How to find the right employees
– and inspire them to stay

BRANSCHENS BÄSTA

The Hospitality Industry Code

Second edition

For companies in the hospitality industry by
Visita and the Hotel- and Restaurant Union (HRF)

Unlock the power of the right tools

Working in the hospitality industry can be truly wonderful – especially if you enjoy working with people. But it also comes with its challenges. Perhaps precisely because you work with people?

As a manager or leader, you probably already have plenty of demands, expectations, and tasks on your plate. That's where we'd like to help. We know that many in the industry find it difficult to attract – and retain – skilled employees. So how do you do it in practice? You'll find out here.

We have gathered the industry's best tools, templates, and checklists for successful HR management. Handling new hires, running staff meetings, and giving feedback becomes easier with these routines. You'll be able to develop your employees, your business – and yourself.

But first, a quick user guide

The Hospitality Industry Code is divided into five sections: Recruit, Onboard, Develop, Engage, and Exit. If you want an overview of the content, you can go through the material in chronological order – but you don't have to. You can just as easily start with the section that feels most relevant to your current situation.

If you are a member of Visita, *The Hospitality Industry Code* is also available when you log in to the member pages and select the Employer Guide. There, you will find integrated templates and checklists, as well as printable versions that you can share with others or use for making notes.

A collective agreement provides you as an employer with a solid foundation in the workplace and fair conditions for your most important resource – your employees.

For companies in the hospitality industry by Visita and the Hotel- and Restaurant Union (HRF)

Contents

1.

Finding the right one – all about recruitment

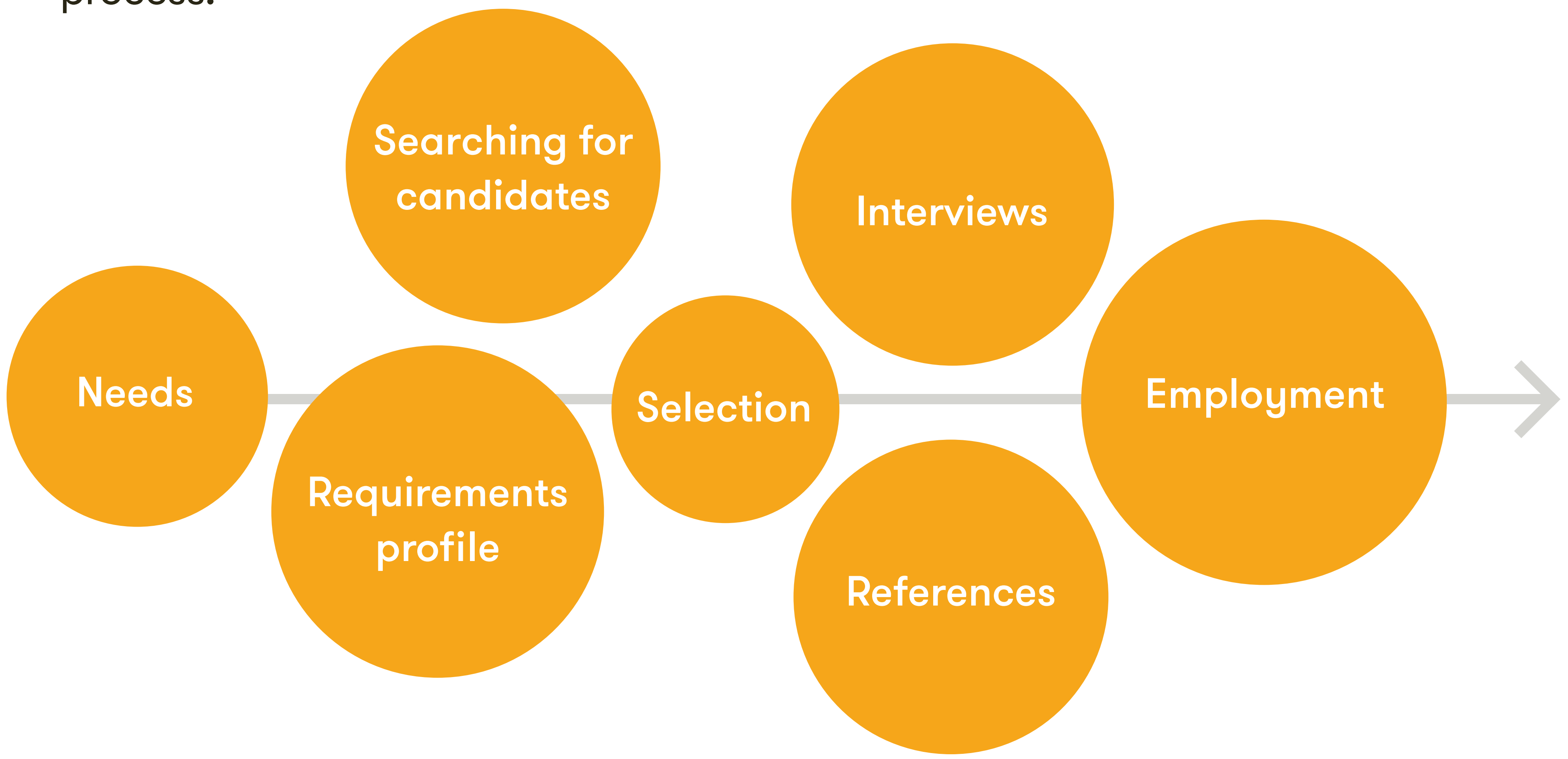
Steps for successful recruitment

Recruiting managers and leaders should be able to carry out accurate and effective recruitment processes smoothly and efficiently, strengthening the organization. By using a more standardized and streamlined recruitment process, the company can hire competent employees in the right roles within the organization.

It is equally important that the process feels positive for applicants. This helps the company be perceived as a more attractive employer.

Keep in mind:

- Make the most of the competence that already exists within the organization.
- Promote diversity and inclusion throughout all stages of the recruitment process.



1.1

What are your needs?

The right person in the right place – it sounds simple, but there are some pitfalls to avoid. Before hiring a new employee, the recruiting manager should reflect on what the actual need is. It's important to view current staffing needs from a long-term perspective. Don't just think about the tasks included in the role, but also how the position will fit into the organization – both now and in the future. That's why it's essential to review which competencies already exist within the organization and which are missing. Recruitment is an opportunity to think in new ways!

1.2

Need for MBL negotiation?

Before you begin the recruitment process, find out what you need to nego-tiate with your collective bargaining partner – and at which stage of the process.

Costly hiring mistakes

Bonus info

A poor recruitment decision costs both time and money, so it's best to get it right from the start. It's difficult to put an exact figure on the cost of a bad hire – it depends on everything from the industry to the type of role. A commonly cited figure from PwC estimates that a bad hire costs on average SEK 700,000. Researcher and author Malin Lindelöw has suggested a range of SEK 250,000–1 million. Regardless of the calculation, the costs quickly become significant.

Needs analysis and job specification

1.3

A needs analysis shows what should be included in a job specification and forms the basis for a successful recruitment process..

- ☐ Is it a new position? If it is a completely new role to be filled, you have identified a new need. Focus on defining what this need looks like, for example in terms of tasks and responsibilities, scope (full-time/part-time), and the competencies required for the role.
- ☐ If you have other employees working part-time who have stated that they wish to work more hours, you are obliged under the Employment Protection Act (LAS) to review whether some of the tasks can be reassigned so that they can be given more working hours.
- ☐ You may have employees who have preferential rights; check this before recruiting. The Employment Protection Act (LAS) also applies here.
- ☐ Is the position to be filled a managerial role? Contact the local trade union organisation at an early stage to find out what qualities the staff would like to see in their manager.

In addition to these basic questions, you can consider what your current workforce looks like and whether it needs to be complemented with certain personal qualities.

A job specification describes both the position and the desired candidate's qualities and skills. It will guide the choice of recruitment channels, the design of job advertisements, and the selection and interview process.

Template

Job specification

Title:

Recruiting manager:

Start date:

Type of employment:

Salary:

General job description

Areas of responsibility:

Purpose of the role:

Desired education:

Work experience: (what has the person done previously and for how long?)

Other relevant experience:

Personal qualities:

Sourcing channels: (where do we find the candidate?)

Timeline: (when should the person be in place?)

1.3.1

Sourcing candidates

1.4

Internal

Keep in mind that the position can be advertised internally, allowing existing employees to apply or recommend others they believe are suitable. Post it on notice boards, send it via email, or publish it on the intranet if available.

External

If internal recruitment is not sufficient, you will need to recruit externally. External sourcing can be done in several ways: hiring an external recruiter, advertising in various media channels, or searching databases and networks. A clear and compelling job advertisement increases your chances of attracting candidates and finding the right person. Be explicit about your requirements – this makes the selection process faster and easier. The choice of media should be made after the job specification has been established.

