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Objectives



Upon completion of this course, attendees will be able to:

- Identify the factors affecting the hiring challenges the attractions industry faces today
- Understand key HR characteristics of the industry
- Compare the two HR models used in the industry
- Identify potential leaders and know how to develop them
- Describe the importance of training and performance management in maximizing employees' potential

Leadership

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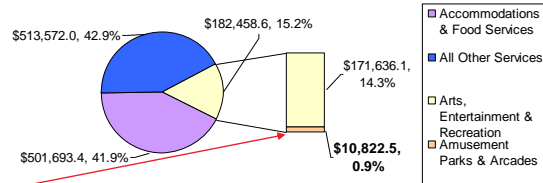
Industry Overview



What size industry are we?

- Total spending in the U.S. service economy – \$1.2 trillion
- Amusement park/arcade spending: \$10.8 billion

Size of U.S. Services Industry – Total Spending \$1,186,901.5 (US\$ Millions)



Leadership

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Industry Overview (cont'd)



How many and what kind of people does our industry employ?

- Amusement parks – About 1,000 seasonal employees needed for every 1 million park visitations per season
- Main groups the industry hires from:
 - Young people – Local high school and college students
 - Students from foreign countries
 - Down from 2007 levels
 - Many more mature adults



Leadership

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Industry Overview (cont'd)



Outline of HR characteristics of the industry

- Seasonal park operations require mass seasonal hiring
 - Facilities once had challenges finding enough available workers, recession has provided a larger pool
- Employment pool of young people means inexperienced workers, mature adults bring better work ethic with a demand for more engaging work
- Must hire and properly train employees for quick ramp-up
- Turnover – Was as much as 300% in a season
- Young people in lead positions supervising their peers
- Mature adults lead young people but not relating well

Leadership

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Industry Overview (cont'd)



Outline of HR characteristics of the industry (cont'd)

- Competition in the general service sector for young employees has subsided:
 - In last 20 years, developed countries have transitioned from manufacturing to service-based economies
 - US Unemployment rates are at historic highs
- Without pressure to fill gaps in traditional worker sources, parks are no longer:
 - Recruiting from other countries
 - Hiring senior citizens/retirees



Leadership

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Industry Overview (cont'd)



Outline of HR characteristics of the industry (cont'd)

- Hiring of mature adults and inexperienced young people looks to be the norm in the US
 - Presents new HR responsibilities and challenges –
 - Motivation of two different groups
 - Who do you invest in for park career paths
 - Now that you can be choosy what attributes are you looking for
 - Do work expectations change to fit individuals more so than in the past
 - Is retention still a best practice

Leadership

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Industry Overview (cont'd)



The attractions industry as a career

- Many leaders in this industry started out as seasonal employees and rose through the ranks
- The most important thing a park can do is to clearly identify a track for growth and increased responsibility
 - Give all interested employees every opportunity to advance up the “ladder” in succeeding years
- Parks must develop retention plans
 - Encourage young hires to return in following years, thereby building their loyalty and interest in the industry
 - Scholarships are an especially good method
 - Strive to be the Employer of Choice

Leadership

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FunWorld Park's HR Department

- At FunWorld, each department recruits and hires its own employees (a common HR model)
 - Individual departments attend job fairs, make school visits
 - HR handles paperwork and mass orientation
 - Departments handle job specific orientation and job training
- Key advantage:
 - Departments make far more effective recruiters
- Key disadvantage:
 - Takes time/money/resources in critical ramp-up period
- Bottom line: Parks that make this heavy commitment up front will reap benefits in staff quality and retention

FunWorld Park's HR Department (cont'd)

- Another common HR model – HR does all recruiting, hiring, paperwork, and training, then “sends” employees to departments
- Advantages:
 - Paperwork is well-organized, complete, and timely
 - Fewer people involved – easier to schedule
- Disadvantages:
 - Focus is on signing up “bodies” to fill “slots” – not on understanding of operational areas, or retention
 - Little attention to team suitability or “fit”
 - Tends to result in high turnover

FunWorld Park (cont'd)



FunWorld Park's HR Department (cont'd)

- FunWorld's recruiting/hiring timeline: 2011
 - External information needed:
 - School calendars of nearby high schools and colleges/universities
 - Dates and locations of local job fairs
 - Internal information needed:
 - Operating dates of the park
 - Training days required for different job functions
 - Budgets for training

FunWorld Park (cont'd)



FunWorld Park's HR Department (cont'd)

- FunWorld's recruiting/hiring timeline: 2011 (cont'd)
 - Additional activities to plan into calendar:
 - Recruitment program - Who, what, when, where, how
 - Retention program - Building into the future
 - Employee recreation/appreciation plans during the year
 - Key questions in developing calendar and scheduling each item:
 - What components need to also be considered in scheduling this item (including dependencies - in both directions)
 - What is the critical path, or timing, for this item?

