THE SOCIAL HUB

HOTELSCHOOL THE HAGUE

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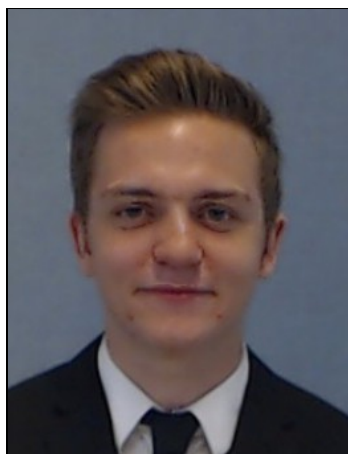
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"How can TSH Amsterdam West innovate the hiring process criteria for talent selection to fit the 3.0 model?"

Executive Summary

This research paper is focused on the innovation of the hybrid hospitality model for The Social Hub, which is 3.0 way of working. TSH 3.0 states that all operational employees should be able to help in all departments. TSH Amsterdam West was found to have issues with their current talent and their ability to work under this model, and therefore the main research question was derived **"How can TSH Amsterdam West innovate the hiring process criteria for talent selection to fit the 3.0 model?"**

When compiling scientific literature on the topic, 5 main themes emerged as crucial to the success of having operational hybrid hospitality employees: **Competency-based selection, Adaptability and Flexibility, Employee Engagement and Retention, Cross-training, and Talent Selection Models.** The collected literature highlighted that hybrid hospitality companies need to have a structured approach to hiring, with a variety of assessments being incorporated into the hiring process. The gaps in literature indicated that there was no viable framework was available, it was therefore decided that the combination of all themes found in the literature would translate into Talent Selection Criteria.

A qualitative study was completed to investigate how exactly TSH Amsterdam West can innovate its hiring process. The study found that TSH Amsterdam West suffered from Policy and Delivery gaps. While fostering a healthy employee culture, key themes such as **Adaptability and Flexibility** and **Competency-based selection** were ignored. A lack of policies in the hiring process also showed inconsistency in the hiring process journey for many employees that joined under the 3.0 model. It was therefore decided that TSH Amsterdam West needs to incorporate **Adaptability and Flexibility** tests into the hiring process, as well as a clear policy structure for the preliminary interview for Community Hosts (line-level staff).

The solution created was a **partnership for adaptability tests and a SOP for the preliminary interview.** It was suggested that TSH Amsterdam West partners with Neuroworx, and company known to cater a variety of tests for new talent candidates to companies and corporations all around the world. Furthermore, a semi-structured interview was created to assist managers with the hiring process, with questions cantered around the themes found in the literature review, mainly focusing on **competency-based selection.**

In order to successfully implement the solution, Kotters 8-step model (1995) was used to facilitate the implementation. Lasting a total of two years, there is plenty of opportunities to test and improve the solution along the way. Should the solution work in TSH Amsterdam West, a companywide introduction to this process can be considered. The evaluation plan was designed to help review the solution along the implementation, with key KPI's being created to track the implementation progress.

Future research recommended to focus on the on-boarding program for Community Hosts at TSH Amsterdam West. While having a well-rounded program, there is a lack of follow through from management to enable new hires to complete the on-boarding program fully. Therefore, it is recommended to research ways this can be tracked and enforced better.

List of Abbreviations

TSH	The Social Hub
RQ	Research Question
F&D	Food and Drink
M&E	Meeting and Events

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1 Problem Definition

1.1 Case Company Context

The Social Hub (TSH) is an international hybrid hospitality company which offers student housing, extended stay rooms, hotel rooms, coworking spaces, food & drink (F&D) and more. In the last year, it has transitioned its operational staff into a new cross training program which is now known as TSH 3.0 behaviour. It aims to train staff in front office, F&D, and it's coworking departments, to give guests a holistic experience. Below is an excerpt from an interview with the operations manager, known internally as a Community Manager, explaining what 3.0 behaviour is.

"TSH 3.0 behaviour is basically "be where guests are". Everyone is fully trained in all departments. So, whenever it gets busy in a certain part of the operations, the whole team can move there. This way we can give a better guest experience because one person can do to check in, but if there's line for coffee, they can also jump in there or help the M&E or guest comes in for CoWork with questions, or the host as well as supervisor, they should be in the in the lead to just act themselves. So, this way, we can give one window service instead of having it to pass on from person to person." (Tuinstra, 2023).

Whilst this idea aims to elevate guest service, there are still a lot of challenges. It takes 3 months to fully onboard someone whilst the training period is only one month. "We have a training period of one month. But this differs, it also depends on if they work full time, if they work part time …… if they just need more time, which we're willing to give them as well. Yeah. But to be fully trained, it'll take at least three months" (ibid).

There is a lack of chances to excel and grow, as 3.0 behaviour means all employees are balanced in their shifts across departments (Ibid).

Currently, there are employee's that are not advancing in their careers due to the need of balance in the shifts of the team, which causes people to lose interest in the community host role (Ibid). Furthermore, employees must be given a chance at departments like front office which are more challenging, even if they are not ready which causes slower service to customers (ibid).

Lack of attention to experience also means the level of service to guests goes down. "So, if I hire someone, I don't base it off experience anymore. I really base it off the energy and willingness to learn and work hard" (ibid).

When asked at how the manager feels 3.0 could be improved, she explores the idea of hiring someone in one department they excel in, and then cross-training them to assist, when necessary, as currently the manager feels the team cannot grow in many areas due to the idea of "balancing shifts in all departments".

"And I do think right now, I sometimes feel like I'm letting down certain people of the team, because I must keep it balanced, even though they're better at something". (Ibid).

This feeling within employees in the team can therefore cause a higher staff turnover and lower employee engagement.

The preliminary interview highlighted various challenges that the management team struggle with when it comes to hiring, retaining, and training talent within the probationary period. These challenges are not isolated to TSH Amsterdam West can be seen in the industry overall, with the landscape of training programmes always evolving.

The full interview with Community Manager Emilie Tuinstra can be found in Appendix 1

1.2 Industry Context

Cross training and multidisciplinary skill development: Hybrid hospitality companies are integrating cross-training within their staff on a more regular basis within the operations department. Cross-training enhances staff versatility, facilitates seamless operations, allowing employees to adapt into various amounts of roles within the business as needed (Enz and Sigauw, 2016).

Blended learning approaches: Hybrid hospitality training programs often incorporate a mixture of e-learnings as well as in-person training to help facilitate the employee in different ways. This maximizes flexibility, engagement, and accessibility, which in turn enables employees to learn at their own pace in various formats (Hai, 2021).

Soft skills and emotional intelligence: Hybrid hospitality also requires staff to be emotionally intelligent with soft skills to help guests in various departments. Therefore, companies are now starting to train staff in these skills such as communication, empathy, and emotional intelligence to assist staff with this. This also allows staff to handle a wide variety of situations that can occur within the business (Jaakkola et. Al, 2017).

Skill diversification: Hybrid hospitality businesses often require employees with a wide range of skills to cater to different aspects of the operation. Finding candidates who possess the necessary combination of skills, such as proficiency in hotel operations and food and beverage service, can be challenging (Alexakis and Jiang, 2019).

Talent Shortage: The hospitality industry has faced challenges in attracting and retaining talent. This shortage is particularly evident when hiring for hybrid hospitality companies that require employees with diverse skills and knowledge. The demand for specialized roles across multiple sectors may exceed the available pool of qualified candidates, leading to increased competition among businesses (Ghani et. al, 2022).

Employee retention: Hybrid hospitality companies may face higher turnover rates due to the diverse nature of the roles and the potential for burnout from switching between different functions. Retaining employees who possess a strong skill set in multiple areas can be challenging, as they may be sought after by competitors or have opportunities to specialize in a single sector. Ensuring employee satisfaction, offering growth opportunities, and providing competitive compensation and benefits are crucial to retaining skilled staff (Holston-Okae and Mushi, 2018).

1.3 Problem Statement

When looking at the industry trends, many factors need to be considered when hiring new talent in the hybrid hospitality industry. With training and development programmes being constantly improved, together with the threat of talent shortage and employee retention, many ideas need to be considered by TSH Amsterdam West.

The preliminary interview with the Community Manager showcased various gaps in the training program and hiring process for new hires. The training program is not structured in a way that follows the one-month probationary period. It takes 3 months to fully train someone in all departments, however there is only one month of probation. It is also not possible to extend this probation period, as law in the Netherlands states that fixed term contracts can only have a probationary period of one month maximum (Bouwmer and Nuiten, 2023). This can create missed opportunities for new employees to showcase abilities in other departments prior to being accepted, or more importantly discontinued.

Additionally, current measures for talent selection within TSH are also not up to standard. Hiring is done based off feeling and chances over experience completely. This is not feasible for an operationally demanding role such as a community host where multiple departments must be learnt. Furthermore, one employer's "feeling" about a potential new hire may not be in line with what the organization or management think is needed, and therefore difficult to measure. Lastly, there is no clear structure or process when it comes to hiring new talent, as mentioned above it is done purely based on personal feeling, which makes it difficult to match talent for the new way of 3.0 working.

This leads to the main research question:

"How can TSH Amsterdam West innovate the hiring process criteria for talent selection to fit the 3.0 model?"

2 Literature and Questions
2.1 Literature Review

Introduction

The hybrid hospitality industry is currently facing talent shortages which prevent business from acquiring the staff they need to run operations at an efficient level. The demand for specialized roles across multiple sectors may exceed the available pool of qualified candidates, leading to increased competition among businesses (Ghani et. al, 2022). This has forced hybrid hospitality companies to look internally into where hiring can be improved, but also look at how staff are trained within the company to grow.

Companies are now looking at how concepts like cross-training and multidisciplinary can allow businesses to grow their staff and help deliver high-level service to guests as well as having a versatile skill set for each employee (Enz and Sigauw, 2016). Lastly employee retention is commonly seen as an on-going problem that industry professionals are trying to solve due to high amounts of pressure the industry brings (Holston-Okae and Mushi, 2018). Retaining the skilled employees needed to run a hybrid hospitality operationally is also proving to be a challenge as they are often sought out by various competitors or look for fast-paced growth opportunities (ibid). Therefore, hybrid hospitality companies must analyse what is important when looking to hire talent for their business.

Competency-Based Selection

Competency-based selection (CBS) is a concept that considers a potential employee not only based on their qualifications, but also on their track record when it comes to achieving the optimal and outstanding results for their field (Resolve Recruit, 2018). CBS is becoming increasingly popular amongst hospitality companies to hire talent that align with the businesses demands and roles that contribute to the organization's outcomes (Ashkezari and Aeen, 2012).

CBS allows a company to assess a candidate's job fit and its performance predictability (Lievens and Sackett, 2011). Lievens and Sackett argue that by selecting the different specific competencies that are crucial for the role needed, companies can align hiring criteria with the demands of the job. Aligning these factors has been linked to improved job performance and role success (ibid). Selecting the right criteria is an essential first step when hiring talent as this will help the business attract people with the right competencies for the job.

Furthermore, behavioural assessments and structured interviews are a part of standard procedure when hiring under CBS (ibid). Behavioural assessments are a range of tests that people use to see people's patterns in behaviour before the initial interview to see if the candidate is a right match for the role (Green, 2022). Structured interviews are used to ask competency-based questions which assess how a candidate has used the required skills in the past (Livens & Sackett, 2011). This structure allows more objective evaluations compared to other formats and have proven to be consistent as well (ibid).

Using CBS also reduces employee turnover and training costs. Hiring employees that already have the necessary competencies will require less training when on-boarding,

reducing the overall onboarding procedure and therefore saving time and costs (Katz, 2015). Additionally, turnover can be reduced as there is less risk of job dissatisfaction due to a mismatch in job-person fit (ibid).

Lastly, Jieun Lim explores the idea that CBS leads to improved guest service in the hospitality industry. Hiring using CBS criteria like customer orientation and adaptability allow the business to deliver high-quality customer service to its guests with no extra training required (Lim, 2017).

Challenges in CBS stem from implementation of the frameworks due to a lack of accurate planning (Guenole, Chernyshenko and Weekly, 2017). When building CBS programs, businesses should consider fairness and avoiding bias in assessment, as well as developing frameworks that are accurate for the business (ibid). Lastly, training and hiring managers on how to use CBS when hiring for their team is also considered an important success factor (ibid).

This creates the Sub-RQ: How does TSH Amsterdam West use competency-based selection when hiring talent?

Adaptability and Flexibility

Adaptability and Flexibility are crucial when looking at talent selection for the hybrid hospitality industry (Hinkin and Tracy, 2000).

In a work environment where different needs are required at different moments, adaptability and flexibility are needed to accurately cater to guests needs (Alexakis and Jiang, 2019). This requires the ability to handle various work environments, utilise various skills to cater to diverse responsibilities, and must be able to adjust to these new environments quickly.

As customer needs shift, employee's must be able to adapt to these new needs. Hybrid hospitality companies offer varied amounts of services to guests entering their establishment. An employee's flexibility is crucial when tending to a guest's different needs during their stay (Hinkin and Tracy, 2000).

Guenole et. Al explores the idea of integrating adaptability and flexibility workshops into its current training program for employee's. They emphasize the importance of educating employees on change, which can in return enable them to learn and utilise these skills as the company progresses (Guenole et. Al, 2017). A further step would be to include these concepts in the hiring and selection process to help identify talent that are ready for this type of environment (Livens and Sackett, 2011).

Currently, there is limited scientific research specifically for the hybrid hospitality industry regarding adaptability and flexibility (Barreto and Mayya, 2023). Most studies are relatively general and applicable to the hospitality industry overall, making it hard for hybrid hospitality companies to seek out and integrate scientific research into policies (Ibid). Furthermore, there is a lack of quantitative studies into adaptability and flexibility. Most studies are qualitative through case studies and interviews, highlighting a need for research that provide more statistical insights and trends for this theme (Ibid).

This leads to the Sub-RQ: How does TSH Amsterdam West consider adaptability and flexibility when hiring talent?

Employee Engagement and Retention

Employee retention has been and will continue to be extremely vital in the hybrid hospitality industry as it is regarded as one of the key drivers for success in the industry (Ghani et. Al, 2022). On top of this, employee engagement remains a key factor to employee retention (Morch, 2021).

Hinkin and Tracey suggest that employee engagement and retention is linked with the employee's ability to adapt in a hybrid hospitality environment that is ever-changing (Hinkin and Tracey, 2000). If an employee is already able to adapt easily to these environments with their diverse, engagement and retention are likely to be increased (ibid). The acceptance and willingness for continuous learning and development is also explored here. Learning and development is part of many roles and talent needs to be aware that this is the case, especially in a hybrid hospitality business (Vetrakova et. al 2019). People who embrace these opportunities are more likely to be success within the company and have a higher engagement (ibid).

Recognition and reward programs which acknowledge and praise the employee's adaptability is also crucial when looking at engagement and retention within the hybrid industry (Shmalian, 2016). Rewards and recognition initiatives that celebrate an employee's adaptability and flexibility to this industry is paramount to increasing engagement and retention (ibid).

Work-life balance and flexibility are concepts that can be hard to grasp in the hospitality industry and it is a fast-paced environment that demands a lot daily (Chiang et. al, 2005). Hospitality businesses must offer a healthy balance between work and life, as well as scheduling flexibility for personal needs. This directly correlates to engagement and retention (ibid).

These factors are all important when fostering an attractive workplace for hospitality talent where employee engagement is regarded as essential.

Gaps in literature surrounding this topic include a lack of longitudinal studies and measurement tools. Currently, most scientific studies focus on highlighting short-term effects of engagement and retention strategies but lack the necessary follow-up research that assesses the suitability of these strategies over a longer period (Yam et. al, 2018). Furthermore, this field of study does not have standardised tools and metrics to test for engagement and retention, making it difficult to compare results to different research papers or studies (Ibid).

This leads to the Sub-RQ: How is TSH Amsterdam West considering employee engagement and retention when hiring new talent?

Cross-training

Cross-training staff in different departments has become a vital role in hybrid hospitality industry (Maurer, 2001). It plays a big role in the operational flexibility and efficiency of staff in the industry (Hinkin and Tracey, 2000). Staff can assist in various departments wherever necessary during peak moments of the day. By doing this, operation efficiency is improved, creating a seamless guest experience with minimal to no delays (ibid). Furthermore, cross-training plays a pivotal role in the skill enhancement and development of staff.

Cross-training exposes staff to different skill sets within the company and improves overall understanding of hotel operations (Maurer, 2001). Communication and collaboration

between employees also see's improvement under a cross-training program, as colleagues can understand the challenges that come with different roles and have better understanding of each other's work, leading to more collaboration as well (Grobelna, 2015).

From a guest perspective, the overall experience is improved by seeing the impact of cross-training first hand. Staff who are trained in various departments can create a seamless guest experience by assisting them with various needs at once (Kulsuvan, 2003). Furthermore, when short-staffed in other departments staff can reduce waiting times by assisting the department in need, improving guest experience (ibid). Reduced turnover and increased job satisfaction also play a role in cross-training. Alexakis and Jiang explore the idea that having an increased variety in skills and responsibilities leads to a higher job satisfaction, reducing overall turnover (Alexakis and Jiang, 2019).

Where the scientific literature lacks, is around best practices and cost-benefit analysis. Currently, there are some best practices available to research, there is a gap in empirical research which identifies and validates strategies that are specific towards the hybrid hospitality industry, causing companies to rely on old data not specific to their industry (Park et. Al, 2017). Furthermore, a lack of cost-benefit analysis is also present in scientific literature surrounding this theme. There is not enough scientific research on what the return on investment is for these cross-training programs, making it difficult for hybrid hospitality companies to decide on these programs (Lin et. Al, 2013).

This leads to the Sub-RQ: How is TSH Amsterdam West using cross-training to on-board new talent? How can they effectively cross-train new talent?

Talent selection models

There are various models which can be used to create selection criteria for talent selection. At a surface level, the person-environment fit model can be used to create alignment between organizational needs and individual skills required to meet those needs. First developed by Eccles et. al. in 1993, she discovered that the environment fostered by organization's is crucial for an individual's success (Eccles et. Al, 1993). It was later discovered that this model can be used in the hybrid hospitality industry to discover the candidates fit in a hybrid environment where adaptability and cross-functional abilities are required (Kristof-Brown et. Al, 2005).

Hollands Vocational choice theory is not directly linked with the hybrid hospitality industry; however, it can still be utilized to assess the match between a potential candidate and an organization. This theory looks at how a candidates personality type would match the environment it is seeking to work in (Holland, 1997). In hybrid hospitality, skill assessments, personality tests and shadow shifts can help assess the candidate's potential to work in a hybrid environment.

Campion et. Al, looked at a multi-method approach when interviewing potential candidates. They argued a simple interview is not enough to determine if a candidate is the right fit for the job, and a multitude of tests must be used to assess the compatibility (Campion et. Al, 1997).

The situational judgement test is also a concept that is used widely in the hybrid hospitality industry to test various scenarios on potential candidates to see how they would do. While it can be used in all industries, it is especially relevant for the hybrid hospitality industry as it can assess a candidate's ability to handle various situations in a
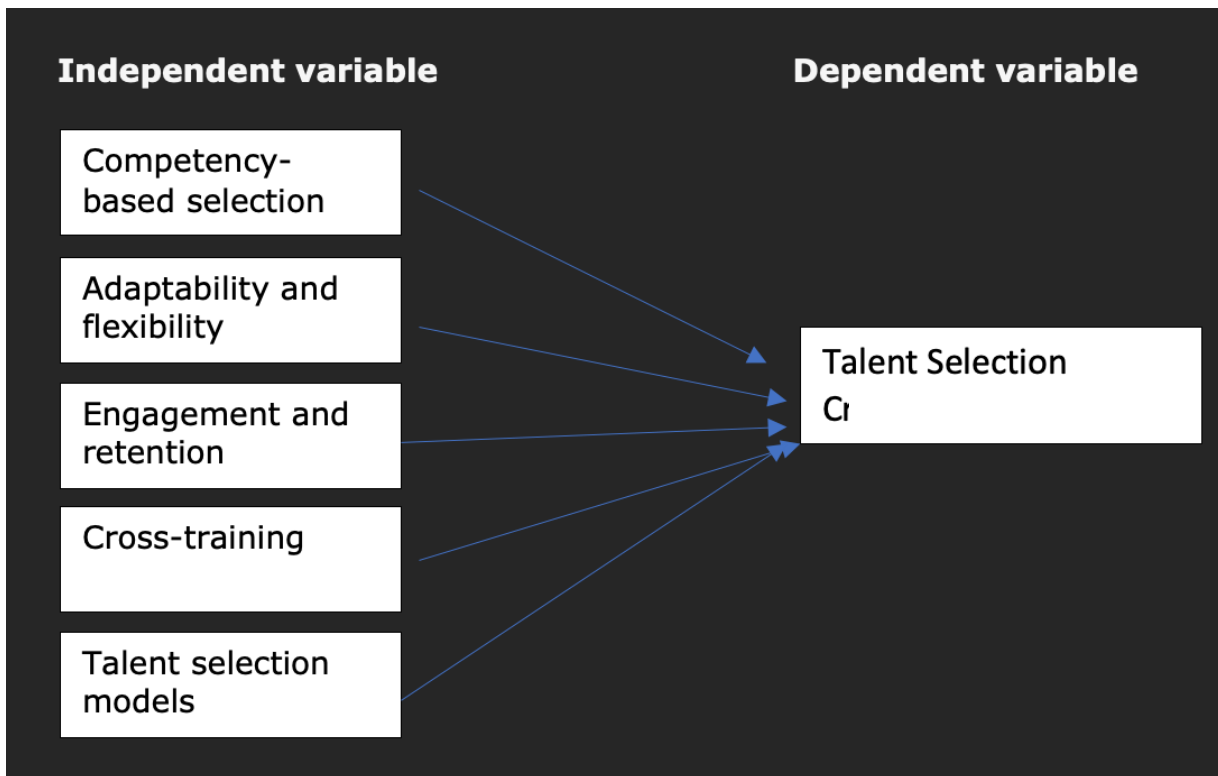
hybrid environment, where a lot can be demanded operationally (Lievens and Motowidlo, 2015).

Lastly, the competency-based model is used more widely in the industry to help the candidate evaluate for themselves if this job is the right fit. Often job descriptions are mostly comprised of the necessary qualifications and requirements but fail to describe the types of behaviours and skills used. The competency-based model allows organizations and candidates to create alignment in what type of behaviour is expected along with the skills required (Boyatzis, 1982).

While various models are present and adapted from other industries for the hospitality industry, there is a current gap in literature of a holistic model to help hybrid hospitality businesses select candidates for their organization. The lack of theoretical models poses an opportunity to help streamline various models into a holistic guide for talent selection in the hybrid hospitality industry.

This leads to the Sub-RQ: How can TSH Amsterdam West streamline various theoretical talent selection models into criteria for hiring new employees

2.1 Theoretical framework

Independent variable

- Competency-based selection
- Adaptability and flexibility
- Engagement and retention
- Cross-training
- Talent selection models

Dependent variable

Talent Selection Cr

The independent variables listed above will be investigated thoroughly to effectively analyse how TSH Amsterdam West can innovate the hiring process criteria for talent selection. As explained above, there are no current viable models available to directly translate talent selection criteria for TSH Amsterdam West which is the reason for this approach.

3 Methodology

3.1 Fieldwork Questions

The literature review highlighted various topics and studies that are crucial to talent selection criteria. These studies were used to deduct various sub-RQ's that aim to help answer the Main RQ:

"How can TSH Amsterdam West innovate the hiring process criteria for talent selection to fit the 3.0 model?"

The sub-RQ's are as follows:

1. How can TSH Amsterdam West use competency-based selection when hiring talent?
2. To what extent does TSH Amsterdam West consider adaptability and flexibility when hiring talent?
3. How is TSH Amsterdam West considering employee engagement and retention when hiring new talent?
4. How is TSH Amsterdam West using cross-training to on-board new talent? How can they effectively cross-train new talent?
5. How can TSH Amsterdam West streamline various theoretical talent selection models into criteria for hiring new employees?

Based on the scientific literature discussed earlier, the primary research method conducted was through the use one-on-one semi-structured interviews (EnagoAcademy, 2022). This was decided to help facilitate the emotions and feelings employees have regarding the hiring process and allows for follow-up questions to get to the root of certain issues (Gill et. Al, 2008).

3.2 Sample and Data Collection

9 semi-structured interviews were conducted with operational staff at different hierarchy levels. At this level, community hosts and supervisors were interviewed. Community hosts are responsible for welcoming guests and assisting them with what they need in all operational departments of the hotel. The supervisors are responsible for the same as well as daily check-list tasks that need to be completed whilst supervising hosts (Tuinstra, 2023). This was done to effectively analyse the employee's experience of hiring and onboarding with the company, as this study investigates the feasibility of the current hiring process. Interviews with these employees provided rich qualitative insights that quantitative studies may overlook (Braun and Clarke, 2006). All interviews were conducted on-site at the hotel in private without managers and remained confidential to ensure honest opinions from all parties.

One interview was done cluster manager assistant of the company, to gain further information into how TSH Amsterdam West hires new talent. This interview will also be semi-structured, to allow space for follow up questions for better insights. It is important to have someone at a management level that is involved in the hiring process to understand certain decisions within the company when it comes to talent selection.

All interviews were recorded and transcribed electronically using otter.ai. This is an online tool which processes voice recordings and transcribes them according to the speakers present (Otter.ai, 2023). This helped with data analysis. All interviews were conducted within two weeks using convenience sampling. This non-probability sampling method was chosen to ensure the best insights can be given at various employment levels, to effectively aid the research together with scientific literature (Bornstein et. al, 2013).

3.3 Data Analysis

All interviews were analysed qualitatively. This was done using a color-coded thematic analysis. This type of analysis allowed for in-depth information whilst avoiding confirmation bias (Caulfield, 2019). The topics discussed in the literature review were at the centre of the analysis to help answer the research question, as well as the theme of the hiring process to assess where the problem comes from. All information from interviews were organized clearly to aid with analysis. Below are the themes with the colour coding incorporated:

<mark style="background:yellow">Competency based selection</mark>
<mark style="background:red">Cross-training</mark>
<mark style="background:magenta">Employee engagement and retention</mark>
<mark style="background:lime">Adaptability and flexibility</mark>
<mark style="background:cyan">Talent selection models/hiring Process</mark>

An overview of the interview questions can be found in Appendix 2

3.4 Ethical Considerations

Ethical considerations are of paramount importance when conducting a study. Firstly, the researcher works for the company. This resulted in familiarity bias as the researcher may know a lot about the operations and not accurately note these down. This resulted in a skewed analysis as the researcher was unable accurately back up all analysis given (Jain, 2022).

All interviewees will be informed of a confidentiality agreement which states that all information and data collected will remain anonymous and will only be used internally for the research of HTH.

4 Findings

All thematically coded interviews and confidentiality agreements can be found in Appendix 3-11.

4.1 Competency-based selection:

The interviews done highlighted the lack of CBS when hiring new talent for TSH Amsterdam West. 5/9 interviewees expressed that TSH should look more at experience when hiring talent. This indicates that the operations team are currently struggling with the workload and feel not everyone on the team has the necessary experience to complete this role.

"And I feel like, and I feel like TSH should definitely be a little bit more careful with who you who they hire in that kind of perspective, they will hire because of the vibes, but sometimes, those people will not have any idea of how to actually speak to guests, to make them feel like they're getting a service on a high level, they will feel like they're getting a service from a student that was hired here" (Community Host)

Additionally, multiple interviewees claimed that they do not work for a specific department anymore as they requested not too, bringing up the employees CBS into question as they are less willing to switch between departments, which is a crucial part of this role.

"Lack of experience isn't a deal breaker for community host. It's just not. However, you can see that work is also slacking quite a bit where I just see the details are being missed. You really must push people to make sure that things are being cleaned up or even just the bare necessities" (Cluster management assistant)

The Cluster Manager assistant claims that TSH does not look at experience anymore, saying they would rather train everyone. However, the various tasks and roles assigned to hosts indicates that some experience in necessary, especially if current employees feel this needs to be looked at more during the hiring process. This had led to a decrease in eye for detail when it comes to guest service, altering the guest journey.

4.2 Adaptability and Flexibility:

When asked about the crucial skills needed for this role, all interviewee's expressed the need to be flexible and adaptable. While some welcome this type of competency, others would rather not.

"Yes, for example, if I was scheduled for a whole week or two weeks in f&d, and then suddenly I go back to front office, I even if I read what happened last two weeks, I don't have the actual experience of what happens." (Host)

This highlights the lack of ability to switch between departments when needed, highlighting a concern for the overall flexibility of staff. Even though all interviewee's highlighted the need to be adaptable and flexible, no one was specifically tested for this during the hiring process.

Some interviewees expressed that management had asked if they were flexible and adaptable, but there were no tests to see if this was true. The cluster manager expressed as well that it's easy for candidates to put up a facade during the hiring process, making it

difficult for management to see if a person truly is flexible.

"Yeah, then of course, it's also a risk because they can say, Yeah, I'm up for it. But if they're not, yeah, you're going to find out in their first month" (Cluster manager assistant)

Furthermore, all candidates express that they are all flexible and adaptable, but later few express their disappointment in switching around roles and the type of jobs that are done.

"No, no, because I specifically asked them if you're going to renew my contract. I don't want to do that anymore. I don't want to switch between those two." (Host)

"So, I'm only on reception. Because yeah, I didn't like the bar. " (Host)

However, one supervisor claims that a willingness to work at this type of role with naturally develop these skills, which indicates that the hiring process needs to test the motivation for this type of role more.

4.3 Hiring Process/Talent Selection Models:

Questions about the hiring process for community hosts and supervisors revealed a lack of testing and structure for new candidates. When asked about how they were hired, many claimed that a simple interview was conducted to see the willingness of new talent to work in an establishment like this.

"Um, I would say yes, but I would say they were not like direct questions." (Host)

"Yes, so I did the interview with Emily, actually. And she, I remember, like, the first thing she asked was, how do you deal with chaos?" (Host)

"I would say ask more practical questions. So not only asking me in the interview that you like, your job, why did you like it, but actual questions about okay, if you had this, what will you do?" (Host)

These quotes highlight in-consistency in asking questions surrounding the persons adaptability and flexibility, a crucial skill for new talent to have. Furthermore, when asked about if new talent felt they knew what they were coming in for, there was a mixture of answers. While some talent expressed, they were aware and told clearly in the interview, others were not.

"Um, well, it wasn't clearly stated that there is a 3.0" .(Host)

"Yes, he told me that I was working in reception, as well as in F&D". (Host)

"Yes, it was it was explained in the interview, as well as whenever my first day came". (Host)

"I think making it clear first-hand, in the job description, like before you even apply before you get to the interview part, what's included and just being more honest about that, because I did not have that". (Host)

"Partially, yes. But also partially No, because I did get surprised about some things that I was expected to do." (Host)

"No. It's just a lot busier than I expected" (Host)

This shows that some talent only knew what they were coming in for when the role was clearly explained in the interview. This indicates two things. Firstly, the job description posted on distribution channels does not create a realistic expectation for what type of work is expected. Secondly, people are only informed correctly of the role depending on the person who interviewed them, showing there is no current guidelines for how to conduct these interviews.

"But I think I'm pretty good at reading people. By now. I've met a lot of people. And I think it's, you can look people in the eye and think, yeah, you're a fair person, or not or stuff like that". (Cluster manager assistant)

"And then you can already see, okay, is this getting somewhere or not? I think that's, that's the main thing that I do is being very honest about what they can expect and how it's yeah, how we reward people, how the team is built up how the role is." (Cluster manager assistant)

The interview with the cluster manager revealed that testing to see a person's fit is done through emotional feeling. While this is good and important in the hiring process, it is very dependent on the interviewer's ability to spot this. Without clear guidelines, it becomes hard for other people involved in the hiring process to do the same. Furthermore, whilst the cluster manager claims to tell everyone clearly what the role is, some current talents do not think this was the case in their personal interviews (as previously stated). This further supports the fact that there is a lack of clear guidelines to support interviewers when hiring new talent.