The website of Arbetsförmedlingen is free to use. You can advertise job openings in their job database, Platsbanken, and search for candidates in the Candidate Bank.

Today, social media is an effective tool when recruiting. Advertise on your company's social media channels and encourage employees to share the posts. There may also be relevant groups where you can promote your job ad.

Review previous applications

Have you recruited for similar roles before? Review previous applications and any unsolicited applications. You may already have candidates who are interested in working for you.

Keep GDPR in mind

Under the GDPR, you are not allowed to store applications after the recruitment process is completed without the candidate's consent.

Template

Example of job advertisement

[Headline] (for example: “Experienced cold kitchen assistant wanted for Grytvanten Restaurant”)

Write a short introduction and brief information about the company. Do you have a collective bargaining agreement? Remember to highlight that you are a company covered by a collective bargaining agreement.

We are now looking for a [job title] for [company name], based in [city].

Insert a description of the role, position, and work tasks, as well as a description of the desired skills and experience.

Our values [core value 1, 2, 3] are the foundation of [company name]. We hope that you share the corporate culture we stand for.

If you have any questions about the position, you are welcome to contact [name] at [phone/email]. More information about us can be found at [website address].

Please send your expression of interest no later than [date] to [email address]. Mark your application ”[job title]”.

1.4.1

How to choose the right candidate

1.5

Follow the steps:

- Review and acknowledge applications
- Screen candidates for interviews
- Invite candidates to interviews
- Decline candidates who are not selected for interviews

Sort applications into three categories:

1. Reject
2. Maybe
3. Invite to interview

Start by filtering out the applications you do not want to review further. Do not spend time on those you want to move forward with – that comes later. You will benefit from focusing on one task at a time. Screening out an application that you decide not to proceed with should take no more than 1–2 minutes.

Keep in mind that you need to have valid reasons for your decisions – both for your own clarity and to be able to justify in detail afterward why you selected one candidate over another.

The third category includes those you want to invite for an interview. This group should not be larger than the number of candidates you actually plan to interview.

Invite to interview

Once the application period has ended – or during the application period – you can invite candidates to job interviews.

Decline candidates who are not selected

It is important to maintain a positive image of the company. Make sure to notify all applicants who were not selected – but only after you have reached an agreement with the chosen candidate.

Template

1.5.1

Application confirmation

Hello,

Thank you very much for your application and for your interest in the position of [role].

We review applications on an ongoing basis. Selected candidates will be contacted by phone or email for a personal interview within the coming weeks after we have received your application.

If you are not among the final selected candidates, we would still like to thank you for your interest in this particular position. New vacancies are continuously advertised on/in [channels].

Kind regards,
[Hiring Manager]

Template

1.5.2

Invite to interview

Hello [name],

You are warmly invited to an interview with us at [company], on [date] at [time] at [location]. The interview will take approximately [duration].

Please send and bring your CV/resume in advance, along with any certificates or transcripts from previous employment and studies, if you have not already attached them to your application.

Feel free to visit our website [website] to learn more about us.

Include directions to the location.

Please confirm this interview invitation to avoid any misunderstandings regarding time and place.

We look forward to meeting you – welcome!

Kind regards,
[name]

Template

Rejection message

Hello,

Regarding your application for the position of [role].

We have now reviewed all applications, and the recruitment process for this position has been completed and filled with another candidate.

[Company] thanks you for your interest. We would like to retain your application for a period of time in case new opportunities arise that match your skills and experience. To do so, we require your consent in accordance with GDPR. (Please specify how you wish to obtain this consent, for example via email, and include the details here.)
You are very welcome to apply for other positions with us in the future.
New vacancies are continuously advertised on/in [channels].

Kind regards,
[name]
[company]

1.5.3

Interviewing candidates

1.6

Before the interview:

- Try to create a relaxed atmosphere, preferably in a neutral setting. Structure the interview so you have time to ask all your questions. Turn off your mobile phone and ensure sufficient time is allocated for the interview.
- Review the candidate's CV. The key question throughout is how well the candidate is likely to perform the work and achieve set goals. Signs of strong performance in previous roles are your primary indicators.

During the interview:

- It can be helpful to have two interviewers. One focuses on asking questions, while the other takes notes. Using the same pair for all interviews in a recruitment round is recommended.
- Begin by welcoming the candidate and explaining how you – or your team if more than one interviewer – will conduct the interview. Engage in light conversation about recent topics to help the candidate feel relaxed.
- Take the lead and guide the conversation constructively so it feels natural.
- Inform the candidate if you intend to document the interview, whether by taking notes or recording in some way.
- Briefly describe the workplace – it is also an opportunity to present your company positively as an employer.
- Explain the job responsibilities. Keep this section concise; a few minutes is usually enough. Conclude by asking: "What motivated you to apply for this type of role?"

Ending the interview professionally:

Conclude the interview briefly and professionally. Remember, you cannot make promises, but you also don't want to leave anyone with a vague "I'll be in touch."

Thank everyone for their time, for an interesting conversation, or something relevant. You want all candidates to leave with a positive impression of you and the company, regardless of who gets the job.

Explain the next steps in the selection process and when they can expect feedback.

After the interview:

Write a summary of your impressions for your own records, so you remember your observations of the candidate and what was discussed.

Keep in mind

Even a verbal job offer can be legally binding.

Template

Interview

Candidate Name:
Position Applied For:
Phone:
Email:

Background questions

Tell me about your education. Why did you choose it?
Tell me about your previous work experience. Can you give concrete examples of professional experiences you think will be useful here?
What do you believe is most important in this job?
Why is this job a good fit for you, and what can you contribute?
What are your expectations for the role?
What are your career goals?
What do you enjoy doing in your free time? Any hobbies or interests?

Collaboration questions

Do you prefer working alone or in a team? Why?
What role do you usually take in groups?
Can you give examples of successful collaborations?

1.6.1

Questions about personality and behavior

Can you describe three of your positive qualities and three areas you would like to develop?

What motivates you?

What makes a good colleague, in your opinion?

What makes a less effective colleague?

How do you handle difficult situations, such as an unpleasant conversation or a complaint?

Can you give an example of a difficult situation you have experienced and how you resolved it?

What does good service mean to you, and how do you approach providing it?

Work preferences

○ Full-time ○ Part-time ○ Fixed-term employment ○ Weekends

○ Evenings

If you are selected for the position, when would you be available to start?

Interview summary

Do you have any additional questions?

Which references would you like to provide?

Keep in mind

Even a verbal job offer can be legally binding.

Template

1.6.2

Phone/virtual interview

Candidate Name:

Position Applied For:

Phone:

Email:

As a first step in our recruitment process, we conduct phone interviews to cover some basic questions:

1. What motivated you to apply for this position?
2. If your CV or details are incomplete: what have you worked with previously?
3. If the job involves, for example, heavy lifting, irregular working hours (evenings/nights), or a fast-paced environment: how would that work for you?
4. If you are currently employed: what is your reason for seeking a new position?
5. If you were selected for the role, when would you be available to start?

If you schedule the candidate for an interview directly after the phone call, ask them to bring certificates, transcripts, and references to the meeting.

Checking references

1.7

Reference checking is a crucial part of the recruitment process. It complements the picture of the candidate's skills and personality and is primarily used to clarify questions or risk areas identified during the interview.

Obtain at least two references and follow a clear template during the conversation. References should ideally be previous managers. For candidates who will have managerial responsibilities, you may also ask to speak with one or more former colleagues.

It is preferable that references have worked with the candidate recently. Always ensure you have the candidate's consent before contacting them.

How to conduct the call

1. Introduce yourself with your name and title. Explain where you work, why you are calling, and who provided the reference's name and contact details. Describe the role the reference check relates to.
2. Inform the reference that the conversation is confidential and will not be shared with the candidate. Find out how the reference knows the candidate and the nature of their relationship.
3. Obtain a detailed picture of the candidate, using the job specification as a guide. Check if the information you have aligns with the reference's observations.
4. Avoid questions that allow the reference to give only general positive feedback. You need more nuanced information than simply hearing, "They're a great person."

There are two templates – choose the one you need depending on the position and level of responsibility.

Template

1.7.1

Basic reference check

Candidate Name:

Position Applied For:

Reference Name: Company:

Phone:

1. What is your relationship with [name] (colleague/manager/relative/friend)?
2. When and for how long was [name] employed?
3. What were [name]'s job responsibilities?
4. How did [name] perform (handling stress, collaborating with managers/ colleagues/guests/customers)?
5. What are [name]'s strengths?
6. What are areas where [name] could develop?
7. Attendance (punctuality, reliability)?
8. Is there anything else we, as an employer, should be aware of?
9. Why did [name] leave?
10. Would you hire this candidate again? Why?
11. In your opinion, does [name] suit the position applied for?

