Chapter 2 Outline

Job Analysis
- Select Jobs for Analysis
- Determine What Information to Collect
- Determine How to Collect the Information
- Determine Who Collects the Information
- Process the Information
- Write Job Descriptions and Specifications

Job Design
- Legal Issues
- Classifications of Employees

Staffing Guides
- Set Productivity Standards
- Determine the Total Anticipated Sales and Guest Volume
- Determine the Number of Employees Required
- Determine the Total Labor Hours
- Estimate the Labor Expense

Forecasting Sales Volume
- Trend Line Forecasting
- Moving Average Forecasting
- Seasonality
- Other Methods of Forecasting

Competencies

1. Explain the importance of job analysis and how to analyze jobs in the hospitality industry. (pp. 55–63)

2. Describe how the results of job analysis are used in job descriptions and job specifications. (pp. 63–65)

3. Explain the function of job design, describe how managers apply techniques of job design, and discuss legal issues related to job analysis and design. (pp. 65–69)

4. Describe the classifications of employees that make up an organization's labor force. (pp. 69–72)

5. Explain the importance of a staffing guide and identify the steps involved in developing a staffing guide. (pp. 72–76)

6. Apply trend line and moving average techniques to forecast business volume and labor needs. (pp. 76–79)
Imagine that you’ve been selected to open the first hotel for a new company. Among your earliest assignments is designing the jobs that people will do. You’ve had some experience in this area and know that before you can identify jobs, you have to identify some basics of hotel operation. Sitting down with a pen and paper, you start writing out questions you’ll need to answer:

- What job titles do I need to create?
- What is the content of each job?
- How many jobs are necessary?
- How will the jobs fit together so that two people don’t end up doing the same thing?
- What qualifications will people need in each job?
- What should each person be trained to do in the jobs?
- How will you know when people are doing a good job? How should you measure their performance?
- How much should you pay people for doing each job?

What you’ve just done as an imaginary consultant is to draw up questions you could answer through job analysis and job design.

Job analysis is the process of determining what will be done in a job. The process takes some time and effort, and, when completed, job analyses are rarely used in their entire form. Given these factors, many hospitality companies make the mistake of not completing a job analysis for each position, or only doing it half-heartedly. What these companies don’t realize is that, while the analysis itself is rarely used, the information the analysis contains has a variety of uses. Job analysis reveals the tasks, behaviors, and personal characteristics needed to do a job. In many cases, it tells a company why specific abilities and skills are required for a job.

While job analysis determines what will be done on a job, job design determines how the job will be done. Job design involves defining the combination of tasks and responsibilities associated with a job.

The importance of job analysis and job design should not be underestimated. Training programs, job evaluation and compensation planning, and performance appraisals all depend on a complete and comprehensive job analysis. The results of job analysis can be used in human resource planning, recruitment, selection,
placement, promotion, career path planning, and safety issues related to jobs. Job analysis can also be a company’s frontline defense against charges brought by the Equal Employment Opportunity Commission or against frivolous lawsuits filed by employees or former employees. Job analysis may even reveal that the business has a bona fide legal reason for certain types of discrimination in selection and promotion decisions. Exhibit 1 illustrates many uses for job analysis.

Some managers believe that once a job is designed and described in an employee manual, it never changes. Good hospitality managers know that analyzing and designing jobs is a continual process. How work is done and what is done at work changes constantly.
Exhibit 2  Steps in Job Analysis

- Select Jobs for Analysis
- Determine What Information to Collect
- Determine How to Collect the Information
- Determine Who Collects the Information
- Process the Information
- Write Job Descriptions
- Write Job Specifications

Job Analysis

As Exhibit 2 shows, managers must make several decisions in completing a job analysis. Each of these decisions will be discussed in the following sections.

Select Jobs for Analysis

A new hotel or restaurant requires a complete analysis of each job. But in an established operation, that might not be the case. Selecting which jobs to analyze is the first step in completing a thorough job analysis. Some companies analyze each job in the organization once per year; others use a rotation system and analyze each job every three years. Still others examine jobs only after major strategic changes within the organization. How often the job is analyzed depends primarily on the degree of change associated with the position.

Both internal and external factors can affect the frequency of analysis. For instance, managers may need to analyze cooking jobs each time new items are added to a menu to ensure that no cook is overburdened. Adding or assigning new duties to a job or individual may also call for a thorough job analysis. A good manager will analyze the “new” job to make certain that duties are equitably distributed and that productivity does not decline.

Assigning new duties is not the only internal factor that affects the frequency of job analysis. New technology in the workplace likely will require job analysis. For instance, automated check-in and check-out systems require that front desk
positions be thoroughly analyzed to ensure the even distribution of work and efficient use of employees. Job analysis may be required even when a new employee comes on board. Consider the impact of hiring a new night auditor. If the auditor has substantial experience, the hotel could assign additional responsibilities to this position and redesign other duties. The opposite would be true if the night auditor has limited experience. Properties may wish to compare the skills of the new night auditor with those of previous night auditors.

External factors also create situations that require analysis of jobs. Increases and decreases in customer demand, seasonality (discussed later in the chapter), and new competition are examples of external factors that would require a hospitality operation to reanalyze its jobs. Certainly, many changes in jobs occurred during the Great Recession (which officially began in December 2007) as companies cut back and consolidated work. When the recession ends and business picks up, more changes will follow.

**Determine What Information to Collect**

American corporations have a poor history of job design. Most managers think that it's a good idea to break jobs down into their smallest components in order to understand them. This is probably a function of their desire for control over jobs and their employees more than an understanding of job analysis or design. While analysis and design do provide managers with more control, that is not the primary purpose. Breaking a job down to understand what goes on and how it can be improved is much different from simply breaking it down in order to control employee behavior.

The different kinds of information collected in job analysis serve different functions. The kinds of information that need to be collected are:

- Actual work activities
- Tools, equipment, and other necessary work aids
- Job context
- Personal characteristics
- Behavior requirements
- Performance standards

The kind of information collected depends on the ultimate use of the data, the time allowed for collection, and the budget. For instance, if information from the job analysis will be used to write new or updated job descriptions, the information gathered should focus on one of the first three categories: work activities, equipment used, or job context. If the information will be used to create job specifications, the focus should be on personal characteristics.

**Determine How to Collect the Information**

Several methods of collecting information are available and widely used. Some are more useful for specific purposes. The matrix in Exhibit 3 suggests the most useful methods for certain areas.
Exhibit 3  Methods of Collecting Job Analysis Information

<table>
<thead>
<tr>
<th>Method</th>
<th>Job Description</th>
<th>Job Specifications</th>
<th>Interview Development</th>
<th>Performance Evaluation</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Interviews</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Critical Incidents</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Evaluations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By supervisor</td>
<td></td>
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<td></td>
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<tr>
<td>Self-evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diaries</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Since hospitality jobs vary considerably from the front of the house to the back of the house and from property to property, managers will want to use several different methods of data collection. The following sections discuss each method as well as its advantages and disadvantages.

