



Now Hiring

A Guide to Help Employers
Attract and Retain Workers
in a Post-Pandemic Environment

Dealing with an Unprecedented Labour Crisis

Tourism's workforce issues did not begin with the pandemic, but COVID has heightened and amplified the problem. The labour shortage is here to stay, and adapting to new circumstances must involve multiple strategies. There is a need for better utilization of tailored resources and supports, along with adapting business models and improving HR/human capital practices. The reality is that the sector is facing greater competition for workers than it did before, and it's expected to get worse. The tools in this guide are intended to help tourism businesses get started on the path to recovery, with both short-term and long-term strategies to attract, retain, and grow a skilled workforce.

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NOW HIRING

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Section

The impacts of COVID-19 have accelerated and intensified long-standing workforce challenges in the tourism sector. Recovery does not look like 2019—it's not about going back to former HR practices and expecting 'to get back to normal' with all the workers you need. The nature of work and workplaces has changed significantly, demanding new types of skills, different HR practices, and increased competition for skilled workers from an ever-shrinking supply of job seekers. This challenge is going to persist for years.

COMPENDIUM

Essential HR Practices: New and Tried Strategies

BUILD A BLENDED WORKFORCE

Business Survival Depends on Your Ability to Adapt to an Increasingly Tight Labour Market

The competition for workers is going to get increasingly difficult. Modifying your operations to find ways to work with fewer workers and tapping into a shared supply of workers is essential.

Using a blended workforce that includes contingency workers ensures a company is more agile. One place to look is the gig economy, sometimes known as the sharing economy, which 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.

With remote work here to stay, employers are no longer limited to local job seekers. Not all roles require staff to be on site, and for these roles, employers can expand their labour market beyond regional boundaries.



Expert Tips That Get Results

- Use a community approach, where workers are shared amongst a group of employers that coordinate working arrangements. This approach can also help ensure shared workers have full-time, stable employment and opportunities to gain additional skills or experience.
- 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.
- Create a blended workforce made up of anchor or core staff augmented by freelance workers. A blended workforce enables a business to increase the number of workers when needed. These workers can offer different skills to help a business tap into new markets, test new products or services, or extend business seasons.

Also see the checklist/worksheet in Section 2:

Manage a Remote Workforce



OVERHAUL YOUR RECRUITMENT STRATEGIES

Learn the Art of Persuasion; Update + Expand Your Recruitment Strategies

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

FAM TOURS

'Familiarization tours' for job seekers are an opportunity to learn about the company and experience what it's really like as an employee. This can include a day job shadowing an employee, interviewing managers, or attending in-house corporate training sessions.

JOB POSTINGS

In job ads, be sure to describe what differentiates you from your competition. (See the list of Top Attraction and Retention Items for ideas.)



Expert Tips That Get Results

- Enlist the help of staff and encourage referrals of their family and friends. Incentives and rewards for referrals (i.e., 'referral bonuses') are a way to recognize their efforts and increase loyalty, which helps with retention.
- Stay connected 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.

TOP ATTRACTION AND RETENTION ITEMS

(What job seekers and workers are looking for in a job)

1. Career growth, learning & development
2. Meaningful work: making a difference
3. Fair pay/compensation, benefits
4. Supportive management/great boss
5. Being recognized, valued, and respected
6. Pride in organization, its mission, its products and services
7. Great work environment, culture, coworkers
8. Workplace flexibility, work/life balance, accommodation of personal needs
9. Autonomy, creativity, sense of control and responsibility
10. Job security and stability, i.e., a 'reliable paycheck'
11. Exciting work and challenges
12. Diverse, changing work assignments
13. Inspired leadership
14. Ability to engage in socially responsible activities
15. Effective managers/management team
16. Involved in decision making, freedom to voice ideas to which managers listen
17. Feeling the organization is concerned for employees' health and wellbeing

What do you have to offer?
And what about your competitors?

DIVERSIFY YOUR WORKFORCE

Economic and Social Benefits That Help You Secure a Reliable Source of Talent

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. Tourism businesses that employ policies and practices to increase the diversity of their workforce and promote equity and inclusion are more able to attract and retain talent. A diversified workforce promotes a positive reputation, increases marketplace awareness, and generates a more diverse client base. Research shows that increased diversity of talent leads to improved productivity and higher profits. Diversity of talent means a broader range of skills among employees, as well as a diversity of experiences and perspectives, which boosts the potential for increased productivity.

JOB POSTINGS

should promote company values, reinforce company culture, and describe the Total Compensation Package (see item 13 for more information).

Expert Tips That Get Results

- Tap into new labour markets with tailored strategies for each target population (e.g., new Canadians, Canadians of Indigenous heritage).
- 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.
- Create and implement a Workplace Diversity Plan to guide your diversity and inclusion practices—everything from hiring through retention. Not only will this help attract a larger pool of workers, it's essential to retention and the creation of a welcoming workplace free of discrimination and harassment.

Workplace diversity is the understanding, accepting, and valuing of differences between people, such as race, ethnicity, gender, age, religion, sexual orientation, or skills. A diverse workplace is an inclusive environment that provides equal rights and opportunities for all workers.

Diversifying your workforce is good business, helping create a more stable supply of workers.

Also see the checklist/worksheet in Section 2:

Develop Workforce Action Plan



INVEST IN DIGITALIZATION TO BUILD UP WORKFORCE

Using 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.

THINK ABOUT SKILLS NEEDS TOO

COVID-19 has accelerated the impact of digitalization on tourism, and significant changes to business models and operational needs have triggered major workforce shifts. Workers need new skills and businesses may need to create different roles (jobs). The skills you need could mean you are tapping into workers that traditionally worked in IT or other sectors.

