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# EMPLOYEES FIRST

The Essential Human Resources  
Guide for Tourism Operators

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TOURISM  
BUSINESS  
ESSENTIALS

# Employees First

*The BC Human Resources Management Association is delighted to give its full endorsement to Employees First – The Essential Human Resources Guide for Tourism Operators. We hope that all tourism operators will take the time to read and embrace the concepts found within this great resource. Your business and British Columbia’s tourism industry will truly benefit.*

Simon Evans, CEO, BCHRMA

## Foreword

This second edition of *Employees First* has been developed by the Ministry of Jobs, Tourism and Innovation in partnership with go2 Tourism HR Society. Originally established in 1979, go2’s mandate was expanded in 2003 by the BC tourism industry to address challenges related to attracting, retaining and training its workforce to support industry growth. In support of this objective, go2 has contributed their human resources expertise, as well as resources and funding, for the development of this important guide.

In order to successfully recruit and retain the best workers in an ever-changing labour market, tourism businesses need to be aware of, and to consistently apply, good human resource and management practices. *Employees First* provides tourism operators with essential information on how to attract, retain and develop an effective workforce. In addition to outlining what you need to know about good human resource practices, the guide provides insights from leading tourism operators, and includes easy-to-use templates that will assist you with the human resource related aspects of your job. As you learn how to put your employees first, your business will reap the rewards.

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# 1 Introduction

*“Our industry continues to be more competitive each year – guests have many more choices than they have had before and their expectations for great experiences continue to rise. Our ability to attract, educate and retain quality team members through our culture continues to be one of our key strengths in growing our business and enjoying a very high level of repeat clientele.”*

Paul Drummond, General Manager, Tigh-Na-Mara Resort

Whether the economy is thriving and business is booming, or recessionary clouds are temporarily drifting over British Columbia, it is expected to remain a challenge for tourism operators to recruit and retain quality workers. Are you noticing fewer applicants for your available positions or, perhaps, more applicants who are less than adequately qualified? Are you experiencing a high rate of staff turnover or maybe wondering how to better engage your unmotivated employees?

Regardless of the type of tourism business you operate, one thing is certain: in order to successfully attract and retain good workers, you need to have a good understanding of effective HR practices and be implementing these practices in your business. A strong and enthusiastic staff team will help your business both to achieve its potential during times of economic growth and to weather times of economic stress. Increasingly, tourism employers throughout the province are recognizing the importance of, and challenges associated with, attracting and retaining good workers, and are placing human resource issues at the top of their priority list.

The tourism industry faces ongoing labour force challenges that could leave the industry vulnerable. For example, the number of new labour market entrants (people leaving the education system) who join the BC labour force is expected to decline between 2009 and 2019 leaving a smaller pool of younger workers for tourism operators to draw from. Additionally, tourism operators are increasingly finding themselves competing with other sectors for available workers while at the same time having to address ongoing demographic changes in the labour force – most notably the aging of the population – and a growing dependence on migrant workers (i.e. people moving to BC from other provinces or other countries)<sup>1</sup>.

As we all know, business success can never be achieved alone. It takes a team. It takes a good team – and the right team – for you and your business. So how do you find, attract and keep the right people to work for you and your business? By putting employees first. Some of the overall benefits of good HR practices include higher employee satisfaction, lower staff turnover, superior customer service and, of course, increased profitability.

<sup>1</sup> Work BC. *British Columbia Labour Market Outlook: 2009 – 2019*. Page 3.

### *Demand for tourism labour in British Columbia will grow*

The overall growth potential for tourism in BC is positive. As more visitors spend more money in BC, the demand for tourism workers will grow and is expected to outpace supply. Over the next decade (2010 to 2020) tourism labour shortages in BC are projected to exceed 24,300<sup>2</sup>. By 2020, these labour shortages across industry sectors are projected to be as follows:<sup>3</sup>

- 14,150 in Food & Beverage Services
- 3,070 in Accommodation
- 2,700 in Transportation
- 4,230 in Recreation and Entertainment
- 170 in Travel Services

Tourism operators who are unable to find enough staff typically react by either cutting back on services for visitors or working longer hours themselves. Service cutbacks can result in a decline in visitor satisfaction, a decline in repeat visitation, and a decline in positive word-of-mouth advertising. Working longer hours might keep visitors happy, but can leave operators exhausted, stressed and questioning his or her career choice!

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### *Changing demographics of British Columbia's labour force*

While tourism has historically relied heavily on young people to fill positions in the industry, Canadian born youth are declining in proportion to other sources of labour. By 2016, projections indicate that migrants will account for a larger share of new overall labour supply than new labour market entrants.<sup>4</sup> These trends indicate that tourism operators will increasingly need to tap into the labour supply represented by migrants (including migrant youth), older

workers and other non-traditional labour force sources in order to find the workers they need.

Creating a diverse workplace can result in change and new growth opportunities for your business. In [Chapter 3](#), we show you how small and medium-sized operators are diversifying their workplaces by employing Aboriginals, seniors, new immigrants, people with disabilities and other committed, capable employees.

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### *The competition for good workers is intense*

Arlene Keis, Chief Executive Officer of go2, explains that industries that have consciously worked on improving human resources practices have great success in attracting and retaining workers. Good examples can be found

throughout BC's tourism industry including the innovative people practices of Rocky Mountaineer Vacations, Canadian Mountain Holidays and Delta properties.

<sup>2</sup> Canadian Tourism Research Institute and Conference Board of Canada. *The Future of Canada's Tourism Sector: Economic Recession Only a Temporary Reprieve from Labour Shortages*. Feb. 2010. Page 15.

<sup>3</sup> Ibid. *The Future of Canada's Tourism Sector. British Columbia Provincial Summary*. Page 2.

<sup>4</sup> Work BC. *British Columbia Labour Market Outlook: Overview*.



# How Great People Practices Impact Your Bottom Line

## *Enjoy higher profitability and growth*

Statistical analysis by Towers Watson (formerly Watson Wyatt Worldwide), which developed the Human Capital Index to provide a standard for measuring a company's people practices, shows a clear relationship between the effectiveness of a company's people practices and the creation of superior market value. Strong human resources practices have the potential to increase

your company's productivity. This finding is re-enforced by a Pricewaterhouse Coopers' study which notes that, "Organizations that have a documented HR strategy K have 35% higher revenue per employee and 12% lower absenteeism rates than those with no documented strategy." (Global Human Capital Survey – PricewaterhouseCoopers)

## *Decrease staff turnover costs*

It can cost a company up to 18 months salary to lose and replace a manager or professional, and up to six months salary to lose and replace an hourly worker ([www.go2hr.ca](http://www.go2hr.ca)). Staff turnover costs include the administrative expenses related to the exit of an employee; the recruitment, screening and entry costs associated with finding and hiring a new employee; and the training and orientation support expenses for this employee. Additionally, high staff turnover can negatively impact the morale of current employees and the reputation of your business overall – thus affecting your ability to recruit new staff.

Of course, it is difficult to place a dollar figure on an employee's specific job knowledge and experience – two things that employees take with them when they leave. The bottom line is that an employee's job knowledge and experience can be invaluable to the success of a company and losing an employee is costly in more ways than one.

More than half of new workers in tourism leave their jobs within a year – resulting in an enormous cost for tourism operators. While seasonal work explains some exits, employees cite lack of appreciation as the key reason for leaving.

## *Attract and keep talented employees*

In addition to earning a competitive wage, employees cite the following influential factors for achieving high workplace satisfaction:

- Having open and effective communication with supervisors
- Being treated respectfully by supervisors and co-workers
- Working in a positive, supportive and stimulating work environment
- Having challenging work to do every day
- Having the opportunity to build their knowledge and skills on-the-job or through off-site training
- Having flexible work schedules

- Understanding the vision and mission of the organization, and how they directly affect their job.

The tourism industry offers opportunities to fit varied lifestyles. Workplace satisfaction surveys indicate that people today are seeking jobs that are more attuned to their personal values and which offer a solid life-work balance. In the following section, a number of business leaders share their leadership practices, designed to create dynamic workplaces that build their business by attracting and retaining top employees. By implementing some of these 'best people practices', you can attract, retain and motivate skilled and committed employees.

# 1

## Introduction

### Have You Created a Great Place to Work?

To see how your people and leadership practices measure up to some of the tourism industry's highest standards, please take a moment to fill out the [Leadership Self-Assessment Checklist in Appendix 1](#).

Your assessment will give you a sense of your areas of strength and will identify opportunities where you can improve as a tourism employer. As you read through this guide, pay special attention to the sections where you noticed an opportunity for improvement.

*“To be truly successful in today’s labour climate, organizations must put their employees first. Good people management practices help to attract and retain top talent, and allow you to utilize the skills of your employees to best serve your customers and meet your business objectives.”*

Arlene Keis, CEO, go2



# 2 The Leader's Edge

## Top Human Resource Practices That Can Make You a Great Employer

Employees want to trust, admire and have confidence in their employer. Effective employers encourage passion in their employees by helping to create an environment where people are happy and want to come to work.

*“The quality of leadership, more than any other single factor, determines the success or failure of an organization.”*

Fred Fiedler and Martin Chemers in *Improving Leadership Effectiveness*

Christian Gaudreault, owner of the Tomato Fresh Food Café in Vancouver, says that to run a successful business, *“You have to be a conductor.”* A conductor provides vision, direction and remains positive through change. But a conductor does not work alone. Only by communicating your vision and inspiring the people who bring the product or experience that you sell to your customer, can your business thrive.

Born in a small town in northern Quebec, Christian Gaudreault grew up washing dishes in his family's restaurant alongside 10 brothers and sisters. *“In our family,”* he explains, *“we learned to talk about food and we learned to talk*

*to people.”* As a restaurant owner, Gaudreault's management style echoes his father's practices. *“My dad was very hands-on. He gave employees attention. He got involved.”* Gaudreault has followed in his father's footsteps, and as a result, many staff members have stayed with him for more than a decade. *“They are like my family,”* he adds.

Well-known for serving up local, organic and seasonal fresh food, the Tomato Café also has another essential ingredient for success: happy staff. Gaudreault explains, *“If the staff is happy, the food comes happy and the customers are happy.”*

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### *Strong leadership comes from involvement*

Keeping staff happy is not always easy. But the rewards for company owners can be substantial. When Barry Ladell opened Nanaimo's successful Longwood Brew Pub & Restaurant in 2000, he knew his staff had the potential to be what he calls “ambassadors of his business.” He soon realized that great ambassadors do not rally around a boss – they follow a leader. Like Gaudreault, he maintains a close involvement with staff and a passionate presence behind daily operations. *“Never lose touch with the people who*

*are your ambassadors,”* Ladell advises, and for him, strong leadership comes from involvement.

You've got to *“lead with a firm hand, a fair hand and a steady hand,”* Ladell explains. He makes sure his staff knows why he makes decisions and that these decisions are made with employees' interests and the betterment of the company in mind. He sums it up this way: *“I give people the freedom to do what they do best and then get behind them.”*

# 2 The Leader's Edge

## Two Vital Questions to Ask Yourself as a Tourism Employer

Being an effective tourism employer is an on-going process, and requires you to reflect on your vision for the company. Once you have taken the time to evaluate the concerns, issues

and values that are central to your business, you will be better able to find the best staff and implement the best policies to help your business and your staff to succeed.

### 1. What is my business vision?

#### Reflect on these questions:

- Do I need a business vision?
- Is it important to hiring?
- Does a new employee care?

The answer to all three of these questions is... absolutely! People want to align themselves with a company that shares their aspirations and values. Having a company vision, and aligning your business practices so as to achieve this vision, can be a great tool for retaining staff and decreasing turnover as people are naturally motivated to work for companies that demonstrate progressiveness and believe in making a difference to their customers.

#### Some questions to consider when creating a vision for your business:

- Where do I want my business to be in two years, five years?
- What will my business look like when we achieve our vision?
- What are some of the ways we can differentiate ourselves from the competition?
- What are we doing now that will help us to fulfill our vision? What is detracting from our ability to achieve our vision?

A vision statement is what a business wants to create as a desired future. It is short and contains a descriptive sentence that sets out what they wish to achieve. When writing a vision statement, make sure it is:

- specific and clear
- motivating and inspiring
- realistic and achievable
- simple and short
- going to stretch your business by being future-focused.

#### Grouse Mountain Vision Statement:

*"Grouse Mountain, Vancouver BC's premium four-season resort, is committed to providing excellence in recreation, entertainment and leisure products and services. As an industry leader, Grouse Mountain is a company built on family values, community commitment and dedication to a healthy lifestyle."*

#### Sidney Pier Hotel & Spa Vision Statement:

*"To create the finest oceanfront experience in the Pacific Northwest."*

A vision statement identifies where you want to go and what you want to achieve. Some companies also develop mission statements to clarify their vision. Mission statements articulate what you do, how you do it, and for whom you do it. What is important is that you create an inspirational statement that your employees understand and rally around. Key elements of a vision and/or mission statement could include commitments to customer service and employee satisfaction.

#### Sidney Pier Hotel & Spa Mission Statement:

*"The Sidney Pier Hotel & Spa will offer a home-away-from-home for travelers of all ages attracted by a coastal lifestyle. Our skilled and caring team is inspired to create and deliver highly personalized services and innovative programs. Recognizing our role and responsibility to all stakeholders, we are committed to be fiscally responsible, community minded, and focused on minimizing our ecological footprint."*

## Two Vital Questions to Ask Yourself as a Business Leader

### **BC Hotel Association Mission Statement:**

*“The purpose of our association is to enhance the financial viability of our members in the accommodation and hospitality industry through initiatives in government relations, marketing, education, training, technology, and the promotion of excellence, professionalism and social responsibility.”*

Your mission statement should be closely tied to your employee satisfaction. Barry Ladell believes that operating a successful business is not only a

significant part of his own life journey, but also important to his loyal staff. He says: *“I have a mission to support happy, healthy employees and then reward them with a financial increase. No words can describe that good feeling.”*

Ensuring that your employees fully understand your company vision or mission is extremely important, as they are the ones who will be delivering on your promises of excellence. Ultimately, it is your staff members who will help make your vision or mission a reality.

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## 2. What are my core values?

Good employers know what they value and recognize the importance of ethical behaviour. The best leaders exhibit their core values and ethics through their daily leadership style and actions. The key is to determine your personal and company values and then attract and retain employees who share those values.

So what exactly is a value? Values are the ethics which guide you as you create and operate your business, including the principles, beliefs and standards of excellence that you believe in and represent to your employees, customers and suppliers. Some examples of values include: respect, teamwork, excellence and curiosity. Values are considered those core philosophies

that help you and your staff determine what is most important to your business. They also:

- Support you in setting business priorities
- Direct your human resource and business strategies
- Help create a bond between staff and the business by establishing a common purpose
- Build trust between your employees and your customers
- Provide clarity and focus as you manage employees' performance
- Help instill employee pride in and loyalty to their workplace
- Are reflected in your company's vision and mission.

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## *Values provide guidance*

Effective businesses have policies, procedures and standards that reflect their values and guide staff behaviour.

WestJet became one of the most successful start-up companies in airline history by following this philosophy. Early on, the founders adopted the value of hiring the right people (“glass half-full” people) and encouraging them to think like

owners. To this end, WestJet ensures that its corporate language reflects its values: sales super agents versus reservation agent, team leaders versus supervisors, promises versus policies (“in customer service, it's easy to hide behind a policy”). Furthermore, WestJet staff are allowed to express themselves openly and authentically: *“When you come to work, you don't have to put on a mask – you just be yourself.”*

# 2 The Leader's Edge

## Ten Ways to Translate Your Business Vision and Values Into Successful People Practices

Translating business vision and values into successful people practices has reaped benefits for The Wickaninnish Inn, Manteo Resort and Watermark Beach Resort:

**Wickaninnish Inn:** As Charles McDiarmid, owner of the Wickaninnish Inn, observes: *“Our primary and most highly prized asset at the Wickaninnish Inn is our people. Each individual member of our organization working by themselves, and as a team, provide and guide the experiences of our guests, and we view every single interaction with our guests as a moment of truth when the whole of what the Wickaninnish Inn represents is in the hands of that individual member of our team.”*

*Our goal as managers and leaders is to provide the foundation for each person working at the Inn to be successful (organizational structure, proper tools, effective communication, solid and consistent training, excellent leaders and colleagues, positive reinforcement and, when needed, timely and consistent, constructive feedback) so that distractions are minimized and everyone can focus individually on each and every guest, one at a time.*

*Much like our guests we take care of each and every staff person as an individual, and do what we can to make sure they are successful in what they do, and we know from experience the end result will be a consistently superb and personalized experience hand crafted for each and every guest.”*

**Manteo Resort – Hire Carefully and Listen to Your Employees –** The success in service quality at the resort is measured by the positive remarks on the comment cards, repeat business and positive financial results. Guests at the resort seem to be using more of the amenities, and as a result are paying more. All of these successes at Manteo are a result of the extra effort put into ensuring that employees listen to guests, managers listen to staff, and the right people are hired and trained accordingly.

