



How well do you manage your workforce?

FIND OUT IN 20 MINUTES OR LESS

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How well do you manage your workforce?

Self-assess your HR management practices

Qualified employees are already in short supply in the tourism sector and the problem is going to get worse. The sector is projected to have about 60,000 full-time jobs unfilled by 2015, increasing to over 200,000 by 2025.

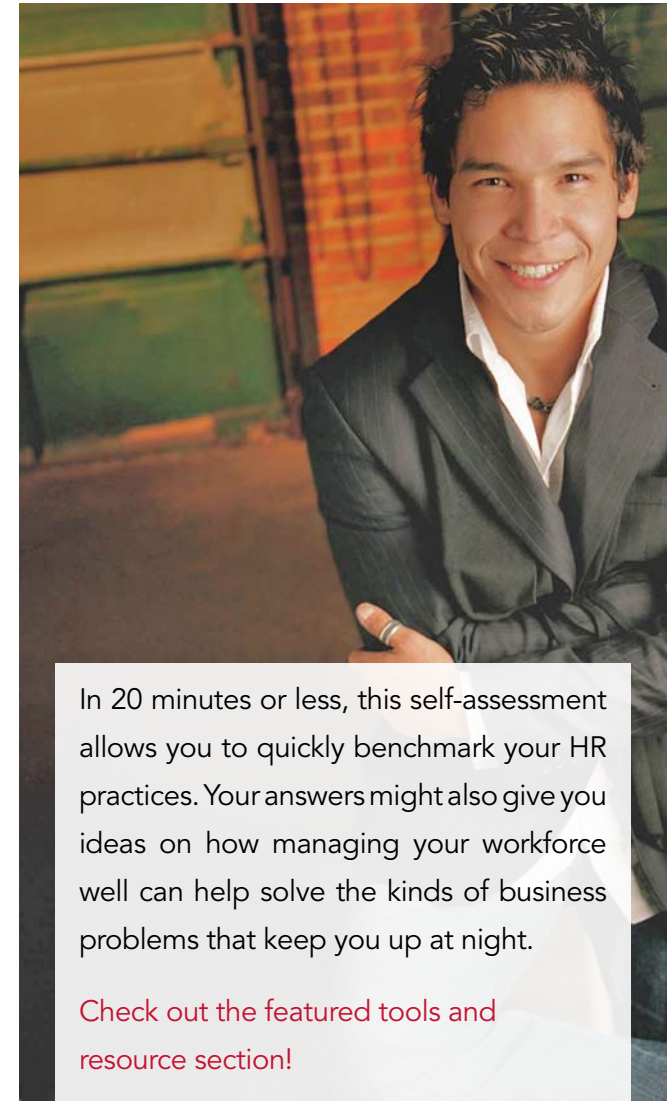
Of course, labour shortages will not just be in the tourism sector; our country's ageing population will have an impact on labour supply everywhere. Tourism and hospitality operators will have to compete with many employers for both entry-level and experienced staff.

Being an Employer of Choice is an important advantage when labour and skills are limited. An Employer of Choice ensures that employees' actions align with business goals, makes employees feel appreciated and valued, and acknowledges and rewards their contributions. That's why more people want to work for Employers of Choice and great employees want to stay with them.

"As businesses feel the ever-increasing pressures of labour shortages, the most successful are likely to be the ones with the best managers. Managers and supervisors with the ability to attract, retain, mentor, and train will have the more skilled, productive and stable work force. Research is clear—employees don't quit the Company, they quit their manager! The companies that invest in a professional approach to talent management will have more motivated employees, higher guest satisfaction and employee retention rates, which all enable the sustained success of a business in challenging times,"

says Bill Pallett, Senior Vice President, People Resources, Delta Hotels

The first step is to make sure your HR management will help attract and retain a qualified workforce. Even if your operation is too small to have a dedicated HR person, you can manage your workforce well and become an Employer of Choice.



In 20 minutes or less, this self-assessment allows you to quickly benchmark your HR practices. Your answers might also give you ideas on how managing your workforce well can help solve the kinds of business problems that keep you up at night.

[Check out the featured tools and resource section!](#)

Organization and Planning

In the past, HR was often referred to as personnel administration with the focus on exactly that, administration of things like payroll or staff leave. Nowadays, we know that managing human resources effectively makes good business sense. To your guests, your employees are the face of your organization. Managing HR in a way that supports your business goals will help your organization be successful.



1. Do you stay up to date with information on the labour market from which you will hire your employees, whether national, regional or local?
 Yes Somewhat No Not Applicable
2. Do you plan ahead for your workforce needs, looking at where you will have gaps in employees or skill levels and planning the best way to fill them?
 Yes Somewhat No Not Applicable
3. Are you familiar enough with labour legislation to apply it in your HR management?
 Yes Somewhat No Not Applicable
4. Are the people who manage HR for your organization trained and qualified?
 Yes Somewhat No Not Applicable
5. Do your HR management policies and practices support your business objectives?
 Yes Somewhat No Not Applicable

FEATURED TOOLS:

[The CTHRC's research section](#) provides current and practical information on tourism employment statistics, labour supply and demand, and demographic profiles of the tourism labour force.