Expert Tips That Get Results

- Conduct a technology audit to make decisions on your investment. Focus on the use of technology that will:
 - o Meet staff and consumer/visitor needs, e.g., will help increase productivity, flexibility, and ability to grow, and extend seasons/markets.
 - o 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.
 - o Enable use of social media to help workers stay connected with family, friends, and colleagues, and to help them innovate and increase productivity.



TRAVEL SERVICES

Travel Agent
Tour Operator
Independent



TRANSPORTATION

Tour Bus
Taxi/Limousine
Car Rental, Air Travel



ACCOMMODATION

Hotel
Campground
Hostel



FOOD & BEVERAGE

Restaurant
Bar/Night Club
Catering



RECREATION,
ENTERTAINMENT

Event
Conference
Cultural Tours

Examples of the Digital Experience and Business Technology Applications

Pre-experience and planning:
E-Marketing, e.g., data harvesting, content management
E-Commerce, e.g., online Bookings

Responding to consumer preferences based on understanding the consumer experience: analyzing information to transform business models

Ubiquitous mobile presence = free internet and mobile connectivity.
Remote check-in/ check-out
Smart energy applications
Online reputation management

Just-in-time menu adaptations
Touchscreen POS terminals
Contactless payments
Self-order kiosks
Integrated online ordering

Virtual reality tours/ experiences
RFID – radio-frequency identification technology
Use of social media
Improved stage appearance and music performance



RETHINK AND REWORK WORK ARRANGEMENTS

Overhaul and Tailor Your Work Arrangements

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.

Expert Tips That Get Results

- When hiring, focus on the skills you need, not traditional job roles. The perfect candidate is one who is eager 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.

OTHER WAYS TO MAKE REWARDING WORKPLACES

(Low-cost/no-cost ways to recognize good work and create a culture of retention)

1. Periodic 'bonus' days off
2. Spot rewards, gift certificates, movie tickets
3. Personalized thank you notes, emails, voicemails...from supervisors and managers
4. A contribution to an employee's favourite charity
5. Opportunities for skills upgrading, learning from others
6. Inclusion in a special project
7. Seasonal celebrations
8. Enabling family members to join corporate training sessions, e.g., language training
9. Paid birthdays off
10. Free food
11. Fitness/wellness subsidies
12. Employee discounts
13. Employee of the month parking spot
14. Time off for volunteering

Also see the checklist/worksheet in Section 2:

Rethinking Work, Workforce, and Workplace



WORK ON RETENTION STRATEGIES

It Pays to Improve on Retention; the Cost of Turnover Is Much Greater

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.

SIGNS OF IMPENDING STAFF TURNOVER

Withdrawal from co-workers or team

Reduction or change in work hours/scheduling changes

Reduced productivity

Repeated complaints from guests, co-workers, or the staff person themselves

Frequent talk about "burnout"

Unusual change in behaviour

Increased absenteeism



Expert Tips That Get Results

- 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.
- Pay attention to the manager or supervisor: research shows the main reason people leave is 'bad leaders'—and the issue is most often linked to the leader's inability to cope with demands, suggesting they require supports and training to help address needs.
- 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.

Also see the checklist/worksheet in Section 2:

Gaining Insights on Employee Retention



PAY ATTENTION TO YOUR HR/EMPLOYER BRAND

Be an Employment Destination of Choice

Your business reputation can make or break your chance of attracting and retaining workers. A company with a good reputation becomes an *employer of choice*—a great place to work that attracts and retains top talent. 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.

EMPLOYER BRANDING SAVES MONEY AND TIME

It reduces turnover rates, cuts hiring costs, and creates a supply of job seekers eager to work for an ‘employer of choice’, which means reduced time and costs to recruit and select new employees.

Many other costs are saved. (See The Real Cost of Replacing People worksheet for more information.)



Expert Tips That Get Results

- 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.
- Branding activities are much more than marketing messages: it’s a culture and it’s pervasive. Check that all 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.

A FEW EMPLOYER BRANDING THOUGHTS...

1. Define your unique value proposition, reinforcing your values and culture. Make it clear and visible.
2. Be aware of the reputation your business has among job seekers, your employees, and the community. Use methods such as surveys or looking for comments on social media. Address areas that need improvement.
3. Use authentic images, employee testimonials, and messages from the owner or manager to reinforce your brand.

Also see the
checklist/worksheet in
Section 2:

Gaining Insights
on Employee
Retention



Also see the
checklist/worksheet in
Section 2:

The Real
Cost of Replacing
People



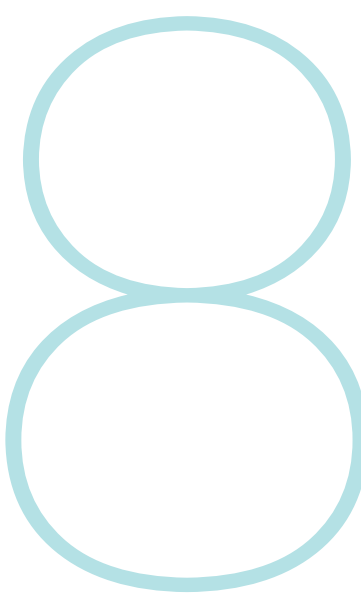
BE A CENTRE OF MEANINGFUL LEARNING

Professional Development = Huge Competitive Advantage to Attract and Retain Talent

Work is synonymous with learning, and tourism employers have much more to offer than a paycheque. With more than 160,000 employers in the sector, tourism is Canada's largest classroom. Whether employees are new to the organization or have been employed with your company for a long time, they are seeking new learning opportunities. Employees want to perform well; training ensures they have the skills and knowledge to succeed and to cope with demands.

