

An Interview with ...
Iván Magaña
HR Director at Grupo Lombardo
Tourism and Hospitality Sector



Elaborated by:

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An Interview with Iván Magaña

HR Director at Grupo Lombardo

“We want to continue growing according to our priorities: customer focus, people development and quality in: installations, products and services.”



Name: Iván Magaña

Position: HR Director

Company: Grupo Lombardo ([Taller de tapas](#), Ajo Blanco y [Casa Delfín](#))

Sector: Tourism and Hospitality

Employees: 200

Location: Barcelona

Date of interview: 30/04/2014

What is Grupo Lombardo and what does it do?

In Lombardo Group we have eight restaurants and we want to end the year with ten. Our business belong to three different brands: Casa Delfín, Ajo Blanco and finally, Taller de Tapas, which have six establishments. Despite the economic situation, thanks to our growth strategy focused on the location of the restaurants in certain tourist sites or areas with high volume of citizens, we continue to look for professionals to incorporate in our company.

What are Grup Lombardo's goals for 2014 and how they will impact on HR policy?

We want to continue growing according to our priorities: customer focus, people development and quality in: installations, products and services.

To the professionals who are part of our staff, we will continue to offer professional opportunities because they can growth in the company. For this reason we are creating our own restoration school, in order that the professionals have the opportunity to continue training internally.

About the existing promotion, both ascending and horizontal, we want to continue offering opportunities for the professionals of our headcount because they grow in the company. We also want to promote the internal mobility between establishments.

Which profiles and job positions are currently the most demanded by the company?

The company is composed of two types of professional and annually, the profiles are reviewed with the managers of the establishments. First, the operational profiles corresponding to the headcount of different establishments and consist of: director, manager and staff as waiters and cooks. Secondly, professionals of headquarters. In the case of the establishment's director it is necessary not only knowledge about cooking, but also, on economic and financial ratios for a better management.

The most In-demand jobs are main attributable to the headcount (waiters and cooks). For these professionals we are looking for a good attitude and service vocation. Previous experience contrasted with references and recommendations as well as spoken languages depending on the establishment where they want to work, are important for the applications. It is necessary for the professionals to be oriented to service excellence. As managers of establishments, we are beginning to demand financial knowledge for a better management. Both for the most In-demand and for current jobs, we can observe a professionalization of the industry.

The main recruitment channels

Which are the most used recruitment channels? Are they different depending on the profile that you want to recruit?

The recruitment channels for highly and low qualified jobs are similar. For highly-qualified jobs as a manager of establishments we have occasionally used LinkedIn. The low qualified jobs are related to the staff and responsible of establishments, For highly and less qualified jobs we used the generalist and sector-specific web portals occupation. The generalist web portal occupation that we used less is Infojobs, because a lot of employment opportunities have already been published by consulting recruiters which we work to looking for highly and less qualified jobs, such as: ASN Employment exchanges as CETT, ARCO, etc. we use them to select profiles of highly and less qualified jobs. We also work with Barcelona Activa to looking for directors, managers and staff.

We attended to occupational fairs as CETT and we participate in workshops with their students in order to bring them closer to the catering world.

Candidates, for both positions highly and low qualified jobs, can bring their curriculum vitae at different establishments that we have. We try to build loyalty to the professionals in order to incorporate when the temporal period has finished,

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Summary table of the main recruitment channels used by Grupo Lombardo

Recruitment channels	Highly-qualified jobs	Less-qualified jobs
Generalist job portals: Infojobs	Yes	Yes
Sector-specific job portals: Hospitality	Yes	Yes
Social networks: LinkedIn	Yes	No
Specialized Recruitment Partners: For operative jobs	Yes	Yes
High education institutions job board: For operative highly and less qualified jobs	Yes	Yes
Public services employment: Regional and local	Yes	Yes
Corporate channels: Corporative web side	Yes	Yes
Occupational fairs: For operative highly and less qualified jobs	Yes	Yes
Prescribers: Recommendations of employees and former employees	Yes	Yes
Establishments: In different establishments of Grupo Lombardo	Yes	Yes
Temporary Work Agency: Temporary contracts	Yes	Yes

Future challenges for talent attracting and development

What future challenges will you set in terms of recruitment and talent development?

Although we can not control the industry's evolution, one of our main challenges is to attract the employees by qualitative and quantitative education, strengthening skills, such food processing or risk prevention. In order to attract the professionals of our company, we want to help them in their professional development, and in the case of the directors and managers, we offer coaching and leadership courses to consolidate their positions. Another challenge is listening to the professionals to develop their potential and improve as a company for positive change in knowledge and professional skills.

What professional profiles or job positions will be required by the company in the future?

The managers of establishments with knowledge, both in management and gastronomy, are starting to be In-demand. In the future, this professional profile will be much more In-demand, together with the operative chef, who is responsible for managing the functions of the kitchen headcount, while has detailed culinary knowledge.

The manager of the establishment requires gastronomy and management education with previous management experience and experience between 2 and 3 years in the industry. As for central services professionals, we need to improve the field of marketing, especially with technologies 2.0. Although we are working in this field, we should make this more strengthen.

And finally, what recommendations would you make to someone who wants to take part in a selection process of Grupo Lombardo?

For person who wants to incorporate in our recruitment process, my recommendation would be to do a reflection if they enjoy the sector. To take consciousness about what it is and what possibilities it offers. Although the age is not a requirement, we are looking for young people available to work on weekends, holidays... We are also looking for professionals with a service vocation, commitment, proactivity and positive attitude.

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