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Description automatically generated**Creating your Skills Matrix for a Hotel**

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| **Step** | **Action** |
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| 1 | Every hotel will need to have people available that are suitably trained and qualified to carry out the minimum functions of hotel. This will include health and safety; undertaking risk assessments; customer service; food hygiene; food preparation; menu design; food and beverage purchasing; costings and for fine dining or speciality establishments this could also include silver service dining; knowledge of fine wines; making cocktails. You will have maintenance and housekeeping functions as well as reservations, events or wedding organisers and potentially porters and concierge staff. You will also need to consider elements such as marketing, accounting; personnel management and the basic functions that a service business such as a hotel will need to attract customers and operate efficiently.  And if you attract international guests, where do these tend to come from and would it be helpful for you to have people who spoke the languages of these guests.  Your very first step in creating a skills matrix is to make a note of **everything** that happens within your hotel. Every skill, piece of knowledge required for your business to be successful needs to be listed in the columns on **Section A** of the Skills Matrix. We have started the list for you, but you may have different needs and should amend this according to your hotel. |

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| 2 | Once you have listed everything that needs to be done; skills and attributes that are needed on site. Consider how many people you realistically need to have this skill, knowledge, qualification and can deliver the service at peak times.   Write this number in the shaded boxes on line 6 of **Section B** |
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| 3 | Then in the other lines of **Section B** (you may need to add or delete lines depending on the size of your operation) write in the names and job roles of the team you already have and grade the level of their skill, knowledge, qualification etc in each of the boxes. You will most likely find that there will be lots of boxes will have a zero because they haven’t been employed in these roles. In others they may be a 1 or 2 either because they are new or perhaps because this isn’t their primary role, but they have worked with you for a sufficiently long period that they have a general awareness. In other boxes they may be a 6 |
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| 4 | One you have done this with your permanent team, then add in any specialist contractors that you use in the same **Section B** |

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| 5 | In **Section C** add up the number of staff that you have graded 3 or above |
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| 6 | In **Section D** take the number is section C away from the number in the shaded boxes of Section B. If you have a minus figure anywhere - you have a skills shortage in that area and you will need to address this either by training your existing team or recruiting for this skill |
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| 7 | You can also use this chart to assess which staff need which training by assessing elements of their specific role that is reliant upon them having good knowledge/skill in that area i.e. where you would expect them to be at least a 4. Shade the cell with a colour so that it stands out....and anyone with less than 4 in a shaded cell should be identified for training in this area |
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| 8 | When you are recruiting for any new role - ensure you look to build on areas and fill gaps that might be weaker for your site |
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| 9 | Review the skills matrix at least once a year, every time you make any changes to your hotel’s products or services and any time you recruit |