[HR Planning](#) helps you to make important decisions about the resources you need to attract, retain and develop the best people to meet the needs of your business and your customers.

Hiring Staff

Having the right mix of skills in your business will impact the level of service your guests receive. Your outreach, recruitment and selection practices can help you stand out among your competitors and attract the right staff with the skills you need.



6. Do you advertise jobs based on the knowledge, skills, education and experience required in the job?
 Yes Somewhat No Not Applicable
7. Do you use internet job sites, newspapers, social media or community associations to advertise your jobs and attract qualified candidates of diverse backgrounds?
 Yes Somewhat No Not Applicable
8. Are your managers/interviewers trained in fair interviewing and selection practices?
 Yes Somewhat No Not Applicable
9. Do you assess candidates objectively against the requirements, using a standardized tool such as a scoring grid?
 Yes Somewhat No Not Applicable
10. Do you document the selection process and give feedback to candidates?
 Yes Somewhat No Not Applicable

FEATURED TOOL:

The [HR Toolkit](#) contains handy templates for job postings, job descriptions, reference checks, and much more.

Retaining Staff

Staff turnover is a natural occurrence in any business. No one can retain every good employee, in particular those who are mobile, like students. The objective is to keep as many strong performers as possible and to develop those with potential so that they stay engaged and interested while working for you. Some of the strategies that are known to work are: timely new employee orientation; open communication; training and, consistent management based on agreed performance expectations.



Understanding Your Workforce

11. Do you meet with or survey your employees to understand how satisfied they are with their jobs?

- Yes Somewhat No Not Applicable

12. Do you track statistics such as employee turnover, absenteeism and employee complaints, and act on this information when necessary?

- Yes Somewhat No Not Applicable

13. Do you have regular two-way communication with your employees?

- Yes Somewhat No Not Applicable

Orientation and Training

14. Do all new employees receive an orientation within 30 days of becoming employed?

- Yes Somewhat No Not Applicable

15. Do new employees get printed information on policies, labour legislation, health and safety, compensation and benefits?

- Yes Somewhat No Not Applicable

FEATURED PROGRAM:



Great people are hard to find and keep, so becoming an **Employer of Choice** makes great business sense.

FEATURED PROGRAM:



emerit training products encompass a wide range of occupations in the tourism sector.

FEATURED TOOL:

Return on Training Investment Tool

This calculator allows you to assess the many benefits of training your employees.

Retaining Staff

16. Do you have a process to identify training needs?

- Yes Somewhat No Not Applicable

17. Do new supervisors or managers receive supervisory skills training when they begin their jobs?

- Yes Somewhat No Not Applicable

18. Are staff who conduct internal training familiar with training techniques?

- Yes Somewhat No Not Applicable

19. Do you evaluate the effectiveness of your training?

- Yes Somewhat No Not Applicable

Managing Performance and Recognition

20. Do you conduct regular performance appraisals for all staff?

- Yes Somewhat No Not Applicable

21. Do you give clear, helpful feedback in a respectful way to poor performers?

- Yes Somewhat No Not Applicable

22. Do you recognize employees who consistently meet or exceed job expectations?

- Yes Somewhat No Not Applicable



FEATURED PROGRAM:



[emerit Professional Certification](#)

*evaluates and recognizes
competent professionals
against industry standards.*

Retaining Staff

23. Do your managers follow a defined process or consult with a qualified staff member before they discipline, suspend or terminate a staff member?

- Yes Somewhat No Not Applicable

24. Do you conduct exit interviews and act on the information from them?

- Yes Somewhat No Not Applicable



Occupational Health and Safety

25. Are you and your managers familiar with your province's or territory's Occupational Health and Safety Act?

- Yes Somewhat No Not Applicable

26. Do you provide training related to health and safety, including harassment, to all employees?

- Yes Somewhat No Not Applicable

27. Is the Occupational Health and Safety Act posted in your workplace?

- Yes Somewhat No Not Applicable

28. Does your workplace have a Health and Safety Committee or designated employee representative?

- Yes Somewhat No Not Applicable

29. Do you have a zero tolerance policy for workplace violence?

- Yes Somewhat No Not Applicable

30. Do you act swiftly to investigate accidents or other incidents so that you can correct any safety issues in the workplace?

- Yes Somewhat No Not Applicable

FEATURED TOOL:

The [HR Toolkit](#) at [emerit.ca](#) contains a health and safety checklist, a risk evaluation grid, an accident report template, and much more.