After the reference check:

Write down your impression of the reference (honest? credible? appropriate as a reference?).

Template

1.7.2

In-depth reference check

Candidate Name:

Position Applied For:

Reference Name:

Company:

Phone:

Date of Call:

Were you informed that I might contact you?

What is your position/role in the company?

What is/was your relationship with [name]?

Do you interact socially outside of work?

During which period did you work together?

What position did [name] hold in the company?

How long has/had [name] worked at the company?

To whom did [name] report?

What type of tasks did [name] perform?

What responsibilities were included in these tasks?

Rate the candidate on a scale of 1 to 5, where 1 is the lowest and 5 is the highest.
Provide additional details if any of the traits are rated 1 or 2.

Organized	1	2	3	4	5
Quality-conscious	1	2	3	4	5
Social	1	2	3	4	5
Punctual	1	2	3	4	5
Adaptable/Flexible	1	2	3	4	5
Stress management	1	2	3	4	5
Detail-oriented	1	2	3	4	5

Which traits best describe the candidate?

Individualist	Team-oriented
Maintainer	Innovator
Operational	Strategic
Self-performer	Delegates
Detail-oriented	Big-picture oriented
Impatient	Persistent
Analytical	Practical
Decisive	Indecisive
Clear	Unclear
Structured	Unstructured

In which areas are [name]'s strengths found?

In which areas arei [name]'s areas for development?

What role do you feel [name] typically takes in a group?

How would [name] perform in a leadership role?

What leadership style does [name] have or suit best?

How does [name] handle conflicts?

How does [name] handle stressful situations?

What do you think drives [name] /motivates them at work?

Has [name] experienced any personal issues that negatively affected work?

Has [name] had any significant absences?

If we hire [name], is there anything specific we should consider or be aware of to support both the company and [name]?

Why did [name] leave the position?

Would you rehire [name]? Why or why not?

Is there anything else you would like to share about [name] that we haven't covered?

Thank you for your time and input!

Important information about employment

1.8

Sign an employment contract

An employment contract is a legally binding document. Every person employed and working at the company must have a contract signed by both parties, containing essential information about the terms of employment as well as other information important to the employee.

Check citizenship, document, and report

Always check citizenship. If the person is not a Nordic or EU citizen, also verify their right to work in Sweden.

It is important to keep documentation that proves the right to work in Sweden for the entire employment period and for 12 months thereafter.

Report to the Swedish Tax Agency (Skatteverket) using form SKV 1160 no later than the 12th day of the month following the employment if you have hired a third-country national.

Keep in mind

Even a verbal job offer can be legally binding.

2.

Give everyone a good start at work

Steps for successful onboarding

2.1

It is important that all new employees feel welcome and quickly get into their work so they can take responsibility. Teach them basic routines and communicate your values so they feel they have chosen the right employer and the right job.

The company's responsibility

New employees invest time and professional development in a new role. The immediate manager plays an important role in creating a successful start. Onboarding reflects your company and the competence required for the role.

A well-executed onboarding contributes to motivation and pride. Being new can be challenging, and the new employee will need extra support at the beginning. A strong start creates good conditions for continued success.

Feel free to use the checklist as support when preparing the onboarding.

Template

Checklist for new hires

Before the first day of employment

- ☐ Draft and review the employment contract.
- ☐ Prepare a current job description.
- ☐ Order any necessary work tools and clothing.
- ☐ Send a welcome email and information about the company.
- ☐ Inform colleagues about the new employee.
- ☐ In case of a probationary period, note well in advance when it is time to inform about possible continued employment or not.

First day of work

- ☐ Be present and welcome the new employee.
- ☐ Hand over the job description and review it.
- ☐ Go through work routines, working hours, and schedule.
- ☐ Give a tour and show equipment.
- ☐ Introduce the employee to their mentor and colleagues.
- ☐ Review relevant safety procedures for personal hygiene, internal controls, work environment, and fire safety. Go through potential risks and show where emergency exits are located.
- ☐ Other important routines.

2.1.1

Within the first month

- ☐ Inform about the company’s values, vision, and business goals.
- ☐ Inform about the company’s policies and guidelines.
- ☐ Plan for any training and skills development.
- ☐ Encourage the new employee to speak up if something is unclear or not working.

Ongoing during employment

- ☐ Hold regular check-in meetings during the first weeks and continue from time to time to ensure everything is working well and that the employee is satisfied.

Template

2.1.2

Welcome letter

Hello [name],

A warm welcome to us! We hope that you will enjoy working as [job role] with us and we believe that you will contribute a great deal. We look forward to working with you. [Name] will meet you on [date] at [time and place].

As your immediate manager, I am responsible for your onboarding. It is important that you get off to a good start in your new role and get to know your new employer. You will receive more information about us during your introduction.

Once again, a warm welcome. If you have any questions, please feel free to contact me.

Kind regards,
[name]
[phone number]

Appoint a mentor

Bonus info

It is challenging to be new at a workplace. You are faced with new routines, new colleagues, and both explicit and implicit rules. One suggestion that can make things easier for new employees – while also delegating part of the onboarding responsibility – is to appoint a mentor for the new hire.

A mentor acts as a guaranteed contact person who is available for questions and helps the new employee feel welcome.

This is what a mentor can do

- Provide a social introduction to the workplace
- Be responsible for parts of the onboarding
- Guide in practical, everyday questions and situations
- Help with relevant information about company routines
- Communicate unwritten rules
- Share their experiences
- Encourage and act as a role model

Job description for new employees

The job description helps both managers and employees manage expectations. It should clearly and simply describe responsibilities, authority, and tasks.

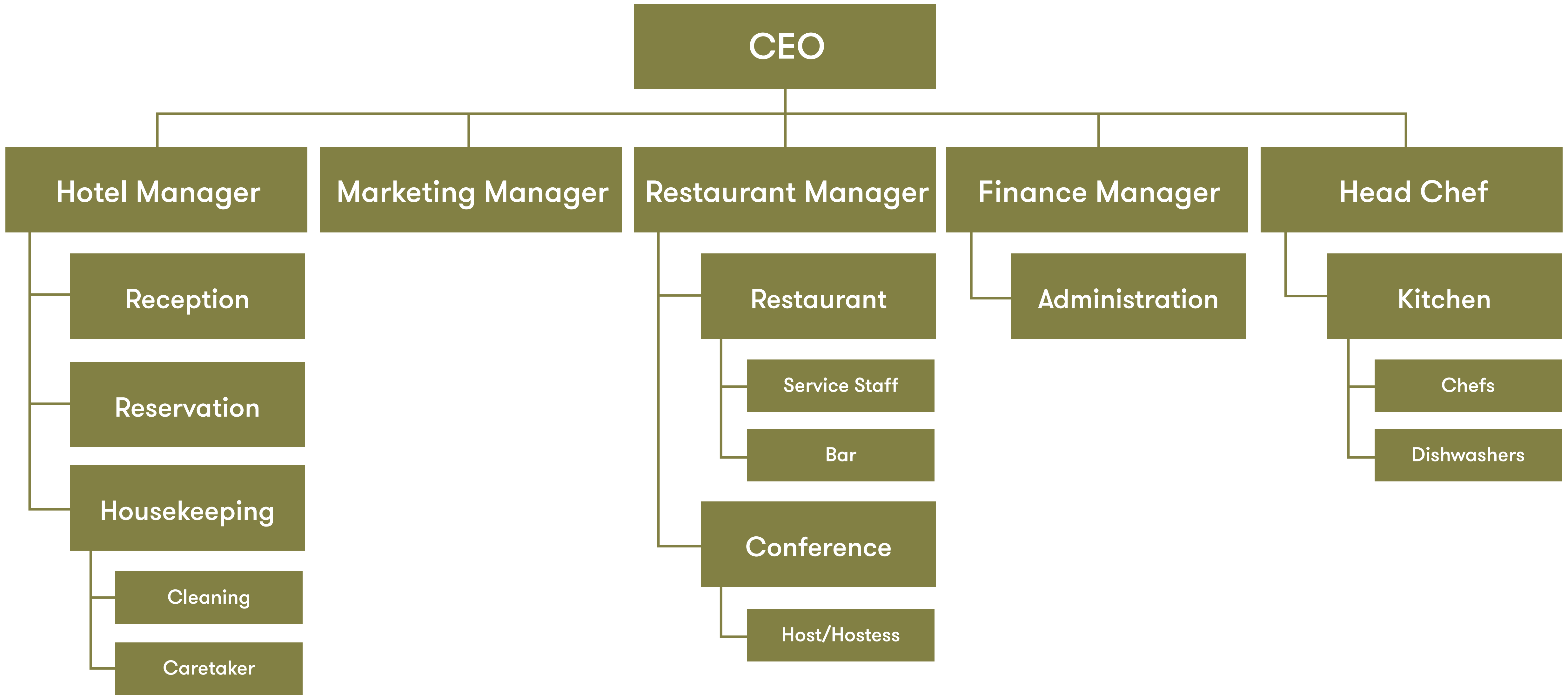
Go through the job description on the first day of work and follow up with an additional discussion after the first few weeks.

