Research on Staff Training Project Management of Jinjiang Baolong Hotel

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Abstract: With the advent of the digital economy, the competition between small and medium-sized enterprises in China is becoming more and more fierce, and it is particularly important to do a good job in the management of enterprise staff training programs. This article takes jinjiang Baolong hotel staff training project management as an example, on the basis of analyzing the specific situation of staff training, according to the beginning, planning, control and end of the training program, analyze the staff training project management process, operation principles, methods and process, provide a series of practical project management and training management tools, promote staff training management through project management, help the hotel industry effectively allocate training resources, improve the level of staff training and management, make training more targeted and effective, to provide strong human resources guarantee for the long-term development of the hotel industry.

1. Investigation of the Staff Training Program of Jinjiang Baolong Hotel

1.1. Overview of the Hotel

Jinjiang Baolong Hotel was opened on December 26, 2005. It is a wholly foreign-owned enterprise invested by Macao Baolong Group Development Co., Ltd. It is the first five-star luxury business hotel in Jinjiang. Currently, the hotel has nearly 390 employees. The main departments are food and beverage department, housekeeping department, front office department, human resources department, security department, sales department, recreation department and so on. With the joint efforts of provincial and municipal leaders and all hotel staff, Jinjiang Baolong Hotel has won many honors: it was rated as a five-star tourist hotel by National Tourism Administration on February 4,2008, officially joined the International Golden Key Organization China on April 20,2009 and became a member of 2010 as "Green Tourism Hotel" by Fujian Tourism Star Hotel Evaluation Committee on February 11,2010, as the Advanced Enterprise in December 2010, and rated as the Standard in November 2013.

1.2. Analysis of the Problems Existing in the Staff Training Programs

1.2.1. The Hotel Does Not Pay Enough Attention to Staff Training and Management

The hotel training fund investment is not enough, the lack of professional training equipment. [1] The main performance is that the managers do not really pay attention to the training work, and rarely regard the training institution as a cost center of the hotel. As the training results are difficult to be immediately transformed into quantitative benefits, the hotel only regards staff training as a routine daily work, ignoring its role as a management means, managers pay more attention to the economic benefits or material benefits generated after training as the standard of training, while ignoring the optimization of employee behavior.

Most of the training content of Jinjiang Baolong Hotel is only for the grassroots staff. First of all, the hotel only trains the grassroots staff, but ignores the training of medium and high management personnel. [2] In my opinion, this also has a lot to do with the understanding of the hotel management. In particular, the hotel senior management personnel often think that they have rich experience, busy work, do not need training, in fact, most of them are also from the grassroots step by step on the end, especially with the continuous development of the market economy, the continuous progress of the society. [3] Some of the traditional working methods have been relatively backward, must be training, learning, master the updated knowledge.

1.2.2. Problems Existing in the Actual Operation of the Hotel Staff Training

Although hotel managers pay attention to training work and high hopes, but training managers because of professional quality and ability problem, the early stage of the early stage of the investigation analysis and evaluation do not seriously or don't know how to implement demand research, more some more don't do training demand analysis or training assessment, and the result responsibility directly to trained employees. [4] A common saying: training is a step-by-step class, the training effect depends on whether the teacher class hour is up to the standard. In short, there are three typical problems in the practice of hotel staff training.

Problems existing in the training needs analysis. The reality is that the quality of the training supervisor is low, and there is a lack of expert participation in the training, so the training needs cannot be well grasped, or the part-time training teachers are only familiar with the business, and there is no theoretical basis of structural and systematic training methods, and the development of scientific and reasonable training plans cannot be made. In addition, the fact that training institutions are on the edge of power in the hotel also makes it unable to play the role of coordinating organization of training management. [5] The initial link in the training system of tourism service enterprises is the training demand analysis, but it is often ignored, which makes the expected goals set by the training themselves blind, which affects the implementation process, the training effect and the achievement of the expected goals. A training decision made without careful analysis may determine its failure at the beginning, and no matter how good the trainer is, no matter how good the training content can not reach the expected goal. Such training is a waste of human, financial and material resources, but also a waste of training costs.