EVERYONE NEEDS TRAINING AND MORE THAN ONCE

A thriving and profitable tourism business recognizes that everyone needs ongoing training. This includes new hires, 'lifers', front-line staff, supervisors, and management. The training must be relevant and meaningful—stuff that applies to what they do and to support personal needs (beyond the job).



Expert Tips That Get Results

- 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.
 - o 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 employers.

LACK OF GOOD TRAINING = INCREASED COSTS AND RISKS

Lack of ongoing training leads to:

- Poor service standards and diminished return of guests
- Inefficiencies, and more costs to get things done well
- Increased injuries or accidents and workers on costly leave
- Increased waste or errors
- Higher absenteeism
- Higher turnover
- Staff burnout

Increase retention
by helping employees plan a customized career path, and offer training to help reach these goals.

OPTIMIZE YOUR CURRENT WORKFORCE

Practices That Boost Productivity and Increase Worker Loyalty

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.

A growing skills gap is impacting recovery, productivity, and the ability for your business to compete.

As much as 25-40% of workers in the tourism sector do not have the skills needed to do their job effectively, or have skills that are not utilized.



Expert Tips That Get Results

- Develop or work with tools to:
 - o Figure out the skills mismatches and training priorities of each worker.
 - o 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.

Skills Mismatches – 3 Ways

Skill Deficits

Workers lack skills to perform job well

Skill Obsolescence

Workers have skills no longer required, or have diminished importance, or skills have been lost

Untapped Potential

Workers not able to fully utilize skills

Also see the checklist/worksheet in Section 2:

Guidance on Terminating Employees



GET GOOD AT & PRIORITIZE PARTNERSHIPS

Be a Recognized Leader & Your Influence Will Help Cultivate Strong Links to Job Seekers

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.

Tourism's revival and growth depends on the ability of tourism businesses to engage in community-led strategies. In many communities, tourism businesses are the main economic driver and a significant job creator. Tourism businesses often take on a leadership role in their community, helping harness resources to create a destination that is ready and willing to accept visitors.

Expert Tips That Get Results

- 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.



Also see the checklist/worksheet in Section 2:

Build Strategic Community Partnerships



USE UNCONVENTIONAL, FLEXIBLE WORK SCHEDULES

Tailored Work Arrangements Are Key to Attracting and Retaining Top Talent

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

Flexible work arrangements have led to increased ability to attract and retain workers, reduce absenteeism, and increase job satisfaction. They help employees manage personal needs, which means they are more present and productive when at work. Overall, they have a positive impact on the climate and culture of the organization.

FLEXIBLE WORK ARRANGEMENTS

Flexible work refers to alternative arrangements where employees can choose a work schedule to meet personal or family needs. Also, employers may modify schedules to meet customer/visitor needs.

Expert Tips That Get Results

- 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 paycheque 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.

EXAMPLES OF FLEXIBLE WORK

- **Flex time:** employee works a full day but can vary their working hours
- **Compressed work week:** employee works longer days in exchange for a day off
- **Job sharing**
- **Working remotely**
- **Reduced hours/part time**
- **Gradual retirement:** employee is able to reduce working hours or reduce their workload over a period of time

Also see the checklist/worksheet in Section 2:

The Real Cost of Replacing People



INCREASE YOUR HR IQ

Tourism Businesses Are in the Human Capital Business First and Foremost. A Skilled, Dedicated Person to Manage HR Is Essential to Business Survival.

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.

Expert Tips That Get Results

- 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?

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Check out
TourismRecovery.ca
and Emerit.ca for more
tools to help manage
your HR needs.



EMPHASIZE THE TOTAL COMPENSATION PACKAGE

Be Strategic and Explicit: Promote Your Total Compensation Offer

Compensation is much more than the pay, and the pay is more than the wage or salary a person earns. Employees look for more than financial compensation and expect other benefits that support work-life balance, opportunities for internal promotions, and benefits packages for personal health and wellbeing.

PERSONALIZED BENEFIT PACKAGES

Personalized benefit plans are a way to accommodate different needs and situations. For example, remote workers and those living in rural communities may not have access to services employees can obtain in a large city.

Expert Tips That Get Results

- Find out what the competitors offer to determine if your total compensation package is commensurate with the local market. Routinely benchmark your practices against others and adjust your offer to remain competitive.
- Tailor your benefits to each worker. Provide options that enable employees to select the benefits most suited to their lifestyles and needs.
- Multi-year bonuses or lump sum bonuses for high-performing employees has been shown to increase retention. This also provides flexibility for employers, enabling them to manage short- and long-term finances while not inflating ongoing payroll expenses.
- Show job prospects your total compensation offer as part of the recruitment effort. (See the Total Compensation Template, which illustrates how you can quantify the value of everything you provide.)

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Also see the
checklist/worksheet in
Section 2:

Total
Compensation
Template

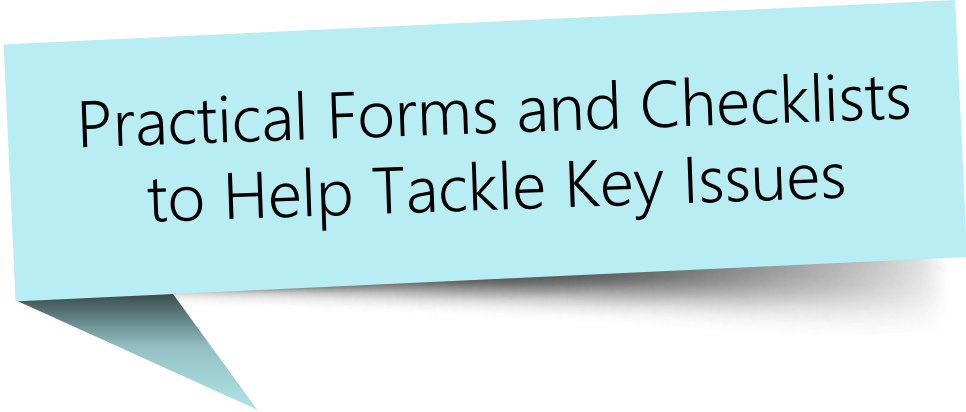


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Section



Practical Forms and Checklists
to Help Tackle Key Issues

Develop Workforce Action Plan

C H E C K L I S T

A Community-Led Strategy to Build a Resilient, Productive, and Inclusive Tourism Workforce

