



Takeaways from the Hospitality and Recreation Roundtable on 1/25/17

How to Read: the red text are the **Gaps / Needs Improvements** identified by the businesses, the green text are the **Possible Solutions / Recommendations** identified by the Businesses. Black text are the general comments that apply to the section.

1. Key characteristics that Employers are looking for:
 - a. Great communication skills and presentation to the public
 - b. Bi-lingual
 - i. **Especially Japanese and Chinese**
 1. Copy organization will bring in interns from China to work and help visitors from around the world
 - c. Trusted individuals
 - d. High School Students as business wish to get young people started in the career field in hopes that they will stay and grow within in it.
 - i. Need self-initiative, accountability factors and learning work ethics
 - e. Logistical thinkers
 - i. Trying to find individuals that can look at the end project (i.e. event) and work out the steps it will take to get there
 - f. Confidence
 - i. **This is often missing from individuals coming from Worksource**
 1. For various reason, (retraining, layoff, LTU)
 - a. **Worksource should be looking for a mechanism to build this within its clients**
 - g. **Functional resumes rather than traditional**
 - h. Applicants need to read the full application directions
 - i. **Often times they apply and are missing 1-2 items requested**
 - i. **Having a LinkedIn account**
 - i. Shows employers that you have some knowledge about the workforce.
 - j. People with passion
 - k. Customer service attitude
 - i. Skills can be taught, attitude can't be taught
 - l. Work ethic
 - m. They hire personalities, not skills
 - n. Good communication skills
 - o. Tulalip has a different approach
 - i. They will hire most people who are authorized to work (including non-tribal members) and will work with the individual to gain skills
 1. Important note: only 10-15% of Tulalip Resort employees are tribal members



2. What skills are generally missing from job applicants?

- a. Customer service skills
- b. Problem solving skills
- c. Passion (especially in younger generation)
- d. Hard time keeping employees at the job
- e. Follow through
- f. Time management skills
- g. Basic computer skills with office software
 - i. Can't do spreadsheets
- h. Basic phone etiquette
 - i. Email etiquette is important too.
- i. Applicants need to be timely for interviews
 - i. Need to show up
 - ii. Return calls
- j. Ability to compartmentalize personal problems/issues from work

3. Retention of employees

- a. Trying to instill an ownership mentality
 - i. Treating this job, this person as if it were their own company
- b. Employees who know how to follow-up with customers, goals and objectives given to them
 - i. Finding the employees that will not only check things off a task list, but think beyond that, and fill in gaps
- c. Employers need to be educated in the difference between generation
 - i. they need to understand what is important, how it affects advancement
- d. They want to retain employees that are career-driven
 - i. Will do the job they were hired for, but are also willing to grow and develop in the career
 - 1. That they show initiative.
- e. Mentoring is very important to both the employee and employers
- f. When people are hired they are told that the schedule is flexible
 - i. but they do ask that change requests be made in writing
- g. Some of the businesses have a push for education
 - i. will also help with scholarships
 - ii. Many housekeepers are in ESL classes and their class time changes as they move up in school so hotel is flexible especially if the employee is a good worker
 - iii. Will reimburse up to \$2,000 a year for tuition
 - 1. Also have scholarships for sons and daughters



- iv. Some businesses encourage staff to attend the WSU/Everett Campus hospitality program.
 - h. Lots of turnover in entry level positions like housekeeping
 - i. Part-time “operations staff” (code for manual labor) set-up and take-down of events, but can’t guarantee hours
 - j. Seasonal workers (ebbs and flows in industry so it’s hard to keep good staff during the off-season)
 - k. Retention is important
 - i. It would be nice to work with other locations and “piece together” seasonal work.
 - ii. Many staff are part-time and seasonal
 - 1. big push is winter and the Silver-Tips
 - a. Wish could “share” employee with other location in off season so employee would come back in winter, for example.
4. Specific occupation/position that are in constant need?
- a. Housekeepers
 - b. Food service
 - c. Event managers
 - d. Valet workers
 - e. Retail sales associates
 - f. People to work the floors at hotels, restaurants, and casinos
 - g. Small vendors can’t afford to hire
5. From an employer standpoint – what attracts you to your job and keeps you there
- a. Enjoyment of working with people and having fun doing that
 - b. Working a job that is multi-faceted
 - i. allows you to wear different hats on different days
 - c. Working for the betterment or enjoyment of a community and getting local businesses engaged
 - d. Knowing that you have the skills and knowledge to do your job and do it well
 - e. Passion for what you love and being able to do this every day.
 - f. People who “stick with it” usually have a passion for customer service and feel compelled to stay
 - g. Organizational culture can play a big part of why people stay
 - i. Supervisors that know how to coach and mentor
 - h. Culture begins at the top and filters down. “Say what you mean and mean what you say.”