Management problems in the implementation process of training and teaching. The professional degree of the trainers is not high. Although the internal trainers are familiar with the department business, they lack professional training techniques and skills, lack of practical training, case teaching and audio and video teaching, and the training method is single and rigid. In the process of training implementation, the technical innovation ability of the training is insufficient, the use of diversified training methods is neglected, and knowledge teaching is the most important form. [6] At present, the training of the hotel still follows the classroom teaching mode. However, temporary external trainers

often do not understand the actual operation of the hotel itself, and may even not know what the hotel and the trainees really need, and the training content is divorced from reality. It is worth noting that foreign communication and observation have become a welfare tourism for some people in the hotel. Although this is an effective way of learning and training, it is a formality and did not achieve the actual expected effect. Due to the lack of management of the training process, leading to the randomness of the training system and plan, the training course becomes a form, so the training effect does not reach the expected goal.

Problems existing in the training effect. Training evaluation is actually a process of processing and applying the relevant training information, but at present, the hotel regards staff training as a routine task and pays little attention to the follow-up management after the training. The main reason is that the benefits and benefits brought by the hotel evaluation have not been fully understood and explored. Even if a simple training effect survey is conducted after each training, the results of the survey are lost, and this irresponsible attitude has the perception of the training organizers and participants of the training evaluation. As a result, the useful information can provide more basis for the improvement of the later training work, and the quality and effect tracking and information failure to timely feedback after the training. The key to employee training is how to effectively transform learning results and apply them to practical work. Some expert studies show that less than 30% of what is learned in training has been translated into work. At present, the staff training effect has become a problem in hotel staff training. Because of the lack of a complete training system and training schedule, even though the hotel manager has invested a lot of resources and time, the training effect is not good. Normally all training should be with an examination system and performance system, without that, all training would be just an idea on paper.

2. Process Analysis of Staff Project Management of Jinjiang Baolong Hotel

2.1. Design Principles and Design Ideas

The staff training project management of Jinjiang Baolong Hotel centers training staff and improves the training link and training management link. The complete project operation link is the dual training management mode framework to ensure the quality of training objectives and management objectives. Staff training of Jinjiang Baolong Hotel is a systematic learning process and teaching process. The training process involves the standardization of management, the preparation and implementation of training activities, the guarantee of conditions, and the evaluation of training effect. The training activities are related to each other, and some of them have a circular relationship. Strengthening the management of each link is naturally the key to ensure the quality of training. Therefore, in the process of training project management, we should pay attention to the process of each link, especially the constantly changing and improving requirements of hotel staff in the training service, as well as the practical problems existing in the training process. Therefore, it seems necessary to establish a perfect mechanism, monitoring, evaluation and adjustment links, so as to improve the quality of training management.

2.2. Process Model of Staff Training Project Management of Jinjiang Baolong Hotel

Jinjiang Baolong hotel staff training project management process analysis is the process method in jinjiang baolong hotel staff training project management system, based on the process of project management theory, composed of several training process management of a complete system, using systematic means and procedural operation process to ensure the quality requirements. According to the classification method of project management process, the training management process can be divided into five links: training project start, training project plan, training project execution, training