Defining leadership

- What is leadership?
 - A few perspectives:
 - “Managers are people who do things right, while leaders are people who do the right thing.” Warren Bennis, Burt Nanus, *Leaders: Strategies for Taking Charge*, © 1985, rev. 2003
 - “Leadership is the art of accomplishing more than the science of management says is possible.” Colin Powell, *The Powell Principles*, © 2003
 - “Leaders...set examples.” Peter Drucker, *The Leader of the Future*, © 1996
 - “Leaders grow; they are not made.” Peter Drucker, *The Leader of the Future*, © 1996
 - Leadership vs. management

Defining leadership (cont'd)

- Key functions leaders must be able to perform in leading and managing their employees:
 - Decision making
 - Supervising
 - Motivating
 - Communicating
 - Organizing
 - Training and/or coaching
- Also, emotional intelligence is important: self-awareness, social awareness, optimism, service mindset to both employees and guests

Situational leadership

- Tailoring leadership style to fit the needs and talents of specific employees in specific circumstances
- Using different approaches – train, collaborate, delegate – based on needs of particular staff, projects and tasks
- Core competencies of effective situational leaders:
 - Commitment to certain core principles (e.g., safety)
 - Ability to capture attention, win over, articulate goals
 - Ability to craft clear and meaningful messages
 - Ability to cultivate trust by treating staff with consistency, support and receptivity
 - Commitment to continuing self-improvement

Leadership in the attractions industry

- People – The industry's most precious resource
- A unique feature of the attractions industry – Many young people in supervisory and leadership positions
 - Challenge of supervising one's peers
 - Older workers may not respond well to younger supervision
- Many of the leadership challenges in the industry are customer service challenges
 - Require ability to deal with the public and handle complaints, conflicts, etc.
- Mature workers offer experienced leadership resource



Understanding the young worker

- First real work experience for many
 - Need training in business basics: punctuality, arriving in uniform, proper attitudes and appropriate verbal responses
 - Need to understand and comply with policies on sexual harassment, “disability etiquette,” cultural sensitivity issues
- Heavily scheduled; needs flexible work scheduling
- Working with young people as employees
 - Be clear about core values and hold to them
 - Show respect – Value their contribution
 - Fun and teamwork are both strong motivators
 - Provide a clear path to job growth

Identifying leadership qualities in employees

- How do you identify potential leaders?
 - Employees who are dependable, dedicated, responsive to direction
 - Often the one who shows an interest, wants to learn, shows maturity
 - Most competent person at their frontline job may be good supervisor material
 - People who like people!



Team building

- Team building is crucial to employee retention
- A great team is a group of people who all share in the same perspective
 - Shared perspective might be:
 - A common vision for their job, or
 - A common mission of guest satisfaction, or
 - Other aspects of the attraction's "culture"
- Building a successful team is not easy - It requires patience, good communication, mentoring, and providing feedback to the team members on a continuing basis

Leading through others

- Leadership through others is focused on more informal leading - Coaching, mentoring, and providing feedback
- Coaching
 - Ongoing process - Assessing employee performance and providing constructive feedback
 - Purpose: To clarify performance standards and motivate employees to improve current job performance
 - Essential coaching skills
 - Active listening - Hear, paraphrase, understand, interpret
 - Constructive feedback - Specific, direct, descriptive
 - Creating a supportive climate - Problem-solving approach

HR Theory and Practice (cont'd)



Leading through others (cont'd)

- Delegation and motivation
 - Importance of consistency to established operating standards
- Productivity and scheduling optimization
 - Scheduling for improved productivity – Consider operational requirements for best performance
 - Scheduling often amounts to puzzle solving; accommodating schedule needs of employees
 - Dealing with difficult employees

HR Theory and Practice (cont'd)



Leading through others (cont'd)

- Key criteria for a sound training program
 - Develop thorough training materials
 - Seasonal employee handbook, department guide, individual workstation guides, supervisor guides
 - Safety manual
 - New employee training checklists, specific job training checklists
 - Training tests
 - General training programs: cash, emergency actions, hazard communications
 - Variety of modalities in training presentation: Lecture, guest speakers, discussion, practice, audio-visual, case studies
 - Training includes coaching and leading
 - Evaluate training for effectiveness and usefulness to workers

Performance management

- Proper appraisals
- Setting objectives and follow-up
- Performance management is not a singly yearly event; it is a continuous process (year-long cycle)
- Managing performance of seasonal workers
 - Not as formal as for full-time staff
 - For purposes of productivity, evaluations should center on quantitative measures (safety audits, throughput analysis, food waste programs, inventory control, speed of admission transactions)

Skills Exercise Case Study

The unemployment rate in your market is 10.5%. Job Fairs are overflowing with people but you want to hire a team that will be focused on providing a world class guest experience without the need for extensive training.

- What are the 3 to 5 key tactics that could be implemented in order to achieve your goal?

Your team has 20 minutes to prepare a 3 minute presentation.