



PEOPLE  
EXCELLENCE

# TOURISM EXCELLENCE

## People Excellence

### Fact Sheet – Hints and Tips

Prepared by **VECCI** for **Tourism Victoria**



TOURISM  
EXCELLENCE





Key Point

## WHY STRIVE FOR PEOPLE EXCELLENCE?

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### Key points:

- Tourism is one of our State's most significant industries. It directly or indirectly employs 159,000 Victorians – and it is rapidly growing. By 2016 it is expected to employ another 66,000 workers.
- Staff turnover in the industry is estimated to be about 50% and it can cost up to 20% of payroll.
- Industry research reveals that a majority of employers value personal attributes above qualifications for many positions and that many employers do not equate skills gaps with reasons for the under-performance of their business.
- Effective human resource management doesn't just belong with large corporations. Micro businesses employing only one or two staff are often most vulnerable to problems, because those businesses live or die on the quality of only a handful of people.

### **Negative impact of hiring the wrong staff**

- direct financial costs related to recruitment, training and salaries
- hidden costs such as the poor levels achieved
- lost opportunity
- managers focusing on fixing the problem
- the resulting negative impact on the department/team.

### **Benefits of hiring the right staff**

- reduced staff turnover
  - improved team functioning
  - higher staff morale
  - organisational effectiveness
  - achieving set goals
  - engaging, training and retaining the best possible staff is often the only thing that differentiates a business from its competition
  - on a purely financial basis, good people management has a major bottom line effect on a business
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### Key Point

## RECRUIT STAFF

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### Attracting Staff and your Business Brand

It is important to understand that while you are assessing an applicant's suitability for your role, the applicant is also assessing you and your organisation. Regardless of what state the market is in, the best applicants are likely to have a choice of several employers.

Applicants are also members of the community and may already use your services. Therefore, the perception they have of your organisation can impact, not only on attracting a greater pool of candidates, but on your reputation as a service provider in the wider community.

Key points:

- Perceptions of your business 'brand' influence your ability to attract staff.
- Your recruitment and selection process contributes to applicants' overall perception of your organisation.
- Your actions or inactions during the recruitment and selection process will affect whether the applicant chooses to accept a job offer, and can also affect the perception of those who are unsuccessful.
- An employee value proposition statement documents a combination of **benefits, image and emotional messages** to promote interest in employment. An organisation's employee value proposition communicates what they can offer applicants.



### Hot Tip

### Recruitment Processes

The recruitment process can be broken down into four stages:

- Planning
- Attraction
- The Interview
- Providing Feedback

Key points:

- Ensure you target your recruitment documentation appropriately, depending on the position, the target audience and the purpose of the documentation. Consider:
  - purpose
  - content/facts included
  - type of language used
  - length

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Key Point

## RECRUIT STAFF (continued)

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### Interviewing

Key points:

1. How you conduct an interview has a direct impact on your organisation and the applicant. If you leave an applicant with a bad impression they will view the organisation negatively. If you ask irrelevant or discriminatory questions you may place your organisation at risk of litigation.
2. Selection errors occur when recruiters use informal conversations and conduct unstructured interviews. Mistakes also occur when interviewers fail to document the interview, which can give either the first or last applicant an unfair advantage. A transparent and structured interview process aims to prevent exposure to claims of unfair practices.
3. Using behavioural-based questions will help you elicit specific information about an applicant's skills and experience. Sample questions include:
  - Tell me about a time when you exceeded a customer's expectations. Describe the situation, the action that you personally took and the result or the outcome of the action. **Possible applicant response:**
    - "I was working at a cinema and there was a mother who was struggling with some misbehaving kids whilst also trying to carry drinks and get in the cinema door. I noticed and went over and offered to open the door and carry in their drinks for them so she could manage the kids. She was very grateful and ended up writing a letter to my manager to thank me."
  - Describe a situation where you had to deal with a customer who had a complaint.
  - Describe a time when a situation didn't go right and a customer was disappointed and you had to regain their favour.

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While applicants and panel members may be limited in the time they have to conduct an interview, below are some recommendations for allocating time:

#### Interview opening: 3 minutes

- Introductions
- Explanation of how interview will be conducted

#### Background Review: 5 minutes

- Clarify information contained within the resume – e.g. referees
- Allow applicant to introduce themselves through providing information relevant to the current position (who they have worked for and related positions)
- Their understanding of the role

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Key Point

## RECRUIT STAFF (continued)

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**Behavioural based questions: 7-10 minutes per question (depending on the role level, applicants' communication style and extent of follow up questions)**

- Obtain situation/task, action and result for each of the KSC
- 4 to 5 behavioural questions (based on KSC for the role)

**Motivational Fit**

- Assess the candidates motivational and cultural fit with the organisation.
- Explore the elements that may motivate or interest the candidate
- Confirm the candidate is interested in undertaking challenges and tasks inherent to the role/ organisation
- Assess the candidates personal values relevant to the values of the organisation

**Interview close: 7 minutes**

- Ask applicant for any additional information
  - Describe role/organisation
  - Provide applicant with the opportunity to ask questions of the panel
  - Explain next steps in the process
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Key Point

### Generation Y

The attitude and motivation of generation Y is money related.

- They are the most likely to be working to fund their lifestyle and the least likely to feel that they achieve work / life balance.
- They are most likely to leave their current employer for more money and career development.
- Interestingly they are more likely to stay with an employer who provides more flexible leave arrangements such as salary sacrifice for extended leave periods.
- Generation Y are happy if they are worked harder as long as you pay them more and give them more flexibility with leave.