The job description template helps you create a general description of the tasks and areas of responsibility included in the role. The content of the template is flexible and can be updated during performance reviews or organizational changes.

To complement the job description, it is beneficial to attach an organizational chart, where you can clarify the employee's role within the structure and how roles interact with each other.

2.2

Example of an organizational chart:



Template

Job description

Employee Name:
Title/Role:
Date of Employment:

Responsibilities

What is the main area of responsibility and which parts are included in the tasks the employee is to perform?

Work duties

What do the work duties look like?
How are they carried out effectively?
What typical tasks are included in a working day?
What critical moments are there?
What performance is required?

Authorities

What responsibilities does the position entail?
Which actions may be performed?

2.2.1

Immediate superior

Who do you report to?

The job description is general and you may be asked to perform more duties than those stated in this description.

Signature Manager

Signature Employee

Safety and working environment

2.3

There must be procedures for safety and the working environment at the workplace. To ensure the company is a safe and secure place for both staff and visitors, it is important that all employees are aware of and follow the company's rules. A tip is to have a checklist regarding safety and the working environment that all new employees sign to confirm they have read/understood it after an induction.

What is included in routines/contracts varies between workplaces. This is a sample list. What is statutory is stated in the Work Environment Act (1977:1160) and the Swedish Work Environment Authority's regulations.

Safety

- You know where all alarms in the restaurant are located and how they work.
- In the event of a serious incident such as robbery, threats, or similar: Do as the person says, do not play hero.
- You know where all fire extinguishers are located and can operate them.
- You regularly look at the evacuation plan and know the restaurant's assembly point in case of evacuation.
- No unauthorized persons are allowed in our areas.
- You know what applies to ”sheltering in place” (inrymmning) (when the threat is outside the building/premises): Everyone must know how parts of the building or premises can be locked and blocked, at what signal ”sheltering in place” should take place, and if there are specific rooms to gather in.

Protective equipment

You use protective equipment during the following tasks in the restaurant:
- Waste management: Work gloves.
- Broken glass: Work gloves, safety glasses, hearing protection.
- Goods delivery: Work gloves, safety shoes with caps.
- Work in the dishwashing room: Earmuffs or earplugs, dishwashing gloves.
- Sharpening slicers/knives: Safety glasses, cut-resistant glove.
- Handling detergents: See the safety instructions for each product.

Handling chemical products

- Cleaning agents are only used where they are intended to be used.
- All bottles are marked with the correct labels, i.e., with what the bottle contains.
- Gloves are always used when handling chemical agents.
- Chemical agents are never stored in connection with food.

Handling slippery floors

A stated risk in kitchen environments is slippery floors.
- The employer must regularly investigate the risk of slipping when working in, for example, kitchens. The investigation must be done together with the safety representative (skyddsombud) or otherwise together with HRF (the Hotel- and Restaurant Union).

- Based on the risk analysis, it must be documented and an action plan drawn up. The measures must be followed up. If they are not sufficient, the employer may also need to provide shoes with slip-resistant soles (safety shoes).
- Any spills on the floor that could cause slipping must be cleaned up immediately.
- ”Slippery floor” signs are always used when cleaning floors.
- Never leave open floor drains unattended.

Accidents

- You know where the defibrillator (AED) and first aid kit are located.
- Always use knives properly.
- Do not use any machinery without having received training on it. Examples: vegetable slicer and slicing machine.

Ergonomics

- Use correct lifting techniques. Lift with your legs, not your back.
- Always use a trolley/cart when collecting goods.

As soon as something happens that poses a work environment risk, an incident (tillbud) must be reported. An incident is an event that could have led to an accident or ill health, but did not. It is a ”near-miss” or a deviation from the normal that constitutes a risk of injury or illness. Incidents are important to report because they can indicate work environment problems that need to be addressed to prevent future accidents and ill health. Inform about how potential incidents and work-related injuries are handled in the company.

More about

work environment routines and requirements at Prevent: www.prevent.se

Templates and checklists in case of crisis

Bonus info

A dramatic incident at the workplace can have major consequences for both the affected individual and those around them. Therefore, it is important that such situations are handled with care and competence. If the company manages the situation well, it will influence how employees, suppliers, customers, and the public perceive the company. To manage the psychological crisis that the affected individual may experience, deeper knowledge may sometimes be required. Occupational health services can often provide advice and support. A crisis management plan should be developed jointly at the workplace and be adapted to the specific business.

At www.prevent.se, there are templates and examples to use as a starting point if support is needed in crisis situations and difficult events.

3.

Help more people grow at work

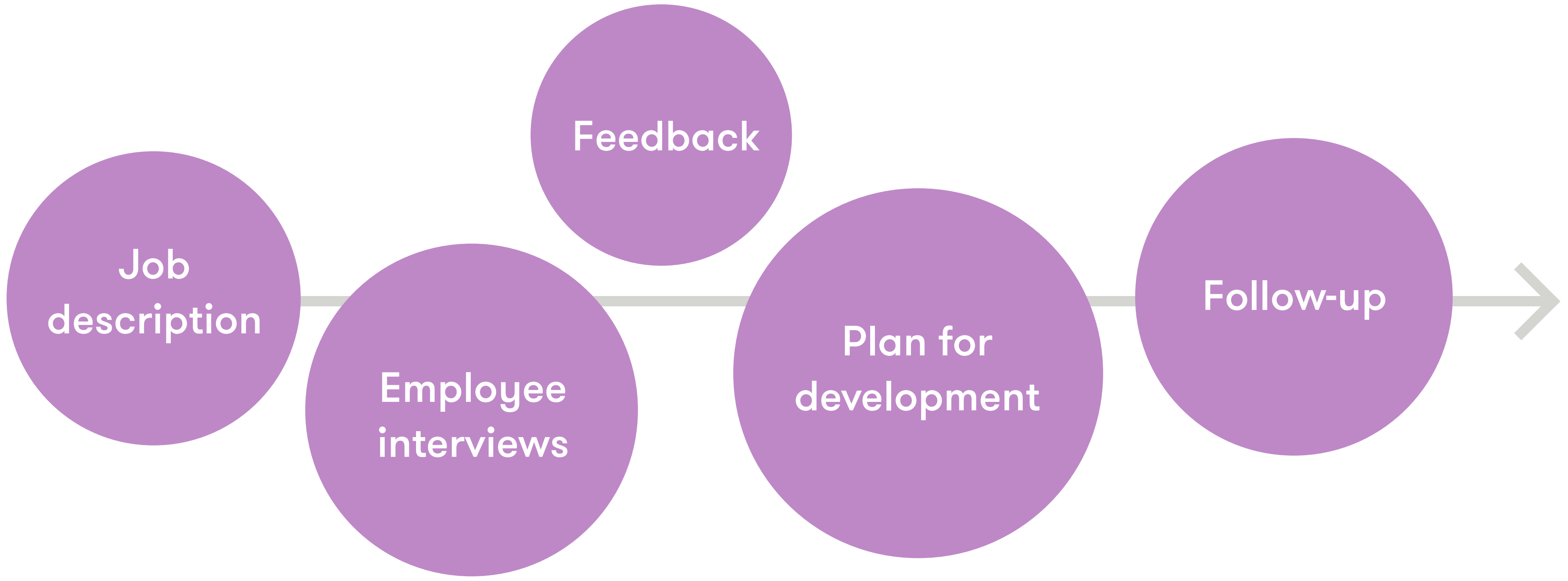
Continuous development!

3.1

Competence is the ability and willingness to perform a work task, as well as how one handles different situations by applying knowledge, experience, and skills. Competence is perishable and needs to be continuously maintained and updated. Therefore, you should actively work with competence supply and competence development and develop a strategic plan for this.

How to work with competence development

- Through performance reviews, preferably using the job description as a basis.
- Through an individual development plan.
- Also map the company's needs for larger development initiatives in both the short and long term.



What is competence?