**Watermark Beach Resort:** Ingrid Jarrett, the General Manager of the Watermark Beach Resort notes that: *“Whether you are recruiting, hiring or training, when you are specific about your company’s vision and values you ensure that people are in sync with your organization. It allows for easier decision making in the moment as everyone is aligned and understands what is expected of them – and there is a consistently straight line that can be followed. Having a set vision and set values gives people the groundwork to ‘fit in’ initially and then successfully contribute in the long-term. When the values of an individual and a company are one and the same the employee’s tenure is extended and their commitment and contribution is greatly increased.”*

### 1. Lead by example

Demonstrate to your staff how your company’s vision, mission and values can align with their values and support the company’s overall success. The best way to do this is to be a living example of your company’s values. For example, demonstrate the importance of willingly accepting responsibility for your actions and decisions. If you want your feedback to staff to be effective, make sure to listen to them and act

on their advice when appropriate. Continually provide your staff with a sense of why you are moving the company in a particular direction. Your integrity as an employer – working hard, checking in with staff, acting as a role model – comes down to demonstrating that you will not ask them to do anything you are not prepared to do for the betterment of the company.

*“Management is doing things right; leadership is doing the right things.”*

Peter F. Drucker

## *2. Share your vision and values*

Sharing your company’s vision, mission, values and strategic goals inspires your staff. Communicating your values and goals will make staff feel connected to your business and give them a common purpose. Additionally, it is important that you clearly identify your expectations regarding standards of behaviour and performance (which should reflect your company’s vision and values) so that employees know what they can expect from you and the company, and also know what is expected of them.

*“We’ve been able to attract people who could earn more money in other restaurants, but they resonate with the same values. It makes their days more fulfilling”.*

Additionally suppliers tell them, *“We like what you’re doing”* – Dominic Fielden, co-founder of the Rocky Mountain Flatbread Company.<sup>5</sup>

Such openness with staff leads to lower turnover and greater loyalty and even generates internal branders (i.e. employees who become ambassadors for your business by supporting the company even when they are not on the job). Clearly articulated company values and performance expectations also provide clarity and focus to help you better manage your employees and evaluate their performance.

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## *3. Build a positive corporate culture*

A company culture is largely defined by the owner’s vision, values and goals as well as by principles and policies of acceptable behaviour. It is usually as old as the company and often evolves slowly. When you have created a positive corporate culture, all aspects of your work, such as hiring skilled employees, keeping them engaged, and retaining them, become easier. A great company is built with great people who share a common passion and goal, and these are reflected in your corporate culture.

With the intertwining of different generations in today’s workplace, corporate culture has become increasingly important in the efforts to attract and retain staff. Organizational culture is a leading factor in being chosen as an ‘employer of

choice’. The newer generations especially look for an employer whose values closely match their own.

Creating a positive work environment in which staff can exercise their talents, express their ideas, and demonstrate personal courage and abilities will dramatically improve business success. One remarkable form of recognition employed by the Tomato Fresh Food Café is an end-of-day feast that Gaudreault describes as ‘feeding his family.’ Gaudreault explains, *“at the end of the night, the staff sit down at the counter and our head chef will prepare for them whatever we have on hand from our fresh sheet.”* He believes it is a way for his staff to feel connected. *“If you’re close, you can fix problems. People can talk to each other.”*

<sup>5</sup> Heather Conn. Peopletalk. Winter 2009. *Corporate Social Opportunity: Welcome to the Evolution.*

# 2 The Leader's Edge

## Ten Ways to Translate Your Business Vision and Values Into Successful People Practices

Your leadership style and values defines the company culture. A positive corporate culture attracts top talent into your business because they believe in what you do, and want to be a part of a great team. Working in a positive team environment, people come to understand and

believe that planning, decisions and actions are better done in a cooperative setting – and that their ideas are important; which also speaks to effective [retention and employee engagement](#) (which are discussed in more detail in [Chapter 7](#)).

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### *4. Inspire staff loyalty and trust*

Some ways of inspiring staff loyalty and trust include having open discussions with your staff about career opportunities, making investments in training, or delegating decisions. Such actions empower people and create a dynamic, trusting

working environment that instills pride and loyalty among staff. A lack of trust among staff, and between staff and supervisors, can infect any workplace and create long-term challenges.

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### *5. Make staff feel important and reward their efforts*

A good employer excels at creating opportunities to provide rewards, recognition and thanks to his or her staff. As a business owner you want to create a work environment in which people feel valued and appreciated so that they strive to do their best. To this end, it is important that you listen to your employees and invest your time, resources and faith in them. Remember to regularly let them know that you value their efforts. Also remember that employees are individuals and, as such, are motivated in different ways and by different methods. Effective employers understand this and invest time getting to really know who works for them.

Rather than just paying people for showing up at work, shift to a performance-based compensation system (discussed in more detail in [Chapter 4](#) of this guide) which allows you to reward your staff for their skills and talents. By offering fair wages, opportunities for training and recognition for work well done, good employers inspire others to do their best. And when that standard is passed on to staff, often enough, new leaders are born within the company.

When your employee's efforts allow you to be successful with a project or goal, be sure to share the results with them. Whether it is by public recognition of those involved, or by buying lunch for the team, you should let your employees understand that the efforts of the group can result in rewards for all.

## 6. *Create training and retention programs*

Among many innovative human resources initiatives, Rocky Mountaineer Vacations also has staff retention programs in place. One of these programs involves providing pay enhancements for onboard staff who choose to stay until the end of the operating year. Staff return year after year anyway because of the positive work environment. Training is a big

part of why the experience is so positive. The highly charged, dynamic work environment begins forming on orientation day, continues through the five-week training program and progresses down the line, as seasonal staff become seasoned professionals. (See also [Chapter 7](#) which talks about [retention programs](#) in more detail.)

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## 7. *Confront issues before they create staff conflicts*

To avoid employee relation problems that leave staff feeling complacent, dejected, or even resentful of their workplace, it is important to bring issues out into the open as soon as possible. Sometimes, for example, staff may feel overworked and feel they have no way to express their frustration. Sometimes, a single staff member's discontent can affect and influence other employees. It is vital to recognize and address such problems immediately in order to prevent any potential seeds of resentment and conflict from growing and affecting other staff members.

By fostering open lines of communication in the workplace, employees will be encouraged to raise any workplace-related concerns. However, in order for open communication to be effective some parameters are required. For example, it is important that issues are brought out in appropriate ways and venues (i.e. not discussed between colleagues while working their shift) that do not negatively impact the customer or the business. Provide employees with appropriate examples of how they can raise issues of concern, and ensure that such issues are addressed in a consistent, transparent and timely fashion.

As part of encouraging open and effective communication it is also important that an employer ensure that expectations regarding employee performance and behaviour are clearly set. The best way to get the results you want is to tell your employees exactly what you expect from them.

To inspire a balanced and fair workplace, Barry Ladell of Longwood Brew Pub & Restaurant takes issues of lateness, tardiness and theft seriously. "People know I'm firm if necessary, but will also go to the limit to set things right for the good of all staff," he says. When one staff member takes the trouble to be on time, while another keeps coming in late, it impacts the entire business. In Ladell's business, managers are guided by his example, believing there is nothing that cannot be clarified – and no conflict that cannot be resolved.



# 2 The Leader's Edge

## Ten Ways to Translate Your Business Vision and Values Into Successful People Practices

### 8. Pay people a lifestyle, not just a wage

Increasingly, workers are attracted to workplaces that provide them with a whole compensation package: fair wages, flexible work hours, a chance to learn and grow, and a feeling of being listened to and of having their opinions count. In general, creating a compensation package that reflects life-work balance is key to attracting good employees. Employers who offer flexibility will not only have a greater ability to attract employees, but will benefit from increased loyalty and employee engagement.

*“We’re in the lodge-based heli-ski and heli-hiking business, and we have a unique ability to offer to our staff the opportunity to interact with inspiring guests from around the world in what has been described as a family atmosphere. In the tradition of fine mountain huts, our staff live, work, ski/hike and celebrate with our guests in a one-on-one approach that provides significant benefits for both (including life-long friendships). We often*

*have the chance to change the lives of our guests, both physically and spiritually. Where else can you do that?*

*We also try to offer a range of other job opportunities including on-going training, staff opinion surveys, meaningful performance reviews, support for their own personal ‘causes’, employee recognition and innovation awards, and ski area passes.*

*In addition, our deep commitment to sustainability seems to have created an unintended benefit: employees are attracted to us and they stay with us because our corporate values and their personal values are often congruent.” – Dave Butler, Director of Sustainability, Canadian Mountain Holidays Inc.*

### 9. Have fun

When striving to create a successful business, make a conscious effort not to neglect the culture you have worked so hard to establish. This can easily happen when you are busy with the day-to-day operation of your business. Remember, as the employer YOU embody the culture that you are trying to create, so it is your responsibility to notice warning signs in your employees’ attitude and behaviour. Do you see employees having less fun, or hear less laughter around your business? Are employees calling in sick or leaving early on a regular basis? Do your staff members seem generally unfocused and disengaged in their work and with the customers?

Creating a fun working environment is about taking the day-to-day job and making it special, rewarding and enjoyable. A fun workplace can make even the most difficult situations appear less stressful than they are, while also being a great way to promote teamwork and bonding among your staff. Being professional and productive should not mean that there is no room for ‘fun’ in the workplace. When building your culture, ensure that a sense of humour and fun are integral components of your workplace. Happy employees are productive employees – it is when the laughter stops that you need to pay attention.

Ten Ways  
to Translate  
Your Business  
Vision and  
Values Into  
Successful  
People  
Practices

*10. Get involved with your local community*

Many leading business operators recognize their role in the community at large and, as a result, corporate social responsibility (CSR) has become an integral part of becoming an ‘employer of choice’, as well as an excellent way of keeping employees engaged. This is especially true for the younger generation just entering the workforce. Employees want to work for an employer who has a sense of the larger community and is willing to reach out and help to ‘make a difference’.

For instance, King Pacific Lodge, a luxury wilderness lodge built in the heart of British Columbia’s Great Bear Rainforest, was founded on a sacred partnership with the local Gitga’at community. As part of its local involvement, the company signed an unprecedented working protocol with the Gitga’at acknowledging the local First Nations as joint stewards of the land.

*“The smaller you are, the more partnership with community matters,” says lodge President Michael Uehara. “We’ve tried to weave into our business practices, values that are intrinsic to Gitga’at traditions. Their values give this extraordinary environment a spirit of place; one which leaves a positive and powerful impact on guests and the local community.”*

At Grouse Mountain Resorts Ltd., making a difference involves both an environmental and a community focus, notes Charmaine Carswell, Director of Human Resources: *“Sustainability is a path towards a healthier world – a path we’ve been on at Grouse Mountain for two decades. Our guiding Blue Grouse philosophy isn’t just about energy efficiency or recycling programs. It’s a way of thinking, an attitude, which informs everything we do. It might be something as small as creating opportunities for our youth or as major as investing in alternate energy technologies to help power our ski lifts. Blue Grouse is why we have partnered with Me to We, a social enterprise that focuses on educating our youth. And it’s also why we have built The Eye of the Wind, a wind turbine that can also serve as a public observation deck and learning centre for alternative energy.”*

# 3 Recruitment

## Planning for Hiring

Whether you manage a small outdoor adventure kayaking operation or operate a 45-seat fine dining restaurant, you need the right employees with the right combination of attitude, skills, knowledge and abilities for your business. The right employees will complement your existing business culture and positively impact your bottom line.

The consequences of poor hiring practices are profound. Employees who are not the right fit for your business are unlikely to stay long, but can negatively impact your business in the long-term. Staff turnover is expensive and results

in lost customer service, increased training time, low productivity, poor team morale, and the expenditure of valuable time and resources spent searching and interviewing to fill vacant positions. Making poor hiring decisions can cost you the equivalent of six to 18 months of a new employee's annual salary.

Whether vacancies arise from the departure of staff, or newly created positions that are required to meet business demands, determining the need for new employees is just the beginning of the process. The secret to successful hiring is being continually prepared for the hiring process.

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### *Six questions to ask yourself before hiring*

Answering the following questions before you begin the hiring process will increase your success rate, ensuring you save valuable time and resources and hire an employee who can quickly fit well into your company. (For a more detailed staffing requirements checklist, see Appendix 2.)

#### **1. How many new employees do I need?**

By planning ahead and projecting your future needs, you will be able to evaluate how many positions are currently vacant and how many will need to be filled.

#### **2. What should I budget for a new employee?**

Your budget for a new employee should not only cover their basic wage/salary, but should include a minimum of 25 per cent of the wage to cover statutory requirements such as WorkSafeBC coverage, vacation pay and other benefits. You should also consider other costs such as any specialized training that your new employee may require, uniforms, or other resources required for them to do their job.

#### **3. What type of employee do I need?**

Do you require full-time, part-time, long-term or seasonal employees? What skills do they need? Should they have supervisory experience? Think outside the box. The people you have always hired may not be the type of staff you need now. Consider hiring individuals who may bring new skills or a distinct cultural mix to the workplace. It is important to hire employees with complementary personalities and skill sets as this will contribute to the depth and diversity of the organization.

#### **4. What do I need my new employee to do?**

When you hire a new employee, be sure they clearly understand their job-related duties and responsibilities. The next section describes more clearly how duties and responsibility can be laid out in a job description to support the recruitment and retention of the best candidate for your available position.

Additionally, a sample job description is provided in Appendix 3 while other sample job descriptions can be found at [www.go2hr.ca/CareersbrinTourism/JobDescriptions/tabid/80/Default.aspx](http://www.go2hr.ca/CareersbrinTourism/JobDescriptions/tabid/80/Default.aspx).

## 5. When do I need the employee to start?

A hiring timeline is an important tool in helping you plan and prioritize your activities and avoid last-minute chaos (see the [hiring timeline grid](#) later in this section for more information). Plan ahead so you are better prepared to meet the staffing requirements of the seasonal changes to your business. Keep a file of active résumés, especially when things are busy, so that you have a starting point to find new staff should staff leave, or you simply need more help. Expect it to take a minimum of four to six weeks from the time a position is advertised to when a new employee actually begins working. Additionally, you should also include orientation and training time in your timeline, as most new employees are not fully productive on their first day of work.

## 6. Where can I find my ideal candidate?

I see social media being a significant recruitment tool. Posting job positions on websites such as craigslist, Facebook, and Twitter are reaching numerous jobseekers and when asking applicants where they saw the ad, the answer 9 times out of 10 is online (craigslist). – Lara Gibbons, HR Advisor, Fairmont Hotels & Resorts.<sup>6</sup>

Focus your search for workers on places or sources where qualified candidates can be found. Be creative. Be open to hiring a creative and diverse workforce. In the next section, we cover conventional and alternative sources for hiring qualified candidates.

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## *Creating a great job description: your roadmap to successful hiring*

A job description is your road map to hiring success. It is your most effective tool for identifying job requirements and generally detailing information that will form the basis for your hiring decision. Being clear from the beginning about the duties, responsibilities and qualifications required for the position will make every step of the hiring process easier. Following are some guidelines on how to create an effective job description.

### **Identify the main duties and responsibilities of the position:**

- Summarize the most critical or important functions
- List the daily, weekly, monthly and annual tasks or responsibilities of the position
- Use good descriptive verbs to identify the skills required (e.g. manage serving staff, resolve customer complaints, coordinate shift schedules).

### **Be specific about the qualifications, skills and experience required:**

- Consider requirements for education, work experience, technical skills and soft skills that an employee must have in order to be successful in the position
- Identify the specific skills that you require (e.g. ability to solve problems with staff and guests tactfully and efficiently)
- Specify to what degree the candidate needs to possess the skills you require (e.g. for keyboarding skills, specify the speed and accuracy expected)
- Include the level of education and training that must have been attained to meet the requirements of the job
- Be sure to include any specific training prerequisites (e.g. WorldHost®, FOODSAFE and Serving It Right certificates), as well the number of years of experience (e.g. minimum two years experience operating a ski lift).

