

The Sustainable Hotel Insights

#01

November 2022



**FREE
INSIGHTS**

**The 6 ELEMENTS of
inclusive and attractive job ads**

*For everyone on the
journey to making this Planet
a more purposeful and
hospitable place.*

FOREWORD

Pursuing the path to sustainability – together

Welcome to The Sustainable Hotel – and thank you for joining us on the journey to a better future!

With a dried up labour market, it's more important than ever to find the right employees for your hotel – those employees who will stick around for the long-term. Your goal should be to build a diverse and inclusive team in order to support a more positive work culture and better work environment.

To that end, in this edition of *The Sustainable Hotel FREE Insights*, we share with you how to craft inclusive and attractive job ads. You'll find our 6 elements for success herein.

Before we move on, let us introduce ourselves.

We are MAP, a Zurich-based boutique consultancy creating sustainable hotel concepts and hotel brands. We developed The Sustainable Hotel to empower boutique hoteliers by equipping them with insights, tools and resources to develop sustainable hotels that make a positive impact on People and Planet.

On The Sustainable Hotel platform, you'll find a wide array of helpful sustainability resources, such as *The Sustainable Hotel Handbook: Employees*. The Employee handbook outlines how to attract, hire, retain and reinvest in your employees in order to build your employer brand and achieve success for your hotel.

In addition, we have other handbooks and guides dedicated to environmental, social and economic sustainability for boutique hotels.

Once again, thank you for joining us on the journey to impact! Let's build a more hospitable and purposeful Planet – together.

**#onwards
Your MAP team**



VISIT THE SUSTAINABLE HOTEL NOW

P.S.: We'd love to hear from you along the way! Please feel free to share your feedback, insights and comments with us at onwards@MAP-consultancy.com.



Index

<u>06</u>	FACTS: Did you know?
	ACTION: How to craft appealing job ads
<u>09</u>	Element 1: Job Title
<u>10</u>	Element 2: Description of Role
<u>11</u>	Element 3: Requirements Job
<u>12</u>	Element 4: Hotel Description
<u>13</u>	Element 5: Benefits
<u>14</u>	Element 6: Recruitment Process
<u>16</u>	BEST PRACTICE: Konzept Hotels
<u>17</u>	SUMMARY: Key takeaways

“When you’re surrounded by people who share a passionate commitment around a common purpose, anything is possible.”

HOWARD SCHULTZ.

(as cited in Business of Purpose, 2022).
CEO of Starbucks





FACTS

Did you know?

Did you know that we're currently experiencing what experts have coined "The Great Resignation?" This is an economic trend, in which employees have voluntarily resigned en masse - often to the confusion of their employers. According to McKinsey & Company (2021), this is the result of COVID-19, which shifted employees' perspectives and priorities when it came to their work.

Why did this occur? In addition to pay, benefits and other perks, employees increasingly sought out more meaning, value and Purpose in their work. In the article "Great Attrition' or 'Great Attraction'? The choice is yours," McKinsey & Company presents how to turn the trend into an opportunity - by listening, learning and making the changes employees want.

[Take this route to access the article HERE.](#)



ACTION

How to craft appealing job ads



Photo by Nadia Fischer.

Let's learn about inclusive job ads with Nadia Fischer, the CEO of Witty Works, whose B2B software Witty enables organisations of any size to write and act inclusively, thanks to a combination of language AI and micro-learning.

On the following pages, Nadia shares the most important elements when it comes to writing job ads that are inclusive and appealing at the same time.

ABOUT WITTY WRITING ASSISTANT

Want to start writing inclusively? Then look no further than the FREE browser plug-in by Witty Works.

Once Witty has been installed on your browser, it will mark the words or word combinations that are not inclusive in some way. Witty divides the words and terms into 5 top categories:

- Obvious discrimination
E.g. curse words or other very hurtful expressions
- Subconscious bias / stereotypes / stigmatisation
Analysed subcategories include e.g. exaggerated language ("proven track record"), physical or mental impairment ("are you insane?"), culture, age, etc.
- Style
- Gendered language
- Inclusive language

Ready to make this world an equal one through inclusive language?

