

# 12

practical, insightful  
**ways to find and keep workers**  
in a tight labour market



## Include Alternative Work Arrangements as Part of Your HR Strategy



### Embrace the Gig Economy

# 1

*The gig economy, sometimes known as the sharing economy, puts workers in control of their work environment. It is comprised of temporary, flexible jobs and includes freelancers, independent contractors, project-based workers, and temporary or part-time hires. Using a blended workforce that includes contingency workers ensures a company is more agile.*

- Build a business case or **HR strategy that includes a blended workforce** made up of anchor or core staff, augmented by freelance workers.
  - o Increase skills to provide services, test new products, extend seasons.
- Use a community approach**, where workers are shared amongst a group of employers that coordinate working arrangements.
- Explore different models** of outsourcing: try different platforms to find ones that get you results.
- Build a relationship with gig workers**; this creates loyalty and reduces future orientation or training.

## Update and Expand Your Recruitment Strategies



### Learn the Art of Seduction and Persuasion

# 2

*Effective recruitment involves diverse marketing strategies, with a honed and consistent message to attract candidates best fit for your job opportunity.*

- Enlist the help of staff and encourage referrals of their family and friends.** Incentives and rewards for referrals recognize their efforts and increase loyalty.
- Keep in touch and **reach out to previous employees.** They may be open to casual or part-time work, and may know others seeking employment.
- Cast a wider net** by reaching out via social media platforms and posting job ads in local community gathering places.
- Hire talent recruitment services.** Rely on experts to help fill roles, which is often more cost-effective than trying to do this on your own.
- Host “get to know the company” social events**/offer familiarization tours.
- Be active in organizing and attending job fairs.** Work closely with schools to gain privileged access to students or graduates.

## Overhaul and Tailor Your Work Arrangements



### Rethink and Rework Work

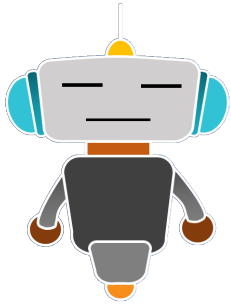
# 3

*Every worker and job seeker has a unique blend of skills and needs, which is a benefit and competitive advantage for employers. The diverse experiences and personal interests of its employees enable a company to grow and be nimble.*

- When hiring, **focus on the skills you need, not traditional job roles.** The perfect candidate is one that is keen to learn and grow with the job.
- Tailor employee work plans and job offers.** Adjust working schedules and job tasks to match the worker’s lifestyle and needs.
- Capitalize on untapped skills** that staff have. Enable staff to use the knowledge and skills they bring to the job, and invest in training to match workers’ personal and professional development interests.
- Personalize work** to support individual and family goals, lifestyles, and circumstances.
- Adjust services** to complement the skills and number of workers, e.g., room cleaning, food services.

## Use Technology to Enhance Experiences

*Technology cannot replace human talent (nor do we want it to), but with the right tools, employees will be more productive, innovative, and engaged. Technology will help augment or enhance services, which contributes to increased productivity and enables a company to grow its services or better operate in a tight labour market.*



### Employ Robots (in Disguise)

# 4

- Conduct a technology audit to make decisions on your investment.** Focus on the use of technology that will:
  - **Meet staff and consumer/visitor needs**, e.g., will help increase productivity, flexibility, and ability to grow, and extend seasons/markets.
  - **Replace work that is comprised of routine tasks to free-up staff** for more customer-facing, premium service options.
- Technology-enabled** and -friendly **workplaces** help attract and retain workers.
  - **Enable use of social media** to help workers stay connected with family, friends, and colleagues, and to help them innovate and increase productivity.

## Manage HR Risk and Reduce Volatility

*Companies that can effectively recruit and manage a diverse workforce have a clear competitive advantage. Traditional labour pools are dwindling and the reliance on new labour markets is essential to keeping doors open. Workplace diversity is the understanding, accepting, and valuing of differences between people, such as race, ethnicity, gender, age, religion, sexual orientation, or skills.*



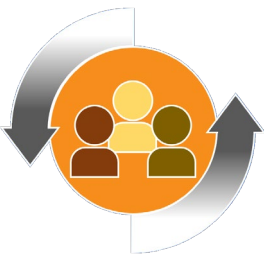
### Increase Heterogeneity

# 5

- Tap into new labour markets** with tailored strategies for each target population (e.g., new Canadians, Indigenous peoples).
- Change/update HR policies and practices:** promote inclusiveness, combat stereotypes and discriminatory behaviour, e.g., write job postings to attract diverse candidates.
- Increase training and support** to accommodate social, cultural, and political needs.
- Actively **participate in community cultural activities/events** to increase profile, awareness.

## Work on Retention Strategies

*It starts with understanding why people leave and using this data to identify and address root causes. Knowing the real cost of turnover helps build a case for investing in retention strategies.*



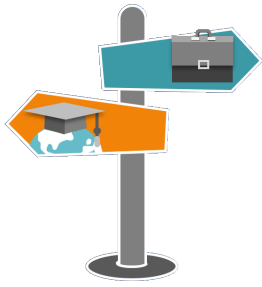
### Work on Retention Strategies

# 6

- Be diligent: **study why people stay and why they leave** your company and your competitors'. Address the root causes, e.g., improved scheduling, improved communications, improved work culture.
- Recognize the different 'categories of staff'** – some may be seasonal and are part of planned turnover, others not; get the balance and plan right.
- Enable and promote autonomy and more flexibility.**
- Help employees with financial literacy and wellness**, e.g., budgeting, student-loan debt payment, payroll advances.
- Work on individual career pathways**, supported by tailored professional development plans.
- Elevate the role of freelance, contract, or temporary workers.** Give them an opportunity to gain skills or experience that will advance their professional interests. This will translate into loyalty.