<sup>6</sup> Margaret Doyle. InnFocus. Summer 2010. *From the Front Line*.

# 3 Recruitment

## Planning for Hiring

- Determine which skills are essential for the position and which skills are an asset (but not absolutely necessary)
- Be clear to what degree you are willing to train successful candidates once they are hired
- Be realistic. Asking for too much may prevent suitable applicants from applying; asking for too little may attract too many under-qualified applicants.

### **Be clear on the reporting relationships for the position:**

- Identify to whom the position reports
- List who reports to the position.

### **Include training and development opportunities relevant to the position, if applicable:**

- Include possible career paths for the position
- This section is especially beneficial if you want to promote employees from within.

### **Include a brief description of your company:**

- Provide potential employees with details about your company and what it does
- Include information on your vision, mission and culture – something that will explain “why” someone would want to work for you outside of the position itself.

### **In short, make sure to include the following components when creating a job description:**

- Job title
- Main duties and responsibilities
- Skills, qualifications and experience required
- Equipment and tools required
- Training requirements
- Working conditions (e.g. outline any travel requirements)
- Reporting structure
- Development opportunities (if applicable)
- Company information.

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### *Hiring the right fit and hiring for values*

Values are the principles, beliefs, standards of excellence and actions that guide how you run your business and how you interact with your employees, suppliers and customers. Attracting employees who respect and will uphold your business values is essential to your business success.

Reviewing your business values before you hire will assist you in attracting and hiring the right employee, allow you to clearly identify your expectations to new employees, and provide guidance as you manage their subsequent performance. This hiring approach is referred to as ‘hiring the right fit’ or ‘hiring for attitude.’

## Planning for Hiring

### *Take the time to hire the best candidate*

Settling for 'good enough' employees puts your business at risk and often results in diminished customer service. By contrast, finding and keeping great employees can have an enormous impact on your bottom line, and even lead your business in a positive new direction. It is important to plan for your hiring needs – imagine the type of employees who might meet or exceed your objectives, and then take adequate time to find new people who fit this image.

Barry Ladell, owner of Nanaimo's Longwood Brew Pub & Restaurant, spent weeks selecting

his opening staff, whittling down résumés and conducting two-staged interviews. The result is a dramatically low turnover. Nearly half of the staffers who began working in his 150-seat pub, 150-seat restaurant brewery and kitchen on opening day seven years ago are still there. The low turnover has generated the kind of staff familiarity that many customers like and return to experience.

Investing in the time it takes to interview thoroughly will result in better, more accurate hiring decisions that will positively impact guest service and your bottom line in the long-term.

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### *Preparing a hiring timeline*

Below is a helpful tool to get you started in hiring the right people for your company. Imagine that you need to fill the position of Tour Guide by June 1st. Ideally, you should begin planning for this hiring process by the middle of March – more than two months before the required start date. Typically, the more complex the position, the longer it will take you to find the right person. In any case, allow a minimum of six to eight weeks to fill any vacancy. You may need to allow time to re-advertise if you do not immediately find a suitable candidate. The tighter the labour market the more likely it is that some organizations will find it necessary to recruit staff on a continual basis.

Work backwards from when you need a position filled to determine when you need to start recruitment activities. It is important to ensure you factor in orientation and training time (i.e. does the new employee need to start training by June 1<sup>st</sup> or should they be ready and trained as a tour guide by this date?). Note that training periods can vary greatly depending on the complexity of the job and the experience of the employee.

# 3 Recruitment

## Planning for Hiring

### *A sample timeline for recruitment*

DATE	ACTIONS
Prior to March 20	Research job posting opportunities that best fit your job requirements. Make sure you check both online and offline resources.
March 20	Create job description or ensure existing one is current.
March 21	Create advertisement.
March 22	Post advertisement; begin recruitment process. Timeline will vary depending on the extent of your recruitment efforts, the type of advertising used and the type of position being filled. Generally, allow a minimum of two to four weeks to receive applications.
April 22 to 24	Screen résumés to determine which candidates to interview.
April 25 to May 1	Arrange and conduct job interviews.
May 1 to 5	Conduct reference checks.
May 6	Select the best candidate for the position.
May 7	Make job offer.
May 9	Candidate accepts offer, and gives two weeks notice to current employer.
May 23	Employee starts work – training period begins.
June 1	Training period completed.



# Sourcing Top Applicants

You know you want to attract the right employee at the right time, but are not sure what the best hiring process is or how to get started. Some employers opt to place an ad in the newspaper or on the internet or to put a help-wanted sign in the window. More often than not, these methods attract a multitude of résumés from unqualified candidates, resulting in employers spending a lot of time and energy screening applicants and

hoping one of them will be the right one for the position. Later in this manual we discuss both conventional and alternative means of finding new employees in more detail. However, if you decide to place a job-opening advertisement, here are some helpful tips for targeting your ad to attract the most qualified and appropriate candidates.

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## *Five questions to ask yourself before posting your 'help wanted' ad*

1. From what demographic or geographic pool(s) am I trying to draw (e.g. Youth, career changers, Aboriginal people, seniors, new immigrants, foreign workers)?
2. How do I reach my ideal candidates? Where do my ideal candidates spend their time (e.g. school, sporting events, religious groups, industry networking events, career fairs)? What do my ideal candidates regularly read and in what format (e.g. local, community or regional newspapers, trade journals, online job boards, social networking sites)?
3. Is there anyone within our organization who may know of someone, either personally or professionally, that would be suitable for the position?
4. What benefits will an employee receive – besides wages – by working for my company (e.g. flexible hours, seasonal work, fun environment, chance to give back to the community, opportunity to work outdoors)?
5. Do I have an existing employee who would be interested and qualified for this position or could be trained for the job?

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## *A sample **Job Advertisement** is provided in [Appendix 4](#)*

The key is to look for talented and professional individuals during the hiring process, and to ensure that you effectively communicate all the various duties and responsibilities of the

available position, and also why these individuals would want to come and work for you and your operation.

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## *Sources for finding your ideal recruit*

Need help finding your ideal recruit? There are a variety of options available to employers to help them find potential job candidates. Some of these options are free while others require a financial investment. Choose the recruitment tools that will bring you the greatest return on your investment and are most appropriate to targeting your profile recruits. Following are a few helpful ideas to get you started.

**Word of mouth:** Ask for referrals from high-performing employees, business contacts, service providers, friends and family. These individuals will often know who would be a good fit with your company. Talk to opposite-season employers in your community who may have staff available when you need them. Some companies choose to offer financial or other

# 3 Recruitment

## Sourcing Top Applicants

incentives to current employees who provide qualified, successful employee referrals. However, such incentives should encourage only top-quality referrals and could include conditions such as payments to be made after the referred employee completes a probationary period or one year of employment with the organization.

**Internet:** The Internet continues to change how people search for employees and employment. There are a number of ways that employers can use the Internet to assist in finding employees including:

- post your job openings on your company's own website
- post your openings on other job search sites
- look for job seekers on résumé-posting sites
- include information on available job openings as part of company blogs and on other social media sites (e.g. Twitter, Facebook)
- create a virtual job fair.

A key advantage of using the Internet to post job openings is that you have the potential to reach a large job-seeking audience for little, if any cost. However, be sure you have both the technical capability to receive a potentially large volume of online applications, as well as the staff resources required to properly review these applications for suitable candidates.

As for job search sites, go2's website features an extensive job board for every aspect of the tourism industry enabling employers to advertise positions in specific fields. See [www.go2hr.ca](http://www.go2hr.ca). Other useful hospitality and tourism websites include [www.working.com](http://www.working.com) (hospitality and tourism sections) and [www.hcareers.ca](http://www.hcareers.ca). Other more general websites are also helpful for reviewing current job listings (e.g. [www.monster.ca](http://www.monster.ca), [www.workopolis.ca](http://www.workopolis.ca), [www.bcjobs.ca](http://www.bcjobs.ca), [www.jobbank.gc.ca](http://www.jobbank.gc.ca), [www.cooljobscanada.com](http://www.cooljobscanada.com), [www.craigslist.com](http://www.craigslist.com)).

A number of the job search sites also have résumé-posting services where you can view résumés of potential candidates.

**Professional associations and special interest organizations:** Trade associations and organizations are a helpful source for finding qualified and motivated talent. Examples of some of these associations include:

- Hospitality industry associations such as the BC Hotels Association [www.bchotelassociation.com](http://www.bchotelassociation.com) and the BC Lodging and Campgrounds Association [www.bclca.com](http://www.bclca.com)
- Professional trade organizations such as the BC Chefs Association [www.bcchefs.com](http://www.bcchefs.com), BC Human Resources Management Association [www.bchrma.org](http://www.bchrma.org), Certified General Accountants [www.cga-bc.org](http://www.cga-bc.org)
- Immigrant organizations such as the Affiliation of Multicultural Societies and Service Agencies of BC [www.amssa.org](http://www.amssa.org)
- Seniors e.g. CARP – Canada's Association for the 50 Plus – [www.carp.ca](http://www.carp.ca)
- Aboriginal associations e.g. BC Association of Aboriginal Friendship Centres – [www.bcaafc.com](http://www.bcaafc.com)
- Disabled persons associations e.g. WorkAble Solutions – [www.workablesolutionsbc.ca](http://www.workablesolutionsbc.ca)

Advertising in member publications and newsletters is also a great way to reach your target audience.

**Schools:** High schools, colleges, universities and trade schools represent good potential sources of employees and many provide job-posting services for their students. Students tend to be highly motivated and eager to learn. Look for high schools that offer tourism career programs, particularly those that are affiliated with the Canadian Academy of Travel & Tourism (CATT) [cattcanada.ca](http://cattcanada.ca). In these schools, students in Grades 10 through 12 follow the regular curriculum with a specialization in tourism. There are also many post-secondary tourism training programs available. For more information, visit the go2 training directory at [www.go2hr.ca](http://www.go2hr.ca) or LinkBC – the tourism and hospitality industry education network at [linkbc.ca](http://linkbc.ca). Many schools also organize co-ops, practicums or work experience placements

## Sourcing Top Applicants

for students, which are an excellent source of temporary or seasonal employees.

**Newspaper advertising:** Newspaper advertising remains a good way of raising awareness of all levels and types of job openings. A range of advertising options are available through local and national newspapers, and most will have online sections to complement those in print. Typically, the more senior the position, the further afield you should consider posting a newspaper ad. A disadvantage of newspaper advertising is that you may receive applications from many unqualified candidates and these will take time to review. If you do select newspaper advertising as a source for potential candidates remember to think carefully about 'who' will be reading the publication (i.e. a more senior position may be better advertised in a large business-oriented publication, whereby an entry-level position may attract more suitable candidates when advertised in a local daily publication).

**Recruitment agencies and search firms:**

Recruitment agencies and search firms are an option for employers looking to outsource some or all of their recruitment requirements. These agencies can handle all aspects of recruitment, up to and including negotiating an employment offer, and are particularly useful for finding short-term employees, senior level hires or positions where qualified candidates are difficult to find.

***Note:** Ensure you are fully aware of all contract details and requirements before signing with a recruitment agency.*

**Job fairs and open houses:** If you have, or anticipate having, a number of job openings, you may want to consider attending job fairs and hosting open houses as a way to introduce your company to potential candidates and raise awareness of available openings. Check with your local college or university to see when their job fairs are held and what is required to participate as an employer. Whether you participate in a job fair, or host an open house at your business, be prepared to have the appropriate resources available to talk to future candidates and screen résumés.

**Consumer advertising:** When the employment market is tight or is facing other challenges, employers think up all kinds of creative ways to source candidates. For example, companies may choose to devote a portion of their traditional advertising budgets to attract candidates through billboard, transit and radio ads. Or they may combine their consumer messaging with recruitment messaging.

As the labour market continues to change, companies will have to be more creative if they want to entice top performers, drawing on new methods to advertise jobs and new perks to generate interest from candidates.

# 3 Recruitment

## Building a Diverse Workforce

Tourism is an industry that has traditionally relied heavily on the youth population. In fact, according to a study conducted by the Canadian Tourism Human Resource Council, on a Canada-wide basis tourism employees aged 15 – 24 comprised almost 40 per cent of the tourism workforce in 2009, which is almost twice the percentage of youth represented in the overall labour workforce.<sup>7</sup> In BC about 30.3% of the tourism workforce is between the ages of 15 – 24.<sup>8</sup> With changing demographics, this traditional entry level labour pool is shrinking dramatically. Since you can't expect to place a flood of young people into positions anymore, you need to be creative in sourcing candidates. Some of these sources include new immigrants, foreign workers, career changers, seniors and Aboriginal youth. Of course, an added benefit of recruiting from these labour pools is that you are creating a diverse workforce that brings a wealth of experiences to you and your customers.

One of the most prevalent areas of diversity in today's workforce is the number of different generations that are now working together in one place, from Baby Boomers to members of Generation Y. While this diversity presents many great opportunities for employers, it does not come without its challenges, as each generation has a distinctly different approach to work, different goals and priorities and a different perception of the relationship between employee and employer. In order to maximize the potential of each generation, it is essential for employers to adequately understand and appreciate these differences and ensure that the work environment allows the flexibility necessary for all generations to be able to work within their preferred work style.

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### *Some benefits of diversifying your workplace*

- Your business can be representative of your customer base and reflect the diversity of British Columbia and Canada
- A culturally diverse mix of employees can help improve your customer service levels by offering service in additional languages
- Diverse lifestyles bring new perspectives to the workplace; for example, a staff member who is also a parent might help determine if your work environment is kid-friendly
- By attracting employees from diverse backgrounds, you can create a staff team that builds on and complements each other's strengths.

<sup>7</sup> [http://cthrc.ca/en/research\\_publications/fast\\_facts.aspx](http://cthrc.ca/en/research_publications/fast_facts.aspx)

<sup>8</sup> [http://cthrc.ca/~media/Files/CTHRC/Home/research\\_publications/labour\\_market\\_information/ttse/Demopro\\_prov\\_BC.ashx](http://cthrc.ca/~media/Files/CTHRC/Home/research_publications/labour_market_information/ttse/Demopro_prov_BC.ashx)

*“Successful employers, then, are expanding their approaches to find the right people. You really have to have a multi-faceted approach. It’s not a ‘one-size fits all’ answer. We’re not just marketing to hotel students, and not just marketing to our towns. We can’t ignore some of the non-traditional sources of talent. We’re going to have to tap every source”.<sup>9</sup>*

Bill Pallett, Senior Vice-president, People Resources,  
Delta Hotel & Resorts Hotelier

Following is a brief profile of the face of the new workplace and the success that some employers have had in reaching out to these new sources of workers.

### *Alternative sources for diversifying your workforce*

#### **Aboriginal youth<sup>10</sup>**

Aboriginal youth are currently BC’s fastest growing youth demographic. In 2006, the median age of the Aboriginal population in BC was 28 years, compared with 41 years for non-Aboriginal people in the province. Children and youth aged 24 and under made up almost one-half (46%) of all Aboriginal people in BC, compared to 29% for the non-Aboriginal population. It is estimated that there are currently about 35,000 Aboriginal youth in BC between the ages of 15 and 24. While about half of these youth live in urban areas, the other half live in communities located throughout the province. According to BC Stats, only about 54% of these youth are employed leaving a large potential labour force from which tourism employers can draw. Many First Nations communities are getting increasingly engaged in the tourism industry and are encouraging their youth to train in this field. For example, the Squamish Nation has been delivering the Aboriginal Youth Ambassadors training program since 2000. This program provides training activities designed to make participants

proficient in the skills necessary to succeed in the tourism industry<sup>11</sup>.

The motivation, dedication and skills of Aboriginal youth have been particularly evident to Michael Uehara, President of King Pacific Lodge, located in northern BC. Set near Hartley Bay, this luxury wilderness resort launched a high school mentorship program in which local Aboriginal students were invited to train with senior lodge staff. As a result, the Hartley Bay student program is an annual success with students gaining considerable responsibility, excelling in their training, and learning the importance of teamwork and relying on each other.

#### **Seniors and retired people in the workplace**

Considering Canada and BC’s rapidly aging population, it should be no surprise that older workers represent an increasingly important source of workers for many tourism businesses. These workers typically bring a strong work ethic, lots of life experience, and a range of skills to the workplace.

