

TOURISM RECOVERY WEBINAR SERIES

# **Workforce Power Session**

9 DECEMBER 2020



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# Welcome

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## WORKFORCE POWER SESSION

# Today's Session

1

Respect

2

Retain

3

Retrain

4

Redirect

Tourism is all about the **authentic, tailored, compelling, quality** experiences delivered by skilled tourism professionals



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1

**Respect**





## Human Resource Executive

1. Empower managers to lead change
2. Implement daily check-in calls
3. Maintain consistent communications
4. Respect employees' privacy
5. Focus on learning and development
6. Be intentional with wellness
7. Give employees ongoing flexibility

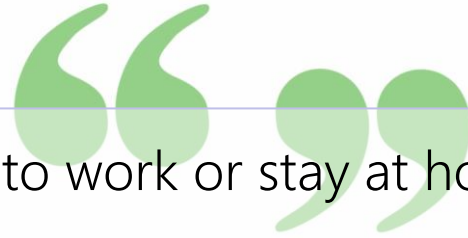
People always  
remember  
**how you make  
them feel.**



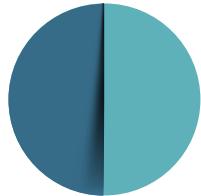
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# General Concerns and Needs

## WHAT EMPLOYEES ARE SEEKING

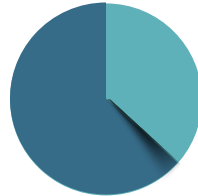


Whether they return to work or stay at home, employees have certain hopes and expectations of their employers. Knowing what they want can help a small business owner adapt to COVID-19 successfully and ensure a satisfied and engaged workforce.