project control and training project finishing, in jinjiang baolong hotel staff training project management of the process contains specific training content, as shown in figure1.
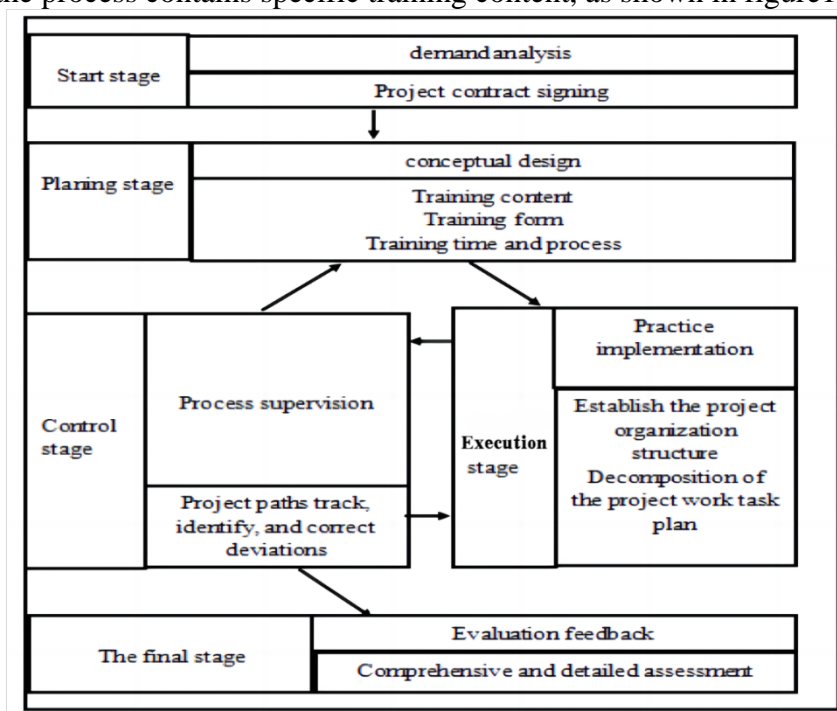

Figure 1: Project Management Structure Model of Employee Training System

In the start-up phase, the focus is on analyzing the needs of the training programme, determining the training objectives and the contract conclusion of the training programme. The project planning stage is the project scheme design, that is, the formulation of the training content, training form, and the control of the time, process, cost, etc. The project implementation process is mainly to establish the project organization structure, decompose the project work tasks, and achieve the training objectives through the various activities included in the training project. The project control process is mainly to track the project path, identify and correct deviations, and ensure the controllability and flexibility of training management. The closing process of the project is mainly a comprehensive and detailed evaluation of the training program, summarizing experience and drawing lessons. The structure covers the whole process of the training program.

3. Jinjiang Baolong Hotel Staff Training Project Management and Implementation

3.1. The Launch Stage of the Staff Training Project of Baolong Hotel in Jinjiang

3.1.1. Employee Training Needs Analysis

As the first link of training, training demand analysis is the premise of the whole training system project, and is the first step in the whole process of training. The training needs analysis mainly answers the questions of "why to train" and "who to train". At different times, the training resources are limited, so the enterprise managers must effectively use the existing resources, while paying attention to what training they need, who need, and how best to meet this demand; and thus realize the effectiveness of the training. [7] Training demand analysis is not only the premise of determining training objectives and designing training plans, but also the basis of training effect evaluation. Jinjiang Baolong Hotel attaches great importance to the training demand analysis. Before the training project plan starts, the hotel human resources department would make a personal training department

analysis to know the staff training needs. The analysis contains the hotel and its employees' goals, skills, knowledge, teaching system, etc. Through those scientific analyses to know whether the hotel staff needs training and what the training content should be. Analysis of training needs is of high importance and is the starting point of the whole training workflow. In order to do a good job in staff training, Jinjiang Baolong Hotel must first do a good job in demand analysis. Specifically, it can start from three aspects: "organization-post-employee", as shown in Figure2
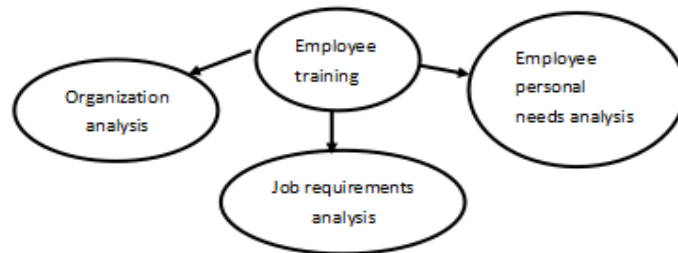

Figure 2: Analysis chart of employee training requirements

Organizational demand analysis includes organizational strategic mission, organizational objectives, organizational business plan and human resource plan analysis; work demand analysis includes work standards, how to do and related knowledge, skills and attitude; employee personal demand analysis includes personnel analysis, focusing on evaluating knowledge, skills and abilities.