<sup>9</sup> Michael McKinnon. June 2010. “They’re Back”.

<sup>10</sup> [www.bcstats.gov.bc.ca/data/lss/abor/abo\\_lfs\\_2008.pdf](http://www.bcstats.gov.bc.ca/data/lss/abor/abo_lfs_2008.pdf) and

[www.canada.com/vancouver/news/story.html?id=ee372e31-5b3e-4669-a344-d5aa24f6c964&k=54426](http://www.canada.com/vancouver/news/story.html?id=ee372e31-5b3e-4669-a344-d5aa24f6c964&k=54426) and

[www.bcstats.gov.bc.ca/data/cen01/abor/aborbc.pdf](http://www.bcstats.gov.bc.ca/data/cen01/abor/aborbc.pdf)

<sup>11</sup> [www.aboriginalambassador.ca/about\\_us.html](http://www.aboriginalambassador.ca/about_us.html)

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## Building a Diverse Workforce

If you think that the impact of the aging of the population is overstated, consider these statistics prepared by BC Stats: In 2010 the proportion of BC's population that was 65 and older was 15%. This proportion is projected to increase to 19% by 2020 and to 23% by 2030.<sup>12</sup>

For Custom House, a global foreign exchange company headquartered in Victoria, the idea of targeting this demographic came from a customer's email suggestion. The company decided to test the idea in White Rock and Surrey through newspaper advertisements and posters in community centres. Recruiting for 'retail sales consultants,' Custom House needed to fill front-line positions in the retail operations side of the business.

Similar to many companies, Custom House wants to hire people who are right for the job – people who are motivated, customer-oriented, and passionate about providing clients with the best experience.

According to Kathy Neeves, VP of Human Resources at Custom House, *"There's always a demand for mature, dependable, calm people who have different perspectives and talents."*

It is important to recognize that the needs and benefits of senior staff in your business may be different than younger workers. While senior staff may require some flexibility in scheduling, they may also be interested in part-time hours or seasonal work – which can be especially advantageous for some tourism operators. Following are just a few of the advantages of hiring senior employees in your workplace:

- Excellent and mature judgment that can help reduce conflict among co-workers and build bridges with customers
- Vast work and life experience, earned wisdom and a strong work ethic
- A wide range of transferable skills and knowledge

- Reliably punctual with low turnover and absenteeism
- Tend to be loyal, dependable and committed staff
- Provide great mentoring opportunities for younger workers and typically show a strong willingness to learn new skills themselves.

### Young workers: the new generation

Due to their flexibility around working hours and conditions, many tourism operators prefer to hire younger workers. Additionally, young workers tend to bring a high level of energy, enthusiasm and ideas to their workplace, and are typically technologically savvy and know how to use technology to reach out and make connections.

Here are some qualities the younger generation of workers may look for in a dynamic work environment:

- Stimulating learning opportunities – including experiential learning, as well as skill-development programs
- Mentoring programs – formal or informal, such as learning from people who are respected within the company
- Opportunity for advancement – as young people are often eager to take on new responsibilities it is important to be up front regarding both advancement opportunities and limitations within the business
- A welcoming entrepreneurial spirit – young people enjoy work environments that encourage their ideas, suggestions and expressions of individuality
- Values-based work culture – young people enjoy work environments in which their individual values align with the company's core values
- Flexible scheduling to achieve a healthy lifework balance.

<sup>12</sup> [www.bcstats.gov.bc.ca/data/pop/pop/project/BCtab\\_Proj0906.pdf](http://www.bcstats.gov.bc.ca/data/pop/pop/project/BCtab_Proj0906.pdf)

## **People with disabilities**

Focusing on ability as opposed to disability, the 2010 Paralympic Games in Vancouver and Whistler showcased to the world the physical and mental strength of individuals with disabilities. Not only is this evident as it relates to these individuals as highly competitive athletes, but the Games re-inforced that persons with disabilities can, and do, lead highly productive lives in all areas – including the workforce.

Representing a talent pool of some 300,000 workers, persons with disabilities are three times more likely to be unemployed than persons without disabilities. However, this potential labour pool offers virtually the same level of educational experience as the non-disabled population and rates average or better than their non-disabled colleagues on attendance, job performance and work safety.

## **WorkAble Solutions**

([www.workablesolutionsbc.ca](http://www.workablesolutionsbc.ca)) is an initiative of the BC Government that has been created to help employers connect with this largely untapped source of workers. In addition to being loyal, reliable, conscientious and willing to learn, research shows that hiring persons with disabilities makes perfectly good business sense. According to a 2001 Stats Canada survey:

- 90 per cent of persons with disabilities did as well, or better, at their jobs than non-disabled co-workers
- 86 per cent rated average or better in attendance
- The vast majority required no special workplace accommodations
- Even if accommodations were required, these were generally inexpensive and tax-deductible
- Staff retention was 72 per cent higher among persons with disabilities than those without.

In addition to WorkAble Solutions, another valuable website that connects employers with individuals with disabilities in the Greater

Vancouver area is [www.gvbln.ca](http://www.gvbln.ca). There is also the ConnecTra Society, which is dedicated to encouraging and enabling people with physical disabilities to contribute to their communities by fostering community support and establishing relationships that reward personally and financially – see [www.connectra.org/](http://www.connectra.org/).

Many tourism operators do successfully integrate persons with disabilities into their operation, and ensure they provide a welcoming environment to disabled visitors and guests as well. By providing supports for these workers and guests, such as ramps, accessible doorways and washrooms, these employers ensure they continue to tap into both a valuable employee and business resource.

Statistically 90% of those with disabilities who are under 35 years of age have ‘mild to moderate’ conditions and fewer than 20% require any accommodation in the workplace at all (BC Chamber of Commerce, Closing the Skills Gap). The majority of workplace accommodations actually costs less than \$500.

To date, 3,700 tourism businesses in BC have become certified under the Accessible Tourism Program. This program allows tourism businesses to determine how accessible they are by participating in an accessibility assessment. Businesses that achieve an accessibility rating for visitors with mobility, visual or hearing impairment receive icons displaying this information. These positive ratings can be used in effectively marketing the business to travellers worldwide.

Hiring disabled workers not only gives tourism employers access to a large pool of workers, many of whom are employment-ready and bring proven job experience, talent and skill to the job, but hiring a disabled worker on staff can also assist the business in more readily understanding and meeting the needs of the disabled tourism market, which is considerable given the following:



# 3 Recruitment

## Building a Diverse Workforce

- There are estimated to be 859 million people worldwide with disabilities and it is estimated that 70 per cent of this group have both the means and desire to travel;
- In Canada alone there is a potential market of 2.7 million travellers with disabilities
- 92% of consumers felt more favourable towards businesses that hire people with disabilities, and 87% agreed they would prefer to give their business to companies that hire people with disabilities (CSDE Study).

Go2 has partnered with 2010 Legacies Now to work closely with employers to assist them in recruiting from this under-represented group. For more information on this initiative visit the go2 website.

Vancouver Airport Authority is one example of a BC company with a track record of hiring people with disabilities. Past hires have included a quadriplegic who worked in the information technology department and a summer student with cerebral palsy who helped provide passengers with information services in the terminal.

The airport wants a workforce that reflects the community it serves, so hiring people with disabilities is part of the big picture. *“We absolutely have a commitment to employment equity,”* says Trudel, the Airport Authority’s employment advisor. *“What we look for in these candidates is no different than what we look for in any other candidate. We want people with*

*the right skills and experience. We focus on an individual’s abilities and experience for the job.”*

Despite a recent shift in the job market, the company remains committed to the program. *“When we do recruit, our search efforts include working with agencies that assist people with disabilities who have difficulty finding work”,* Trudel confirms.

From the airport’s physical layout to sensitivity training sessions for its employees, the Airport Authority considers the presence of workers with disabilities. *“We are very proud that our terminal is “barrier-free”* says Trudel, *“and we ensure disability issues are considered during the planning and design phase of new construction or renovations to our existing facilities. Our employees are also well-versed in disability awareness, because we offer a full-day course where they participate in experiential learning. As a result, many of our employees have come to understand firsthand how our facilities and awareness help all of our customers have a positive travel experience at YVR.”*

Overall, hiring people with disabilities has broadened the Airport Authority’s knowledge and awareness of the community it serves, while giving it access to a larger pool of workers than it might otherwise have enjoyed. *“We have had a very positive experience,”* says Trudel.

### Career changers

It is increasingly commonplace for individuals to switch jobs one or more times during their careers and to do something completely different from their previous professional experience. Whether they are making this career change by choice or circumstance, it is important to remember that this group of potential employees can bring a great work ethic and a range of work experiences to your business.

Transferable skills learned in the business world have benefitted Elaine Kozak and Marcel Mercier, who left the corporate world and are now owners of Garry Oaks Winery on Salt Spring Island. Elaine explains: *“We are often asked whether we have ‘done this before’ and what people are usually referring to is growing grapes (the most visible part of the operation). In fact running an estate winery involves three businesses: a farm (the vineyard), a food processing facility (the winery) and a retail operation (the wine store and distribution system). Further, developing the whole winery was a multi-dimensional project. People also ask us what the first thing we did when we started*

*– and that was to prepare a business plan. So all the skills that Marcel and I had developed in our previous careers were directly applicable to our new venture including: large scale project management; business and financial planning; contract management; human resources management; market analysis; and, promotion and sales. Generally our research and problem solving skills are very valuable as they enable us to learn about new subjects and deal with issues as they arise. Additionally, we informed ourselves on the technical aspects of our operations through reading and study (e.g. I completed a distance education program in winemaking through a university) and hired consultants when we needed specific expert advice.”*

By taking advantage of this alternative labour pool, you can access a diversity of experiences, as well as highly valued soft and transferable skills. As such, be open to reviewing résumés from, and hiring, people with no tourism industry experience.

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### New immigrants

Recruiting new immigrants is another option for tourism employers looking to find workers. Each year, British Columbia welcomes around 40,000 new immigrants (43,950 in 2008 and 41,433 in 2009)<sup>13</sup> from around the world who are here to stay and ready to work. By utilizing this labour pool, you can leverage the valuable assets and transferable skills these new immigrants bring to your workplace.

Current projections for Canada show more people leaving the workforce than entering

it by 2015. Many communities will be facing a shortage of workers and the expectation is that workers immigrating to Canada will be a necessity to maintaining the current labour supplies. At the provincial level, the number of new labour market entrants (those who leave the education system and enter the labour market for the first time) is expected to decline slowly from 2009 to 2019. Starting in 2016, migrants<sup>14</sup> are expected to account for a larger share of the new labour supply in BC than new labour market entrants.

<sup>13</sup> [www.welcomebc.ca/local/wbc/docs/communities/immigrationtrends2008.pdf](http://www.welcomebc.ca/local/wbc/docs/communities/immigrationtrends2008.pdf) and Citizenship and Immigration Canada.

<sup>14</sup> Throughout this report, from a provincial perspective, migrants refer to net arrivals to BC from other provinces or territories, as well as from other countries. From a regional perspective, migrants also refer to net arrivals to the development region from other development regions in the province, as well as net arrivals to BC from other provinces or territories and from other countries.

# 3 Recruitment

## Building a Diverse Workforce

The Labour Market and Immigration Division of the Ministry of Advanced Education and Labour Market Development offers a range of programs and services aimed at helping immigrants integrate into BC society generally and into the BC workforce specifically ([www.aved.gov.bc.ca/index/immigrants.htm](http://www.aved.gov.bc.ca/index/immigrants.htm)). Additionally, employers interested in finding out more about how to connect with immigrant workers can contact the Immigrant Employment Council of B.C. ([www.iecbc.ca/](http://www.iecbc.ca/)) which works to connect immigrants to employment that matches their knowledge and experience.

Although there are a range of benefits to hiring new immigrant workers, there can also be challenges as managers sometimes struggle with miscommunication and misunderstandings in cases where there are language barriers or cultural differences. Following are just a few tips to help ease the communications process with new immigrant workers. Applying these suggestions will help improve workplace communication and may result in improved staff morale, as well as an increased ability to attract and retain valuable employees.

- Prepare your current staff group for the introduction of workers from other countries. Recognize that even if the new immigrant worker's English is excellent there may still be communication issues. Cultural differences may also cause some challenges in the training process. Staff should be prepared to show patience and tolerance during the initial training period. This may be done by offering training related to managing a diverse workforce.
- Pair a new immigrant worker with a current staff worker of the same nationality, this will often make the transition into their new workplace and responsibilities easier and assist the new worker to settle into their job.
- Make an effort to learn about your employee's culture as this will increase your ability both to manage them effectively and to offer services to your international customers.
- Recognizing holidays or celebrations that take place in their home country shows a gesture of interest and provides an opportunity for other staff to learn about other cultures.
- Treat a new immigrant worker as you would a Canadian employee – most immigrant workers just want to work and be treated with the same respect as any other Canadian worker.

### *Foreign workers, local jobs*

With an aging population and a declining birthrate, more and more employers are looking outside of Canada to help fill jobs. To that end, there are a variety of programs that employers can look to as a resource, depending on the position(s) and target group of interest.

For example, the federal government's Temporary Foreign Worker Program allows eligible employers to hire foreign workers to work in Canada for an authorized period of time – currently up to two years. Employers from all types of businesses can recruit foreign workers with a wide range of skills to meet both short and longer-term labour shortages utilizing this program. For more information, download go2's [Foreign Worker Guide](#).

Alternatively, if employers are more interested in younger, temporary employees for seasonal positions, they may be better served to investigate the Working Holiday Program and Visas, which are available on a limited basis each year from Canadian embassies in various foreign countries. These visas are generally for up to 12 months, and available to individuals typically between the ages of 18 and 35. Many seasonal employers, such as ski hills and resorts, utilize these programs very successfully to complement their workforce. More information on the variety of Working Holiday Programs can be found on the Foreign Affairs and International Trade Canada website at [www.international.gc.ca](http://www.international.gc.ca).

There are many organizations involved with Working Holiday Programs. One specific agency, SWAP Working Holidays has enjoyed a great deal of success in Canada. SWAP is a non-profit organization of the Canadian Federation of Students, assisting international youth to plan their working holidays. They assist in helping to find a job, making applications directly to employers, resources for travel arrangements

and support with the necessary visa paperwork. Interested employers can advertise jobs free of charge to SWAP participants. For more information visit their website at [www.swap.ca](http://www.swap.ca).

Additionally, foreign students can be a good source of potential workers for some employers depending on their position requirements. There are a variety of programs that offer qualifying students or recent graduates of eligible post-secondary institutions the opportunity to work in Canada. Some of these include the Working Off Campus Program, Co-op/Internship Program and Graduate Work Programs. To learn more, contact your local post-secondary career services centre and/or job board. For additional information on educational partners, visit the website: [www.linkbc.ca](http://www.linkbc.ca)

Finally, British Columbia's Provincial Nominee Program (PNP) provides an opportunity for workers, including those hired through the temporary foreign worker program, to stay permanently in Canada which is a win-win for both the employer who wants permanent staff and the worker that wants to make Canada their home. The PNP was introduced in 2001 to attract skilled workers to the province on a more long-term permanent basis. The program was expanded in 2002, accelerating the permanent residence application process for skilled and/or experienced workers, experienced business persons and their family members who want to settle in BC permanently. Select occupations in tourism/hospitality, such as front counter attendants and room attendants, are now eligible to be sponsored through the Entry Level and Semi-Skilled Pilot Project. For more information, visit the web site: [www.welcomebc.ca/wbc/immigration/come/work/about/index.page](http://www.welcomebc.ca/wbc/immigration/come/work/about/index.page).

The adoption of new recruitment and retention strategies and the expansion of foreign worker

# 3 Recruitment

## Building a Diverse Workforce

## Selecting Your New Employees

programs have and will go a long way to helping address labour shortages. As one of BC's strongest and fastest-growing industries, these efforts are essential to ensuring the continued success of BC tourism sector.

During a busy working season, it is easy to hire less-than-ideal candidates to fill urgent or key positions. Often, the result is more work for you. Making the hiring decision is one of the most important decisions that a business owner can

make. In this section, we will consider how to screen resumes, conduct reference checks and interviews, make the employment offer and create a total compensation package – all aimed at assisting you in attracting quality new recruits.