One complication the cluster manager shared is that hospitality is not seen much as a career in the Netherlands, making it difficult to recruit and retain people for this type of hospitality company where traditional roles are being broken.

"Because Amsterdam is not a city where people really see hospitality as a career. Spain for example, people do become a bartender, as a career and they do that up until they're 56 years old. Here, that's just not the case." (Cluster manager assistant)

This factor can make it hard for TSH Amsterdam West to find the right talent.

4.4 Employee engagement:

One thing is clear. TSH Amsterdam West has managed to foster a good team spirit, where people are willing to come to work and work for each other. Each interviewee highlighted that the main reasons for engagement and retention is due to the team spirit that has been created here. The cluster manager explains that creating a team where people are motivated to come and work for each other is more important than any prior experience.

"Just to see if their personality matches our current team. I think that's really important". (Supervisor)

One risk with this however is, that this can be done on a person-to-person basis, depending on who is doing the interview. Whilst the cluster manager may be able to spot people that will fit the team, if someone else must lead interviews, can the same be done?

Furthermore, people are choosing to stay because of the people rather than the work. Whilst this is good for team spirit, hospitality still has a high turnover rate overall, meaning that people will eventually leave, dampening team spirit and motivation.

"I feel really engaged, and I think is the people that I work with. I love the team" (Host)

"I think factors are like relationships with the rest of the staff, I think that's the main positive of this place. And like, it's a nice work environment. From the staff side." (Host)

"I am motivated by the people that I work with, and motivated within the company" (Host)

There is a good selection of community hosts that do choose to stay because of the work as well and find the fast-paced environment of TSH extremely attractive, indicating that TSH Amsterdam West should work on retaining these talents for their future.

4.5 Cross-training:

TSH has a well-rounded cross-training program to better prepare employees for the day-to-day operations as a community host. Various courses blending e-learnings as well as on the job training create a holistic program for new talent to follow. Where TSH lacks, is on follow through. While some talent followed the program fully, others only received parts of the training, or almost none.

"All departments? Well, I'm only one department now. So not really, there's not really a balance there." (Host)

"I think if I imagine right, now that I go back to the front office, I would appreciate like training, good training, which I didn't have in the beginning". (Host)

"Well, I didn't have that much that many trainings." (Host)

"Not really, because I didn't have that many trainings." (Host)

These excerpts from interview highlight the lack of follow through from a management perspective to ensure all talent is trained well within the probationary month. This can cause talent to not feel confident in various departments, potentially dampening the guest experience if a talent is required to help guests in a department, they do not feel confident in.

All interviewee's agreed that the one-month probationary period is enough to assess the fit of new talent in the company, with exception to some who feel like it's harder to assess part timers in this structure. TSH Amsterdam West takes cross-training seriously for new talent but seem to fail in ensuring all talent follows this program.

4.6 Conclusion:

The qualitative study conducted aimed to find potential gaps or issues surrounding the process of hiring new talent for The Social Hub Amsterdam West. The findings highlighted multiple points where TSH Amsterdam West is strong in finding talent, but also found various gaps which can be improved to increase the talent working for TSH Amsterdam West as well as the service quality given to guests. The service gap model was used to correctly identify these gaps to pinpoint the points of improvement.

Policy Gap:

The hiring process for new talent at TSH Amsterdam West has proven to contain various

policy gaps. Management knows the type of employee they are looking for with the new 3.0 model, however, lack the appropriate guidelines and policies which halt the progress of hiring new talent that fit the 3.0 model. No clear interview questions or structure and cause TSH to attract the wrong talent for their location.

It is currently extremely reliant on the personal capability of interviewers to see if a new candidate is the right fit. *Adaptability and Flexibility* also suffered from a policy gap, as this trait is not tested in any way for new candidates. When candidates are simply asked about their willingness and ability to be flexible, it is easy to answer with a simple yes, to ensure progress in the hiring process. The lack of testing for this trait causes some talent that is hired to not be the right fit for the 3.0 way of working.

The lack of clear policies and guidelines within the hiring process make it difficult to TSH Amsterdam West to attract and hire the right talent, as it is often done based on feeling rather than structured outcomes.

Delivery Gap:

Competency-based selection and *Cross training* suffered from delivery gaps. The guidelines and policies are in place to support new talent joining. TSH Amsterdam West struggles sometimes with service quality. The interview with the cluster manager highlighted that "little details" are often left out which dampen the service quality. This can be attributed to the lack of experience within the team. It was stated that experience is not an important factor when looking at new talent, but rather the candidate's motivation. While this is important for *employee engagement and retention*, it can be risky as in-experienced staff are unable to pay attention to these details and are focused on training for the job. This causes the delivery gap as the guidelines are there to help employees cater to guests but are often unable to do so.

Cross-training within TSH Amsterdam West has been well thought-out with clear and structured guidelines for completion. The qualitative study revealed however a lack of follow through for multiple new candidates in the training program. The lack of follow through leads to the delivery gap, as new talent cannot help guests effectively and accurately. If *competency-based selection* was taken more seriously, the *cross-training* time would lower, and guests could be helped more efficiently.

5 Discussion and Limitations

5.1 Discussion:

6. *How can TSH Amsterdam West use competency-based selection when hiring talent?*

Currently, TSH Amsterdam West lacks the right foundations for competency-based selection when hiring new talent. As previously stated, the literature suggests having structured interviews that ask competency-based questions. TSH Amsterdam West does not ask competency-based questions, and these interviews are not structured. Having structured policies in place to test competency are crucial to selecting talent for the hybrid hospitality industry. Prior experience is also ignored at TSH Amsterdam West and needs to be considered more heavily for this type of role.

Furthermore, behavioral tests should be considered when hiring new talent. This will allow TSH Amsterdam West to effectively assess a candidate's ability to work in a hybrid environment, and in turn lead to increased guest service as less training is required.

7. *To what extent does TSH Amsterdam West consider adaptability and flexibility when hiring talent?*

As mentioned above, TSH Amsterdam West currently asks potential new candidates about their willingness and ability to be adaptable and flexible in the workplace, but it is not tested or trained in any way. Asking point blank in an interview if a person is flexible and adaptable can often create false or inaccurate answers and new candidates want to progress in the hiring process. This in turn makes it difficult for TSH Amsterdam West to accurately see if a new candidate possesses this trait.

As the literature suggests, adaptability and flexibility courses can be worked into the onboarding training program to help employees prepare for this type of environment. Furthermore, these tests can also be worked into the hiring process to help TSH Amsterdam West see how flexible and adaptable a person really this can be as now is not done, and in turn causes TSH Amsterdam West to have talent that do not possess this trait.

8. *How is TSH Amsterdam West considering employee engagement and retention when hiring new talent?*

TSH Amsterdam West considers employee engagement and retention to a high degree when hiring new talent. The qualitative study revealed that the main reason people are motivated to come to work, and stay is due to the team environment that has been created. The literature review and qualitative study both revealed industrial struggles with motivating and retaining talent. It explores the idea that hybrid companies are reliant on talents ability to be flexible and adaptable, further indicating this trait must be sought out more by TSH Amsterdam West.

Recognition and reward programs are already in place to recognize staff for hard work at TSH Amsterdam West. It also has a healthy work-life balance and leads with this compared to other companies. However, it must also focus on retaining talent that wants to stay due to the type of work and the company they work for, not just for the people in the team.

9. *How is TSH Amsterdam West using cross-training to on-board new talent? How can they effectively cross-train new talent?*

TSH Amsterdam West currently has a well-rounded cross-training program to help on-board new talent. Using a variety of e-learnings as well as on the job training, it ensures that new candidates can get familiar with the hybrid way of working.

Where TSH Amsterdam West is lacking, is on follow through. The qualitative study revealed that not everyone follows the same training program, some may follow it fully, whilst others have only had on the job training. If TSH Amsterdam West wants to prepare their talent correctly for the pressures of the hybrid working environment, it must create policies that enable new candidates to follow the training program.

10. *How can TSH Amsterdam West streamline various theoretical talent selection models into criteria for hiring new employees?*

TSH Amsterdam West does not currently have many talent selection models specifically worked into their hiring process. It does however, know the talent they are looking for. Using the person-environment fit model, TSH Amsterdam West has set the standards of the type of talent they want. The use of talent selection models unfortunately stops there.

It currently does not consider Hollands Vocational theory at all. Hollands vocational theory can be used in the hybrid industry in the form of skill and personality tests, as well as shadow shifts will enable TSH Amsterdam West to find candidates that fit their 3.0 model. Campion et. al's research also highlights the need for more than simple interviews. The interview process currently only consists of simple questions to ask about a new talents willingness and ability to be flexible in the workplace, but it stops there.

Lastly, situational judgement tests should also be used to help see the candidates fit in the 3.0 environment. It currently does not use shadow or trial shifts at all, which can be extremely beneficial for management to asses' new candidates. It also allows the candidate to get a taste of the type of working environment they are entering, as the qualitative study revealed that many employees were not expecting this type of workplace when first entering. The lack of set criteria to look out for is missing, causing TSH Amsterdam West to hire talent not fit for the 3.0 way of working.

MRQ: How can TSH Amsterdam West innovate the hiring process criteria for talent selection to fit the 3.0 model?

TSH Amsterdam West currently has a hiring process which cannot effectively pick out the talent they need for the 3.0 model. The qualitative study revealed a lack of accurate testing is done in the hiring process. As stated above, testing has been proven to be crucial for hybrid hospitality companies when finding new talent. Therefore, TSH Amsterdam West needs to:

- Integrate skill and behavioural assessments into the hiring process. This will test the candidates fit in the 3.0 environment. KPI's need to be used to set specific criteria.
- Test for potential new candidates' adaptability and flexibility into the hiring process, with a set KPI
- Make use of shadow and trial shifts to help new candidates and management

determine if the 3.0 environment is a right fit for them.

Furthermore, a lack of policies or structure within the hiring process have halted the progress for finding new talent at TSH Amsterdam West. To streamline the hiring process so that everyone can complete the hiring process effectively, TSH Amsterdam West needs to:

- Create structured interviews for managers to follow during the hiring process. These questions should explore the persons prior experience, and how they used various competencies required for the job. This assesses competency-based selection.
- Clearly explain the roles and responsibilities, so that candidates are clearly aware of what they can expect. The qualitative study revealed that many candidates did not feel like they knew what they were coming in for.
- Create policies that enable new candidates to complete the onboarding program fully. This helps with person-environment fit.

5.2 Limitations

There are various limitations to consider when conducting the data collection. Firstly, convenience sampling is done based on availability due to time, resulting in sampling bias. Sampling bias results in an inaccurate qualitative picture as the true population may not be represented (Nikolopoulou, 2022). Furthermore, only 9 interviews were completed instead of 10, due to the limited time to complete the research. This also declines the validity of the study as a holistic qualitative overview can't be given. Lastly, there was no second individual which checked the thematic analysis, which is something that is usually needed in qualitative studies, to see if the analysis is accurate and representative (Gale et. Al, 2013).

5.3 Conclusion

TSH Amsterdam West has innovated the way hybrid hospitality staff operate and aim to give a high level of service to guests at all operational levels with the 3.0 way of working. With this new way of working, the processes in place to hire new talent are simply outdated and not applicable to hybrid hospitality companies. They must be praised for their ability to create a team which works hard for each other and stays motivated and engaged to stay within the company.

However, the lack of structured hiring process policies, as well as an absence of skill and behavioral assessments have halted the progress of hiring the right talent for TSH Amsterdam West.

6 Solution Design

To create a viable and realistic solution for TSH Amsterdam West, the model of **Design Thinking by Brown (2008)** was used. The model for design thinking is a tool which centers human needs at the center of the solution. The elements of empathize, define, ideate and prototype allow effective brainstorming for viable solutions to complex problems. This method is especially useful for hybrid hospitality companies like TSH as it focuses largely on human needs, an essential factor to consider when creating viable solutions for hospitality companies overall.

Empathize: Empathy is an important factor to consider when creating viable solutions. It investigates specifically what the solution user needs. Within this research paper, the users are the managers and policy makers of TSH Amsterdam West. They need a clear policy and structure in place when it comes talent selection criteria, as this is currently non-existent. The completed literature review analyzed the users' needs from various stakeholders, industry experts, and academic literature with regards to talent selection criteria, as well as verbal interviews with current managers. It was found that the user needs **motivated talent that possesses a variety of skills and competencies like adaptability and flexibility to excel in the 3.0 way of working.**

Define: The next stage of the model is define. This stage aims to diagnose the problem discovered in the problem definition with the data that has been collected. After thematic analysis, the diagnosis of the problem was found. TSH Amsterdam West can have a motivated and engaged workforce, which can be attributed to the talent selection over the last year. However, it appears that TSH Amsterdam West does not have a clear hiring process or talent selection criteria that enables managers to select the right talent for the 3.0 way of working, causing guest service level to decrease, as well as not having the right workforce for the 3.0 way of working, as motivation stems from team culture and not the work itself. This led to the definition for the solution: **Managers and policy makers need to create new talent selection criteria with a structured hiring process.**

Ideate: After diagnosing the problem and defining what the user needs, ideation needs to happen. This phase focuses on how the diagnosis of the problem can be solved. The main question that arose in this phase was **"What skills, competencies, and experience is needed with new talent that needs to be discovered in the hiring process?".** The main current pitfalls in the hiring process does not make use of structured interviews or behavioral assessments in the hiring process to assess a new candidate's ability to work under the 3.0 model. Most assessments about job-person fit are done based on personal feeling, and not KPI's. While both supervisors and hosts were investigated, only the community hosts position will be considered for this solution. This led to the creation of the prototype: **A SOP for the preliminary interview as well as flexibility and adaptability tests incorporated for the hiring process of community hosts**.

Prototype:

6.1 Partnership with Neuroworx:

The first element of the prototype is a partnership with Neuroworx. Neuroworx is a international company which specializes in talent recruitment for various industries through the use of skill and adaptability tests which help companies find talent that fits what they are looking for (Neuroworx, 2023). While there are many assessments to choose from, TSH Amsterdam West will focus on having a partnership on their adaptability and flexibility tests.

While adaptability can be tested in normal personality tests, this trait can also be tested for on its own and helps give a better overview of a potential candidate's adaptability (Ibid). It is based on unexpected but realistic workplace scenarios which would require adaptable thinking.

Each community host that will apply will be required to first take this test. The time limit for the test is 10 minutes, which is not time consuming for new candidates. The test scores will be sent to managers and used a first screening. The report gives overall scores aligned with global averages, with in depth results explained ranking adaptable qualities from 1-5, with 5 being the best (Ibid). It was decided that if the candidate is matching or greater than the global average, the candidate can proceed to the interview for the role.

Creating your own skill or behavior assessments is not only time consuming but can be costly for a company as many experts need to be consulted in the creation of these tests (O'Keefe, 2016). This is why it was decided to out-source this service. It is estimated that the average behavioral test costs between 100-5000 USD per candidate. Neuroworx, which has an extensive client portfolio (Google, Deloitte, etc.) charges 500 USD per month with unlimited testing available (Neuroworx, 2023).

The service will eliminate many issues surrounding adaptability and flexibility at TSH Amsterdam West. Testing for this trait will enable TSH Amsterdam West to filter through candidates who may claim they are flexible in the interview but aren't as willing as they say they are. This was one of the main issues found earlier.

Although this solution focuses on hiring talent for the community host position, these tests can and should be implemented at a supervisor level as well. Should TSH Amsterdam West wish to test for more traits in the future, Neuroworx has plenty of skill and behavioral assessments available to use.
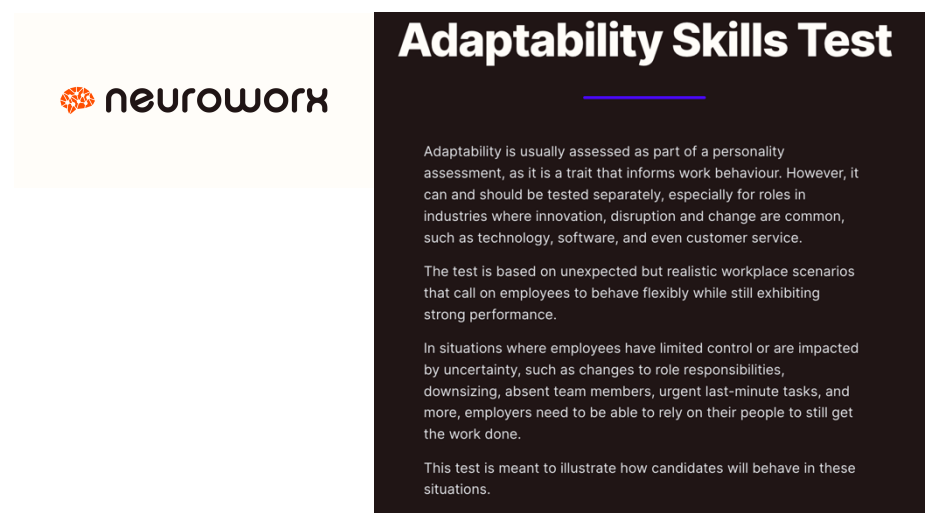
Figure 1: Adaptability skills test explanation (Neuroworx, 2023)

6.2 Preliminary interview SOP:

If a candidate has passed the flexibility and adaptability test, they may move on the preliminary interview. Before this happens, experience must be checked. Whilst the cluster manager assistant explains experience is not a crucial factor, it is still important for such a dynamic role. At least 6 months of experience (not pertained specific to the hospitality industry) should be present on the CV to proceed with the interview.

The main issues discovered with the interview process was a lack of clarity on job roles which made candidates feel like they did not know what type of job they were coming into when they started. Clearly stating this in the interview will assist with this. Another issue was that there was a lack of inquiries into past experiences, which are crucial to understand for TSH Amsterdam West when hiring talent for the 3.0 way of working. Inquiries into this also will helps managers assess a person's job-environment fit.

It is also crucial to still ask about their motivation and engagement in this interview process, as this was something TSH Amsterdam West was excelling in, having created a team that is willing to work for each other. This preliminary interview will be done by managers and will have a clear set of questions to ask. The interview will remain semi-structured to allow for further inquiries into specific answers. The SOP can be found below:

Introduction:

Hi there, good morning/afternoon. How are you? Thank you for taking the time to do this interview. Before we begin, I would like to explain the role to you, so that it is clear. If you have any questions, please do not hesitate to ask me.

At TSH, we aim to redefine what is known traditional in the hospitality industry by blending our three main departments of front office, food & drink, and coworking spaces together. We believe in creating a personalised experience for each guest when they are with us, which is where you come in! As a Community Host, you are the epitome of adaptability and flexibility in the hybrid hospitality industry. This will involve switching between departments on a regular basis. I'd like to into each department briefly, so you have a good idea of what you'll be doing on a day-to-day basis.

At the front office, you are at the heart of guest services. With your problem-solving mind, you will assist guests with check-ins, problems that may arise, and general queries about the hotel or city. At our food and drink department, you will ensure that guests who enter can have a comfortable experience, where you'll become a barista, sandwich artist, and server. Occasionally, you may be asked to assist in dish-washing duties, if understaffed. Lastly, we also have CoWorking spaces. You'll be responsible for facilitating a smooth guest experience there as well. These responsibilities mainly include maintaining the workspace, assistance with CoWorking members on questions they may have, and fostering a community feel.

Your shifts will vary day-to-day in each department, and you may be asked to step into different departments during your shift. I hope I have explained the role clearly to you, do you have any questions about the roles and responsibilities?

If the candidate has any questions, the interviewee will answer them before proceeding the interview.

Question	Link to theory
Based on the role description given, what are the most important skills and competencies needed for this type of role?	Competency-based selection
Could you provide an example of a complex problem that arose in your previous experiences, and how you handled this situation?	Competency-based selection, Talent selection models
How would you adapt the way you solve problems when you transition between different departments within our model, if it all?	Adaptability and flexibility
How do you adapt to new working environments?	Adaptability and

	flexibility
Teamwork and collaboration are extremely important in the hybrid hospitality industry, can you share an example of where teamwork in your previous experiences was extremely important. How did you work with each other?	Talent selection models
Change is constant in the hybrid hospitality industry. Can you provide an example where you had to change your approach to a role within your previous experiences? How did you handle this change?	Talent selection models, Adaptability and Flexibility
Can you provide an example of an occasion where you willingly sought out extra training or learning opportunities to enhance your skill set?	Cross-training, competency-based selection, employee engagement and retention
What attracted you to our model of working?	Employee Engagement and Retention, Competency-based selection, Talent selection Models
What factors are important to you in staying motivated and engaged in your role?	Employee Engagement and Retention
At TSH, our company values entail curiosity, fun, boldness, consciousness, and entrepreneurship. How do you embody these values?	Competency-based selection, Talent selection Models
We are looking for candidates which see our company as a long-term career and see our company as a place to grow internally, which is something we also value and always look at first. How does a role like this fit into your long-term career goals?	Competency-based selection, Talent selection Models, Employee Engagement and Retention

Closing:

Thank you very much for your time and answers today. We will review everything and have an answer for you in the coming days. Before we leave, is there anything you would like to ask about the role, or anything I've mentioned?

Interviewee answers questions candidate may have.

Alright, then I wish you a lovely day ahead, and we will be in touch soon!

End of interview

All answers given by candidates will be reviewed by the interviewee and discussed internally. With these open questions, it is hard to set clear KPI's that will assess the candidates fit. The answers given should give the interviewee a clear picture of the job-person fit, due to the experience of managers and knowing what values and traits are needed for the Community Host role. Trial shifts will not be done for the Community Host role as the interview and adaptability assessments already give a clear picture of how the person works. This can still be considered for roles with higher responsibilities like

Community Supervisor.

This SOP follows and explores various themes that are crucial to hiring new talent for TSH Amsterdam West. By incorporating the themes investigated in the literature review into this SOP, the hiring process for Community Hosts has been successfully innovated to fit the 3.0 model of working. A process map was created to assist managers with how the new hiring process goes and be seen below:
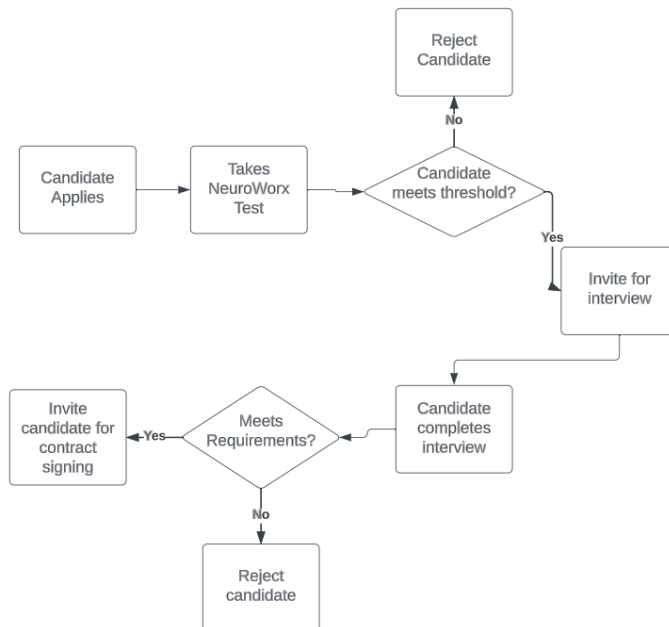

Figure 2: Process map for new hiring process

7 Implementation and Evaluation

7.1 Implementation plan:

Now that a viable solution has been created for TSH Amsterdam West, it must be implemented to seamlessly transition the SOP and Adaptability tests into the hiring process. To assist with this, Kotter's 8-step model will be used (1995). This model uses 8 steps which are deemed to be critical success factors when implementing change within a company.

The implementation plan will be implemented after the hand-in of the research which is **2 October 2023**. The total timespan of this implementation and will take just under 2 years. This is done to ensure employee's feel trained and informed on the solution and allows ample time for evaluation of the solution to make improvements.
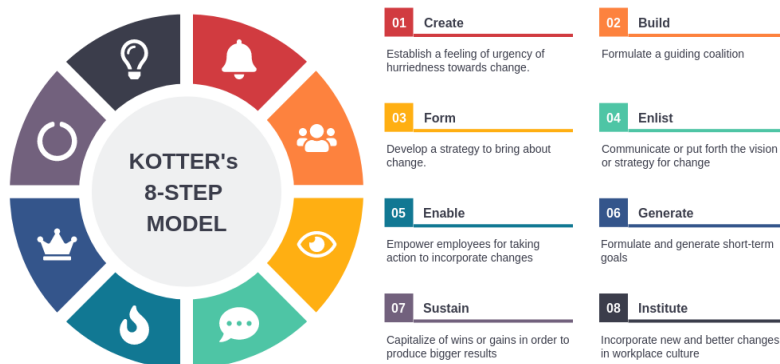

Figure 4: Kotters 8-step model visualized (Ibid).

Step	Action Taken	For whom?	Timeline
1	Communicate to key stakeholders and employees the need for the change. Identify the current pitfalls in the hiring process. Explain how this change aligns with the company's growth and success strategies.	Cluster manager assistant, General manager, Operations Managers, HR Manager	1 Month
2	Create a strong team that leads the implementation of the strategy. This is done by selecting key employee's that are behind the recruitment process. Ensure the team fully understands the solution and provide training on how to use this solution effectively.	Cluster manager assistant, General manager, Operations Managers, HR Manager	2 months
3	Create a vision on how the solution will benefit TSH Amsterdam West and improve the overall hiring process. This will assist with overall understanding of the reason for this change. Furthermore, a timeline for how this solution will be	HR Manager, General Manager, Cluster Manager Assistant	2 months

	implemented with specific responsibilities will be provided.		
4	Communicate the new vision to all employees, so that they are informed and can brace for the change. As the solution pertains to the hiring process, employees should not fear major changes in day-to-day operations. Employees should be ensured that current positions are not in threat. Open dialogue about concerns or questions for the new solution will be encouraged to help overall understanding of the new solution.	All employees	2 months
5	Enable relevant employees to use the new solution. Regular training on how to analyse the adaptability tests and use the SOP. This will help employees understand the new change and enable them to use it. A feedback mechanism is developed to help report any issues and make suggestion for improvements.	General Manager, Cluster Manager Assistant, Operations Managers	2 months
6	Once implemented and in full use, short-term wins should be generated to help celebrate the change. Quick wins are established and celebrated. This can be the first new hire that is hired using the new SOP and test. Recognising the employees embracing the solution should be done to help set an example for the rest.	General Manager, Cluster Manager Assistant, Operations Managers	2 months
7	Continuously build on the initial successes and continuously make improvements. This is done by collecting feedback from users of the new solution and investigating how to improve the solution based on this feedback. Should it become a success in TSH Amsterdam West, TSH can consider expanding to more locations.	General Manager, Cluster Manager Assistant, Operations Managers, HR Manager	6 months
8	Embed the SOP and Adaptability test into the company's policies, procedures, and training programs (for roles responsible that interview community hosts). By doing this, it becomes truly a part of the company's vision and strategy, bringing the implementation plan to completion.	HR Manager	2 months

7.2 Evaluation

As the new solution is implemented, it must continuously be evaluated using KPI's to effectively assess the feasibility. At each stage of the implementation plan, there are useful KPI's which can be used to facilitate this. All KPI's should be measured after the timeline has passed for each step in the implementation plan above to assess effectiveness. An overview

of the evaluation plan per step of the cycle can be found below:

Step	KPI
1	Awareness level percentage: Measure the number of informed stakeholders on the need for the change.
2	Measure the percentage of coalition members who have not completed the training.
3	Send out a survey that all stakeholders must complete to gauge the understanding of the new strategy. A scale of 1-5 is used to help facilitate this. Any stakeholders scoring themselves lower than 4 should be approached to help give better understanding.
4	Collect the number of questions and concerns that are brought by employees about the change. This identifies the clarity of the new solution created and allows for an evaluation of the communication to employees as well.
5	Send out an employee pulse survey which evaluates the effectiveness of the trainings completed. Ask employees about confidence in using the solution, using a scale from 1-5. Employees that score themselves below a 4 should be reached out to and assisted.
6	Staff turnover, number of new hires that start within the company using the new solution.
7	Staff turnover, employee surveys to assess comfortability of using the solution, and effectiveness. Surveys will also be sent out to new hires 2 months after joining, after completing the on-boarding program and have had a chance to be fully worked into the role. Questions will ask about their hiring experience, if they feel like the role is what was expected, and if there any surprises. Low scores are identified and investigated further to see where any pitfalls are.
8	There are no relevant KPI's to track here, as by this stage the solution is ready to be fully worked into the company's policy.

8 Dissemination

As well as presenting final findings and the solution the the company mentor, two other acts of dissemination were completed. This was through LinkedIN and TSH Hangouts, the company's intranet. This was done to reach all relevant stakeholders in the process.

LinkedIN:

Julian Jeanne · You
Student at Hotelschool The Hague
now · 🌐

Hi everyone!

As some of you may know, I am currently rounding of my bachelors at Hotelschool The Hague. In order to complete my bachelors, I am required to write a research paper following the Design Based Research Cycle (DBR). I chose to write a paper for The Social Hub Amsterdam West, a young and vibrant hybrid hospitality company which has recently implemented their 3.0 way of working, stating all operational employees should help out in all operational departments. My research looked into the hiring process, and if this could be improved.

The derived research question became: "How can TSH West innovate the hiring process criteria for talent selection to fit the 3.0 model?"
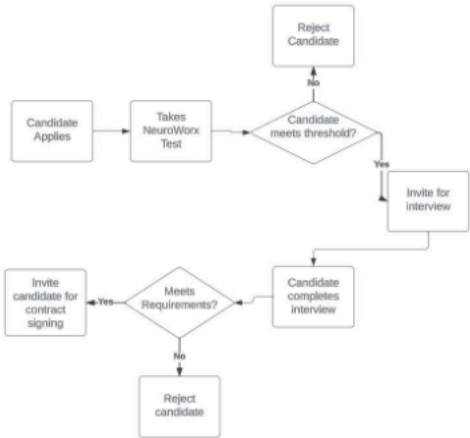
After carefully researching scientific literature and cross-referencing these with industry trends, it was clear that the hiring process in hybrid hospitality companies needed to be more intricate than a standard hospitality employee. Since there is no current framework for this, important themes were highlighted and investigated. The most important themes found were competency-based selection and adaptability and flexibility.

Out of the research, a solution was created. This is the new SOP for hiring community hosts, which includes a semi-structured interview, as well as adaptability test all candidates must complete before they move on to the interview process. A partnership with Neuroworx was decided as the best direction to go in.

TSH Amsterdam West has a strong core group of employees that work hard for each other, fostering a great employee culture. The next step now becomes on focusing to find the right talent that can help give guests service at a high level at TSH Amsterdam West.

I welcome any feedback or suggestions on this idea!

(Disclaimer: This prototype presented is for educational purposes. The solution created is not a part of any strategic plans for The Social Hub Amsterdam West).

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JJ **Julian Jeanne**
· Social Feed

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9 Future Research Recommendations

The qualitative studied revealed multiple areas where TSH Amsterdam West can improve upon and should be researched further. The main area that required future research was in the onboarding program. Interviewees were inconsistent with answers about how they completed the on-boarding program. Whilst TSH Amsterdam West has a holistic program in place, this is not enforced. The reason for this remains unclear and should be researched further. Furthermore, a lack of available studies in the hybrid hospitality field means that TSH Amsterdam West needs to continuously track new industry trends and studies that can be beneficial to them as it a ever-growing industry.