3.1.2. Conclusion of the Project Contract

As the last link in the project startup process, the signing of the project contract not only summarizes the project demand analysis results, but also provides the basis for the implementation and acceptance management of the project. According to the Contract Law, a contract is an agreement between natural persons, legal persons and other organizations to establish, change and terminate the civil rights and obligations of equal subjects. [8] The contracts for the management of the staff training project of Jinjiang Baolong Hotel mainly include two categories: the first category is the contract signed by the training department or the training lecturer of Jinjiang Baolong Hotel, and the second category is the contract signed by Jinjiang Baolong Hotel and the trained employees.

3.2. Planning Stage of Jinjiang Baolong Hotel Staff Training Project

Training project planning is a group of processes of systematically arranging tasks, aiming to complete the training objectives. The specific content is to formulate a series of task processes such as what the training team should do, who will do it, what time and place, and the time and resources needed. According to the analysis of the three-layer training needs of "organization-post-staff" of Jinjiang Baolong Hotel, the staff training project plan of Jinjiang Baolong Hotel is also divided into three layers, namely, the overall training project plan, special training project plan and personal training project plan. [9] The overall training project plan mainly focuses on the overall planning and development of the enterprise; the special training plan addresses specific business and job competency elements; the individual training project plan is relatively diverse and can be formulated according to the development requirements of employees.

3.3. Implementation Stage of Jinjiang Baolong Hotel Staff Training Project

3.3.1. Implementation Content of the Staff Training Project of Jinjiang Baolong Hotel

Jinjiang Baolong Hotel staff training status. Staff training of Jinjiang Baolong Hotel is divided into three levels: adaptation training; growth training; innovation training, mainly according to the growth stage of employees in the organization, as shown in Figure 3
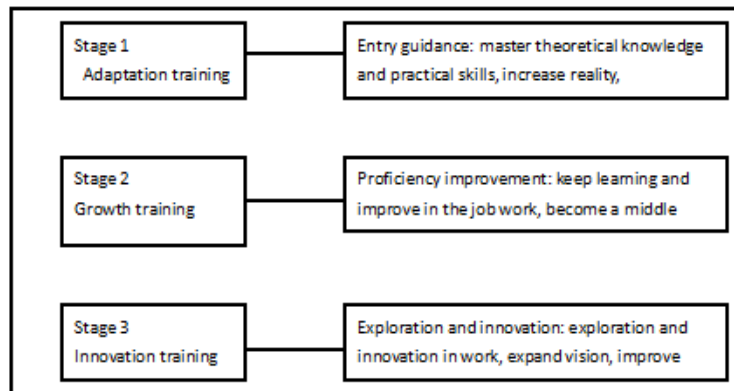

Figure 3: Training level

Staff training methods of Jinjiang Baolong Hotel. In order to achieve good results in the staff training project of Jinjiang Baolong Hotel, it is necessary to change the traditional training methods, innovate the training methods and means, pay attention to the quality of staff service, and form a training management system dominated by the improvement of staff service quality. At present, the hotel in the training methods are: to build a network training platform, strengthen the practical operation ability and experiential training.