### *Six steps to effective résumé screening:*

The goal of screening résumés is to select the most qualified applicants to interview so that you do not waste your time interviewing applicants who are not suitable for your available position(s). Until you reach the interview process and are able to talk with the candidates face-to-face, the résumé is generally the only source of information available that details the candidates' abilities, knowledge and skills (unless someone you know has recommended the candidate, or you have had prior experience in working with him or her).

The following steps will help you efficiently screen résumés, leaving you with the most qualified applicants for consideration:

#### **1. Reference your job description**

Create a checklist of the “must-have” and the ‘nice-to-have’ skills, qualifications and experience from the job description for the available position. For the ‘nice to have skills’ list, identify a rating system with which you are comfortable. If you have a number of applicants who possess all your ‘must have skills’, you can rate their ‘nice to have’ skills as a way of helping you determine the overall best applicant.

#### **2. Compare the résumés to the checklist**

Read through each résumé and check to see if any applicants possess all of the ‘must-have’ skills listed on the job description. If none of the candidates fulfill the ‘must-have’ job requirements, you may need to consider continuing with your recruitment efforts. Eliminate résumés that do not meet your minimum requirements for ‘must-have’ skills and be wary of changing the ‘must have’ list to accommodate the experience and background of the applicants. It is important to maintain the integrity of the position you are trying to fill and hiring a ‘less than qualified’ applicant will likely result in a very short-term placement.

#### **3. Categorize each applicant**

Based on your initial review of the résumés separate them into ‘Yes’, ‘Maybe’ or ‘No’ piles as follows:

- Yes:** Applicants have all must-have skills and most nice-to-have skills
- Maybe:** Applicants have all must-have skills and a few nice-to-have skills
- No:** Applicants lack both must-have and nice-to-have skills

# Selecting Your New Employees

## **4. Select candidates for interviews**

Select applicants to be interviewed from the 'Yes' pile first. If, following the interviews, you do not find the right candidate, move to the 'Maybe' pile and conduct interviews. If you still do not find the right candidate, you will need to re-advertise your position to attract more qualified candidates, or perhaps look to current employees to determine if there is someone who could be trained into this vacant position.

## **5. Maintain your high standards**

Hiring the right employee is critical to your company's success. Settling for an employee who is 'okay' or 'will do for now' can be a costly mistake. It is important to value employees' transferable skills – whether it is in customer service, sales or other areas. The screening process indicated above is a good starting point for recruiting the best possible candidate.

## **6. Notice the red flags and address them in the interview**

Although not necessarily a reason to rule out a candidate, be aware of the following potential causes for concern:

- Frequent changes in employers and short periods of time with a company
- Large gaps in employment
- Jumping between lateral level positions (versus changing jobs for career progression)
- A résumé with no dates
- Spelling and grammatical errors
- Vague descriptions of duties and responsibilities
- Seemingly over-inflated role descriptions.

Note any of these red flags, and be sure to address them during the initial interview. Try to stay open-minded when receiving answers. Finally, when you screen résumés, don't just focus on the current posting(s) but also consider whether any candidates have potential for other current or future positions. Collecting résumés and building a database for future hiring may reduce overall recruitment time and costs.

# 3 Recruitment

## Selecting Your New Employees

### *Conducting phone interviews*

Many employers choose to conduct phone interviews as they are a quick and efficient way to assess whether the candidate may be right for the job. These interviews should not take the place of personal interviews, but can act as a quick and efficient way to assess whether the candidate may be suitable for a further face-to-face meeting. If you choose to conduct a phone interview consider the following tips:

- Contact the candidate either by email or phone to arrange a mutually convenient time to conduct the telephone interview. Additionally, it is a good idea to inform the candidate as to the proposed length of the interview and confirm the best number to call. This will give you the opportunity when you do call, to assess if the candidate has made the necessary arrangements to properly conduct the telephone interview and also taken the time to conduct some research into the position and operation.
- Call the applicant at the confirmed time and introduce yourself. As this is a highly confidential process, make sure to confirm that he/she is available and feels comfortable to talk at this time. Once you and the candidate are able to talk, ask whether he/she is still interested in being considered for the position.
- Always let the interviewer know who else is in the room with you – especially if you are putting the call on speaker phone.
- Listen carefully for voice tone, energy and enthusiasm in their answers.
- Ask qualifying questions to determine whether the candidate possesses the basic skills and experience necessary. Get a feel for attitude, work ethic, professionalism and phone manner.
- Pick two to three key questions to ask, such as: What interested and motivated you to apply for this position? Tell me what you know about this company and what we do. Tell me about your most memorable customer service experience. What do you think would be your greatest contribution to this position? Describe your current position, and tell me why you are seeking a change.
- Avoid questions with yes/no answers, as open-ended questions will provide you with the information you will need to determine if you would like to move to the next step with the candidate.

Whenever possible consider offering face-to-face interviews to all candidates who do well at the telephone interview stage. Certain personality traits and behaviours may come through more accurately in person, thus the more time you spend with a potential candidate the better your hiring decision.



*“Our people are the best. We accomplish this by hiring the best, training the best, expecting the best, and then creating an environment where individuals can make a difference.”*

Warren Erhart, President & CEO, White Spot

### *Nine steps to conducting a great face-to-face job interview*

A face-to-face interview usually confirms whether the information provided on a candidate’s résumé (or during a phone interview) is consistent with their body language, plus gives you the opportunity to ensure that their skills, qualifications and experiences fit with your needs and overall corporate culture. For some businesses the interview process can be extensive – often including several stages.

#### **1. Prepare for the interview properly: start with the end in mind**

Spend time thinking about what you want to ask in an interview, and what answers you expect back. What type of attitude and personality will fit in with your team? Do you need someone with a new perspective to come in and shake things up in a positive way? Start the interview in a quiet place, free from distractions. Introduce yourself and your role and make the applicant feel at ease. Tell them about your company, your philosophies, your products and services offered. Describe the position available, but make sure you let the candidate do the majority of the talking. Adhering to the 80/20 rule in terms of listening/talking for the interviewer is a good rule of thumb.

Another option worth considering is involving others within your organization in the interview and selection process. Having other managers and/or colleagues spend time with potential employees is a good way to complement your assessment, and further determine the qualifications and fit of individuals you are considering. As everyone’s perspective is somewhat different, a collective and collaborative approach to interviewing and selection ensures a greater ability to effectively assess suitability to

both the job and the overall operation.

#### **2. Develop questions that are relevant to the position**

Develop your interview questions prior to the interview and focus on questions that will generate responses that can be used to rate job-related skills. That is, ask questions that are relevant to the skills, attitudes and experience that you require.

The most effective type of interview question is one that encourages candidates to describe what they have actually done in the past, as opposed to focusing on hypothetical “what would you do if...” questions or questions requiring a simple “yes/no” answer. The basic premise for using this type of question is that past behaviour is the best indicator of future performance. This type of question has three parts:

*The situation.* Ask the candidate to describe a specific situation when a particular skill was used.

*The action.* What action/steps did he/she take to handle the situation?

*The result.* What happened as a result of the actions he/she took?

*For example:*

“Describe a time when you handled a customer complaint. What was the situation that caused the complaint? What steps did you take to handle it, and what was the outcome?”

For additional interview questions, please see the sample Interview Question Template in [Appendix 5](#).

# 3 Recruitment

## Selecting Your New Employees

### 3. Listen to your intuition, but do not settle on your first impression

Try to avoid basing your decision on a first impression without giving the candidate ample time to answer the questions or being closed-minded to the responses you receive. An interviewer must remain objective throughout the meeting, and even if the applicant makes a statement you disagree with, do not interrupt, dispute or express judgement. Keep an open mind during the interview. Listen to your intuition, but ensure it is supported by what you have heard and seen during the interview. Avoid making a hiring decision simply based on 'having a good feeling' about or 'liking' a candidate.

### 4. Ensure human rights compliance

In order to protect both your and your candidate's rights, it is important to be familiar with the fundamental principles of human rights legislation and how it applies in the context of job interviews. Also ensure that the questions you ask are not viewed in any way as discriminatory.

Human rights legislation prohibits discrimination – in terms of employment or potential employment-based on a series of specific protected grounds. The *British Columbia Human Rights Code* sets out the following list of protected grounds:

- Race
- Colour
- Ancestry
- Religion
- Place of origin
- Age
- Sex
- Marital status
- Family status
- Physical or mental disability
- Sexual orientation
- Political belief
- Criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that person

- Interview questions should steer clear of these protected grounds and focus strictly on determining the applicant's ability to perform the essential duties of the available position.

For more information, see [Chapter 9](#) of this manual, visit the website of the **BC Human Rights Tribunal** at [www.bchrt.bc.ca](http://www.bchrt.bc.ca) or view the *BC Human Rights Code* on the provincial government website at [www.bclaws.ca](http://www.bclaws.ca).

### 5. Be consistent

Use a consistent list of questions for all candidates to ensure you can make a fair comparison after the interviews are completed, but allow yourself to naturally go off in different directions based on the answers individual candidates provide to specific questions. You may be surprised to discover that candidates have innate talents and gifts that could enrich your business. Take notes so that you remember who said what during the interview (it may help to have a designated note taker so you can concentrate on the candidate, or consider having several people on the interview panel who take turns with note taking). As part of the interview process, strive to identify candidates' strengths and weaknesses as well as their plans and career aspirations.

### 6. Practice active listening

Observe the 80/20 rule: the candidate talks 80 per cent of the time and you ask questions, or answer the candidate's questions, 20 per cent of the time. Give the candidate an opportunity to ask you questions about your company and business philosophies. The questions they pose will give you an indication of the type of person they are and what issues interest them.

### 7. Promote your company

As the interview is also a time when the employer can promote their business and 'sell' the candidate on why they would want to work there, the interview should always be conducted in a professional manner.

# Selecting Your New Employees

Providing candidates with a recruitment package that includes information on the company, the job description, company newsletters and the like can help to promote your company in a positive way. Word-of-mouth is a strong marketing tool and each candidate should be treated as a guest or potential client of the company.

## 8. **Evaluating the interview after it is over**

After each interview, evaluate each candidate based on his/her answers to your interview questions. For each interview question determine what type of response would ‘meet’, ‘exceed’ or ‘not meet’ the criteria for the question. When the interview is complete, compare the candidate’s answers to the criteria you have set to see if they meet or do not meet your criteria. Based on this rating, you can evaluate the candidates more objectively and compare them with one another. In addition to the candidate’s skills and experience, ensure you assess their ‘fit’ with your working environment and culture. It is important that you are aware of what you are looking for in a candidate, as well as what a potential candidate is looking for in a job and an employer.

A sample [Interview Evaluation Template](#) can be found in [Appendix 6](#).

## 9. **Conducting pre- and post-interview tests and assignments**

Pre and post-interview testing of candidates is a common practice among some business owners looking to recruit skilled employees, and are generally administered to supplement information obtained from the résumé, during the interview(s), and from background or reference checks. These tests can take the form of, for example, a standard aptitude test or an assignment in which a prospective employee is asked to type or proof a letter, give a short presentation, or role play when answering a phone call from an angry customer. Many people do well with interview questions, but do not do well when asked to actually perform an assignment. These tests can separate the good candidates from the great ones and also highlight skills and talents that may not have come through during the interview process.

Given the difficulty in assessing the results of many tests, most aptitude or psychological testing should be completed by qualified individuals, such as an HR professional. As such, you may need to outsource testing activities depending on the size of your operation.

# 3 Recruitment

## Selecting Your New Employees

### *How to conduct reference checks*

Checking references with previous supervisors is an absolute requirement to ensure that you hire the best candidate for a position. Most employers mistakenly just accept the list of references provided by candidates. Be sure to tell the candidate whom you would like to speak with (e.g. their three most recent supervisors or managers) regarding their application and get the candidate's permission to contact these references.

Once you have a shortlist of one to three candidates, check a minimum of two recent employment references for each candidate. If educational or training certificates are important to the position, this is a good time to obtain copies of degrees or transcripts from shortlisted candidates.

Although most companies ask for references, few actually follow through on the reference check. Some previous employers will refuse to provide references based on concern over legal ramifications, and will only confirm dates of employment and the position held. This is still important information and should be verified. If someone refuses to provide a reference this should not necessarily be held against a candidate, as it may simply be the employer's company policy and not specific to the individual. If such a case were to arise, a former co-worker may be an appropriate alternative to a management reference.

See [Appendix 7](#) for an example of a [Reference Check Form](#).

### *How to select the best candidate*

When the evaluation process is complete, you are ready to make a hiring decision. After short-listing your top candidates it is time to trust your best judgment, taking into consideration the results of the interview and reference checks, as well as your own understanding of what is required for the position and how the candidate will 'fit' within the organization. Ask yourself these questions before making a final hiring decision:

- What are the current gaps in my employee base in terms of skills, knowledge, abilities and talents and will this candidate help fill this/these gap(s)?
- Will this person help me create a dynamic, diverse workplace?
- Will the other team members be excited about my hiring decision (you may want to arrange for staff to meet the prospective employee to ensure he/she will be a good fit)?

- Will this individual be a strong supporter of our corporate culture?
- Am I settling for second best or is there a better candidate out there worth waiting for?

When a recruitment process does produce the intended results, many companies will lower their standards in order to fill a position. Resulting hiring mistakes can be costly and have a negative impact on employee engagement and retention, so do not make an offer to a candidate unless they meet the desired skill set requirements of the job and will 'fit' with both the organization and position.

# Making the Employment Offer

After selecting the best candidate, you need to make a job offer. A verbal job offer must be followed by a formal written offer of employment which ensures that you and the candidate are fully aware of the terms and conditions of employment.

**When making a verbal offer, ensure you:**

- Congratulate him/her on being the successful candidate
- Enthusiastically welcome him/her to your team
- Re-state the position for which the candidate is being hired
- Inform him/her of the starting wage you agreed upon, as well as hours/days of work, benefits, vacation time and any other relevant information
- Confirm the start date and time
- Inform the candidate of any training programs he/she will be attending on the first day, including length and expectations
- Inform him/her of dress code standards
- Inform the candidate that this information will be put into a formal letter for him/her to sign
- Once the verbal offer is made, provide the candidate with a reasonable timeframe to consider the decision and the opportunity to clarify any of the terms of the offer. Be prepared to reconsider your terms and conditions. Once these details are agreed upon, make sure that all details are clear in the written offer you provide for the candidate's signature.

**Common components of an offer letter include:**

- Position title (attach a copy of the job description)
- Basic duties and responsibilities
- Position status (part-time, full-time, seasonal, temporary full-time)
- Start date
- Performance review expectations
- Salary and overtime
- Work schedule
- Probationary period
- Benefits and insurance entitlement
- Vacation entitlement and statutory holidays
- Union contract (if applicable)
- Training programs
- Bonus plan information, if applicable, and eligibility requirements
- Notice period requirements for termination or resignation
- Reference to an Employee Handbook and/or any other included attachments/schedules.

Please see the sample [Employment Offer Letter](#) in [Appendix 8](#).

# 3 Recruitment

## Making the Employment Offer

### *How to tell candidates they did not get the job*

Now that you have selected the successful candidate, you need to let all of the other candidates know that they were unsuccessful.

#### **Some things to keep in mind:**

- Make sure that your successful candidate has accepted the job offer before you inform the other candidates. There is a possibility that your first candidate will not accept the job offer, in which case you may want to consider one of the other candidates you interviewed.
- All unsuccessful candidates are potential customers or referral sources for your business. Be respectful, honest, courteous and sincere. You want them to leave with a positive impression of your business because there is a good possibility they will tell other people about you.
- Regardless of whether or not they have been through the interview process, always contact unsuccessful candidates to advise them that they did not get the job. For applicants you have interviewed, the best option is to talk to them in person or over the phone. For those candidates who did not reach the interview process, you can advise them on the status of their application in writing (via a letter or email).

#### **Convey the following messages:**

1. You reviewed all the candidates and their qualifications relative to the requirements of the available position.
2. You have made your hiring decision and have decided to go with another candidate.
3. Thank them for their interest in the position and your organization, wish them luck on their job search and if you have a policy where you keep résumés on file for future positions, inform them of this possibility.

#### **A possible script:**

*Thank you very much for interviewing last week for the Tour Guide position. We were fortunate to interview some excellent candidates. I thought your interview went well and you have some good work experience. However, I wanted to let you know personally that we have decided to go with another candidate who has more experience in this particular industry.*

#### **For excellent candidates, add the following sentence:**

*If you don't mind, we would like to keep your résumé on file in case another position becomes available that would better match your skills and experience.*

## Making the Employment Offer

### *The last two steps in the recruitment process:*

#### **Open an employee file**

After your offer of employment has been accepted, prepare to orient your new employee to your company. Once all the paperwork has been signed, start an employee file to keep all records and documents about the employee.