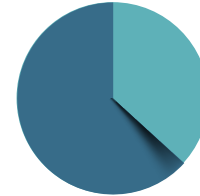
**50%**

Top concern: notification



**30%**

Worry about layoffs

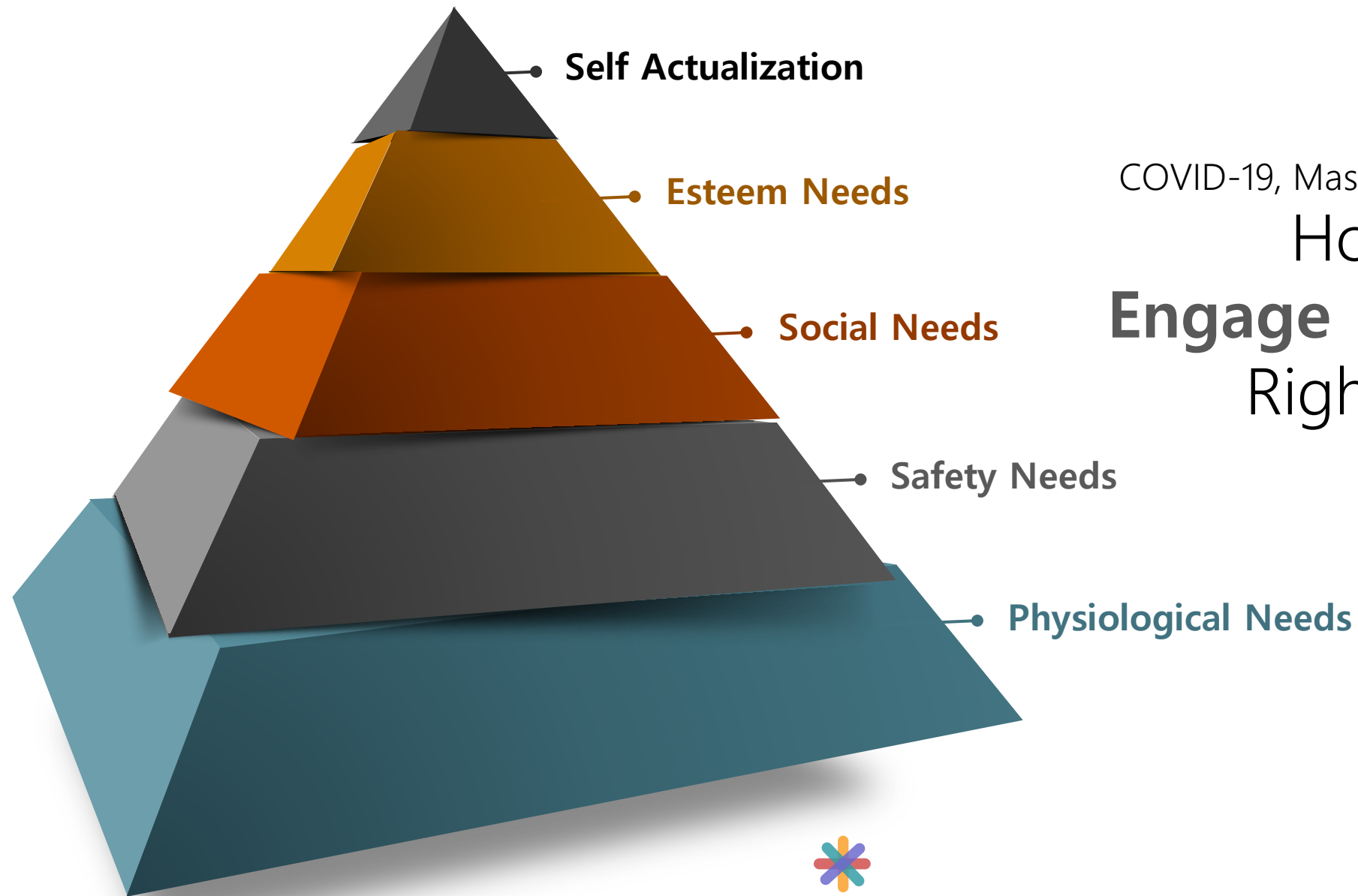


**30%**

Seeking flexibility



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COVID-19, Maslow's Hierarchy and  
**How to  
Engage Employees  
Right Now**



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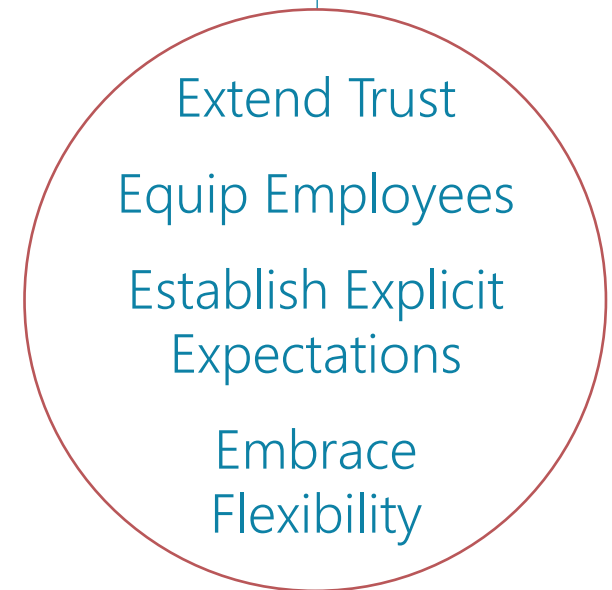


# 6 Es of Engaging Employees

 EMPATHIZE	 ENGAGE	 EDUCATE	 ENABLE	 EMPOWER	 EMBRACE
Listening Ask questions Look to understand their perspective Engender mutual trust	Solicit specific suggestions Invite employees to get involved in the response strategy Encourage experimentation	Focus on important items: what they need to know	Ensure they are equipped with what is needed to be productive Communication systems Support for personal wellbeing	No micro-managing Encourage small risks Revisit policies and processes	Celebrate and recognize work Encourage praise



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# Workforce Planning

- Critical to business priorities
- Linked to production planning
- Directly linked to mission-critical products and services
- Closely related to the most important suppliers or customers
- Where there might be a “surge” in activities

## Pro tip

Do not only evaluate risk. Consider growth opportunities, as well.  
Many industries will fundamentally change after this event. Consider diverting non-essential staff to exploring innovative new ideas, or advancing important strategic projects.

Function	Importance	Suspension of activities			Possible accommodations or alternatives
		Never	Short term	Longer term	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

## Employee Communication Plan Template

### Pro-Tips

- |                         |   |
|-------------------------|---|
| 1. <b>Well-timed</b>    | well in advance, or just-on-time, as needed           |
| 2. <b>Honest</b>        | even with bad news                                    |
| 3. <b>Relevant</b>      | 'what's in it for me?'                                |
| 4. <b>Coherent</b>      | the same key messages repeated in different ways      |
| 5. <b>Continuous</b>    | never 'go dark'                                       |
| 6. <b>Collaborative</b> | consult stakeholders to craft message                 |
| 7. <b>Diverse</b>       | use a mix of communication vehicles                   |
| 8. <b>Two-way</b>       | ask, don't just tell                                  |
| 9. <b>Targeted</b>      | language and approach is adapted to the audience      |
| 10. <b>Unambiguous</b>  | be clear on what is negotiable and what is not        |
| 11. <b>Respectful</b>   | acknowledge feelings, respecting diversity of opinion |