10 Appendices

Appendix 1: Preliminary Interview with Community Manager

Julian (Researcher)
All right. Good afternoon. Thank you so much for taking the time to interview today.
Emilie Tuinstra
Of course
Julian (Researcher)
How are you?
Emilie Tuinstra
Good, how are you?
Julian (Researcher)
I'm good as well. Thank you. So I'll open up the interview but ask some questions about your position. And then I'll move on to the main theme of the interview, which is about the training programs.
Emilie Tuinstra
Sounds good.
Julian (Researcher)
So firstly, could you please tell me what your position is?
Emilie Tuinstra
I work as a community manager within TSH, Amsterdam West. This is basically the equivalent of an operations manager.
Julian (Researcher)
Okay. All right. And then how long have you been in this position?
Emilie Tuinstra
I've been in this position since last June. And before that I was a supervisor here as well for about a year and a half.
Julian (Researcher)
Okay, all right. Nice. And then could you please briefly explain some of your main responsibilities as a community manager in the hotel?
Emilie Tuinstra
Yes, I will run the operations the day to day operations together with support of the supervisors. This is regarding front office as well as fnd as well as co working technical departments kitchen and m&e. So in this I take the leads, make sure everything behind the scenes is arranged so that our team can take the leads on shift, and they can give the best guest experience.
Julian (Researcher)
Okay. All right. Thank you. And then it seems like you're quite involved with the day to day operations. So then I'm curious to what extent are you involved in the training and onboarding procedure of new hires?
Emilie Tuinstra
This is fully our responsibility of me and Vito, of course, we did a community manager role with two people. So of course, we can split the load, however we are responsible of basically the whole process from hiring to the onboarding and the further development of every part of our team.
Julian (Researcher)
Okay, all right, thank you. And so in the last year, the social hub has changed the way it trains its employees, and once it's in place to operate, and it's now known as TSH 3.0 behavior. And i'd just like to ask you, what is TSH 3.0 behavior?
Emilie Tuinstra
TSH 3.0 behavior is basically be where guests are. Everyone is fully trained in all departments. So whenever it gets busy in a certain part of the operations, the whole team can move there. This way we can give a better guest experience because one person can do to check in, but if there's line for coffee, they can also jump in there or help the m&e or

guest comes in for cowork with questions, or the host as well as supervisor, they should be in the in the lead to just take action themselves. So this way, we can give one window service instead of having it to pass on from person to person.

Julian (Researcher)

Okay. And then why was this model introduced into the company

Emilie Tuinstra

The model was introduced, so we can create a better guest experience that is a little bit next level. We wanted to go outside of the norm of hospitality and yeah, giving the guests that experience of I can help you with anything. And I can approach any of the guests as well as staff in order to get that.

Julian (Researcher)

Okay. All right. Thank you. And then. So briefly, what is the overall overarching goal of TSH 3.0 behavior?

Emilie Tuinstra

I think it's connecting with the guest, making it special bonds with the guests because she can help them with anything and you never say no. And then that creates time, again, for us to give more time to connect with the guests, and really create a bond and have a special experience which you would not have in a regular hotel

Julian (Researcher)

Okay. All right. Thank you. So then staffing to be trained in all departments. I'm curious, what does the training model look like for community hosts and supervisors?

Emilie Tuinstra

All right, let's dig into the community hosts a bit more because we have the full structure already out for them, and supervisors something we are still building on. For host what's really important right now, which has only been introduced since March is that we have a set first few dates. So every host, no matter which location you go to, you get the same experience. So your first day is an introduction with a PowerPoint slide by one of the community managers. Then you get your laptop, IT set up, you get informed about fire life safety, tour of the hotel, you get to meet your coworkers and you get to do some online trainings to really get to know the brand. Then the second day, you have an online training called boot camp in which to really dig into with all the new hires from that moment, from all locations into what is the brand, what do we stand for? What do we want to bring across to our guests? What is the reason you are here, and really, basically create a bond already between the new hire and the company. And after this, they experienced their HUB. So they have a few moments with now a checklist which is newly created since last week of the things they have to do. So connect with a co working member and someone from the restaurant that comes in from the neighborhoods, a student guests and a hotel guest so they can experience what they're looking for, what a guest is looking for. After this is the onboarding which we have a training passport for now. So, per department, you have set checklist of things you have to cover in your training. This way we can keep track of what has been taught as well as what is still needed. And to be able to keep track of this, we do a weekly check in with them one on one moment, a little coffee together just to go okay, where are you at right now? Where do we still need support from? How are you fitting into the team, so that they're really getting the support they need, in order to one, love the company as well as the team and fit in their place, but also that we know, hey, where's their knowledge?

Julian (Researcher)

Yeah. Okay, nice. And then I think you answered the next question but if you could briefly explain how to keep track of the onboarding process, I believe that's through a passport you said?

Emilie Tuinstra

Yeah, so it's a booklet that we call the training passport, which basically has a checklist per department with the subjects and topics that they need to control. Okay, so and this is what we check in the daily or in the weekly checkups with them is like, Okay, let's go over it. Can you explain to me this, this and this? And then we can check it off for them?

Julian (Researcher)

Okay, great. And then, how long does it take to fully train staff in the 3.0 behavior?

Emilie Tuinstra

We have a training period of one month. But this differs, it also depends on if they work full

time, if they work part time, they just need more time, which we're willing to give them as well. Yeah. So normally, as community hosts, we start them in F&D, because it's easier to pick up, then they have their safe space to go back to. Normally this takes about two-three weeks, and then we go into front office. But to be fully fully trained, it'll take at least three months

Julian (Researcher)

Yeah. Okay. And then how do you decide as a company, once an employee's training is complete, or its full employees fully onboarded?

Emilie Tuinstra

We do this in our monthly checkups, also with the supervisors, because they have to train them as well. They are the ones that are frontlines with the onboarding person. So we involve them a lot in like, Okay, how's it going? How do we trust this with a person? Are they able to go fully to front office now, because they're fully trained and f&d. And afterwards, if they're fully comfortable at front office, we will introduce the back office part. So we take steps, but to be honest, it's an ongoing learning process.

Julian (Researcher)

Okay. All right. And then my next question would be how has implementing TSH 3.0 affected the hiring process in general? If it has

Emilie Tuinstra

yeah, it has a lot. Because you have people that just want to be reception, people that aren't ready for reception, but will be ready for f&d. And right now you are letting go of a lot of people that are in either one of those segments. This is something TSH is looking in, if we have to revise, I do think West is very different. West is made for 3.0. We hired the right people, we attracted the right people, which took a very long time. But they because the supervisor is at the front desk and right around the corner from the restaurants, they are easily being able to maintain it. But for example, a flagship location like City, they have different operation in the sense that there's way more going on. So they are already a little bit more split again, because they just couldn't manage it. They couldn't manage the day to day operations. So that's the difficult part.

Julian (Researcher)

Yeah. No, it seems quite challenging as well. So then, what are, you mentioned there was a lot of challenges in hiring the staff that would be fit for 3.0 behaviour, could you please elaborate on some of those challenges?

Emilie Tuinstra

The challenge is they're either too advanced, because they're done with being a server and being at the dishes, so they want to go to front office. So then they're less interested in into the role. But you also have people that deserve a chance, but they're not ready to go that step yet. So that's why we did the onboarding process in a way that we start with f&d and then go up to front office, so they get enough time to learn everything.

Julian (Researcher)

Okay, great. And then are there any ongoing projects at the moment to help improve this hiring situation? In general?

Emilie Tuinstra

yeah, I think because they are revising, they're looking at 3.0 Because the idea of it is ideal. You want people to be able to help your guests everywhere. However, then you run into maybe not attracting the right people. Because our main focus for hiring is also do they fit into a team, because we are working as one team and that's what we want to create. We want to create the idea that we're one family, we don't work for ourselves, we work for the person next or after us. And that is the most important thing. So if I hire someone, I don't base it off experience anymore. I really base it off the energy and willingness to learn and work hard.

Julian (Researcher)

Okay, great. Then I have just two questions left one quick one, one maybe a bit longer. So first question is when was TSH 3.0 behavior introduced into the company.

Emilie Tuinstra

This was last February.

Julian (Researcher)

Okay, so just over a year ago. Okay. And then my last question for you is, in your professional opinion, what should change to help accommodate 3.0 behavior in hiring and

training?

Emilie Tuinstra

I think the view of it. So I would say hire everyone per department where they excel in so you can give the best service to a guest, you have people that are better baristas than at the check in Yeah, you have people that are better at computer services and writing emails than serving a table. So I do think we need to use and hire people with their strengths more, but put in there that they're trained in everything, like a cross training. So in case we are running into a situation, we're losing people in one department, yes, we can jump in. But we're hiring with the right expectations. And I do think right now, I sometimes feel like I'm letting down certain people of the team, because I have to keep it balanced, even though they're better at something. And I would like to use that strength and I would like to help them grow. And right now, this is preventing me from helping my team grow.

Julian (Researcher)

Yeah. Okay. All right. Well, thank you very much. I appreciate you taking the time for this interview. Yeah, thank you.

Emilie Tuinstra

Thank you.

Appendix 2: Interview Questions

Good afternoon, thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria (job requirements) with their current 3.0 model, which states that operational employees should be able to help in all operational departments, wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current use of the 3.0 model. The interview will remain anonymous, so please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Introductory questions:

What is your current position?

How long have you been in this position?

Theme 1: Competency-based selection:

Can you describe your journey in joining TSH Amsterdam West? What attracted you to this unique model?

Did the interviewee explain the role clearly, that you will be working in various departments?

Do you have any prior experience in FB or Front Office and if so, how many years?

From your perspective, what skills and competencies are crucial to excel in your current role, which involves switching between different departments?

How did the hiring process evaluate your skills for cross-functional roles? Were there any specific assessments or discussions about your adaptability and skill diversification?

Can you share an experience where your diverse skills were particularly valuable in delivering quality service across multiple sectors?

Do you think one month is enough time from a management point of view to assess a new employees fit for this type of role?

Do you feel like you knew what you were coming into when you were hired for the position?

Do you feel like everyone currently on the team for 1 month or longer is fit for a community host role?

Theme 2: Adaptability and Flexibility:
Do you see yourself as a adaptable and flexible person in the workplace?

How balanced are your shifts across all departments?

Follow up: Does it bother you that its not balanced?

Given the dynamic nature of the hybrid model, can you discuss how you manage to switch between different roles effectively?

Could you provide an example of a challenging situation where you had to quickly adapt to a new role or sector? How did you handle it?

What support, if any, do you think would enhance your adaptability and flexibility in transitioning between different sectors?

What can be improved upon the flexibility from a management side for operations staff?

Theme 3: Engagement and Retention:
How engaged do you feel in your current role, and what factors contribute to your engagement?

What aspects of the hybrid hospitality model make you feel committed to staying with TSH Amsterdam West?

From your perspective, what role does leadership play in keeping employees engaged and motivated in a dynamic work environment like TSH Amsterdam West?

Can you share any suggestions or ideas to enhance employee engagement and retention?

Are you happy with the current 3.0 model of working?

Do you see yourself staying here?

Theme 4: Cross-Training:

How do your trainings look like?

How did TSH Amsterdam West cross-train you, if they have at all?

Did you feel one month was enough to train you in all departments to a certain extent?

What departments do you feel confident in, and which do you want to gain more experience in?

Are there any challenges you've faced during cross-training, and how do you think these can be addressed?

How do you see cross-training impacting your long-term career development within the organization?
In your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels?

Interview with Cluster Manager Assistant:

Good afternoon, thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria (job requirements) with their current 3.0 model, which states that operational employees should be able to help in all operational departments, wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience with hiring and current use of the 3.0 model. Please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

What is your current position?

How long have you been in this position?

How involved are you with hiring new talent?

How does the hiring process look like for a community host?
How does the hiring process look like for a community supervisor?
How important is experience when selecting new talent?
How do you see if a person is flexible and adaptable in the interview?

From your perspective, what skills and competencies are crucial to excel in the host role, which involves switching between different departments?

There's a probation period of one month, is this enough time for management to assess a new hire's capabilities across various departments?

What are the main challenges currently in finding new talent for the 3.0 model?

How do you consider employee engagement and motivation when hiring new talent?

The introduction of 3.0 presented the idea of increased guest service as guests can be helped at all levels by one person. Do you believe guests can be helped at a high level, at all levels in The Social Hub Amsterdam West with the current workforce?

From your perspective, what role does leadership play in keeping employees engaged and motivated in a dynamic work environment like TSH Amsterdam West?

Who is involved in the hiring process?

Does every host at TSH Amsterdam West have the same onboarding process? If so, what does it look like?

How important is cross-training for this type of role? (FOLLOW UP WITH HOW TSH DOES W IT)

Are there any challenges you've faced during cross-training new employees, and how do you think these can be addressed?

In general, are shifts across all departments balanced for hosts and supervisors?

How has the hiring processed changed since the introduction of 3.0, if it has at all?

Would you say the employee standards have increased, decreased, or stayed the same since the introduction of 3.0, and in what way?

Is 3.0 a feasible and implementable idea at an operational level? How so or how not?

In your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels, at a high level?

Appendix 3: Interview with Community Supervisor

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics running talent selection criteria, and your personal experience upon hiring and current use of the 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Supervisor 00:37
No, no. Yes, everything is clear. So we can start

Julian (Researcher) 00:41
Alright then I first have some introductory questions. Could you please say what is your current position?

Community Supervisor 00:47
So? Well, I'm aCommunity Supervisor. And my current position is the community supervisor The Social Hub, and nothing more than that, actually.

Julian (Researcher) 00:57
Yeah. And how long have you been in this position?

Community Supervisor 01:00
I have been in this position since the first of June.

Julian (Researcher) 01:04
Okay. And were you in any other positions within the social hub Amsterdam West before this, or did you come in as a supervisor?

Community Supervisor 01:10
I first came in as a Community Host. And I started last year August. So I had like seven, eight months experiences as a host and then yeah, there was a position open for me to fill in. And it was the supervisor position.

Julian (Researcher) 01:27
Okay. And first, I'd like to ask you about your journey as a Community Host. So before you entered the social hub at all, could you please describe your journey in joining the social hub, Amsterdam, West, and what attracted you to this unique model?

Community Supervisor 01:44
So when I first came in, yeah, obviously, you first started as a as a host in the front office, and also in the restaurant. So were calling it the work cafe. So you're trying to learn everything a little bit. But when you are longer than any week and a month, eventually you do more and more. And there comes that while this new system that we have the 3.0. So you know, you should be very flexible in what you can do. Obviously, you will be trained in those things. But yeah, that last eight months as a host, how I experienced that was very, like two sides. So it was very nice, but also overwhelming. You need to, you need to be flexible, and try to learn and do as much as possible, which is could be overwhelming. But

also on the other hand, it's nice. And what I've experienced from my previous jobs is that I have never actually experienced a job where I can do like so many things at the same time. So for my personal growth, it was perfect.

Julian (Researcher) 02:57
Okay, nice. And during your interview, did the interviewee explained the role clearly that you'll be working in various departments, or was that new to you when you joined?

Community Supervisor 03:09
Um, well, it wasn't clearly stated that there is a 3.0. And, you know, you go from dishwasher to well, helping out in dishwasher wasn't like the very first big job or task, but uh, no, they didn't mention that. Exactly. But it's like, always, wherever you go to work, I guess, you know, you, you, you apply for a role they call the Community Supervisor and you help her where it's needed. And you fill in and that does what we need to do on the basic job. But it's different. If you go to a restaurant, you will be there as a bartender, you obviously make drinks, maybe sometimes also clean a little bit. But maybe that's you know, that's it. So the host here is obviously way more than Yeah, I thought it will be.

Julian (Researcher) 04:07
Okay. And before joining the social hub Amsterdam West, did you have any prior experience in food and beverage or the front office, and if so, how many years

Community Supervisor 04:17
in food and beverage, a lot of experience, say around I started when I was 12 or 13 already working with food and beverage. So let's say around 11 years for the front office actually never so there was my first Yeah, my first job actually in front office

Julian (Researcher) 04:38
Okay, and from your perspective, what skills and competencies are crucial to excel in your current role, which involves switching between different departments

Community Supervisor 04:50
Excel?

Julian (Researcher) 04:52
which involves, which are crucial to help you grow and do well in your current position as a supervisor

Community Supervisor 05:00
What helps?

Julian (Researcher) 05:01
Yeah, what what skills do you need?

Community Supervisor 05:02
What skills do you need? Okay, okay. Well, I first started as a host, seven months, and then I became a supervisor. And the two things that changed for me the most. The first one is responsibility, which is not quite a skill, but you know. I mean, if you have a lot of questions, and you're not certain about things, you just open the door of the back and say, Hey, supervisor, can helped me and then you know, you pick it up. So that was a very big change. So I think you need to as a skill, you need to be more proactive and yeah, communication wise as well. So you need to talk between more departments, Because yeah, you don't know all the answers, but you need to be social and say, Hey, reservations can you help me or hey, TD can you help me. So don't you know, don't think you can get the answer by yourself, whatever. So yeah, sociable, more and proactive. And since we work with 3.0 means that as a supervisor, you are easily, not easily you are responsible for the CO Work department. Number two, the food and beverage department, the meeting events department and front office department, so yeah, you need to be flexible and work on the stress. I think those two are two skills as well. You need to be good.

Julian (Researcher) 06:49
Nice. Okay. Great. And during the hiring process, as a Community Supervisor, was there any process to evaluate your skills to be able to work in different roles? And were there any specific assessments for that?

Community Supervisor 07:12
You mean after?

Julian (Researcher) 07:14
No, during so when you're doing your initial interview, did they talk about any way if you're adaptable or flexible, and that they test in any way? If you were able to work in different departments?

Community Supervisor 07:26
Um, well, honestly, no. When I did my interview, I was in Barcelona. So I did one teams interview and then after an hour, I was called "Hey we want to hire you". So no. But during the process, whenever I came here, and whenever I was working here, I started at the end of the summer, so there was a lot of time for trainings. So the first two weeks I was sitting, I was sitting in the, in the meeting room doing trainings about every department and yeah, and then I was just working, so No, not particularly well. But when I did my interview for supervisor I had, yes. So they came with examples and how I responded on that and how, you know, I would interact with my team then and yes.

Julian (Researcher) 08:23
Okay, and you mentioned that you had a lot of time to do trainings. As you know, there is a one month probation period. Do you feel like you were able to know everything and show what you can do in that one month period? Or did you feel after that one month, there were still a lot to learn?

Community Supervisor 08:46
I think that because I had eight months first, as me and the others, I think I wasn't even completely out learned if I if you know what I mean. So within that month, that won't be possible. But what I think is that the, you know, the environment and the way of how you feel here, within that month of working, I think, I think everyone is like every other one month working, you know, the environment is good, everyone is nice. There's so much learn, it never stops. But the basic things Yeah, you can learn within a month. So how to check in, check out how to make a coffee, how to help people how to, you know, set up meeting rooms, so those basic stuff, yes. But yeah, there's so much more to learn, obviously. But yeah, in that one month, you can have a very good view of how TSH is, what you can expect, what the basic you can learn and what else there is to learn. So, yes to a certain point.

Julian (Researcher) 09:47
And do you think that on a management level one month is enough time to assess a new employees capabilities to work in various departments with the current skill set that they have?

Community Supervisor 09:59
Umm, yes, maybe in one month? Well, to check if they're?

Julian (Researcher) 10:10
able to continue in the role.

Community Supervisor 10:13
Yeah... I think that depends on the other person itself, obviously, in my experience, or like, in my example, I was already working for eight months, I already knew everything. The only thing I didn't knew is the other way around. And how we will be if someone would ask me the question, which I firstly would answer. So in my case, if it's like internal growing, I

would say yes. But if you will, and then it's especially this company, but if you are working at the Hilton, as supervised for six months, and come here, it's completely different. Because, you know, it's not a hotel, it is a hotel, but its also student accommodation, it's also co working, it's also meetings so, you know, food and beverage. So it's a lot. So I would say for internal growing, yes. And all the other hiring processes if you go from another place, no.

Julian (Researcher) 11:13
Alright, do you see yourself I think, you know, the you already explained this a bit earlier. Do you see yourself as adaptable and flexible person in the workplace?

Community Supervisor 11:24
I would say yes. I started first of June. So that was before the summer. While we really started, also, we had the big transition during that month about students leaving 600 or something and well, six hundred rooms were available for hotel guests, I would say yes, because there was not much training for me to get from all the managers and supervisors, because there's just no time for it. Just you know, we were thrown into the depth and just like, do it. So yes, I think I adapted well, also came with experience I previous had a lot of, you know, food and beverage experience, my you know, my bachelor and everything.

Julian (Researcher) 12:07
Yeah, and given the dynamic of this hybrid model, and as you've been describing, like the workplace, how you switch from different departments, can you discuss how you manage to switch roles effectively, between front office and food and beverage, coworking

Community Supervisor 12:24
For myself?

Julian (Researcher) 12:24
Yes.

Community Supervisor 12:28
Well, the first month, I was a little bit struggling with it. So a good thing, which is maybe cliche and easy, but you need to write down exactly what you need to do on the day. And, you know, with bullet points and blah, blah, blah, and schedule, you know, what you need to, you know, for example, if you have food and beverage and you want to, you know, we want to change the menu, we want to order you need to put in your agenda that you do it on every day on that time. Because, you know, there's also other three departments, so you need to check what you need to prioritize what not. So that was first hard, but then, at the same time, always also very learnful isn't a corrector? Yeah. So yeah, to, you know, make a good overview for yourself every day. So this one, I'm going to do this one, I need to do prioritize it from A to Z, for example. And that helped me a lot. Because otherwise you just go into work, and you walk into front office five minutes further, and it's f&d. But you see at 9am, the people from CoWork coming in as well. So it will be too chaotic for yourself.

Julian (Researcher) 13:47
Yes, all right. Thank you. And then could you provide me of one quick example of a challenging situation where you had to quickly adapt to a new role or sector?

Community Supervisor 14:00
in TSH? Yeah. The most challenging was co work. Because obviously, food and beverage I had experience with front office, I did eight months. So that was easy as well, to just like, be responsible for it. CoWork was different. That is one of the projects we have. So we have four departments for supervisors, every supervisor gets one department and I have CoWork and CoWork is actually like a job itself. It's small here, but if you have a big CoWork, for example, we work as a company, whereas they have like 1000 tenants, to check all the bills to see if the events are going well to you know, do the administration that's the job itself. So that's what I had to do here, which was kinda during the summers all kinda, yeah, it was a big change and that was hard for me in the beginning, because yeah, I'm not qualified like

to do a job as is. So with CoWork I had that a little bit. Yeah.

Julian (Researcher) 15:05
Okay. And what support do you think you need? If you need any support, would enhance and make your adaptability and flexibility better than transitioning between different departments?

Community Supervisor 15:20
Well, for example, this CoWork thing as well. I actually had an interview with one of the CoWork managers of all the locations a couple of days ago. And I told her as well, you know, there's no really an SOP, there's no like a process written with us. Where it says like, Okay, this is where you need to do if you don't do it, then you know, you can always find this to help you or whatever. And that was hard, like, f&d and front office, you know, if you hire people, you know that they have kind of a little bit of a knowledge of how to make a coffee of how to check in how to be representable to your guests. CoWork is different department at all. So yeah, I would say they need to, you know, to make it for me better to adapt, or like for the next supervisors are for the next person who's going to go, who's going to responsible for the Cowork, I would say, a better SOP, more training, at least training because I didn't even have training. So I would say those things, it gets completely different.

Julian (Researcher) 16:30
Yeah. Okay. How engaged do you feel in your current role? And why do you feel that way?

Community Supervisor 16:42
Engaged?

Julian (Researcher) 16:43
So like, how, like, are you excited to come to work? And do you really want to go for it? Are you like, a bit? Like, ah, I don't really want to be here.

Community Supervisor 16:52
So yeah, actually, I feel very welcomed and nice. And then, you know, as you say, Just just a group environment here working. So I actually haven't had a day, since this whole year, whereas I'm free for two days, and already thinking that my first day sh*t, I need to go work on Monday again, you know. And I think that's why, you know, turnover is big here, but also not that big. Think that people here part time staying here for a year one off here while they are still studying, and maybe can, you know, earn more money at some other places in the restaurant. I think the big, big, the good thing about TSH is that, yeah, everyone will feel very welcomed, very fast, and very fast welcome in the team, and you were being helped with everything. And I know the vibe is good, there's just the vibe, it's very hard to explain for me, but this is a vibe, where you feel welcomed, and feel safe enough.

Julian (Researcher) 17:56
What aspects of the 3.0 model make you feel committed to staying with TSH? Why not per se that people but really, what about the 3.0 model. So working in different sectors, like what attracts you about it to make you stay?

Community Supervisor 18:12
That's only for the personal growth. So there hasn't been a place where you can do so many things at one company and they give you a lot of responsibility to everything. So normally you are either supervisor from F&D or meeting events. And in this case in this company, or you know, it was assigned from four departments. But for the host it's the same thing. They working for host in f&d but then host also in front office, they need to help out in m&e and they need to help us in cowork, you know, so for them as well, I think that's very attractive. If you want to grow as fast you know, if you want to grow fast and you want to learn as much as possible, I think this is one of the best places to be

Julian (Researcher) 19:00
And from your perspective, what role does management or leadership play in keeping employees happy and motivated in a dynamic workplace like TSH Amsterdam West

Community Supervisor 19:14
well, what I always do is you know, you need to make it fun working you know, so people need to know that whenever you know they need to work hard and you know do the task but also with a smile I think as a manager you need to or like supervisor you need to show your head walk around smile help out you know. And you know, don't sit at your desk the whole time. I think that helps a lot yeah, sometimes have a little chats you know, say Hey, you wanna you want to have a drink together five minutes, you know, chill out, you've done your work well. Think those little things whenever if someone leaves I would say good job today. You know, those little things. Yeah, helps people to know like, oh, you know, they care about me, they think they see me, you know. So you need to make sure people see you. And I think that I had that also in my previous job whenever people just say to me or my manager say to me, so to me, I and you did a great job today. That little tiny thing, you know, just one sentence four words. Perfect.

Julian (Researcher) 20:21
Okay. Yeah. Clear. Are you happy with the current 3.0? Model of working?

Community Supervisor 20:30
Yes. But again, it can be way better improved. So it's allowed to continue going very fast. But yeah, you know, within also every department, a lot of changes are made. So for example, we have the food and beverage, we had, first of the workcafe, work with menus. Then for one month, we had vegan options called meatless farm. And then one month later, we implemented STACH, completely different. So, you know, it's good to have, you know, the 3.0, oh, a lot of different departments and everything. But I think it's also good to, whenever you do one thing to keep it that way, and to, you know, make that good. Let you know, let everyone learn it and not be too fast with changes and updates and whatever, you know.

Julian (Researcher) 21:24
Okay, that's clear. Just a final few questions. How did the TSH Amsterdam West cross train new in different departments if they have at all? Because you said you mentioned when you first came in, you didn't have any experience at front office? So how did they cross train you also for the co working? If they have it?

Community Supervisor 21:43
Well, I with the front office, we had some trainings where we do that as well, with all the new people, you just open a kind of PowerPoint thing or whatever it is a SOP, and you just go through all the videos and just learn whatever you can learn, I think the best learn to is ways just, you know, you were thrown there, and help out where, whereas you can help out and everything you don't understand, ask. I think that's the best way to learn, you know, to check and just do with. So that's what they did with me, because I told them, You know, I didn't like these trainings, let me just go. Let me just be there. And we'll figure it out. And yeah, this will help me.

Julian (Researcher) 22:26
What departments do you feel confident in? And Which do you want to gain more experience in?

Community Supervisor 22:34
I feel confident, confident in F&D, because I have a lot of experience in it. So that's good. Front Office, less. So. There are some topics about cancellation fees and rebates, and you go deeper in really, you know, the all the payments. Yeah, sometimes, like, Can I count the booking yes or no, you know, can I rebate it, yes or no? And then it goes, obviously, to finance and, you know, they can text you like "Hey, what you did, I don't even know." So, in front office, I would say more

Julian (Researcher) 23:05
and co working?

Community Supervisor 23:06
Cowork, I feel fine right now. So this getting better. I actually had two trainings with the managing manager, like two weeks ago, an hour training so that was good. So yeah, that that's getting better and better and better. Like, for example, with Cowork. I knew what I had to do. So for example, there were payments, there's payments to be made at the end of every month for the next month. So of if those payments weren't completed, one of my thoughts were go after the guest get the payments. So I knew what I had to do, but I didn't know why you know, where it comes those payments, why do I need to go at the 10th You know, how many payments links were there even sent before I need to go there? You know, why do they pay so many tax? You know, why do the why is one paying 350 and one being 420. So that backgrounds, they told me eventually because I asked for it, but also for the other question before you know how to adapt in those things better, you know, explain what you do. Instead of can you do it and that's it. You know, I want to know why I do something you know

Julian (Researcher) 24:24
Yeah. Okay, are there any challenges you faced during cross training for different departments? And how do you think these can be improved?

Community Supervisor 24:33
Challenges

Julian (Researcher) 24:34
yeah

Community Supervisor 24:39
yeah.. but you mean with crosstrainingme what I have been trained by some of the someone?

Julian (Researcher) 24:48
so crossing in different departments. So as you mean when you came in, you only really had f&d experience a lot of fun but not so much front office and no cowork. Yeah. And so During that cross training periods for different departments as a host, and as a supervisor, what challenges did you have? And how can they Yeah, what challenges did you have?

Community Supervisor 25:10
Well, I had some challenges with over bookings in front office. So that was one of my biggest challenges actually, it was two weeks ago. We had 30 arrivals, we had 40 rooms left, and then at some point KLM cancel their flights. So yeah, the bookings came up a lot of unassigned rooms and like 50 bookings, 40 rooms left I mean, meaning ten guests who paid, but don't have room. So yeah, it does. That was quite challenging, because I had to call people to close sales. I had to check who didn't pay and cancel them, you know, send an email saying sorry, there was quite challenging. There was also the front office part, which is part I hate actually the most of the four. So that was challenging. But yeah, I was helped by a manager. So it was good. It was quite out of the blue, you know?

Julian (Researcher) 26:05
Yeah. How do you see cross training impacting your long term career development within the organization?

Community Supervisor 26:17
Well, obviously, because you need to work through all those four departments, you learn very fast. So I think, you know, the better you want to learn by yourself, because you can, you know, as a supervisor can also also say, Hey, can you help me, you know, instead of, like, learning by yourself, and just figure it out? So I think, how that will be, you know,

challenging myself or any supervisor, I think you can, if you want to grow fast, there's a very fast way in here, because there's so much learn. And you can easily learn all that well, not easily, but you can, you can, you know, learn learn a lot of things in a very short time, like within the year. So I think, yeah, you can grow very fast.

Julian (Researcher) 27:05
Definitely. Okay. And my last question is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels?

Community Supervisor 27:18
Um, that all the guests can be helped at all levels?

Julian (Researcher) 27:26
Yeah.

Community Supervisor 27:33
Yeah. Obviously, you need to check their CV before because working at TSH is stressful, you have so many different, it can be stressful, which is normal, because we work in a big hotel, seven hundred rooms. So I would say before hiring everyone, you need, like, you know, "you working in a bar for one year? coming". You know, ask also questions during the interview process, Hey, are you really able to, you know, do multiple things, maybe at the same time? You know, can you work at the bar for two hours and then jump in at the front office, if needed? Really make sure someone can do that instead of like, okay, you work here, fine. And then training during along the way because some things you know, you can't train, some things are meant for someone or not. And I think those, I think they can work on those things more than it will maybe lower your turnover as well, you know, so I'm gonna say those.

Julian (Researcher) 28:35
All right. Okay. Well, thank you very much for your time today. I really appreciate you taking the interview. Do you have any questions for me?

Community Supervisor 28:42
No, actually, everything was clear. So no, I hope I gave good answers or like, you know, with answers, so

Julian (Researcher) 28:52
yeah, no, definitely. Alright. Thank you very much. Have a good day.