**Observation.** The simplest and least expensive method of collecting job analysis information is observation. With this method, managers simply watch employees at work and make detailed notes of the tasks and behaviors each performs. However, the observation method has its drawbacks. For instance, managers may not be able to devote the needed time to use this approach. Also, it is difficult to observe "normal" work performance, since employees typically perform better when they know they are being watched. This result—or, as some consider it, phenomenon—is known in management research circles as the **Hawthorne Effect.** The Hawthorne Effect got its name from a study conducted at the Westinghouse Hawthorne Relay Assembly Works Plant in Chicago. In this study, researchers observed employees at work to determine (among other things) whether changing lighting levels would improve productivity. Researchers found that productivity improved when the lighting level was increased. To their surprise, however, they detected similar improvements in productivity when the lighting was dimmed. After much research, the observers concluded that the improvements in productivity were related to the fact that someone was paying close attention to the employees.

The observation method has other problems. For one, an observer may harbor certain biases toward specific employees. Second, observers may experience difficulty watching employees work without being obstructive or getting in the way. Observers may also have problems selecting which employees to observe. For instance, should they watch the best, the worst, or the average employee? Finally, observers may find themselves in a quandary when deciding how to observe work that is not task-oriented. The observation method is not very useful when analyzing a manager's job, simply because much of a manager's time is spent thinking
and solving problems—duties that are difficult to observe. If observation is used, it is very important to watch several employees to arrive at an average level of work performance. The method is often improved when the person collecting the information actually does the job at some point to get a personal feel for what the work entails.

**Perform the Job.** One of the best ways to understand the intricacies of a job is to actually do the job. By performing the job functions, the person responsible for analyzing the job can better understand the skills, knowledge, physical requirements, and personality type required to do the job successfully. A major advantage of this method is that it gives the analyst credibility with employees, since they see the analyst as someone who has experienced the job and actually understands its demands. This can create better relationships with employees and can lead them to cooperate more with the analyst during the information-collection process. However, if the job is highly technical or requires a great deal of training, this method could be impractical, since the time required to learn and efficiently perform the job could be too great.

**Interviews.** Another popular method of compiling job analysis information is interviewing the employees who do the job. Many researchers swear by interviews. They say that no one can know a job better than the person who does it. However, the employee's own view of the job can bias this method of gathering information. For instance, people naturally tend to overstate the importance of their work and their qualifications. And, when interviewed, most people are susceptible to what is known as the Heisenberg Effect, which describes the tendency of people to subconsciously give answers they think the interviewers want to hear. Interviewers can reduce the impact of overstatement and the Heisenberg Effect by simply being aware that these problems exist and conducting interviews more carefully. A second safeguard for interviewers is to collect interview information from several employees.

**Questionnaires and Checklists.** Questionnaires and checklists often ask employees to rate their work on a predetermined scale. These scales are generally designed to evaluate the difficulty, frequency, and importance of the job and the relationship of one job to another. The ratings provide a useful method of quantifying jobs if the questionnaire is completed by a large group of employees who do the same job. The **position analysis questionnaire (PAQ)** is a structured questionnaire that quantifies job elements. It is completed by employees familiar with the job being examined and then is studied by a job analyst. The PAQ consists of a checklist of 194 job elements divided into six job dimensions:

- Information input (the employee gets information on how to do the job)
- Mental processes (reasoning, planning, and problem-solving involved in the job)
- Work output (physical activities associated with the job)
- Interpersonal activities (relationships with other people)
• Work situation and job context (physical working conditions and social aspects that affect the job)

• Miscellaneous characteristics

Several standardized questionnaires are available to help managers develop job descriptions. One is the management position description questionnaire (MPDQ), which collects information about management work in thirteen different categories. A second is the Minnesota job description questionnaire (MJJDQ), one of the more popular one-size-fits-all job design systems. However, a study on the practical applicability of this multi-method questionnaire has shown that the MJJDQ does not do a very good job. The likely reason for this, and the reason most off-the-shelf systems fail, is that jobs, like the people who do them, are unique. This explains why transferring the requirements from a job at one company to a similar, but not exactly the same, job at another company does not work. Complete, thorough, and effective job analysis and design requires a company to consider itself and its jobs unique, and to analyze each appropriately. While this may take longer than using a standardized questionnaire, the results are much better.² The federal government designed the Occupational Information Network system (or O*NET) to help employers with recruitment, training, and other workforce development programs. Information on O*NET is available online at www.doleta.gov/programs/onet.

Critical Incidents. The critical incident method involves observing and recording actual events. A critical incident might read like this:

On June 27th Mr. Jones, a bellperson, observed a guest fretting over how to get through a strong rain to his car, parked in a lot several hundred yards away. Without hesitation, Mr. Jones provided the guest with his own umbrella.

Over time, a large enough number of such critical incidents can form a fairly clear picture of a job's actual requirements. The disadvantage of this method is that it takes a considerable amount of time to compile the critical incidents needed to draw a complete picture of the job. The advantage is that this method is an excellent way to develop training materials that show employees how services should be provided.

Performance Evaluations. Performance evaluations provide an excellent opportunity to collect job analysis information. For instance, a manager conducting a performance evaluation with a room attendant might learn that the work could be completed more effectively if the employee were given the chance to clean the same rooms each day. Most performance evaluation methods include open-ended discussions between managers and the employee being evaluated. The discussion should be two-sided. Managers should give the employee feedback on his or her performance and should listen to the employee's suggestions for improvement. Suggested improvements may relate to personal behavior or to the way a job is done.

Diaries. Some companies compile job analysis information by asking their employees to keep a diary or daily log of their activities during a specific period. This
is a cost-effective, comprehensive way to gather information. Diaries encourage employees to think about the work they do and, theoretically, lead them to do a better job. This method has several drawbacks, however. First, it requires employees to dedicate a substantial amount of time to writing events in their journals. Employees may also try to slant their supervisor's view of them by writing about incidents or actions that did not take place. Also, some employees may not read or write well enough to keep a diary. Finally, job analysts must spend a substantial amount of time reading each journal and gathering information to completely portray the job.

**Multiple Methods.** As previously mentioned, the jobs within a hospitality firm can vary greatly. Therefore, it may be inefficient to use the same method of collecting information for every job within a property, or from property to property within a chain. Likewise, using a variety of methods may be the most efficient way to achieve a complete understanding of a single job. For example, to collect information for a front desk position, an analyst might use observation followed by interviews and/or questionnaires.³

**Determine Who Collects the Information**

The purpose of the job analysis, time constraints, and the budget for the process generally will determine who collects job analysis information. A trained professional is usually the best choice if the purpose is to design job specifications that will withstand close investigation by the EEOC. This professional can be from either inside or outside the company. Sometimes it is better to employ a third party, since (1) this person can often be more objective about the positions analyzed, and (2) the objectivity shown by an outsider can be important when presenting unusual or narrow job specifications to the EEOC. A disadvantage of using an outside consultant is that he or she may be unfamiliar with the job requirements.

