

Overcoming staffing challenges in the hospitality industry using innovative talent management practices

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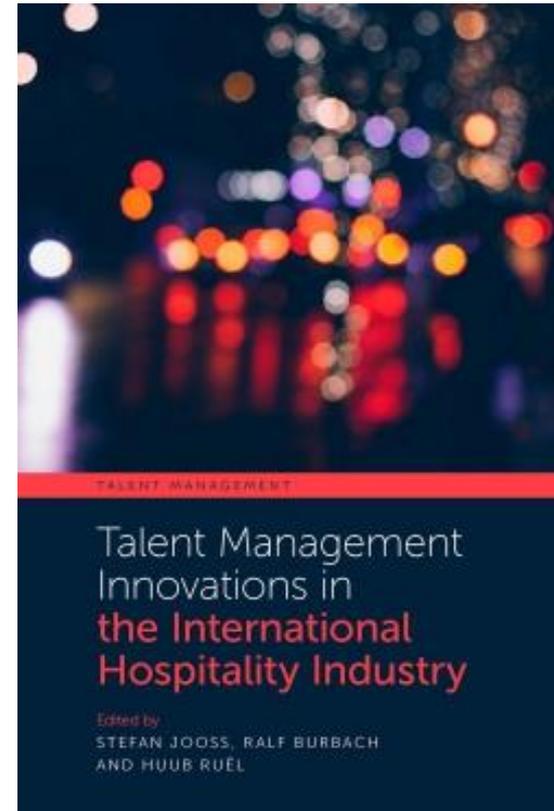
John Lohr, Hosco

EuroCHRIE Webinar, 26 January 2022



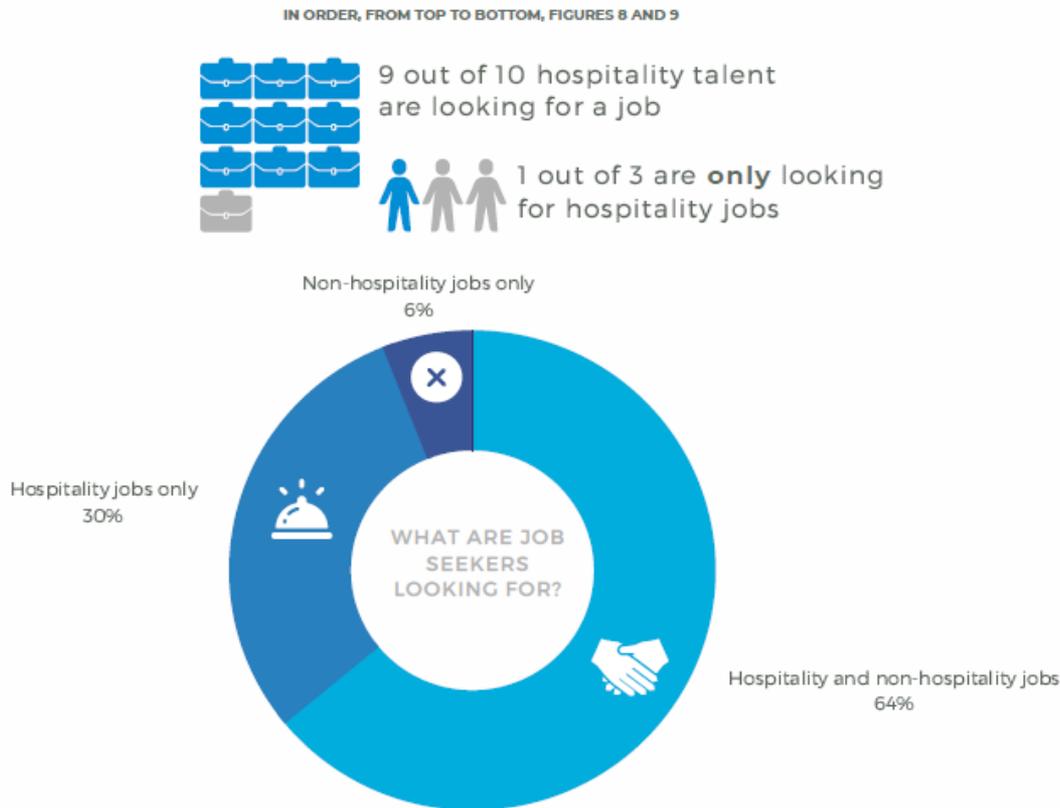
1. Talent Management

- We see **talent management** as the attraction, identification, development, retention, and deployment of talent.
- Many **hospitality organisations struggle** to manage their talent effectively.
- Identifying committed talent remains a key challenge in an industry with high staff **turnover rates**. Employees leave organisations due to excessive workloads, a poor work-life balance, limited career progression, and a lack of compensation, commitment, or trust.