**Generation Y (18-26yrs)**

Top 3 for Attracting Gen Y's:

- Salary
  - Leave arrangements
  - Quality of Management
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## RETAIN STAFF

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### Key Point

#### Coaching and Mentoring:

- Coaching and mentoring allows employees to thrive in an environment designed to enable their success.
  - It takes advantage of their potential by playing to their strengths while helping them understand their weaknesses.
  - Mentoring builds valuable skills for both the mentor and the employee.
  - Mentoring also serves to retain the more experienced boomer whilst they impart valuable knowledge.
  - Coaching and mentoring promotes the potential of all involved by playing to their strengths and helping them to understand their weaknesses.
  - It allows employers to gradually increase the inexperienced employees' responsibility whilst providing them with honest feedback.
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#### Skill and Knowledge Development

To create a culture in which training and skill development is valued, consider the following:

- Encourage employees to undertake training regardless of age
  - Take employee's different learning styles into consideration
  - Conduct regular skills audits
  - Regularly review the training needs of all employees
  - Evaluate training methods to ensure maximum benefit
  - Gain employee input and ownership
  - If training and development is seen as an integral part of the culture of your business, people of all ages will be more willing to learn and as a result you will have a more engaged and adaptable workforce.
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### Hot Tip

#### Tips

- If you're thinking about retiring or selling your business, make training part of your succession plan. Improving the skills of your staff can make the business more attractive to buyers. If you're planning to sell your business to a family or staff member then training your successor is a good way to make sure they have the skills to run the business successfully.
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Hot Tip

## EXIT STAFF

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### Possible reasons for dismissing an employee can include:

- poor performance
- misconduct
- putting another worker in danger
- refusing to follow instructions
- genuine operational reasons

### What is the difference between redundancy and retrenchment?

These two words are easily confused as the two events can happen at the same time. In simple terms, the employer makes a **position redundant** when its duties are no longer needed to be done by anyone. Once the position is redundant, the **person** doing its duties may either be:

- redeployed (i.e. given another job)
- retrenched (i.e. lose their job and not be offered another)

### Acceptable reasons to make a position redundant

- the business reduces the size of its workforce to save it from going under
- the business no longer needs certain skills, or duties to be performed
- there is a downturn
- there is a merger
- the business is moving to a new location



Key Point

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## Legal Issues

### Resignation

- An employee can resign verbally or in writing. If they resign verbally, it is advisable to provide the employee with a written acknowledgement of the resignation. The minimum amount of notice they have to give you from the date of resignation depends on their length of service, and is set by federal law, their agreement or award. Their award or workplace agreement will also say what they're entitled to when they leave.

### Fair warning

- Every employee should be given the chance to reach the standards you set and be given a fair hearing. Your HR policy should set fair and clear procedures for discipline and dismissal.
- The often quoted 'three-strikes policy' is not a legal requirement, but employees should be given fair warnings to improve their performance and some help if required, e.g. extra training.
- You don't need to give warnings or notice if the employee has committed gross or serious misconduct – see below for more information

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## EXIT STAFF (continued)

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### Notice

- This varies depending on how long they have worked for the business.
- An employer and employee may agree to either end the employment contract without the employee working the required notice period, or agree to a shorter period of notice. If there is no agreement, an employer is required to pay out the notice if they don't want the employee to continue working.

### Final payments

- The employee is entitled to the termination payments under state and federal law, and their award, agreement and/or contract, e.g. unused holiday pay, wages owing, and pro-rata long service leave.
- Note that most businesses with less than 15 staff don't have to pay severance or redundancy pay (except for some pre-March 2004 awards).

### Unfair dismissal

- Unfair dismissal occurs when there's no reasonable reason for the dismissal, or you have not given the employee a warning or a fair chance to improve their performance.
- Another form of unfair dismissal is if the employer makes a position redundant, retrenches the employee and shortly after, hires a new employee to do the same duties.
- Use the Small Business Fair Dismissal Code Checklist as a guide to the right procedure. Keep completed copies as a record you've done the right thing.

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### Unlawful termination

- Unlawful termination applies to all employers when an employee is dismissed or made redundant due to various forms of discrimination, when an employer fails to give/pay proper notice, or when they dismiss 15 or more employees without first notifying Centrelink.



Hot Tip

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### Tip

- After an employee has given notice, check to see if you need to update their position description. You'll need this for their replacement or if you plan to train an existing employee for the role.
- **Visit [www.fairwork.gov.au](http://www.fairwork.gov.au) or call the Workplace Infoline on 1300 363 264 for further information.**

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Source: *Tourism  
Victoria: 'Open for  
Business' Toolkit*

## EXIT STAFF (continued)

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### Some employer's tasks for the employee's last days at the business:

- write a reference or statement of employment
- set aside time for a thorough handover of duties, and if necessary, get them to report in writing any unfinished projects or tasks where lots of detail is involved, e.g. where they saved the files for project XYZ
- fill the job so they can train their replacement in the role
- set up an exit interview. If they are willing, it's a good opportunity to discover how you can improve the business. Use the exit interview template below
- the day after they leave, cancel their computer codes and passwords
- on their last day, make sure they return security passes, uniforms, safety gear, laptops etc.

### General record keeping reminders:

- calculate final payments: annual leave, accrued long service leave
  - check with the Tax Office to see if any part of a lump sum is an eligible termination payment (see Online Tools for the Tax Office tool to check this)
  - superannuation: pay the remaining payment (probably after they leave if you are paying quarterly)
  - remember to include their pay as you go (PAYG) withheld amounts in your next BAS
  - collect any information now for your next fringe benefits tax (FBT) report
  - if a WorkSafe injury insurance claim is current, tell WorkSafe (see External Links)
  - make sure you have their contact details so you can send them their statement of earnings at the end of the tax year
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