

---

# KNOLL HOUSE

---

## **Staff Recruitment and Development Plan**

1. Summary	pg. 2
2. Recruitment Strategy	pg. 3
3. Training & Skills Development Strategy	pg. 4
4. Staff Development & Progression Program	pg. 5
5. Staff Transport Strategy	pg. 6
6. Salary and Package	pg. 6

## 1. Summary

The hotels recruitment strategy will be robust and proactive taking the current political climate and recruitment challenges into consideration. We have shared our plans and consulted with various recruitment specialists within the Purbeck, Poole and Bournemouth area to gain vital insights into the current recruitment climate. Based in these consultations we will be using the best practices to create a recruitment strategy which will be fit for purpose for the new hotel.

As we are proposing a 12 month business, we are therefore creating full time employment all year round. The hotel will have a very strong brand and reputation within the area and industry and will therefore be a very attractive employment opportunity for dynamic, ambitious and hardworking individuals living locally.

We will have very attractive development and training opportunities to attract staff from further afield as well as strong relationships with industry leading consultants. We will also collaborate with educators in the area so we will be able to cherry pick the best of the best from the graduates and students. We will also be targeting part time employees from local areas including university students and young adults to fill the seasonal elements of the business. We are already working with the high school's career departments to plant seeds at a grass roots level to encourage a work ethic and dispel some misconceptions about working in the hospitality industry. We are also developing a 'young adults work experience program' to give young adults (14 to 16 years old) some exposure to the working environment and encourage a strong work ethic at a young age.

One of our further strategies by providing transport is to create work opportunities for groups of people who have previously found it difficult to work e.g. single parents, young adults and adults without transport. The new hotel brand will relate to our target employee demographics as it will have a strong reputation, positive culture, good work life balance and offer a career development program which other hotels don't offer.

As a side note we are also developing (with Purbeck View School) an all-inclusive work placement program for young adults with special needs to give them a positive exposure to the workplace therefore giving them confidence to develop independence and pursue further work opportunities.

## 2. Recruitment Strategy

### Recruitment Brand

A key to having a successful recruitment strategy in the age of the millennials and generation z is having the right 'recruitment brand'. This will resonate and attract ambitious, creative and dynamic talent. Our vision, mission and Values are aligned with this key demographic of employees and will be key to not only attracting good staff but also keeping good staff to commit to the vision of the business.

### Recruitment Partners:

- **Agencies** – We are working in collaboration with key recruitment partners and agencies to ensure we are developing a robust recruitment strategy, understanding trends and using best practices.
- **Purbeck Jobs (Swanage)** – Local advertiser specializing in local recruitment liaising between employees and employers. Purbeck Jobs was created to encourage local employment creating a portal for employees and employers to find each other easily
- **Towngate Recruitment (Poole)** – Hospitality Specialists based in Poole Towngate recruitment will support us in recruiting all levels of staff from all departments including full time and part time employees.
- **Rise Recruitment (Poole)** – Specializing in commercial roles like reception, admin and accounts. Rise also consult with business to ensure they are adapting the best practices for the current market.
- **Consultants** – We are also working closely with industry leading consultant – Stuart Gillies to help us develop and implement our chef recruitment strategy as well as our Food and Beverage concepts. <https://www.thecaterer.com/articles/529611/stuart-gillies-to-launch-solo-restaurant-business>

### 3. Training and skills development Strategy

Our workplace training and development strategy is designed to target various skills levels from the local area to support the hotel at all levels of employment from part time Junior positions all the way through to senior management roles.