There are advantages to using current or past supervisors or current employees to conduct a job analysis. Current supervisors and employees have the most insight into what actually goes on in the job. As a result, their analysis may include subtle tasks and skills that others overlook. Using in-house personnel is usually more cost-effective than hiring outside analysts. One disadvantage of using either current supervisors or employees is that the opportunity for bias increases. Also, employees sometimes refrain from reporting certain tasks so that they won't be required to perform them when new job descriptions are written.

By using former supervisors, the company may avoid the personal or job-related bias that sometimes is evident in analyses performed by people close to the job. Because a former supervisor is no longer responsible for employee promotions, performance appraisals, and disciplinary action, there is less reason to suspect that personal issues might cloud his or her analysis.

Many organizations have begun using teams to analyze jobs. Such teams comprise employees who work in the position under analysis (or in lateral positions) and supervisors. This approach often provides the best overall view of a position. Before using a team for this purpose, it is likely you will need help developing the team. Chain operations have one more element to consider: consistency in job descriptions and specifications from unit to unit. As a general rule, a job
analysis conducted by current supervisors or employees reflects local operational considerations. Such an analysis is less standardized and thus less useful to other operations in a chain.

One caution to managers before engaging in job analysis and design: unions are often opposed to job analysis and design programs. One of the main reasons for this is that re-design is often accompanied by changes in compensation. Another reason is that job analysis breaks the job down into the smallest components for analysis, and this threatens the unions' ability to negotiate and/or control what each job consists of. However, union opposition to job analysis is often only a case of fearing the unknown. Making it known in advance that the objective is not reducing compensation or taking control from the unions—but, rather, helping workers and unions identify the important elements of a job and what exactly should be done in it—usually eliminates the opposition. In fact, unions may realize that completed job analyses and descriptions actually help by clearly establishing between management and employees exactly what work is to be done.

Managers often fail to empower their employees to consider job elimination when asking them to analyze a job. Since job analysis and design both strive to eliminate unnecessary parts of an employee's job, better results can be achieved if the job analysts are considering job elimination while conducting the evaluation.

**Process the Information**

Data collection often yields more data than necessary. Using several different methods of data collection doesn't mean you will get different information; sometimes you simply get the same or similar information from different sources. In addition, data collection can yield data that is peripheral to the actual job. As a result, managers need to process information after it is collected.

Information processing is a simple but time-consuming task. The goal is to identify data that will be most useful in defining and describing the work and how to do the job. Content analysis—or the process of identifying topics and arranging information found in collected data—is one of the most effective methods of processing information. A thorough content analysis can be completed by first reading through the collected data and identifying important topics, then arranging this data in appropriate categories. Content analysis can help eliminate repetition of tasks or responsibilities.

**Write Job Descriptions and Specifications**

Job analyses are rarely used in their completed form. Instead, information contained in the job analysis is used to create other management tools used regularly in hotels and restaurants.

The two managerial tools most commonly derived from a job analysis are job descriptions and job specifications. Job descriptions summarize the duties, responsibilities, working conditions, and activities of a specific job, and the qualifications of the prospective employee. For instance, a job description for an assistant director of human resources might include such responsibilities as recruiting, maintaining employee files, and so on.

In addition to describing the job, job descriptions are used for:
• **Recruiting.** Job descriptions help hospitality managers develop media ads to recruit employees.

• **Selection.** Job descriptions help managers develop selection requirements and interview questions.

• **Orientation.** Job descriptions serve as an excellent guide for familiarizing a new employee with the requirements of the job.

• **Training.** Comparing an employee's job skills with the requirements outlined in a job description helps managers determine what kind of training an employee needs and how it should be accomplished.

• **Employee evaluations.** Performance appraisals are often developed directly from job descriptions, which provide a basis for evaluating employee performance.

• **Promotions and transfers.** Job descriptions provide information required for determining if a current employee can perform the functions of a new job.

**Key Elements.** While specific formats used in job descriptions can vary substantially from company to company, content usually includes the following key elements: job identification data, a **job summary**, job duties, job environment, job specifications, minimum qualifications, and the date the job description was last revised (to be used as a guide for scheduling rewriting):

• **Job identification data.** This data consists of the job title, work unit, title of immediate supervisor, pay grade, the last time the job description was written or revised, and so on.

• **Job summary.** The job summary is usually a brief general statement that highlights the common functions and responsibilities of the job. In many job descriptions, the summary is called the "general statement of duties." For instance, a job summary for a hotel's assistant director of human resources might read:

  Perform complex technical work in recruitment, examination, classification, wage and salary administration, training, and other functions of a human resources program.

  A job summary for a server might read:

  Responsible for gracious and proper service to all guests in his or her station during the assigned shift. Also responsible for appearance of entire station area, including tables, walls, floor, and so on.

• **Job duties.** This portion of the job description usually lists tasks and responsibilities associated with the job. Typically, each statement in this section begins with an action verb and briefly states what this portion of the job accomplishes. Examples of action verbs commonly used are administer, assist, collect, conduct, prepare, furnish, and maintain. For instance, the job duties of a busperson in a food and beverage operation might be:

  • Move dirty dishes to the dishwashing area.
  • Assist server in serving guests.
• Deliver water and beverages to guests.
• Set tables before opening and reset during operations.
• Maintain adequate supply of condiments at server stations.

• Job environment. A description of where the employee works and the surrounding environment.

• Job specifications. This element of a job description (sometimes referred to as knowledge, skills, and abilities, or KSA) often is used as a stand-alone document. Job specifications describe the qualifications required to perform the job. Employers may outline qualifications related to training or education, skills, and experience, as well as mental, physical, and personal characteristics. For instance, job specifications for a bell captain might include the ability to lift objects weighing up to fifty pounds repeatedly during an eight-hour shift, to coordinate other bell staff, and to learn room locations. Job specifications for the assistant human resources director position may include knowledge of personnel practices, experience with testing methods, and knowledge of EEOC guidelines. Responsibilities and qualifications are determined by a thorough analysis of the job.

• Minimum qualifications. The final part of a job description is the minimum qualifications, also referred to as minimum requirements. These are the fundamental qualifications a candidate must have to be considered for the position. To avoid any legal issues such as discrimination, it is important that the requirements in this section have a direct link to the candidate's ability to successfully perform the job. For example, five years of experience in food service and demonstrated leadership ability may be necessary requirements for the position of food and beverage director. On the other hand, it may be difficult to prove that a high school diploma is required for a janitorial position.

