

Tourism HR Canada

Overview of Workforce Sharing Initiatives

September 27, 2022

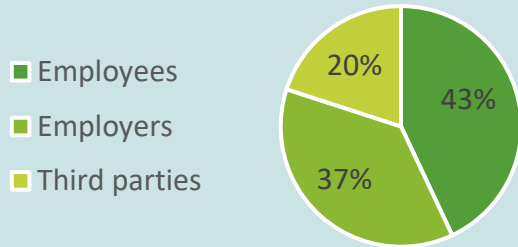


Documenting Seasonal Pairings

- Funded by the ministère du Travail, de l'Emploi et de la Solidarité sociale
- 30 job pairings (60 companies) analyzed

Highlights

Who Initiates Pairings



- 90% informal pairings (no formal contract, or verbal agreement)
- 80% low-skilled jobs (rapid transfer of skills)
- 70% complementary operating periods
- 50% require good physical condition (physical duties or successive periods of intense work)

Seasonal Pairing Insights

Highlights

- More specialized trades or trades regulated by a professional body that are less conducive to participation.
- Soft skills are more important than hard skills
- Helps attract and retain seasonal employees and revitalizes regions
 - Increase in work hours (job stability)
 - Diversity of duties drives motivation

**We need to shift the paradigm
and adapt to tackle workforce
issues.**

***We need to work together to
develop a culture of sharing—
even for the workforce!***



Recommendations

Formalize and structure the process to lay the groundwork for success.

- According to businesses:
 - Reassurance factor
 - Limiting risks
 - Faster implementation

How to Succeed

Work with Quebec's ministère du Tourisme to develop
pilot projects

Objectives

- Extend employment periods for seasonal work
- Improve retention
- Develop pull factors for our industry

Ways to extend different employment periods

- Offer jobs with two companies with different periods
- Develop new four-season products

Pilot Project #1

Linked job offer

- Launched in January 2022
- Focus on complementary employment periods
- Ten participating businesses (four winter/six summer)
- Charlevoix region

Industries: Mountain, hospitality, adventure tourism



Project Components

Coaching 10 businesses:

- Comprehensive assessment of HR activities
- Creating job descriptions

✓ Findings

Businesses lacked job descriptions and policies

- Create a list of potential pairings
- Analysis and recommendations
- Pair companies/employees
- Create a customized training plan



Tangible results

- **Midway through the project**
 - ✓ Start: 10 businesses
 - ✓ Summer: 80 job openings
 - ✓ Project: 26 pairing initiatives identified
- **Issues: Transportation and housing**



Pilot Project #2

Develop multi-skilling of seasonal workers

- Launched in April 2022
- Focus on strategic jobs within the same company
 - Vacant = huge risk
- Partner with the niche groups (five regions)

Industries: Mountain, maritime transport, tourist attractions, adventure tourism



Project Components

Coaching 10 businesses:

- Comprehensive assessment of HR activities
- Development of a multi-skill matrix
 - ✓ *Chart of jobs already filled/to be filled, skills required/missing, level of expertise and gap analysis*
 - ✓ **Findings:**
 - Small businesses: Focus on strategic employees*
 - Large businesses: Focus on strategic jobs*
- Create a customized training plan



Project progress

- HR assessment (9/10)
- Matrix (3/10) – Finalized late September
- Training plan – October

✓ Tangible results

Strategic positions identified for nine workplaces



Tools

- Questionnaire (HR assessment)
- Pairing table
- HR pairing guide (for businesses)
- Shared employee handbook
- Implementation guide (for associations)

Models

- Training plan
- Workforce sharing agreement
- Job descriptions
- Cross-sector matrix

✓ *Pairing card*



LA COMPÉTENCE *fait* **LA DIFFÉRENCE**

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