## Invest in Your HR/Employer Brand

*Branding is about differentiating your company from the competition and delivering 'on the promise' by creating a top-notch employee experience that will attract and retain workers. Boosting PR efforts involves stronger use of media and increasing public and social profile.*



Be the  
**Employment  
Destination**  
of Choice

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- Market your company as a destination for employment** (and not just a destination for visitors/guests).
  - Make sure your website has a dedicated section aimed at attracting new workers. Feature benefits, values, and testimonials from staff.
  - Include images of happy staff working and interacting with guests to show the positive work environment, diversity of workers, and company values.
- Brand activities are much more than marketing messages: it's a culture and it's pervasive. **Check that all of your employee practices, starting from the recruitment stage, reinforce your message of valued workers.** Think beyond the workplace and include employee professional development and familial needs.

## Be a Centre of Meaningful Learning

*Work is synonymous with learning, and tourism employers have much more to offer than a paycheck. With more than 160,000 employers in the sector, tourism is Canada's largest classroom.*



Make Your Business  
a **Centre of Learning**  
and Life Experiences

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- Be a learning centre.** Offer real-life, meaningful, applied experiences. Gaining skills and *building a resume* are highly valued by job seekers and significantly increase the retention of workers.
  - Extend learning opportunities to family and friends. Often it doesn't cost more and it helps build loyalty while further benefiting the employee's family.
- Tailor the learning experiences.** For each worker, match training to skills needs. Offer training in a format suited to their learning style with appropriate supports to accommodate individual needs. Ensure the training is offered at times that fit the worker's schedule.
- Support and guide end-to-end career development.** Help workers navigate work, learning, and mobility opportunities. Seek professional services from Career Development Professionals who specialize in helping employees.

## Make Smart Training Investments

*Training is all about addressing skills mismatches. The productivity and prosperity of your company depend on it. Investing in real training (not just orientation or sporadic events) with the right supports helps workers succeed and grow, and increases productivity and retention.*



Boost **Productivity**  
and Increase  
Worker Loyalty

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- Develop or work with tools to:**
  - Figure out the skills mismatches and training priorities of each worker.
  - Develop training/professional development plans or career paths to help employees prepare for new roles.
- Seek out training programs aligned with business goals. **Focus on skills training** (beyond motivational speakers and general information sessions). These programs should lead to formal recognition, e.g., certificate attesting to learning outcomes.
- Invest in training trainers and mentors.** Develop anchor staff whose responsibilities are to make decisions on training investments and serve as key supports for staff.
- Think beyond the job skills.** Skills that help individuals increase social equity and inclusion go a long way in building loyal workers.

## Cultivate Meaningful Community Relations

*Your business extends beyond your front door. Businesses that cultivate meaningful partnerships with community groups (e.g., organizations, educational institutions, immigrant serving agencies, career development service providers, other employers) are recognized as leaders; they benefit from referrals and the resources and talent of others.*



**Seek Partnerships,  
Include Community in  
Business Plan**

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- Ensure your business plan includes explicit strategies** that leverage community resources and promote collaboration. For example:
  - Be active in community economic development and labour market initiatives.
  - Work with the education community to get exposure to *future workers*. Participate in career presentations, attend job fairs, support co-op programs.
- Tap into the services provided by groups mandated to help others connect with employment opportunities**, e.g., immigrant serving agencies, career development services, agencies serving equity groups.
- Network beyond your industry**. Focus on industries with workers that have transferable skills well-suited to your job prospects.

## Provide Stability Through Predictable Employment

*One of the most cited reasons for staff quitting is job instability: they have unpredictable work schedules and can't rely on a regular paycheck. This is especially true in seasonal positions. Working collaboratively with other businesses and helping design unconventional work schedules can make a great difference.*



**Design Unconventional  
and Flexible Work  
Schedules**

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- Respect and enable workers** to plan personal needs, lives: offer a predictable schedule with sufficient notice.
- Accommodate personal needs**, e.g., allow time off for religious holidays, set schedules to allow for daycare drop-off/pick-up.
- Work with other companies to **coordinate schedules** of shared workers and plan complementary events.
- Work with other businesses **to design year-round/full-time employment opportunities**.
- Provide a year-round paycheck** even when employees are not working. Allocating a budget to retain skilled workers in *down periods* can have a large pay-off by increasing retention, reducing time and effort to scale up services, and more.

## Increase Your HR IQ

*At their core, tourism businesses are in the people business. Tourism is all about authentic, tailored, compelling, quality experiences delivered by skilled tourism professionals. Successful and profitable companies are serious about upping their game in managing human capital; they focus on their biggest asset for growth—their people—and put them at the heart of their business strategy.*



**See Business as a  
Human Capital  
Venture**

12

- Invest in the skills and tools** needed to effectively support and manage others.
- Prioritize the development of a key staff person** to serve as the HR leader.
- Consult HR experts and contract services** to augment regular HR demands.
- Subscribe to HR periodicals and attend conferences** or sessions focused on labour market issues.
- Know the real value of your human capital** and routinely measure/evaluate what you're doing (use a data-driven approach) to inform smart decisions.
  - Do you know your net profit per FTE?
  - Have you optimized your workforce?

# The Shorter Version

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	<p>11 Provide Stability Through Predictable Employment</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate schedules of shared workers.</li> <li><input type="checkbox"/> Work with other businesses to design year-round/full-time employment.</li> <li><input type="checkbox"/> Provide a year-round paycheck.</li> </ul>
	<p>12 Increase Your HR IQ</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prioritize the development of a key staff person to serve as the HR leader.</li> <li><input type="checkbox"/> Consult HR experts and contract services to augment regular HR demands.</li> <li><input type="checkbox"/> Know the real value of your human capital.</li> </ul>