Community Supervisor 28:55
No worries.

Theme	Quotes
Competency-Based Selection	in food and beverage, a lot of experience, say around I started when I was 12 or 13 already working with food and beverage. So let's say around 11 years for the front office actually never so there was my first Yeah, my first job actually in front office

The first one is responsibility, which is not quite a skill, but you know. I mean, if you have a lot of questions, and you're not certain about things, you just open the door of the back and say, Hey, supervisor, can helped me and then you know, you pick it up. So that was a very big change. So I think you need to as a skill, you need to be more proactive and yeah, communication wise as well.

Yeah... I think that depends on the other person itself

So it's a lot. So I would say for internal growing, yes. And all the other |

	hiring processes if you go from another place, no. I had experience with front office, I did eight months. So that was easy as well, to just like, be responsible for it. CoWork was different. That is one of the projects we have. I feel confident, confident in F&D, because I have a lot of experience in it. So that's good. Front Office, less. Yeah. Obviously, you need to check their CV before because working at TSH is stressful, you have so many different, it can be stressful, which is normal, because we work in a big hotel, seven hundred rooms.
Cross-training	Obviously, you will be trained in those things. So the first two weeks I was sitting, I was sitting in the, in the meeting room doing trainings about every department and yeah, and then I was just working, so No, not particularly well. There's so much learn, it never stops. But the basic things Yeah, you can learn within a month. So how to check in, check out how to make a coffee, how to help people how to, you know, set up meeting rooms, so those basic stuff, yes. So yes, I think I adapted well, also came with experience I previous had a lot of, you know, food and beverage experience, my you know, my bachelor and everything. Well, I with the front office, we had some trainings where we do that as well, with all the new people, you just open a kind of PowerPoint thing or whatever it is a SOP, and you just go through all the videos and just learn whatever you can learn, I think the best learn to is ways just, you know, you were thrown there, and help out where, there's no really an SOP, there's no like a process written with us. Where it says like, Okay, this is where you need to do if you don't do it, then you know, you can always find this to help you or whatever. I would say, a better SOP, more training, at least training because I didn't even have training. So I would say those things, it gets completely different. So that's what they did with me, because I told them, You know, I didn't like these trainings, let me just go. Let me just be there. And we'll figure it out. And yeah, this will help me. So this getting better. I actually had two trainings with the managing manager, like two weeks ago, an hour training so that was good. So I knew what I had to do, but I didn't know why you know, where it comes those payments, why do I need to go at the 10th You know, how many payments links were there even sent before I need to go there? You know, why do they pay so many tax? You know, why do the why is one paying 350 and one being 420. So that backgrounds, they told me eventually because I asked for it, You know, I want to know why I do something you know Well, obviously, because you need to work through all those four

	departments, you learn very fast. So I think, you know, the better you want to learn by yourself, because you can, you know, as a supervisor can also also say, Hey, can you help me, you know, instead of, like, learning by yourself, and just figure it out?
Employee Engagement	So for my personal growth, it was perfect. So yeah, actually, I feel very welcomed and nice. And then, you know, as you say, Just just a group environment here working. And I think that's why, you know, turnover is big here, but also not that big. Think that people here part time staying here for a year one off here while they are still studying, and maybe can, you know, earn more money at some other places in the restaurant. And I know the vibe is good, there's just the vibe, it's very hard to explain for me, but this is a vibe, where you feel welcomed, and feel safe enough. That's only for the personal growth. But for the host it's the same thing. They working for host in f&d but then host also in front office, they need to help out in m&e and they need to help us in cowork, you know, so for them as well, I think that's very attractive. well, what I always do is you know, you need to make it fun working you know, so people need to know that whenever you know they need to work hard and you know do the task but also with a smile
Adaptability and Flexibility	So you're trying to learn everything a little bit. But when you are longer than any week and a month, eventually you do more and more. And there comes that while this new system that we have the 3.0. So you know, you should be very flexible in what you can do. You need to, you need to be flexible, and try to learn and do as much as possible, which is could be overwhelming. And since we work with 3.0 means that as a supervisor, you are easily, not easily you are responsible for the CO Work department. Number two, the food and beverage department, the meeting events department and front office department, so yeah, you need to be flexible and work on the stress. I think those two are two skills as well. You need to be good. I would say yes, because there was not much training for me to get from all the managers and supervisors, because there's just no time for it. Just you know, we were thrown into the depth and just like, do it So a good thing, which is maybe cliche and easy, but you need to write down exactly what you need to do on the day I need to do prioritize it from A to Z, for example. And that helped me a lot. Because otherwise you just go into work, and you walk into front office five minutes further, and it's f&d. But you see at 9am, the people from CoWork coming in as well. So it will be too chaotic for yourself. Let you know, let everyone learn it and not be too fast with changes and updates and whatever, you know.

	So we have four departments for supervisors, every supervisor gets one department and I have CoWork and CoWork is actually like a job itself. So that's what I had to do here, which was kinda during the summers all kinda, yeah, it was a big change and that was hard for me in the beginning, because yeah, I'm not qualified like to do a job as is. So with CoWork I had that a little bit. Yeah. So normally you are either supervisor from F&D or meeting events. And in this case in this company, or you know, it was assigned from four departments. Yes. But again, it can be way better improved. So it's allowed to continue going very fast. But yeah, you know, within also every department, a lot of changes are made. So for example, we have the food and beverage, we had, first of the workcafe, work with menus. Then for one month, we had vegan options called meatless farm Let you know, let everyone learn it and not be too fast with changes and updates and whatever, you know.
Hiring Process/ Talent Selection Models	Um, well, it wasn't clearly stated that there is a 3.0. And, you know, you go from dishwasher to well, helping out in dishwasher wasn't like the very first big job or task, but uh, no, they didn't mention that. So the host here is obviously way more than Yeah, I thought it will be. Um, well, honestly, no. When I did my interview, I was in Barcelona. So I did one teams interview and then after an hour, I was called "Hey we want to hire you". So no. You know, ask also questions during the interview process, Hey, are you really able to, you know, do multiple things, maybe at the same time? You know, can you work at the bar for two hours and then jump in at the front office, if needed? Really make sure someone can do that instead of like, okay, you work here, fine I think they can work on those things more than it will maybe lower your turnover as well, you know, so I'm gonna say those.

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 12 September 2023

Julian Jeanne

Researcher's Signature and name Date : 12/09/2023

Appendix 4: Interview with Community Host

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. This interview will take we'll talk about various topics surrounding the talent selection criteria, and your personal experience upon hiring and current use of the 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start? Nope. Oh, good. All right. Then I have some few introductory questions. What is your current position?

Community Host 00:46
So I'm currently working part time here at the social hub Amsterdam West what's your position? And I'm a community host.

Julian (Researcher) 00:50
Yep. And how long have you been in this position?

Community Host 00:55
So for now, I'm on my fifth month. So I started on the first of may and still going,

Julian (Researcher) 01:02
Okay, can you describe your journey inn joining TSH Amsterdam West, when it comes to hiring, like what attracted you to this unique model? Um, well, I would say like, you mean, why I chose TSH? Or and how the hiring process went for you the interview and everything

Community Host 01:21
Okay. Well, I chose TSH, mainly because of the opportunity it gives. Because even on the website, you can see that it's kind of like easy to kind of escalate like, you know, finding higher jobs inside the company. And regarding the hiring process, I had two interviews. So of course, first of all, I had to send the CV and stuff then I had my first interview with the general manager. And then I moved to the second interview with the two community hosts managers.

Julian (Researcher) 01:52
Okay. And during your interviews that the interviewee explained the role clearly that you will be working in various departments.

Community Host 02:01
Yes. So they basically explained me everything I was going to do, which is actually what I'm doing now. So I was super clear on what I was actually, you know, like going for, and we had to also answer all of the questions, so everything was 100%. Clear.

Julian (Researcher) 02:18
Okay. And before joining, did you have any prior experience in food and beverage or the front office? And if so, how many years? or months?

Community Host 02:27
Oh, I did. I'm not sure in years, because Okay, so the thing is, I did a tourism High School. So that's five years. And then for three years, I had, of course, to do internships in that field. But then during my three years of uni, because I started in business and management,

but I still also worked in hospitality, you know, for money and stuff. So I would say around six years, probably,

Julian (Researcher) 02:51
okay. And, from your perspective, what skills are crucial to excel in your current role, which involves switching between different departments?

Community Host 03:02
I would say, yeah, probably also being able to adapt, because as you say, as you said, we have to switch between all of the departments. So it's not like, you know, if you're come here, you're a waitress, because you're also going to be front office, and also maybe you're also going to do other things related to that. So I would say that, of course, you need to be a little bit flexible, but also you I think you also need to be good with people, because I feel like, you know, by moving a lot between the departments, you have to have a lot of patience sometimes. And you Yeah, you have to be you know, like, you have to love be around people, because that was what it requires. Yeah. But yeah, I would say that these are the main skills.

Julian (Researcher) 03:45
Okay, and how did the hiring process evaluate your skills for cross functional roles? Or for adaptability and flexibility? Were there any specific assessments or discussions about how flexible and adaptable you are?

Community Host 03:59
Um, I would say yes, but I would say they were not like direct questions. Like, I mean, probably also kind of like direct questions on adaptability, adaptability, and flexibility. But I will say that they also get it from your experiences, because maybe something that for me, they kind of realize that I could be adaptable, was the fact that I changed like city every year of my uni. And that of course, requires a lot of, you know, flexibility and stuff. So I would say that they use both like a direct methods so like, direct questions, asking How flexible are you? But then of course they also see it from your CV and past experiences.

Julian (Researcher) 04:39
And did they test this in any way or did they just ask questions?

Community Host 04:44
I think they tested it by just seeing the CV I would say because I never had an actual you know, assessment on how you know how flexible I am. They just ask related question and yeah, I would say just that.

Julian (Researcher) 05:04
So as you know, when new hires start, there's a one month probation period to see if the person is fit for the role. Do you think one month is enough time, from a management point of view to assess new employees? For this type of role, considering you have to do assess them across three different departments?

Community Host 05:24
I would say I mean, it could be a little bit longer, but at the same time, I think one month would be enough, because I think you can see if a person is kinda like, because, of course, as we said, you need to adapt fast. So one month is actually you actually see if a person is, like flexible and can adapt fast, which I think you actually need in hospitality because of the movement of people that they have. So if they see that you adapt fast, and of course you, I think, yeah, I think that's the right time. I would say,

Julian (Researcher) 05:57
Okay, do you see yourself as adaptable and flexible person in the workplace?

Community Host 06:03
I would say so. Yeah. Yeah.

Julian (Researcher) 06:05
Could you give me an example of a challenging situation where you have to quickly adapt to a new role or sector within the company.

Community Host 06:16
I mean, I would say, in general, when, for example, someone calls in sick, and then of course, you have to adapt to the situation. And maybe, instead of just being at the bar, you have to move between the two departments. And that I feel like it happens a lot. But not only because people are like sicker, the calling in sick or not theyre not there is just because, in general, it's such, you know, like, they're not completely separate. So if, like, you always have to have an eye on everything, you know, especially when you see like, every time every one, even if you're at the reception, you're always going to check on the bar, like, Hey, is everything fine? So I would say that that's the main, like, example of being adaptable.

Julian (Researcher) 07:00
And you said that these type, this type of adaptability comes very often, do you think that this is something that TSH Amsterdam West Trains you for and prepares you for? Or is it something that you had to learn on your own?

Community Host 07:13
I would say both, like, I would say that, from one side, you need to be adaptable, but from the other side, they also help you to be because I feel like they really help you in teaching you a lot. And I feel like, at least for my first month, they you know, I could ask all of the questions I wanted, even though it was super busy, because of course it was the start of the summer, they will always be super present. And then for any questions, you can always ask other people. And then also the supervisors, for example, if you're at the reception, they will always come to you and be like, hey, like, keep in mind to always keep an eye on the other departments. So I feel like it's 50/50 You know, 50 they teach you? And then of course, you also need to do it a bit on your own.

Julian (Researcher) 07:55
Yeah. Given the dynamic nature of this model is switching between departments, can you discuss how you manage to switch between the roles effectively?

Community Host 08:07
Um, I would say, I mean, I don't think I have a specific tactic. Honestly, I would say that, um, I just, yeah, like, it just, it just becomes natural at one point. Because, especially if you like, at first, you cannot have to, like, it's a little bit difficult, because, of course, you need more information and stuff. But then once you're like getting all of the information you need, it's like, automatic, you know, like, you just know how to switch fast.

Julian (Researcher) 08:36
Okay, and what do you think, if there is any improvement needed? What do you think can be improved upon the flexibility from a management side for Operation stuff? So how can they be more flexible for you guys to think more flexibly for you,

Community Host 08:51
in terms of?

Julian (Researcher) 08:53
any way shape or form, so shifts between different departments or trainings, and how to be flexible and trainings from different departments?

Community Host 09:02
Oh, ah, I mean, I would say that like in terms of trainings, I would feel I feel like, because you have like the month of online trainings, and I feel like that helps a lot. At the same time, you kind of need to also like, you know, put in practice what you like learn, but I think I am

not sure what I would advise, honestly, at least from my experience, maybe it's not maybe it's not too early, but like, I would feel like that's it's kind of like good, how it works, you know?

Julian (Researcher) 09:36
How engaged do you feel in your current role? Are you happy with your current role and what factors contribute to your engagement?

Community Host 09:44
I am I'm really happy honestly. I mean, compared to other jobs and internships I had in the past. I would say that it's completely different just because in this job, I feel like I've always been part of the company. So even when I started, I always felt like I was, you know, an actual part of the company. While for other jobs that I had, it was a bit difficult because of course, when you start, you don't really have that many informations, and you're still in the process of learning. And you're not really, you know, you don't really feel in the company already. But then as soon as I arrived here, I feel like everyone was super engaged. And yeah, it's a really good environment would say,

Julian (Researcher) 10:28
Okay, nice. And what aspects of the hybrid hospitality model make you feel committed to staying with TSH, West?

Community Host 10:36
Ah, I would say, well, I mean, it may sound a bit like weird, but I will say that the people are the main factor, because I feel like everyone is super young. And, you know, we all have kind of like the same interests. And you know, it's really nice environment to be in. But then, if you like, also the possibilities of, you know, growing in the company within the company, it's, it's just great, because you can see a lot of people that, you know, maybe they started as a community host, as I did. And then they're just, you know, going for other positions. So I feel like, these two are the main things. But then if you like, it's like, the whole system. It's just really nice. The whole goals they have and yeah.

Julian (Researcher) 11:22
Are you happy with the current way of 3.0? Working?

Community Host 11:26
I would say, so. I think it's nice.

Julian (Researcher) 11:31
Do you feel like you knew what you were coming into when you're hired for the position in terms of going through all these different departments?

Community Host 11:38
Yes, and no, I mean, I, of course, as I said, they were super specific and they explained a lot on how, you know, it would work and stuff. But then if you like, there's a lot more behind what you can like, see from an external point of view,

Julian (Researcher) 11:55
Okay. How did you TSH Amsterdam West cross train you if they have at all?

Community Host 12:05
Like trainings and stuff?

Julian (Researcher) 12:06
Yeah, for different departments? How do they do that?

Community Host 12:09
I feel like it's kind of like hybrid, like, both, like, people that supervise you a bit. And then they also have a lot of trainings that I never found in other jobs as well. Because I feel like

also from part timers, they care a lot of, you know, also those people. So they would always make you go through these trade online trainings. But also kind of like, be there when you need, you know, on the floor. So like both

Julian (Researcher) 12:37
what departments do you feel confident in? And Which do you want to gain more experience in?

Community Host 12:45
I mean, I would say that the like, the part of the bar, of course, it's kind of like a bit easier, just because, you know, like bar and waitress is kind of like a bit the same everywhere. Regarding the reception, of course, is a bit difficult, because I mean, it's not difficult, but it's a bit different. Just because in every hotel, everything changes. So I would feel like there you would need a bit more time.

Julian (Researcher) 13:08
Yeah. And what about the other departments like co working, for example,

Community Host 13:13
maybe that I would want a bit more not training, but like, you know, a bit more a bit prescence, because I feel like I would move more between like bar and reception.

Julian (Researcher) 13:26
Okay

Community Host 13:27
but I would say that maybe the reception would be the one that I would learn a bit more.

Julian (Researcher) 13:31
Okay. So but you say you don't really work for the co working department?

Community Host 13:36
I mean, yes, but not as much as reception and bar.

Julian (Researcher) 13:40
Okay. Are there any challenges you face during cross training? And how do you think? How, yeah, and how do you think this can be addressed?

Community Host 13:53
I mean, there were no challenges, I would just say the amount of information, but that's what you find everywhere. Because of course, if you change jobs, then it's, it just gets different, of course, because every company is different. Yeah. But then apart from that, I wouldn't say I saw any challenges. Actually, maybe, sometimes it would get like overwhelming to do everything. That's probably a point. But apart from that, okay.

Julian (Researcher) 14:23
My last question is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels and all departments?

Community Host 14:36
Oh, I mean, probably just making sure that people stay in the company a bit more, because I feel like but that's also hospitality, because I feel like there's always such movement of people. And so of course, if you have that big movement of people, then you're always going to have the new people that they have to learn and so there's kind of like a bit of, you know, like misinformation, miscommunication. And then, you know, people always like guests always have to wait, because maybe you have to ask questions, because you're not sure what to answer. But that, as I said, it's a problem for hospitality. But then apart from that, its all good.

Julian (Researcher) 15:24
So you when you say it's a good team in between the dynamics of the people and not necessarily the employees capabilities to serve the guests, or do you think that's also good?

Community Host 15:35
I think I feel like that's also good, because I feel like they also make sure that they hire people that they know how to interact with guests and stuff, but at the same time, they also know how to interact between the team. So I feel like probably those are the two main things they look at. So being able to talk with the guests, but also being able to kind of like, you know, be good with the team. Yeah.

Julian (Researcher) 16:01
Okay. All right. Well, thank you very much for your time today. I really appreciate it and have a good evening.

Theme	Quotes
Competency-Based Selection	So of course, first of all, I had to send the CV and stuff then I had my first interview with the general manager. And then I moved to the second interview with the two community hosts managers. Oh, I did. I'm not sure in years, because Okay, so the thing is, I did a tourism High School. So that's five years. And then for three years, I had, of course, to do internships in that field. But then during my three years of uni, because I started in business and management, but I still also worked in hospitality, you know, for money and stuff. So I would say around six years, probably, , but also you I think you also need to be good with people, because I feel like, you know, by moving a lot between the departments, you have to have a lot of patience sometimes.
Cross-training	I would say that like in terms of trainings, I would feel I feel like, because you have like the month of online trainings, and I feel like that helps a lot. At the same time, you kind of need to also like, you know, put in practice what you like learn, I feel like it's kind of like hybrid, like, both, like, people that supervise you a bit. And then they also have a lot of trainings that I never found in other jobs as well. maybe that I would want a bit more not training, but like, you know, a bit more a bit prescence, because I feel like I would move more between like bar and reception. but I would say that maybe the reception would be the one that I would learn a bit more. I mean, yes, but not as much as reception and bar. I would just say the amount of information, but that's what you find everywhere.
Employee Engagement	I am I'm really happy honestly. I mean, compared to other jobs and internships I had in the past. I would say that it's completely different just because in this job, I feel like I've always been part of the company. well, I mean, it may sound a bit like weird, but I will say that the people are the main factor, because I feel like everyone is super young. And, you know, we all have kind of like the same interests. And

	you know, it's really nice environment to be in. I would say, so. I think it's nice. Oh, I mean, probably just making sure that people stay in the company a bit more, because I feel like but that's also hospitality,
Adaptability and Flexibility	I would say, yeah, probably also being able to adapt, because as you say, as you said, we have to switch between all of the departments. So it's not like, you know, if you're come here, you're a waitress, because you're also going to be front office, and also maybe you're also going to do other things related to that. So I would say that, of course, you need to be a little bit flexible, But I will say that they also get it from your experiences, because maybe something that for me, they kind of realize that I could be adaptable, was the fact that I changed like city every year of my uni So I would say that they use both like a direct methods so like, direct questions, asking How flexible are you? But then of course they also see it from your CV and past experiences. So if they see that you adapt fast, and of course you, I think, yeah, I think that's the right time. I would say, So if, like, you always have to have an eye on everything, you know, especially when you see like, every time every one, even if you're at the reception, you're always going to check on the bar, like, Hey, is everything fine? So I would say that that's the main, like, example of being adaptable. And maybe, instead of just being at the bar, you have to move between the two departments. And that I feel like it happens a lot. I would say both, like, I would say that, from one side, you need to be adaptable, but from the other side, they also help you to be because I feel like they really help you in teaching you a lot. I would say that, um, I just, yeah, like, it just, it just becomes natural at one point. Because, especially if you like, at first, you cannot have to, like, it's a little bit difficult, because, of course, you need more information and stuff. But then once you're like getting all of the information you need, it's like, automatic, you know, like, you just know how to switch fast.
Hiring Process	Yes. So they basically explained me everything I was going to do, which is actually what I'm doing now. So I was super clear on what I was actually, you know, like going for, and we had to also answer all of the questions, so everything was 100%. Clear. Um, I would say yes, but I would say they were not like direct questions. I think they tested it by just seeing the CV I would say because I never had an actual you know, assessment on how you know how flexible I am. I would say I mean, it could be a little bit longer, but at the same time, I think one month would be enough, because I think you can see if a

	person is kinda like, because, of course, as we said, you need to adapt fast. Yes, and no, I mean, I, of course, as I said, they were super specific and they explained a lot on how, you know, it would work and stuff. But then if you like, there's a lot more behind what you can like, see from an external point of view,

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 10 September 2023

Julian Jeanne

Researcher's Signature and name Date : 10/09/2023

Appendix 5: Interview with Community Host

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:03
Good afternoon. Thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help out in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current news of 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Host 00:38
No, no.

Julian (Researcher) 00:41
All right, so then let's first start by asking what is your current position? And how long have you been in this position?

Community Host 00:46
My current position is community hosts, and I've been working here since March.

Julian (Researcher) 00:51
Alright. Can you describe your journey and joining TSH Amsterdam West and what attracted you to this unique model?

Community Host 00:59
So I saw the advertisement in LinkedIn. And I was looking for a job as because I'm also studying, so I wanted something part time. And I really liked the whole value of community and students and just having fun while also working. So I did the interview.

Julian (Researcher) 01:18
okay. Did the interviewee, in your interview, explain the role clearly that you will be working in various departments.

Community Host 01:25
Yes, he told me that I was working in reception, as well as in f&d, which attracted me even more because it was kind of having the whole guest experience not only being able to check in but also make them a coffee, for example.

Julian (Researcher) 01:39
Yeah. Okay. And do you have any prior experience in f&d front office or co working? And if so, how many years?

Community Host 01:47
In front office, I do. I did my internship as a guest relations, but also front office and concierge, and then F&D, I had a bit as well as a waitress in SOHO House.

Julian (Researcher) 01:58
And from your perspective, what skills and competencies are crucial to excel in your current role, which involves switching between different departments?

Community Host 02:08

I'd say being flexible, being really social, and obviously having the hospitality gene and everything, but flexibility is the most important thing.

Julian (Researcher) 02:17
Okay? And how did the hiring process evaluate your skills for cross functional roles? Were there any specific assessments or discussions about your adaptability and skill diversification?

Community Host 02:30
They just asked me, How did I like my previous job as a waitress and as a guest relations agent, and that's it.

Julian (Researcher) 02:38
Okay. Can you share an experience where diverse skills were particularly valuable in delivering quality service across multiple sectors?

Community Host 02:52
When I check-in the guests, but also brought them to the restaurant and made them lunch and talk to them.

Julian (Researcher) 03:01
Nice. So operational employees have a one month probation time, which is the time to see if both for the employee if it's the right fit for the job, and also for the employer. Do you think that one month is enough time, from a management point of view to assess a new employees fit for this type of role, which involves switching between multiple different sectors?

Community Host 03:25
I think it is. And so, for example, in one month, I worked three times a week. So that was kind of enough time because the first week I was first in front office, then f&d And they could test my availability to switch.

Julian (Researcher) 03:38
Okay, do you feel like you knew what you were coming into when you were hired for the position?

Community Host 03:45
Yes, it was it was explained in the interview, as well as whenever my first day came. I also did the whole onboarding process.

Julian (Researcher) 03:54
Okay. And can you describe the onboarding process a bit more? How did that look like?

Community Host 03:58
Um, well, the first day, I was basically on the computer because it was online with all the other people that just started TSH from all the other hotels. And we made like a test and they explained a bit what the concept of TSH was and what community hosts was, as well. And they have the app where you can see all the test and all the information about it.

Julian (Researcher) 04:24
Do you feel like everyone currently on the team for one month on longer is fit for community hosts role?

Community Host 04:32
Yeah.

Julian (Researcher) 04:36
Do you see yourself as adaptable and flexible person in the workplace?

Community Host 04:40
Yes.

Julian (Researcher) 04:41
How balanced are your shifts across all departments?

Community Host 04:46
Um not really balanced since in front office I think I had in the past month, one shift. And even if they hired me, like if they put me in front office most of the time I'm in f&d because they don't have enough people.

Julian (Researcher) 05:00
Okay, and does it bother you that it's not balanced?

Julian (Researcher) 05:04
Yes. Because if I prepare myself to be in front office that day, and then suddenly they switch me to from be, then my clothes or whatever, it's just dirty

Julian (Researcher) 05:14
Yeah. Given the dynamic nature of this hybrid model, can you discuss how you manage to switch between different roles effectively?

Community Host 05:25
I think because of the flexibility, and I love front office as well as F&D, so it doesn't bother me that much.

Julian (Researcher) 05:33
what support, if any, do you think would enhance your adaptability and flexibility in transitioning between different sectors, if you feel like you need it?

Community Host 05:42
maybe more courses about like, for example, when I arrived, I had no idea how to make coffee. And I just had to learn in the moment, and that gave me more shifts in the F&D. But maybe a course about like making a coffee or something like that to adapt.

Julian (Researcher) 05:59
So if I understand you correctly, more frequent trainings.

Community Host 06:02
Yes.

Julian (Researcher) 06:03
Okay. How engaged do you feel in your current role? And what factors contribute to your engagement?

Community Host 06:12
I feel really engaged, and I think is the people that I work with. I love the team. Absolutely. And they're really supportive their managers as well as the colleagues.

Julian (Researcher) 06:22
Okay, nice. What aspects of the hybrid hospitality model specifically, which involves working in different sectors make you feel committed to staying at TSH Amsterdam West?

Community Host 06:34
because there is not one day that is the same. So if I work in front office, I know that the next day if I work in f&d, it's gonna be different. And it has a lot of variability, which is super nice, because you never get tired of the job.

Julian (Researcher) 06:48

Yeah. So then as a small follow up, question is, are you happy with the current 3.0 model of working?

Community Host 06:54
Yeah

Julian (Researcher) 06:54
Okay, nice. And then I have some questions about cross trainings. How do you trainings look like you mentioned something about an onboarding process? How do you trainings look like in general?

Community Host 07:08
So the only training that I had was that one, and it was just, as I said, the video chat with all the other people that are beginning and it was just the app and all my trainings were just through the app, and not like, face to face, and actually doing something was just reading and doing the test.

Julian (Researcher) 07:31
Okay. And did you find that valuable?

Community Host 07:34
It's valuable until certain point because yes, I can see the theory, but I would need the practice. For example, I can read how to make a coffee, but I need to practice.

Julian (Researcher) 07:42
Of course, yeah. Okay. Did you feel that one month was enough to train you in all departments to a certain extent?

Community Host 07:52
To a certain extent, yes. However, you still need more time on it depends also how many times you work and how busy it is. So it depends,

Julian (Researcher) 08:00
So in that one month, do you feel you were trained enough in front office, f&d and Co-work?

Community Host 08:07
Front office and f&d? Yes, Co-work. Not really.

Julian (Researcher) 08:10
Okay. Is that something you want to gain more experience in?

Community Host 08:13
Yes

Julian (Researcher) 08:13
Okay. Well, then my next question might already have been answered. But what departments do you feel confident in? And which one do you want to gain more experience in?

Community Host 08:23
Confident in front office and f&d and more experience co-work.

Julian (Researcher) 08:26
Yeah. Are there any challenges you face during cross training between different departments? And how do you think this can be addressed?

Community Host 08:34
Yes, for example, if I was scheduled for a whole week or two weeks in f&d, and then suddenly I go back to front office, I even if I read what happened last two weeks, I don't

have the actual experience of what happens. So then, maybe I just arrive and then they forgot to put something in the logbook or something I just arrived with not knowing anything.

Julian (Researcher) 08:56
Yeah. How do you see cross training impacting your long term career development within the organization?

Community Host 09:05
I think that you get to be like to use your expertise in different departments. So then you see which one you want to specialize in kinda, and developing that one, but you still have an overview of everything.

Julian (Researcher) 09:19
Okay, yeah. And then my last question for you is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels? At a high level?

Community Host 09:33
I would say ask more practical questions. So not only asking me in the interview that you like, your job, why did you like it, but actual questions about okay, if you had this, what will you do? And then seeing if that person actually suits for the role or not, yeah.

Julian (Researcher) 09:48
Okay. All right. Well, thank you very much. This was very useful and I really want to thank you for your time. Do you have anything else that you would like to add as like final statement or anything like that?

Community Host 09:59
No, no. It's a I really like working here and I think it's useful for my future career

Julian (Researcher) 10:06
okay alright thank you very much have a good day

Community Host 10:08
Thank you

Competency-based selection	In front office, I do. I did my internship as a guest relations, but also front office and concierge, and then F&D, I had a bit as well as a waitress in SOHO House. They just asked me, How did I like my previous job as a waitress and as a guest relations agent, and that's it.
Adaptability and flexibility	I'd say being flexible, being really social, and obviously having the hospitality gene and everything, but flexibility is the most important thing. When I check-in the guests, but also brought them to the restaurant and made them lunch and talk to them. Yes. Because if I prepare myself to be in front office that day, and then suddenly they switch me to from be, then my clothes or whatever, it's just dirty I think because of the flexibility, and I love front office as well as F&D, so it doesn't bother me that much. Yes, for example, if I was scheduled for a whole week or two weeks in

	f&d, and then suddenly I go back to front office, I even if I read what happened last two weeks, I don't have the actual experience of what happens. So then, maybe I just arrive and then they forgot to put something in the logbook or something I just arrived with not knowing anything. I think that you get to be like to use your expertise in different departments. So then you see which one you want to specialize in kinda, and developing that one, but you still have an overview of everything.
Cross-training	I think it is. And so, for example, in one month, I worked three times a week. So that was kind of enough time because the first week I was first in front office, then f&d And they could test my availability to switch. Um, well, the first day, I was basically on the computer because it was online with all the other people that just started TSH from all the other hotels. And we made like a test and they explained a bit what the concept of TSH was and what community hosts was, as well. And they have the app where you can see all the test and all the information about it. Um not really balanced since in front office I think I had in the past month, one shift. And even if they hired me, like if they put me in front office most of the time I'm in f&d because they don't have enough people. maybe more courses about like, for example, when I arrived, I had no idea how to make coffee. And I just had to learn in the moment, and that gave me more shifts in the F&D. But maybe a course about like making a coffee or something like that to adapt. So the only training that I had was that one, and it was just, as I said, the video chat with all the other people that are beginning and it was just the app and all my trainings were just through the app, and not like, face to face, and actually doing something was just reading and doing the test. It's valuable until certain point because yes, I can see the theory, but I would need the practice. For example, I can read how to make a coffee, but I need to practice. To a certain extent, yes. However, you still need more time on it depends also how many times you work and how busy it is. So it depends, Co-work. Not really. Confident in front office and f&d and more experience co-work.
Employee engagement and retention	And I really liked the whole value of community and students and just having fun while also working. So I did the interview. I feel really engaged, and I think is the people that I work with. I love the team. Absolutely. And they're really supportive their managers as well as the colleagues.

	because there is not one day that is the same. So if I work in front office, I know that the next day if I work in f&d, it's gonna be different. And it has a lot of variability, which is super nice, because you never get tired of the job.
Hiring Process/Talent selection models	Yes, he told me that I was working in reception, as well as in f&d, which attracted me even more because it was kind of having the whole guest experience not only being able to check in but also make them a coffee, for example. Yes, it was it was explained in the interview, as well as whenever my first day came. I also did the whole onboarding process. I would say ask more practical questions. So not only asking me in the interview that you like, your job, why did you like it, but actual questions about okay, if you had this, what will you do? And then seeing if that person actually suits for the role or not, yeah.

