

Blended Workforce

As the tourism sector continues to adjust in light of an ever-changing backdrop, businesses need to rethink the composition of their workforce. What operational changes will allow business owners to make the most of a smaller, more agile workforce? Each business will have to figure out the best solutions for their own circumstances, but here are some approaches to help guide operators in making decisions.

WORKFORCE FUNDAMENTALS | How do people engage with tourism employment?

ANCHOR TEAM

Core employees who make up the heart of a business's workforce.

- Essential to the operations
- Regular, reliable, scheduled workers
- Includes staff from across an organization
- Both full-time and part-time



SHARED WORKERS

Part of a formal co-employment agreement between two or more operators.

- Full-time, year-round employment without any one business being solely financially responsible
- May match businesses with complementary seasons
- May bring together part-time shifts across different businesses



CONTINGENT WORKFORCE

No long-term employment agreement.

- Gig workers, contractors, consultants, freelancers
- Allows businesses to respond rapidly to changes in workforce needs
- Can outsource some of the less frequent tasks



SEASONAL

Workers employed for part of the year only.

- Hired for the local peak season
- Often 'additional' workers on short-term contracts
- May skew towards younger demographics, but not always



YEAR-ROUND

Workers employed throughout the year, regardless of the seasonality of the business.

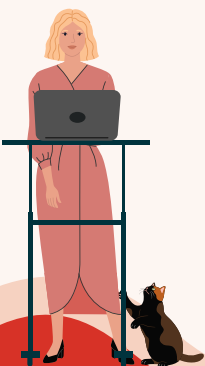
- Core operational staff
- Key business administrative positions
- Some specialized positions (e.g., head chefs, tour designers)



REMOTE AND HYBRID

Many (not all!) jobs have some aspects that can be done remotely.

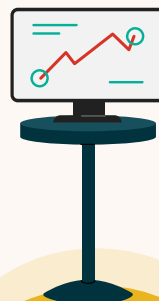
- Finding ways to accommodate changing worker preferences and expectations can help with retention
- Even one or two days a month working from home can help support staff wellbeing and work-life balance



LEVERAGING TECHNOLOGY

Technology in tourism businesses can help manage short-staffed situations.

- Free employees from easily automated tasks to work in more complex or creative areas
- Tech can offer new ways to manage staff (e.g., scheduling apps, training)
- New visitor products and services (e.g., augmented reality, virtual experiences)




Build Your Own Blended Team

As the labour market in tourism remains tight, it's a good idea to think carefully about who you're hiring. What is the best way to structure your positions to get the most from your employees, and to build resilience and flexibility into your workforce?

Using this page as a starting point, work through the positions that you're looking to fill, and experiment with some different configurations. What arrangements would allow you to do the most with the fewest number of workers? Where can

you outsource or share some of the workload? Try to include as many of your business and operational needs as possible while you're exploring the options.

	SEASONAL	YEAR-ROUND		
ANCHOR				
SHAREABLE WORKERS				Who in your community or region might be open to sharing workers?
COULD BE CONTINGENT			What resources are there to connect you with gig workers in your area?	

	Could hybrid or remote work be a possibility?	How could technology help streamline this role?
ANCHOR		
SHAREABLE WORKERS		
COULD BE CONTINGENT		