HUMAN RESOURCES EVALUATION REVIEW

NO	REVIEWED ITEM	SCORE		NO	REVIEWED ITEM	SCORE	
01	Organisational Structure	6		07	Employee Facilities	44	
02	Recruitment	40		08	Employee Relations	22	
03	New Employees	6		09	Employee Evaluation	10	
04	Payroll	24		10	Administration	20	
05	External Relations	8		11	Training & Development	56	
06	Labour Relation	6		12	Hotel Strategies	0	
					TOTAL SCORE	**242**	

HOTEL: _____

NAME OF HR MANAGER: _____

REVIEWED BY: _____

DATE OF REVIEW: _____

TOTAL SCORE ACHIEVED THIS REVIEW: _____

TOTAL SCORE ACHIEVED LAST REVIEW: _____

OBJECTIVES	RATING		COMMENT
	MAX	ACHIEVED	
01 ORGANISATIONAL STRUCTURE			
- Does the hotel have a current hotel organisation chart?	2		
- Are organization charts according to company policy?	2		
- How are employees made aware of the hotel and departmental	2		
02 RECRUITMENT			
- What procedures are in place for forecasting labour requirements on a yearly basis?	2		
- Is there a detailed manning guide available?	2		
- What is the hotels recruitment policy and procedures - is it documented?	2		
- Do you publish all vacancies on Jobs online + hotel-career?	2		
- What is the "sense and arrival" for the applicant when entering the Human Resources Department?	2		
- Do you have an "employees place employees" program?	2		
- Are there pictures of well-groomed employees on the wall for potential employees to see?	0		
- Are there pictures of other hotels in the group on the wall?	0		
- Where are the application forms filled out? Are there chairs and tables provided?	2		
- How many languages is the application form printed in?	2		
- What additional information is available for applicants to read, when applying for a position?	2		

OBJECTIVES	RATING		COMMENT
	MAX	ACHIEVED	
- Are there specific hours of the day applicants can fill out application forms- are these hours prominently displayed?	0		
- Where are interviews conducted?	2		

- What is the interview process for
    Executive level
    Middle Management
    Entry level
    Expats
	2		

- What tools are used when interviewing?
    Application Form, Interview Checklist
    Job Description
    Training Program, etc.
	2		physical check

- What recognized interviewing skills course is used in the hotel?	2		eg. Corp. Training course
- How many interviewers have completed Interviewing Skills training? What position do they have within the hotel?	2		
- When do you check references and how?	2		
- Who is responsible for reference checking?	2		
- Are assessment tools used when recruiting? If yes, which ones?	2		
- What is the process for notifying the applicant that he/she has been successful?	2		
- What inclusion is in the letter of employment?	2		
- What items are included in the package that is sent to the successful candidate?	2		

03 NEW EMPLOYEES

- How long is the duration of the MIP program?	2		
- Which parts of the VIP program do you realize?	2		
- Does each department has a selection of "Work Supporters"	2		

04 PAYROLL

- How are the yearly manning guides prepared, who is involved in the process?	2		
- How do you measure productivity in the hotel?	2		
- What productivity benchmarks are in place? (Ratios)	2		
-How do department heads work with the Human Resource department on productivity benchmarks?	2		
- How do you control holidays and days off?	2		
- Do you have a hotel based compensation and benefits policy and procedure?	2		
- Is it documented and how often is this policy reviewed?	2		Physical check
- Which salaries do you pay for the different position? What other benefits are additionally included in this salary?	2		
- Are all employees being covered by insurance policies as required by local authorities?	2		
- Is a yearly salary increase policy in place and approved by the Area Management?	2		Physical check
- Are all eligible employees informed about the pension plan?	2		
- What information about retirement plans do they receive?	2		

05 EXTERNAL RELATIONS

- Do you know other hotels salaries & benefits for certain positions in your city/area/country?	2		
- What relationships do you have with Human Resource Directors in competitor hotels?	2		
- What organizations/associations do you belong to that enhance your networking ability?	2		
- What Human Resources publications do you subscribe to?	2		