3.3.2. Establishment of Project Organization and Decomposition of Work Tasks

Establishment of the project organization. The staff training program of Jinjiang Baolong Hotel is matrix-organized, as shown in Figure 4. As the project leader of Jinjiang Baolong Hotel, as the human resources department, exercises power over the functional departments in terms of the content and time of the training project activities, while the heads of other business departments decide "how" to support. Everything takes the training project as the center, which is conducive to clarifying responsibilities and improving the management efficiency of the training project.
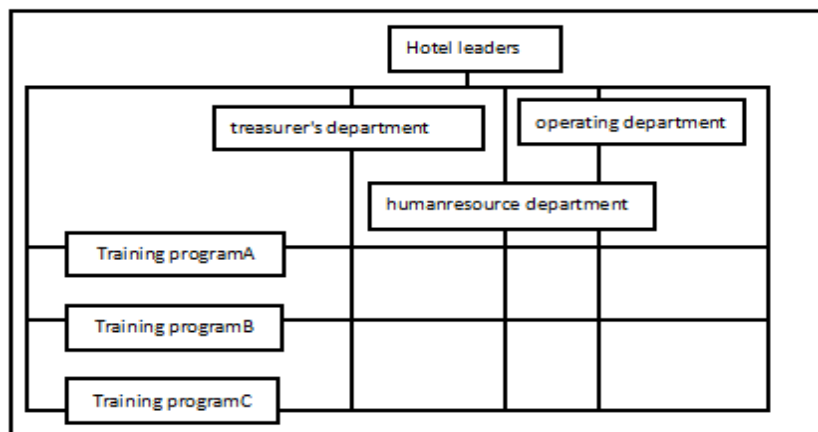

Figure 4: Organizational form of Jinjiang Baolong Hotel Staff Training Project

Decompose work tasks. Jinjiang baolong hotel staff training project task is to adopt the method of WBS, according to the training objectives, according to the principle of controllable and deliverable work for the whole training project gradually decomposition, refinement into relatively independent, single feasible, easier operation management, short time activity unit, in order to determine the training project all work tasks. The decomposition of the training program is to make relevant personnel clearly understand the general situation of the whole training program, clarify the specific work scope, understand their responsibilities and rights in the project, agree with the ultimate goal of the training; and calculate the human, material, financial, technical quality and quantity standards required to achieve the training objectives.

3.4. Control Stage of the Staff Training Project of Jinjiang Baolong Hotel

3.4.1. Project Control Principles

In order to ensure the realization of the project process goal and the ultimate goal, the project must be controlled. For the implementation of the project, investigate and analyze all the work regularly or irregularly. If there is a gap between the training activities and the target, correct and adjust them in time. In the management process, to implement an effective project control, the following principles must be followed:

1) Project implementation and control must always be based on the project plan;

2) The reporting period, regular and timely measurement of the actual progress, compare the planned schedule, take immediate action, solve problems in time;

3) Always monitor, and adjust the project plan according to the requirements of the project changes, always ensure the feasibility of the project plan;

4) Information transmission must be timely so that the project manager and the project implementation people can track the whole progress of the project timely and accurately ;

5) Detailed and accurate records of the project progress and changes should be made daily, to help provide the basis knowledge for the project organization of the research, control, and adjust the project plan timely.

3.4.2. Process of Project Control

Workflow of project control. Jinjiang Baolong Hotel staff training project control is a dynamic process. According to the basic principle of control, the actual training project can be carried out on the prescribed track in the following methods (as shown in Figure 5).
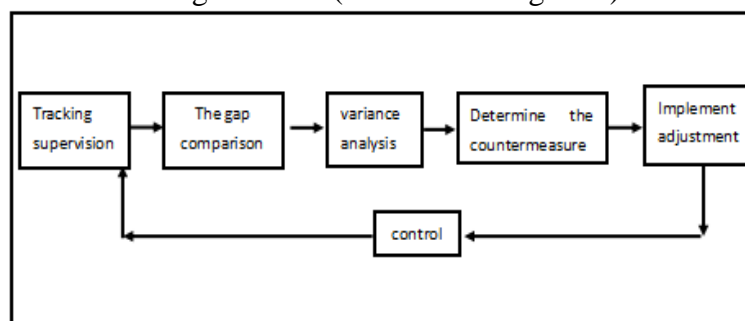