A sample job description is presented in Exhibit 4.

Job Design

Jobs are one of the biggest stressors in most people's lives. Findings like this have led to a movement to redesign jobs so that they are less stressful. This does not mean eliminating necessary elements of a job; it simply means determining which elements are necessary and which are not—and making the necessary ones more palatable.

One way to accomplish thorough job design is through flowcharting. After breaking a job down into its basic components, managers should encourage employees to consider how each task or responsibility relates to other aspects of their workplace or to other people's jobs. Flowcharting also allows the job analyst to more accurately determine what aspects of each job could be changed.4

Poor performance and low productivity are not always due to poor training, inadequate supervision, underdeveloped employee skills, or poor work habits. Sometimes employees are ineffective because the job is designed poorly. Job design and organizational design have perhaps the greatest influence on whether
Exhibit 4  Sample Job Description: Assistant Director of Human Resources

<table>
<thead>
<tr>
<th>Title:</th>
<th>Assistant Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Job Analyst:</td>
<td>Bob Smith</td>
</tr>
<tr>
<td>Date Analyzed:</td>
<td>12/01/2011</td>
</tr>
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<td>Wage Category:</td>
<td>Exempt</td>
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<td>Reports to:</td>
<td>Director of Human Resources</td>
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<tr>
<td>Subordinate staff:</td>
<td>2–5 staff members of the Human Resources Department</td>
</tr>
<tr>
<td>Other internal contacts:</td>
<td>CEO, Vice President, department managers, and staff members of other departments</td>
</tr>
<tr>
<td>External contacts:</td>
<td>Government agents, vendors, staff members of strategic partners</td>
</tr>
</tbody>
</table>

**Job Summary:**

Perform complex technical work in recruitment, examination, classification, wage and salary administration, training, and other functions of a human resources department.

**Job Duties:**

1. Recruitment—25%
   a. Prepares open position announcements
   b. Screens applications for qualifications
   c. Prepares offer-of-employment documents
   d. Maintains recruitment and selection records

2. Classification of job and employees—20%
   a. Prepares employee exit documentation
   b. Processes employee-promotion paperwork
   c. Keeps records of employee-advancement activities

3. Wage and salary administration—20%
   a. Computes employee wage changes
   b. Maintains records of payroll activities
   c. Verifies proper execution of payroll procedures
   d. Creates reports of payroll activities

4. Training—35%
   a. Conducts general orientation program for new hires
   b. Obtains materials for special training sessions as need arises
   c. Assists with departmental training
   d. Conducts follow-up training reviews
   e. Maintains documentation of employee completion of orientation and training programs
Exhibit 4  (continued)

**Job Environment:**

1. Primarily in an office setting
2. Recruitment conducted in locations such as:
   a. Schools, colleges, and universities
   b. Churches and synagogues
   c. Apartment complexes
   d. Youth, senior citizen, and community group environments

**Job Specifications:**

1. Knowledge of the principles of human resource administration
2. Knowledge of examination processes and job evaluation methods and techniques
3. Knowledge of statistics
4. Ability to conduct statistical analysis
5. Ability to organize and present effective oral and written reports
6. Ability to establish and maintain effective working relations with employees, department heads, officials, and the general public

**Minimum Qualifications:**

Some experience in human resource management recruitment, examination, classification, and pay administration. Experience in training and other human resource functions of the professional level or equivalent also desired.


or not a job holder does his or her job well. Poorly designed jobs can lead to unnecessary stress and low job satisfaction, which in turn can lead to low motivation, high employee turnover, and high rates of absenteeism.

Job design focuses on how work is to be done. Five techniques—job simplification, job enlargement, job enrichment, job rotation, and team building—are widely used in designing jobs. Job simplification involves breaking down jobs into their smallest components and assessing how work is done in each of these components of the whole job. It is sometimes called time and motion analysis. Job simplification is useful when the skills required to perform the tasks are not extensive and/or do not require a great deal of managerial involvement. For example, a position in which the only tasks assigned to an employee are to load/unload a dishwasher and shelve the dishes may have resulted from job simplification.
Job enlargement is the process of broadening jobs by adding tasks together. Typically, tasks involving similar skills and abilities are combined. Adding similar tasks in this way is sometimes called horizontal job expansion because the jobs require the same or similar skills and abilities. In some ways, job enlargement is the opposite of job simplification. An example of job enlargement would be to add cutting carrots and tomatoes to the duties of a prep assistant who primarily cuts lettuce for salads. Job enlargement can help to motivate employees who perceive increased responsibility as a step toward advancing their careers. However, some employees may be unwilling to take on additional tasks—especially if additional tasks are not accompanied by additional compensation. Others may simply feel that they are now performing two boring tasks instead of one.

In job enrichment, also called vertical job expansion, responsibilities are added to an employee's job that are not extremely similar to the tasks the employee performs. For example, we could enrich our prep cook's job by making him or her responsible for rotating the stock he or she uses, ordering the food products required for the job, or making finished salads with the products he or she chops up.

The distinction between job enrichment and job enlargement can sometimes become blurred. Both require an employee to perform additional tasks. The difference is that job enlargement gives the employee additional levels of responsibility.

Job rotation is often used to alleviate some of the boredom that employees face when performing the same job over and over. Under a job rotation system, the prep cook responsible for cutting lettuce, carrots, and tomatoes would do this job only for a specific period. After this period, the prep cook would be rotated to another kitchen position with different job responsibilities. This system requires that employees be cross-trained in several different jobs.

Another widely used approach to job design is team building. At its heart, the team building approach views employees as members of work groups rather than as individuals. Goals and rewards are directed toward team efforts rather than toward individual efforts. For example, the California-based HMS Group has developed a team-building experience involving building chocolate creations. Originally designed for the Culinary Institute of America, the “Chocolate Box Challenge” is an edible, hospitality-focused adaptation of the more familiar group-bungee-jump and shoot-your-boss-with-a-paint-pistol exercises.5

Team building encourages employees to work well together and to assist one another. A disadvantage is that it often requires several training sessions to get a team-building program started. Another disadvantage is that team building can sometimes lead to counterproductive competition among groups.

Legal Issues
It is sometimes implied that the human resources department is the recordkeeper for the entire company. With that in mind, it should be no surprise that human resources management would be concerned with determining and documenting specific responsibilities and duties of employees with job analyses and job descriptions. The overall purpose of performing a job analysis should be to find ways to make the company more productive and efficient through restructuring existing
jobs or creating new jobs to fill any gaps. However, before employees are hired for the newly created or redefined jobs, legal issues must be considered.

Legality is an important issue for any company, not just those in the hospitality industry. This section will touch upon human resources laws that are directly related to job analysis and design, as well as staffing (which is covered later in the chapter).