Investments in labour market strategies are essential to tourism's ability to recover and be a key economic engine and future job creator for the Canadian economy. For this reason, tourism businesses often lead the way in developing community-based workforce action plans. An effective strategy helps address labour force priorities set by government and ultimately builds a resilient and inclusive labour market.

Community labour force development plans aim to engage all community stakeholders. These plans focus on the economic development goals of the region or community, tourism's growth potential, skills and capacity required, demographic data, potential industry partners and employers, existence of education and training to meet demands/needs, and opportunities for public-private partnerships.

- Identify workforce/labour market information and data to be collected**, such as:
 - Demographics (e.g., age, population trends, immigration trends, education trends)
 - Available job seekers
 - Type of jobs available
 - Tools and resources to connect people to jobs (e.g., training supports)
 - Workforce challenges and opportunities (e.g., barriers, labour or skills shortages, credential recognition for new Canadians)
- Identify information to be collected** on factors contributing to community workforce planning:
 - Economic development goals and related skills and jobs demands
 - Available education and training services
 - Available housing or other infrastructure needs
 - Employment support services (e.g., career development professionals, immigrant serving agencies)
 - Potential public-private partnerships
 - Available resources or tools aimed at helping connect job seekers to employment opportunities
- Conduct research:**
 - Use range of methods (e.g., surveys, interviews, focus groups, web searches)
- Review and analyze research findings:**
 - Compile statistics
 - Integrate information from various sources
- Develop key recommendations to address workforce needs:**
 - Seek feedback and input by community stakeholders
 - Set economic, social, educational, and employment strategic goals, for example:
 - Increase workforce participation of underrepresented groups
 - Improve productivity and competitiveness
 - Improve quality of employment

- Outline the types of activities and investments to address infrastructure deficiencies, for example:
 - Improved education and training needs
 - Improved housing options
- Develop strategies** to achieve stated goals, in areas such as:
 - Skills development
 - Recruitment and retention
 - Immigration
 - Diversity and inclusion
- Develop action plan**, for example:
 - Identify outcome metrics (i.e., what you want to achieve)
 - Define activities and timeline to meet goals
 - Identify needed resources (e.g., expertise, tools, money)
- Engage/consult community stakeholders** to review and feed into the plan
- Finalize plan:**
 - Incorporate changes based on the consultation
- Implement labour market action plan**, for example:
 - Secure necessary resources (e.g., financial supports, expertise)
 - Present action plan
 - Delegate activities
 - Develop communications strategy
 - Establish schedule to review progress
 - Adjust strategies as needed

N O T E S

You may also want to review the following Tourism Recovery checklist:

- Building Strategic Community Partnerships

Rethinking Work, Workforce, & Workplace

2 CHECKLIST

Responding to COVID-19 Impacts & the New Normal

Workforce planning is the cornerstone of a viable tourism business. Tourism relies on its people to deliver the *experience*; without them, tourism lacks heart and meaning. COVID-19 has had profound impacts on the workforce. Subsequently, employers need to completely overhaul their human resource practices and policies. Regardless of the size of business, these workforce plans need to factor in the types of new skills and the ever-changing work environments that are being implemented because of COVID-19.

Tourism employers can expect a gradual and slow recovery period. This will impact businesses in ways that are unfamiliar, such as changing business models, adapting or developing new products and services, or learning to work with fewer workers and rely more on technology to augment or enhance the services provided. Perhaps the most profound impact of COVID-19 on tourism businesses has to do with the impact on workers. More than ever, the pandemic underscores the need for a resilient workforce that is quick to adapt. Tourism, after all, is dependent on the human dimension—it's the skilled workforce that delivers on the service promise.

This checklist is intended to help employers rethink, redesign, and optimize their workforce to respond to the future of work.

REFLECT ON THE IMPACTS AND CHANGES TO YOUR WORKFORCE

- How many employees, and which ones?**
 - What will be the composition and size of the workforce you need based on the changes you're planning to make to your business? How many will be full-time, part-time or casual workers?
 - Think about your needs in the short term (perhaps 2 - 4 months) and the longer term (such as 5 - 12 months)
 - Is there a possibility of maintaining or increasing the number of employees working remotely?
 - Will there be layoffs?
- What skills are needed?**
 - Do your employees have the skills that are needed?
 - What are the gaps?
 - Look for ways to provide employees with varied, adaptive, and flexible roles so they acquire transferable and cross-functional knowledge and skills
- Which employees should come back to work and when?**
 - Which employees are ready to return? Which ones are not?
 - Do any of the employees require additional supports or accommodations (e.g., special scheduling requirements because of caregiving requirements, a worker that is part of the high-risk group)
- Are new investments needed to enable workers to be productive?** For example:
 - Reconfiguring the workplace to comply with physical distancing and health and safety measures

- Reskilling or training to prepare workers for new demands, such as cleaning protocols, new or altered tasks, managing staff working remotely, cyber risks, and data protection
- Retooling or enhancing technology platforms or access to collaboration tools (both at home and in the workplace, to enable people to switch easily between the two)
- New technology to augment or enhance employee work

What are the required changes to HR policies? For example:

- Procedures for reporting illness
- Extended absences (e.g., employees in quarantine or self-isolation, paid time off and leave)
- Workplace accommodation policies
- Staff travel guidelines
- Working remotely
- Privacy law in the context of pandemics and employee and employer rights

ESSENTIAL THINGS TO THINK ABOUT IN YOUR POST-COVID WORKFORCE PLANNING

Prioritizing and emphasizing health, safety and employee wellbeing, for example:

- Help ensure employees are confident about their own safety
- Look for ways to help employees address financial concerns or seek financial assistance, where needed
- Offer support for workers struggling with mental health

Compliance with new protocols (e.g., processes to follow when an employee tests positive for COVID-19 and the implications on guests, other staff, and products)

New/expanded health and safety training

Telework/telecommuting practices

Guidance for high-risk and essential workers

Leveraging government programs

Clear policies, including:

- How to address absence due to sickness or caring for relatives
- Protocols for guests
- Procedures for reporting illness

**Policies will need to factor in special provisions for parents (e.g., to deal with extended school or childcare closures) and for staff that travel and may be forced to stay at a destination longer than expected.*

Impacts of terminating employees

Impacts on insurance policies and premiums and other long-standing arrangements employers have with their employees.

N O T E S

You may also want to review the following Tourism Recovery checklists:

- Helping Employees Transition Back to Work or to New Job Roles
- Guidance on Terminating Employees

3

Helping Employees Transition Back to Work or to New Job Roles

C H E C K L I S T

Optimizing Skills and Worker Retention

Tourism businesses are expected to reopen gradually, and as they do things will be different. Not all workers will return, and not all at the same time. Instead, it is more likely that businesses will start with a small number of workers, many part-time, until there is sufficient demand for more workers and the businesses are profitable. In many cases, because of changes in the work environment, the nature of the job will be different and there may be a need for re-orientation or new skills training.

Change can be unsettling and cause stress. It is important that tourism operators employ strategies to help employees transition back to work and to new job responsibilities. Ultimately, employers have a need for a more flexible and responsive workforce—one that can respond to evolving workplace and skills demands or severe business disruptions.

This checklist will help employers prepare to welcome employees back to work and for the possibility of reassigning workers to new roles.

WHILE EMPLOYEES ARE AWAY FROM WORK

- Regularly keep in touch with employees** while they are away from work (e.g., temporary layoff, extended leave of absence):
 - Keep them informed on what is happening
 - Answer questions truthfully and respond to possible rumours or misinformation
- Acknowledge difficulties and limitations because of isolation from colleagues and work:**
 - Find out how they are coping and let them know they can reach out for support
 - Promote effective communications—verify they have the rights tools, encourage virtual meetings
 - Recognize contributions and successes
- Where changes are expected in the workplace** (e.g., fewer workers to start, different operating hours, new operating procedures or expectations):
 - Be explicit, honest, positive and accessible, describing why the change is happening, what to expect and when the change will take place
 - Explain how the change will be implemented
 - Discuss possible challenges and take steps or make resources available to address concerns raised by employees
- Provide fair notice** when employees are expected back to work:
 - Accommodate needs and be flexible on start-up times (e.g., allow time to arrange for childcare or transportation, where needed)
 - Enable employees to continue work at home, where possible
- Address job insecurity**, for example:
 - Explain plan to retain existing employees, with goal to develop broad range of skills to ensure employees have as many opportunities as possible
 - Advise on stages to bring back employees, such as starting with fewer people and more part-time situations

This form is also available as part of  [tourismrecovery.ca](https://www.tourismrecovery.ca)

- Where layoffs are expected, give as much advanced notice to affected workers as possible
- Provide placement counselling/make referrals to local career services; provide information about alternative job opportunities in the community and information on how to obtain economic assistance
- Increase availability of workplace health programs and services**, such as counselling services, information sessions on maintaining healthy lifestyle

MATCHING EMPLOYEES TO THE 'BEST FIT' JOB

- Discuss need to make changes to employee job roles** to reflect new work practices:
 - Explain process that will be used (e.g., review skills and interests and match workers to the new skills or roles, with added support and training to help them adjust)
 - Listen carefully to employees' concerns:
 - Provide detailed resources to reassure employees that you've heard their concerns
 - If they express fear of change, offer realistic reassurance that additional skills training and supports are there to help them make the change successfully
 - Reinforce what the employee currently does well and has previously accomplished:
 - Emphasize how these strengths will help them transition to new roles or responsibilities
- Formally or informally assess employees' skills and interests or aspirations**, for example:
 - Employee self-assessment
 - Supervisor assessment
 - Discussion on strengths, successes, areas that could be developed
- Discuss possible needs that require accommodations or consideration**, for example:
 - Scheduling requests to accommodate childcare schedule or available transportation
 - Employees living with someone from a high-risk group (e.g., over 65, existing health problems)
- Discuss potential new skills, tasks or job role:**
 - Be explicit, answer questions
 - Seek agreement on the revised job role and schedule
 - Create job description
- Determine professional development or skills training needs:**
 - Focus on the skills gaps between employee competencies, experience, and qualifications and the target job requirements
- Develop individualized development plan (IDP)**, for example:
 - Prioritize areas of development
 - Identify and select development strategies (e.g., assignments, training courses, coaching)
 - Identify resources and supports required
 - Set milestones and timelines (e.g., daily, weekly, monthly)
- Provide support and guidance:**
 - Track progress and results

N O T E S

You may also want to review the following Tourism Recovery checklists:

- Guidance on Terminating Employees Checklist

4

Manage Remote Workforce

CHECKLIST

Employees working remotely need to be managed in many of the same ways as other employees.

