

Chapter 3

Human Resources Management: Recruiting, Retention, Diversity, Inclusion, and Outsourcing

ABSTRACT

This chapter presents the human resources department's critical role for foodservice operations, which are very labor-intensive by nature. The chapter introduces the reader to what it takes to be successful in human resources management, H. R. manager's role, and its role in the operation and its relationship with other departments. The content includes planning, organizing, staffing, leading, and controlling in the context of H.R. management. Most importantly, it emphasizes the importance of knowing the federal equal employment opportunity legislation and the employee occupational safety and health regulations. It makes recommendations for developing training manuals, job descriptions, employee policy manuals, and applications. In addition, it proposes strategies as to how and where to recruit the best-qualified employees and retain them. Lastly, it shows practical examples of proficiency in forecasting human resources demand by using mathematical formulas and directions and makes the reader aware of the challenges and opportunities of the human resources manager.

A. INTRODUCTION TO FOOD AND BEVERAGE HUMAN RESOURCES

In any organization, there is someone responsible for the welfare and performance of the people who are a part of the operation. When a person or a team of individuals engage in setting and managing policies that impact everyone associated with the company, they are engaging in *personnel management*, typically referred to as (H.R.) *human resources management*.

A personnel manager's function is multitasking; however, the primary responsibilities involve the recruiting, retention, and management of the firm's personnel. One aspect of a company is an organization that unquestionably requires the input of effective personnel management is the drafting of the "Employee Handbook." Also, establishing operation policies and procedures, requirements for employment, recommendations for employees' advancement, disciplinary procedures, guidelines for dismissals and promotions, and ensuring compliance with the state and federal employment laws. Depending on

DOI: 10.4018/978-1-7998-4342-9.ch003

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the organization's size, it may be possible for one person to handle the personnel management functions. In a larger organization, there is a more structured personnel management team.

Is there a difference between Human Resources Manager and Personnel Manager? According to experts in the field, there is no difference between the two. The terms are more than often used interchangeably. Personnel management is considered more administrative, dealing with payroll, complying with employment law, handling related tasks, and tactical focus. Personnel management typically seeks to motivate employees with perks such as compensation, bonuses, rewards, and the simplification of work responsibilities.

Human resources management (HRM) is considered more strategic and involves more managing a workforce as one of the primary resources that contribute to an organization's success. HRM incorporates and develops personnel management tasks while seeking to create and develop workers for the organization's benefit. The goal of human resources is to enable employees to work to a maximum level of efficiency. Human resource management holds that improved performance leads to employee satisfaction.

The responsibilities in human resources management encompass several people-oriented functions, including but not limited to:

- Human *Capital* Management
- Job Design
- Recruitment
- Selection
- Orientation
- Retention
- Appointment and Induction
- Performance Management
- Training
- Retraining
- Cross-training
- Management Development
- Job Evaluation
- Administration of Wages and Salaries
- Incentives
- Fringe Benefits
- Labor Turnover and Termination of Employment
- Employee Relations
- Union contract negotiation
- Union representative's relationship
- Labor relation
- Human Resource Planning, Records and Statistics
- Labor Costs and Productivity
- Organizing Human Resources
- Managing People
- Managing in an International Context
- Customer Care and Quality
- Managing the health care program and employee benefits

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