**Discrimination.** When writing a job description, it is extremely important to consider what employee qualifications are truly required to perform the functions of the specific job. To prevent intentional discrimination, a manager must be aware of the issues addressed in Title VII of the Civil Rights Act of 1964. One of the most important aspects related to Title VII in creating a job description is the concept of *bona fide occupational qualifications* (BFOQ). The courts have been leading the way when it comes to laws regarding BFOQs. For example, in the case of *Gerdom v. Continental Airlines, Inc.*, 1982, the U.S. 9th Circuit Court of Appeals found that flight attendant weight restrictions were discriminatory due to the fact that they applied only to women. Despite the airline's claims that its customers preferred flight attendants to have a certain appearance, the court upheld the ruling that customer preferences are not a factor in performing the functions of the job. This resolution did not solve the weight issue in all cases. In May 2010, a Hooters server in Roseville, Michigan, sued because at 5'8" and weighing 132 pounds, she was told by the restaurant company to either lose ten pounds or she would be fired. Hooters denies the charges. In Iowa, a hotel clerk who claimed she was fired because she wasn't pretty enough also filed a lawsuit using BFOQ. The case is pending.

**Americans with Disabilities Act (ADA).** People with disabilities are considered qualified for a job if they can perform the essential functions of the job with or without reasonable accommodations. This has a huge impact on designing jobs because it forces a firm to consider each job's "essential functions." The use of the job simplification method previously described can help a firm determine if some of the tasks and responsibilities of a job can be eliminated or redistributed in order to accommodate an employee with a disability. Exhibit 5 more fully explains how the ADA relates to job analysis and design.

**Occupational Safety and Health Act (OSHA).** The Occupational Safety and Health Act requires that job descriptions explain "elements of the job that endanger health, or are considered unsatisfactory or distasteful by the majority of the population."

**Labor Laws.** The U.S. Department of Labor regulates most of the laws regarding employment issues. The scope of the department is far too encompassing to discuss here. However, the legal issues the agency oversees are wages, discrimination, and working conditions, to name just a few. More information about the U.S. Department of Labor is available on the Internet at www.dol.gov.

**Classifications of Employees**

Once the various jobs have been analyzed and designed with job descriptions written and the legal issues worked out, people actually need to be hired to perform the jobs. The question then arises as to what type (or classification) of employee
In the past, many people would picture a person with a disability as someone who used a wheelchair, walker, or cane. Today, many people realize that disabilities cover a wide spectrum and may not be noticeable to a casual observer. The Americans with Disabilities Act is making people more aware of what constitutes a disability and what the rights of a person with a disability are.

Under the ADA, people with disabilities are considered qualified for a position if they can perform the essential functions of a job with or without reasonable accommodation. Essential functions are tasks that are fundamental to the position. For instance, cooking skills would be considered fundamental for a cook. However, the ability of a cook to hear orders called by servers (for a person with a hearing impairment) or of a room attendant to read written room-cleaning assignments (for a person with a developmental or cognitive disability) might not be fundamental. In such cases, operators must make reasonable accommodations to ensure that cooking and room attendant positions are open to people with such disabilities.

From a job analysis standpoint, employers need to identify the essential and non-essential activities of each job. Applicants who can perform the essential functions cannot be discriminated against because they cannot perform the non-essential functions. In addition, the ADA stipulates that employers may have to restructure jobs to eliminate the non-essential functions for these employees.

Unless it imposes an undue hardship, employers will also be required to make reasonable accommodations so that the workplace is accessible to people with disabilities. Among the accommodations considered reasonable by the Equal Employment Opportunity Commission are constructing wheelchair ramps, widening aisles, raising cashier stands, and modifying work schedules and equipment.

Both the essential functions provision and the reasonable accommodations provision of the ADA will dramatically affect how jobs are designed in some operations. For instance, employers may be required to rethink how work is done. Consider how a bellperson's position often involves carrying heavy bags to rooms for eight or more hours per day. That could change under the ADA. For example, hotels may be required to provide carts so that employees with disabilities would not be required to carry bags for long distances. In addition, frequent breaks for bell staff who cannot work for eight hours at a time may be viewed as a reasonable accommodation.

Managers need to take a number of actions to meet ADA requirements. At a minimum, managers should:

1. Review their methods of job analysis to ensure that essential and non-essential functions are appropriately designated.
2. Review job descriptions and specify the essential and non-essential aspects of each position.
3. Review job specifications to ensure that applicants are not being excluded on the basis of non-essential functions.
4. Maintain records of accommodations made to comply with the ADA.
5. Create and maintain records of people with disabilities currently on staff to ensure that reasonable accommodations are made for these people.
Exhibit 5  (continued)

6. Review the application process—especially portions that include medical exams or other issues that may infringe on the rights of people with disabilities.

7. Revise application forms to exclude generic questions about disabilities and health issues. Many application forms commonly used in the past are not acceptable under the ADA.

8. Create and maintain records of personnel with disabilities; records should include the accommodations made for these individuals in compliance with the ADA.

9. Post compliance statements in prominent locations.

best fits the organization's needs. The answer to this question is complex. Various issues must be considered, including the following:

- What size is the organization?
- What is the corporate culture of the organization?
- What type of image does the organization wish to project?
- What is the labor market like?

The labor force of an organization can be broken down into two main categories: permanent employees and alternative employees. Permanent employees are the main staff of the organization. They typically work at least 30–40 hours per week, are on the regular company payroll, and often receive benefits. Alternative employees often work part-time or on a temporary basis. These employees often do not have regularly scheduled shifts or are employed at the hospitality company only for a short period of time. Alternative employees can be grouped into three classifications: temporary employees, part-time employees, and outsourced employees.⁸

Temporary employees. Temporary employees, often referred to as “temps,” are not actually employed by the hospitality organization. They are employees obtained from an employment agency. The agency charges a fee to the hospitality company, the employee, or both, which can be thought of as a “finder’s fee.” Temporary employees work only for a designated time period, which can last only one day or as long as several months. Temporary employees are useful for occasional events such as banquets or during seasonal demands to fill positions for which hiring full-time employees would not be cost-effective.

Part-time employees. Part-time employees generally work 20 hours or less per week. In many organizations, they do not receive benefits, medical or otherwise. While it varies from property to property, most part-time employees do not work regular shifts. They are extremely valuable for covering time periods of daily/weekly peaks in business, such as during check-out times at a hotel or during weekends at a restaurant.
Outsourced employees. Like temporary employees, outsourced employees are not actually employed by the hospitality organization. They work for a separate company that the hospitality company pays for the services the outsourced employees provide. Outsourced employees usually do not perform their jobs while they are physically at the hospitality business. Most never even set foot on the hospitality property. While it is obvious that outsourced employees would not be useful at a hotel front desk, they can quite effectively perform, for example, reservation call center functions or human resources tasks.

