

ACCELERATING EXCELLENCE

Fast-tracking Operational Excellence Through Effective
Recruitment, Onboarding & Training



EXCELLENCE
INNOVATORS

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www.excellenceinnovators.com

Talent Management Solutions

- Organizational Development
- Workplace Culture Management
- Talent Recruitment Strategies
- Succession Planning
- Employee Engagement & Surveys
- Targeted Focus Group

Operational & Service Excellence

- Operational Assessments
- Customer Experience Strategies
- Service Excellence Survey & Analysis
- Process Improvement
- Change Management
- Workshops & Group Coaching

Executive Coaching & Development

- Executive Leadership Development
- One-on-One Coaching
- Goal-Setting & Planning
- Business & Dining Etiquette
- Professional Image Consulting
- Resume Writing & Interview Prep

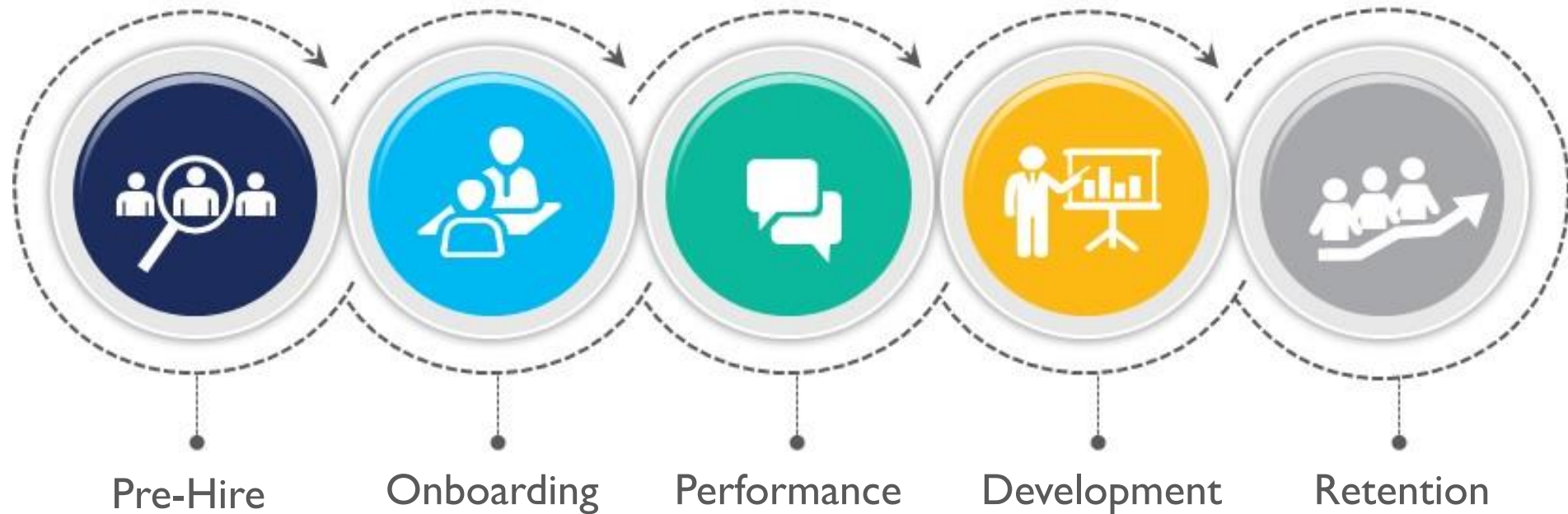


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ACHEIVING OPERATIONAL EXCELLENCE

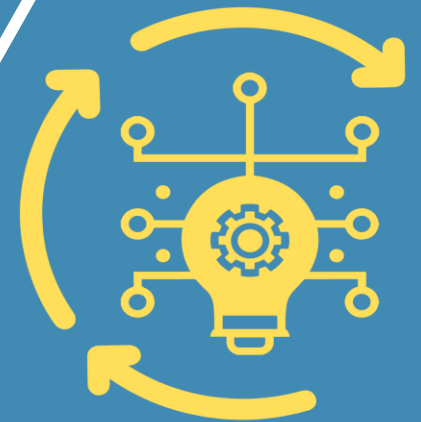
requires intentional focus on all phases of the
Talent Life Cycle