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6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 10 September 2023

Julian Jeanne

Researcher's Signature and name Date : 10/09/2023

Appendix 6: Interview with Community Host

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current use of the 3.0 model. The interview will remain anonymous, so please answer all questions to the best of your ability and with honesty. Do you have any questions before we start?

Community Host 00:41
Not yet

Julian (Researcher) 00:43
All right, then I would like to do some introduction questions. So what is your current position? And how long have you been in this position?

Community Host 00:50
I am a community host. I've been here for 10 months.

Julian (Researcher) 00:57
Okay. Nice. And can you describe your journey in joining TSH, so what attracted you to this place? And what attracted you to this model?

Community Host 01:10
I'd say at first, it was like, the job descriptions sounded cool and then the company, like their guidelines sounded really cool. Like we're really open, it's casual, like diversity, all that that was what attracted me at first. And then what was the second part?

Julian (Researcher) 01:31
Just your journey joining TSH Amsterdam West and the model that if that attracted you at all and what about it?

Community Host 01:40
I think the model was the downside. And like, yeah, the fact that you have to work all these like jobs is kind of like the hard part, I think about the job because I'm also part time. So it takes time to like, get used to everything, and then you get unused to it. By the time you're back in the same position.

Julian (Researcher) 02:04
Okay. And did the interviewee explain the role clearly during your interview that you will be working in various departments?

Community Host 02:13
I had two interviews. The first one no, the second one, I came, like on location, and I saw how it works. But I think it was still like some of the details were left out.

Julian (Researcher) 02:26
Okay, could you specify any details if you remember that were left out?

Community Host 02:31

So they did make it clear that you have to work at reception and at the bar like restaurant, but they didn't they just said front of house, they didn't really say back of house as well. So it's a lot more physically active than I would have thought and like a lot more than what in front of us would normally include

Julian (Researcher) 02:51
Okay, and before joining TSH Amsterdam West, did you have any prior experience in food and beverage or in the front office? And if so, how many years?

Community Host 03:01
Front Office I did, I had like half a year and food and beverage none at all.

Julian (Researcher) 03:09
Okay. How did the hiring process evaluate your ability to change between departments? Were there any specific assessments or discussions about your adaptability and skill diversification?

Community Host 03:28
I think it was more about my willingness, like how open I was to switching because I was very clear that I didn't have any experience in the one department and I did in the other. So yeah, from what I remember, it was just like, "Okay, are you okay with this?"

Julian (Researcher) 03:46
Okay. And then from your perspective, what skills and competencies are crucial to excel in your current role, which involves switching between departments?

Community Host 04:02
I think just like retaining a lot of information, and just I don't know specifically about the switching, I think just that you have to always be on it and just remember everything for both like departments.

Julian (Researcher) 04:22
Perfect. And then do you feel like you knew what you were coming into when you're hired for the position?

Community Host 04:32
No. It's just a lot busier than I expected. And I think because there's also like, in front office as well. There's also an like, further distinction with students and like hotel, so I was only familiar with the hotel side. So I think it's just, it was a lot more than I expected for sure.

Julian (Researcher) 04:55
So The Social Hub has a one month probation period, to see how well the employee fits the job and the company. Do you think one month is enough time from a management point of view to assess a new employees fit for this type of role specifically, that involves switching between many different departments?

Community Host 05:20
I would say yes, depending on how many shifts you have. So I started with like three shifts, I think, which I think was like, good enough. But they did only schedule me at reception. The first month. Okay, so I didn't have any experience in the restaurant during my probation period.

Julian (Researcher) 05:40
Okay. Do you feel like everyone currently on the team for one month for longer is fit for community host role?

Community Host 05:51
You mean, like you could tell from the first month?

Julian (Researcher) 05:54
No, so just anyone that's not in probation right now.

Community Host 05:57
Oh, oh, yeah. Yeah.

Julian (Researcher) 05:59
Okay. Do you see yourself as adaptable and flexible person in the workplace?

Community Host 06:08
When I want to be, yes.

Julian (Researcher) 06:09
Okay. So it's a matter of motivation?

Community Host 06:13
Yeah, it's about motivation and like, how my expectations meet the reality.

Julian (Researcher) 06:19
Okay. How balanced are your shifts across all departments?

Community Host 06:24
Well, now I switched. So I'm only on reception. Because yeah, I didn't like the bar. Yeah. But at first, I think it was. So after the first month of only being at reception, then I did only one month at the restaurant. And then I think after that, it was pretty like, okay, but I also don't work that much here. Okay. So it's, yeah, it's hard to tell, because it's still like one week of only f&d.

Julian (Researcher) 06:53
right. So you, you have one week in one department at a time?

Community Host 06:57
I would say that, yeah

Julian (Researcher) 06:58
Okay. Given the dynamic nature of this hybrid model, can you discuss how you managed to switch between the roles effectively?

Community Host 07:17
I think that just goes because one part is just like, it's pretty straightforward. The restaurant part is pretty straightforward. Like, you just do what you have to do. It's not really something you have to think about. And then just, I think, yeah, I think it's more the reception that you need more skills.

Julian (Researcher) 07:39
Okay.

Community Host 07:40
And because I had experience that was easier, that is just again, like information like retention.

Julian (Researcher) 07:47
Yeah. What support, if any, do you think would enhance your adaptability and flexibility in transitioning between these different sectors?

Community Host 08:00
I think having more like written like, standards and procedures for everything.

Julian (Researcher) 08:06

Okay. So it's all unclear in that section right now?

Community Host 08:12
I don't think it is no, because when I have had to work sometimes at the restaurant after not working for a really long time, and like we had the new addition of like, adding more responsibilities. It like, I didn't know what to do. So I had to ask people, because it's not written down.

Julian (Researcher) 08:30
Okay. How engaged do you feel in your current role? And what factors contribute to your engagement?

Community Host 08:40
I think factors are like relationships with the the rest of the staff, I think that's the main positive of this place. And like, it's a nice work environment. From the staff side. I'd say I'm not that engaged right now, because it's also been a long time, and it's a pretty repetitive kind of job. So yeah, motivation has gone down for sure.

Julian (Researcher) 09:14
Okay. What aspects of this hybrid hospitality model make you feel committed to staying here at TSH Amsterdam West if you feel committed to staying?

Community Host 09:25
I don't feel commited to stay

Julian (Researcher) 09:28
Okay, yeah. So you don't feel committed to stay right now?

Community Host 09:31
Yeah

Julian (Researcher) 09:31
Okay. Are you happy with the current 3.0 model of working?

Community Host 09:39
No, no, because I specifically asked them if you're going to like renew my contract. I don't want to do that anymore. I don't want to switch between those two. So no, not very happy.

Julian (Researcher) 09:52
Okay. How do your trainings look like If you have trainings, or trainings have you had like what type of trainings?

Community Host 10:04
At first I wouldn't say was specifically, like focus training. I think it was more just like, you know, observe what other people do ask a lot of questions. And yeah, I think trainings, what they call specific trainings was just like presentations from like the company, not specifically about this location. Okay, just the company in general and like a lot of like, boot camps, or like zoom calls about like, company values, more that than specifically about this place.

Julian (Researcher) 10:46
Okay. Which departments do you feel confident in? And which would you want to gain more experience?

Community Host 10:57
I think anything that's like, administrative, I'm not as confident in, i'm more confident at front desk.

Julian (Researcher) 11:06
Okay. And do you feel you've been trained enough in the administrative duties to be able to

do that constantly? Or is that something missing from your training?

Community Host 11:18
I think at first, they tried, yeah, there was training on it. But because it's so such a big place, there's so many different, like situations that happen. I think it's more, but it's hard to train everyone on specific situations.

Julian (Researcher) 11:33
Yeah.

Community Host 11:34
So I understand why that wasn't like that sufficient.

Julian (Researcher) 11:40
Do you feel one month was enough to train you in all departments? To a certain extent to have a base knowledge?

Community Host 11:53
Yeah, I'd say so. Yeah. If the training was a bit more focused or specific to you, then it would have been better

Julian (Researcher) 12:03
But for all departments in that first month, you feel confident to -

Community Host 12:07
I only did one department each month

Julian (Researcher) 12:09
Okay, so the first month, they didn't give you shifts across different departments to help train you already?

Julian (Researcher) 12:16
No

Julian (Researcher) 12:16
Okay. Are there any challenges you face during cross training for different departments? And how do you think these can be addressed?

Community Host 12:26
I think again, because I'm part time. So I don't spend that much time here. It can be harder for me than a full timer. But I'm just like, remembering everything more at first for me, the restaurant was harder, because I'd never worked in that. So I had to learn everything from scratch. But then reception, and there's just a lot of information that you have to remember, like people ask you questions, you have to know everything. So yeah.

Julian (Researcher) 13:01
Okay. How do you see cross training impacting your long term career development within this organization?

Community Host 13:12
Maybe that you can't be that good at a specific department if you're constantly switching between them.

Julian (Researcher) 13:20
Okay, and then I just have one last question for you. In your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels to deliver high quality service?

Community Host 13:33

I think making it clear firsthand, in the job description, like before you even apply before you get to the interview part, what's included and just being more honest about that. More specific not just, like they don't lie but they're very general about it.

Julian (Researcher) 13:54
Okay. Okay. All right. Well, thank you. These were all the questions you have anything else you'd like to add from your side surrounding topics we talked about today?

Community Host 14:04
No. All good.

Julian (Researcher) 14:06
All right. Well, thank you so much for your time and I wish you a lovely afternoon.

Competency-based selection	I'd say at first, it was like, the job descriptions sounded cool and then the company, like their guidelines sounded really cool. Like we're really open, it's casual, like diversity, all that that was what attracted me at first. And then what was the second part?
	I think the model was the downside. And like, yeah, the fact that you have to work all these like jobs is kind of like the hard part, I think about the job because I'm also part time. So it takes time to like, get used to everything, and then you get unused to it. By the time you're back in the same position.
	Front Office I did, I had like half a year and food and beverage none at all.
	I think it was more about my willingness, like how open I was to switching because I was very clear that I didn't have any experience in the one department and I did in the other. So yeah, from what I remember, it was just like, "Okay, are you okay with this?"
	No. It's just a lot busier than I expected. And I think because there's also like, in front office as well. There's also an like, further distinction with students and like hotel, so I was only familiar with the hotel side. So I think it's just, it was a lot more than I expected for sure.
	Oh, oh, yeah. Yeah.
	I think that just goes because one part is just like, it's pretty straightforward. The restaurant part is pretty straightforward. Like, you just do what you have to do. It's not really something you have to think about. And then just, I think, yeah, I think it's more the reception that you need more skills.
Adaptability and flexibility	I think just like retaining a lot of information, and just I don't know specifically about the switching, I think just that you have to always be on it and just remember everything for both like departments.
	When I want to be, yes.
	Well, now I switched. So I'm only on reception. Because yeah, I didn't like the bar. Yeah. But at first, I think it was. So after the first month of only being at reception, then I did only one month at the restaurant. And then I think after that, it was pretty like, okay, but I also don't work that much here. Okay. So it's, yeah, it's hard to tell,

	because it's still like one week of only f&d.
	Yeah, it's about motivation and like, how my expectations meet the reality.
	And because I had experience that was easier, that is just again, like information like retention.
	No, no, because I specifically asked them if you're going to like renew my contract. I don't want to do that anymore. I don't want to switch between those two. So no, not very happy.
	Maybe that you can't be that good at a specific department if you're constantly switching between them.
Cross-training	I would say yes, depending on how many shifts you have. So I started with like three shifts, I think, which I think was like, good enough. But they did only schedule me at reception. The first month. Okay, so I didn't have any experience in the restaurant during my probation period.
	I think having more like written like, standards and procedures for everything.
	I don't think it is no, because when I have had to work sometimes at the restaurant after not working for a really long time, and like we had the new addition of like, adding more responsibilities. It like, I didn't know what to do. So I had to ask people, because it's not written down.
	At first I wouldn't say was specifically, like focus training. I think it was more just like, you know, observe what other people do ask a lot of questions. And yeah, I think trainings, what they call specific trainings was just like presentations from like the company, not specifically about this location. Okay, just the company in general and like a lot of like, boot camps, or like zoom calls about like, company values, more that than specifically about this place.
	I think anything that's like, administrative, I'm not as confident in, i'm more confident at front desk.
	I think at first, they tried, yeah, there was training on it. But because it's so such a big place, there's so many different, like situations that happen. I think it's more, but it's hard to train everyone on specific situations.
	Yeah, I'd say so. Yeah. If the training was a bit more focused or specific to you, then it would have been better
	I only did one department each month
	I think again, because I'm part time. So I don't spend that much time here. It can be harder for me than a full timer. But I'm just like, remembering everything more at first for me, the restaurant was harder, because I'd never worked in that. So I had to learn everything from scratch. But then reception, and there's just a lot of information that you have to remember, like people ask you questions, you have to know everything. So yeah.

Employee engagement and retention	I think factors are like relationships with the the rest of the staff, I think that's the main positive of this place. And like, it's a nice work environment. From the staff side. I'd say I'm not that engaged right now, because it's also been a long time, and it's a pretty repetitive kind of job. So yeah, motivation has gone down for sure. I don't feel commited to stay
Hiring Process/Talent selection models	I had two interviews. The first one no, the second one, I came, like on location, and I saw how it works. But I think it was still like some of the details were left out. So they did make it clear that you have to work at reception and at the bar like restaurant, but they didn't they just said front of house, they didn't really say back of house as well. So it's a lot more physically active than I would have thought and like a lot more than what in front of us would normally include I think making it clear firsthand, in the job description, like before you even apply before you get to the interview part, what's included and just being more honest about that. More specific not just, like they don't lie but they're very general about it.

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 10 September 2023

Julian Jeanne

Researcher's Signature and name Date : 10/09/2023

Appendix 7: Interview with Community Host

<mark>Competency based selection</mark>
<mark>Cross-training</mark>
<mark>Employee engagement and retention</mark>
<mark>Adaptability and flexibility</mark>
<mark>Hiring Process</mark>

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria or job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current use of 3.0 model. This interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Host 00:38
No, I do not.

Julian (Researcher) 00:39
All right. My first question is what is your current position? And how long have you been in this position?

Community Host 00:46
Um, my current position is community host. And I've been in this position for a little over a year, year and a month.

Julian (Researcher) 00:54
Okay. Can you describe your journey in joining TSH Amsterdam West, what attracted you to this unique model?

Community Host 01:02
Um, so to be honest, in the advertisement that I read, it was more about reception or a front office job. And then when I applied, she said that they're also kind of having people on both sides. Also working at the restaurant a bit and then I was open to as well because I do like to change it up a little bit. Yeah.

Julian (Researcher) 01:28
Okay. And did the interviewee explain the role clearly, then, in the interview that you will be working in various departments? Was that clear to you?

Community Host 01:37
No, it was, well, no, it was it was more and more like I was being interviewed for a receptionist job, and then she said that sometimes you could also work in the restaurant, and I was also okay with that, but I didn't have the feeling that that would be a big part. You know, just more like helping out a little bit. Yeah.

Julian (Researcher) 01:59
Okay. And did you have any prior experience in food and beverage or front office before joining TSH Amsterdam West and if so, how many years?

Community Host 02:07
Yes, in front office I did. Part time we did in the Melkweg, but not in a hotel. So I did front office but in like music venue just more selling concert tickets and stuff. So it's a little bit different. But you know, it's a little bit same. And food and beverage I think it's going to be like, year half a year for the others but like part time so one day here two days and then maybe while not okay. I'm hoping food and beverage I think everything together maybe

==four years, you know.==

Julian (Researcher) 02:50
Okay, cool. And from your perspective, what skills are crucial to excel in your current role, which involves switching up between different departments?

Community Host 03:01
==Well, I think just the basic stuff that you need to know, when working in a restaurant, for example, with hygiene, like working with products, for example, or just like basic etiquette stuff, you know, that you have, and in front office? Yeah, just basic computer skills. Amazing hospitality skills, like how to greet someone.==

Julian (Researcher) 03:29
Yeah. And how did the hiring process so the interviews go and everything? Did they evaluate any skills for cross department roles? Were there any specific assessments or discussions about your adaptability and flexibility?

Community Host 03:47
I have to think about it because I had two interviews. The first one went, first one it was with Lois and it was actually pretty fast and really practical, more. And then I had an interview with Lucas, I mean, there was a little bit more in depth and asked me a bit more in depth questions. And trying to remember what kind of he did, for example, ask how I kind of how, I think, he tried to see how my service was like, what would you do if a guests felt this way or that way? Or how do you handle it type of situations and also, like how I would be with colleagues, for example, when people are a bit stressed and how, so I think it was more about stuff like that more like service, the way you give service and stuff. Okay, if I remember correctly.

Julian (Researcher) 04:42
Okay. And, as you know, any new employee that starts there has a one month probation period, which is to see if the role is right for the employer and for the employee. Do you think that one month is enough time from a management point of view to assess a new employees fit for this type of role considering they need to work in different departments like three.

Community Host 05:08
==Yeah, that is a good question. Because I think if you are, of course, most people are a bit younger as well. So I think if you are just, if you don't have a lot of experience, yet, you of course needs to first learn. And after the learning process, you can assess if somebody is really going to make it, or like it's really up to it. But you have to give someone time to get trained. If you think it's already someone of my age, then I think you will know, you know, a bit faster like, either you have the experience, and you could do it or you are just, you know, maybe it's harder to learn. By now, not age wise, but more like experience wise. So a month might be a bit short, maybe if they still have to kind of learn a bit, you know, they're young.==

Julian (Researcher) 06:03
Yeah. Do you feel like you knew what you were coming into when you were hired for the position?

Community Host 06:09
No. Definitely not. Yeah, I think you really have to be super flexible here, for example, like, I don't know, we have maybe talked about it. But like, for example, I did not think that it was going to do the dishes were like, for like 50% of the time. So I think you have to be very flexible, and the job can change like your tasks. Your tasks can one month it can be this and next month can be something else. So I think I was just going in for a reception, and then just a whole lot of other stuff.

Julian (Researcher) 06:49

Okay, and then do you feel like everyone currently on the team for one month or longer is fit for the community hosts role?

Community Host 07:00
No, I do think that some, I think it's tricky because I like both. And I really like the obviously, this switch. But I also think that there's people that like front office that then really don't like going to the restaurant because oh, it has a bit more physical as well. And other side as well, like people that really like the more physical thing of like you're working at the restaurant, they might really dislike the structure and the lists and things that we have in front office. So I really think you need a personality type for it, you know, and some people just show that they really don't like it. So they then they are not because they don't want to

Julian (Researcher) 07:45
Yeah, fair. Do you see yourself as adaptable and flexible person in the workplace?

Community Host 07:51
Yeah, I do. Yeah.

Julian (Researcher) 07:53
How balanced are your shifts across all departments?

Community Host 07:58
Well it also changed a lot. So I used to be kind of one day back office, one day front office, and then two days in the restaurant, kind of. And now I'm actually mostly just front office.

Julian (Researcher) 08:14
Does it bother you that it's not balanced?

Community Host 08:18
No, it was kind of also by not by request, but I did kind of show a bit when I liked, like, when I liked it more when I liked it less. So at some point, I just got sick of the dishes. And then when it also came STACH and a lot of sandwich making I just didn't like restaurant anymore. So I think they kind of picked up on that

Julian (Researcher) 08:47
Given the dynamic nature of this hybrid model, which means you often have to switch between departments can discuss how you managed to switch between these roles, effectively.

Community Host 09:00
Well, I think you just have a different- I think when you wake up in the morning already, you're gonna dress differently. If you're working in the restaurant, you're a bit more just working hard cleaning tables, and you get a bit dirty. So as I feel like you're less representable or I guess. So it's a different mind set or different click in a front office, you're a bit more like really fit you feel a bit more like the host. So it's really like a different role.

Julian (Researcher) 09:36
What support, if any, do you think would enhance your adaptability and flexibility and transitioning between different sectors?

Community Host 09:49
What would enhance my adaptability in the different sectors? I think what could help, Well, I do think that the that some departments get more attention than other departments and think here, most of the attention goes into front office and the restaurant is a bit, you know, fend for yourself or kind of figure out how you manage it. So I think it would help my flexibility, I feel like if there was a bit more like attention and supervision, also in the restaurant to get everything smoothly and organized and structured, that would help a bit.

Julian (Researcher) 10:32
Yeah, So you just mentioned that the restaurant is not being supervised that well, in what way is not being supervised well?

Community Host 10:41
Well, you see, for example, that in a front office, there's always a supervisor, two a day. So they know, they know exactly what's going good, what's going wrong with complaints there are which should be better. And they feel like in the restaurant, there's never supervision, you know, there's so they don't like it's different. Maybe they're going to be there around the corner, but it's different when you're there the whole day, then you see, maybe where things are wrong, or it's like new team members that I feel like really might need some training. But that I feel like that should also maybe be helped a bit more. I mean, depending on what they want with their restaurant but you see that there's a little bit less effort.

Julian (Researcher) 11:26
Okay. How engaged? Do you feel in your current role?

Community Host 11:30
Engaged I feel in my current role. Hmm. I feel I feel moderately engaged. I do, the thing is, how do you say it? I do feel that you're sometimes? Yeah. I don't know. Like, maybe sometimes the efforts go a bit unnoticed or something and that you're like, okay, it is a bit sometimes chaotic and busy and that you're like, Okay, what am I really seeing back for it? So I do feel like you are, if you're just a stable hard worker that you might be a bit forgotten or something, you know, like, so. So I do feel moderately, like, just but yeah, I don't know. Yeah. Just moderately.

Julian (Researcher) 12:30
What aspects of the hybrid hospitality model make you feel committed to staying with TSH Amsterdam West?

Community Host 12:37
Um, well, I do on the one hand like that because it's a bit like, I feel like it helps kind of teamwork. So in the good or bad way. I think people grow a bit closer to each other. Because you do have to negotiate with each other, like, how do we feel about it, and people can find a way where they're better at something. They can excel in different parts, you know, so I think that is always just gives a nice energy to the place I think and just gives a nice team kind of feel as well.

Julian (Researcher) 13:17
Nice. Are you happy with the current 3.0 model of working?

Community Host 13:23
Um, yeah, well, I do definitely, like the idea of doing multiple things and wearing different hats. So I do like that. But yeah, like I said, I think that some departments just get a bit more attention than other departments. But that's maybe still something to, to that's gonna be in the future. A bit more worked out. Yeah, I think I think I like the in big lines. I like it. But I think it needs to be worked out maybe a little bit more. Yeah.

Julian (Researcher) 13:58
How have your trainings looked like for different departments.

Community Host 14:02
I didn't really, I think it came at a time when there was no training. So I just kind of started and just learned on the job, I guess. And I think later when it was already working here for a while we got like to do like courses and stuff like MEWs courses. But at that time, there wasn't also a lot of time given to do it so you had to do it in your own time, but it was usually pretty busy at front office. So I don't think I got super far with it because it was kind of a long course. But now I didn't really get a lot. Yeah, it was just on-hands training.

Julian (Researcher) 14:41
Okay. Which departments do you feel confident in which do you want to get more experienced in?

Community Host 14:53
I think I would want to, yeah, well, I think maybe I don't know, I think I have usually kind of confidence in things. But like I had from the beginning, like I would still would want to know a bit deeper, maybe into MEWs, because music is sometimes a bit of a puzzle when it comes to things disappearing and appearing and like, not sure what this is, or, but maybe that's supposed to be like this. But, for example, if there's all of a sudden a cancellation fee from nowhere, I would like to be able to know where it comes from.

Julian (Researcher) 15:38
Yeah, of course.

Community Host 15:39
So I think just the whole system. Yeah, I would like to get a bit more.

Julian (Researcher) 15:47
just have one more question for you. In your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels at a high level?

Community Host 16:02
Well, of course, in, like, if it's available, you maybe, of course, want to make sure that the amount of people that have experience and still need a bit of training that, that is balanced, you know, so there's not too much of the one and the other without, well, too much experience is never a bad thing. But that's kind of leveled out. And I think, Wait one more time, your question?

Julian (Researcher) 16:27
in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels? At a high level?

Community Host 16:35
I think that it would be nice, because I think supervisors has I have a lot of work work pressure here as well. They don't think they can be help everyone all the time, especially because there's so many people coming in some so so many leaving that in theory, like actually, you would want more supervisors, I think, because there's a lot of back office stuff that they have to do in the background. But you also maybe want someone on the front who can actually kind of maybe at least in the first first month really give a lot of attention, you know, to the newbies, so that maybe would help. Yeah,

Julian (Researcher) 17:10
yeah. Okay, cool. Well, thank you very much. Really appreciate you taking the time once again. Is there anything else you want to add before the end of the interview?

Community Host 17:21
No, no, just I think I like I really like the concept of doing something, you know, different like, everything at once. I just think that some personalities really liked it. And some people hate it. And yeah, it should be very, I think clear, and especially in the interview process. That is going to be because some people just don't like the concept.

Julian (Researcher) 17:44
Yeah. All right. Well, thank you very much. Have a good day.

Competency-based selection	No, it was, well, no, it was it was more and more like I was being interviewed for a receptionist job, and then she said that sometimes you could also work in the restaurant, and I was also okay with that, but I didn't have the feeling that that would be a big part. You know,

just more like helping out a little bit. Yeah.

Yes, in front office I did. Part time we did in the Melkweg, but not in a hotel. So I did front office but in like music venue just more selling concert tickets and stuff. So it's a little bit different. But you know, it's a little bit same. And food and beverage I think it's going to be like, year half a year for the others but like part time so one day here two days and then maybe while not okay. I'm hoping food and beverage I think everything together maybe four years, you know.

Well, I think just the basic stuff that you need to know, when working in a restaurant, for example, with hygiene, like working with products, for example, or just like basic etiquette stuff, you know, that you have, and in front office? Yeah, just basic computer skills. Amazing hospitality skills, like how to greet someone.

Yeah, that is a good question. Because I think if you are, of course, most people are a bit younger as well. So I think if you are just, if you don't have a lot of experience, yet, you of course needs to first learn. And after the learning process, you can assess if somebody is really going to make it, or like it's really up to it. But you have to give someone time to get trained. If you think it's already someone of my age, then I think you will know, you know, a bit faster like, either you have the experience, and you could do it or you are just, you know, maybe it's harder to learn. By now, not age wise, but more like experience wise. So a month might be a bit short, maybe if they still have to kind of learn a bit, you know, they're young.

No, I do think that some, I think it's tricky because I like both. And I really like the obviously, this switch. But I also think that there's people that like front office that then really don't like going to the restaurant because oh, it has a bit more physical as well. And other side as well, like people that really like the more physical thing of like you're working at the restaurant, they might really dislike the structure and the lists and things that we have in front office. So I really think you need a personality type for it, you know, and some people just show that they really don't like it. So they then they are not because they don't want to

I think what could help, Well, I do think that the that some departments get more attention than other departments and think here, most of the attention goes into front office and the restaurant is a bit, you know, fend for yourself or kind of figure out how you manage it.

in the restaurant, there's never supervision, you know, there's so they don't like it's different. Maybe they're going to be there around the corner, but it's different when you're there the whole day, then you see, maybe where things are wrong, or it's like new team members that I feel like really might need some training. But that I feel like that should also maybe be helped a bit more.

I think that it would be nice, because I think supervisors has I have a lot of work work pressure here as well. They don't think they can be help everyone all the time, especially because there's so many people coming in some so so many leaving that in theory, like actually, you would want more supervisors, I think, because there's a lot of back office stuff that they have to do in the background. But you also maybe want someone on the front who can actually kind of maybe at

	least in the first first month really give a lot of attention, you know, to the newbies, so that maybe would help. Yeah, Um, yeah, well, I do definitely, like the idea of doing multiple things and wearing different hats. So I do like that. But yeah, like I said, I think that some departments just get a bit more attention than other departments. But I think it needs to be worked out maybe a little bit more. Yeah. Well, of course, in, like, if it's available, you maybe, of course, want to make sure that the amount of people that have experience and still need a bit of training that, that is balanced, No, no, just I think I like I really like the concept of doing something, you know, different like, everything at once.
Adaptability and flexibility	I have to think about it because I had two interviews. The first one went, first one it was with Lois and it was actually pretty fast and really practical, more. And then I had an interview with Lucas, I mean, there was a little bit more in depth and asked me a bit more in depth questions. And trying to remember what kind of he did, for example, ask how I kind of how, I think, he tried to see how my service was like, what would you do if a guests felt this way or that way? Or how do you handle it type of situations and also, like how I would be with colleagues, for example, when people are a bit stressed and how, so I think it was more about stuff like that more like service, the way you give service and stuff. Okay, if I remember correctly. No. Definitely not. Yeah, I think you really have to be super flexible here, for example, like, I don't know, we have maybe talked about it. But like, for example, I did not think that it was going to do the dishes were like, for like 50% of the time. So I think you have to be very flexible, and the job can change like your tasks. Your tasks can one month it can be this and next month can be something else. So I think I was just going in for a reception, and then just a whole lot of other stuff. Yeah, I do. Yeah. Well it also changed a lot. So I used to be kind of one day back office, one day front office, and then two days in the restaurant, kind of. And now I'm actually mostly just front office. No, it was kind of also by not by request, but I did kind of show a bit when I liked, like, when I liked it more when I liked it less. So at some point, I just got sick of the dishes. And then when it also came STACH and a lot of sandwich making I just didn't like restaurant anymore. So I think they kind of picked up on that I think when you wake up in the morning already, you're gonna dress differently. If you're working in the restaurant, you're a bit more just working hard cleaning tables, and you get a bit dirty. So it's a different mind set or different click in a front office, you're a bit more like really fit you feel a bit more like the host. So it's really like a different role. help my flexibility, I feel like if there was a bit more like attention and

	supervision, also in the restaurant to get everything smoothly and organized and structured, that would help a bit. Well, you see, for example, that in a front office, there's always a supervisor, two a day. So they know, they know exactly what's going good, what's going wrong with complaints there are which should be better.
Cross-training	I didn't really, I think it came at a time when there was no training. So I just kind of started and just learned on the job, I guess. And I think later when it was already working here for a while we got like to do like courses and stuff like MEWs courses. But at that time, there wasn't also a lot of time given to do it so you had to do it in your own time, but it was usually pretty busy at front office. So I don't think I got super far with it because it was kind of a long course. But now I didn't really get a lot. Yeah, it was just on-hands training. I think I would want to, yeah, well, I think maybe I don't know, I think I have usually kind of confidence in things. But like I had from the beginning, like I would still would want to know a bit deeper, maybe into MEWs, because music is sometimes a bit of a puzzle when it comes to things disappearing and appearing and like, not sure what this is, or, but maybe that's supposed to be like this. But, for example, if there's all of a sudden a cancellation fee from nowhere, I would like to be able to know where it comes from. So I think just the whole system. Yeah, I would like to get a bit more.
Employee engagement and retention	Engaged I feel in my current role. Hmm. I feel I feel moderately engaged. I do, the thing is, how do you say it? I do feel that you're sometimes? Yeah. I don't know. Like, maybe sometimes the efforts go a bit unnoticed or something and that you're like, okay, it is a bit sometimes chaotic and busy and that you're like, Okay, what am I really seeing back for it? Um, well, I do on the one hand like that because it's a bit like, I feel like it helps kind of teamwork. So in the good or bad way. I think people grow a bit closer to each other. Because you do have to negotiate with each other, like, how do we feel about it, and people can find a way where they're better at something. They can excel in different parts, you know, so I think that is always just gives a nice energy to the place I think and just gives a nice team kind of feel as well.
Hiring Process/Talent selection models	Um, so to be honest, in the advertisement that I read, it was more about reception or a front office job. And then when I applied, she said that they're also kind of having people on both sides. Also working at the restaurant a bit and then I was open to as well because I do like to change it up a little bit. Yeah. I just think that some personalities really liked it. And some people hate it. And yeah, it should be very, I think clear, and especially in the interview process.

