



**Process Mapping
In a Hospitality Context**

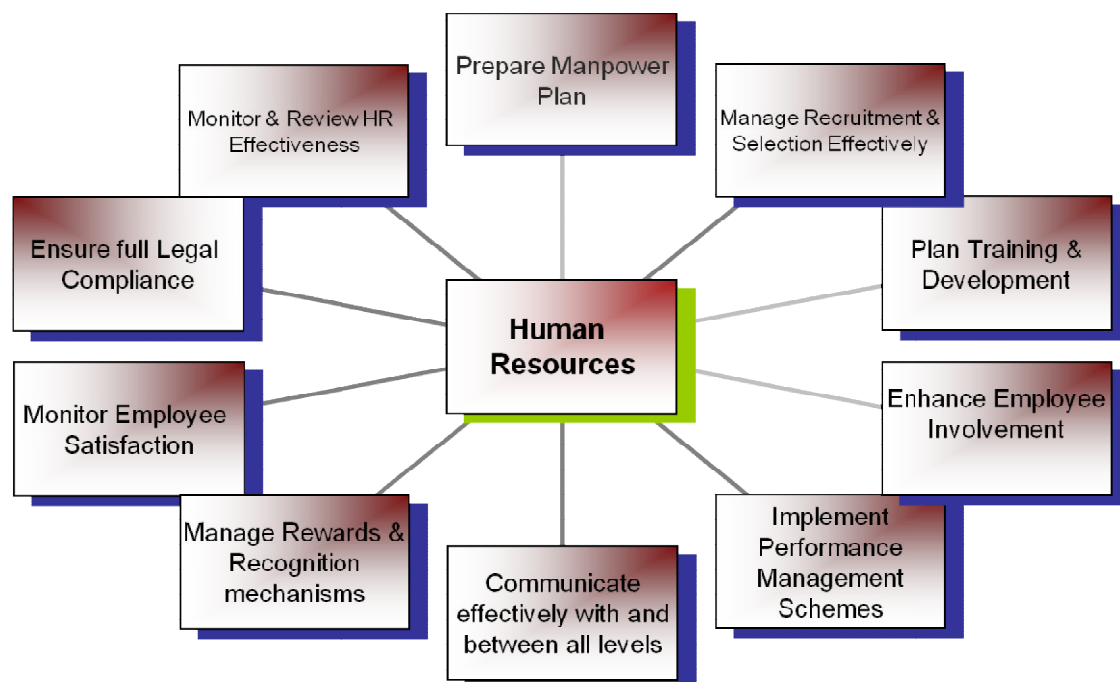
Process Mapping

Using *Process Mapping* in a hospitality context can be a very useful tool for helping to identify where improvements and efficiencies can be made in the key functional areas of the business. Key functional areas in a hotel might include some or all of the following:

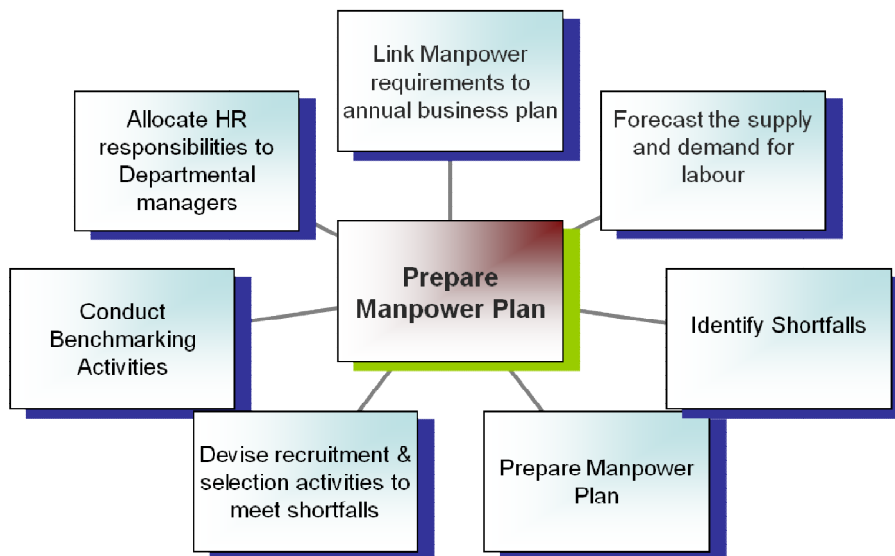
- Leadership/Strategic Planning
- Financial Management
- Human Resource Management
- Sales & Marketing
- Quality Management
- Front Office Management
- Accommodation Management
- Food & Beverage Management
- Food Production
- Conference & Events
- Facilities & Maintenance Management
- Health & Safety Management
- Leisure Management
- Technology Management

Step 1 – Develop the Process Map

The first step is to work with the relevant Head of Department (HOD) to develop the process map for what actually happens in that area. Taking Human Resources as an Example, the ‘Process Map’ might look as follows:



This gives a very clear picture of what are the key activities involved in managing human resources in the hotel. It shows that the HR 'Process' is in fact made up of ten 'Sub-Processes' and each of these contains a number of steps, as shown for the 'Prepare Manpower Plan' sub-process:



Step 2 – Identify Areas for Improvement

Once the process mapping exercise is completed, the next phase is for each process owner (HOD) to review their existing process (in consultation with colleagues, customers and suppliers) to determine where improvements can be made to the process or sub-process/steps. These areas for improvement should then be agreed with senior management and addressed over time.

Step 3 – Measure Progress

Making improvements is one thing, but unless they deliver tangible results, it is all a waste of time and effort. To identify progress in future, key measures need to be assigned to each process. For example, in terms of HR, these could be overall employee turnover rates, or employee satisfaction levels. By monitoring these measures closely over time, the impact of improvements made to the HR process can be gauged.

Summary

Working with your Heads of Department to map out their process has a number of advantages:

- It makes them think more about what it is they actually 'manage';
- The maps can then be used to identify areas where improvements can be made;
- You can attach key measures to each process which you can then use to track how well that process is being managed;
- You encourage your HODs to take greater ownership for what they do.

By using process maps, you can in fact do away with the need for Job Descriptions at a management level – it is the sub-processes and steps within each that you want each manager to take responsibility for.