CORE CONCEPT

Hotel People Strategy Course: Strategic HR Management, Labour Cost and HR KPIs

16 – 20 November 2026
Dubai - Five-star CBD venue

Hotel People Strategy Course: Strategic HR Management, Labour Cost and HR KPIs

Ref: 2175_31066 **Date:** 16 – 20 November 2026 **Location:** Dubai - Five-star CBD venue **Fees:** 19500 SAR

Introduction:

Strategic HR management for hotels and resorts, covering people strategy, labour cost and KPIs, is a 1-week course for HR directors, cluster HR leaders, general managers and executive committee members, ending with a Hotel People Strategy and HR Scorecard for a case group. Owners lose profit and service consistency when HR plans ignore the business plan and labour cost is managed only by cutting hours. Nominees already lead people decisions in a hotel or group, and teaching is by case study on business plans and labour data. CoreConcept Training Center delivers this strategic HR course.

Course Objectives:

- Translate the hotel business plan and owner targets into people priorities and an HR strategy
- Choose HR operating models and organisation designs for single properties, clusters and pre-opening hotels
- Set labour cost and productivity targets using payroll ratios, labour cost per occupied room and staffing guides
- Define HR KPIs and build people dashboards that owners and executive committees can act on
- Plan executive succession, the employer value proposition and service culture initiatives
- Produce a Hotel People Strategy and HR Scorecard for a case hotel group

Target Audience:

- HR directors responsible for people strategy in a hotel, resort or hotel group
- Cluster and regional HR leaders responsible for HR across several properties
- General managers responsible for linking people decisions to hotel results
- Executive committee members responsible for departmental labour cost and leadership succession
- Owners' and asset managers' representatives responsible for reviewing HR results and labour productivity

Course Outline:

Day 1: Hospitality People Strategy Foundations

- Hotel Business Plan and Owner Targets as HR Inputs
- Best-Fit Versus Best-Practice HR Approaches in Hospitality
- Hospitality Labour Market Drivers and Workforce Risks
- Service Climate Links Between People Practices and Guest Results
- Current HR Maturity Assessment for a Hotel or Group

Day 2: HR Architecture and Strategic Models

- High-Performance Work Systems Applied to Hotel Operations
- HR Operating Models for Single Properties and Clusters
- Cluster HR, Shared Services and Property HR Role Split
- Employer Value Proposition Design for Hotel and Resort Talent
- Organisation Design for Pre-Opening and Multi-Property Structures

Day 3: Labour Cost, Productivity and HR Metrics

- Payroll as a Percentage of Revenue by Department
- Labour Cost per Occupied Room Benchmarks and Drivers
- Staffing Guides as Strategic Labour Productivity Levers
- HR KPI Selection for Owners and Executive Committees
- People Dashboard Design Linking HR and Financial Results

Day 4: Leadership, Culture and Strategic People Risks

- Executive Committee Succession and Leadership Pipeline Planning
- Service Culture Strategy and Culture Measurement Tools
- Pre-Opening Ramp-Up Hiring and Training Risk Plans
- Labour Cost Cutting Versus Service Quality Trade-Offs
- Strategic People Risk Register for Hotel Groups

Day 5: Case Study and the Hotel People Strategy and HR Scorecard

- Case Group Business Plan Translated Into People Priorities
- Case Organisation Structure and Labour Productivity Targets
- Case Employer Value Proposition and Succession Plan
- Case HR Scorecard and Owner Dashboard Build
- Hotel People Strategy and HR Scorecard Completion and Presentation

Skills You Will Gain:

- People Strategy Alignment
- HR Operating Model Design
- Hospitality Organisation Design
- Labour Productivity Analysis
- HR Scorecard Design
- Executive Succession Planning
- Employer Branding
- Service Culture Leadership

Why Attend This Course:

- Deliver a Hotel People Strategy and HR Scorecard to the general manager, the owner and group HR leadership
- Decide where to invest in people and where to reset labour targets by reading productivity and HR KPIs together
- Avoid labour cost cuts that damage service, copied structures that do not fit the property and gaps in executive succession
- Brief department heads on labour targets, culture priorities and scorecard measures from the course

Conclusion:

Back at work, the participant presents the Hotel People Strategy and HR Scorecard to the general manager, the owner or asset manager and group HR leadership. They use it to approve the organisation structure and labour productivity targets, agree HR investment priorities and confirm succession cover for executive committee roles. After the first two quarters, the unit should review scorecard results against the business plan, read labour cost and service measures together and adjust the people priorities that are not moving results.

Frequently Asked Questions FAQ:

What should participants know before a strategic HR management course for hotels and resorts?

Participants should already lead HR or people decisions in a hotel, resort or hotel group. Bringing an anonymised business plan, organisation chart, payroll report or HR dashboard from their own property makes the case work directly useful.

How does strategic HR management for hotels and resorts differ from an operational hotel HR course?

Operational hotel HR courses cover recruitment, rostering, onboarding and retention inside a property. This course works at executive level: linking people strategy to the business plan, organisation design, labour productivity targets, HR scorecards for owners and executive succession.

Why does strategic HR management for hotels and resorts use labour cost per occupied room?

Labour cost per occupied room links payroll to business volume, so leaders can compare properties and periods fairly. Read with payroll as a percentage of revenue and service measures, it shows whether productivity gains are real or are eroding the guest experience.

What do participants take back from the strategic HR management course for hotels and resorts?

Participants take back a Hotel People Strategy and HR Scorecard with people priorities, an organisation structure, labour productivity targets, an employer value proposition, a succession plan and an owner dashboard they can adapt to their own hotels.