- i. Some companies have internal training programs which provides employees with gateways to other jobs with better earnings.
 - j. We treat guests as families and have a lot of “return” guests and have a less corporate environment
 - k. Each day is different, keeps it fresh and exciting
 - l. Want guests to have a good time and come back
 - i. We do see a lot of return Silvertip fans – this is a “warm and fuzzy” feeling for staff
 - ii. They also have partner hotels that they refer attendees to.
6. What type of life skills are desired?
- a. Something that indicates commitment (i.e. school extracurricular activity, scouting, held a job for some length of time)
 - b. Confidence
 - i. even if they aren’t actually confident, but just portraying confidence (“fake it until you make it”)
7. WorkSource system useful?
- a. Some employers hold hiring events at WS Everett (Tulip)
 - b. Others use labor ready for housekeepers and operations staff
 - c. Some use agency that contracts with foreign students
8. Gaps in hiring positions and experience with WorkSource
- a. Need new job descriptions
 - b. We want a breath of experience in multiple departments and varied experience
 - c. Also want previous supervisory experience
 - i. It is hard to teach someone to manage
 - d. Where we post our job openings depends on what position we are posting
 - i. Often we use Craigslist
 - ii. ZipRecruit (for hospitality)
 - iii. We get good candidates from Indeed.
 - 1. We are looking for front desk people and maintenance.
 - e. We need skilled maintenance because it takes a lot of time and cost to train new people
 - f. Referrals from Work Source have not been good.
 - g. We have used Work Source for job fairs but do not have a contact there
 - i. We have had -0- hires from the job fairs though.
 - 1. So we then use Indeed, H-Careers and LinkedIn for managers
 - h. Corporate Office has accounts and discounts with hiring sites – so they use them a lot
 - i. WorkSource has too much information on their site (think WorkSource WA)



- i. Staff that are being laid off are more comfortable talking with internal staff than WorkSource
 - 1. HR staff tried to educate self from website
 - a. Site take too long to surf
 - b. Too overwhelming
 - c. Site is not as intuitive as she hoped
 - d. Difficult to print the calendar of classes
 - i. Had to cut and paste too much
 - e. Very frustrating
 - f. User wants it to be more user friendly
 - j. Did not even know about WorkSource
 - i. Just received an invite to this meeting
9. Advancement Opportunities
- a. When interviewing, managers are looking to see if a candidate could eventually be a supervisor or manager to build the workforce pipeline.
 - b. Employees who take the initiative “step-up” are typically made supervisors.
 - c. Cross-training is important and can help keep good staff during the slow periods (e.g. train housekeepers in food & beverage)
 - d. We will give out responsibility changes, but not title changes to help a person grow
 - e. We want to be “Champion of Market” – we value internal growth, we have many new hotels and want to grow managers. We created “lead positions” which were added to their job titles with an addition \$1 an hour.
 - f. All employers want to grow employees
 - g. We grow employees who want to learn and have initiative
 - h. For employees to move into supervisory or management they must demonstrate good communication skills, people skills and customer service
 - i. Attitude and work ethic will advance an employee more than anything else
10. Does the Seattle hourly wage attract your staff to leave?
- a. The \$15 an hour wage has been so broadcasted (even though Seattle previously paid more) that it does make staff want that salary
 - b. Training is expensive and it is easy to lose staff
 - c. Our employees don’t want to commute to Seattle – they live here
 - d. Most employees live in this area
 - e. Hospitality is a low wage career so people leave to make more money in other industries; \$15/hr minimum wage in Sea/King makes it very hard for businesses in South Snohomish County to retain good employees