

2009 Case Study

EXCELLENCE THROUGH PEOPLE - INDEPENDENT

Special Commendation: Crown Spa Hotel Scarborough

One recent business challenge or opportunity which the organisation faced, and which has been successfully addressed

We have had an issue with training and developing new staff within the hotel. This became particularly important this summer, after we achieved our desired 4* status and had recruited employees to assist with operations through the summer months.

Therefore, we implemented a new 3 month induction programme that is initiated by the HR manager when the employee accepts the job offer.

Through the 3 months it is led by the HOD, with employee input and HR interest and involvement. It results in a 3 month developmental appraisal and discussion on further development and progression within the hotel.

How best practice was implemented to address these challenges and opportunities in an innovative way

The new induction system was developed to ensure all employees receive the same standardised induction training such as Health and Safety training and company rules and procedures. This initial induction is done on the employees first day, with the HR manager. They are then shown around the hotel and introduced to key colleagues.

Their 3 month training plan is discussed, which is fairly standard throughout the hotel. We use a "buddy" system in operational departments, so that they have one trainer. At set points throughout their first 3 months we have several formal training sessions, job chats and of course the buddy training. In the 3 months the new employee must complete fire, manual handling and COSHH training and attend a Welcome Host plus course.

Every four weeks the HOD, new team member and the buddy sit down and look at our traffic light training system to see how they are developing and see where they can improve further. This induction training is monitored by the HR Manager and the HOD, using a checklist, dates are recorded when training occurs and the new recruit has the opportunity to write feedback and record their own development.

At the end of the 3 months induction process, an appraisal is completed and training and development continues and is now recorded on the main hotel training spreadsheet.

Some people have reached a stage by 3 months that they have the competences to be promoted and move up a level in the organisation.

The measurable business benefits, both financial and non-financial, which were achieved as a result of these actions

A good solid induction programme makes a new employee feel settled quicker and part of the team sooner than if they hadn't been inducted thoroughly. This is reflected in what our new starters tell us.

New employees are more likely to remain employed in an organisation if they feel they are valued, receive training and development and this begins with the induction process. In

the first quarter of the 2007 payroll year, we had 19 leavers, 5 of which left within their first 3 months.

During the same period in 2008, (when the new induction process had begun), we had 14 leavers, but only 2 left during their first 3 months. Using the same data our staff retention levels are improving.

During the 1st quarter of 2007, 5.7% of our employees left, this was down to 4.12% for the same period in 2008.