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 14 September 2023

Julian Jeanne

Researcher's Signature and name Date : 14/09/2023

Appendix 8: Interview with Community Host

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to do this interview. This interviews about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics running talent selection criteria, and your personal experience upon hiring and current use of 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Host 00:36
No.

Julian (Researcher) 00:37
All right, then my first couple of questions are What is your current position? And how long have you been in this position?

Community Host 00:42
I'm a community host and I've done it for now, a year and a couple months

Julian (Researcher) 00:51
Okay, nice. Can you please describe your journey in joining TSH, West, what attracted you to this unique model?

Community Host 00:59
So, um, I actually, the way I discovered it was kind of like more, instead of looking for a job was me looking for a place to stay here. So whenever I got into uni, here in Amsterdam, I was of course, looking for places. And I was looking, of course, as we know, like, you know, housing situations, not the best. So I was literally looking at every possible possibility, even though I didn't really look first to live in a place like this. But of course, I came to check it out. Because I did of course like viewings for apartments, and also came to see a bunch of places like these like student experience and the social hub and stuff like that. And so I visited Amsterdam, just to come check those out as well and check like a little bit more of a housing situation. And then yeah, I came to check this one out, actually, first, because I was also in the area. And I also came to see StuNest. And yeah, I was actually really surprised by how it looked like on the inside and stuff. And I asked a bunch of questions that reception about living here, but also asked about hiring because while I was looking for places to stay, I was also of course, looking for jobs, because I knew I had to start working right away when I moved in here. So yeah, and then I thought, it's in very nice. It's a very, like, cool concept to stay in, but also honestly seems like not that bad to work in as well. As long as there was like, there's also reception and I also was thinking about doing hospitality in general. So yeah. And so yeah, so I asked bunch of questions at reception. I asked if they were hiring, and they said they definitely are. And then yeah, I did the when I came back to Poland, and I was like looking for places before I moved in here. Then I did the application from there.

Julian (Researcher) 02:42
Okay. And during your interview, did the interviewee, explain the role clearly to you that you will be working in various departments?

Community Host 02:53
Yes, so I did the interview with Emily, actually. And she, I remember, like, the first thing she asked was, how do you deal with chaos? Because I think there's like something that they actually have in their, like, interview. What's it called? Like?

Julian (Researcher) 03:09
Questions?

Community Host 03:10
Yeah, like the question that they have for the interview and stuff that they need to ask. So I think that was one that was like in the model for the interview. Like how do you deal with chaos, basically, in that kind of also implied, she said that you do you get trained at the restaurant, and that you get trained for the reception. And then you get training, separate training for both. But right away after that, she mentioned that it's really, really chaotic. And that's what's important is for you to be able to deal with that chaos and to be like, just like, be able to still stay put and be able to also do everything while you have a bunch of stuff on your back coming in because she explained that it was very, very a lot of stuff at one time, and then you may have to run back from one place to another. And she explained of course, like in a positive light where everyone can help each other out. Because a lot of times in like other hotels and stuff, it's like you only have the restaurant people you only have the reception people and they can't help each other because they don't have the skills or expertise or training to do any of those other things. So she kind of explained it in like a positive light that was like, we can always help each other switch if we need to. But it also comes with a lot of stuff at the same time. And then asking basically, if you're prepared for that.

Julian (Researcher) 04:23
And did you have any prior experience in food and beverage or front office? And if so how long?

Community Host 04:29
Actually, not really. This is my first actual real job so I didn't do any like hospitality school or anything like that. The only thing that I had experience with was in general like dealing with hotels, but like from a different perspective because I kind of worked with my dad a little bit and he is like a incentive trip organizer where he like he's like a freelancer so he organized everything from from planning to budgeting to actually operating the trip where he takes like, you know, like board members of like companies to like luxurious trips and stuff. And I helped him out a little bit. So I would like I went with him on like two or three trips. And for those, you have to like email the hotels, you have to go there earlier and talk to the managers, administration. And that's kind of where our like, got to know a little bit more about, like how the inside administration of hotels worked, because I had to talk to them about those things, and about like groups and stuff. So that's what I kind of got a little bit more interested in. But besides that, I didn't have any experience.

Julian (Researcher) 05:31
Okay. And from what from your perspective, what skills and competencies are crucial to excel in your current role, which involves switching between different departments?

Community Host 05:40
I would say definitely multitasking, working under pressure and a little bit, I would say, of like, definitely, like fast decision making and a little bit maybe of leadership skills, because not even if you're just a host, you got to work with your team and sometimes, depending on what you're doing on what, who is doing what, you got to be a little bit more like, Okay, I need to do this. So you can do that. If somethings to be done, you have to like, be able to

think about how you're going to manage the people around you not about like, specifically managing, but also just like thinking about tasks division, and all of those things. And I mean, when a lot of things need to be done at the same time, you have too.

Julian (Researcher) 06:19
Yeah. And can you share an experience where your diverse skills were really valuable in delivering quality service across multiple sectors?

Community Host 06:31
I would say, oh, my gosh, specific situations.

Julian (Researcher) 06:34
Just one example.

Community Host 06:36
I don't know, just like, what I can mostly think of is like, for example, I'm working at the bar, you know, and I'm like, helping someone, like a guest has a very specific question about I don't know something about the menu, or something about like something at the bar. And then they also are like, Oh, I'm gonna go to reception and ask about this, and this, and I'm like, I can answer that question for you. I mean, I guess that happens a lot. So and then they get really surprised, I guess that's the positive thing a little bit. Or sometimes the thing is, because I've been working here for a little bit longer, like someone at reception that's here for a shorter period of time, they will have a question about something that they don't know about. And I'll be at the bar, for example, and they will come to me and ask it. And I mean, it's very, like, gotta be a little bit everywhere, all the time.

Julian (Researcher) 07:23
Do you feel like you knew what you were coming into when you were hired for the position?

Community Host 07:28
I would say? Partially, yes. But also partially No, because I did get surprised about some things that I was expected to do. The biggest issue I thought that I encountered, like halfway through, like, after like, six months, or something of working here was, is that, you know, when we get our interview, and when we get like, told what we're supposed to expect, we get told that we're going to work at the bar and do a little bit of like, waitering, and stuff, you know, and like, of course, behind the bar coffees and serving stuff, and, and all of that. But it like turned out during the, during, like long time periods of like working at the bar and everything is that we're pretty much we do get understaffed, and we don't have a lot of chefs. And we also don't have any designated dishwashers. So what happened is that, because of those things, the host started being required to also, for example, prepare breakfast in the morning, and also to do all of the dishwashing, because there was no dishwashers at all. So no one to come and help us. So what resulted in like in that kind of, you know, expectation is that we would spend 80% of our shifts at the at the bar, behind the dishwasher, which is something that was not you know, in the qualifications, or something that none of the hosts were expecting to do, that one had to do in the first place when they applied for this job. And that's something that we did communicate with the manager and everything. And he did say, I mean, he did acknowledge that, of course, that's not what we want to do. But he also couldn't do much about it. I think at least the only thing that's done from time to time is that we hire tempers from the outside company to come and they usually help for doing in dishwashing. But honestly, that's mostly during the summer, and then after that it doesn't happen as much. So that's one of the things that like I really complained about not gonna lie, when I started working.

Julian (Researcher) 09:25
Okay. and as you know, you have one month probation when you enter the company to see if not only for the employer, but also the employee if the job is a right fit.

Community Host 09:38
Yeah

Julian (Researcher) 09:38

Do you think one month is enough time from a management point of view to assess a new employees fit for this type of role, considering they have to work in different departments?

Community Host 09:47

Yeah, I think that's very good question. I would say, the month the first probation month passes really, really fast like you blink and it passes like and it's gone. The thing is, you learn very quickly, at least if you're a good learner, you know, if you're not like, if you don't have a lot of trouble keeping up a lot of information at that same time, then you because you, if you do work a lot, then you will learn very quickly. But I do agree that I mean, from what you have implied is that a month maybe a little bit too short, because since we have to work in different departments, and we have to learn so much stuff. And there's also so much theory involved in operations as well also in the bar. So for bar more like practice about, like how to do things more quickly, and getting like, used to the cleanings and to checklists, and for operations is like, just knowing stuff in general. And I mean, that bought the hotel about what to do in certain situations. So I would say, I would say probably a month get like, with all of that involved, it's probably a little bit too short, especially for management to assess it. Because honestly, as management is also not here all the time, and they don't see work all the time. So if they want to assess something like that, it has to be I would say, I would say that there has to be like an active assessment of these things. So where they actually leave the back office, and they watch your work, you know, at least from like, with the from the side, at least a little bit, you know, I mean, like, like paying attention to you. And like giving maybe tips and tricks while you do those things which did happen, but I guess it should probably be a little bit longer than that since there's so many departments.

Julian (Researcher) 11:21

Okay. Do you see yourself as an adaptable and flexible person in the workplace?

Community Host 11:27

Definitely. I think also working here makes you a very adaptable and flexible person.

Julian (Researcher) 11:32

Yeah,

Community Host 11:32

Even if you're not, if you're working and you're like committed to doing a good job here, then you will kind of like, slowly develop those skills for sure as well.

Julian (Researcher) 11:40

Yeah. Okay, nice. How balanced are your shifts across all departments?

Community Host 11:48

For me, right now, they're quite balanced. There were some times where I was scheduled for way more reception shifts and bar shifts. That does happen. But uh, well, I honestly, I don't want to blame, you know, the, the administration because I know who does it, and I know that they're trying their best to balance it all out all out, actually. So the schedule is done with the best intention, of course, and trying to balance everything out. But definitely, you do get some times like overtired from working in one place. But I don't complain as much. Because I mean, you get still too, you can you still get to kind of work in other departments while you're having a certain shift. It's like, the shift is flexible itself. And then I mean, so it's not that bad.

Julian (Researcher) 12:33

Yeah. What support, if any, do you think would enhance your adaptability and flexibility in transitioning between different sectors?

Community Host 12:43

I would say, probably, like, from the management team, I would say like maybe more tips,

maybe more tips on those things. So like, as I said, like them actually leaving the back office and watching you work, they can see how you handle the pressure when there's when it's very busy and stuff like that, and actually give you tips on how to handle it, if they see that maybe you're struggling with it a little bit. Because if they're management, they should know and firsthand how to how to tackle that like busy-ness. And when it gets like, when it gets a bit overwhelming with a lot of things that you have to do. So definitely, I think I had a little bit of trouble with that as well. Of course, I did talk to management about it, it was kind of like I had to, like, initiate the conversation. It's not like they came to me and they were like, listen, we see that you were struggling with this little bit, you know, it was more like I had to I had to kind of make light of that myself. But if someone is not noticing that in themselves and just works like that every day, then I feel like management does fail a little bit to give them a little bit more of support on that.

Julian (Researcher) 13:50
What aspects of the hybrid hospitality model make you feel committed to staying with TSH Amsterdam West?

Community Host 13:58
I would say just what makes me stay is definitely the differentiation that you have during your shift. So for probably most of other positions or other kinds of companies where you have the same category of job, you just come to work into the same thing every day. And they kind of becomes a little bit monotone. So I'd say if you're a kind of person that you know likes change and likes to do a little bit with that chaos and likes to have come into work and not really know what you're gonna do every day. I guess that's a positive aspect of it. And I do like it because I would not like to have a job where like I come in and like I know exactly what's going to happen you know, same kind of clients, same kind of customers know exactly what to do and then just becomes monotone and like your job because boring.

Julian (Researcher) 14:51
And then my next question is how engaged do you feel in your current role? And what factors contribute to your engagement

Julian (Researcher) 14:57
Engaged like in what way?

Julian (Researcher) 15:00
Like how when you come to work do feel like, I'm here to do my work, and I'm excited, or like, oof, I'm at work. I want to go home.

Community Host 15:10
Yeah, so I would say, um, I do feel pretty engaged, I would say that my co workers also helped a lot. Like, that's some one thing I really like about my job. So because like the people that work here are also kind of like, I feel like you work here also for a reason, because you don't want that monotone job as well. You know, like, maybe some other people would like, so we're all here a little bit for a little bit the same aspects? Of course, not all of them. But like, there's something that like, joins us together, at least in character, I would say you know what I mean, and so, I really like my co workers, and they engage me a lot as well. So they're kind of like, I feel like we have, like similar spirits in what we want to do. But I do feel engaged of course, there are some better and some worse days. But if there's like a, you know, a perspective of like, like some new things that are going to happen, or project or stuff that is going to change, then it does make it a little bit more exciting.

Julian (Researcher) 16:12
Okay, nice. Are you happy with the current 3.0 model of working?

Community Host 16:27
It's like, very 50/50. Because as I said, like in like, in general, I do like the aspect of being

able to do multiple things. So not monotone. Yeah, as I said, but the thing is, what I think about the 3.0 model is that it can become too much especially for people in operations, because of course, administration does matter. But it mostly matters for us. In operations, it can become a very much more exploitive position where you can, since you're like, everyone has to do everything, you can make them do anything from changing a light bulb to scratching the floor with a toothbrush, you know what I mean, or from dishwashing, to helping guests at reception. So because like, they make it so vague in like what we're supposed to do, of course, they have SOPs, and of course, there's like, what every position does, but the thing is, like, during the shift and during with management and stuff, sometimes they can ask you to do some pretty crazy stuff that you're on paper not expected to do, you know, like, in your contract and stuff. Where you like, and we also like sometimes get understaffed or sometimes people are certain departments are not here. So we could expect it to do also jobs from other departments like, TD stuff, you know what I mean? Unclogging sinks, like changing light bulbs give like bringing a drill drilling, like something to the wall. But you know what I mean? So in those things get kind of frustrating, because it's like, I applied for this job not to do this. So even though it does make it a little bit more exciting, sometimes that's not what I applied for same with the dishwashing. And I mean, and sometimes it feels like, the administration will, like, let themselves ask the host to do those things. Because they're like, oh, they won't mind. You know, like, they're supposed to do everything. And like, we're like, aren't you supposed to, like, be able to do everything? And it's like, yeah, but there are some limitations. And I think there are some boundaries that you need to draw even as a host, even though you're supposed to be, you're expected to be one of the, like, have the biggest skill sets of everyone.

Julian (Researcher) 18:36
Yeah, I get you. Um, how do your trainings and cross trainings look like, if they cross train you at all?

Community Host 18:46
What is the cross training? Like?

Julian (Researcher) 18:47
So training for different departments?

Community Host 18:49
Okay. Well, the, from my trainings were very, very, I would say, they're very basic . You know, like, yeah, like, when I came in, there was like, very, like, kind of, like, we do what we can, you know, what I mean? When I did start working, the training process was different. So they did change it throughout while I was working here. So when I came in, it was very much more like, there was like, a spreadsheet that we got was like some, like, you know, like, the basic stuff about the hotel that we just had to read out kind of like a booklet or something, you know, like, just to know, like, stuff that you have to just know, like, categories of rooms, how keys works and stuff like that, you know, I mean, like, basic, basic, but like, besides that all of like the training stuff for what do you do in certain situations, like that came like just from, like, mouth to mouth. It's just like, I sit there with a supervisor on the shift, and it's very like on the spot, so either something happens and I don't know how to do it and I have to ask someone a they will show me. And the next time I do it myself until I remember how to do it. Or if something happens, I don't know the answer to someone else doesn't later I ask him to explain it. That's what my training was basically. So it was very much like, in the moment, basically, this threw me into the dark pit, you know, and they're like, just what you can do do what you can't do ask someone else. Especially also because I started during the summer now it's a little bit more like, they make they make the new host like sit down and do like trainings on their laptops for the SOPs, they have the whole like training passport thing where they have like a checklist of stuff that you need to check out and do. Of course, it's still very operational, like you also learn in the moment, but I would say at least they structured a little bit better, like better intentions. And for me, it was like, I felt very much like thrown into the deep end, you know? Okay, so that was what it was for me. Yeah. For both things for a reception and bar. So,

Julian (Researcher) 20:55
Okay, then I just have one more question for you. In your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels at a high level?

Community Host 21:06
I would say definitely one thing that I think TSH maybe here doesn't really keep in mind is the how do I explain this like the but like the eloquency of the people they hire, you know what I mean? Because I feel like hospitality, even though we're like, very, like, casual, chill hotel vibe, I feel like still, any type of hospitality still, like requires a certain type of tone, when you speak to guests, how you handle certain situations, like the the way you answer questions as well, the way you greet them, what kind of vocabulary you use, you know what I mean? And how you also like, adapt to the type of guests, you know, like being able to read like, kind of profile the guests that you're speaking to, and knowing what boundaries you can cross like, conversation wise, and stuff like that. And I feel like, and I feel like TSH should definitely be a little bit more careful with who you who they hire in that kind of perspective, because a lot of people, they will hire because of like the vibes, because they're cool, you know what I mean, but sometimes, those people will not have any idea of how to actually speak to guests, to make them feel like they're getting a service on a high level, they will feel like they're getting a service from a student that was hired here, but just because they have to pay their bills. And which is still understandable, the guests may still, like know that we're students that we're trying to pay our bills, but the thing is, I still feel like, at least that's who I am. But when I work, I try to give off that tone of like, I am working, you know, in a formal hospitality company that I will give off a certain, like, level of, I don't know, quality of service, that I still will do no matter who I am or what I'm doing here, why I'm here and what I mean, yeah, so there is a certain way of speaking to guests that I feel like should be an expectation and a standard. And that is not always met or really enforced by the administration. So I would say maybe in the hiring process, that's something that should be also a little bit more like highlighted, you know what I mean? Or at least sought after? I'm not sure how, but I feel like there would be a way to do it. You know, sometimes we can feel out the vibe of the people if they're like more, like, I don't know, just like, talkative, but like, they don't really know how to speak formally to people. I feel like that makes a big difference.

Julian (Researcher) 23:31
Yeah. All right. Well, thank you very much. Do you have anything else you want to add before we end the interview?

Community Host 23:38
West Side best side.

Julian (Researcher) 23:40
Alright, thank you very much. Have a good day. Thank you.

Competency-based selection	I was looking for places to stay, I was also of course, looking for jobs, because I knew I had to start working right away when I moved in here. So yeah, and then I thought, it's in very nice. It's a very, like, cool concept to stay in, but also honestly seems like not that bad to work in as well.
	And that's what's important is for you to be able to deal with that chaos and to be like, just like, be able to still stay put and be able to also do everything while you have a bunch of stuff on your back coming in because she explained that it was very, very a lot of stuff at one time, and then you may have to run back from one place to another.
	This is my first actual real job so I didn't do any like hospitality school or anything like that.

	I would say definitely multitasking, working under pressure and a little bit, I would say, of like, definitely, like fast decision making and a little bit maybe of leadership skills, I would say, the month the first probation month passes really, really fast like you blink and it passes like and it's gone. The thing is, you learn very quickly, at least if you're a good learner, you know, if you're not like, if you don't have a lot of trouble keeping up a lot of information at that same time, then you because you, if you do work a lot, then you will learn very quickly. In operations, it can become a very much more exploitive position where you can, since you're like, everyone has to do everything, you can make them do anything from changing a light bulb to scratching the floor with a toothbrush, you know what I mean, or from dishwashing, to helping guests at reception. I would say definitely one thing that I think TSH maybe here doesn't really keep in mind is the how do I explain this like the but like the eloquency of the people they hire, you know what I mean? Because I feel like hospitality, even though we're like, very, like, casual, chill hotel vibe, I feel like still, any type of hospitality still, like requires a certain type of tone, when you speak to guests, how you handle certain situations, like the the way you answer questions as well, the way you greet them, what kind of vocabulary you use, you know what I mean? in a formal hospitality company that I will give off a certain, like, level of, I don't know, quality of service,
Adaptability and flexibility	Or sometimes the thing is, because I've been working here for a little bit longer, like someone at reception that's here for a shorter period of time, they will have a question about something that they don't know about. And I'll be at the bar, for example, and they will come to me and ask it. And I mean, it's very, like, gotta be a little bit everywhere, all the time. when we get our interview, and when we get like, told what we're supposed to expect, we get told that we're going to work at the bar and do a little bit of like, waitering, and stuff, you know, and like, of course, behind the bar coffees and serving stuff, and, and all of that. But it like turned out during the, during, like long time periods of like working at the bar and everything is that we're pretty much we do get understaffed, and we don't have a lot of chefs. And we also don't have any designated dishwashers. So what happened is that, because of those things, the host started being required to also, for example, prepare breakfast in the morning, and also to do all of the dishwashing, because there was no dishwashers at all. Definitely. I think also working here makes you a very adaptable and flexible person. Even if you're not, if you're working and you're like committed to doing a good job here, then you will kind of like, slowly develop those skills for sure as well. It's like, very 50/50. Because as I said, like in like, in general, I do like the aspect of being able to do multiple things. So not monotone. Yeah, as I said, but the thing is, what I think about the 3.0 model is that it can become too much especially for people in operations,

	because of course, administration does matter. And it's like, yeah, but there are some limitations. And I think there are some boundaries that you need to draw even as a host, even though you're supposed to be, you're expected to be one of the, like, have the biggest skill sets of everyone.
Cross-training	And there's also so much theory involved in operations as well also in the bar. So for bar more like practice about, like how to do things more quickly, and getting like, used to the cleanings and to checklists, and for operations is like, just knowing stuff in general. There were some times where I was scheduled for way more reception shifts and bar shifts. That does happen. So like, as I said, like them actually leaving the back office and watching you work, they can see how you handle the pressure when there's when it's very busy and stuff like that, and actually give you tips on how to handle it, if they see that maybe you're struggling with it a little bit. It's not like they came to me and they were like, listen, we see that you were struggling with this little bit, you know, it was more like I had to I had to kind of make light of that myself. they have SOPs, and of course, there's like, what every position does, but the thing is, like, during the shift and during with management and stuff, sometimes they can ask you to do some pretty crazy stuff that you're on paper not expected to do, you know, like, in your contract and stuff. So we could expect it to do also jobs from other departments like, TD stuff, you know what I mean? Unclogging sinks, like changing light bulbs give like bringing a drill drilling, like something to the wall. But you know what I mean? So in those things get kind of frustrating, because it's like, I applied for this job not to do this. Okay. Well, the, from my trainings were very, very, I would say, they're very basic So when I came in, it was very much more like, there was like, a spreadsheet that we got was like some, like, you know, like, the basic stuff about the hotel that we just had to read out kind of like a booklet or something, you know, like, just to know, like, stuff that you have to just know, like, categories of rooms, how keys works and stuff like that, you know, I mean, like, basic, basic, but like, besides that all of like the training stuff for what do you do in certain situations, like that came like just from, like, mouth to mouth. It's just like, I sit there with a supervisor on the shift, and it's very like on the spot, so either something happens and I don't know how to do it and I have to ask someone a they will show me. they make they make the new host like sit down and do like trainings on their laptops for the SOPs, they have the whole like training passport thing where they have like a checklist of stuff that you need to check out and do.
Employee engagement and retention	I would say just what makes me stay is definitely the differentiation that you have during your shift. So for probably most of other positions or other kinds of companies where you have the same

	category of job, you just come to work into the same thing every day. And I do like it because I would not like to have a job where like I come in and like I know exactly what's going to happen you know, same kind of clients, same kind of customers know exactly what to do and then just becomes monotone and like your job because boring. Yeah, so I would say, um, I do feel pretty engaged, I would say that my co workers also helped a lot. Like, that's some one thing I really like about my job. So because like the people that work here are also kind of like, I feel like you work here also for a reason, because you don't want that monotone job as well. I really like my co workers, and they engage me a lot as well. So they're kind of like, I feel like we have, like similar spirits in what we want to do.
Hiring Process/Talent selection models	Yes, so I did the interview with Emily, actually. And she, I remember, like, the first thing she asked was, how do you deal with chaos? she said that you do you get trained at the restaurant, and that you get trained for the reception. And then you get training, separate training for both. But it also comes with a lot of stuff at the same time. And then asking basically, if you're prepared for that. Partially, yes. But also partially No, because I did get surprised about some things that I was expected to do. we would spend 80% of our shifts at the at the bar, behind the dishwasher, which is something that was not you know, in the qualifications, or something that none of the hosts were expecting to do, that one had to do in the first place when they applied for this job. And I feel like, and I feel like TSH should definitely be a little bit more careful with who you who they hire in that kind of perspective, because a lot of people, they will hire because of like the vibes, because they're cool, you know what I mean, but sometimes, those people will not have any idea of how to actually speak to guests, to make them feel like they're getting a service on a high level, they will feel like they're getting a service from a student that was hired here, And that is not always met or really enforced by the administration. So I would say maybe in the hiring process, that's something that should be also a little bit more like highlighted, you know what I mean?

SOCIAL
HUB

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 12 September 2023

Julian Jeanne

Researcher's Signature and name Date : 12/09/2023

Appendix 9: Interview with Community Supervisor

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
Good afternoon. Thank you for taking the time to this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current use of 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Supervisor 00:37
No.

Julian (Researcher) 00:37
All right, then have some introductory questions for you. What is your current position? And how long have you been in this position?

Community Supervisor 00:44
My position is community supervisor and I have been in the position for just over two years,

Julian (Researcher) 00:50
Just over two years. Okay, so was this, you were hired before the 3.0 change as a supervisor?

Community Supervisor 00:57
Yes.

Julian (Researcher) 00:58
Okay. Great. Could you please describe your journey in joining TSH Amsterdam West originally and what attracted you to this company?

Community Supervisor 01:10
Yeah, so I originally I did my internship with the hotel whenever it was previously the student Hotel. That was five years ago. And then I was working in the hotel for six months. I enjoyed the the vibe of the hotel and the seeing the difference between it and regular hotels that I'd had experience with before. So then, after I'd finished my internship, I went back to Ireland and kept some tabs in the hotel, because I wanted to move back to Amsterdam, and then I saw that they were hiring. So I applied to be a supervisor.

Julian (Researcher) 01:57
Okay, nice. From your perspective, what skills and competencies are crucial to excel in your current role as a supervisor, which involves switching between different departments?

Community Supervisor 02:10
Um, I think crucial qualities, which probably would be time management. And as far as making sure each department is being looked after making sure it's running smoothly. So I think time management is pretty key. Also, like keeping a sort of like a bird's eye view of everything. And being able to multitask while having, you know, two or three different departments on your mind at one time. Because it's super operational. So it's, the position is really got to do with the restaurant front office, and the meetings and events spaces. So the across the three areas, it can take up a lot of time it can you have to divide it equally. And

yeah, just managing the team as well, making sure that everyone is where they need to be at the right time. And do what you need to do

Julian (Researcher) 03:21
could you share one experience where your diverse skills were particularly valuable in delivering quality service across multiple sectors?

Community Supervisor 03:40
Like an example of, like, high, it's like an example of when I've, when I've done it?

Julian (Researcher) 03:50
yeah, like when you've had to switch between the departments very quickly.

Community Supervisor 03:54
Sure.

Julian (Researcher) 03:54
And how that how you experienced that how you were able to switch so quickly

Community Supervisor 03:59
Sure. Well, it's on our busy checkout days, or check in days, it's the there's a lot going on in the hotel. It's a one massive event that's going on, but the hotel is still running as one. So we still have, you know, co working members coming and going. There's a huge amount to organize beforehand, but also on the day to make sure that all of the staff are where they need to be. Because I think being organized on those days to make sure is crucial. So on the busiest check in days being focused on reception, but also making sure that everyone knows what they're doing beforehand. So doing a run through with everybody at you know 7am When everybody comes in, giving them the plan and then If being able to check in and moments to make sure that that's still going to plan, while also managing the check ins as well.

Julian (Researcher) 05:10
That's a very good example. So as you know, every time a new employee, especially community supervisor or host enters the company, there's a one month probation period. First, I'd like to ask you, do you think from a management perspective, one month is enough time to accurately assess a new employees fit to this type of role?

Community Supervisor 05:31
Um, I think it can depend, I think that it would depend on like a few things, whether they're, you know, full time or part time staff. If someone is, you know, they, if they start in their probation month, and they're working five days a week, I think it'd be pretty easy to get a good gist of how they're fitting and how they're doing and their probation month. Because you're able to see any progress or any issues that are sticking out. Part time might be a little bit more difficult. If somebody is only in one or two days a week, or they're only out on the weekend, when management aren't always there, then I think it can be difficult to gauge whether someone is a definite right fit for them. But again, it just depends on the person as well, just with, with hiring, someone could only work one or two shifts a week and be a definite fit and fit in quite easily into the team and into the whole ethos of the company. And then someone could start working here full time. And within a week, you think no, actually, this probably isn't going to work.

Julian (Researcher) 06:51
Yeah. Okay. And then do you currently feel like everyone that's on the community host slash supervisor team, is fit for this community hosts role that has been here for at least a month?

Community Supervisor 07:07
Yes. Yeah, I think so. I think that the people that do last for longer than a month, usually are sticking around for a reason. And I think it shows in the amount of like one year anniversary that we've had over the past couple of months. A lot of people who have started

last summer, who are still here now as well, which is really nice. So I do think that in the majority of cases, it's that whenever people start, and they get past that months of like learning and also deciding for themselves, whether they're happy in the in the company, I think that it's normally it's a good fit.

Julian (Researcher) 07:50
Yeah. And would you attribute the reason why most people are staying long, longer than a year to the nature of working or due to other reasons?

Community Supervisor 08:00
Yeah, I think that it's what I think it's the title community host does, the people that have stayed here for longer than their probation on for over a year, and I think it fits them very well. And it's the nature of the job, the fast paced environment, the switching and keeping everything exciting. I think that also that what do you call it, that keeps people intrigued, keeps them wanting to come back to their job, and then also at attracts similar minded people to the same position. So I think that whenever you have that kind of environment where people are really friendly with their co workers, and they all do the position, well, then that also helps make a bond and make people enjoy coming to work as well.

Julian (Researcher) 08:58
Yeah. Okay, nice. Do you see yourself as an adaptable and flexible person in the workplace?

Community Supervisor 09:05
Yes. Yeah.

Julian (Researcher) 09:09
How balanced is your time across all departments? Do you feel like you have enough time for all departments?

Community Supervisor 09:17
Um, I think that my main focus, and like my strongest point is in the front office and working with the reservations. I think that that's what I started as I started as a as a front office supervisor. So that's what I was initially trained on the most, and then sent us become community supervisor. Getting to know the restaurant better on the m&e side has been interesting, but I think that my main focus is still probably on the front office because it takes up the the majority of the hotel that's like the main part of the hotel.

Julian (Researcher) 10:10
Yeah. Okay. Given the dynamic nature of the hybrid model, can you discuss how you manage to switch between different roles and departments effectively?

Community Supervisor 10:23
Um, I think working in hospitality, you have to, especially within this job, you're dealing with different types of people. So the people that you're dealing with on a day to day basis are, you know, students, working professionals, people who are renting our spaces, or hotel guests. So I think that I already have a, like, experience in hospitality. So I'm used to dealing with hotel guests in that sense. And oh, like, over the past two years, it's been, like a learning process on how to manage the different types of people that we're interacting with all the time. But I think it's good to know the differences between interactions and to be able to adjust to those as well.