Figure 5: Work flow chart of training program control

Key grasp in project control. For each project, the most important consideration is how much time it takes to complete the project and how much it will cost. Therefore, for the training programs, how to control the time and cost is the focus of the project control.1) Time control. The time control of the

staff training project should focus on solving two problems: first, the specific time arrangement required for the training project; second, the process management of the training project. When estimthe time required by the training program, we can estimate the time required for each activity included in the training program according to the WBS working method, and then estimate the time and process arrangement of the whole training according to the sequence of activities; 2) Cost control. The cost control of the staff training project focuses on solving two problems: first, the annual staff training project total cost budget of Jinjiang Baolong Hotel; second, the cost budget of each training project.

3.5. The Closing Stage of the Staff Training Project of Jinjiang Baolong Hotel

3.5.1. Project Evaluation

The project finishing work is the last link of the project management process. [10] Whether the project stage goal or the final goal has been achieved, or the project goal cannot be achieved finally, and there is no need to achieve it, the project can be finished. The most important task in closing the training program is to evaluate the training program. In order to carry out the whole-process and all-round evaluation of the training project, the staff training project of Jinjiang Baolong Hotel selected the four-level evaluation model proposed by Donard in 1975. Donard divided the training effect into four progressive levels, as shown in Table 1.

Table 1: Four-tier model

Level and content	The first level	The second level	The third level	The fourth level
Evaluation level	Reaction level	Learning level	Behavioral level	Performance level
To evaluate the content	Students' satisfaction with the course	Students' absorption and understanding of the course	The application of the trainees to the work after the training	The results of training brought to individuals and organizations
focus	Time and place of the course content	Learn how much and how to use it	Application of new knowledge and skills	individual organization

3.5.2 Evaluation Index System of Training Projects

In order to evaluate the training effect more effectively, on the basis of the four-layer model of the training project evaluation, Jinjiang Baolong Hotel has formulated the evaluation index system of the training project, as shown in Table 2, to evaluate the training effect in an all-round way.

Table 2: Jinjiang Baolong Hotel Staff Training and Evaluation Index System

Training and evaluation index system				
Index level	conversion level	Learning level	Behavioral level	Performance level
	course content	Employee mastery	Employee application	Personal results
	Employee satisfaction		Application effect	Organization results

3.5.3. Measurement of Training Effect Evaluation

Although the measurement of training effect evaluation does not have a certain level as the evolution of hierarchical evaluation theory mentioned above, the measurement of training effect evaluation is based on quantitative research, quantitative research on the training effect from the

perspective of economics, and draw the final conclusion. [11] The measurement of the effect evaluation of the staff training project can adopt the training income model and the training return on investment model.

4. Conclusion

Through the analysis of the current situation of staff training in Jinjiang Baolong Hotel and the study of project management theory, the following conclusions are drawn:

The working ability of hotel staff directly affects the core competitiveness of the hotel. In addition to the formal education, the main source of hotel staff ability is the continuing education and post training they have received in the process of work. Therefore, staff training is very important to the hotel, and the hotel should strengthen the investment in staff training.

Jinjiang Baolong Hotel attaches great importance to staff training activities, but its attention and intensity are not enough, which causes many problems in staff training. The existence of these problems greatly reduces the effect of staff training. Through the analysis of the problem, it is found that the causes of the problem are various, mainly including: insufficient hotel training fund investment, inadequate management understanding, lack of effective staff training, etc.

Combining hotel staff training with project management, and constructing the staff training project management process, can effectively solve the existing problems in staff training of Jinjiang Baolong Hotel, and improve the economy, efficiency and timeliness of staff training activities. The improvement of the effect of staff training activities is conducive to the comprehensive quality of staff, so as to achieve the core competitiveness of Jinjiang Baolong Hotel.

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