REMINDER

**Adapting to  
New Market  
Realities**

# Employee Communication Plan

What? (examples to be adapted)	Key messages	Employee group	When / Frequency	Date
What is the nature of the illness?	How it's transmitted, symptoms, appropriate health-care precautions	All	As needed	
Whom to contact if they think they are sick?	Health care authorities, at work, services available	All	As needed	
Policies and procedures if sick/quarantined or otherwise affected (childcare etc) and available resources	From the government and at work			
What is the work expectation?	Who can work remotely? Who is expected to show up? Reduced hours, etc			
What is the work expectation? What is the remote work policy?	Performance standards, integrity of documents, information, etc., personal vs company equipment, availability, connectivity, visibility on work done, etiquette, security, confidentiality			
What are the health and safety procedures to keep staff, customers and others safe?				
Operations Communications				
What do we need to deliver today/this week?				
What procedures have changed?				
What is the demand for our product/service changing?				
What is our marketing plan/				

# Managing COVID-19 Risks in the Workplace

## CHECKLIST

### Managing COVID-19 Risks in the Workplace

#### CHECKLIST

#### Mitigation Principles and Measures

The following facts about COVID-19 and associated questions can help you consider the risks of COVID-19 in your workplace. The checklist also contains risk mitigation principles and measures to help prevent or limit the spread of COVID-19 in your business.

This checklist is adapted from the Public Health Agency of Canada's [How can my workplace/business mitigate COVID-19 risks.](#)

#### ESSENTIAL FACTS ABOUT COVID-19 TRANSMISSION

- ☐ If there is known COVID-19 in the community, there is high likelihood it will be introduced into the workplace.
- ☐ COVID-19 spreads from person to person, usually through respiratory droplets generated by coughing, sneezing, laughing, or talking during close interactions (i.e., within two metres). Person-to-person spread is more likely with prolonged contact. Crowded settings and confined indoor spaces are presumed to have greater risk
- ☐ COVID-19 can be spread by infected individuals who have mild symptoms or who have not yet and may never develop symptoms.
- ☐ COVID-19 can be spread through touching something with the virus on it, then touching the mouth, nose, or eyes before hands are properly washed.
- ☐ The virus can cause more severe illness among people who are 65 and over and those who have compromised immune systems or other underlying medical conditions.

#### EVALUATING WORKPLACE RISK

Think about your work environment; for each risk factor that you agree with, rank the risk as low, medium or high.








RISK FACTORS		RISK LEVEL		
		LOW	MEDIUM	HIGH
1	Employees have close interactions with customers or other employees; they are unable to maintain physical distancing of at least two metres.			
2	Customers have close interactions with other customers.			
3	Employees have prolonged, close interactions with customers or coworkers.			

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# Evaluating Workplace Risk

RISK FACTORS		RISK LEVEL		
		LOW	MEDIUM	HIGH
1	Employees have close interactions with customers or other employees; they are unable to maintain physical distance of at least two meters.			
2	Customers have close interactions with other customers.			
3	Employees have prolonged, close interactions with customers or coworkers.			
4	Customers have prolonged, close interactions with other customers.			
5	There are several different people sharing the workplace, often with different people each shift.			
6	Employees frequently have contact with high-touch surfaces.			
7	Customers frequently have contact with high-touch surfaces.			

RISK FACTORS		RISK LEVEL		
		LOW	MEDIUM	HIGH
8	Travel to and from work involves public transit or shared ride services.		✓	
9	The business cannot access and appropriately deploy all necessary personal protective equipment required of employees.	✓		
10	Employees and customers cannot maintain hand hygiene (e.g., no easy access to hot water and hand soap, hand sanitizer).	✓		
11	The business lacks policies and procedures to ensure the workplace environment is meeting cleaning & sanitation standards		✓	
12	There are employees that belong to higher-risk groups.		✓	
13	There are customers that belong to higher-risk groups.		✓	
14	The workplace/business has not employed enhanced cleaning and sanitation practices.	✓		
15	The workplace/business had not created barriers between employees and customers where physical distancing is not possible			✓

# Summary

## HIGH RISK

Employees have close interactions with customers or other employees; they are unable to maintain physical distance of at least two meters.

Customers have prolonged, close interactions with other customers.

There are different people sharing the workplace, often with different people each shift.

Employees frequently have contact with high-touch surfaces.

The workplace/business had not created barriers between employees and customers where physical distancing is not possible.