However, because of their off-site locations, managing remote employees requires additional strategies that help them receive clear expectations, meet those expectations and experience job satisfaction. It is important that employees working remotely feel engaged in the organization's culture.

- Develop policies and procedures** about working remotely for supervisors and employees, e.g. respond to emails within 24 hours, use texts for urgent communication
- Provide orientation and onboarding**, for example:
 - send email introducing new employee to rest of team
 - deliver orientation on site and in person
- Provide remote employees with required resources, tools and equipment**, for example:
 - provide communication and collaboration tools, e.g. headset, computer, video camera, collaboration software, project management platforms, high-speed Internet with sufficient bandwidth
- Address unique health and safety needs** for employees working remotely:
 - provide information and equipment to help create safe, ergonomic workspace
 - identify contact protocol for health issues
 - monitor mental health and wellness needs and provide support and resources, as required
- Create communication strategy**:
 - reinforce expectations, e.g. frequency of communication, productivity, availability
 - schedule regular (e.g. weekly) one-on-one check-ins with remote employees
 - facilitate meetings that are effective and efficient, for example:
 - accommodate time zone differences
 - distribute agendas in advance
 - keep meetings brief, e.g. schedule two two-hour meetings instead of one four-hour meeting
 - select communication medium considering purpose and employee preference, e.g. videoconference, telephone, texting
- ensure organization-wide messages are sent to remote employees
- keep remote employees apprised of changes in plans, e.g. new deadlines
- Keep remote employees engaged**, for example:
 - celebrate organization's and employees' special occasions, e.g. achievement milestones, birthdays
 - organize team meetings where remote and in-office employees can gather in person
 - conduct regular and short surveys to gather remote employees' perspectives and feedback:
 - respond to survey results
 - create short videos that celebrate work of remote employees
- Provide performance evaluations and support**:
 - monitor quality of work
 - conduct coaching sessions, e.g. using videoconferencing
 - highlight contributions to team
 - provide positive feedback
- Facilitate productivity**, for example:
 - initiate discussions about how employee's work is aligned with mission and values of organization, and how deliverables are helping internal and external clients
 - track key metrics: focus on outcomes rather than minute-by-minute activities
 - have remote employees provide work schedules specifying activities and completion dates
 - provide shared document that tracks work activities of team
 - trust that remote employees are productive when meeting goals and deadlines

5 Build Strategic Community Partnerships

C H E C K L I S T

The Foundation to Revitalizing Tourism

Tourism's revival and growth depends on the ability of tourism businesses to engage in community-led strategies. In many communities, tourism businesses are the main economic driver and a significant job creator. Tourism businesses often take on a leadership role in their community, helping harness resources to create a destination that is ready and willing to accept visitors.

Community partnerships are built on a few core principles or shared values:

- Building trust and respect using methods that promote inclusivity
- Committing to working on shared goals and promoting strategies that benefit the wellbeing of the community
- Being accountable to the community, along with following trusted decision-making mechanisms

Identify reasons and opportunities to engage the community or form partnerships, for example:

- Shared tourism marketing strategies and messages
- Shared services and use of resources
- Need to coordinate shared worker plan
- Coalition to advocate on behalf of industry to influence policy change or seek financial supports
- Infrastructure plan to overcome limitations that impact visitor travel
- Education, training, or employment services to help address staffing needs
- Joint proposals to seek government funding

Identify potential community partners, such as:

- Other businesses that rely on the visitor economy
- Chambers of Commerce
- Economic development agencies
- Indigenous economic development groups
- Education and training providers
- Career development services
- Social agencies (e.g., immigrant serving groups)

Meet potential partners and create a plan:

- Confirm interest in establishing a partnership (formal or informal)
- Clarify shared goals and objectives/purpose
- Identify opportunities to work together and projected outcomes or impacts
- Identify requirements, such as:
 - Necessary resources (e.g., money, time, skills)
 - Individuals to consult, where needed
 - Essential communication and reporting requirements
- Establish a community engagement strategy that considers a range of stakeholder needs:
 - Inform: focus on communication to keep the community informed
 - Consult/involve: seek individuals to contribute to the planning or execution of the plan
 - Collaborate: look for ways to leverage other work or capacity

This form is also available as part of  tourismrecovery.ca

- Empower: work with individuals who have specialized expertise to address issues and inform solutions or actions, such as Indigenous Elders, legal experts, financial advisors
- Develop action plan
- In larger community-led initiatives**, consider:
 - Establishing a formal working committee/group to lead the community plan
 - Setting up an 'executive' committee to manage governance requirements and key administration requirements
- Develop partnership agreements**, considering:
 - Purpose
 - Governance/oversight requirements
 - Strategic goals
 - Services and resources
 - Funding/financing
 - Communications
 - Reporting requirements
- Maintain partnership engagement**:
 - Monitor and evaluate engagement strategy, including:
 - Effectiveness of communications efforts
 - Level and type of community represented in the strategy
 - Schedule regular reviews/meetings to review progress and challenges
 - Establish communication processes
 - Hold collaborative planning meetings as needed (e.g., weekly, monthly)

N O T E S

6 The Real Cost of Replacing People

Use this form to calculate the real cost of turnover. Use one form for each occupation or job role. The average cost of replacing a person can amount to 3 or 4 months of wages you would have paid to the worker that is moving on.

DIRECT COSTS	# of Hours	Hourly Rate	Total
TERMINATION			
Processing the separation paperwork (admin, manager)			
Exit interview (human resource staff)			
Severance pay			
Accrued vacation pay			
VACANCY			
Temporary help, wages			
Overtime for co-workers filling in for departing worker			
RECRUITMENT, SELECTION, & HIRING			
Preparing and publishing job advertisement			
Referral bonus			
Applicant screening and interviewing			
ORIENTATION AND TRAINING			
New hire process, orientation			
Uniforms, equipment, tools, training materials			
In-house training (trainer's time)			
TOTAL DIRECT COSTS			
Are there other direct costs to consider?			