As an employer you are subject to detailed record-keeping requirements. Revenue Canada requires that you keep payroll registers and supporting documents for at least six years after the taxation year to which they relate.

Employee files should be kept in a safe and secure location, where access is restricted. Maintaining confidentiality of an employee's personal information is required by law. Additionally, the *Personal Information and Protection Act* also has implications for employee file record keeping (see [Chapter 9](#) for more information).

#### **Starting your new employee's probationary period**

The last step in the recruitment process is the probationary period. The probationary period is normally from 3 to 6 months in duration but can be extended if the employer requires more

time to determine the suitability of the new employee. This is a time to assess the new hire's knowledge and abilities, as well as fit with the position and the company's culture. During an employee's probationary period, be sure to provide appropriate training and clearly explain your expectations and the parameters of the job. Check in regularly with your new employee during this time, and provide adequate support, constructive feedback and corrective action if necessary. By inviting an open dialogue with new employees during this important probationary period, you can ensure they are adapting well to their new environment. You may even consider holding bi-weekly or monthly evaluations with them in order to make necessary adjustments along the way. By the end of the probationary period, employees should know how well they are performing and should not be surprised by the outcome of their probationary period.

Once the new employee has successfully completed their probation period and is working well in their position, your focus and efforts as an employer should switch to ensuring you retain this individual for the long-term.



# 4 Compensation

Compensation is typically the largest expense of any organization, so it is important that you determine a compensation strategy that is in keeping with your overall operational strategy. A company can set their wage levels at the top end, mid-level or lower end of the market. Regardless

of where you chose to be, the goal is to ensure that your total compensation plan, which is outlined in more detail below, is competitive enough to attract and retain qualified employees and meets the needs of your workforce.

## The Total Compensation Package

As stated above, the goal of a total compensation package is to attract, motivate and retain excellent employees who will work hard to achieve both individual and business operational goals. Total compensation includes wages or salary and bonuses (monetary compensation), benefits, as well as incentives and recognition programs, or non-monetary rewards. In broad terms, the package includes:

1. **Base wage and other monetary compensation**

This is the fixed and regular wage/salary (i.e. cash compensation) paid to your employees for work they perform for you. Depending on the position involved, workers could earn additional gratuities/tips while on the job. Some tourism businesses (e.g. hotels, restaurants) have sharing policies for gratuities. Additionally, employers may also provide other forms of monetary compensation such as signing or performance bonuses.

2. **Benefits**

Includes other compensation (beyond pay for work performed) provided to employees and funded in whole, or in part, by the employer (e.g. health benefits, dental coverage).

3. **Recognition and non-monetary benefits**

These are acknowledgements provided to individual employees for outstanding performance (see also [Chapter 7](#)). Providing nonmonetary benefits to employees is a creative way to add to and improve upon your total compensation package.

Total employee compensation is more than the sum of wages and benefits. Combined, this total package keeps quality staff on board and happy, plus it ensures internal pay equity and external competitiveness, as well as fairness and adherence to laws and regulations. Your total compensation package is one of your most valuable employee retention tools. As a total compensation package is one of your largest expenses, you should take time to develop a strategic plan for compensation that balances the financial realities of your business with the vision, values and goals of your business.

It is important to understand that offering higher wages is not necessarily the best and only way to attract and retain top talent. Many employers find themselves in a position that does not allow them to lead or match industry wage rates. Nevertheless, they can still attract qualified, committed employees by offering fair wages coupled with other monetary and/or non-monetary incentives and rewards, such as bonus schemes, job flexibility, high job satisfaction and other 'perks'. Regardless of what comprises your organization's total compensation package, it is crucial to highlight all of the advantages of working for your operation in order to remain competitive. Otherwise, you run the risk of losing some of your top employees and will find it more difficult to entice top performers away from other companies.

# The Total Compensation Package

## *Designing the total compensation package*

### **1. Base Wage**

The base wage is the fixed and regular wage/salary paid to your employees for work they perform for you. The base wage can be paid at an hourly or annual rate, usually depending on the position (i.e. more senior positions are normally paid an annual salary, while entry-level and junior positions are paid an hourly rate). Pay rates are assigned to jobs based on the responsibilities and requirements of the position, as well as the skills and competencies required of the individual doing the job.

To determine base pay, you need to have a thorough understanding of the job, so you should start the process by conducting a job analysis and then drafting a job description. Accurate job analysis and descriptions are important in determining things such as qualifications, job content, workload, training needs, salary ranges and an employee's perception of his/her job versus the job of another employee working for you.

### **Job Analysis**

Job analysis is the process of collecting information about the specifics of each job in the organization as outlined above. In completing the job analysis process you will gather the information required to put together an accurate and meaningful job description. A sample Job Description is provided in [Appendix 3](#).

There are many ways to gather this job information depending on the size and scope of your operation. Methods can include employee surveys, interviews and general observation. Many companies are finding the use of online surveys very helpful as they are easy to use, efficient and inexpensive.

It is important that all key stakeholders participate in the job analysis process to ensure not only the accuracy of information, but also employee buy-in. No one knows their job better

than the person who does it, and both manager and employee perspectives are important to ensure that the analysis is capturing all relevant duties and responsibilities in a non-biased way. Once the drafts are reviewed and final results completed, you will have a sound base of information from which to develop a job description that will be consistent with everyone's collective understanding of the position.

### **Job Evaluation and Grades**

As your business grows, you will want to consider moving from simple job descriptions to evaluating each job and assigning a pay grade to it. There are many different methods used to evaluate jobs within an organization. The three most common are the ranking method, the point method and the job classification process. The process you select will depend largely on the size and scope of the organization, and how much time you practically want to spend on this process. Regardless of the method you choose, the ultimate goal is to determine the worth of each job in relation to the other jobs in your organization, and then design an appropriate pay structure for each.

You can find more details on these job evaluation methods on the go2 website and various other HR-related websites, but in general, the factors that determine the value of jobs within any method include:

- Level of responsibility
- Qualifications
- Experience
- Working conditions
- Tasks

In addition to ensuring internal equity within an organization – through the job analysis process – it is also important to identify the value of the same jobs in the external marketplace to ensure that wages are set competitively and are in-line with industry norms – with adjustments made

# 4 Compensation

## The Total Compensation Package

if required. Some tourism-related industry associations also conduct their own salary surveys, so you may want to check with any associations to which you belong for the latest industry information and trends. To be most effective, a salary survey should be reliable, up-to-date, comprehensive and consistent. When conducting a salary survey (or if you have someone conduct one on your behalf) it is important to ensure you are comparing 'apples to apples' and that the data supplied is not based on job title alone, but on the job description and/or the specific duties, responsibilities and qualifications of the position.

Once all the internal and external information is collected and jobs are graded, ranges for wages can then be determined. Typically, you should have a minimum, mid-point and maximum rate within each range. You should also have a corresponding policy for the initial placement of employees, in addition to how and why they would move through the range. For more information on the latest tourism industry compensation information, visit [www.go2hr.ca](http://www.go2hr.ca).

In addition to fixed wages, your employees' compensation package may include the following:

- **Overtime pay** – cash payment provided for hours worked beyond the required number of hours for the week.
- **Signing bonus** – a one-time cash payment provided when a candidate accepts a job offer – signing bonuses can be used to recruit employees that are critical to your operation.
- **Retention bonus** – a one-time cash payment provided when an employee works for a certain period of time (e.g. after one year) – retention bonuses can be offered to key positions to keep employees for a certain length of time.
- **Gratuities/tips** – cash payments provided by customers for services provided – tips may be earned depending on the occupation/position of worker and the type of business that you operate.

Bonuses can also be used to incent individual performance or to motivate the staff team to work together to achieve the overall goals of the business. Although bonus systems used to be mostly for managerial employees, it is now common to see this type of incentivized compensation used at all levels within an organization. If you use a bonus program, ensure that the rules are fair and the bonuses are considered competitive within the industry.

### 2. Benefits

Benefits are an integral part of an employee's overall compensation package. Employers should be aware that the traditional 'one-size-fits-all' approach to employee benefits no longer provides a competitive edge in terms of attracting and retaining top-performing employees or increasing productivity, reducing absenteeism and improving overall employee engagement. With the mix of generations within the workforce today – from Baby Boomers to members of Generation Y – companies, regardless of their size, are forced to be more creative than ever with their benefit plans to ensure that they appeal to a wide employee demographic.

As an employer, certain benefits are required by law – such as vacation, maternity leave and statutory holidays – while others are at the discretion of the employer. You need to evaluate the established benefit norms for your industry, as well as other competitive industries, before selecting among various benefit plans. As these benefits and plans can be expensive to offer and administer, you should consider using a good broker or benefits consultant, to ensure you are getting the service and coverage that is most appropriate to the size and scope of your business. Additionally, benefit consultants can help to educate your employees about your benefit plan (e.g. through group presentations).

### Types of Benefits

- The Medical Service Plan (MSP) pays for medically required services of physicians and hospital services. Employers can cover

## The Total Compensation Package

- all or part of the premium for this benefit.
- Group Extended Health Care covers expenses such as prescription drugs, eye glasses, physiotherapy and hearing aids. Since many small businesses find it difficult and challenging to offer cost-effective benefits to staff, a number of industry associations (e.g. BC Hotels Associations, BC Lodging and Campgrounds Association) now offer accessible group plans to their members. These group benefit plans can make it easier and more cost-effective for employers to provide extended health benefits to their employees.
- Group Dental Insurance pays for a portion, or all, of basic and major dental work.
- Group Life Insurance typically provides a life insurance amount based on salary.
- Group Disability Plans provide employees with a monthly wage if they are unable to work due to illness or injury.
- Offering extra vacation days is also considered an added benefit to employees and can help you to attract and retain top-quality candidates.

According to the *2008 Western Canada Tourism Industry Compensation Study* conducted on behalf of go2, some tourism employers in British Columbia are also offering the following benefits:

1. Group health/dental insurance
2. Life insurance
3. Long term disability
4. Free/discounted meals
5. Employee discounts
6. Professional development

### 3. Recognition and non-monetary benefits

Finding the right mix to include in your total compensation package is complicated and should focus on what is important to your employees, and what will motivate them to not only stay

with you, but to perform in a way that helps your business to succeed. Offering non-monetary benefits and recognition programs is an excellent way to complement your total compensation package in such a way that you have an easier time attracting and retaining top employees.

Today's diverse employee base puts a high value on life-work balance, advancement and development opportunities, and recognition. Options in this area are endless and employers can be creative in developing programs and incentives that are in keeping with the vision, mission, culture and operational strategy of the organization.

Some suggestions regarding the type of non-cash benefits you could provide include:

- flexible work schedules
- social activities (annual golf tournament, children's Christmas party, movie nights)
- transit passes
- free or discounted meals
- spot awards (gift certificates, store discounts)
- employee and family pricing for hotel rooms
- service recognition awards.

Depending on the current labour market, and the new generations entering and leaving the workforce, there will continue to be changes in what should be included in an effective total compensation package. However, it is important to remember that it is not always necessary to provide the highest wages or a state-of-the-art gym. Instead, you need to understand what your employees really want and need in order to come to work for you, and subsequently remain motivated and engaged. Taking the time to develop a total compensation package that fits your organizations and its employees will go a long way towards attracting, motivating and retaining staff.

# 4 Compensation

## Establishing an Employee Payroll

Payroll can best be described as the activity of paying employees in exchange for services rendered. The primary objective of your payroll system is to ensure that you pay your employees accurately and on time. Being paid is a basic expectation and right of your employees, so it is important not to under-estimate the importance of timely and accurate payment of wages, and how not doing so can negatively impact morale and ultimately the ability to retain your staff.

### Types of employee status

It is important to classify the individuals who work for you as either employees or non-employees. Employees work for you, their pay is processed through your payroll and required deductions, such as income tax and employment insurance, are deducted at source. You are required to remit any employee income taxes withheld at source to the government. In general, if a person regularly does their job at your place of business, they must be treated as an employee.

Non-employees, such as independent contractors and consultants, are not part of your payroll and you are not required to pay benefits or withhold taxes. Instead, contractors and consultants are considered to be independently employed and typically submit an invoice to cover the cost of the services they have provided to your company.

If you have any doubts about the appropriate status of your workers, you should check with the Canada Revenue Agency website at: [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca).

### How to pay wages

The Government legislates a 'pay period' that requires an employer to pay at least semi-monthly and within eight days after the expiration of each pay period. Under the *Income Tax Act*, every employer paying wages is required to withhold tax from these payments.

As an employer, you are legally responsible for making many deductions to your employee's

paycheque, such as the Canada Pension Plan (CPP) and Employment Insurance (EI). WorkSafeBC premiums are an additional cost and are based on wages but are entirely an employer's expense ([www.worksafebc.com](http://www.worksafebc.com)). Since some of these deductions have percentages that change, you will need to verify the percentages each year. In order to ensure you are following the correct tax criteria from the Canada Revenue Agency you should visit their website at [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca).

Employers also have payroll-related obligations under the British Columbia Employment Standards Act. For example, payroll records must include certain employee information, including name, date of birth and occupation. These records must be kept at the employer's principal place of business in BC and be retained by the employer for two years after the employment terminates. These record-keeping requirements should not be confused with Canada Revenue's record-keeping requirements as outlined in [Chapter 9](#).

*The Employment Standards Act* and regulations (along with an interpretation guide) can be found on the website [www.labour.gov.bc.ca/esb](http://www.labour.gov.bc.ca/esb).

Ensuring accurate and timely payroll processing, in addition to keeping up with current legislation and regulations, can be a time-consuming function. Given the expertise required, many small to medium-sized businesses find that outsourcing payroll to an independent book-keeper can also offer the same services at a fraction of the cost with many advantages to their business and employees. In addition to processing your payroll, these experienced professionals can also be responsible for maintaining updated knowledge of all legislation, making technological changes to comply with legislative changes, and providing answers to any payroll-related questions from employees.

# 5 Training

## Meeting the Training Challenges of the Tourism Industry

Nearly 75 per cent of tourism employees enter the workforce without formal tourism training, picking up knowledge and skills while on the job. For this reason, many new tourism workers have occupation-specific skills, but may only have a limited understanding of the business, customer expectations and related employer needs.

This situation represents both a challenge and an opportunity for the employer. On the one hand, it becomes even more important to the success of your business and the retention of your employees that you provide them with proper (both formal and informal) and consistent training. On the other hand, hiring employees with limited experience also provides significant opportunity as the tourism industry remains one of the few areas where you can successfully hire for attitude and aptitude and then train for skill – thus expanding your pool of potential employees.

It should also be noted that about 50 per cent of managers and supervisors in the tourism industry are promoted from within their

companies. As such, the training an employer provides on the job – or the investment in standardized training for managers and staff – can make the difference between adequate and excellent customer service and also serve as a key recruitment and retention tool.

Training can take many forms, but normally starts with a comprehensive orientation program and should continue throughout the employee's tenure with an organization. Training can be formal or informal and include internal and external options such as industry courses, on-the-job training, cross-training and the like. Ongoing training is integral to the success of any business and should be well thought out and meaningful to both the employee and the organization as a whole.

Below are some training success stories from business operators which illustrate how investing in staff training can pay a substantial rate of return. First, let's have a quick look at the cost of a poorly trained workforce.



# 5 Training

## Meeting the Training Challenges of the Tourism Industry

### *The cost of a poorly trained workforce*

The consequences of having a poorly trained staff are considerable. For example, in the service industry, some 68 per cent of customers do not return to a retail store or restaurant because of poor service – a situation no business can afford regardless of the economy.

While an employer may justify not providing training by saying, *“What if I spend all this money investing in training Joanne, and she goes somewhere else?”* Or perhaps the excuse is *“I need someone now. I can’t wait to train someone.”*

Instead, it would be better for an employer to ask themselves: *“What happens if I don’t invest in training Joanne, and she decides to stay?”* Or, *“What if an untrained employee handles a customer service situation poorly or uses equipment incorrectly?”*

Employees who receive ongoing training are more likely to stay with an employer than those who receive limited or no training in the

workplace. The new generations of workers consider training a ‘right’ not a privilege, and in order to retain these individuals it is important that training be part of a company’s culture and values.