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2

**Retain**



Top Priorities: What Employees Are Seeking

Transitioning People Back to Work

Supporting Employee Mental Health

Looking at Work Refusal



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# Top Priorities During COVID

A FEW THOUGHTS FROM HR EXECUTIVES

## INVEST IN THE RIGHT **TECHNOLOGY, TOOLS, SUPPORTS**

- Making sure people can work from home or in the new work conditions
- Guidelines and supports to work from home (e.g. communication strategies, mental health ally)

## PLANNING ON THE **FUTURE OF WORK**

- Re-thinking the workplace, roles
- Emphasizing adaptiveness, agility, creativity, resilience

## DIFFERENT APPROACH TO **MANAGING THE WORKFORCE**

- Building knowledge and skills to manage a remote workforce
- Helping workers gain the skills needed for the new way of working, or roles
- Focus on goals, not scheduling or production
- Increased coaching

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# Helping Employees Transition to Back to Work or to New Job Roles

## CHECKLIST

### Helping Employees Transition Back to Work or to New Job Roles

#### CHECKLIST

##### 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):
  - o Keep them informed on what is happening
  - o Answer questions truthfully and respond to possible rumours or misinformation
- ☐ **Acknowledge difficulties and limitations because of isolation from colleagues and work:**
  - o Find out how they are coping and let them know they can reach out for support
  - o Promote effective communications—verify they have the right tools, encourage virtual meetings
  - o 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):
  - o Be explicit, honest, positive and accessible, describing why the change is happening, what to expect and

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Helping Employees Transition to  
Back to Work or to New Job Roles

## WHILE EMPLOYEES ARE **AWAY FROM WORK**

- ☒ Keep in touch
- ☒ Acknowledge difficulties
- ☒ Discuss changes
- ☒ Provide fair notice
- ☒ Address job insecurity
- ☒ Increase health programs, services



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Helping Employees Transition to  
Back to Work or to New Job Roles

## MATCHING EMPLOYEES TO '**BEST FIT**' JOB

- ☒ Discuss changes to roles
- ☒ Assess skills and interests
- ☒ Think about accommodations, needs
- ☒ Discuss new skills, tasks, job role
- ☒ Determine PD or skills needs
- ☒ Prepare IDP
- ☒ Provide guidance and support



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# Tips for Building a **Mentally Healthy Workplace**



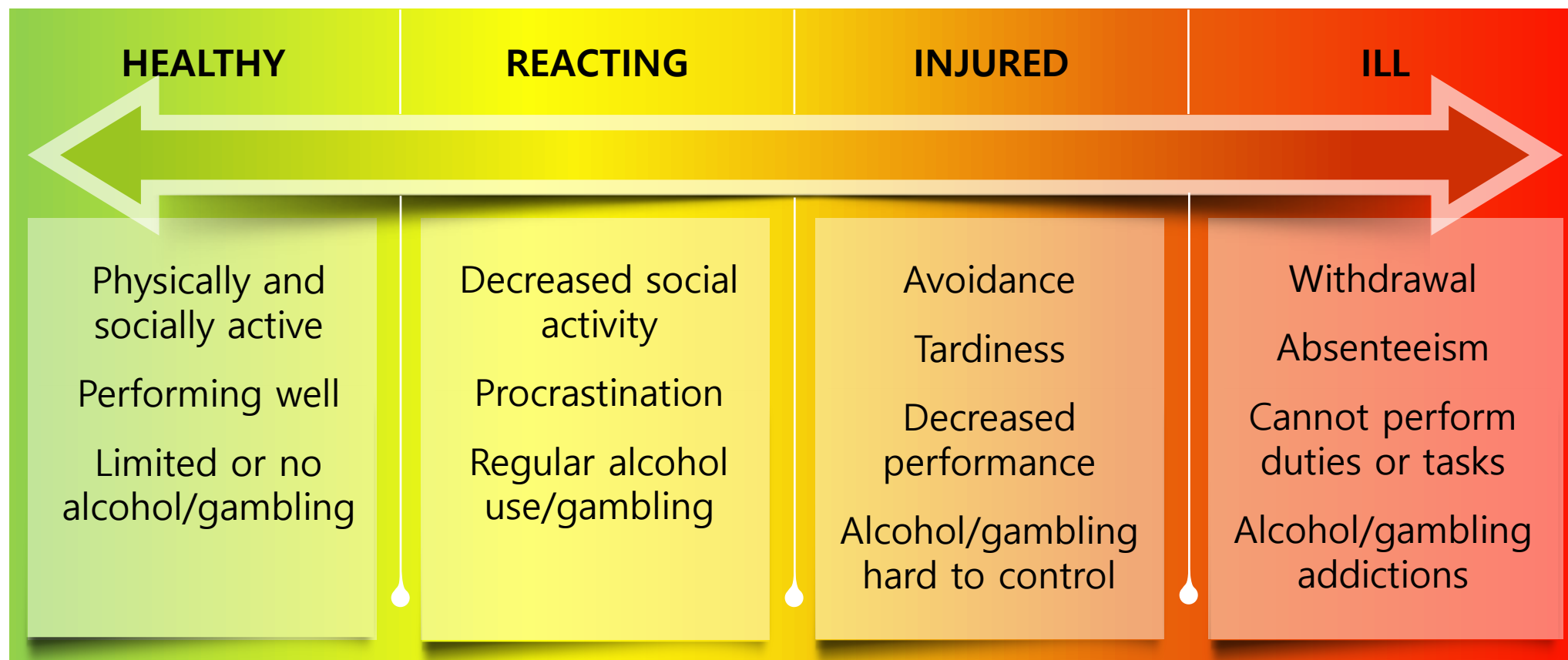
- |                                  |                                   |                                       |
|----------------------------------|-----------------------------------|---------------------------------------|
| 1 Foster open workplace dialogue | 2 Develop mental health resources | 3 Designate mental health ambassadors |
| 4 Have a zero-tolerance policy   | 5 Provide ways to connect         | 6 Promote work-life balance           |