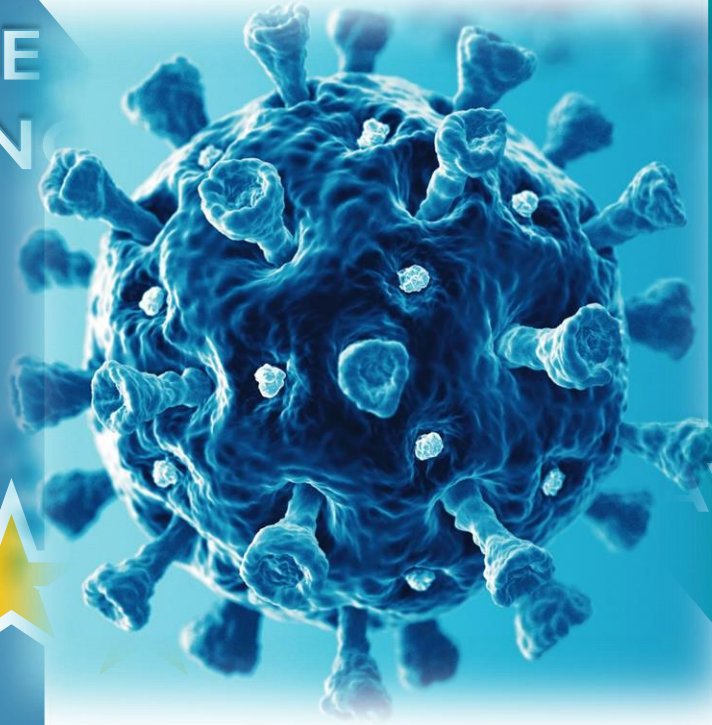
Accelerating Excellence

- Explore creative approaches to talent acquisition
- Better understand the candidate mindset
- Tips for training before the new hire's first day
- Overcoming training hurdles
- Options for innovating your staffing model

→ ***Fast-track operational excellence***



SERVICE
EXCELLENCE



AVAILABLE
LABOR



Where Did All the Candidates Go?

“The Great Resignation”

“The Great Migration”

“THE GREAT BURNOUT”

1 in 5 workers have quit their job in the last six months or plan to do so in the next six months.

76% of workers report having a higher expectation for a prospective employer than they did a year ago.

PLEASE BE
PATIENT
WE ARE VERY
UNDERSTAFFED

THANK YOU!

Now Hiring

Cooks

Wait Staff

Bartenders

Apply NOW!

Ask Bartender for Application or call

6.6%

Accommodation & Food Service
quit rate

6.4%

Leisure & Hospitality
quit rates

77%

Of currently employed hospitality workers
are looking to switch careers...

25% even without another job

Percent of Workers That Chose This As a Reason They are Changing Jobs...

59%

Values Fit

More Personally Fulfilling
Feel More Valued
Something Entirely New
Continuous Learning
More Social Engagement
More Inclusive Culture

50%

Lifestyle Fit

Work-Life Balance
Less Stress
Remote/Hybrid Work
Safer Workplace

31%

Career/Comp

Earn More Money
Better Benefits
Career Advancement

CLUB-SPECIFIC RECRUITMENT CHALLENGES

- Many Candidates Have Never Visited a Private Club
- Clubs are “Private”... Often Located Behind a Gate
- Preconceived Perceptions About Industry & Members
- Non-Tipping Wage Structure Doesn't Compete



If **Talent** Doesn't Find You... *Go Out & Find the Talent*

- Job Boards & Craigs List
- Employee Referral Program
- Business Card Recruitment
- LinkedIn Proactive Outreach
- CMAA Student Chapters
- High School & College Outreach
- Instawork (“Uber” of Hospitality)
- Community Employment Resource Partners
- Neurodiversity and Disability Employment Agencies
- Second-Act Employment Partners
- LGBTQ+ Community Centers
- Youth Diversion Programs
- Reentry Programs



What will my Board say?



KNIFE SKILLS

Home

Hotel Accommodations

Golf

Golf at Avalon Lakes

Golf at Squaw Creek

Golf at Buhl Park

Indoor Golf Simulators

Weddings

Meetings & Events

Dining

Wine

Spa

Aquatics

Tennis

Fitness

Recreation Center

Kids at the Club

News & Events

Live Entertainment

Join Avalon

Contact Us

BOOK ACCOMMODATIONS TODAY



BECOME A MEMBER TODAY

Avalon Golf & Country Club

Experience Avalon

Your Resort...Your Club...Your Spa... and for Your Entire Family!