Unfortunately, it is a widespread practice to hire under-qualified employees – especially when the economy is strong and there is a shortage of qualified candidates, or employers don’t believe they have the time to wait for the right candidate. Business owners often find themselves in need of hiring someone quickly in order to fill an immediate vacancy or to staff for seasonal and temporary positions. During these times, it is especially important to train the incoming staff to get them up to speed and support your business as quickly as possible. The investment of time to ensure employees are set up for success in their new job, positively impacts not only your retention rate, but also your customer service levels and bottom line.

## Bottom Line Benefits to Investing in Training

By investing in tourism training for your employees, you become a tourism-career booster while improving your chances of business success. The availability and quality of tourism education opportunities has grown significantly in BC over the last few years providing individuals and employers, interested in tourism training, with a range of options. Terry Hood, General Manager of LinkBC: The Tourism and Hospitality Education Network notes that: *“Tourism and hospitality professionals in BC are fortunate indeed: they can not only obtain industry certification, they can also make solid career-path steps by earning an industry-related academic credential – choosing from a top-notch array of tourism and hospitality programs at many public and private colleges and universities.”*

For many businesses, training is often limited to informal on-the-job training or orientation-day training. While these aspects of training are important, increasingly progressive businesses are investing in training as an employee recruitment and retention tool, and as a way to inspire loyalty from both employees and customers.

Lisa Lepinski, co-owner of the John B Pub in Coquitlam, cheerfully admits that John B’s training is more expensive than the casual approach many pubs use; she does not have any idea what the direct cost is, nor is she interested in knowing. *“It’s beneficial to the business. If you have good people and you spend money on them, in the long run it gives the business a good reputation.”*



## Bottom Line Benefits to Investing in Training

### *An example of training as a retention tool*

At the John B Pub, training ensures that new employees learn the standard of service that Lepinski expects. New employees usually start by helping behind the bar, and graduate to working the floor after acquiring a basic knowledge of stock and procedures. Once on the front line, the trainee shadows an experienced person before gradually taking on more independence. The process can take from several weeks to several months until the new employee has Lepinski's full confidence – but it does not stop there.

For Lepinski, training is an on-going initiative. Any time there is an industry-sponsored tasting, a tour or other promotional activity, she tries to include as many staff as possible. As a result, she says, *“My people can sell anything because*

*they have the knowledge. If you don't have the knowledge, how do you sell anything? You have to have the confidence, because the customer is looking at you and wants to know, ‘What is this scotch like? Is it peaty? Is it sweet? What region is it from?’ We have probably 85 single malt scotches in our back bar, and if the servers don't know what's back there, how are they going to sell it?”*

Part of the payoff also comes in staff loyalty. In an industry notorious for its high turnover rate, more than half of John B's 80-plus employees have been there more than five years, and several for more than a decade; and, there are a few veterans who were on hand when the pub first opened its doors.

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### *The advantages of training*

- Reduces the cost of turnover because training is seen as an incentive to join and stay with your company
- Increases productivity and customer service by getting employees up to speed as soon as possible
- Lowers WorkSafeBC claims costs
- Increases employee commitment and motivation, while enhancing communication among staff
- Allows employees to work multiple jobs, making your operation more cost-effective
- Prepares your employees for business expansion by including them in your strategic short and long-range plans
- Increases the self-confidence and self-esteem of employees, which translates into better customer service
- Offers experienced staff a chance to mentor new employees

- Positively impacts your bottom line so that happy customers return and also tell others about their experience.

*“The trick is in accepting that there is a responsibility on the part of employers to develop the people they need. Employers should be willing to provide the training and development for the jobs they have a need to get done. Waiting for the school system or the government to do your job for you has never been a very good strategy.”<sup>15</sup>*

<sup>15</sup> Kevin Wheeler . Peopletalk. Summer 2010. *Talent Shortage: Is our Mindset to Blame?*

# 5 Training

## Creating a Training Strategy

### *Types of training*

There are many options available to employers when it comes to training. Most employers find a combination of both formal and informal training proves to be the most successful. Formal training includes such things as seminars, post-secondary courses and night school classes. Informal training typically focuses on on-the-job training with mentoring by a more experienced peer or supervisor.

While there is some training that is considered standard amongst all good employers, such as orientation and on-the-job training, other training options should be selected carefully based on what suits the specific needs of your employees and your business. Regardless of the size of your company or your budgetary constraints, a calculated and dedicated training strategy will always be a sound investment.

#### **Two major skill types: functional and interpersonal**

Delivering high quality and cost-effective training to your staff is important. First, however, you should determine the types of skills your employees need to maximize their performance and meet the financial and customer service targets of your business. Employees should have skill development opportunities in two key areas:

- The functional aspects of their job/their major job responsibilities – what they do in their role (this can also include cross-training in other jobs within the organization)
- The interpersonal aspects of their job/their attitudes and character – how they carry out their role.

#### **Functional skills training can address areas such as:**

- Use of equipment and tools (e.g. cash register, ski lift)
- Technology skills and in-house computer programs
- Business writing
- Financial accountability
- Product and services knowledge
- Organizational skills (time management, prioritizing, flexibility)
- Safety at work.

#### **Interpersonal skills training can address areas such as:**

- Communication skills (how to deal with customer complaints, giving and receiving constructive feedback)
- Working with others (team work, cooperation, collaboration)
- Attitude (respect, work ethic, loyalty).

Deciding what training your employees need depends on the key success factors for your company, as well as for the individual position. As training should be a part of your overall operational strategy, it is important that it complements your organization's vision, mission and culture. New employees should have as much orientation and hands-on job training as possible during their first few days on the job in order to 'set them up for success' in their new position, and minimize future performance errors and problems.

## *Developing a Training Action Plan*

Consider the following questions to help determine your training needs and develop a Training Action Plan that is specific to your operation.

**What am I trying to accomplish with this training?** You can incorporate training in your business in order to improve your company's reputation in the industry, decrease staff turnover, increase staff motivation, and meet the changing needs and skills required in the marketplace. Additionally, training may be implemented to meet specific legislative requirements such as WHMIS (Workplace Hazardous Materials Information System) or 'Serving it Right'. (See [following pages](#) for more details on these training programs). Determining the reasons for, and what you are trying to accomplish with the training, will help you focus on the 'real issues' within your operation so that you are spending your (and your employees') time and money effectively.

**Who do I need to train?** Consider who might benefit most from your training program, including new, part-time or full-time employees. Ask yourself if you need to re-train current, long-term staff or upgrade the skills of an entire department.

**When do I need to train?** The timing of your training program can be critical. Do you have seasonal requirements? For example, do you need to bring employees up to speed for the high season? Consider the availability of trainers as well as staff work schedules. Plan to organize training sessions during low periods to avoid disrupting business operations. Online training can be an inexpensive and practical option that provides the ability to deliver training around employees' schedules and fluctuating business levels.

**What key functional and interpersonal skills need to be taught and in what priority?** You may want to focus your training on certain aspects of your business such as technology, communication, product knowledge, or customer or staff relations. Obtaining feedback from employees is often useful in terms of determining their training priorities as employees are normally eager to improve in areas they feel they may be lacking.

**Who can support the training process?** Identify internal and external mentors. It is a great idea to involve your staff as peer trainers or mentors, and to solicit their knowledge and feedback on potential training. However, many formal training options will require a fully-qualified external trainer to ensure the desired outcomes and return on your investment are achieved.

**What percentage of my budget can be devoted to training each year?** For many businesses, training budgets are determined as a percentage of their payroll. According to the Conference Board of Canada, Canadian firms spent about 1.5 per cent of their payroll on training in 2008.<sup>16</sup> This percentage has been declining in recent years as more firms move to increase the proportion of training provided via informal training. Best practice firms dedicate anywhere between three to five per cent of payroll to staff training. A common misconception is that training has to be formal and expensive to be effective, and thus many employers hesitate to develop training strategies based on the assumption they 'cannot afford it'. As with any worthwhile initiative, creativity is the key to ensuring success in this area. There are no limits to the options available – with many of the most effective created within an organization itself and having minimal financial impact on the business.

<sup>16</sup> [www.conferenceboard.ca/press/newsrelease/10-15.aspx](http://www.conferenceboard.ca/press/newsrelease/10-15.aspx)

# 5 Training

## Creating a Training Strategy

### What are the most effective types of training?

According to a survey in 2002 conducted by the Canadian Federation of Independent Business, not all training is the same. Peer-based training (for example, training that involves an experienced staff member training a colleague) ranks among the most successful in terms of knowledge retention ([www.cfib.ca](http://www.cfib.ca) under Survey Results/CFIB Survey on Training). The following list indicates how effective survey respondents believe each type of training is:

Tutoring with another staff member	64%
One-to-one tutoring with a trainer	53%
Workshop/seminars	42%
Classroom courses	26%
Booklets/information sheets	14%
CD-Rom training	10%
Via web	9%
None	1%

**Was the training effective?** Once training has been selected and completed, it is important to obtain feedback to ensure continuous improvements to your training strategy as well as action plans. By performing evaluations of your training, your organization can determine the overall return on investment, how well the training met the needs of your employees, to what extent the employees mastered the content, whether the methods used helped employees to achieve the learning objectives, and whether the skills and knowledge attained were transferred to on-the-job behaviours.

### *Successful training methods in the tourism industry*

**Classroom training** is a relatively inexpensive way to train a large number of people at one time, and can be offered on or off-site. This type of training is typically offered lecture-style, such as workshops or short quick-hit training with practical exercises spread throughout to help integrate learning. Some examples of tourism-related classroom training would be:

- **FOODSAFE:** A program focusing on the dangers and prevention of food poisoning. In fact, operators of a food establishment must have a FOODSAFE certificate. Regardless of whether your employees are in entry level or senior positions, this type of training can prove beneficial to your business. This training can be done in the classroom or via correspondence. go2 is the only organization to offer this training program through distance education. For more information, visit the go2 website and click on the FOODSAFE link at [www.go2hr.ca/foodsafelink.aspx](http://www.go2hr.ca/foodsafelink.aspx).
- **WorldHost®:** These internationally recognized workshops cover topics ranging from the foundations of services excellence to how to offer the best service across cultures and to those with disabilities. They provide an effective training tool for anyone dedicated to providing exceptional customer service. For more information, visit [www.jti.gov.bc.ca/WorldHost/](http://www.jti.gov.bc.ca/WorldHost/).
- **First Aid Certification & Safety:** All companies within British Columbia are required by law to meet the requirements of WorkSafeBC in terms of first aid services – including having at least one staff member who is certified in first aid treatment. As an employer, you must also conduct an annual risk assessment of your worksite to determine its ability to meet basic first aid requirements. For more information see [www.worksafebc.com](http://www.worksafebc.com) or [www2.worksafebc.com/Safety/Home.asp](http://www2.worksafebc.com/Safety/Home.asp) then click on the relevant topics.

## Creating a Training Strategy

**Self-directed or online learning** allows employees to take courses online, read self-directed training manuals during, or outside of, work hours or take courses on their own time at local colleges, training centres or universities. This type of training is often very cost-effective and flexible.

Some examples of tourism-related self-directed or online learning would be:

- **Serving It Right:** A self-study program that teaches a responsible approach to the serving of alcohol. Bartenders and servers in a liquor establishment in British Columbia are required to have this certificate. While this program provides excellent training for all servers, it is necessary for those working in private liquor stores, casinos and lounges. For more information, visit [www.servingitright.com](http://www.servingitright.com).
- **emerit:** The emerit brand was developed by the Canadian Tourism Human Resources Council (CTHRC) in collaboration with tourism industry professionals from across Canada. emerit National Occupational Standards are concise, point-form manuals that describe the knowledge, skills and attitudes necessary to be considered competent in an occupation. They are ideal to help you establish service standards, develop job descriptions and cross-train. You can download more than 40 different job-specific standards for free. emerit Online Learning and Workbooks take the standards and complete them with real-life examples and exercises that reinforce, in a self-study format, the skills required to be considered competent in a job. They are an effective reference manual for employees and meant to complement your in-house training. For more information, visit [www.go2hr.ca/emerit.aspx](http://www.go2hr.ca/emerit.aspx).
- **WHMIS (Workplace Hazardous Materials Information System):** WHMIS training, Canada's hazard classification

and information standard, is a national requirement for all employees who may come in to contact with hazardous materials at work. The program is convenient and user-friendly, allowing students to train at their own pace, at any time and from any location with a computer that has an Internet connection. Make sure your employees are WHMIS certified to ensure national compliance requirements. For more information, visit [safety-council.org](http://safety-council.org).

**On-the-job training** is informal training done while staff is at work. Training can be done by peers, supervisors or mentors. Often, it is hands-on training that imparts current information about the business of a specific job. While also being one of the best uses of your time and money, a trainee is more likely to remember on-the-job training from peers than any other type of training offered – and it is a good way to boost your team's morale by allowing high-performing employees to be recognized as role models. This method is also effective in terms of teaching employees the duties and responsibilities inherent in other positions within the organization (i.e. cross-training). Cross-training is an excellent motivational and training tool designed for employees with potential and interest in progressing within an organization and provides a cost-effective way to expand job knowledge throughout your operation.

When using either of these methods, remember to include these simple steps to make it effective for the trainee:

- Find out exactly how much staff already know about the training-related topics in order to determine how little or how much you need to train on each topic.
- While explaining or demonstrating how to do a task, it is important to also explain why the task is being done in that manner.
- Explain to your customers that an employee is new in the position and thank customers for their patience.

# 5 Training

## Creating a Training Strategy

- In some cases, be prepared to go through the routine twice: once to demonstrate, and a second time to explain each step along the way.
- Allow them to perform the task with you beside them as a guide – more than once if necessary.
- Allow for different individual learning styles (i.e. some employees may learn more effectively by first reading a manual, while others are better served to have the trainer simply train by example).
- Encourage them to ask questions or request clarification at any time.
- Always give feedback instantly, and in a positive manner to build their confidence.
- Be patient.
- Acknowledge and recognize training successes and mastery, especially during the probationary period.

For more information on training programs specific to your tourism operation, visit go2's Tourism Training Directory at [www.go2hr.ca](http://www.go2hr.ca) under Training & Education. You can search by sector, location and keyword to find the program(s) that best meets your needs. Additionally, LinkBC provides listings of many tourism educators and associated programs throughout BC.

### *Technical Skills and Professional Training*

In addition to training that occurs at work and short-term courses/seminars outside of the workplace, the tourism and hospitality industry offers many more long-term and focused educational opportunities that can support an employee's career aspirations and also benefit the employer in the short and long-term. Certificate, degree and apprenticeship programs are offered in a variety of areas – at educational institutes throughout the province – including culinary, ski hill operations, hotel management to name only a few.

Industry training has a fairly broad scope that covers a wide range of interest areas. This more formal type of training benefits not only the individuals who take the training, but employers as well, oftentimes for the long-term. For example, employers who take on apprentices can receive financial incentives from the Federal and BC governments in the form of tax credits for eligible apprenticeship programs. Investing in any type of formal training can also help to

improve the quality of an employer's products and services, increase employee loyalty and improve productivity, as it stands to reason that the more you invest in your employees the more they will invest in you.

Apprenticeships and industry training have changed significantly over the past few years to ensure they are in keeping with what employers need and want in today's ever-changing economic and service climate. For instance, there has been a comprehensive modification of the system used for training and assessing cooks. The new accredited Professional Cook Program has been redesigned to follow a structure much more aligned with industry needs and, with flexibility in mind, now recognizes all stages of development for those who wish to become professional cooks. There are three different levels of certification that can be acquired: Professional Cook 1 (PC 1), Professional Cook 2 (PC 2) and Professional Cook 3 (PC 3).

## Creating a Training Strategy

For many employers, the certification standard of Professional Cook 1 or Professional Cook 2 will be sufficient. For instance, an employer who runs a casual family, educational, food service (institutional), or pub operation would find a PC1 certified employee capable of the requirements of the job, whereas a more upscale casual restaurant would likely require a PC2 certification. Subsequently, the Professional Cook 3 level offers and meets all of the requirements of the national Red Seal standard for cooks, and while this is not always necessary for many small to medium business – as outlined above – it is generally required in a fine dining establishment, a senior position in a chain hotel, or the management of an upscale casual restaurant.