INDIRECT COSTS	% Reduced	# of Hours	Hourly Rate	Total
TERMINATION				
Lost productivity of incumbent (estimate two weeks prior to departure)	50%			
Lost productivity/time of supervisor during orientation and training of new worker	30%			
Reduced (lost) productivity of new hire during initial transition (estimate one to two weeks)	50%			
Increased defects/operating errors during job vacancy or transition (e.g., product wasted)				
Dissatisfied or lost clients/customers during job vacancy or transition				
Accrued vacation pay				
TOTAL INDIRECT COSTS				
Total cost of replacing one staff person (direct + indirect costs):				

Are there other indirect costs to consider?

Are you operating at full capacity?

ADDITIONAL CONSIDERATIONS

How much turnover is reasonable?

Are you tracking the reasons for turnover? (Be sure to conduct an exit interview and be direct with questions to understand the issue.) Do you see trends?

What is the impact on managers? Are they able to fulfil other duties or is too much time spent replacing staff?

What about the impact on other staff? Loss of known relationships? Impact on workplace culture? On the corporate brand?

Is there a gap in corporate culture or historical perspectives (that no amount of orientation and training can replace)?

What impressions do clients/customers or owners/investors have when the turnover is high?

7

Gaining Insights on Employee Retention

HOW WOULD YOUR EMPLOYEES RATE YOU?	←← SD	← MD	• N	→ MA	→→ SA
My supervisor makes the best use of my skills					
I feel valued as an employee of the organization					
I am proud of the work carried out by my team					
I feel free to voice my opinion within the team					
The people I work with cooperate to get the job done					
I have received the training I need to do a high quality job					
I am able to get the support or coaching to help me improve					
I believe I have opportunities for promotion and career progression					
In my work, I find it easy to apply the training I received					
My organization has clearly defined client service standards					
I regularly apply the service standards in my work					
I have the flexibility to adapt my services to meet clients' needs					
I use feedback from clients to improve the quality of my work					
I believe the roles in the organization are defined clearly					
I understand the organization's strategic direction					
Management actively supports the use of flexible work arrangements					
If I am faced with a problem, I know where I can go for help					
In my opinion, morale is good in the organization					
I believe management tries to resolve concerns raised by staff					
My supervisor helps me determine my learning needs					
I am happy in my job and have no plans to look for other jobs					



Guidance on Terminating Employees

C H E C K L I S T

When It's Necessary to Reduce the Number of Workers to Ensure Business Viability

Tourism has faced difficult economic conditions and the recovery of the industry is expected to be slow and gradual. Unfortunately, some employers face an unenviable situation and know they are unable to retain all their valued workers. This checklist provides guidance on how to carry out employee terminations while also minimizing the risk of legal action, helping employees find new work, and maintaining the engagement of remaining employees.

Information provided in this checklist is not intended to constitute legal advice. We encourage you to consult local labour laws and seek legal advice where needed.

- Identify termination or work cessation needs**, such as:
 - Type of dismissal
 - Number of affected employees
 - Timing
- Seek legal advice** on difficult employment decisions, including phased workforce reduction or major downsizing
- Review termination policies and procedures:**
 - Be familiar with required protocols
- Identify individual(s) to be dismissed or laid-off**
- Determine severance package**, including career services, health care benefits, outplacement services
- Identify outplacement services**, such as:
 - On-site support on termination day (e.g., counselling)
 - Group transition workshops
 - Information sessions on career support services available in the community
- Plan termination process:**
 - Timing
 - Logistics
 - Support for remaining employees
- Implement termination process** affecting multiple employees, as required:
 - Provide notice of group termination to Ministry of Labour
 - Notify employees as soon as possible, in writing
 - Hold information session(s) with affected employees on the lay-off process
 - Make public announcement immediately after employee notification
 - Manage social media reactions
- Prepare to inform employee(s):**
 - Review personnel file (e.g., performance documentation, disciplinary actions)
 - Prepare documentation (e.g., record of employment, payment including salary and vacation pay, termination letter, release forms, severance package, potential restrictions and/or non-compete language, legal commitments about confidentiality and company business)
 - Identify location and time for meeting

- Arrange presence of others if required or if negative reaction is expected (e.g., union steward, security personnel)
 - Prepare responses to questions (e.g., vacation days, severance, benefits)
 - Decide how and when to terminate employee's access to electronic systems (e.g., during or at commencement of meeting, if termination is effective immediately)
- Conduct meeting**, for example:
- Inform on reason for termination (e.g., organizational restructuring, poor performance, misconduct)
 - Outline notice period or severance settlement options (e.g., immediate departure, two weeks' notice)
 - Provide documentation (e.g., termination letter, copies of warnings, record of employment)
 - Explain documentation (e.g., confidentiality agreement, non-compete agreement, arrangement for money owed)
 - Allocate time for employee to reflect on which option to select, if applicable
 - Obtain signature (e.g., release form, severance, notice payments)
 - Explain documents to follow (e.g., final payments, expected timelines)
 - Arrange for return of company property (e.g., keys, pagers, laptops, ID badges, access passwords)
 - Handle emotional response (e.g., acknowledge situation is difficult, allow time to process)
 - End meeting on positive note, if appropriate (e.g., note contributions that were valued)
 - Offer support, if appropriate (e.g., safe transportation home, references, counselling)
 - Supervise departure, as required (e.g., collection of personal items, return of company's materials)
- Perform activities post departure**, for example:
- Document meeting
 - Arrange for exit interview, as required
 - Notify others who may be affected (e.g., clients, suppliers) of employee departure, without disclosing reason
 - Maintain confidentiality of discussions
 - Monitor health of remaining employees (e.g., look for signs of stress, track absenteeism)

N O T E S

9 Essential Technology Practices for Employees Working Remotely

C H E C K L I S T

Tourism businesses that require people to work remotely (such as from home or when travelling) should follow guidelines when using technology to lessen the chance of disruptions or down time, help prevent security breaches, and protect records and information.