#### Development and Training Partners – Grass roots to Middle Management

We will be working closely with educators at all levels to encourage a recruitment and training program aligned with the local training providers including:

- **High Schools** – we have partnered with local high school career teachers to create work placement opportunities and encourage an interest in the hospitality industry at a grass roots level. This will encourage part time employment during weekends and school holiday periods to fill junior positions within the hotel – The Swanage School and Poole High School;
- **Colleges** – We have partnered up with Poole and Bournemouth College Hospitality department as well as White Pepper Chefs Academy to create apprenticeships and work placement programs for graduates during and post studies – this will make the hotel a very attractive place not only to work but also to develop and gain qualifications at the junior. The apprenticeship program will target junior roles within the kitchen as well as the reception, restaurant, bar and housekeeping department;
- The Bournemouth and Poole college are also developing leadership courses which will develop the junior management roles within all departments;
- **Universities** – We have partnered with Bournemouth University to offer management work place experience for students as well as post graduate positions within the hotel – this will help us to fill our junior and middle management positions; and
- **NVQ Training Providers** – We have partnered up with Hit Training who we will be working closely with to create further training opportunities for our staff. They are specialist hospitality training providers to provide the soft and hard skills required for a staff member to succeed in the industry.

## **4. Staff Development and Progression Program – Grass Roots to Senior Management**

In collaboration with our training partners we have developed an in-house training program which will enable all staff members the opportunity to develop, learn and grow within the business. This program will encourage skills development on all levels for staff to gain a better understating of the business. For those who are interested to develop and grow with an ambition of becoming a manager they will have the opportunity to apply for the management and leadership program. This program will give an ambitious employee the opportunity to learn and develop the essential skills to become an effective manager. The Program will run for approx. 4 years with a goal of achieving a junior management position.

**Phase 1** - An induction program to introduce the employee to the company values, culture and expectations.

**Phase 2** - Work Placement Program – a minimum of 6 months placed in various departments working closely with a mentor to gain a full understanding of all aspects of the operations. Staff will either work across various department or choose a specialist field to focus on. This will cover departments like Food & Beverage, Rooms (Housekeeping, Front Office, Guest Services, Reservations), Culinary Finance and Accounting, Human Resources.

**Phase 3** – Institute of Leadership and Management (Level 2) - Graduates of Phase 2 will be able to apply for a Leadership management Course (2 year Modular course) conducted by our NVQ training provider Hit Training - <https://hittraining.co.uk/> while working within the hotel and gaining vital knowledge gaining on the job training this modular course will be run alongside the work place experience. The training provider will conduct regular site visits to monitor the progress of the training program.

**Phase 4** - Work Place Qualifications – Through the training and development process the company will facilitate a series of short courses to ensure the employee gains the required knowledge and skills to be an effective manager.

1. First Aid Level 2
2. Health and Safety at the Workplace
3. Legionella and Legionnaires disease Awareness
4. Asbestos Awareness
5. Permit to Work Training
6. COSH Training
7. Manual Handling Training
8. Allergen Awareness
9. Food Safety Level 2 and 3
10. Wine and Spirit Education Trust (WSET)
11. Barista Training
12. Cocktail Training

**Phase 5** – Placement, successful graduates of the program will be placed in a position at the hotel or have the opportunity to be placed at one of the other properties within the group.

## 5. Staff Transport Strategy

- **Staff Bus service** – We will be purchasing an electric bus which will run to Poole on a schedule every 2 hours to drop off and pick up staff. This schedule will be tied into the working rota and designed around the peak traffic periods to ensure the peak traffic periods don't impact the operation. This will give us the opportunity to recruit staff who previously would not be able to work – eg. Staff without transport  
<https://www.mellor-coachcraft.co.uk/product-range/electric-bus/>
- Not only will the bus service add a convenience element but it will also add a financial gain to the employment package which will make working at Knoll House even more attractive.
- **Cycle to work scheme** – The company is currently exploring the various options available to choose from and will have this scheme available for any staff member to take advantage of. This is something we will actively encourage as regular exercise will not only have benefits to our employee's health but also to their energy levels and work place motivation.

## 6. Salary and Package

- As one of the only luxury hotels in the area we will be able to offer very competitive packages compared to other operators which will put us in a very strong position to recruit locally.
- Incentives – we will be running ongoing incentive programs to reward staff performance and encourage staff to achieve targets. This will help staff to be able to earn more while helping the hotel be more successful.
- Service Charge – On top of basic pay all the staff will get a share of the service charge paid by the guests.
- Pension – the company will contribute towards the staff pension programs
- A pledge to encourage our fellow operators to pay a fair living wage no staff member at Knoll House will be paid minimum wage.
- Intercompany discounts for services, facilities, food and Beverage