[Take this route to download the Witty browser plug-in HERE.](#)





1

ELEMENT 1: JOB TITLE

The title needs to be gender neutral, so opt for server instead of using waitress / waiter.

However, there is an exception to this rule, and it kicks in when you are searching for a specific gender. As we read from left to right, use the gender first that you are especially looking for. For example, if you are looking for a female server, your job title line would be: Waitress / Waiter (f / m / d).

KEY LEARNINGS:

- Use a gender-neutral title, with the exception of searching for a specific gender. In that case, start with that gender in the job title.
- Using the gender specification bracket (f / m / d) does NOT work to attract diverse talent, however can be added to a gender neutral title.



2

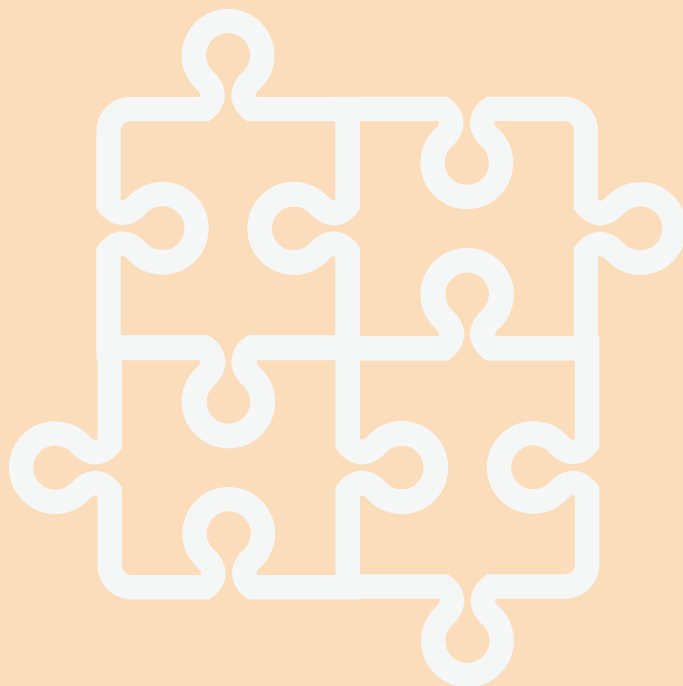
**ELEMENT 2:
DESCRIPTION OF ROLE**

First of all, and this is super important, nowadays talent is NOT interested in getting to know the company itself first, but about the role offered.

When you write the role description, make it emotional and figurative, so that a person can picture clearly what they are going to do every day on the job. Therefore, do not use bullet points and long lists, and always opt for verbs instead of nouns. It might help you to think about writing a description of "Your day with us!"

KEY LEARNINGS:

- Right after the job title, start with an emotional and figurative role description.
- Do NOT start with a long and technical description of your company.
- Refrain from using bullet points, always use verbs over nouns.
- Make the description as clear as possible, describing "Your day with us."



3

ELEMENT 3: REQUIREMENTS

After the role description, it's time to map out the requirements. And here the golden rule is: do not list more than four requirements.

We know that, for example, women, due to their socialisation, are very honest and sincere. If you list i.e. 10 requirements, women know that if they cannot fulfil all 10, they will decide not to apply.

When talking about education, we also would recommend to NOT ask for a specific education, but focus more on experience. For all job ads, but especially for the hospitality industry, focus on interpersonal skills!

KEY LEARNINGS:

- List your top four requirements in bullet points.
- Do NOT list more than one requirement in each bullet point. Four top requirements = four bullet points.
- Instead of education, ask for experience (without asking for X years of it).
- Focus on interpersonal skills.