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# Be Aware of Signs and Symptoms



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competitive  
workforce

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**Special  
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**Mental  
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## Blog

# A Balancing Act: Tackling Employee Recalls and Work Refusal

Posted on **July 22, 2020** by **Tourism HR Canada**

Tourism businesses have gradually started to reopen and recall workers that have been furloughed for months. The process has been met with trepidation and confusion, and with some workers refusing to return to work, many for legitimate reasons.

## The Struggle with Recalling Workers

Employers are seeking assistance on making decisions on whom they bring back, when, and how to avoid possible liabilities. Employers have also expressed uncertainty about bringing workers back, citing concerns about financial stability and whether they are able to offer steady, predictable employment without the

### Recent Posts

- ▶ [Tourism Losing Workers Daily, Hampering Recovery](#)
- ▶ [Cultivating Inclusive Destinations Across Canada](#)
- ▶ [Feed Into the Tourism Future Skills Framework](#)
- ▶ [Three Digital Destinations for Tourism Workers](#)
- ▶ [Watch: Adapting to New Market Realities – Products, Pricing, Placement, Positioning](#)

# The Challenge of Dealing with Employees Refusing to Return to Work

- ☐ Concerns that workplace 'unsafe'
- ☐ Employer unable to guarantee stable work
- ☐ Not comfortable with new work
- ☐ Part of a high-risk group
- ☐ Living with someone who is high risk
- ☐ Required to care for a family member
- ☐ Difficulty coping
- ☐ Anxiety concerning public transportation



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## PRACTICAL TIPS

- ☐ Regular safety talks
- ☐ Model safe behaviour, enforce control measures
- ☐ Watch for stress
- ☐ Keep communications channels open
  - Respond to concerns calmly and with assurance
  - Ask questions
- ☐ Be flexible
- ☐ Implement changes promptly

3

**Retrain**





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# Future Skills Framework





4

**Redirect**







Help identify transferable skills

Provide training, upskilling

Be a support and reference

Provide contacts, referrals

Work with 'career service providers'

Keep door open for prospects



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# Steps in the 'Transformational Process'

HELPING PEOPLE TRANSITION TO A NEW JOB

1

Take stock of  
what is important

2

Tally up the  
transferable skills

3

Transform the  
resume

4

Reach out and  
network

**CAREERWISE**  
By CERIC



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# Guidance on Terminating Employees

## CHECKLIST

### Guidance on Terminating Employees

#### CHECKLIST

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:
  - o Type of dismissal
  - o Number of affected employees
  - o Timing
- ☐ **Seek legal advice** on difficult employment decisions, including phased workforce reduction or major downsizing
- ☐ **Review termination policies and procedures:**
  - o 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:
  - o On-site support on termination day (e.g., counselling)
  - o Group transition workshops
  - o Information sessions on career support services available in the community
- ☐ **Plan termination process:**
  - o Timing
  - o Logistics
  - o Support for remaining employees
- ☐ **Implement termination process** affecting multiple employees, as required:
  - o Provide notice of group termination to Ministry of Labour
  - o Notify employees as soon as possible, in writing
  - o Hold information session(s) with affected employees on the lay-off process
  - o Make public announcement immediately after employee notification
  - o Manage social media reactions