Emerald Publisher, July 2021

2. Context – Why Does it Matter?

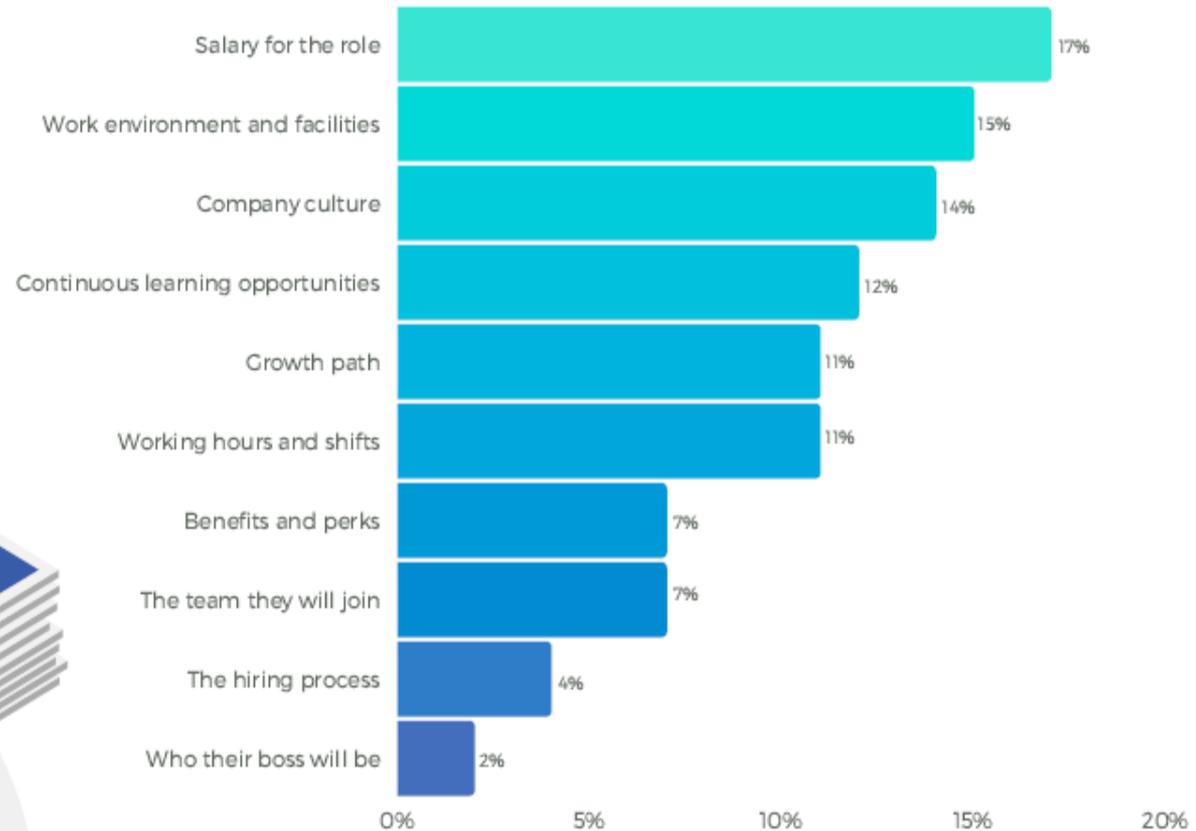
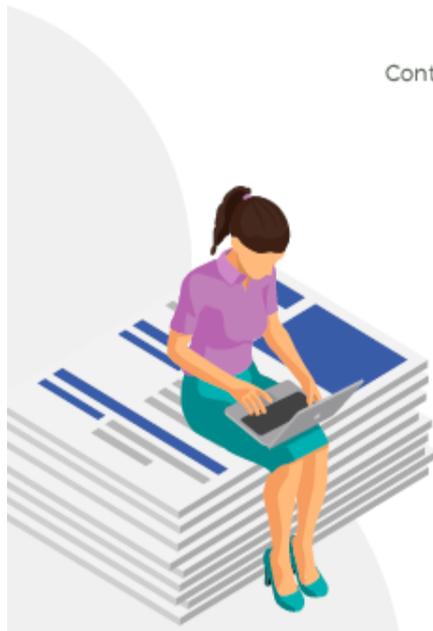


Hospitality employers have the **opportunity of getting back the talent lost** at all levels, from current students to managerial professionals.

However, the **competition** to secure the best candidates will only get more **challenging** as the industry recovers.

Hosco, May 2021

3. Job Seekers - Key Drivers of Job Applications in Hospitality



Hosco, May 2021

4. Job Providers – Employer Priorities and Activities



Hosco, January 2022

4. Job Providers – Employer Hiring and Headcount Recovery



Hosco, January 2022

5. Some Approaches to Talent Management

- Establish talent **pipelines**; respond to today's talents' **needs** (CH1)
- Drive business innovation through **bottom-up** idea **development** (CH2)
- Widen firm-level talent pools through industry **coopetition** (CH3)
- Build on the strength of **employer branding** to attract/retain talent (CH4)
- Take **mentoring** seriously connecting employees with networks (CH5)
- Provide employees with development options and **career paths** (CH6)
- Enhance **employee value proposition** (CH7)