3.2

Some definitions

Willingness: Attitude, engagement, motivation, and responsibility
Knowledge: Facts and methods – to know
Skills: Ability to perform in practice – to do
Ability: Experience, understanding, and judgment – to apply knowledge and skills
Competence supply: A process to continuously ensure that the right competence is available to achieve business goals and meet its needs
Competence development: Activities to broaden and enhance the competence of individuals and groups

Guidelines in collective agreements regarding competence development state that:

- All employees have the right to and personal responsibility for continuous development.
- Women and men must have equal opportunities for competence development.
- The design of competence development is a management responsibility and is based on a long-term business analysis, in consultation with the local trade union organization.
- Mapping of individual employees' competence needs is carried out in collaboration with the employee.

Transition study support

Bonus info

Those who are employed can apply for transition study support in order to further develop through additional education. Transition study support can be granted for studies of up to one year, covering up to 80 percent of the salary. The support also includes temporary employees and self-employed individuals. Transition study support is a form of financial aid for adults in the middle of their working life. It has been negotiated between trade unions and employers as part of the Employment Transition Agreement, with the aim of enabling working individuals to study and increase their competence, making them more attractive in the labor market – either within their current field or to change career paths.

More information about transition study support and who is eligible can be found at www.csn.se

The Employment Transition Agreement has been in effect since October 1, 2022, and includes changes in both legislation (LAS) and collective agreements, through decisions by the Swedish Parliament and the main agreement signed by the parties. The Employment Transition Agreement, transition study support, and the changes in LAS apply to the entire labor market, with adaptations for different sectors.

Performance review

3.3

As a leader, one of your most important tasks is to develop your employees.

The performance review is positive and creates added value for all parties. The conversation should be held continuously and preferably at least once a year. It should be a well-prepared discussion between the employee and their immediate manager. Among other things, you discuss the work situation, collaboration, and future goals.

Purpose and objectives

- Ensure that both employer and employee have an opportunity to give and receive feedback.
- Give each employee the opportunity to express thoughts about the workplace. This may include the work environment, HR policies, information, and collaboration.
- Develop employees by setting common goals.
- Strengthen employee motivation.

Preparing for the performance review

Both parties should prepare well, and the conversation should be based on a template that both the employee and the person conducting the conversation have reviewed in advance.

- Distribute materials well in advance to those you will be meeting with.
- Schedule a time in a neutral location, allowing approximately one hour.
- Go through the questions.
- Think about what the person has contributed during the year, so that you can provide both positive feedback and constructive criticism.
- Keep in mind that the employee should be in focus.

Feedback is two-way communication. Both to and from the employee. Make sure that you are prepared to receive criticism and feedback yourself.

Start the conversation

Begin by explaining what you intend to cover, how much time you have, and the purpose of the conversation. The importance of confidentiality is high in most organizations, workplaces, and careers. Being able to handle personal data and other private information ethically is crucial for companies to function, maintain public trust, and comply with laws and regulations. Inform the employee that parts of the conversation can be confidential if they wish.

Summarize the previous performance review. Refer back to notes from your last discussion. What has happened – or not happened – since then regarding results and goal achievement?

Things to consider during the conversation

Your body language. According to research, the recipient interprets what we say by taking 7 percent from words, 38 percent from tone of voice, and 55 percent from body language! Mehrabian, Albert (1981). Silent Messages: Implicit Communication of Emotions and Attitudes (2nd ed.). Belmont, CA: Wadsworth.
Show respect. Describe without judging or criticizing. For the review to be productive and meaningful, it is important to be attentive. Always ask open-ended questions and follow-up questions to gain clarification.
Allow the conversation to take time. Do not be afraid of silence or pauses. Answer questions. Make sure the information you provide is correctly understood.

Show that you care. Allow emotions to surface. You may need to signal that you will not be influenced by anger, frustration, or tears. If someone becomes upset, it may be appropriate to comfort them, but often it is better simply to be present. If emotions run high, it may be appropriate to take a break and continue later or another day.

End the conversation

Summarize what you have discussed and the actions you have agreed upon. This will then be used as a basis for the next performance review and any salary discussions.

It is your responsibility to ensure that the development plan is activated and carried out.

Document and follow up

Review your notes together with the employee to ensure that you agree on what has been discussed and the goals that have been set. The conversation should be documented by you and saved.

Follow up within a couple of weeks. This does not need to be a formal meeting, but make sure to reconnect and ask if any new thoughts or questions have arisen.

Template

3.3.1

Invitation to performance review

Hello,
The company's most important resource is you as an employee. It is now time for your performance review. This is a conversation intended for you and your development. Take the opportunity to challenge yourself – and me as a manager/leader!

Preparation for your performance review is important. In this form, you will find the questions we would like you to consider beforehand. This is to create the best and most meaningful discussion possible. If you wish, parts of the conversation can be confidential.

The reason we are meeting is that I want to hear how you are doing and how you feel at your workplace, something that there is not always time for in everyday work. I also want to understand how you experience your workload and the collaboration between colleagues, managers, and different parts of the organization. You may have suggestions for improvements to your work situation and our organization, or want to raise something that you cannot bring up in a larger forum.

We will also discuss how you and we view your work performance.
Thank you for taking the time!

Template

3.3.2

Performance review

Employee name:

Date and time:

Job role:

Manager/supervisor name:

Performance review / questions

Think about what you want to say and communicate. Below are a number of questions we would like you to review and reflect on. To create the best possible discussion, it is important that both parties prepare.

Well-being

How do you feel about your job?

How are your working hours?

How has your workload been over the past year?

What is the best thing about working here?

What are your strengths, and how do we make use of them?

What are your less strong areas, and how can we develop them?

Colleagues and collaboration

How do you feel about your colleagues?

How is collaboration within your team?

How is collaboration between different parts of the organization?

Work tasks

How do you view your work tasks?

Do you feel confident about the results expected from your work?

What has been the most enjoyable part of your work this year?

What has been the most difficult?

Work environment

How do you experience the physical work environment, and can it be improved?

How does your work affect your health – well-being, back, neck, hips, feet, hands, hearing?

How do you experience the psychosocial work environment – tone, communication, how we address each other, bullying, sexual harassment?

Do you feel that you have the competence needed to perform your work, or is there an area where you need development?

Do you feel that you have a good work-life balance?

During a stressful shift, do you know how to prioritize your work?

Do you know who to turn to for help and support?

Leadership

What support would you like from me as a leader?

How could your and my relationship be developed?

How can we as an employer improve?

Goal setting

What do you think about your and our development since last year's performance review?

What are your goals for this year?

What can you/we do to develop the business?

Other

Is there anything else you would like to raise during our discussion?

Thank you for taking the time!

Providing feedback

3.4

Feedback is an effective way to acknowledge and develop your employees. Good feedback is constructive and aims to help both the employee and the organization grow.

Provide regular feedback on behaviors you want to reinforce, as well as those that need to be corrected.

It can be difficult to give and receive feedback. The purpose of constructive criticism is to improve something by changing behavior. This does not automatically mean that the person giving the feedback is right. However, it is easier to communicate and develop if you first try to understand what the issue is about and then, if you do not agree with what is being said, receive and give feedback in a constructive way.

Feedback is two-way communication. Both to and from the employee. Make sure that you are prepared to receive criticism and feedback yourself.

Smarter feedback

3.5

One way to give feedback so that the recipient does not feel as exposed is the Non-violent Communication model (NVC). It is based on ensuring that the person receiving feedback does not go into a defensive position and instead creates a more open dialogue.

Observation	Consequence	Feeling	Needs	Wishes
This is what I see...	Which leads to...	It makes me feel...	What needs to be done?	What, who, when and how?

Two examples of the NVC model in practice

"During our last three meetings, you have contributed several suggestions for improvements to our operations (observation), which allows us to make progress as a company (consequence). That makes me happy (feeling) and gives energy to the whole team!"
www.nvcsverige.se

"During our last two meetings, you have been quiet (observation), which means that we do not get to hear your opinions (consequence). That makes me concerned (feeling) that you have things you are not sharing that could be important for the group."