Welcome to Avalon



Emotions Drive **Decisions**

30%

RATIONAL



EMOTIONAL

70%



Employer Brand Impact on Candidate Attraction

75%

**Online
Research**

Review company's
website and social media
before applying

75%

**Consider
Brand**

Before deciding whether
to apply for the job

3x

More Likely

To trust current
employee feedback as
credible information on
what it's like to work at
your company

75% Online Research

Review company's
website and social media
before applying

And, if they don't like
what they see,
69% of candidates
won't apply...
even if they
are unemployed





[HOME](#)

[EXPLORE OUR OPPORTUNITIES >](#)

[OUR CULTURE OF CARING](#)

[AN INCLUSIVE TEAM](#)

[THE INTERN EXPERIENCE](#)

Caring. Creative. Careers.

JOIN OUR TEAM

[EXPLORE ALL JOBS →](#)



Chicago Tribune



This Is Who We Are



Lettuce Life Video



A high-angle, slightly blurred photograph of an office environment. In the center, a woman with red hair and glasses, wearing a black dress, is laughing and clapping her hands. Other people are visible in the background, some sitting at desks with computers. The overall atmosphere is energetic and positive.

**Join the most
inclusive, exclusive
club in the world.**



JOB SUMMARY

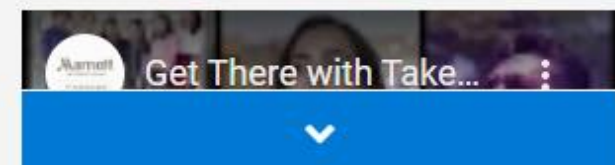
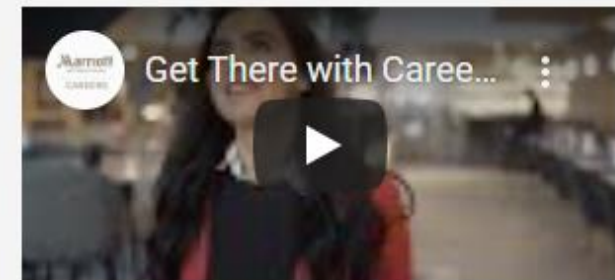
Our jobs aren't just about putting food on the table that our guests will enjoy until they ask for their bill. Instead, we want to build an experience that is memorable and unique – with food and drinks on the side. Our Guest Service Experts take the initiative and deliver a wide range of services to make sure that guests enjoy their meal. Whether setting tables, communicating with the kitchen, interacting and serving guests, or cleaning work areas and supplies, the Guest Service Expert makes transactions feel like part of the experience.

No matter what position you are in, there are a few things that are critical to success – creating a safe workplace, following company policies and procedures, upholding quality standards, and ensuring your uniform, personal appearance, and communications are professional. Guest Service Experts will be on their feet and moving around (stand, sit, or walk for an extended time; moving over sloping, uneven, or slippery surfaces), managing the menu (read and visually verify information), and taking a hands-on approach to work (move, lift, carry, push, pull, and place objects weighing less than or equal to 25 pounds without assistance and 50 pounds with assistance; reach overhead and below the knees, including bending, twisting, pulling, and stooping). Doing all these things well (and other reasonable job duties as requested) is critical for Guest Service Experts – to get it right for our guests and our business each and every time.

Marriott International is an equal opportunity employer. We believe in hiring a diverse workforce and sustaining an inclusive, people-first culture. We are committed to non-discrimination on any protected basis, such as disability and veteran status, or any other basis covered under applicable law.



Check out pictures from associates at this location, and some videos too!



**Meet your
future co-
workers.**



Explore



Join the Ibis Experience

Apply for a position with The Club at Ibis



WHAT IS
YOUR CLUB'S
APPLICANT
EXPERIENCE?



Training Begins **Before** the First Day

Training includes online candidate engagement.

- Focus on culture, service standards, and performance expectations
- Showcase diversity and inclusion
- Employee testimonial videos (real life job preview)
- Feature what matters most to the candidate in the job posting



Should I call references?



Training Begins **Before** the First Day

- Pre-Hire Talent Assessments offer valuable candidate insight
- Be mindful of legal pitfalls
 - ✓ **Validity**
 - ✓ **Reliability**
 - ✓ **Consistency**