06 LABOUR RELATION

- How often does the HR department or the department heads meet with representatives of the Labour Bureau or equivalent entity in your city?	2		
- How are senior management informed of industrial relation concerns?	2		
- Who participates in meetings held with unions on employment terms and conditions in relation to bargaining issues?	2		

07 EMPLOYEE FACILITIES

Employee Entrance - Is the employee entrance easily accessible for employees?	2		physical check
- Does the employee entrance have the Mission Statement and Key Issues displayed?	2		physical check
- Is the initial impression of the employee entrance conductive to a warm positive working environment?	2		physical check
Employee Locker Rooms - Are the locker rooms easily accessible for the employees	2		physical check
- What facilities are provided for the employees in the locker rooms?	2		physical check
- Are the employee locker rooms ♦ Well lit, ventilated, Free of odour, Clean, hygienic	2		physical check
- Does the female locker room have sanitary disposal receptacles available?	2		physical check
- Are there sufficient lockers, toilets and showers to fully complement permanent, part time and casual employees?	2		physical check

Employee Restaurant - Do you have an Employee Restaurant committee? Who are the members?	2		
- What is the seating capacity of the employee restaurant?	2		
- What are the operating hours of the employee restaurant?	2		
- Does the Employee Restaurant features the following minimum standards fresh plants, piped music, glassware, chinaware, soft drink dispensers, condiment sets and table napkins?	2		physical check
- Is the employee restaurant adequately manned, well equipped	2		physical check
- Do the General Manager; Executive Chef and Executive Committee members dine in the Employee Restaurant at least once a week?	2		
- Does the menu reflect daily changing "Special" considering dietary requirements for local employees consistent with the culture and religion?	2		physical check
- Is the daily menu planned a week in advance and displayed in the employee restaurant?	2		physical check
- What other facilities are additionally available for the employees in this outlet?	2		physical check
- How often are employee surveys conducted dealing with the employee restaurant?	2		
- When was the employee restaurant last refurbished	2		
- Do the employees have a rest room? If so: What facilities are provided?	2		physical check
Medical - Is there provision within the hotel to seek medical assistance if needed?	2		
- Does each department have a fully stocked First Aid Cabinet? Is the cabinet locked and easily accessible?	2		Physical check

08 EMPLOYEE RELATIONS

Employee Recognition program - How many and which employee events are held each year?	2		
- What employee recognition programs do you have in the hotel?	2		
- What does the employee receive?	2		
- What other internal Marketing you make for your employees?	2		
Employee Communications - How do you communicate news?	2		
- How are employee suggestions handled?	2		
- Is there an employee notice board located in the Employee Restaurant or other appropriate location that is frequently used by the employees?	2		Physical check, actual information?
- Do the notice boards contain the following information: ♦ Energy conservation messages ♦ Safety and Security Awareness messages ♦ Promotional events being held in the hotel ♦ New appointment ♦ Hours Rules, Employee Handbook	2		
- Does the General Manager meet with employees?	2		
- How many times a year are general staff meetings held?	2		
- Does the hotel have daily briefings?Which ones?	2		

09 EMPLOYEE EVALUATION

- What is the evaluation process in the hotel?	2		
- Are yearly evaluations conducted as per policy?	2		physical check
- How do you treat transfer requests from employees?	2		
- How do you evaluate and consider internal candidates for promotions?	2		

- Are exit interviews conducted as per policy?	2		physical check
10 ADMINISTRATION			
- Are all employee records kept in a secure place?	2		physical check
- Do all employee files have relevant information?	2		physical check
- Employee handbook available according to OSM)	2		physical check
- What forms are used for administration purposes within the Human Resource Department? All standard forms in place.	2		
- What is the duration for a reaction to be sent to a candidate?	2		
- Does the Human Resource Department maintain monthly turnover reports?	2		physical check
- Who is responsible to write working certificates and based on what information are they established?	2		
- What check in / check out formalities are in use?	2		
- Is the "Hard key control" implemented according to policy?	2		physical check
- Is there an MBO system in place and if yes, are the targets clear and measurable?	2		physical check
11 TRAINING & DEVELOPMENT			
- Training room available with basic inventory?	2		physical check
- Is a yearly training need analysis conducted covering following areas: ♦ Company Strategy / Mission ♦ Hotel operational objectives ♦ Departmental operational objectives ♦ Customer Satisfaction Reports ♦ Mystery Shopper Reports ♦ Corporate quality reports ♦ Employee appraisals	2		physical check