Staffing Guides

Staffing guides are scheduling and control tools that enable management to determine the number of labor hours and employees required to operate smoothly. They help managers control employee productivity and performance. Many managers also use staffing guides to estimate labor expenses for their labor budgets by multiplying the hours required by the pay rates of each employee. Staffing guides are very important tools for use in achieving profitability, which often depends on the degree to which managers control variable expenses such as labor.

To understand the development and use of staffing guides, managers must know the meaning of several key terms:

- **Productivity** is the amount of work output by an employee during a specific period of time.
- **Productivity standards** are the criteria that define the acceptable quantity of work to be completed by employees.
- **Performance standards** establish the required levels of quality in the work performed.
- **Labor forecasting** is any method used to anticipate the amount of work required in a specified period of time.

In addition, managers should recognize the two types of labor costs in hospitality companies: fixed labor expenses and variable labor expenses. Fixed labor expenses are those costs associated with the minimum number of employees required to operate a hotel or restaurant. Variable labor expenses are those costs that vary according to the amount of business. Managers have more control over variable labor expenses.

The following section provides a step-by-step example of how managers would develop a staffing guide. Our example will be based on a hypothetical operation: the Good Food Restaurant. Developing a staffing guide involves the following steps:

1. Set productivity standards.
2. Determine the total anticipated sales and guest volume.
3. Determine the number of employees required.
4. Determine the total labor hours.
5. Estimate the labor expense.
Set Productivity Standards

The first step in developing a staffing guide is to set productivity standards. Efficient staffing requires that productivity standards be met through scheduling. If productivity standards have not already been established for each position, the manager can determine these standards by creating and evaluating a historical profile of labor required over a period of time. Exhibit 6 provides an example of a portion of a productivity needs assessment form. Since single shifts can be influenced by a variety of factors, such a form should be completed over a period of time to thoroughly evaluate the operation’s staffing needs.

Once a productivity standards assessment has been completed, a manager can use the data to establish productivity standards for each position in the operation, as shown in Exhibit 6. Typically, such standards are based on labor hours required, although some operations base estimates on the number of employees required. The advantage of basing the standards on labor hours is that such standards more accurately portray exact scheduling needs.

The final step in determining the correct standard productivity levels for each operation is to compare the estimated needs to actual labor hours worked. Exhibit 7 provides a sample comparison form used by some managers. The comments section of this form is used to note extraordinary events that affect labor costs (weather, sales related to certain activities, and so on). This form also lets managers know how much the actual hours worked were over or under their budgeted labor hours for a given period. In Exhibit 7, for example, budgeted labor hours were exceeded in six out of eight positions. To calculate how much this overage cost, managers should multiply the average salary for each employee category by the number of hours over budget in each category. For example, if servers average
$5.25 per hour, a total of $6.30 more per day was expended in this category than was budgeted.

When productivity standards are used to anticipate employee staffing levels, the end result is a ratio of employees to guests. In other words, establishing productivity standards provides the manager with one-half of the equation required to correctly schedule employees. The other half of the equation is derived by estimating the anticipated guest volume per shift.

**Determine the Total Anticipated Sales and Guest Volume**

Accurate labor use predictions require managers to anticipate business volume for each day of an upcoming period. The best source of information is previous sales for similar periods. Usually, managers maintain records of the sales for each previous meal period. This forms a historical record of sales over time that managers can use to estimate potential sales in the future. Given this anticipated total sales volume, a manager can determine the number of guests that the restaurant will serve by dividing the sales volume by the average per-person guest check.

If the average sales on Friday nights at the 150-seat Good Food Restaurant is $6,000, and the average per-person guest check is $15.00, we know that the average number of guests served is 400 ($6,000 ÷ $15).
Exhibit 8  Labor Requirements per Hour

<table>
<thead>
<tr>
<th>Hours of Operation</th>
<th>Anticipated Covers</th>
<th>Labor or Staffing Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 P.M. – 7:00 P.M.</td>
<td>80</td>
<td>4</td>
</tr>
<tr>
<td>7:00 P.M. – 8:00 P.M.</td>
<td>120</td>
<td>6</td>
</tr>
<tr>
<td>8:00 P.M. – 9:00 P.M.</td>
<td>100</td>
<td>5</td>
</tr>
<tr>
<td>9:00 P.M. – 10:00 P.M.</td>
<td>100</td>
<td>5</td>
</tr>
</tbody>
</table>

While this method is acceptable in many circumstances, more complex forecasting methods can better anticipate business volume. The most common forecasting methods are discussed later in the chapter.

Determine the Number of Employees Required

After forecasting potential sales, a manager must determine how many employees are required to serve the estimated number of customers. Productivity standards are used to determine this requirement. Continuing with our example, let’s assume that the productivity standard for the Good Food Restaurant calls for one server for every twenty guests per hour of operation. If the restaurant is open for four hours on Friday nights, this would tell us that five servers are required (400 guests ÷ 4 hours of operation ÷ 20 guests per hour). However, what this calculation does not tell us is that some periods will be busier than others. Exhibit 8 provides a breakdown of the number of guests served per hour on an average Friday night at the restaurant.

As Exhibit 8 indicates, the restaurant will need six servers for one time period on Friday and only four or five for the others, since the business volume is not spread evenly throughout the evening. Rather than schedule the entire night to meet the peak demand (six servers), the manager could reduce labor costs for this shift by staggering schedules. Note that some servers will need to arrive early to set up, while others will need to stay late to clean up. In this example, scheduling all servers to arrive early and leave late would be the worst use of labor dollars. Note that, while the employees’ schedules in our example fit perfectly with the anticipated need, this is not always the case in actual practice. Factors such as variation from hour to hour in demand, employee availability, and labor laws can cause overlaps or gaps in the actual number of employees scheduled compared to the desired number.

Determine the Total Labor Hours

To determine total labor hours, a manager could multiply the number of hours each server is scheduled (an average of 4.0 hours in this case) by the number of servers scheduled (six). See the sample schedule worksheet presented in Exhibit 9.

Estimate the Labor Expense

Labor expense for the Good Food Restaurant for the Friday night in question can be estimated by multiplying the average hourly wage paid to each server by the total number of labor hours scheduled. Managers must consider the time that servers are scheduled to assist in setting up before the shift and/or cleaning up
after the shift. If we assume that each server is paid an hourly wage of $5.25, the total estimated cost for servers on Friday night is $126 (24 hours × $5.25). Not all servers will work the exact number of hours scheduled, of course, so this remains an estimate.

To complete the staffing guide for the Good Food Restaurant, managers must make similar calculations for each position with variable labor costs.

There are many types of computer software programs that can automatically calculate the anticipated labor hours and labor costs with minimal user effort as well as perform sales prediction functions (discussed in the next section). The output and user-friendliness of these programs vary greatly, along with the price. New consumer software is constantly being developed. If you are interested in using some type of forecasting software, the best way to start your search for a product that fits your needs and budget is simply to use an Internet search engine to find all of the available options.