Julian (Researcher) 11:34
Okay. How engaged do you feel in your current role? And what factors contribute to your engagement?

Community Supervisor 11:44
Um, I feel pretty engaged. I'm very busy, there's always something because the, the role is pretty extensive, as far as operationally, and with admin work, and there's always stuff to be done. So I think I, I stay pretty engaged with with things that are going on in the hotel, and

also the the admin side of things as well, there's always something to be done.

Julian (Researcher) 12:17
Yeah. And do you feel motivated?

Community Supervisor 12:21
Yeah, yeah, I feel motivated

Julian (Researcher) 12:22
What factors would you contribute to your motivation right now,

Community Supervisor 12:26
Um, I think just sort of personally, like, I enjoy my job, like having been in it for just over two years, now I enjoy what I'm doing and coming in and try my best. I am motivated by the people that I work with, and motivated within the company, because I've seen like, our future in the company as well. So yeah, I'm interested in learning about, like, all sides of the company. So much, because I stay interested.

Julian (Researcher) 13:16
Are you happy with the current 3.0 model of working?

Community Supervisor 13:22
Um, yes, and no. I am happy with how things are running at the moment. I enjoy a challenge. So I, whenever it first came about, I was like, intrigued and like thought, Okay, this is a new way to do things like let's figure it out. And I do think that it works specifically for our location. Because West, it was easy to do it anyway. Because the area is so connected, that it makes it easy to just sort of, we were sort of already doing 3.0 before it happened. People were very flexible and happy to help out either way. So that made it easy to sort of transition into it. But I sort of still can appreciate the older model of we had whenever I was hired as a front office supervisor, we had a restaurant supervisor, we had waiters and waitresses, and everyone was very clear on what their job is. And it's also a lot easier to train somebody whenever there's they have one job and there are like the parameters within that job that this is what they are expected of to do. Whereas now with the move, it's a lot more.

Julian (Researcher) 14:56
Yeah. Okay, that's clear. How did TSH Amsterdam West cross train you if they have at all?

Community Supervisor 15:08
Like, between departments?

Julian (Researcher) 15:10
Yeah. So you came in as a front office supervisor. So how did they cross train you if they have at all for those different departments,

Community Supervisor 15:18
um, I think for for meeting and events, we had a couple of trainings with Lois and Lucas, different trainings to make sure that we were really familiar with the setups for meetings and events, which is not too difficult. So that's fine. As far as the restaurant, again, not super difficult to like come to terms that you see people be working in every day. So it's like, not super difficult. But the as far as like becoming responsible, instead of just from reception, becoming responsible for ordering for the restaurant, which was completely new to me. It was more the case of watching you know, watching people do it. Well, I'd watched the previous Community Manager, Emilie watched her do it for a while, helped her and then at a certain stage, your just sort of told, Okay now you're gonna have to have to do this one. And then you just do it.

Julian (Researcher) 16:34
Okay, which departments do you feel confident in, and which do you want to gain more

experience in?

Community Supervisor 16:42
um, I feel confident in the front office and in the restaurant now, the main area where I would like to have more information, or to be more organized, would be our co working space. I feel like we had an intern in that position for a while, and it was super helpful. And I think that it's really important part of the hub. I don't want it to be forgotten about. So I think that after the the sort of, once again, on top of everything, and happy with the restaurant and the reception, then I would like to move over to there. Okay.

Julian (Researcher) 17:36
Um, I just have a few more questions. Actually. You mentioned earlier you were here before the introduction of 3.0. Have you noticed any changes in the hiring process since the introduction of 3.0?

Community Supervisor 18:01
I think that they're less, as far as hiring people. I've been involved in some interviews, but I think they're less focused on experience. And more focused on the person and work ethic and how they come across personally in an interview, you might get somebody who's, you know, worked a lot in a restaurant or has worked a lot at reception, but they might not be willing to veer from that. So if they want to work in a hotel, they know reception and they want to work in a reception, which isn't the choice that you get here, you have to be able to do everything. So they are I think more focused on training people. They'd rather train someone with no experience but is excited about the role and like, you know, is willing to do it, train them up on all the departments rather than looking at someone with years of experience in one department or the other.

Julian (Researcher) 19:08
Okay. Would you say the employee standards have increased, decreased or stayed the same since the introduction of 3.0?

Community Supervisor 19:28
I think they have increased, the standards have increased since the introduction of it because I think we have like a lot more like-minded people. And because we're hiring more on like the person's attitude. So I think that which, like again, like I said, like if someone has, you know, a couple of years as a bartender experience and that kind of thing, they might not necessarily get the job over someone who is, you know, excited and looking forward to the job. And I think that the standards have have increased know that we're like putting a focus on, like personality and focus on hotel ethos, and that kind of thing.

Julian (Researcher) 20:24
Okay. And then I have a small follow up question from the earlier one. You mentioned that like, TSH Amsterdam West would rather know focus on finding person with the right attitude, and then focus on training instead of someone with experience.

Community Supervisor 20:38
Yeah.

Julian (Researcher) 20:39
Do you think doing this alters the guests experience in any way or guest service?

Community Supervisor 20:45
Um, I think it can. I think it's, yeah, it's hard to pin down. As far as I'm concerned, I think that even if we are hiring someone with less experience, I still think that the approachability of like someone standing at reception would prefer to have that than, you know, someone who's you know, just very confident and just like, get's people through. I think it could be considered, like a bit of a disadvantage. As far as maybe the part of the restaurant, it's with, like, we don't have, you know, experienced baristas, we're not serving like top class coffees, we're not serving cocktails, or, you know, perfectly poured beers every time and that kind of

thing. I don't know if that's what people come here for. Or like, associate with the brand. So I don't necessarily know if it'd be like a disadvantage for the guests. But I can see how someone with a bit less experience, they would call it they might be, it might feel like the guest is, is waiting around a little bit. But again, I spoke about I think the fact that we put effort into training people and people last longer within the hotel, so within a month or within, you know, two months they're confident, there, they, you know, know the ins and outs of the hotels, if you put that effort into and they know everything about the hotel, rather than just one side of it. You know, we're not passing guests over to, you know, down the line saying, Oh, I, you know, we don't deal with that here. You can go to the reception. It's like, no, actually, I can just take you out into the reception help you myself. That kind of thing.

Julian (Researcher) 22:56
Yeah. And then my final question for you is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels at all times? If you think anything needs to change?

Community Supervisor 23:10
I don't know. To be honest, I think the hiring process is done pretty well. I think that they go through like enough stages to sort of for people to get a gist. One thing that I would recommend is that I know, more recently, they have started to ask supervisors to be involved in some first interviews. And I think that that's a really good idea. Because most of the time, it's only managers who are doing interviews. But I think that supervisors should be involved in them, because at the end of the day, that's who they're going to be working with. That's who they're going to be training, and I think that they know the team more personally and can get a better gist of somebody and how they will work more than two managers could, who might not have a daily interaction with that person. So I think that supervisors should be, should be more involved with the hiring process, just to get a bit of rapport. And then so whenever someone is hired, you already know a person who's there.

Julian (Researcher) 23:40
Yeah. So now I actually have one more question because of your answer. You mentioned you're just trying to become more involved in interviews. And I want to ask, in these interviews, are there any questions or like assessments, some small skill tests to see how flexible and adaptable person can be within the workplace and also maybe perhaps a personality test or something?

Community Supervisor 25:01
I think there's there's definitely, like one of the questions that during the interviews that I've been involved with, one of the questions that we ask is like, you know, "how do you feel about, or what are you looking forward to most in the role? Or what do you expect from the role?" And being very interested in the person's answer. So if they think that the, let them describe what they think the role is going to be, and then clarify it with. So if they say, "yeah, so I know that you guys have a restaurant and I think that you guys have a bar as well." And then we can clarify and say, "Yeah, we do we have a restaurant bar, we also have a reception area and co working and meeting rooms and the community host position is really to go through all of those, those roles, and you'll be trained in everything. Is this something that you're, you're looking forward to something that you want to do? Are you interested in, you know, front facing guests", and that kind of thing. So to sort of ask them about their interests first, or what they expect from the from the role, and then clarify it with them, just to be sure that they understand it fully.

Julian (Researcher) 26:24
Okay. All right. Well, thank you very much for your time today.

Community Supervisor 26:27
Thank you.

Julian (Researcher) 26:29

Do you have anything else you'd like to add before you go?

Community Supervisor 26:31
No thank you, Julian.

Julian (Researcher) 26:32
All right. Thank you.

Competency-based selection	Yeah, so I originally I did my internship with the hotel whenever it was previously the student Hotel. That was five years ago. And then I was working in the hotel for six months. I enjoyed the the vibe of the hotel and the seeing the difference between it and regular hotels that I'd had experience with before.
	Um, I think crucial qualities, which probably would be time management. And as far as making sure each department is being looked after making sure it's running smoothly. So I think time management is pretty key. Also, like keeping a sort of like a bird's eye view of everything. And being able to multitask while having, you know, two or three different departments on your mind at one time.
	So the across the three areas, it can take up a lot of time it can you have to divide it equally.
	If someone is, you know, they, if they start in their probation month, and they're working five days a week, I think it'd be pretty easy to get a good gist of how they're fitting and how they're doing and their probation month
	If somebody is only in one or two days a week, or they're only out on the weekend, when management aren't always there, then I think it can be difficult to gauge whether someone is a definite right fit for them.
	So I think that I already have a, like, experience in hospitality. So I'm used to dealing with hotel guests in that sense.
	But I sort of still can appreciate the older model of we had whenever I was hired as a front office supervisor, we had a restaurant supervisor, we had waiters and waitresses, and everyone was very clear on what their job is.
	um, I feel confident in the front office and in the restaurant now, the main area where I would like to have more information, or to be more organized, would be our co working space.
	, but I think they're less focused on experience. And more focused on the person and work ethic
	you might get somebody who's, you know, worked a lot in a restaurant or has worked a lot at reception, but they might not be willing to veer from that.
	They'd rather train someone with no experience but is excited about the role and like, you know, is willing to do it, train them up on all the departments rather than looking at someone with years of experience in one department or the other.
	I think that even if we are hiring someone with less experience, I still

| | think that the approachability of like someone standing at reception would prefer to have that than, you know, someone who's you know, just very confident and just like, get's people through. I think it could be considered, like a bit of a disadvantage.

we don't have, you know, experienced baristas, we're not serving like top class coffees, we're not serving cocktails, or, you know, perfectly poured beers every time and that kind of thing.

But I can see how someone with a bit less experience, they would call it they might be, it might feel like the guest is, is waiting around a little bit

So to sort of ask them about their interests first, or what they expect from the from the role, and then clarify it with them, just to be sure that they understand it fully. |
|---|---|
| Adaptability and flexibility | Sure. Well, it's on our busy checkout days, or check in days, it's the there's a lot going on in the hotel. It's a one massive event that's going on, but the hotel is still running as one. So we still have, you know, co working members coming and going.

Yes. Yeah.

Um, I think that my main focus, and like my strongest point is in the front office and working with the reservations. I think that that's what I started as I started as a as a front office supervisor.

And oh, like, over the past two years, it's been, like a learning process on how to manage the different types of people that we're interacting with all the time. But I think it's good to know the differences between interactions and to be able to adjust to those as well.

we were sort of already doing 3.0 before it happened. People were very flexible and happy to help out either way.

Whereas now with the move, it's a lot more.

Okay now you're gonna have to have to do this one. And then you just do it.

You know, we're not passing guests over to, you know, down the line saying, Oh, I, you know, we don't deal with that here. You can go to the reception. It's like, no, actually, I can just take you out into the reception help you myself. That kind of thing. |
| Cross-training | Getting to know the restaurant better on the m&e side has been interesting, but I think that my main focus is still probably on the front office because it takes up the the majority of the hotel that's like the main part of the hotel.

I think for for meeting and events, we had a couple of trainings with Lois and Lucas, different trainings to make sure that we were really familiar with the setups for meetings and events,

But the as far as like becoming responsible, instead of just from reception, becoming responsible for ordering for the restaurant, which was completely new to me. |

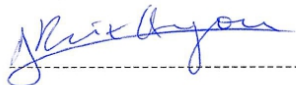|	
	So they are I think more focused on training people. But again, I spoke about I think the fact that we put effort into training people and people last longer within the hotel, so within a month or within, you know, two months they're confident, there, they, you know, know the ins and outs of the hotels, if you put that effort into and they know everything about the hotel, rather than just one side of it.
Employee engagement and retention	I think that the people that do last for longer than a month, usually are sticking around for a reason. And I think it shows in the amount of like one year anniversary that we've had over the past couple of months. And it's the nature of the job, the fast paced environment, the switching and keeping everything exciting. Um, I feel pretty engaged. I'm very busy, there's always something because the, the role is pretty extensive, as far as operationally, and with admin work, and there's always stuff to be done. Yeah, yeah, I feel motivated I am motivated by the people that I work with, and motivated within the company, because I've seen like, our future in the company as well. Um, yes, and no. I am happy with how things are running at the moment.
Hiring Process/Talent selection models	I think they have increased, the standards have increased since the introduction of it because I think we have like a lot more like-minded people. So I think that which, like again, like I said, like if someone has, you know, a couple of years as a bartender experience and that kind of thing, they might not necessarily get the job over someone who is, you know, excited and looking forward to the job. One thing that I would recommend is that I know, more recently, they have started to ask supervisors to be involved in some first interviews. That's who they're going to be training, and I think that they know the team more personally and can get a better gist of somebody and how they will work more than two managers could, who might not have a daily interaction with that person. So if they think that the, let them describe what they think the role is going to be, and then clarify it with. So if they say, "yeah, so I know that you guys have a restaurant and I think that you guys have a bar as well." And then we can clarify and say, "Yeah, we do we have a restaurant bar, we also have a reception area and co working and meeting rooms and the community host position is really to go through all of those, those roles, and you'll be trained in everything.

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 12 September 2023

Julian Jeanne

Researcher's Signature and name Date : 12/09/2023

Appendix 10: Interview with Community Host

Competency based selection
Cross-training
Employee engagement and retention
Adaptability and flexibility
Hiring Process

Julian (Researcher) 00:01
All right, good afternoon. Thank you for taking the time to do this interview. This interview is about how TSH Amsterdam West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience upon hiring and current use of the 3.0 model. The interview will remain anonymous. So please answer all questions to the best of your ability with honesty. Do you have any questions before we start?

Community Host 00:39
No questions

Julian (Researcher) 00:40
All right, then I would just like to start by asking what is your current position? And how long have you been in this position?

Community Host 00:46
I am a community host. And I have been currently for a year now. Okay, on the 15th of September, so yesterday

Julian (Researcher) 00:57
okay. Congratulations. On your anniversary. I would like to ask, can you describe your journey and joining TSH Amsterdam West. So what attracted you to this unique model or to this company? And what how did the application process go?

Community Host 01:13
So I applied from Portugal, I was coming to the Netherlands to do a master's degree. And I wanted to do a part time job. And I was looking for something in the hospitality area. And I was also looking for a place to live at the same time. So I got to know the student hotel back then, now that social hub because of that. And then when I was on LinkedIn searching for jobs appeared that the student hotel had an opening. And that was interesting to me, because I liked the that it was a hotel that also included student residence. So there would be more to the job than just, you know, strict hospitality. And I thought that was interesting.

Julian (Researcher) 02:05
Okay. And during your interview or interviews that the interviewee explained the role clearly to you that you will be working in various departments.

Community Host 02:16
Yes. Back then I had a interview with Emilie and she explained to me very well, well, something she didn't mention, actually, was that I would be performing dishwasher duties. That was surprising. But it's okay, it's, it is what it is. Besides, that was what I was expecting. Well, actually, for me, at a certain point, I got directed only to the bar and

restaurant, so I'm not doing reception anymore. Because I was not working that much during the week. So I didn't have that much time to actually be in the reception. So I ended up not being the hybrid community hosts that was initially my position.

Julian (Researcher) 03:11
Okay. Does that bother you?

Community Host 03:16
Depends on the day, sometimes I wish I could retake there could be more different things to do, because it's always the same thing. And honestly, when I applied to the job was also because that's appeal to me having different duties and getting new skills in various departments. And now I'm stick sticking to this one. But yeah, I'm also having a talk with management about that. So I think it will change soon.

Julian (Researcher) 03:46
Okay. And before you joined TSH Amsterdam West, did you have any prior experience in food and beverage or front office? And if so, how many years or months?

Community Host 03:57
Not specifically in hospitality. I worked with customer service before I worked as a cashier for a year and a half in a supermarket. And then after that, I worked as a administrative I cannot pronounce that word very well in a medical clinic, okay a year. So that was kind of receptionist as well. But that was pretty much it.

Julian (Researcher) 04:28
Yeah. Okay. From your perspective, what skills are crucial to excel in your current role, which involves switching between different departments.

Community Host 04:41
To be flexible, to be to have a good teamwork, ability to be open minded to be adaptable. Is that a word?

Julian (Researcher) 05:02
Yeah

Community Host 05:03
To be motivated? Have energy, and I guess that's what comes to mind. Yeah.

Julian (Researcher) 05:14
And then during your hiring process, and during the interviews, was there any moments where they evaluated your cross functional roles so that they test the new way that you're able to work in different departments? Or did they discuss that with you in any way as well?

Community Host 05:29
I remember a moment where I was asked, like hypothetical questions like what would I do in certain situations? So I think they were testing my ability to problem resolution in different situations in a hotel. So I think that was the only test that I that I got.

Julian (Researcher) 05:55
Okay, and as you know, every new person that starts, there's a one month probation, to see if the role is good for the employer, and also the employee. Do you think that one month is enough time from a management point of view, to assess a new employees fit for this type of role considering that they have to show in different departments what they can do?

Community Host 06:20
I think it really depends on how many days the person works, because we have different types of time that people spend here. So you could either be full time and spend five days of the week, or come only one or two days. And that makes one month really short. So I think that for part timers, maybe that time could be extended a little bit.

Julian (Researcher) 06:47
Okay. Do you see yourself as adaptable and flexible person in the workplace?

Community Host 06:55
I think so. Well, right now, I'm really stuck to the same thing, as I said before, but yeah, I'm open to different things, so like to try other tasks.

Julian (Researcher) 07:12
We spoke about this briefly. I think already. You mentioned it. But so how balanced are your shifts across all departments?

Community Host 07:20
All departments? Well, I'm only one department at the moment. So not really, there's not really a balance there.

Julian (Researcher) 07:27
Yeah and does that bother you? I think we spoke about a bit a bit earlier.

Community Host 07:32
Well, I'm a little bit but I'm working on it. So I already having a talk to get back to reception and not restaurant.

Julian (Researcher) 07:42
Nice. And then following up on that. Do you feel like you knew what you were coming into when you were hired for the job?

Community Host 07:50
Yes. I feel like, as I said before, they described it pretty well, with the exception of a few things. But I was expecting it and I think it matched my expectations.

Julian (Researcher) 08:05
Given the dynamic nature of this hybrid model, can you discuss how you managed to switch between your different roles, whenever you do have a front office shift?

Community Host 08:16
Back then it was actually difficult for me, that's why they put me only in restaurants, because I was working one or two days a week and they would put me mostly in the restaurant. And then one summer, I would be in the front office and I would have so many questions about so many things, and that would be annoying to the coworker that was with me, because I was just asking question, not really working as I should. And that's why they thought that maybe I wasn't a good fit for the front office. But I think in reality, I just needed more training more time there to actually know better what to do

Julian (Researcher) 08:57
Yeah, and then maybe you you kind of already sort of answered the next question. Um, but like, What support do you think if you need any support, would you think would enhance your adaptability and flexibility and transitioning between these different sectors.

Community Host 09:13
I think if I imagine right, now that I go back to the front office, I would appreciate like training, good training, which I didn't have in the beginning, because it was also September was a lot of things happening new students, and I think it was kind of put aside a lot of the trainings, so I think I would need the good training.

Julian (Researcher) 09:40
How engaged do you feel in your current role and what factors contribute to your engagement?

Community Host 09:47
I feel I think I feel very engaged. When I come to work, I come with a mindset that I am going to do my job and try my best and I really engage with my coworkers and my guests. And I think I'm very engaged, I tried to forget everything on my personal life is also a good escape. And I consider myself really engaged.

Julian (Researcher) 10:17
Nice. And what aspects of specifically the hybrid working make you feel committed to staying with TSH Amsterdam West?

Community Host 10:27
I guess that there is it's not a strict, boring normal job, you know, and you have different aspects and different growth opportunities and you can get various skills. You're not just trained for one thing. And I think that's good.

Julian (Researcher) 10:49
Yeah. Are you happy with the current 3.0 model of working?

Community Host 10:55
Yeah, yes. Well, for me, it's not really working right now. But I think it's a it's a good idea. And I think, everyone, mostly everyone enjoys it.

Julian (Researcher) 11:09
Okay, we spoke briefly about your training. So I want to ask you, how do your trainings look like? And yeah, how do they look like?

Community Host 11:18
Well, I didn't have that much that many trainings. Actually, I remember, a good training that I had was a coffee training with Vitoria. And that helped me a lot. And then we have the trainings online. And some of them are mandatory, and some are not. And I did a few, but I will, I didn't learn everything that I need to know. I think most of the things that I know is with experience and asking co workers. So I think that the training should be more like more. How do you say? Strict? Everyone should have the same trainings and they should have all of the necessary trainings to work.

Julian (Researcher) 12:20
Do you feel that one month was enough to train you in all departments? To a certain extent?

Community Host 12:28
No, that's why also after a certain time, they thought I wasn't good for the reception? Because I was not there. I think in one month, I was probably there. No, no, two times.

Julian (Researcher) 12:40
Yeah. Then I just have a few more questions. I don't think this one you also kind of you already answered it in a way. But which departments do you feel confident in and which departments which once again, more experienced? And?

Community Host 12:56
Well definitely I feel confident in f&d for the food and beverage department and not at all at reception, for example. Now, if they need to go somewhere to the people that are working in the front office, and they tell me to cover I panic, because I'm like, I don't know how to answer anything at the moment, because I haven't worked reception.

Julian (Researcher) 13:20
So and are there any challenges you faced during cross training? And how do you think these can be addressed? Cross training or just training in general for different departments?

Community Host 13:35
Not really, because I didn't have that many trainings. But yeah, I didn't face any challenge

that I remember.

Julian (Researcher) 13:42
Okay. And then my last question for you is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels?

Community Host 13:55
I think we should really look at experience, it's very important to have, I think, plus a bit of experience with guests and customers to have a job like this. And also the personality of the person. I think there should be not only an online interview, but also in person. For me, it was all online. And I think you can see much more if you see the person in person. And I think it's very important to have a friendly and open minded person working here.

Julian (Researcher) 14:35
Yeah. Okay. Well, thank you very much for the interview. Really appreciate it. Is there anything else you'd like to add before the interview finishes?

Community Host 14:44
No, thank you so much.

Julian (Researcher) 14:45
Thank you very much. Have a good day.

Community Host 14:47
You too.

Competency-based selection	And that was interesting to me, because I liked the that it was a hotel that also included student residence. So there would be more to the job than just, you know, strict hospitality. And I thought that was interesting.
	Well, actually, for me, at a certain point, I got directed only to the bar and restaurant, so I'm not doing reception anymore. Because I was not working that much during the week. So I didn't have that much time to actually be in the reception. So I ended up not being the hybrid community hosts that was initially my position.
	Not specifically in hospitality. I worked with customer service before I worked as a cashier for a year and a half in a supermarket. And then after that, I worked as a administrative I cannot pronounce that word very well in a medical clinic, okay a year. So that was kind of receptionist as well. But that was pretty much it.
	I remember a moment where I was asked, like hypothetical questions like what would I do in certain situations? So I think they were testing my ability to problem resolution in different situations in a hotel. So I think that was the only test that I that I got.
	I think it really depends on how many days the person works, because we have different types of time that people spend here.
	Yeah, yes. Well, for me, it's not really working right now. But I think it's a it's a good idea.
Adaptability and flexibility	To be flexible, to be to have a good teamwork, ability to be open minded to be adaptable
	I think so. Well, right now, I'm really stuck to the same thing, as I said before, but yeah, I'm open to different things, so like to try other tasks.

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	Back then it was actually difficult for me, that's why they put me only in restaurants, because I was working one or two days a week and they would put me mostly in the restaurant. And then one summer, I would be in the front office and I would have so many questions about so many things, and that would be annoying to the coworker that was with me, because I was just asking question, not really working as I should. I guess that there is it's not a strict, boring normal job, you know, and you have different aspects and different growth opportunities and you can get various skills. You're not just trained for one thing. And I think that's good.
Cross-training	And honestly, when I applied to the job was also because that's appeal to me having different duties and getting new skills in various departments. And now I'm stick sticking to this one. All departments? Well, I'm only one department at the moment. So not really, there's not really a balance there. Well, I'm a little bit but I'm working on it. So I already having a talk to get back to reception and not restaurant. I think if I imagine right, now that I go back to the front office, I would appreciate like training, good training, which I didn't have in the beginning Well, I didn't have that much that many trainings. Actually, I remember, a good training that I had was a coffee training with Vitoria. And that helped me a lot. And then we have the trainings online. And some of them are mandatory, and some are not. And I did a few, but I will, I didn't learn everything that I need to know. No, that's why also after a certain time, they thought I wasn't good for the reception? Because I was not there. I think in one month, I was probably there. No, no, two times. Well definitely I feel confident in f&d for the food and beverage department and not at all at reception, for example. Not really, because I didn't have that many trainings.
Employee engagement and retention	To be motivated? Have energy, and I guess that's what comes to mind. I feel I think I feel very engaged. When I come to work, I come with a mindset that I am going to do my job and try my best and I really engage with my coworkers and my guests. And I think I'm very engaged, I tried to forget everything on my personal life is also a good escape. And I consider myself really engaged.
Hiring Process/Talent selection models	So I applied from Portugal, Yes. Back then I had a interview with Emilie and she explained to me very well, well, something she didn't mention, actually, was that I would be performing dishwasher duties. Yes. I feel like, as I said before, they described it pretty well, with the exception of a few things. But I was expecting it and I think it

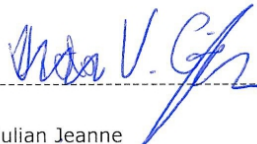| | matched my expectations. |
| | |
| | I think we should really look at experience, it's very important to have, I think, plus a bit of experience with guests and customers to have a job like this. And also the personality of the person. I think there should be not only an online interview, but also in person. For me, it was all online. |

Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 12 September 2023

Julian Jeanne

Researcher's Signature and name Date : 12/09/2023

Appendix 11: Interview with Cluster Manager Assistant

<mark>Competency based selection</mark>
<mark>Cross-training</mark>
<mark>Employee engagement and retention</mark>
<mark>Adaptability and flexibility</mark>
<mark>Hiring Process</mark>

Julian (Researcher) 0:01
All right. Good afternoon. Thank you for taking the time to do this interview. This interview is about how to Sage West is using talent selection criteria, otherwise known as job requirements with their current 3.0 model, which states that operational employees should be able to help in all operational departments wherever needed. The interview will talk about various topics surrounding talent selection criteria, and your personal experience with hiring and current use of the 3.0 model. Please answer all questions to the best of your ability with honesty. Do you have any questions before we start? No? No. Okay, so could you please start by stating your name, your current position and how long you've been in this position?

Lois Wijma (Cluster manager assistant) 0:41
Yeah. My name is Lois, I am a cluster management assistant for Amsterdam city, and Amsterdam West. Been in this position since April 2021. So that's just over a year, a few months. And I've been working at the social hub almost three years. So first of October is three years. Yep.

Julian (Researcher) 1:02
Okay. And I want to ask how involved with you, with hiring new talents into Southwest?

Lois Wijma (Cluster manager assistant) 1:09
I would say very involved, I'm taking on many different kinds of roles. So I am the first screen role screening recruiter, I guess, for commercial positions, which would be sales manager, and m&e coordinator, but also the operational positions. So that ranges from Community Manager, community supervisor, community hosts, and community interns. So those are the roles that I'm taking on. And some brand roles I've done in the past as well.

Julian (Researcher) 1:40
Okay. Yeah. So you're very involved?

Lois Wijma (Cluster manager assistant) 1:42
Yes, like, yes.

Julian (Researcher) 1:43
Okay. Then I would like to ask, um, how does the hiring process look like for community hosts and a community supervisor?

Lois Wijma (Cluster manager assistant) 1:50
Yeah. <mark>So what happens is that ideally, we would always recruit internally. So for, for example, community supervisor, we would always consider first looking at our current staffing group</mark>, let's say, or all of our employees, who would want to grow, but also who will be capable to grow. And that's not just in Amsterdam West, it's also Amsterdam city. So a good example is that we're currently looking at recruiting one of the community supervisors to become a community manager. So that's always step one. Always consider internal applicants first, for community hosts that's slightly different, of course, although we do always consider do we have any interns that might want to stay after their internship and want to stay as a community host? <mark style="background-color:cyan">After that, if there is none, in the internal pipeline, we would post it online. So we request through a Monday form, we request a new role. We state all the details from which starting day also, whether it would replace someone or we would</mark>

want to hire extra people, then that form goes through to HR and recruitment will approve that. And then Gonul or hotel managers approved the role depending on how high the role is based on budgets. So they would say "Do we have enough budget for this position? Yes or no?" They approve it. And then it gets posted online through a system that we call greenhouse, which is our greenhouse, our recruitment system tool, Yeah.

Julian (Researcher) 3:31
Okay. Yeah. And then, when our community hosts or supervisor applies, how do you process the application with the interviews and everything and how you decide if the person is a right fit or not?

Lois Wijma (Cluster manager assistant) 3:41
Yeah, so I look at, for what I think we're community hosts, I look at location first thing that's super important that they're based in or around Amsterdam. If someone's based abroad, knowing the Amsterdam housing market that won't work out, I would, if they have a nice profile, then I would email them saying, Hey, do you already have housing? Maybe they forgot to change their address on their resume? That's possible. So location is quite a deal breaker because if someone's located in Portugal, but has great experience, then they would most of the time, ask if we offer housing and we don't. So that makes it super difficult. Then after that, for community hosts, I always look at their job posting questions. experience isn't a deal breaker for coming host. It's just not because we are a great young company that can train everyone up to anything. And I think motivation is way more important than experience. You're gonna have someone with 10 years of experience, but doesn't fit the company. I'd rather have it the other way around for community supervisor, because it's quite a complex position. I would look into experience depending On the location. So for example, in Amsterdam West, we would need someone with at least some one or two years as a receptionist, for example. Yeah. Otherwise, it's gonna be messy.

Julian (Researcher) 5:14
Yeah. So you said you look a lot at a person's motivation instead of experience? How do you test that? In an interview?

Lois Wijma (Cluster manager assistant) 5:24
in an interview, um, what there's, whenever I do an interview, the first screening is always online. So that has a risk to it, right? Because people online can be more nervous, or you always get a slightly different image. So that's why the second interview is always in person. But because the first screening is online, I do try to also focus on making them feel comfortable. So they get out of their comfort zone a bit and they get more talkative. I always try to ask at least one or two more fun questions, like what do you do on your weekends? What do you like to do for fun? What do you like about Amsterdam, the most stuff like that, just to see if their personality matches our current team. I think that's really important. So I think that is important. And I think just by asking, also a little bit about our past experience to see how they've been doing your job previously, already tells you a lot, you or they will already tell you a lot about, hey, I've been doing this for this and as long as they've been job hopping, which is very normal these days. And you can ask a bit more thorough in that, like, why were you only there for six months, and then they will explain that bit more. So I think also the length of their previous jobs is quite important to see their dedication and motivation to your company.