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# Plan Termination Process



**Timing**



**Logistics**



**Support**



# Implement Termination Process



**Provide  
Notice MOL**



**Notify  
Employees**



**Hold Info  
Session**



**Make Public  
Announcement**



**Manage  
Social Media**



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# Prepare to Inform Employees

- ✓ Review personnel file
  - ✓ Prepare documentation
  - ✓ Identify meeting location, time
  - ✓ Arrange for others to be present
  - ✓ Prepare responses to questions
- Record of employment

Payment (salary, vacation pay)

Termination letter

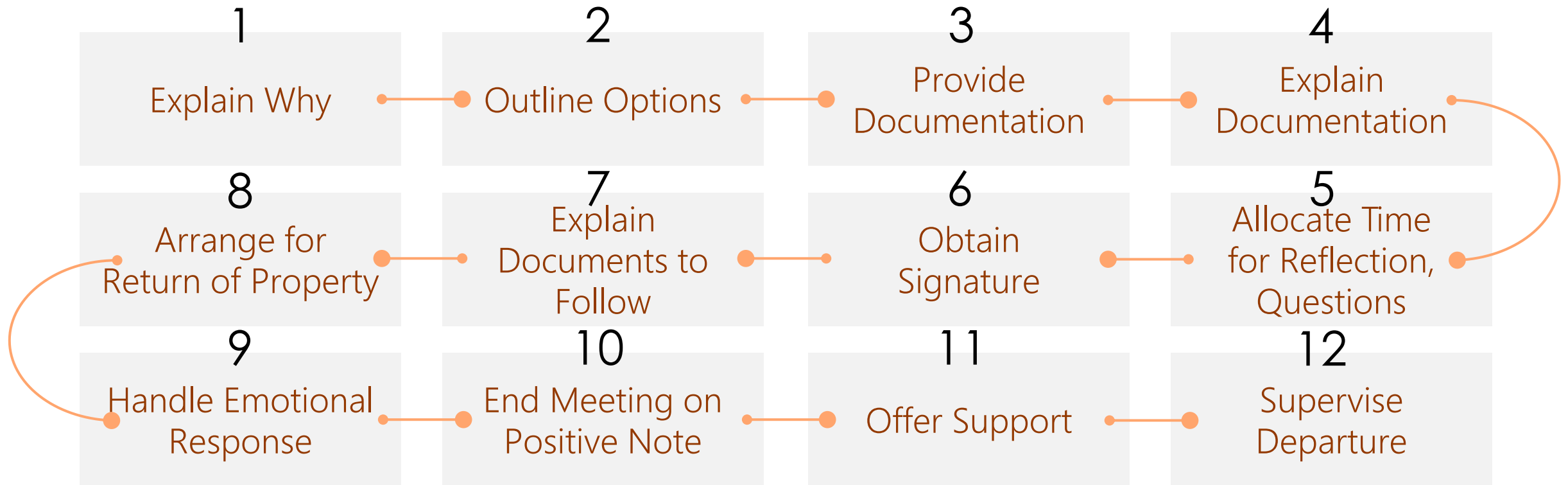
Release forms

Severance package



# Conduct Meeting

## PUTTING THE EMPLOYEE FIRST



# Develop Workforce Action Plan

## CHECKLIST

### Develop Workforce Action Plan

#### CHECKLIST

#### 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.

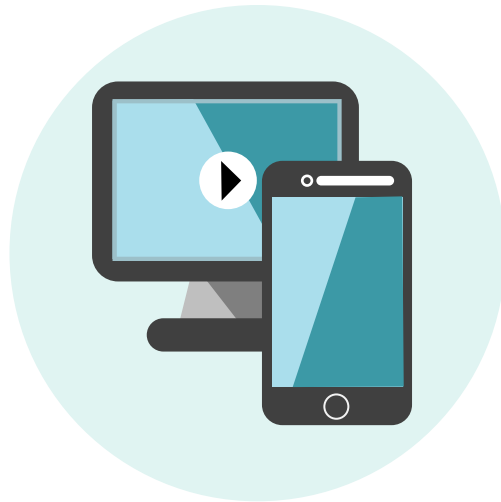
- ☐ **Identify workforce/labour market information and data to be collected**, such as:
  - o Demographics (e.g., age, population trends, immigration trends, education trends)
  - o Available job seekers
  - o Type of jobs available
  - o Tools and resources to connect people to jobs (e.g., training supports)
  - o 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:
  - o Economic development goals and related skills and jobs demands
  - o Available education and training services
  - o Available housing or other infrastructure needs
  - o Employment support services (e.g., career development professionals, immigrant serving agencies)
  - o Potential public-private partnerships
  - o Available resources or tools aimed at helping connect job seekers to employment opportunities
- ☐ **Conduct research:**
  - o Use range of methods (e.g., surveys, interviews, focus groups, web searches)
- ☐ **Review and analyze research findings:**
  - o Compile statistics
  - o Integrate information from various sources
- ☐ **Develop key recommendations to address workforce needs:**
  - o Seek feedback and input by community stakeholders