4

**ELEMENT 4:
HOTEL DESCRIPTION**

Now is the time to present your hotel. However, don't copy what's written on your website. **No talent is interested, at this stage, in knowing how many rooms, how many partner businesses or how many employees your hotel has.** Instead, talent wants to know: what's your company culture?

As with Element 3, the thing is, to describe your culture – you have to know it. We also strongly advise to outline your hotel's Purpose. Especially the younger workforce is looking for a meaningful occupation and will be attracted to a hotel that stands for more than Profit generation.

KEY LEARNINGS:

- Do not list facts interested talent can find on your website.
- Describe the working culture of your hotel.
- Describe why your company exists beyond Profit = your Purpose.



5

**ELEMENT 5:
BENEFITS**

And by benefits, we don't mean free daily coffee or the standard amount of holidays. **Instead, we mean substantive benefits that today's employees are interested in and looking for out of an employer.**

Potential benefits worth listing are, i.e. a four-day-work week, paternity and maternity leave, more holidays, flexible working hours, pay transparency, ...

On that note, **let us highlight "pay transparency"** before we recap the key learnings of this section. This one is crucial, because if People realise that they get paid less than colleagues of different genders or races, for example, they will leave immediately. And talent is not interested in working for an unfair employer.

KEY LEARNINGS:

- Do not list benefits that are industry standards.
- List those benefits that make you stand out as a good and sustainable employer.



6

ELEMENT 6: RECRUITMENT PROCESS

Last but not least, add a short description of your recruitment process to your job ad. This evokes trust through transparency and makes you stand out from the other ads that imply: "Send us your application and then (whenever we have time) you will hear from us (or not)."

Why can this be a game-changer? **Because once talent, especially young talent, has done their research and sent their application, they are really convinced that they want to work for your hotel.** This often is called a "Purpose-fit." But if then they don't hear back for ages, or not at all, they get very disappointed. It's a first breach of trust.

KEY LEARNINGS:

- As a last element, describe the recruitment process including steps and timings.
- Stick to it!!! If not, the disappointment is huge.

“As a business owner or manager, you know that hiring the wrong person is the most costly mistake you can make.”

BRIAN TRACY.

(as cited in lendio, 2015)
Motivational speaker and
self-development author





BEST PRACTICE

Konzept Hotels

Konzept Hotels are creating the future of the hospitality industry. Driven by the vision of a fair, digital and more efficient hotel, the team has created a sustainable hotel product that stands firm in times of crisis and wins the heart of guests.

- The hotel group gives its employees the chance to tell their unique stories on Konzept Hotel's website.
- The salaries for all positions are well above industry average and they strive to provide equally fair pay across the board.
- Konzept Hotels aspires for gender equality and actively lowers the gap between earnings of men and women.
- Konzept Hotels actively involves People from vulnerable groups in their day-to-day work and supports initiatives against discrimination and inequality.
- They provide a flexible and part-time work model for employees to ensure a proper work-life balance for all.

[Take this route to learn more HERE.](#)



Konzept Hotel Josefine, Cologne (Germany). Photo by Gülten Hamidanoglu.



make
people
feel
loved
today

SUMMARY

Key takeaways

According to McKinsey & Company (2021), People are resigning at record levels as part of "The Great Resignation"! It's more important than ever to therefore find the right employees for your hotel who will stay for the long-term.

To help you find those employees, it's critical to craft inclusive and appealing job ads that:

- Are gender neutral
- Include emotional role descriptions
- List a maximum of 4 role requirements
- Describe your work culture and Purpose
- Outline substantive and sustainable benefits
- Describe the recruitment process

By building a diverse and inclusive team, you create a more positive work culture and better work environment.