Julian (Researcher) 6:57
Obviously, a community host position requires a person to be quite flexible and adaptable, as well as requires multiple different hats sort of? How do you see if a candidate is flexible and adaptable in the interview?

Lois Wijma (Cluster manager assistant) 7:11
Yeah, so I started interview by talking quite a lot, because I do explain to them, this position is a bit different than a regular receptionist, host role, whatever. So I do always, always explain to them, Hey, I am just going to start off with telling you more about the role more about the hotel. And after that I want to hear all about them. So that that's clear in the

beginning. And I explain the role very thoroughly, because it's quite different. And people have different expectations and a vacancy text covers some of that, but definitely not all. So when I give them a little bit more of an image of what they're going to do and how the hotel looks like, you see that it sort of starts clicking, which is always good. And then after that, I asked them very straight up. How do you feel about this? Are you comfortable with doing all of this? Even though you will have one shift reception one shift STACH? Sometimes they might have to jump in throughout their shifts. Yeah, then of course, it's also a risk because they can say, Yeah, I'm really up for it. But if they're not, yeah, you're gonna find out in their first month, obviously, everyone can pretend that something they're not. But I think I'm pretty good at reading people. By now. I've met a lot of people. And I think it's, you can look people in the eye and think, yeah, you're a fair person, or not or stuff like that. But yeah, also just asking questions about how, again, how they worked previously, some of them already have done these kind of jobs. Or they said, Oh, yeah, actually, I've worked in a restaurant, but it was many times that it was jumping in reception. You see that a lot in COVID times, which is quite funny. Well, not funny, but like, they said, Yeah, actually, during COVID, we kind of had to do everything because we were so short on staff that there was no there was no option. And I quite enjoyed learning about a lot of different things. And that's the main thing people get back to me is that they actually like learning more than just being a receptionist. So most of the times are super positive about it

Julian (Researcher) 9:24
Nice. And then I wanted to ask what, from your perspective, what skills and competencies are crucial to excel in the host role, which involves switching between different departments?

Lois Wijma (Cluster manager assistant) 9:36
Yeah, I think just willingness to be flexible, but also being a massive, massive team player. I think that's that's huge here, especially in Amsterdam, West, but also I think in City, at West we have quite a small team, right? So we really rely on each other. So if you're not a team player, yeah, then it's never gonna work out. So being flexible, which is quite obvious, of course, but also just really, really enjoying being with people the whole day, because that's what you do here, you don't have a second where you can just say to yourself, you're constantly talking constantly with people. And you really need to need to enjoy that and be sociable and enjoy social situations. Because if you're more of a introvert person, which is also absolutely fine, but then it might be more challenging for that person to do this eight hours a day. And I think generally, we do hire a bit more extroverted people. But it's funny to see how that actually works. Everyone works together super nicely, and no one is over screaming the other. So I think we have a good balance in that sense. Yeah.

Julian (Researcher) 10:49
So there's a probation period of one month. Do you think this is enough time for management to actually assess if a new talents capabilities across various departments if that's feasible for the company?

Lois Wijma (Cluster manager assistant) 11:04
Yeah, I think one month is definitely a good amount of time. Also, if you have a part timer that works two or three days, it might be a bit more difficult to establish, but I think you get the grasp of it quite quickly. And of course, we can ask our supervisors for their input as well. Okay, what do you guys think they work with them a bit more directly on the floor? Yeah. So by asking advice to also other core team members and supervisors, not host, obviously, because they're on the same level, so let's not do that. But yeah, I think that's fine. You shouldn't do that any longer.

Julian (Researcher) 11:44
What are the main challenges currently in finding new talent for the 3.0 Model?

Lois Wijma (Cluster manager assistant) 11:49
Yeah, I think a new generation. So not to dump it on an entire generation. But I think you see a big, big shift as from when I did hotelschool. I see people that are doing hotelschool

right now. I know a lot of people say I don't want to stereotype, but I didn't have much to say, on the work floor in my jobs. Like I wasn't allowed to say, hey, guys I'm sorry but I need to leave early, or I have to do this, or I don't want to do this. Like it wasn't an option I had chefs shouting at me. And I'm not saying that that was okay. I'm glad that that's not okay anymore. But I think there's a big shift on the workforce, with this new generation coming up, which has its ups and its downs, where it's good that we're looking more at work life balance, and I think TSH is definitely leading in that. However, you can see that work is also slacking quite a bit where I just see the details are being missed. You really have to push people to make sure that things are being cleaned up or even just the bare necessities like, yeah, there are procedures following that correctly. I think that's one. Besides that COVID has had a massive impact on staffing and how people want to work. That's not just their generation, also for my generation, a lot of digital nomads a lot of working online, making more money doing that working in, let's say, your pajama from home, instead of sweating on a work floor in a hotel. So there's also just more competition nowadays, with all the tech industries moving up and paying a lot more money than hospitality CLA does. So I think we are competing with something that we barely cannot compete with. So it's really a matter of finding and filtering the people that are still super dedicated about hospitality and are passionate about it. And holding on to those and treating those super nice because I think that's something TSH is doing really well as maintaining their people. And hopefully keep keeping the turnover as low as possible.

Julian (Researcher) 14:09
Yeah. Then a small follow up question based on your answer is, well, the introduction of 3.0 presented the idea of increased guest service, as guests can be helped at all levels by one person, essentially. Do you believe currently the guests can be helped at a high level at all levels in the social Amsterdam West with the current way of working?

Lois Wijma (Cluster manager assistant) 14:31
Yes, 100% Yep, yeah. Oh, definitely.

Julian (Researcher) 14:35
Okay. How so?

Lois Wijma (Cluster manager assistant) 14:41
Because I can't think of anyone at the moment, besides excluding the newbies that started, let's say within this month, that cannot help everyone. I think of all the hosts and all the supervisors. I can't think of single person that cannot be in the restaurant and reception. Obviously they have their strengths and if their preference, and that's absolutely fine. But I think we utilize that already. For example, the supervisors are very well utilized in the sense that one person is more focused on rooms, David's doing and co working in m&e and doing great in that. So you see that division. And that division is going, in my opinion, really, really well. And in terms of hosts, I think we're doing really, really well here and everyone's comfortable everywhere. But they just have a preference. And it's up to us whether we want to listen to that preference or not. And at least back to the turnover, that if we want to keep our people, we need to keep them happy. Right. So if person A prefers working in reception, more, why don't we facilitate that? But then Person A can still jump in and make a coffee, if that's needed.

Julian (Researcher) 16:03
Of course. Yeah. Because in your previous answer, you mentioned that currently, like small details are being left out. So do you think that alters then the guest service in any way because people might not be able to pay attention to those details all the time?

Lois Wijma (Cluster manager assistant) 16:18
Yeah. Yeah, good one. Yeah, but I don't think that's, I don't think that's to blame on the whole 3.0 community hosts situation. I think that's to blame on staff shortage, rather than how we utilize our staff. I think it's really the shortage, because at the moment, we are short of a manager, which is, quite a crucial role. And that manager should be pulling the ropes and saying, Hey, guys, we're missing this and this. That's absolutely okay. But make

sure to pay attention on that and supporting that. ==And we just don't have enough eyes at the moment to check that you cannot blame anyone on a host or a supervisor level in that sense for missing it, because they are just short on shifts. That's mostly it.==

Julian (Researcher) 17:18
Okay. Then, I'd like to move a little bit on to employee engagement and motivation, as well as retention. How do you consider employee engagement and motivation when hiring new talent?

Lois Wijma (Cluster manager assistant) 17:31
How do I how do I see it when I interview?

Julian (Researcher) 17:34
Yeah, like, how do you test to see if the person will be engaged and motivated to fit the current team?

Lois Wijma (Cluster manager assistant) 17:41
Yeah. Um, I think it's a combination. ==So I really like asking them why they applied here in the first place. Because like I said, there's a lot of competition. I'm pretty transparent about a lot of things right?== About the fact that an m&e coordinator role is very administrative. And they spend the whole day behind a computer Monday to Friday, nine to five. ==So I tell them that straight up, I tell them the salary straight up, so they know what they can expect. And then you can already see, okay, is this getting somewhere or not? I think that's, that's the main thing that I do is being very honest about what they can expect and how it's yeah, how we reward people, how the team is built up how the role is. And if you're honest about that, in the first 10 minutes, then you can already see if someone sort of backs down and sort of weakens their answers.== Or if they actually want to step it up and say, Oh, actually, I really liked this. Because I want to work nine to five, how great that I can work in hospitality, but still do nine to five. Yeah. That's just an example. Yeah. Okay, great.

Julian (Researcher) 18:53
How important is cross training for this type of role? And how does TSH Amsterdam West cross train hosts?

Lois Wijma (Cluster manager assistant) 19:00
==Yeah, very, very important. Not just on restaurant or reception, but also on housekeeping and TD, I think cross training is super important, but very time consuming.== Which, yeah, gets back to though, shortage of staff again, but I don't think we should slack on that. Like, that's something that's just the basics. ==And I think TSH created a great onboarding plan. And headquarters is helping us out quite a lot with that now, which is super, super nice. But in terms of f&d, reception, cross training, I think especially in your first month, you should do as much as you possibly can.== Because otherwise you're going to fall into a pattern where you say, oh, but this is what I know. So I'm gonna stick to what I know. And then it's also more convenient to say for us, okay, let's just schedule that for person there because we don't have time to cross train and that should never be an excuse. So very important. What was the second part?

Julian (Researcher) 20:09
Well, how does TSH our cross train?

Lois Wijma (Cluster manager assistant) 20:11
==Yeah. So we have a training booklet for that. And that should be ticked off before the end of the month, obviously with part timers it's a bit different. But yeah, we have a training passport, as we call it, and that entails everything from m&e back to co working back to reception that. And yeah, by the time you finish that you should be up to speed.==

Julian (Researcher) 20:33
Okay. Then, are there any challenges you face during cross training new employees?

Lois Wijma (Cluster manager assistant) 20:42
Yeah, I think a lot, I think, like I said, time is very time consuming. And it's easy to, you know, we have 707 rooms. And guests are continuously going to show up and, and be there, of course, and that's why we're here. So we shouldn't lose track of that. But I think we work in a in a hotel where we can say, hey, to the guest as well, hey, sir, this is my first week or my first month, let me check with my colleague like there's not, there's no mistakes at TSH, like you can make fuck ups. And it's absolutely fine. So I think learning by doing here is the most efficient way for both filling shifts, but also for the person that needs to train. But of course, you also have to do your online courses. So we have dedicated training days for those online courses. We have a training laptop now for online courses, which is very nice. So I just saw Keiren, for example, in the lobby, he was doing his online courses while he's on shift, because then Elisa comes in, and then we cover him. So we do prioritize that quite a lot. And it's also just mandatory. There's no way out anymore. It's a big change from when I started.

Julian (Researcher) 21:58
Yeah. Well, that was slightly a bit of my next question. Yeah. How is the hiring process changed since the introduction of 3.0? If it has at all?

Lois Wijma (Cluster manager assistant) 22:09
Yeah. The hiring process changed? Well, besides the fact that it's just not per se since 3.0. I think, since the whole COVID happened, just a lot more difficult. And I just have to explain it better. Because receptionist is known. Everywhere. Everyone knows what a receptionist does. But no one knows what a community host does. So it's just also a matter of really, like I said, being transparent, explaining it properly. But also tweaking the title externally. That's something we do. So we, for example, posted as community hosts, in brackets, receptionists or f&d hosts, stuff like that. So recruitment does help us out with saying, hey, in terms of CEO, this works really well online, or this term works really well online. So yeah, it's also just, it sounds vivid, like you have to tweak it, or it was never gonna work.

Julian (Researcher) 23:34
All righty, I just have a few more questions. Would you say the employee standards have increased or decreased or stayed the same since the introduction of 3.0?

Julian (Researcher) 23:45
Standards?

Julian (Researcher) 23:46
standards for the type of employee that you're hiring. Have their standards like changed? You think?

Lois Wijma (Cluster manager assistant) 23:53
in terms of qualitye employees?

Julian (Researcher) 23:55
quality of employees? Yeah. So the type of employee you're looking for like the requirements?

Lois Wijma (Cluster manager assistant) 24:02
Oh, good question. Yeah, I guess they've increased because we're asking more from them. But we also increase salaries with that. So we also, you know, it's, it's also a reward system that comes with it. So I think there's also a big advantage for them to learn a lot more. Like they can be a receptionist for two years, and then they still don't know anything about restaurants. And I do see there a shift in mindset that people do want to learn a lot more and know a lot more and be ahead of the game and stuff like that. So in that sense, I think yeah, it's increased, but with good reasons and with good outcome for the employees as well. Yeah.

Julian (Researcher) 24:47

Okay, cool. Yeah, we spoke about it a little bit earlier already, but it's 3.0 a feasible and implementable idea at an operational level, how so or how not?

Lois Wijma (Cluster manager assistant) 25:00
Yeah, I think it's feasible. But not one size fits all. And that's I think something we underestimated that whereas in West working super, super great, I would say 90% succeeded. We did a lot. I think we lost one person along the way in the transition. But I think that's that's a good score in terms of change management, you always lose a few. But it's not a one size fits all, because we have hotels that are very different from West, we are very lucky here. How West is built up, We have bars, reception is like all connected. So it is super great. But if you will use Amsterdam city as your hub to assess, then it's very different. It's less feasible, and I was heard Madrid's. I talked to someone from Madrid yesterday. There, nah, not. But if you want to stick to the west, then yes,

Julian (Researcher) 26:06
Okay, great. And then my last question is, in your opinion, what can be improved about hiring new employees to ensure that guests can be helped at all levels at a high level?

Lois Wijma (Cluster manager assistant) 26:19
I think you need to have a strong, steady, full time basis. So you need to have strong managers, you need strong four strong supervisors in west and to have more full timers. Because then you can build on something. And then you can also see the growth, you know, you can move supervisor up to managers, hopefully, and you can move full time hosts up to supervising then you have sort of the you notice circle. But unfortunately, that's just not possible. Because Amsterdam is not a city where people really like Spain, for example, hospitality is a career, people do that become a bartender, as a career and they do that up until they're 56 years old. Here, that's just not the case. So you have a lot of people that do this next to their studies, which is absolutely fine. And luckily, we also have a lot of people like yourself that stay after their studies, which always makes me super happy. But yeah, we just run on a lot of part timers. So then you miss sometimes a very strong basis where you can really build on and maintain a certain structure. And I think that's something that we are always struggling with. And I think I've heard Yeah, and I think that's also a very hospitality thing. In Amsterdam, you constantly have turnover. So you constantly have to shift, okay, wheres the need now? Now we see, okay, we need to focus more on the f&d side, or we need to focus more on the reception side, do more trainings there. But yeah, it's also hospitality, nothing stays the same. So yeah, we do as much as we can. But it can be challenging, and it can be. It feels sometimes like you're bringing water to the sea. That's how it sometimes feels. But it doesn't mean that you should give up because we have. We do have quite a few core staff members that have stayed like **** has been supervisor for two and a half years at this point. She's one of our strong, structured core members. And I see that in the other supervisors as well.

Julian (Researcher) 28:39
Yeah. Okay. All right. Well, thank you very much for your time today. This interview was very helpful. Do you have anything else you'd like to add?

Lois Wijma (Cluster manager assistant) 28:47
Nope, nothing. That's it.

Julian (Researcher) 28:49
All right. Well, thank you very much. Have a good day.

Theme	Quotes
Competency-Based Selection	So what happens is that ideally, we would always recruit internally. So for, for example, community supervisor, we would always consider first looking at our current staffing group
	Then after that, for community hosts, I always look at their job posting questions. experience isn't a deal breaker for community host. It's just

not because we are a great young company that can train everyone up to anything. And I think motivation is way more important than experience.

for community supervisor, because it's quite a complex position. I would look into experience depending On the location. So for example, in Amsterdam West, we would need someone with at least some one or two years as a receptionist, for example.

And I think just by asking, also a little bit about our past experience to see how they've been doing your job previously, already tells you a lot, you or they will already tell you a lot about, hey, I've been doing this for this and as long as they've been job hopping, which is very normal these days.

And I explain the role very thoroughly, because it's quite different. And people have different expectations and a vacancy text covers some of that, but definitely not all. So when I give them a little bit more of an image of what they're going to do and how the hotel looks like, you see that it sort of starts clicking, which is always good.
I asked them very straight up. How do you feel about this? Are you comfortable with doing all of this? Even though you will have one shift reception one shift STACH? Sometimes they might have to jump in throughout their shifts. Yeah, then of course, it's also a risk because they can say, Yeah, I'm really up for it. But if they're not, yeah, you're gonna find out in their first month, obviously, everyone can pretend that something they're not.

Yeah, I think just willingness to be flexible, but also being a massive, massive team player. I think that's that's huge here, especially in Amsterdam, West,

because that's what you do here, you don't have a second where you can just say to yourself, you're constantly talking constantly with people. And you really need to need to enjoy that and be sociable and enjoy social situations. Because if you're more of a introvert person, which is also absolutely fine, but then it might be more challenging for that person to do this eight hours a day.

Yeah, I think one month is definitely a good amount of time. Also, if you have a part timer that works two or three days, it might be a bit more difficult to establish, but I think you get the grasp of it quite quickly.

Yeah. So by asking advice to also other core team members and supervisors, not host, obviously, because they're on the same level, so let's not do that. But yeah, I think that's fine. You shouldn't do that any longer.

Yeah, I think a new generation. So not to dump it on an entire generation. But I think you see a big, big shift as from when I did hotelschool. I see people that are doing hotelschool right now. I know a lot of people say I don't want to stereotype, but I didn't have much to say, on the work floor in my jobs

However, you can see that work is also slacking quite a bit where I just see the details are being missed. You really have to push people to make sure that things are being cleaned up or even just the bare necessities like, yeah, there are procedures following that correctly. I

think that's one.

So it's really a matter of finding and filtering the people that are still super dedicated about hospitality and are passionate about it

I can't think of single person that cannot be in the restaurant and reception.

Yeah, but I don't think that's, I don't think that's to blame on the whole 3.0 community hosts situation. I think that's to blame on staff shortage, rather than how we utilize our staff.

And we just don't have enough eyes at the moment to check that you cannot blame anyone on a host or a supervisor level in that sense for missing it, because they are just short on shifts. That's mostly it.

But I think we work in a in a hotel where we can say, hey, to the guest as well, hey, sir, this is my first week or my first month, let me check with my colleague like there's not, there's no mistakes at TSH,

I just have to explain it better. Because receptionist is known. Everywhere. Everyone knows what a receptionist does. But no one knows what a community host does. So it's just also a matter of really, like I said, being transparent, explaining it properly. But also tweaking the title externally. That's something we do. So we, for example, posted as community hosts, in brackets, receptionists or f&d hosts, stuff like that.

So yeah, it's also just, it sounds vivid, like you have to tweak it, or it was never gonna work.

Yeah, I guess they've increased because we're asking more from them. But we also increase salaries with that. So we also, you know, it's, it's also a reward system that comes with it. So I think there's also a big advantage for them to learn a lot more.

And I do see there a shift in mindset that people do want to learn a lot more and know a lot more and be ahead of the game and stuff like that.

Yeah, I think it's feasible. But not one size fits all. And that's I think something we underestimated

Yeah, and I think that's also a very hospitality thing. In Amsterdam, you constantly have turnover. So you constantly have to shift, okay, wheres the need now? Now we see, okay, we need to focus more on the f&d side, or we need to focus more on the reception side, do more trainings there. But yeah, it's also hospitality, nothing stays the same. So yeah, we do as much as we can.

| Cross-training | Yeah, very, very important. Not just on restaurant or reception, but also on housekeeping and TD, I think cross training is super important, but very time consuming.

And I think TSH created a great onboarding plan. And headquarters is helping us out quite a lot with that now, which is super, super nice. But in terms of f&d, reception, cross training, I think especially in your first month, you should do as much as you possibly can

Yeah. So we have a training booklet for that. And that should be ticked |

	off before the end of the month, obviously with part timers it's a bit different. But yeah, we have a training passport, as we call it, and that entails everything from m&e back to co working back to reception that. And yeah, by the time you finish that you should be up to speed. And it's absolutely fine. So I think learning by doing here is the most efficient way for both filling shifts, but also for the person that needs to train. But of course, you also have to do your online courses. So we have dedicated training days for those online courses. We have a training laptop now for online courses, which is very nice. So we do prioritize that quite a lot. And it's also just mandatory. There's no way out anymore. It's a big change from when I started.
Employee Engagement	just to see if their personality matches our current team. I think that's really important. So I think that is important. And holding on to those and treating those super nice because I think that's something TSH is doing really well as maintaining their people.
Adaptability and Flexibility	But yeah, also just asking questions about how, again, how they worked previously, some of them already have done these kind of jobs. Or they said, Oh, yeah, actually, I've worked in a restaurant, but it was many times that it was jumping in reception. You see that a lot in COVID times, we kind of had to do everything because we were so short on staff that there was no there was no option. And I quite enjoyed learning about a lot of different things. And that's the main thing people get back to me is that they actually like learning more than just being a receptionist. So if you're not a team player, yeah, then it's never gonna work out. So being flexible, which is quite obvious, But they just have a preference. And it's up to us whether we want to listen to that preference or not. And at least back to the turnover, that if we want to keep our people, we need to keep them happy. Right. So if person A prefers working in reception, more, why don't we facilitate that? We did a lot. I think we lost one person along the way in the transition. But I think that's that's a good score in terms of change management, you always lose a few. But it's not a one size fits all, because we have hotels that are very different from West, we are very lucky here. How West is built up, We have bars, reception is like all connected. So it is super great
Hiring Process	After that, if there is none, in the internal pipeline, we would post it online. So we request through a Monday form, we request a new role. We state all the details from which starting day also, whether it would replace someone or we would want to hire extra people, then that form goes through to HR and recruitment will approve that. I look at location first thing that's super important that they're based in or around Amsterdam. If someone's based abroad, knowing the Amsterdam housing market that won't work out the first screening is always online. So that has a risk to it, right? Because people online can be more nervous, or you always get a slightly different image. So that's why the second interview is always in person. But because the first screening is online, I do try to also focus

on making them feel comfortable. So they get out of their comfort zone a bit and they get more talkative. I always try to ask at least one or two more fun questions, like what do you do on your weekends? What do you like to do for fun?

Yeah, so I started interview by talking quite a lot, because I do explain to them, this position is a bit different than a regular receptionist, host role, whatever. So I do always, always explain to them, Hey, I am just going to start off with telling you more about the role more about the hotel.

But I think I'm pretty good at reading people. By now. I've met a lot of people. And I think it's, you can look people in the eye and think, yeah, you're a fair person, or not or stuff like that

But I think there's a big shift on the workforce, with this new generation coming up, which has its ups and its downs, where it's good that we're looking more at work life balance, and I think TSH is definitely leading in that.

So there's also just more competition nowadays, with all the tech industries moving up and paying a lot more money than hospitality CLA does. So I think we are competing with something that we barely cannot compete with.

So I really like asking them why they applied here in the first place. Because like I said, there's a lot of competition. I'm pretty transparent about a lot of things right?

So I tell them that straight up, I tell them the salary straight up, so they know what they can expect. And then you can already see, okay, is this getting somewhere or not? I think that's, that's the main thing that I do is being very honest about what they can expect and how it's yeah, how we reward people, how the team is built up how the role is. And if you're honest about that, in the first 10 minutes, then you can already see if someone sort of backs down and sort of weakens their answers

I think yeah, it's increased, but with good reasons and with good outcome for the employees as well. Yeah.

I think you need to have a strong, steady, full time basis. So you need to have strong managers, you need strong four strong supervisors in west and to have more full timers.

But unfortunately, that's just not possible. Because Amsterdam is not a city where people really like Spain, for example, hospitality is a career, people do that become a bartender, as a career and they do that up until they're 56 years old. Here, that's just not the case. So you have a lot of people that do this next to their studies, which is absolutely fine

But yeah, we just run on a lot of part timers. So then you miss sometimes a very strong basis where you can really build on and maintain a certain structure. And I think that's something that we are always struggling with

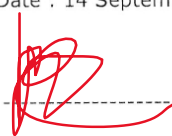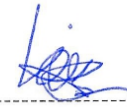Consent for participation in a research interview

"Current measures for talent selection at TSH West and how they can be improved"

I agree to participate in a research project led by Julian Jeanne from Hotelschool The Hague in Amsterdam, Netherlands. The purpose of this document is to specify the terms of my participation in the project through being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed and will last approximately 15-30 minutes. I allow the researcher(s) to take written notes during the interview. I also may allow the recording (by audio/video tape) of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that, if I wish so, the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

Participant's Signature and name (if no wish to remain anonymous)

Date : 14 September 2023

Julian Jeanne

Researcher's Signature and name Date : 14/09/2023

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Appendix 12: Client evaluation form

Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Julian Jeanne	Student number:	781515
Name of company/organisation:	The Social Hub Amsterdam West	Department:	Events and Partnerships, Community
Name of company tutor/research commissioner:	Vito Monaco	Position of company tutor/commissioner (if applicable):	Connector (Events and Partnerships trainee)
Project and/or Deliverable: (please specify)	Research on how to improve the hiring process under the 3.0 way of working		

During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.

Underline (U)

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD

Rating	Excellent	Good	Room for improvement	Comments
2	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Julian used a variety of scientific literature relevant to his study

CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS

Rating	Excellent	Good	Room for improvement	Comments
2	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	He uses appropriate models to justify his answers. The solution he has created is viable for TSH Amsterdam West. Some more financial information is needed

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CATEGORY 3: INFORMED JUDGEMENTS

Rating	Excellent	Good	Room for improvement	Comments
2	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	The research presented is extensive and well-rounded, but it has a few gaps that could be addressed.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE

Rating	Excellent	Good	Room for improvement	Comments
2	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Good communication to all stakeholders because he posted it in our TSH hangout

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP

Rating	Excellent	Good	Room for improvement	Comments
3	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	I had to give little guidance on this study, there were little to no adversities to deal with for his study, making it holistic.

OVERALL COMMENTS:

Julian has demonstrated a good knowledge about the hiring process for hybrid hospitalities companies like ours. His solution is viable and can be implemented in our location, potentially paving the way for company-wide changes if done well.

STUDENTS' COMMENTS:

Comments on evaluation:	I am happy to hear that my research was beneficial and viable for TSH Amsterdam West.

DATE & STUDENT'S SIGNATURE:	COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:
30 September 2023	

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO

Appendix 13: Proof of Data Upload

	noreply	
N	File Upload Notification	16:51
	Dear Julian Jeanné, This is an automatic ...	

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Appendix 14: Proposal Feedback Form

LYCar Proposal Grading Rubric
V.1.1 *(Version LYCar 2020; 16 February, 2021)*

Student Name:	Julian Jeanne	LYCar Coach:	Ms. Boukje de Boer
Student Number:	781515	Primary PLO:	8
Date Submitted:	28 August 2023	Secondary PLO(s):	5

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	✔	☐	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	✔	☐	
LYCar Proposal is max. **5.000 words** (counting after Table of Content, incl. text in tables) – visual proof of wordcount is included in Appendices.	✔	☐	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	✔	☐	
Check (technical) formalities and submissions			
Ephorus upload	✔	☐	
LYCar Proposal incl. Appendices are uploaded in Osiris	✔	☐	
Ethics and data management			
Ethical, integrity and data management requirements	✔	☐	
==**Entitled to assessment? (All yes above required):**==	✔		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.

Student Feedback:	Pass ✔ Not Yet ☐	Literature is used in a wide variety of formats to showcase various key components in Talent selection within the hospitality industry. The report shows insights into potential issues with the current talent selection model within TSH. Links are also made and gaps indentified between the current elements of the talent selection model within TSH 3.0and current scientific literature. Golden thread is also present to assist the reader. That is why I believe this proposal is a pass for this section.
Assessor Feedback:	Pass ✔ Not Yet ☐	Agreed with the above. Literature is used to create RQ and a CM. The read thread is clearly present.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback:	Pass ✔ Not Yet ☐	Theories and models have been indentified and evaluated accordingly to asssist with this research. A potential new theoretical framework was created as the hybrid hospitality industry is lacking with current models for talent selection. Evaluation and stakeholder impact have been discussed and evaluated
Assessor Feedback:	Pass ✔ Not Yet ☐	Agreed with the above. I am not sure wether the 7S model is the best choice, but this can ne discussed in a later stage.

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.

Student Feedback:	Pass ✔ Not Yet ☐	The DBR cycle is carefully followed and executed to create a quality study which can yield positive results for TSH West. Logical flow and golden thread are used to guide the reader through the cycle and proposal. Digital tools and data driven decisions are considered and planned for the evaluation and analysis sections, with underpinning.
Assessor Feedback:	Pass ✔ Not Yet ☐	Agreed with the above.

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Pass ✔ Not Yet ☐	professional business english was used throughout the entire report to maintain professionalism and a quality report. There is a logical sequence of order for the reader to follow. Sub-headings are appropriate and used effectively. no unneccesarry abbreviations have been used.
Assessor Feedback:	Pass ✔ Not Yet ☐	Agreed with the above

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy			
	Excellent	**Pass**	**No Go**
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:	Pass ✔ Not Yet ☐	PLO goals that will enhance my IQ have been thouroughly written out and planned to ensure maximum growth. Critical AQ and EQ goals are discussed to assist me within my internship. HIL components are identified and tailored to my internship which will provide extra personal growth opportuinities.

Assessor Feedback:	Excellent ☐ Pass ✔ Not Yet ☐	This part can be improved upon, as it is at the bare minimum.

Overall Assessor Feedback

Well done research proposal.

LYCar Proposal Outcome

Pass	✔	All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
No Go	☐	One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
Pre-Condition NY	☐	Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

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Appendix 15: Self-Assessment Form

Grading rubric LYCar Execution: Company Project report, Career Portfolio and LYCar Dissemination Event	Version May-2023

Student name:	Julian Jeanne	Date assessment:	02/10/2023
Student number:	781515	PLO(s) Company Project Report:	PLO 5, PLO 8
Assessor 1:	T. Sietsma	PLO(s) Career Portfolio:	PLO 5, PLO 7
Assessor 2 (coach):	B.J de Boer	Stakeholder(s):	Vito Monaco (Community Manager)

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary: concise, standalone, covers process and content, emphasizes outcomes			
LYCar Project reporting is complete and incorporates the following 2 elements: a. LYCar Company Project Report based on full research cycle, end deliverable(s) for client(s) are included b. LYCar Career Portfolio: demonstration of student's performance/development regarding Intercultural Hospitality Leadership			
LYCar reports meet all formal HTH reporting criteria			
Final assessment documents written in English with professional formatting & components of HTH Reading & Writing Guide			
No unnecessary abbreviations used in LYCar Company Project Report and LYCar Career Portfolio			
LYCar Company Project Report and LYCar Career Portfolio have a combined word count of **max. 15,000 words** in the main body (for example 11,000 for CPR and 4,000 for CP). Visual evidence of the word count are provided in appendices			
HTH referencing style is used correctly; no mistakes in list of references and in-text references			
Alignment between all LYCar deliverables can be assessed; all relevant info is included in Appendices			
Assessment & feedback form approved Proposal is included - in Appendices Company Project Report			
Proof of active dissemination of the company project is shown, evaluation of deliverable(s) is included and sufficient: the disseminated piece itself or other relevant material			
Company Experience evaluations are included, including evaluation of the professional product(s). A minimum of an intermediate and a sufficient final evaluation			
Check (technical) formalities and submissions			
LYCar Execution is the final HTH exam, student has 210 ECs (IFT student 150 ECs) including Pass for LYCar Proposal			
Turnitin accepted			
LYCar Company Project Report has been sent to larchive@hotelschool.nl			
Ethics and data management			
Comply with ethics, integrity, and data management standards (upload all data, include research number)			
Entitled to assessment? (All yes above required):			

11 Proof of Wordcount

12 References

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