**Forecasting Sales Volume**

The staffing guide just discussed is based on a sales forecast for a single Friday night; this forecast is also based on past business levels for Fridays. Most hospitality organizations develop monthly, ten-day, and three-day forecasts of business volume. Typically, managers develop monthly forecasts first and then revise the forecast for ten-day and three-day periods, depending on any special circumstances. These forecasts are used to determine the business volume component for upcoming scheduling periods. Exhibit 10 provides a sample form that food and beverage managers can use to develop a ten-day forecast. A sample three-day revised forecast form is presented in Exhibit 11.
Exhibit 10  Sample Ten-Day Volume Forecast—Food

<table>
<thead>
<tr>
<th>FOOD DEPARTMENT</th>
<th>THUR</th>
<th>FRI</th>
<th>SAT</th>
<th>SUN</th>
<th>MON</th>
<th>TUES</th>
<th>WED</th>
<th>THUR</th>
<th>FRI</th>
<th>SAT</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining Room</td>
<td></td>
<td></td>
<td></td>
<td>F</td>
<td>F</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>F</td>
<td>F</td>
<td>A</td>
</tr>
<tr>
<td>Breakfast</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Lunch</td>
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<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Dinner</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total D.R. Covers</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coffee Shop</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>Breakfast</td>
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</tr>
<tr>
<td>Lunch</td>
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<td></td>
</tr>
<tr>
<td>Total C.S. Covers</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Banquet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Breakfast</td>
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</tr>
<tr>
<td>Lunch</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dinner</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Banquet Covers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room Service</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total R.S. Covers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL FOOD COVERS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SPECIAL COMMENTS
(i.e. types of groups—V.I.P. etc.)

F = Forecast
A = Actual


Trend Line Forecasting

The simple forecast used in the Good Food Restaurant example presented earlier was based on business volume for previous Friday nights. This method of forecasting is known as trend line forecasting. Trend line forecasting involves graphing the sales from similar periods and fitting a line to the average sales projected for past periods. Fitting a line is much like connecting the dots, although the objective is to establish a straight line through the dots rather than a jagged one from dot to dot. Statistically, the "fitted line" is created by determining the midpoint between the jagged points.

While this simple method of forecasting is useful, it is often misleading. Trend line forecasting does not account for any unusual events that may have taken place during a given period. A forecasting method that helps avoid this problem is called moving average forecasting.
### Exhibit 11  Sample Three-Day Revised Forecast—Food and Beverage

<table>
<thead>
<tr>
<th>Day</th>
<th>Yesterday</th>
<th>Today</th>
<th>Tomorrow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guest Count</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted Guest Count</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Moving Average Forecasting

Sales are never as consistent as managers hope they will be. Instead, sales in hospitality are characterized by a series of peaks and valleys. Some of these peaks and valleys result from special events in the area that may detract from or add to business volume. Weather and other events also create peaks and valleys in sales volume.

Moving average forecasting "smoothes out" the data collected from a specific time period. Mathematically, the moving average forecast can be expressed as:

\[
\text{Moving average} = \frac{\text{Activity in previous } n \text{ periods}}{n}
\]

where \( n \) is the number of periods in the moving average.

As new weekly sales results become available, they can be added to the moving average forecast model; the oldest week is then dropped. In fact, the method is known as a "moving" average since it involves continually adding new results and dropping the oldest week off the model.

### Seasonality

Many hospitality organizations are subject to variations in business depending on the season. **Seasonality** must be taken into consideration when forecasting anticipated business volume. Many restaurants, for instance, are busier just before and during the December holiday season and slower during summer months. Of course, restaurants in summer resort areas have just the opposite experience.

Hotels are also subject to seasonal adjustments. Downtown hotels, which usually depend on business travelers for their business, often experience substantial dips during some periods of the month or the year. For example, hotels in New York City and other large cities often see declines in business travel during January, February, and the summer; business travel is at its highest level in New York during the spring and fall. While some of the loss in business during the summer is made up by vacationers, hotels must adjust their schedules to reflect the needs of such travelers.
Exhibit 12  Summary of Lodging Industry Short-Term Sales Forecasting Methods

<table>
<thead>
<tr>
<th>Major purposes of forecast:</th>
<th>Rooms</th>
<th>Food</th>
<th>Catering</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staffing (98%) Motivating personnel (25%)</td>
<td>Staffing (100%) Order food (72%) Motivating personnel (19%)</td>
<td>Staffing (82%) Order food (72%) Motivating personnel (16%)</td>
</tr>
<tr>
<td>Methodology:</td>
<td>Room reservations plus estimated walk-ins (93%)</td>
<td>Prior period sales adjusted based on intuition (46%)</td>
<td>Booked catered events plus estimate of additional sales (90%)</td>
</tr>
<tr>
<td></td>
<td>Prior period sales adjusted based on intuition (7%)</td>
<td>Meal reservations and estimate for walk-ins (28%)</td>
<td>Prior period sales adjusted based on intuition (10%)</td>
</tr>
<tr>
<td></td>
<td>Capture ratios related to the rooms forecast (26%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expression of S-T forecast:</td>
<td>Daily number of rooms sold (80%)</td>
<td>Total covers (79%)</td>
<td>Total sales dollars (70%)</td>
</tr>
<tr>
<td></td>
<td>Daily sales dollars (55%)</td>
<td>Total sales dollars (61%)</td>
<td>Total covers (67%)</td>
</tr>
<tr>
<td></td>
<td>Daily number of rooms by type (35%)</td>
<td>Food covers by meal period (80%)</td>
<td>Sales dollars by catered event (47%)</td>
</tr>
<tr>
<td></td>
<td>Daily sales dollars by type of room (20%)</td>
<td>Sales dollars by meal period (44%)</td>
<td>Covers by catered event (47%)</td>
</tr>
</tbody>
</table>


The simplest method of anticipating seasonal business variations is to use historical data from similar seasonal periods. For instance, when estimating sales for the month of June, operators will likely find that sales from June of the previous year provide the most accurate comparative data. A form of “seasonality” can also be used to prepare weekly business volume estimates. In fact, our Good Food Restaurant example used this format by basing sales estimates on previous Friday nights instead of on other days of the week.

**Other Methods of Forecasting**

Hospitality managers use a variety of forecasting methods to anticipate business levels; these levels, in turn, determine personnel levels. For instance, yield or revenue management is a system that attempts to manage the supply of rooms in a hotel over time by lowering and raising rates to maximize revenue. Other methods that are popular with hospitality managers are cited in Exhibit 12. Explanations of how to use these forecasting methods are beyond the scope of this chapter.
Endnotes


10. For more information on developing staffing guides in hotels, see Kavanaugh and Ninemeier, pp. 145–149.


Key Terms

**alternative employees**—Part-time or temporary workers. These employees often do not have regularly scheduled shifts or are employed at the company only for a short period of time.

