the Operational impact and planning behind Placement Programmes by highlighting constraints and positives that need to be overcome to ensure success for all involved.

Commentary via each Slide

Taking the Right Path: “Occupational” Illusion. Highlighted to demonstrate that with any development journey there are always going to be obstacles in the way. The route to success isn't straightforward indeed it will almost certainly be open ended with a placement student as their objectives and opportunities to learn will almost certainly change throughout their time with us.

Even though we may all have a picture in our heads of where we want it to take us (Employer / Operational Objectives and Placement) it doesn't always pan out in a clear manner and so most of the success during their time in relation to learning and developing as well as adding value to the environment they are operating within is down to overcoming the barriers and making the most of golden opportunities that we are aware of or may come up during their time with us.

My Journey: Fairly new to the Hotel Industry so feel I understand some of the uncomfortable parts of what a placement is exposed to and some of the benefits in designing a flexible but diverse placement programme. Aware every industry is different but the important principles of development remain the same.

L&D grounding in what is basically a training organisation HM Forces. Full time Educator / Operational Educator setting up several theatre wide and long term Development initiatives from Apprenticeships to Senior Management Degree level Operations Manager studies. Undertook MSc in HRD to learn and understand the impact. Operated worldwide various awards for this work including a gong from Her Majesty. Passionate about Hospitality and great service. Moved into civvy street for a new challenge.

The World of Hospitality or The environment that our new staff, including placements walk into. Absolutely vital that our new staff including Placements understand that they are walking into a working environment with expectations from a business perspective. However it is for the Employer to manage their enrolment into the business and any expectations. Placement is what it says it is an experience that could be open ended but not a certainty. Rather an opportunity for all involved. We have financial targets, Formal Assessments as to the quality of our business, Staff working alongside the placement with less of an awareness of the impact that they will have on the Placement; HOD's who may want some more from their staff or may not be skilled at mentorship; Markets forces and procedures and processes that impact on daily routine that will have an effect on how the placement conducts their activities.

Vital that we manage their development in acknowledgement of this especially early on with the reality that they need exposure to the working environment as that is their purpose for being here. Experience has been that a bit too much is expected of them to early or that they are not allowed to make mistakes. Both reduce the progress and need to be managed.

Yes Sometimes we get it wrong..... Simply a follow on from the world of work where we as the Mentors / Employers need to understand not one size fits all. Hospitality is dynamic therefore an appreciation of this from us is absolutely vital. They will know what they are good at already (most have dipped their toes in our industry already) and what they want to achieve as will we therefore a partnership is vital in what can be a very fluid development activity.

Test Time / Try this: Simply an exercise to accentuate the conflict between the left and right sides of our brain that go on with everything we do. The point being that if we as individuals cannot make a correct decision with all of the information and rules of the game right in front of us then how can we expect our placements to get everything right in the same manner.

Personal experience shows that immediately you are thrust into a position where you have to decision make you are viewed as the font of all knowledge and so will go with what you genuinely believe to be the right course of action when sometimes this can be the wrong way or “not how it is done here”. The placement moreso than any other member of staff can be expected to learn and know far more than is actually fair to them and so to us if we want them to progress.

That could be how Staff: Exaggerating the point of the importance of communicating with and for the placement and planning and leading the team so we get the most out of them with regular feedback up and down the routes of communication. Ends with positive progression for the placement and continued success with Operational Objectives.

Quid Pro Quo: Objective: Everyone gains from the experience / Mutual Benefit

They apply the theory to the practice and get their ‘flying hours’ and confidence up by being part of a team that is operational and so delivering business objectives that have real consequences / end products as a routine. They become part of the team that juggles with the business of the day and learn flex, negotiation, reality, constraints, approach, the guest, demand etc. Most importantly they get to see what it is really like and if they like it or not.

We get to see their contribution and maybe utilise that post placement. They get to understand how difficult it can be to deliver great service but also how scientific the process is and how aware we are as hospitality professionals of what is required to please guests and what is a great idea but not possible based upon constraints. Vital that they learn this element. Understanding where they come from and what their drivers are; Yes they are students but there is a diverse range in terms of previous experience; their goals and hopes for the future,

Outcome can be very positive but clearly defined from the outset. If they do well then this industry will grab them no problems. If further learning is required and you’re certain you’re giving them opportunity, time and resource then maybe the experience is suffice. If they have a negative impact and don’t apply themselves then of course there is a down side to the programme.

Q Hotels Placement Programme: 22 and 48 wk placements in 32 positions across 21 Hotels. We offer wide range of experiences through a number of routes. Designed to find and develop the best in the industry and retain them if the opportunity arises. Negotiated locally with central coordination. Fluid programme designed to offer a specific deptl grounding experience then movement around the operation so they leave with a good understanding of their key dept and how a hotel functions.

Introduction of Graduate Programmes going forward. Very successful programme for us retaining 70 - 80% of our placements but with the vast majority remaining in the industry.

Time, Opportunity, Resources: Not rocket science Success as with any new member of staff / Development programme has to be ensuring that the person on the journey enjoys themselves, understands the boundaries & is allowed to learn and develop in their own way within the confines of the business needs.

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