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# Fostering Employee Engagement During a Time of Crisis



**Remain Connected**  
As Individuals and a Team



**Recognize Personal  
Celebrations**



**Provide Business  
Updates**



**Provide or Share  
Opportunities for  
Training and Personal  
Development**



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# Looking Forward

1. Increased use of technology to meet workers' mental health needs
2. Employees expecting more from employers
3. Workers prioritizing safety, security, and health
4. Decentralized workforce
5. Hybrid of workplace and workforce



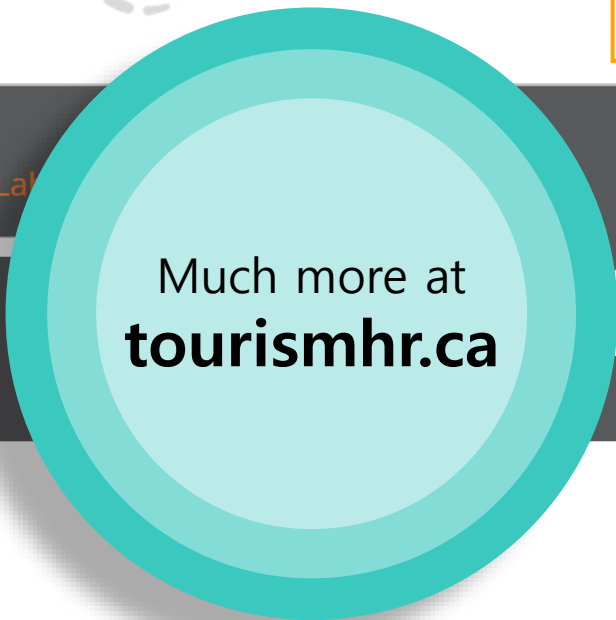
6. Increased diversity
7. Increased investments in retraining and reskilling
8. Challenges remain for women
9. Digital transformation of work
10. Hourly workforce treated as essential

## BOTTOM LINE

Accommodating workers needs  
Increased flexibility  
Prioritizing safety and security  
Investments in professional development



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# employment

## Insights into COVID-19's Impact

The Labour Force Survey (LFS), conducted by Statistics Canada, is the source of the data used in this report. The LFS sample size is approximately 56,000 households, covering 100,000 individuals. Tourism HR Canada receives customized LFS tables that follow the Tourism Sector's needs.

### Tourism Employment Tracker: Insights into COVID-19's Impact

What's New

Tourism Facts

Tourism by Federal Riding

2019 Tourism Compensation Study

Census Data: Who Works in Tourism?

Tourism Shortages: Jobs to Fill

Tourism Labour Force Survey

Rapid reSearch Tool

Canadian industries. The monthly  
allows Tourism HR Canada

COVID-19

# COVID-19

Including Links  
to Government  
of Canada  
**Relief Programs**



## Resource Hub

We have gathered some guidance and a series of resources to help all tourism stakeholders stay healthy, communicate clearly, and remain resilient as Canada takes action to slow the spread of the virus and plans for our recovery.

Explore resources



## FAQs

Governments of all levels are implementing programs to help businesses stay afloat and individuals cope with lost income. But which program is right for you? And how do you access it? We explore the top questions we're hearing from across the country.

View FAQs

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# COVID-19 Tourism Workforce Recovery Toolkit

**As Canada's national HR organization working for the tourism sector, our goal is to provide the knowledge and tools to help tourism operators and their teams rebound from the crisis and build a resilient workforce.**

The Covid-19 Tourism Workforce Recovery Toolkit is a practical, web-based program that includes tools, downloadable content and presentations, all designed to give tourism operators the knowledge resources they need to rebound and succeed.





# Budget & Finance

A significant decrease in customers has made weathering COVID-19 exceptionally challenging for the tourism industry, impacting its bottom line. Additionally, many businesses face the challenges of travel limitations persisting in the market, which has been more critical, from a financial perspective, than your organizational capacity and ability to adapt.

