Instructions

The following section presents the second mandatory component for LYCAR –To be able to complete the full assignment, this report contains the following sections: the context, reason for conducting the assignment, main questions. Through the results analysis conclusions and recommendations will be drawn to be able to reach the point of discussion.

* **Context**

The assignment will be conducted for the Human Resources Department of Hilton, specifically for the region of Continental Europe. Hilton is one of the biggest and most well-known international hotel chains. The company operates 18 brands “over 6,000 hotels, resorts and timeshare in 119 countries and territories” (Hilton, 2020c).

Although Hilton has lately been awarded with many recognitions for being a top employer (Hilton, 2020a). These awards include but are not limited to:

* 2020 Fortune Best Companies to Work for® - U.S. - #1
* 2020 Forbes America’s Best Employers for Diversity
* 2019 Great Places to Work, Italy - #1
* 2019 Best Workplaces for Innovation – Italy - #3
* 2019 Great Places to Work for Women – Italy - #10
* 2019 Best Workplace for Women - U.S. - #1
* 2019 World's Best Workplaces - Fortune, Great Place to Work® - #2
* 2019 Best Workplaces in Europe (For wins in Germany, Italy, Netherlands, Turkey, UK) - #10
* 2019 Best Workplaces for Millennials – U.S. - #2
* People's 2019 Companies that Care - #18
* 2019 Workforce World’s Top 100 Companies for HR - #12
* 2019 DiversityInc Top 50 Companies for Diversity - #4
* 2019 Fortune Best Companies to Work For® in the U.S. - #1
* 2019 Great Places to Work, Best Multinational Workplaces in Europe - #10

Hilton is also known as a company that it invests in people through various initiatives and programs such as improving the physical spaces Team Members work in, travel benefits, parental leave, and personal and professional development (GPTW, 2018; Hilton, 2020b). All of these programs support their approach to creating meaningful opportunities to all Team Members and putting them at the centre of their business as stated on the mission statement *“To be the most hospitable company in the world – by creating heartfelt experiences for Guests, meaningful opportunities for Team Members, high value for Owners and a positive impact in our Communities”.*

* **Reason for research**

Despite the outstanding reputation as an employer worldwide, Hilton continues to struggle with the issue of turnover in the industry. As part of 2019 objectives, the company focused on reducing turnover in every property in Continental Europe.

More specifically, in 2019 for the HR Managers one of the objectives was:

*“Based on your current Hotel turnover, as per EMEA dashboard, the target is to reduce by 10% your 2019 figure”* (Salvo, 2019)*.*

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| --- | --- |
| **Turnover Reduction** | **Individual Objective Rating** |
| Achievement % | Achievement % |
| Max (15%) | Exceptional (150%) |
| Target to Max (12.5%) | Exceeds Expectations (125%) |
| Target (10) | Meets Expectations (100%) |
| Threshold to Target (7.5%) | Partially Meets Expectations (75%) |
| Threshold (5%) | Partially Meets Expectations (50%) |
| Below Threshold | Does Not Meet Expectations |

In 2019, in Continental Europe there were 57 hotels in 24 countries. Moreover, the average comparable 2018 turnover for those hotels was X %. Therefore, the target was to arrive to X % (waiting for final data).

It is important to highlight that the figures of Turnover analysed are based on the EMEA Dashboard, a document that the hotels need to submit on a monthly basis to the region. This calculation includes all leavers with the exception of transfers within other Hilton properties (meaning that the exit of seasonal workers is included, as well as involuntary turnover).

This objective was presented to us during an HR call. Although there were no specific figures to measure the turnover within the first few weeks and months the Director of Human Resources Continental Europe asked us to focus on the Onboarding and Offboarding process.

The hotel I currently work at, Hilton Lake Como is part of the Continental Europe region and our 2018 turnover was 62.1% and therefore our target was 52.1%. As Hilton Lake Como opened its doors in 2018 there was not yet a clear and strict Onboarding process, therefore I found this time to be the perfect moment to reshape our own Onboarding practices.

* **Goals for Assignment**

In order to ensure a value adding outcome of the research, specific goals have been formulated for the client and the research itself.

|  |  |
| --- | --- |
| Goal of the client | Gain insight on how an improved Onboarding process can help reduce employee turnover |
| Goal of the research | Provide an advice report on the improvement of the Onboarding process |

- Employee Experience

- Onboarding Process

- Employee Turnover

- Employee Retention

- Employee Engagement

- Socialization / integration

- EBSCO database

- Deloitte Whitepaper, other big consultancy firms that are reliable

- Harvard Business Review Articles

- Gallup Research articles

* **Questions**

|  |
| --- |
| How many RQ/ sub-questions I need to have? |

RQ – What are the benefits of having a consistent Onboarding process?

RQ – What are the best practices for creating an effective Onboarding process?

~~RQ – What are other methods to reduce employee turnover?~~

The first step in the would be to familiarize myself with the topics proposed in the section by using primary and secondary information. Afterwards I will start collecting, analysing and interpreting information from several sources such as journals, company historical data, interviews with related specialists, etc. I need to keep in mind to take different point of views in order to ensure the reliability and validity of the research. Qualitative research will be conducted with the possibility of adding on quantitative research via by means of a survey will be conducted among the Hilton’s employees.

* **Discussion and conclusions (linked to MRQ and sub questions)**
* **Recommendation**
* **Discussion – Further limitations, suggestion for further research**