The feedback ladder

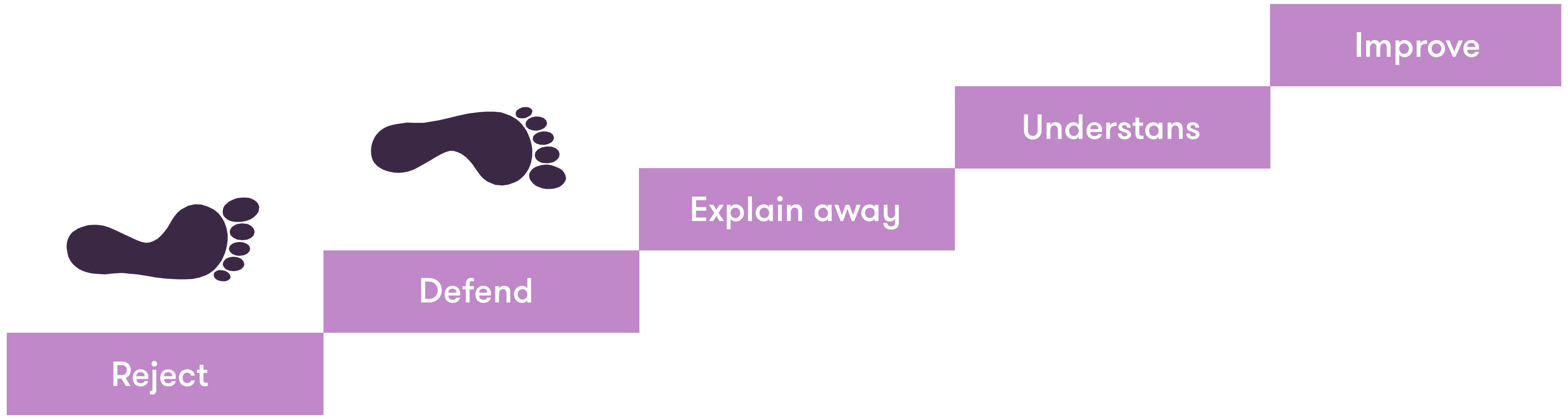
3.6

A model that illustrates how people receive criticism is the so-called feedback ladder. It describes a person's initial direct response to feedback.

The way we react when receiving feedback in the form of criticism is determined both by our level of maturity and how well we can manage our emotions in the situation. Criticism can trigger a need to explain oneself or to defend oneself, since one's own perception often differs from that of the person giving the feedback. The model describes five levels with different possible responses from the person receiving feedback.

The feedback ladder shows that it requires energy to handle feedback.

How do I receive feedback?



Focus on praise

Bonus info

New research shows that feedback – especially when it is positive, informal, and constructive – has a significant impact on employees' motivation and performance. Informal feedback, which occurs in daily interactions between employees and their immediate manager, has a significant impact on motivation, behavior, and attitudes. Positive informal feedback can increase intrinsic motivation, while negative feedback can even lead to dysfunctional behaviors. Targeted and constructive feedback means focusing on specific behaviors or tasks rather than personal traits, using a positive and supportive tone, and ensuring that feedback is given in the right context and at the right time.

Develop employees through learning and competence development

Employees in the hospitality industry experience a great deal of development early in their careers, often through informal learning that takes place in the workplace. The results indicate that, in order to retain, motivate, and develop more experienced staff, it is necessary to also consider opportunities for formal competence development. This becomes an important piece of the puzzle in addressing skills shortages in the hospitality industry.

There is often a lack of time and resources to work long-term with competence development within the organization, which can result in a "catch-22" situation where staff turnover makes it even more difficult, and so on. Advice on how employers can work more systematically with employee learning is provided below. The advice is based on previous research on competence development and how employers can best implement it.

Source: BFUF rapport #25 Kompetent, kunnig och stolt

3.7

Template

Checklist for workplace learning

- ☐ Identify needs for business development, including staff competence development.
  How should the business develop in the coming year(s)?
  What competencies do we currently have and what needs to be developed?
  What competencies does our existing staff need in order for business development to take place?
  Do we offer our existing staff good working and employment conditions that increase the likelihood that they will stay with us?

- ☐ Ensure that business development and individual development go hand in hand, meaning that individuals learn what benefits the overall development of the business so that new knowledge can be applied in daily work.

- ☐ Plan, implement, and follow up on both formal and informal learning. For formal learning, consider which courses or similar activities staff need, then plan these activities so that there is sufficient staffing for daily operations while allowing some employees to participate (for example, in a course).
  Ensure that learning activities take place during paid working hours.

3.7.1

Follow up so that participants can share what they have learned with the team and discuss how it can be applied in daily work.
For informal learning, ensure that staffing levels allow time for daily learning.
When experienced staff train new employees, ensure that there is sufficient time and that some form of reward is provided, such as extra pay, compensatory time, and/or certification.

- [ ] Create shared engagement. During workplace meetings, include a regular agenda item about where the business is heading, what staff have learned, what they want to learn, and what needs they see. In other words, maintain an ongoing dialogue about the needs of both the business and the employees. This helps create a “learning organization” where everyone is involved and engaged in development.

- [ ] For learning to have an effect in daily operations, commitment is required at the management level, for example through strategic planning, participation in implementation, and follow-up.

- [ ] It is more costly not to invest time and resources in business and staff development than to do so. Investments pay off.[1]

Identify and map what your employees need and want in order to remain in the organization. With this knowledge, it becomes easier to create meaningful learning solutions. For example: who intends to stay and develop within the organization and what learning opportunities do they need? Who has other ambitions and what type of learning is relevant for that group?

[1] Nylund, A. (2023). Lärande i arbetet: indikatorer för att mäta lärande i arbetet med relevans för produktivitet och innovativitet. [Doktorsavhandling, Luleå tekniska universitet.]

Different forms of workplace training in connection with education

Bonus info

There are different forms of workplace training during education, such as PRAO, APL, and apprenticeships. Workplace training is an important part of education and also an opportunity for employers to find future employees.

Regardless of the form of training, you as a supervisor can benefit from maintaining contact with formal education providers. Make sure that it is an approved form of training.

4.

Leading others to success

Leading at multiple levels

Employee engagement is crucial for a company's development. As a leader, you should work with engagement at different levels – individually, at the team level, and more broadly at the company level.

Individual level

It is important that you see and acknowledge your employees. Good ways to do this include giving regular feedback on behaviors you want to reinforce and also when behaviors need to be corrected. Be clear about your expectations. Regular follow-up conversations are a systematic way of working. See also tips and models for feedback in Chapter 3.

Team level

As a leader, you need to work on getting employees to function as a group together. Hold regular team meetings to communicate the same information at the same time. Do things together such as team exercises and shared activities that build team spirit.

Company level

A prerequisite for employees to contribute to the company's goals is that they know and understand them. Does the company have clear goals and a defined strategy? A clear business plan can, for example, be communicated to the team. This creates participation and a shared drive toward the goals.

4.1

The manager is most important

4.2

Gallup, one of the world's largest global opinion and consulting companies, has conducted several worldwide studies of employee engagement since 2009. They have measured how engaged employees are and what results engagement produces for companies.

Gallup has identified several factors that contribute to engaging employees. From the most fundamental – that the company and its management truly invest in engagement and highlight it – to more specific initiatives such as realistic goals.

For most employees, however, it is the manager who plays the most important role in their engagement. Gallup highlights five key qualities of engaging leaders:

- They motivate each individual employee to take action, including through an inspiring vision.
- They have enough self-confidence to drive results and are able to overcome setbacks and resistance.
- They create a culture of clear responsibility and accountability.
- They build relationships characterized by trust, openness, and communication.
- They make decisions based on the needs of the organization, not personal needs or internal politics.

Recipe for success

Gallup's material shows that employee engagement directly affects the company. Units with the most engaged employees:

- are more productive
- are more profitable
- perform better quality work
- have more satisfied customers
- have fewer accidents
- have lower sick leave

Engaged employees are more satisfied with life and with their work. Companies with engaged employees grow and hire more people than other companies. In other words: employee engagement is a key factor for success.

4.3

Increase engagement

4.4

Gallup has developed twelve statements that indicate that employees feel engaged.

This is how engaged employees respond

- I know what is expected of me.
- I have the materials and equipment I need to do my job properly.
- I have the opportunity every day to do what I do best.
- In the last seven days, I have received recognition or praise for doing good work.
- My manager, or someone else at work, seems to care about me as a person.
- Someone at work encourages my development.
- My opinions seem to count.
- My company's mission and purpose make me feel that my job is important.
- My colleagues are committed to doing high-quality work.
- I have a best friend at work.
- In the last six months, someone has talked to me about my development.
- In the last year, I have had opportunities to learn and grow at work.

Create well-functioning teams

4.5

Project Aristotle is a research project conducted by Google between 2012 and 2016. The purpose was to identify the factors that make some teams perform better than others. The project involved studying hundreds of Google's own teams, and the results were surprising. Google conducted this research project to find out what makes a team effective. One of the most important results was that psychological safety is crucial. This means creating an environment where people feel safe taking risks. The project has had a major impact on how Google and other companies view teamwork.

Here are some of the most important conclusions from Project Aristotle:

- Psychological safety: The most important factor for a high-performing team is psychological safety. This means that team members feel safe taking risks, expressing their opinions, and making mistakes without being judged.
- Reliability: Team members must be able to trust each other and trust that everyone will do their part of the work.
- Structure and clarity: The team must have clear goals, roles, and plans.
- Meaning: The work must have meaning for the team members.
- Impact: Team members must feel that their work has a positive impact.

Project Aristotle showed that it is not the most talented individuals who create the best teams, but the teams where members feel safe, respected, and valued.