Working with Unions

If your operation is unionized, you may have additional formal structures to work with. Managers and union representatives may not always agree on the right course of action, but they can still maintain a positive working relationship. Good union/management relations can contribute to the success of your business.

If you do not have a unionized workplace, skip this section and move on to the end of the self-assessment.



31. Do you have a formal union/management committee?

- Yes Somewhat No Not Applicable

32. Do you hold regular union/management meetings and keep written records of them?

- Yes Somewhat No Not Applicable

33. Do you consult with union representatives about changes in the workplace, or inform them of important business decisions ahead of making changes?

- Yes Somewhat No Not Applicable

34. Do you have agreed procedures in the event of job action?

- Yes Somewhat No Not Applicable

Assessing Your Answers

You have now completed the self-assessment of your HR management.

If you have answered “yes” to 22 or more questions, you are well on your way to being an Employer of Choice. We suggest you look at the areas where you have answered “no” and think about whether these are areas where your business would benefit from some changes in your HR practices.

If you have answered “yes” to between 12 and 22 questions, you are doing well at some aspects of your HR management, but could improve in others. We suggest you look at the areas where you have frequently replied “no” and think about what would make the most sense for you to work on, given your organization’s situation. You will find information at emerit.ca, employersofchoice.ca and discovertourism.ca to help you develop in the areas where you are not strong – or simply follow the appropriate modules in the [HR Toolkit](#) and consult the resources listed below.

If you have answered “yes” to less than 12 of the questions, you may wish to work your way through the [HR Toolkit](#), beginning by making an HR plan for your organization. Your business will benefit!



Solutions For Your Human Resource Needs

Human Resource Management

- [**HR Toolkit**](#) –The HR Toolkit is a comprehensive resource for your HR needs. Developed by human resource specialists and tourism professionals, it provides practical tools, ready-to-use templates and resources perfect for anyone with HR duties in the tourism industry.
- [**discovertourism.ca**](#) – In the Employer Section you'll find the resources you need to attract, retain and develop a strong, capable, customer-focused workforce that delivers the very best.
- [**employersofchoice.ca**](#) – Great people are hard to find and keep, so becoming an Employer of Choice (EOC) makes great business sense. If you are considering EOC for your business, review the collection of [**EOC Tools & Resources**](#). You will find questionnaires, worksheets, articles and all kinds of other information that will make becoming an Employer of Choice a process that is effective and easy to follow.

Organization and Planning

- [**HR Toolkit**](#) – HR Planning Module
- [**Tourism Labour Supply and Demand**](#) – This study relates Canada's long-term demographic and economic trends to labour supply and demand in the tourism sector and outlines potential labour shortages over the next 20 years by industry, by province, and by occupation.
- [**Tourism Sector Compensation and Benefits**](#) – This study offers regional and pan-Canadian data that organizations can use to set pay policies and assess competitiveness, while also providing vital information on human resource policies, salary administration practices, and other human resource management issues.

Understanding Your Workforce

- [**Employee-rated Employer of Choice Program**](#) – The Employer of Choice program offers ready-to-use questionnaires to collect valuable feedback from your staff.

Training and Orientation

- [**HR Toolkit**](#) – Staffing and Orientation, Training and Professional Development Modules
- [**emerit training**](#) – Available for a wide range of tourism occupations, these flexible training products allow learners to study at the pace best-suited to their lifestyle. Standards, online or paper workbooks, trainer's guides, and train-the-trainer resources are among the tools designed to help you offer exceptional service.
- [**National Occupational Standards**](#) – National Occupational Standards are manuals that describe the knowledge, skills and attitudes necessary to be considered competent in an occupation. These standards were developed by tourism professionals for tourism professionals. Many standards include Occupational Language Analyses and Essential Skills Profiles.
- [**Return on Training Investment Tool**](#) – By entering specific information before and after any training activity, the tool measures the return on training investment by providing actual costs of that investment, and the pay-back period.


Managing Performance and Recognition

- [**HR Toolkit**](#) – Performance Management, Termination and Separation Modules
- [**emerit Professional Certification**](#) – emerit Professional Certification evaluates and recognizes competent professionals against industry standards. Professionals who are emerit certified display industry-recognized professional designations. To employers, the program offers knowledge exams, performance evaluations, supervisor checklists and more to help you manage and recognize your staff's performance.
- [**Employee Turnover Cost Calculator**](#) – Employee turnover is often called the "expense without an invoice". Measure this expense and then compare it to more cost effective retention strategies that will reduce turnover and increase profits.

Occupational Health and Safety

- [**HR Toolkit**](#) – Occupational Health and Safety

For information on health and safety requirements, contact your Ministry of Labour. Each province and territory has a Health and Safety Act and a Worker's Compensation Act. General information can be found in the Occupational Health and Safety Module in the HR Toolkit.

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