CONCEPT

Hospitality HR Management: Hotel Workforce Planning, Talent and Retention

22 – 26 March 2027
London - Central London four-star



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Ref: 873_20847 **Date:** 22 – 26 March 2027 **Location:** London - Central London four-star **Fees:** 23000 SAR

Introduction:

Hospitality HR management is tested every week a hotel runs short at check-in peaks, rehires the same housekeeping posts every season and watches banquet overtime erode margin while trained colleagues leave for the property next door. This Core Concept course gives hotel HR managers and department heads the methods to forecast labour by occupancy, staff seasonal and part-time rotas, recruit at volume for service attitude, multi-skill teams, distribute service charge fairly, house and look after colleagues and read turnover data. Participants produce a Hotel People Plan with a staffing model and retention actions for a case hotel.

Course Objectives:

- Profile a hotel workforce by department, contract type, nationality mix and seasonality to locate staffing and turnover pressure points
- Convert occupancy, covers and event forecasts into labour standards, rotas and a flexible pool of seasonal, part-time and casual colleagues
- Run high-volume recruitment, service attitude assessment and brand service standards onboarding for frontline hotel roles
- Design multi-skilling, service charge and tip distribution rules, recognition schemes and staff accommodation standards that hold frontline teams
- Analyse turnover, labour cost per occupied room and career moves across properties to target retention and succession actions
- Build a Hotel People Plan with a staffing model and retention actions for a case hotel

Target Audience:

- HR managers who staff, pay and retain frontline teams in hotels and resorts
- HR business partners supporting rooms, food and beverage and engineering divisions of hotel groups
- Department heads who set rotas and hire for front office, housekeeping, kitchens and banqueting
- Cluster and regional HR leads who share recruitment, training and talent pools across several properties
- Learning and service quality managers who induct new colleagues and train brand service standards

Course Outline:

Day 1: Hotel Workforce Profile and People Baseline

- Hotel Workforce Characteristics: Shift Work, Youth Entry, Expatriate Mix and Seasonality
- Department Headcount Map: Rooms, Food and Beverage, Engineering, Spa and Back of House
- Contract Mix Register: Full-Time, Part-Time, Seasonal, Casual and Outsourced Colleagues
- Turnover Rate Calculation: Voluntary and Involuntary Leavers Against Average Headcount
- Hotel People Baseline Checklist: Vacancies, Overtime, Agency Hours and Exit Reasons

Day 2: Occupancy-Driven Labour Planning and Staffing Models

- Labour Standards per Occupied Room, per Cover and per Banquet Event
- Occupancy and Events Forecast Conversion Into Weekly Departmental Rotas
- Fixed Core and Variable Flex Staffing Model for Peak and Low Seasons
- Seasonal Hiring Calendar, Casual Pool and Pre-Opening Recruitment Timeline
- Multi-Skilling Training Matrix, Job Rotation and Skill-Based Pay Steps

Day 3: Recruiting, Onboarding and Rewarding Service Teams

- High-Volume Hiring Days, Referral Schemes and Hospitality School Partnerships
- Service Attitude Assessment: Situational Judgement Questions and Guest Role Tasks
- Brand Service Standards Onboarding and Buddy Plans for the First Ninety Days
- Service Charge and Tip Distribution: Pooling, Points Allocation and Transparency Rules
- Frontline Recognition: Colleague of the Month, Guest Comment Rewards and Peer Nominations

Day 4: Retention Risks, Colleague Welfare and Multi-Property HR

- Turnover Analytics: Early Leaver Rates, Leaver Cohorts and Cost of Replacing a Room Attendant
- Staff Accommodation Standards, Transport, Meals and Welfare Inspections
- Stay Interviews, Exit Interview Coding and Engagement Pulse for Shift Workers
- Career Paths Across Properties: Internal Transfer Rules and Talent Pools
- Cluster HR Shared Services, Succession Charts and Pre-Opening Team Seeding

Day 5: Case Hotel: People Plan, Staffing Model and Retention Actions

- Case Hotel Data Pack: Occupancy Curve, Rota Hours, Leavers and Guest Scores
- Labour Cost KPI Dashboard: Payroll per Occupied Room, Overtime Share and Agency Spend
- Staffing Model Build: Core, Flex and Cross-Trained Positions by Department
- Retention Action Plan With Owners, Milestones and Turnover Targets
- Hotel People Plan Presentation to a Mock General Manager and Owner Panel

Skills You Will Gain:

- Hotel Labour Forecasting
- Rota and Flex Pool Planning
- Volume Recruitment Management
- Service Attitude Assessment
- Cross-Training Programme Design
- Service Charge Allocation
- Hospitality Turnover Analytics
- Colleague Welfare Management

Why Attend This Course:

- Leave with a Hotel People Plan, staffing model and retention actions tested on a case hotel
- Match rota hours to occupancy swings instead of carrying idle hours in low season and overtime in high season
- Settle service charge, accommodation and recognition questions that most often push frontline colleagues to resign
- Compare hotel HR practice with peers from city hotels, resorts, serviced apartments and multi-property groups

Conclusion:

Hotels keep service consistent when staffing follows the occupancy curve, new colleagues reach brand standard quickly and frontline teams see fair pay distribution, decent housing and a path to promotion. The course moves from the hotel workforce profile and turnover baseline, through occupancy-driven labour standards, flex staffing and multi-skilling, to volume recruitment, onboarding, service charge distribution and recognition, then turnover analytics, welfare and HR across several properties. The final day produces a Hotel People Plan with a staffing model and retention actions for a case hotel.