**critical incident**—Job analysis technique based on capturing and recording actual events that occur at work which, when combined, form an accurate picture of a job’s actual requirements. Useful in describing how services should be performed. Also used in training and as a measurement in certain performance appraisal systems.

**fixed labor expenses**—Labor costs associated with the minimum number of employees required to operate a business.

**Hawthorne Effect**—Management theory describing the positive effect that “paying attention” to employees has on workplace productivity.

**Heisenberg Effect**—Management theory stating that people being interviewed are likely to subconsciously give answers they think interviewers want to hear.

**job analysis**—Process of determining the tasks, behaviors, and characteristics essential to a job.
job description—A written summary of the duties, responsibilities, working conditions, and activities of a specific job.

job design—Process of defining how a job will be done.

job enlargement—Process of broadening the components of a job by adding similar tasks or responsibilities to the job. Incorrectly used by some managers in an attempt to make jobs more interesting to employees. Sometimes called horizontal job expansion.

job enrichment—Process of improving a job by adding responsibilities that require different skills. Sometimes called vertical job expansion.

job rotation—Process of moving employees from one job to another, or of changing employee responsibilities, in order to enhance job interest or to cross-train.

job simplification—Process of breaking down jobs into their smallest components, to assess how work is done in each of those components. Sometimes called time and motion analysis.

job specifications—A written description of the personal qualities required to perform a job.

job summary—A brief general statement that highlights the common functions and responsibilities of a job.

labor forecasting—Any method used to anticipate the amount of work required in a specified period of time.

management position description questionnaire (MPDQ)—Structured questionnaire used to collect information about management work in thirteen different categories. Used in job analysis.

moving average forecasting—a forecasting method, based on past sales, that attempts to "smooth out" the peaks and valleys businesses experience, to project anticipated sales.

performance standard—A required level of worker performance.

permanent employees—The main staff of an organization. Permanent employees usually work at least 30-40 hours per week, are on the regular company payroll, and often receive benefits.

position analysis questionnaire (PAQ)—A structured questionnaire consisting of 194 job elements used to define work. Used in job analysis.

productivity—The amount of work an employee accomplishes in a specific period of time.

productivity standards—The criteria that define the acceptable quantity of work to be completed by employees.

seasonality—A concept used in forecasting that describes the highs and lows of business sales on the basis of seasonal demand for products or services. Example: the demand for Caribbean cruise ship rooms is higher during the winter than in the summer.
staffing guide — A system used to establish the number of workers needed.

team building — A process of designing jobs that views employees as members of work groups rather than as individuals.

trend line forecasting — A simple forecasting method that estimates future sales on the basis of sales made during similar past periods.

variable labor expenses — Labor costs that vary according to the amount of business.

Review Questions

1. If a job analysis is never used in its entirety, why is its completion so important?

2. What are the different methods hospitality managers can use to collect job analysis information?

3. What are the major advantages and disadvantages of the different methods of collecting job analysis information?

4. Who should collect job analysis information and why?

5. How do job descriptions and job specifications differ?

6. What are the advantages and disadvantages of job enlargement, job enrichment, and job rotation?

7. What are some of the legal issues that hospitality managers must consider when designing a job and writing a job description?

8. What are the basic steps involved in developing a staffing guide for a hotel?

9. How would you establish productivity standards for a particular position?

10. What is the difference between trend line forecasting and moving average forecasting?

Internet Sites

For more information, visit the following Internet sites. Remember that Internet addresses can change without notice. If the site is no longer there, you can use a search engine to look for additional sites.

Job Analysis and Personality Research
http://harvey.psy.c.vt.edu

U.S. Bureau of Labor Statistics
www.bls.gov

Office of Disability Employment Policy
www.dol.gov/odep

U.S. Department of Labor
www.dol.gov
Mini Case Study

Zippy Airline Catering—a small, independent company—was recently purchased by a large hospitality company in Guam. At the time, this operation had only eight full-time employees and a single manager, and produced a single product: prepared meals for three airlines that flew out of the Guam airport. Each meal was prepared individually by a single employee. To package a meal, an employee would sit at a long table where he or she would place a portion cut of meat, potato, and a vegetable in a ceramic tray. The ceramic tray was then covered with aluminum foil and placed in an oven. When finished, the employee took the tray out of the oven and packed it into catering boxes for transfer onto an airline.

To meet the tremendously increased demand brought about by additional flights into the airport, the hospitality company that purchased Zippy Airline Catering decided to re-engineer the preparation process. A conveyor belt was installed and each employee was assigned a single task in the meal preparation. Employees now sat along either side of the conveyor and placed only a single item—meat, potato, or vegetable—on the tray. Essentially, the individual preparation method had been thoroughly converted to a production-line approach. The speed of the conveyor belt had been calculated by the engineers who designed the system. The engineers estimated that each employee would be able to put his or her item on a tray before it passed beyond reach.

To encourage teamwork, the company instituted a group bonus plan that rewarded the employees for the total number of meals produced. According to this simple plan, the more trays produced, the more bonus earned.

Discussion Questions

1. Are the changes made by the hospitality company significant redesigns of the work done? Why or why not?
2. What do you think will happen as a result of this redesign?
3. What steps would you have taken before initiating substantial changes in the way work is done at Zippy Airline Catering?
Chapter 3 Outline

Planning Human Resources
  External and Internal Factors
    Influencing Supply of and Demand for Employees
Forecasting Demand
  Trend Analysis
Forecasting Supply
  The Internal Supply
  Skills Inventories
  Promotions, Layoffs, and Retirements
  Replacement and Succession Charts
  Succession Planning
Recruitment
  The Pre-Recruitment Process
  Internal Recruiting
  External Recruiting
Recruitment Sources
  Internal Sources
  External Sources
  Creative Recruiting Tactics
  Online Recruiting
  Advertising
  Evaluating Recruitment Methods
Recruiting from the Applicant's Viewpoint
  What Recruiters Look For
  Preparing for Recruitment Interviews
  What Recruiters Ask
  Applicants Are Doing Their Homework, Too
Human Resource Information Systems (HRISs)
  System Errors

Competencies

1. Summarize supply and demand considerations managers should keep in mind when planning for human resource needs. (pp. 85–87)
2. Explain and apply methods for forecasting labor demand. (pp. 87–90)
3. Describe what is involved in forecasting labor supply. (pp. 90–92)
4. Discuss recruitment, including internal and external recruiting issues, and describe recruitment sources. (pp. 92–102)
5. Explain recruiting from the applicant's viewpoint, including what recruiters look for and how applicants can prepare for an interview. (pp. 102–108)
6. Identify the functions of a computer-based Human Resource Information System (HRIS). (pp. 108–110)