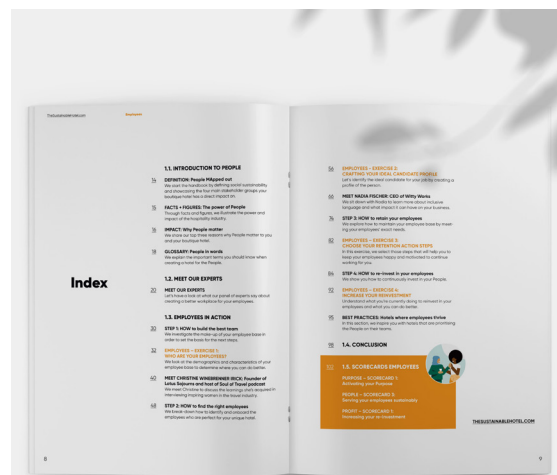
EMPLOYEES HANDBOOK

To creating a boutique hotel where employees thrive.

Want to know how to find and retain the right employees? Then our Employees handbook is for you, including:

- Nearly 120 pages about employee management
- 105 concrete employee action steps you can take NOW
- Concrete steps to hiring the RIGHT employees for you
- Recommendations on how to retain and reinvest in your employees
- 4 helpful exercises to put theory into practice
- 3 scorecards to measure your performance
- Insights into social sustainability
- M&P Advice based on M&P's years of working with boutique hoteliers
- Best practice examples of hotels where employees thrive
- *M&P approved* organisations to support you on your sustainability journey
- Inspiration from top hoteliers about how they manage their employees
- External resources that offer additional guidance and support
- 10% of each purchase goes to organisations doing good

Take this route to learn more [HERE](#).



GO FURTHER: PEOPLE MUST-READS AND SEE

ARTICLE

Ritz-Carlton Founder Horst Schulze On The Secret To Customer Service

by boardmember.com
In this blog post, Horst Schulz, co-founder of the Ritz Carlton Hotel Company, talks about how the brand empowers its employees and how Purpose plays a major role in doing so.

[LINK](#)

BOOK

Humankind - A Hopeful History

by Rutger Bregman
The book "Humankind - A Hopeful History" is a very careful, deep-dive analysis into our human history from a modern perspective, with the aim to provide an answer to the longstanding question on whether human beings are innately "good" or "bad."

[LINK](#)

GUIDE

Know How Guide: Human Rights and the Hotel Industry

by Sustainable Hospitality Alliance
The Know How Guide: Human Rights and the Hotel Industry provides an overview of human rights within hospitality, with guidance on developing a human rights policy, performing due diligence and addressing any adverse human rights impacts.

[LINK](#)

SOURCES

Business of Purpose. (2022).
Quotes.

[LINK](#)

Lendio. (2015). 5 Quotes On Finding The Right Employee.

[LINK](#)

McKinsey & Company. (2021). 'Great Attrition' or 'Great Attraction'? The choice is yours.

[LINK](#)

PHOTO CREDITS

Page 5: by [Nicole Baster](#) on [Unsplash](#)

Page 6: by [Jason Goodman](#) on [Unsplash](#)

Page 15: by [Angelinabambina](#) on [Freepik](#)

Page 17: by [Clay Banks](#) on [Unsplash](#)

THANK YOU

Thank you to these amazing humans who helped us bring The Sustainable Hotel to life:

[Elisabeth Aster](#), our amazing Bergkind and design guru

[Werner Haselrieder](#), our digital master

[Emma Winton](#), who crafted The Sustainable Hotel illustrations with so much passion and love



***The Sustainable Hotel Insights:
Employees***
by MA people GmbH (Ltd.)
Edition 01, October 2022.

Published by MA people GmbH (Ltd.)
Rotwandstrasse 63
8004 Zurich
Switzerland

Copyright © 2022 MA people GmbH
(Ltd.). All rights reserved.

No portion of this guide may be
reproduced in any form without
permission from the publisher.

For permissions contact:
MA people GmbH (Ltd.),
Rotwandstrasse 63,
8004 Zurich, Switzerland

onwards@MAp-consultancy.com
TheSustainableHotel.com



Certified



Corporation

WWW.THESUSTAINABLEHOTEL.COM