

The World of Human Resources Has Changed in Hospitality and Academia

Keith H Mandabach*

Department of Hotel, Restaurant and Tourism Management, New Mexico State University, USA

EDITORIAL

This editorial explores the manner in which the human resource field and hiring process has evolved with technology advancements creating new practices in the field. It is hoped academics mentoring students and alumni at various stages of their careers might use this information to assist them in attaining choice positions they are applying for. In addition, academics searching for positions might also find the information in this editorial helpful.

I regularly review resumes and provide advice on how to land each applicant's prime position. While resume formatting and information is still highly important, in this age of technology it is also vital to become familiar with the process of 'key word' metrics. Each resume submitted should include key words and experience that are listed in the position descriptions. In many situations a software program will be the first to review applications and if the requirements that are programmed into the search are not in the resume, the application will be discarded. This is true for all levels of jobs and is just the start of the way technology impacts careers.

I serve on multiple search committees at our university and was able to witness how technology changed our search processes over time. In the early 2000's, screening software was introduced, and all applications are submitted through an online portal. This is now the norm for virtually all positions. Making certain your resume is tailored for each position not only makes you familiar with each position's details, but also ensures software can detect your talents correctly.

While key words open the door to the interview, the manner technology provides accreditation also now impacts your viability as a candidate. Googling and researching yourself gives you an idea of what human resource representatives will learn about you as a candidate. You may create professional profiles or portfolio collections that best reflect your work. Research the institution, company and the position as a tool to see the image the company projects to can assist in choosing resume design and interview choices. This research can be mentioned in your interview and utilized to demonstrate your dedication to details. Strategic plans and goals of the company, unit and position

description should also be reviewed and discussed. Contact human resources before the interview and ask for a list of possible questions. Usually, specific questions are not provided in advance, but your contact might provide types or number of questions. As with standard interviews, you can prepare questions of your own to ask the potential employer because even virtual interviews follow standard format.

The interview part of the hiring process also continues to advance. Phone interviews sometimes still occur but most have been replaced by virtual, video conference interviews. This new style of interviewing is subtly different in so many ways than an applicant coming to a business for an in-person interview. Many applicants lack the experience or training to be prepared for virtual interviews. Even the best interviews I have conducted have a painful moment or two. Not because the applicants were not qualified but the virtual interview process is a skill that needs to be practiced.

Virtual interview skills begin with keeping a solid foundation of the interviewing process and rehearsing. Unlike the standard in-business interview, with a virtual interview you are given the advantage of creating your own environment. The location you choose should reflect how you want to be presented. The space should be clean and free of distractions. Noise interruptions and privacy from family or pets is one of the details I've seen overlooked many times. A clock that is not in view of the camera is also important to help be conscious of answer time.

Your technological contribution to your interview is vital. Always test the portal, software and device that will be used. Usually instructions explaining how to test the software and computer requirements are provided. Your internet band-width should be tested to make certain it provides a clean connection. Positioning the camera on your device is important. If your camera is too low it will focus on chin and often your eyes might appear to be closed during the interview. Too high and your facial expressions don't connect to the viewer. Practice for the interview over Facetime or WhatsApp and ask a colleague/relative to sound check and receive feedback. Recording the interview to review is extremely helpful. This practice is best to do at the same time of day as the interview will be conducted, because natural light changes during the day. This is a great

*Correspondence to: Keith H Mandabach, Department of Hotel, Restaurant and Tourism Management New Mexico State University, USA, Tel: +5756448073; E-mail: kmandaba@nmsu.edu

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opportunity to review how your style choices translate in a virtual style, making sure to check you don't blend into your background or get washed out by the light. The interview space and connections should be ready ten minutes before the interview start time. While this is a virtual interview, eye contact and voice modulations still do the work to make an impression.

I built a twenty plus year career in the hospitality industry strategically by upwardly changing jobs following the mentorship of my managers and chefs and did the same in my academic career. My interaction with human resources always occurred after I was already hired for a position. Eventually I was an award-winning career Executive Chef and catering manager. I

followed the same path as I recruited my teams and though this system worked with outstanding individuals who were one of the major reasons for my success. Networking was the key to success. I was fortunate to do the same in my academic career rising to full professor. While the game has changed with technology, networking is still important. Personal connections and experience provide the background for success in the virtual world when finding a job. While I provided advice on the process, I am certain that all of you will find success regardless of the way technology is managing the business and academic institutions of the world.