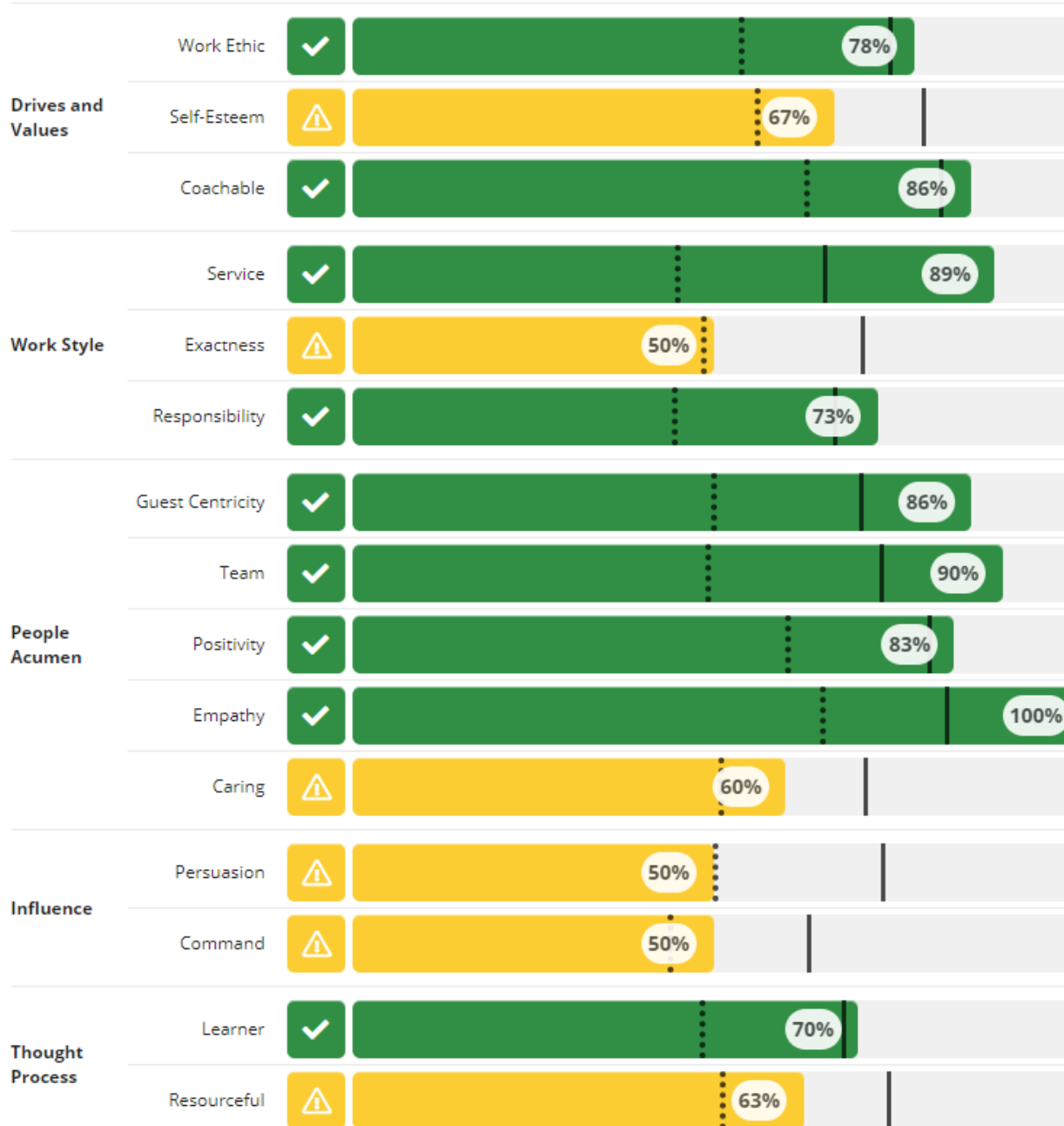


*What if the candidate does not
“pass” the assessment?*



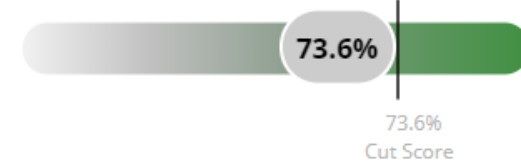
Talent Intensity Index[®]

AN UNDERSTANDING NOT A SCORE



Recommended to move forward in the selection process

Overall Result: 73.6% *Cut Score : 73.6%*



Theme Rank

TOP THEMES

- | | |
|---------------------|---------------|
| 1. Service | 6. Coachable |
| 2. Empathy | 7. Positivity |
| 3. Team | 8. Work Ethic |
| 4. Guest Centricity | 9. Learner |
| 5. Responsibility | |

SITUATIONAL THEMES

- | | |
|-----------------|----------------|
| 10. Caring | 13. Command |
| 11. Resourceful | 14. Exactness |
| 12. Self-Esteem | 15. Persuasion |

CONTRAST THEMES

No Themes

Key



Top Themes



Situational Themes



Contrast Themes

Talent+[®]