Template

Exercises related to team development

1. Psychological safety

- “Personal stories”: Team members share personal stories about challenges they have faced and how they overcame them. This creates a sense of vulnerability and empathy.
- “Feedback circle”: A structured exercise where team members give each other constructive feedback in a respectful and supportive way.
- “Failure celebration”: The team shares failures and discusses what they have learned from them. This reduces the fear of making mistakes.
- “Active listening”: Exercises focused on listening to each other without interrupting. Practice asking open questions and summarizing what has been said.

2. Reliability

- “Clear roles and responsibilities”: The team creates a clear overview of each member’s roles and responsibilities.
- “Deadlines and follow-up”: The team sets clear deadlines and regularly follows up on progress.
- “Mutual support”: Team members actively offer help and support to each other.

4.5.1

Adapt the exercises to the team's specific needs and challenges. Create a safe and supportive environment where team members feel comfortable participating. Encourage open communication and feed-back. Follow up on the exercises and evaluate their effectiveness. By regularly carrying out these exercises, the team can strengthen its psychological safety, reliability, structure, meaning, and impact, which leads to increased efficiency and success.

3. Structure and clarity

- "Goal-setting exercise": The team sets clear, measurable, achievable, relevant, and time-bound (SMART) goals.
- "Agenda planning": The team creates detailed agendas for meetings and projects.
- "Project management tools": Use tools such as Trello or Asana to organize tasks and track progress.

4. Meaning

- "Values exercise": The team discusses shared values and how they relate to their work.
- "Purpose discussion": The team discusses the purpose of their work and how it contributes to the organization's overall goals.
- "Customer feedback": If possible, gather feedback from those who benefit from the team's work. This provides a sense that the work has meaning.

5. Impact

- "Results presentations": The team presents its results and shows how their work has had a positive impact.
- "Celebrating success": The team celebrates successes and recognizes individual contributions.
- "Evaluation exercises": Regularly evaluate the team's work and its impact on the organization.

Reading and film tips!

Bonus info

BFUF, the R&D Fund of the Swedish Tourism & Hospitality Industry, has through several projects developed knowledge about how companies in the hospitality industry can work with employer branding and how employees in the hospitality industry can develop and build competence through learning and competence development. You can find both Masterclasses and reports at bfuf.se and via these links:

Attraktiva arbetsgivare medarbetaren i fokus

Kompetent, kunnig och stolt

Attraktiva arbetsgivare

Check-in conversations

In order for employees to maintain motivation, you as a manager need to complement the performance review with regular check-in conversations. Check in on how your employees are feeling and how things are working for them at the workplace. It is a good opportunity to give and receive feedback in a structured way.

The conversation can take 10–30 minutes and will lead to stronger collaboration and more motivated employees if carried out regularly.

4.6

Template

4.6.1

Check-in conversation

Employee name:

Date and time:

Job role:

Manager/supervisor name:

Well-being

How do you feel about your job?

How are your working hours?

Colleagues and collaboration

How do you feel about your colleagues?

How is the collaboration within the team?

Work tasks

How do you view your work tasks?

What are your strengths and how do we make use of them?

What are your less strong areas and how can we develop them?

How do you experience the physical work environment? Can it be improved?

Do you have the competence needed to perform your work, or is there something you need to develop?

Leadership

What support would you like from me as a leader?

How could your and my relationship be developed?

Goals

Review previously set goals and how things are progressing.

Are there any new goals to set?

Other

Is there anything else you would like to raise during our discussion?

Thank you for taking the time!

Template

4.6.2

Meeting agenda

The agenda is used during staff meetings. Compile the notes for all concerned parties. It is good to have this documented briefly.

Date: Present:

1. Health, environment, and safety

- Inform about evacuation routes and assembly point.
- Inform about incidents, remarks, and/or events within the work environment area.
- Keep routines active by highlighting an important routine (e.g. sickness reporting, sexual harassment, work environment routines, etc.).
- Current issues or reporting within health and environment.
- Report from the safety representative.

2. Previous meeting minutes

- Review and follow-up.

3. Information from the company

- Current news.
- Other relevant information.

4. Finance

- Review of the month's results.
- Review of sales, purchases, and new products.

5. Personnel matters

- Current employment matters (introduction, employment, types of employment, termination).
- Current overarching personnel issues.
- Any feedback to the manager and management.

6. Our values

- How do we work to communicate and spread our values?
- Highlight role models and good examples, for example how an employee has worked according to the organization's values in everyday work.
- Discuss what good service is and highlight good examples.

7. Received complaints and comments and continuous improvements

- What feedback have we received from customers/guests?
- What can we do to prevent/maintain what has emerged?
- What can we do to improve our operations?

8. Other matters

Steps of change

4.7

Reactions and handling during changes

A company often undergoes, and perhaps constantly undergoes, changes. To better understand and manage the reactions that may arise during change, the steps of change can be helpful. It shows examples of reactions and ways of handling change.

When all individuals involved in the change fulfill all five steps of the change process, then the entire organization can change.

1. Awareness

This stage focuses on communicating the need for the change and how it aligns with the goal or vision of your company/organization. You must also explain why this change must be implemented. What risks do you face if the change is not made?

Examples of activities

- Information meetings
- Project launch: web, email, printed materials, etc.

2. Desire

This stage focuses on enabling and motivating people to participate in the change process and to want to change.

Examples of activities

- Information meetings
- Workshops
- Discussion forums
- Repeating the purpose and the goal of the change

3. Knowledge

The third step focuses on ensuring that everyone responsible for carrying out the change has the information and training required. They must know how the change will be implemented and which methods will be used.

Examples of activities

- Information meetings
- Workshops
- Ongoing information activities
- Repeating the purpose and the goal of the change

4. Ability

The fourth step focuses on implementing the plan and continuously coaching and training those who will carry out the change. The change should be achievable as far as possible and preferably measurable.

Examples of activities

- Target group–adapted training and follow-ups
- Repeating the purpose and the goal of the change

5. Reinforcement

The fifth and final step focuses on ensuring that the implementation was successful. Reinforcement refers to circumstances that strengthen the change over time, both at the organizational level and the individual level.

Examples of activities

- Follow-up workshops
- Questionnaires
- Evaluations
- Repeating the purpose and the goal of the change

External inspiration

Bonus info

Anna Näppä: Attraktiva arbetsgivare

www.bfuf.se

Engagemangsbloggen

www.hejengagemang.se

Kim Scott: Radical Candor

www.youtube.com

Deirdre O'Shea: Finding motivation, passion and energy in our work

www.youtube.com

Simon Sinek: How great leaders inspire action

www.youtube.com

5.