- Ensure employees have proper technology and set-up**, for example:
 - Computer
 - Email
 - Phone conferencing
 - High-quality internet connection
 - Access to internal networks
 - Appropriate workstation: desk for computer, comfortable chair
- Require workers to have a secured Wi-Fi network** with a trusted virtual private network (VPN)
- Provide simple, accessible communications tools** (e.g., Teams, Slack, Zoom)
- Provide orientation training to help employees set up remote workstation:**
 - Assist with getting the technology set up and connected
 - Review the tools and services available to staff to get started
 - Describe how to access company communications channels
 - Review cyber security and data management protocols
 - Let them know where they can access help, when needed
- Implement guidelines for cyber security standards and procedures**, including:
 - Log-in procedures
 - Remote access
 - Use of personal devices
 - Information and data backup procedures
- Apply cybersecurity policy** by establishing procedures, for example:
 - Follow password rules: create secure passwords, change passwords as required, do not share passwords
 - Use secure internet connections (e.g., do not use public networks)
 - Update software as required
 - Use secure software
 - Use secure web browsers and search engines
 - Follow protocols for allowing/removing cookies
 - Verify authenticity of emails or attachments
 - Report suspected breach of security immediately
- Provide guidance on how to troubleshoot or resolve computer or applications issues**, for example:
 - Check power supply and internet connection (e.g., surge protection, battery status)
 - Check online for solutions
 - Have a dedicated staff person or third-party technology provider on call to assist, where needed

- Implement policies on the management of data:**
 - Restrict access to authorized persons
 - Back up electronic files periodically
 - Verify antivirus and anti-malware software is working and updated frequently
 - Check system for infections on a regular basis
 - Report breach of confidentiality

- Require employees to protect confidential records and documentation:**
 - Leave no private documents unattended
 - Label documents as confidential, where appropriate
 - Restrict access to authorized persons only
 - Keep computer screens from the sight of others

N O T E S

Total Compensation Template

E X A M P L E F O R M

Total compensation is a summary of all compensation, benefits, and perks for any given employee. The statement shows the monetary value of the 'total compensation package'. This is an example template to illustrate the idea. Adapt the tool to fit your tourism business context. Total compensation is one way to illustrate the *real value* of the job offer; it's a discussion that goes beyond wage or salary.

Direct Compensation	Available	YE Actual	Value
Annual Salary - as per Payroll Statements			
Annual Bonus			
Total Direct Compensation			
Leave Benefits	Available	YE Actual	Value
Vacation Days			
Statutory Holidays			
Seasonal (e.g., Christmas Period) Shutdown Days			
Personal Emergency Leave			
Family and Compassionate Leave			
Total Leave Benefits			
Insurance Benefits	Available	YE Actual	Value
Medical Insurance			
Dental Insurance			
Life Insurance			
Employer Health Tax			
Total Insurance Benefits			
Financial Security Benefits	Available	YE Actual	Value
RRSP Contributions			
Canada Pension Plan Contributions			
Employment Insurance Premiums			
Total Financial Security Benefits			
Professional Development Benefits	Available	YE Actual	Value
Professional Development - % of Annual Salary			

Summary of Total Compensation			Value
Direct Compensation			
Leave Benefits			
Insurance Benefits			
Financial Security Benefits			
Professional Development Benefits			
TOTAL			
Direct Compensation			
Indirect Compensation - Employer Voluntary			
Indirect Compensation - Employer Mandated			
TOTAL			

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Tourism

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SAMPLE CONTENT

Develop Job Descriptions*

Job descriptions clarify what the organization expects from employees, allowing them to perform at their optimal level.

- Review organizational structure to understand position titles and reporting lines
- Gathering information, for example:
 - distribute job analysis questionnaires
 - interview employees, supervisors and subject matter experts
 - review industry/occupational standards
 - review market research
 - conduct focus groups
- List the main duties and responsibilities
- Review skills and qualifications required, for example:
 - education and experience
 - certifications, e.g. food safety, responsible alcohol and beverage sales and service, Workplace Hazardous Materials Information System (WHMIS)
 - specific behavioural expectations, e.g., take initiative, perform under tight deadlines
 - background checks, e.g., driving record, criminal record
- List competencies (skills/knowledge) needed for the job, specific to the listed duties and responsibilities:
 - consult Tourism HR Canada's Workforce Management Engine for a list of the most current and exacting competencies, set by industry
- Summarize working conditions, for example:
 - performance standards, e.g., frequency, outputs
 - locations of work
 - physical demands of position, e.g., strength, vision, hearing, repetitive motion
 - health and safety requirements, e.g., personal protective equipment (PPE)
 - indicators of completion and quality
- Fill in the details, for example:
 - include tasks, responsibilities, skills, behavioural expectations, qualifications, reporting relationships, working conditions and organizational culture
 - use clear, plain and accurate language, e.g., simple sentences, avoid acronyms and jargon
 - ensure phrasing is compliant with legal requirements
- Circulate draft for review and feedback
- Revise job descriptions based on feedback
- Acquire approval of job descriptions from designated authority, if required
- File job descriptions with date and version number
- Review job descriptions periodically:
 - update job descriptions, as required

** Content adapted from the HR Management series of competencies. The Engine has 100s of other competencies covering the range of knowledge and skills required of most workers in tourism.*

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