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- What is the preparation process for preparing the annual training plan and budget?	2		
- What percentage of the training budget is allocated to external consultants? Who are the providers? What topics do they train?	0		Information
- Are these external consultants approved through the: ♦ Corp. Training for educational and leadership development ♦ Regional Training Department for general and technical training	2		
- Who is involved in the training process?	2		
- Who approved the training plan and the budget?	2		
- How is the training plan linked to the company and hotel objectives of the training need analysis?	2		physical check
- How do the General Manager and Department heads support the training department? Are roles and duties defined within the hotel training plan? Action plan? Active participation?	2		
- Is a training plan for "General Training" as per policy in place?	2		
- Are following topics covered within the general training plan: ♦ General Hotel Orientation ♦ Induction (Corporate Induction Program) ♦ Hygiene ♦ Customer Relations ♦ Core Values, Departmental Service Requirements, Hospitality Guarantee ♦ Language courses (where appropriate) ♦ First Aid ♦ Fire, life , health & safety ♦ Availability of Training material and Tools ♦ Training Planning and scheduling in detail for a 6 months period for overall hotel ♦ Co-ordination and monitoring of departmental training (planning and execution)	2		physical check for all

- Who is conducting the general training?
    ♦   Monthly report
    ♦   Yearly report
	2		

- Is a plan for "Technical Skills Training" as per poliy in place?
    ♦   Hotel
    ♦   Departments
	2		

- Are the following topics covered within the technical skill training plan:
    ♦   Training Planning and scheduling in detail for a 2 months period
    ♦   On the Job Training
    ♦   Fire, life, health & safety
    ♦   Hospitality Guarantee
    ♦   Core Values
    ♦   Departmental Service Requirements
    ♦   Daily Standard
    ♦   Specific Departmental Training
    ♦   Front Office
    ♦   Service
    ♦   Kitchen
    ♦   Stewarding
    ♦   Housekeeping
    ♦   Laundry
    ♦   Engineering
    ♦   Sales
    ♦   Hygiene
	2		

- Is the Personnel- orTraining Manager checking the execution of the technical skills training?
 	
    ♦   Monthly report
    ♦   Yearly report
	2		

- Do Department Heads and assistants conduct training? Which topics? Which Department Heads?	2		
- Is SAM implemented in all departments? How are you controlling the implementation?	2		

- Is a development plan for educational training in place?
    ♦   Hotel
    ♦   department
	2		

- Is the hotel training co-ordinator/manager conducting a workshop to inform the GM and the department heads regarding the corp. Training Program: ♦ Target audience ♦ The required prerequisites ♦ The Objectives and topics of the programme ♦ The benefits for the company and the employee ♦ The structure and methodic	2		
- Does each employee have his own training history? Are they part of the employee file?	2		
- Is the enrolment of employees to courses and seminars linked to their personal appraisal talk?	2		
- Is the training effectiveness evaluated? With which methods ♦ questionnaires ♦ Feedbacks ♦ Interviews ♦ others	2		
- Does the training co-ordinator review the CRM report on a monthly basis?	2		
- Does the training co-ordinator / manager make daily tours within the operation to identify training needs	2		
- Is the training co-ordinator checking if the execution of the departmental trainings are taking place according to the plans?	2		
- Is the training co-ordinator / manager participating on the management morning briefing?	0		Information
- Are employees encouraged to attend language courses?	2		Within the internal training offer
- Are cross exposure programmes currently offered to employees (internal / external)	2		
- Is the "Work Supporter" system implemented as per policy?	2		
12 HOTEL STRATEGIES			
- What role does the Human Resource Department have when the hotel business strategies are being developed?	0		
TOTAL SCORE ACHIEVED ALL SECTIONS	**242**		

GENERAL COMMENTS: