

HUMAN RESOURCES MANAGEMENT FOR TOURISM AND HOSPITALITY INDUSTRY IN RUSSIA

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Abstract. The article presents an analytical review of the Russian practice of human resource management in the market of the tourism industry. The key components of the staffing of tourism and hospitality in the region: the formation, use and reproduction of human resources. The article presents a detailed system of measures aimed at solving complex issues in each of the components of the staffing system.

Key words: human resources, elements of staffing strategy, HR policies, personnel in tourism and hotel business

Staffing of the tourism and hospitality market in the region is a set of the following main elements: the formation, use and reproduction of human resources.

Under the formation of human resources, the authors understand the creation of a real base of knowledge and skills that are necessary for an individual to become and further develop as a professional in the course of their work in the tourism industry [4].

On the basis of a survey conducted in 2017 by the Agency for strategic initiatives in cooperation with the Ministry of industry and trade of Russia on "assessment of employers' satisfaction with the staffing system of the region", it was revealed that the theoretical knowledge of graduates of Secondary vocational education (SVE) is high, as well as graduates of Universities, and as for practical knowledge, graduates of SVE are more prepared to work (42% - an average sufficient level of skills), against 29% of graduates of the group of specialties "Service and tourism" (29%). In this regard, the need for additional training and retraining required milking 51% (SVE) and 54% (University). The average period of adaptation of graduates in the workplace is from 3 months to 1 year. During this period, the employee requires more additional costs than benefits from their work.

According to the authors, to solve these problems it is necessary to [5]:

- to develop a system of additional professional education in the field of tourism and hospitality, the creation of the basic departments of the key players in the tourism industry in the region, attracting employers to participate in the final examinations;

- apply tools of the organization of work with youth which allow adapting to modern tendencies in the labour market, and also regional features of development of tourism and working in collective. Such tools include the Institute of mentoring, active involvement in the organization of the basic values and principles of familiarity with the corporate culture in the service and tourism [7];

- In educational institutions should be formed structural units responsible for the development of the human resources of students [6].

The problem of the use of human resources, according to the team of authors, seems to be the practical inclusion of a competent specialist in the professional activities of tourism and hospitality, the willingness to which he was formed.

Today in Russia the obvious professional imbalance of the labour market is allocated, and such tendency is observed and in each region separately.

The hotels and restaurants sector has a linear pattern of employment and accounts for 1.9% of the total sectors. The service and tourism sector of other services varies from year to year from 3.6% to 3.7% [1].



Also, according to The Report of the centre for labour research and labour market Laboratory shows that there is a relative increase among professionals and service workers (+2.7%). This situation leads to the fact that the proportion of groups with high professional qualifications is close to half. From the point of view of nature of work 62% are representatives of the "white collar" and 38% are representatives of the "blue collar". It is obvious that non-physical work is becoming the dominant activity of the country's citizens.

According to analysts of the Centre, the leading place in the creation of jobs is manifested in the service sector, which is characterized by increased dynamism. However, the sector of hotel and restaurant service was among the "leaders" in the rate of elimination of jobs (12%). Elimination of jobs arose due to the compression of employment and the closure of entire business units. This may partly be explained by the pronounced seasonal nature of industry activity, but the input / output costs are obviously lower, which increases such volatility.

The authors believe that in order to solve these problems it is necessary to actively involve the key employers of the regions in the process of formation and distribution of control figures of admission of students between educational institutions in accordance with the priority directions of development of a particular region [8]. To provide key companies of the tourism industry of the region with the results of the forecast of staffing needs and reports on the labour market.

Finally, the problem of reproduction of human resources potential, which is a continuous process for the development and implementation of activities aimed at the formation of an effective personnel policy of the state. Strategies of personnel policy of each region should contain the following elements: the use of modern methods and practices of personnel potential analysis in the employment service and specialized associations of hoteliers and restaurateurs, representatives of the tourism market. It is also necessary to focus on the annual monitoring of the state and emerging problems in the field of staffing required qualifications of the tourism and hospitality market. Also, according to the authors, it is necessary to think about the development of scenario forecast of effective personnel policy of the regions taking into account external and internal factors (such as the implementation of projects in the framework of regional target programs for tourism, the forecast of tourist flows from the regions of Russia and foreign countries). Forecasting needs in the workplace should be carried out taking into account the introduction of new technologies and the list of popular specialists in the field of service and tourism in the current and future periods. It is also necessary to focus on the development of the system of retraining and advanced training in the regions on the basis of the requirements of the phased classification of accommodation facilities, as well as the requirements of professional standards for managers and line staff of hotels, as well as the development of skills among representatives of the tourism industry.

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