In this section of the Toolkit, you will learn how to use budgetary measures your business can take to survive and recover from the challenges of moving forward.

## Learn How To:

- \* Consider new revenue strategies specific to your sector

- \* Develop a cash flow management plan

## Managing Cash Flow During Recovery

### CHECKLIST

#### Suggestions to Improve Cash Flow

Managing cash flow is vital to the success of a tourism business, especially in uncertain economic times. It is important to carefully manage inventory, sales, accounts receivables, costs, and more.

#### CASH FLOW ESSENTIALS

##### ☐ Know business variables

- o Seasonal shifts
- o Inventory cycles
- o Monthly sales fluctuations
- o New or increased expenses
- o Need for new (unused) space
- o Vendor relationships

##### ☐ Focus on key principles:

- o Cut out spending

## Develop Smart Inventory Control System

### CHECKLIST

#### Sourcing, Storing, Selling, and Saving

Smart management of inventory is imperative to tourism businesses, especially in times when cash flow is strained and your company is adjusting to new business conditions, such as having to change products or services to match new visitor markets.

A smart inventory management system will help tourism businesses:



PDF



TOURISM RECOVERY

# 2020 Webinar Series

**Strategic  
Planning**  
for Business  
Continuity

Creating  
**New  
Revenue  
Strategies**

Building  
Strategic  
**Community  
Partnerships**

**Adapting  
to New  
Market  
Realities**

**Workforce  
Power  
Session**

*We'd love to hear from you.*

*Send us your thoughts: [Info@TourismHR.ca](mailto:Info@TourismHR.ca)*

# Thank You

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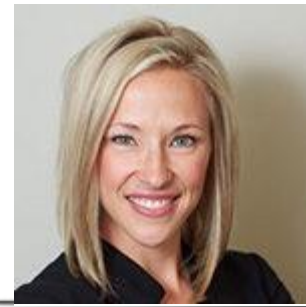
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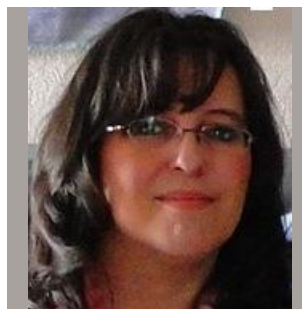
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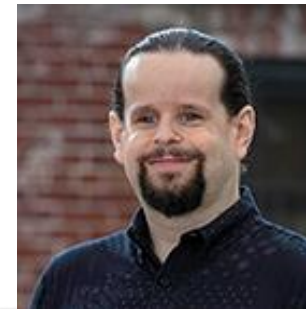
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TIAC



**Philip  
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Tourism HR Canada



# Workforce Power Session

**TourismHR.ca**

Wishing you a safe  
and healthy season.



# 3 Ws

## WASH YOUR HANDS



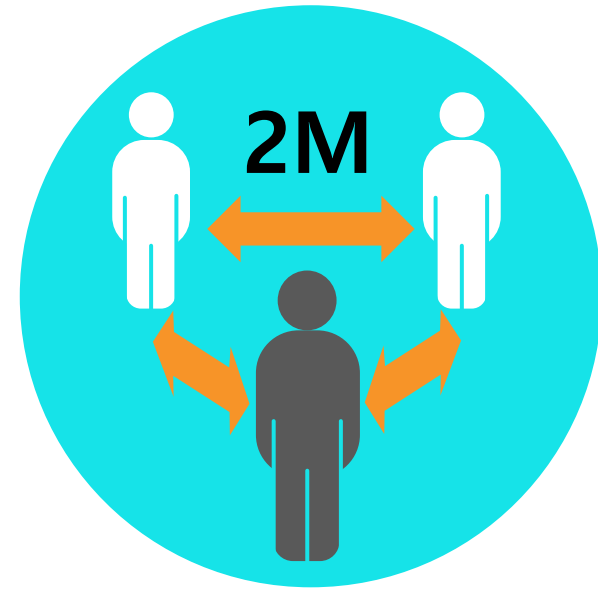
**Thoroughly wash hands  
for at least 20 seconds;**  
wash palm and back of hand,  
between fingers, under nails, thumbs

## WEAR A MASK



Wash hands before use.  
**Securely cover the nose, mouth  
and chin without gapping.**  
Avoid touching your mask and  
your face.

## WATCH YOUR DISTANCE



**Maintain a physical distance  
of at least 2 meters (6 feet)  
between you and others**

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is your source for current human resources issues and solutions, and works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

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