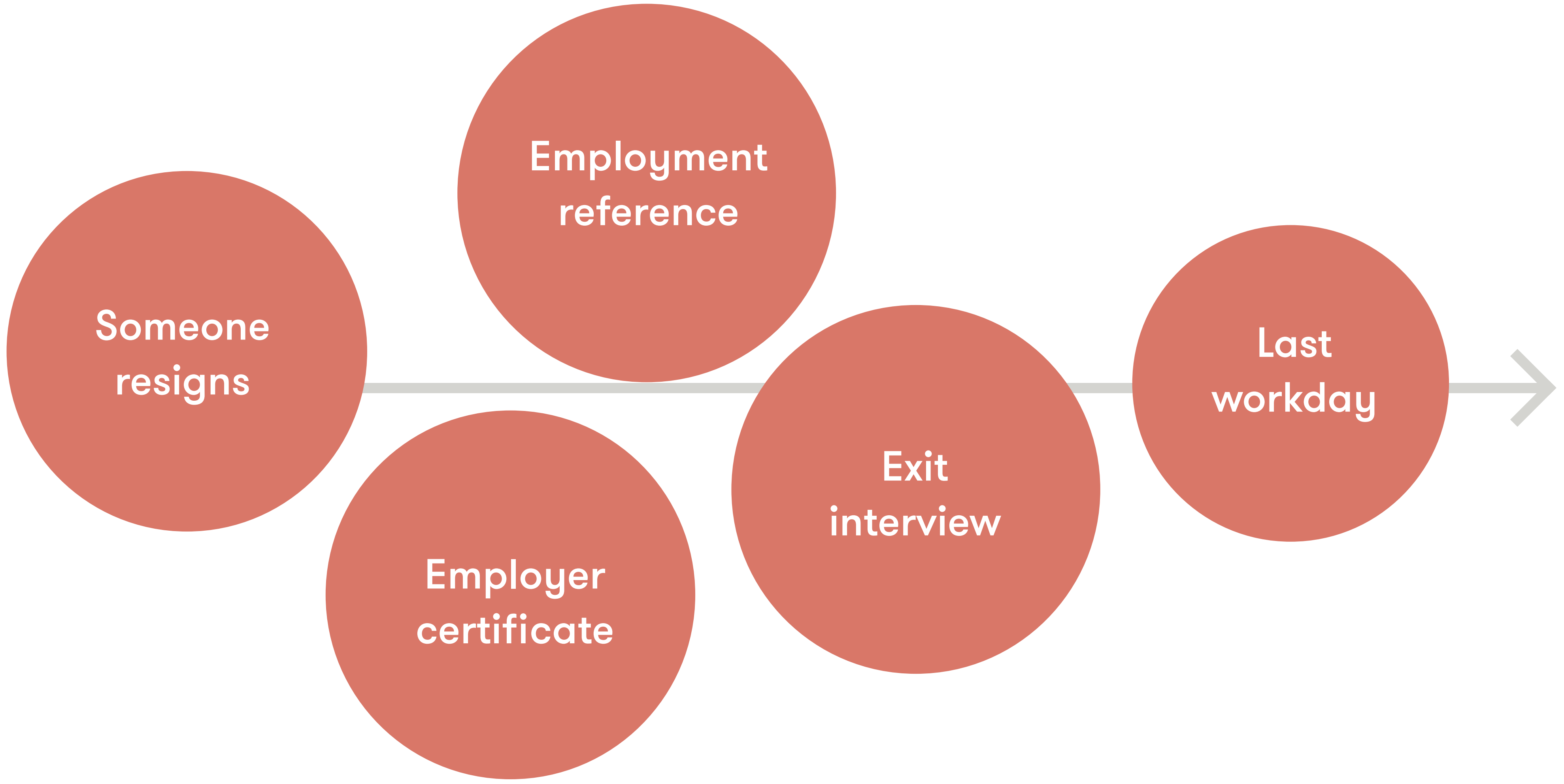
Resign with style

More than a good reputation

In this chapter we assume that the situation concerns someone resigning. If you are in a situation where you need to dismiss someone, other rules apply. Regardless of the reason someone leaves, it is important that those who leave become as good ambassadors for the company as possible. A good ambassador will recommend the workplace to others, which means more people will want to work with you.

A smooth and positive ending where you allow the employee to provide feedback, follow up on why they are leaving, and show gratitude for the work performed increases the likelihood that they will become ambassadors. Following up on why a person leaves and their feedback also gives you the opportunity to develop and learn how to create an even better workplace. So take the opportunity!

5.1



Template

Checklist when someone leaves

When a person has announced they will leave

- ☐ Ask the person to confirm their resignation in writing. Then confirm the resignation and inform them of the final day of employment in writing. This is good to do in writing in the resignation documents that are signed by both parties.
- ☐ Enter the final working day in the calendar.
- ☐ Agree together with the person who resigns how colleagues should be informed, and then inform the colleagues.
- ☐ Prepare how work tasks will be completed or handed over to a successor/colleague.
- ☐ Schedule a time for an exit interview.
- ☐ Issue certificates, employment references, and employer certificates.
- ☐ Conduct the exit interview.

Last working day

- ☐ Retrieve any keys, clothes, work tools, staff cards, access cards, and name badges.
- ☐ Thank them for your time together.
- ☐ If appropriate, say that the door back is open.

5.1.1

Documentation of employment

5.2

Certificate of employment

A certificate of employment is written proof that your employees work for you and can be issued at any time. The certificate may be needed, for example, if an employee applies for a loan.

Employer certificate

When employment ends, the employee has the right to an employer certificate. The certificate may be required to receive unemployment benefits from the unemployment insurance fund. It is also important documentation when the employee applies for a new job.

Employment reference

An employment reference is a written assessment or reference that can be shown to future employers as a letter of recommendation.

Tips

With BankID you can easily fill in employer certificates at **www.arbetsgivarintyg.nu** The employee can then download the certificate themselves when they need it.

Template

5.2.1

Employment reference

[Place and date]

[Name], [personal identity number] has been employed at [company].

The employment lasted during the period [date–date] and included full-time/part-time employment with [hours] per week.

During their employment at [company], [name] worked as [job title], with associated work tasks [specify].

Example: The work as a restaurant assistant requires a good ability to work under stressful situations and the ability to take initiative during such situations. The work also requires a very high level of service since the employee has contact with guests regardless of where in the restaurant they work. Finally, strong cooperation skills are required as collaboration between employees in the restaurant is necessary for operations to function.

[Name] has been [assessment].

When [name] ends their employment, I would like to [possible recommendation] and take the opportunity to wish [name] good luck in the future.

References are available upon request.

Kind regards,
[name]

[Title]
[Telephone number]
[Email]

Template

5.2.2

Evaluation for internship

[Name] has completed an internship at [company].
The internship lasted during the period [date–date].

Exempel: During the internship, [name] worked with tasks such as basic ingredient preparation, making fresh pasta and desserts, assisting in service, and performing cleaning and maintenance duties. The role requires the ability to work under pressure, take initiative, provide a high level of service when interacting with guests throughout the restaurant, and collaborate effectively with colleagues to ensure smooth operations.

[Name] has been [assessment]. When [name] finishes the internship, I would like to [possible recommendation] and also take the opportunity to wish [name] good luck in the future.

References are available upon request.

Kind regards,
[Name], [Title]
[Telephone number]
[Email]

Template

Internship certificate

The certificate is issued to

Name

Personal identity number

The certificate is issued by

Internship workplace

Organization number

Address

Internship

Type of internship

Time period

Main work tasks

Supervisor’s assessment

Signature

Supervisor’s signature

Printed name

5.2.3

Exit interview

When someone resigns, it is recommended to schedule an exit interview immediately. Make sure the interview takes place about 1–2 weeks before the employee's final day.

Use the questions in the exit interview template. Fill in the answers and save the document. Be open about what you write down and what may be shared further.

It is important that issues raised during the discussion are addressed and followed up if they concern the company.

5.3

Template

5.3.1

Exit interview

Employee name: Date:
Time at company:
Position/job role:

What is the reason you have chosen to leave?
How has your relationship with your colleagues been?
How would you describe your collaboration with your immediate manager?
What information did you receive during the introduction?
Comments on the introduction/training?
How have you experienced your physical work environment?
Have you experienced any physical problems related to the work?
In what way have you developed during your employment?
What kind of development would you have liked within the company?
How do you feel your schedule has worked?
What has been the best part about working at [company]?
What has been the worst part about working at [company]?
What could we have done for you to choose to stay?
Would you recommend [company] as an employer?

Manager signature Employee signature

Changing jobs

Statistics show that it is common to change jobs. Most people do not stay more than 3–5 years at the same workplace. Common reasons for changing jobs are:

- More motivation – the feeling of being finished and no longer learning anything motivates people to change jobs.
- Larger network – many people who change jobs gradually build a large network of former colleagues, customers, and partners. This is a valuable resource.
- More experience – you gain new experience and knowledge faster if you change jobs regularly.
- Better salary – it is easier to get a higher salary when changing workplaces.

Source: Trygghetsrådet

Bonus info

Thank you!

The Hospitality Industry Code is a support tool for companies in the hospitality and tourism sector that want to run a successful HR function. Large companies in the industry have well-developed HR departments, but small and medium-sized enterprises often lack effective tools for systematically creating a sustainable and attractive workplace.

The Hospitality Industry Code was initiated by chef Fredrik Eriksson in 2017, ahead of an expansion in which he anticipated that his recruitment needs would more than double in the near future. A key issue would be retaining and developing employees. He contacted HRF and Visita, who shared his view that a unified tool could benefit many companies and employees in the hospitality industry. Through BFUF, the R&D Fund of the Swedish Tourism & Hospitality Industry, the parties invested in *The Hospitality Industry Code* as a development project. The first edition was launched in 2019 under the project management of Hanna Mannberg.

The industry has contributed to the content of *The Hospitality Industry Code* through a reference group. Anna Hjortheden (service staff, Sturehof and HRF), Charlotte Björk (HR Manager, Stureplansgruppen), Sofia Göransson (HR Manager, Svenska Brasserier), Johan Östman (chef, Sodexo and HRF), Henrik Dider (HR Director, Scandic), Maria Rodert (HR, Scandic), and Pontus Frithiof (restaurateur and owner, Pontus Group) have all generously contributed with input, materials, and feedback. *The Hospitality Industry Code* has also been tested by managers at Vapiano, Scandic, Nosh and Chow, Taverna Brillo, and La Ventura.

The second edition was revised in 2025 by a working group consisting of Marina Nilsson (HRF), Mathilda Schlyter (HRF), Annette Gärling (Visita), and Matilda Henningsson (Visita). Oscar von Reis (Visita) contributed with proposals for examples and exercises in Chapter 4, Engage.

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