The **Interview** is the First **Training** Class

- **Use interview time wisely...**
 - Ask if they visited the club's website and social media
 - Review job description, work schedule and uniform standards
 - Provide “day in the life”
 - Interview Guide that incorporates club culture (mission & service standards)
 - Demonstrate service values during in-person interview



Shorten the Gap from **New Hire** to **Peak Productivity**

New Hire FAQ (emailed before first day)

- ✓ Arrival time and where to report
- ✓ Parking / Gate Access
- ✓ Point of contact – name, title, phone & email
- ✓ Orientation class details
- ✓ Payroll schedule (*When will I receive my first paycheck?*)
- ✓ Uniform and grooming standards
- ✓ Locker assignments
- ✓ Meals and breaks (*Clocked-in? Clocked-out?*)
- ✓ Club amenity privileges

**33% of
New Hires
Quit**

**Within the first
90-days!**



Shorten the Gap from **New Hire** to **Peak Productivity**

- **Start training your new hire on fundamentals before the first day:**
 - Training Manuals
 - Standard Operating Procedures
 - Club History
 - Hours of Operation
 - Grooming & Uniform Standards
 - Culture: Mission, Core Values
 - Menus & Wine List
 - Member Rules & Enforcement Policies
 - Board of Directors, Committees, Executive Management names/photos
- ***Tell them what they are going to be expected to know on day one!***



How will I know if the new hire studied the material?



Shorten the
Gap from
New Hire
to **Peak**
Productivity



Training Excuses...

- *I don't have time to dedicate to training.*
- *The new hire has experience, so they don't need much training.*
- *We can't train staff when we are open.*
- *I don't have enough staff to take care of members and train the new hires.*
- *Our members don't understand that we need time to train our new hires.*

Shorten the Gap from **New Hire** to **Peak Productivity**

- **Before the first day** →
- **Initial on-the-job** →



Why do my new hires keep quitting after only a few shifts?



Shorten the Gap from **New Hire** to **Peak Productivity**

Evaluate your trainers:

- Who is given the privilege to train your new hires?
- Do they want to participate in training?
- Have they received training on how to be an effective trainer?
- Are they being recognized and rewarded?
- Are they an ambassador for your club?

⚠️ Being good at the job does NOT make them a good trainer!



Shorten the Gap from **New Hire** to **Peak Productivity**

Involve the entire management team in operational excellence training:

- ✓ Greeted promptly by host/hostesses
- Confirmed member number
- Table and chairs free of crumbs
- Server greeted with a beverage napkin
- ✓ Server introduced themselves by name
- ✓ Server used member's name
- Beverage order arrived timely
- ✓ Beverage garnished to standard

Service Checklists
help to confirm
position readiness &
gaps in training!



“*The Great Resignation*”

“*The Great Realignment*”

Innovate Your Staffing Model

- Conduct benchmark wage comparison (clubs & non-clubs)
- Operational Excellence incentive programs (survey scores → rewards)
- Consider alternative compensation models (no tips? try commissions)
- Consider alternative staffing models (realignment of roles or more PT)
 - **Example:** How many fewer servers does the club need if you hire more food runners and server assistants? *Fewer servers may be able to take more tables with more support staff to assist.*



Next Steps...

- Don't wait for candidates to find you. Be intentional, proactive, and creative in your search for talent.
- Take a look at your club's website through the eyes of a candidate.
- Training begins **before** the first work date.
- Be intentional - Set aside time for training.
- Explore innovating your staffing and compensation models.

★ **Share what you learned today!**



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DIGITAL SOURCES



- <https://micda.isr.umich.edu/wp-content/uploads/2020/05/GettyImages-1213090148-scaled.jpg>
- <https://silentshraddha.files.wordpress.com/2018/06/bl.jpg>
- https://www.robintek.com/wp-content/uploads/2018/12/2018-10-12_102718_Avalon-Golf-and-Country-Large.png
- <https://www.tristategate.com/iron-driveway-gates>
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- <https://www.kronos.com/blogs/industry-insights/great-resignation-2021-lessons-learned-hospitality-food-service>
- https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf
- <https://hr-gazette.com/employer-branding-5-ways-to-promote-your-company/>
- Lettuce Entertain You Enterprises Careers (lettucejobs.com)
- Dollar Shave Club Careers (jobvite.com)
- <https://careers.marriott.com/life-at-marriott/>
- <https://www.clubatibis.com/careers>
- https://th.bing.com/th/id/OIP.Trzvtv_5m8vuhQINx6qiZgHaGc?pid=ImgDet&rs=1
- <https://myindianews.com/nurse-anm-recruitment-2021-preparation-for-recruitment-of-2000-nurse-anm-in-jharkhand-see-details/>