For more information on the new Professional Cook Program, visit the go2 website at: [www.go2hr.ca/ApprenticeshipbrTraining/CookProgram/tabid/1566/Default.aspx](http://www.go2hr.ca/ApprenticeshipbrTraining/CookProgram/tabid/1566/Default.aspx)

In addition to the Professional Cook apprenticeship Training (PC 1, 2 and 3), some other examples of tourism-related technical and professional training and educational opportunities include:

- Diploma in Hospitality and Restaurant Business Management
- Diploma in Golf Management
- Bachelor of Arts in International Hotel Management
- Aboriginal Tourism Certificate
- Adventure Management Certificate

For more information on apprenticeships and the many other technical and professional educational opportunities available within the tourism and hospitality industry visit the go2 website at: [www.go2hr.ca/TourismbrEducation/TourismTrainingDirectory/tabid/109/Default.aspx](http://www.go2hr.ca/TourismbrEducation/TourismTrainingDirectory/tabid/109/Default.aspx)

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### *Developing an Employee Training Plan*

Each employee should have a Training Plan specific to their training needs and development as well as reflecting the overall training goals and strategies of the company. In developing Employee Training Plans you ensure you are serving the specific needs of both your employee and your business to avoid wasting valuable time and investment in training resources.

An effective Employee Training Plan should include both functional and inter-personal training and incorporate formal and informal training methods. Employees who are well prepared for their roles have the ability to meet daily and future challenges with a positive attitude and less stress, leaving them more time to focus on offering superior customer service, and thus positively impacting the bottom line of your business.

Employee Training Plans do not have to be lengthy or complicated, but simply form a general guide for the current and ongoing learning essential to the employee's maximum effectiveness and long-term success within the organization. Additionally, it is important to update and assess Training Plans at least on an annual basis to ensure training has been completed and new training goals and actions are discussed and confirmed.

A sample [Training Plan Framework](#) is provided in [Appendix 9](#).



# 5 Training

## Orientation Training

### *Orientation — setting employees up for success*

One of the most important aspects of an employee's training is the Orientation Program. Once your new recruit is on the job, it is essential to have him/her contribute to your business as quickly as possible. Employee orientation programs can get them off to a great start. The way in which someone is treated when arriving on orientation day says a lot about your business and how you value employees. It also forms part of your company's overall retention strategy, as the new employee will be looking for reassurance that they have made the right decision in coming to work for your organization. A new employee will likely decide quite quickly if they are going to commit to you for the long term, so spending time designing an Orientation Program that makes a positive first impression and impact is instrumental in maintaining your competitive advantage.

Tourism Vancouver recognizes that one's first impression is a lasting one, and does everything possible to create a positive experience for new employees. That first impression begins when a résumé is submitted; every résumé arriving via the Internet is responded to as a matter of company policy. Once a new employee is hired, orientation focuses on ensuring he/she feels welcomed and comfortable in the new work environment.

Prior to the first day on the job, the new employee is sent a welcome package. The package comprises a letter from the president, Tourism Vancouver's Employee Handbook as well as a gift card for the employee to pick up their favourite hot beverage on their way into the office on day one. The first day is spent primarily with the human resources director who begins with a thorough office tour and introductions to everyone in the company. The new employee also meets the president and CEO for a welcome chat. Throughout the day, the new employee is guided through a detailed

orientation process that includes reviewing business and best practices; receiving business cards, a name tag, and a list of their key contacts and resources. Tourism Vancouver also provides new employees with a staff photo album and an office floor map to make it easier for them to remember names and find fellow employees without having to ask for help.

Orientation at Tourism Vancouver is an ongoing process that lasts approximately two months, in which each new employee meets at least one representative from each department to learn about the business initiatives, and how, when, and why they will interact with the new team. The process concludes with a meeting with the human resources director who collects feedback on the program, which helps ensure that the program is continually refined so that new employees have the necessary information to do their jobs effectively.

## Orientation Training

### *Getting the new employee started with orientation training*

Establishing a one to two day orientation program in your company that is engaging and hands-on will go a long way to ensure that your new employee leaves on their first day feeling like they made the “right choice” in coming to work

for your business. The [Employee Orientation Check List \(Appendix 10\)](#) and the [Employee Safety Orientation Checklist \(Appendix 11\)](#) can be used as guidelines to develop your own successful program that best suits your operation.

*“We had to find creative ways to retain our staff. We have qualified folks with us. We’ve invested a lot of time in training and we don’t want to lose them. We had to find creative ways to keep them within our operations with minimal impact to their livelihood.”<sup>17</sup>*

Seemi Marwaha, Director of Human Resources, Metropolitan Hotels

<sup>17</sup> Michael McKinnon. Hotelier. June 2010. *They’re Back*.

# 5 Training

## Orientation Training

### *Employee Handbooks*

Employee handbooks are an excellent tool for educating employees on company practices, guidelines and procedures. They are also an effective way to present the philosophy of your organization. A well-written employee handbook serves as an excellent training tool and reference guide for ongoing learning as employees can refer back to it at their discretion. Consider providing a copy of the employee handbook to potential employees before they sign a contract. This will give them an opportunity to determine whether, or how well, they will fit in the organization. Some useful things to include in your handbook are:

- vision, mission, values and goals of your company
- company history, how you got started and your key accomplishments
- code of conduct
- customer service standards
- Procedures for handling customer complaints
- drug and alcohol-free workplace policies
- harassment policies
- voicemail, email and company computer use policies
- safety topics that include fire safety, working alone, food handling, customer safety, first aid, medical emergency and universal precautions
- health and welfare program; other benefit program and service information
- payroll and vacation information.

The employee handbook is an important tool for effective communication of information and should form part of the initial orientation and ongoing training of all employees. As the information included in the employee handbook should be current, it is important that updates are completed from time to time. Additionally, providing access to the employee handbook online is an excellent way to ensure convenience and ease of reference to all employees.

Although orientation training and employee handbooks are considered essential training tools for all new staff, training should be an ongoing process – beyond an employee’s first day, first week or even their first year on the job.

Whether it is on-the-job, online or in the classroom, developing an overall training strategy can make the difference between adequate and excellent customer service from your staff; all factors that impact the bottom line of your business.

One business that realizes the importance of a well-trained workforce is the Delta Ocean Pointe Resort and Spa. According to General Manager Kimberley Hughes, *“Exceptional service only happens with exceptional employees. We know that even exceptional employees need a strong foundation in order to be the best they can be every day.”*

The Delta Ocean Pointe Resort and Spa has established a set of key training and development programs that have helped retain and nurture many of its employees. Each department within the hotel has designated Departmental Skills Trainers, who are responsible for the orientation and development of each new employee. This ensures consistency in training all new employees in their respective departments. The hotel also assists employees in setting clear career goals, along with providing pathways for further career development and training.

Ultimately, for Kimberley Hughes, the key to the hotel’s success lies in its employees. *“The beds and bathrooms don’t give a hotel heart,”* says Hughes. *“The people do.”*

# 6 Performance Management

Effectively managing your staff's performance has considerable rewards including increased productivity, lower turnover costs, motivation of highly skilled employees, and improved communication among staff and management. It also helps to build the effectiveness of

employees, and works to ensure that their own goals, and that of the overall business, are being met. In short, managing your people well is essential to the long-term success of your business.

## Managing People Performance Effectively

### *The employer's role in performance management*

Although performance management can be one of the most dreaded aspects of an employer's role, it can also provide an incredible opportunity to provide employees with constructive feedback that can help them to define successful career paths for their work and careers in both the short- and long-term. Providing employees with honest feedback and direction promotes efficiency and increases morale in the workplace, and is something an effective leader does on an ongoing basis.

Peter Schmunk, General Manager of Long Beach Lodge Resort, says this of managing employee performance: *"The approach to managing our staff that I both lead and get my managers to instill, is made up of the following three key elements:*

- 1. A true coaching environment, where every problem is solved with 'a going forward perspective' – we focus very little time (if any) on the criticism part of feedback and spend the lions share of our time on solutions and determining the best course of action.*
- 2. Everyone is involved and has 'buy in' to address both our challenges and successes – we do not operate with a traditional hierarchy.*
- 3. We play to our strengths as individuals and as a team. We have a team with diverse skill sets to meet all the needs of our business, but we leverage our strengths and make that a part of the brand, and we have each member of the team in a role that makes the best use of their particular strengths. For example:*

- a. We have surfers on staff so we open a surf school*
- b. We keep the person who is great on the frontlines and loves being with people on the frontlines and we keep the person who is great with administrative detail in an administrative role – we do not force either person to play out of their strength.*

*This approach has got us record breaking sales in these tough economic times, has improved our scores on Trip Advisor, has increased our market share and got us in the top 5 resorts in Canada on Condé Nast Travelers' Gold List for two years in a row."*

In order to maintain staff confidence, you have to be around to make important decisions and to take responsibility for those decisions. By getting to know your staff, and allowing them to understand their job, the business, and each other, you can manage their performance more effectively. For example, when a new employee is hired, place him or her with your best staff to support the learning curve, and ensure feedback is provided in a consistent and ongoing manner. You should also formally review his/her performance after a probationary period (typically three months), and at the six-month mark to ensure you are satisfied with the fit and that there are no significant concerns on the part of either the employee or employer.

# 6 Performance Management

## The Performance Management Process

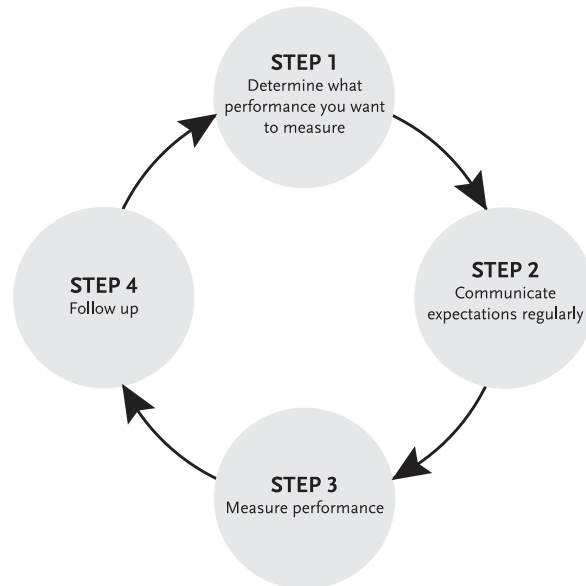
*“A sense of self worth is one of the highest attributes we as employers can instill in our employees... the benefit to the business is magnified with each genuine smile my patrons receive.”*

Barry Ladell, Longwood Brew Pub & Restaurant

Managing employee performance involves many components. The diagram below outlines the four key steps to achieving top performance from your staff and creating a dynamic workplace. Each step discovered in greater detail below –

from setting standards to helping you better evaluate employees, to offering coaching tips to staff so they are able to meet established standards for success.

### *The Performance Management Process*



#### *Step 1: Determine what to measure*

The first step in performance management is establishing annual goals that align to your business plan, and ultimately your company’s vision and mission. In developing these goals, it is often useful to refer to a current job description to identify the major job duties, personal characteristics, skills and abilities essential for success in the position. Critical

areas should include both work performance factors such as service levels and job knowledge, as well as individual work performance factors such as problem solving, teamwork or managing change. It is also important that the employee understands how the achievement of their goals and objectives aligns with yours as the manager, and also those of the business as a whole.

# The Performance Management Process

For example, a Hotel Front Desk employee may have the following objectives for the year:

- Provide front-desk input on the process for introducing the new customer loyalty program into the hotel
- Complete the in-house course on the company's new yield-management system by August

- As part of a cross-functional team, update the safety and security procedures section of the operating manual by October.

Sample job responsibilities could include:

- Process guest arrivals and departures
- Handle guest complaints and requests
- Manage float.

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## *Step 2: Communicate expectations frequently*

While the performance appraisal process provides a formal method of communicating feedback on employee performance, effective performance management should also include frequent informal feedback and communication. An employee (or the employer) should not be surprised by anything that is said during the formal performance review, as ongoing dialogue between management and staff ensures that employees feel valued and understand the status of their job performance in terms of areas in which they may be doing well and those that require improvement.

*"A restaurant is like a small university," says Christian Gaudreault, owner of the Tomato Fresh Food Café. "You have to have knowledge and discipline. There are rules. Then we work within those rules."* All of his staff is required to read the company's policy manual and sign a letter acknowledging they have read it. He openly and regularly praises employees for meeting or exceeding performance standards.

Some ways an employer can foster open lines of communication and feedback might include:

- Scheduling weekly or bi-weekly meetings with employees (individually or as a group) to provide a structured forum for input, feedback and discussion
- Encouraging employees to raise any concerns regarding their workplace to their supervisors through open dialogue, or by submitting an email or suggestion
- Conducting an informal employee survey to gather input.

Follow-up is instrumental in any successful communication so it is important to review, investigate and address all issues brought up in any forum in a prompt and transparent fashion.

# 6 Performance Management

## The Performance Management Process

### *Step 3: Measure performance*

#### **A: Develop a Performance Review Form**

Performance Review Forms support your annual performance discussions. Try to complete reviews either on employee anniversary dates or at a regular time during the year to make it easier to remember to do.

#### **Main components to include in your Performance Review Form:**

- Employee name and title
- Date of review and assessment period
- Annual objectives
- Major job duties and ratings on those duties
- Personal performance criteria and ratings on those criteria
- Strengths and development areas
- Performance action plan for developmental areas
- Career goals and training plan
- Narrative comments
- Employee and manager signatures.

#### **To prepare for the employee performance review:**

Preparation is an important step in any successful performance appraisal. Both the manager and the employee must participate in this preparation in order for it to be effective.

- Ensure the employee has a copy of the Performance Review Form in order that they can assess their own performance prior to the formal review. This assessment should be brought to the formal review to aid in the discussion.

- Evaluate all previous reviews of an employee to see patterns of strengths and areas of development. Ensure that the employee also has copies of all previous reviews.
- Review the current job description to ensure they are performing all their duties.
- Set aside adequate time to conduct a thorough review and ensure that it is a collaborative process; inform employee well ahead of this time in order that they can prepare thoroughly.
- Keep track of employee progress and issues throughout the year. Make sure to set aside time each month to make comments on the employee file so you have specific instances of praise, or of performance shortfalls from which to draw.

For each factor you plan to review, establish guidelines in order to determine specific measures of success. You can then evaluate employees based on their performance in these areas, citing specific examples to show why they would receive a specific rating. A sample Performance Evaluation is provided in [Appendix 12](#).



Your guideline for effective communication could look like this:

KEY SUCCESS FACTOR	PERFORMANCE GUIDELINE
<i>Effective communication</i>	
<b>Poor performer</b>	Poor listening skills, not clear in their communication, mistakes are often made.
<b>Effective performer</b>	Is able to ask for what they need. Takes direction from others. Demonstrates good listening skills.
<b>Outstanding performer</b>	Is effective at bringing up issues and concerns. Is polite in their interaction with others. Demonstrates active listening. Is aware of how they come across to others.

**B: Assisting employees in preparing for the performance review**

As mentioned above, an integral part of the performance review process is to elicit employee input on their performance. As employees tend to be far more critical of themselves, providing them with an opportunity to do a self-assessment can make your job of giving them feedback easier. It can also provide you with insight as to how effectively you have been communicating to the employee thus far in terms of their performance.

In addition to providing the employee with a copy of the Performance Appraisal Form prior to the formal review, here are some key questions you might want to ask them to consider:

- What do you like most/least about your job?
- What do you believe are your specific accomplishments for the year?
- How can I better assist you in meeting your goals?
- What areas do you feel that you need to improve on and how can you do this?
- What new challenges or responsibilities are you interested in taking on that are aligned with the company's goals, objectives and mandate?

**C: Eight steps to conducting a successful performance review**

**1. Set an attentive, positive tone**

Choose a private setting where employees feel comfortable to deliver the evaluation. Direct supervisors or managers should conduct the review. Start the review by putting the employee at ease and setting a positive tone for the discussion. You will want to provide the employee with the review form prior to the meeting so that they have an opportunity to become familiar with it and provide feedback on their performance.

Give the employee being reviewed 100% of your focus and attention. Minimize outside distractions. Discuss major issues. Do not bring up a problem/challenge for the first time during the performance review as such problems should be addressed during weekly or monthly check-ins with the employee.

At the beginning of the discussion outline exactly what will be covered during the Performance Review and in what manner. This way both

# 6 Performance Management

## The Performance Management Process

the employee and manager have the same expectations of the meeting and no surprises or misunderstandings will negatively impact the process.

Summarize the highlights and key results of the year, rather than offering a detailed list of everything that occurred.

### 2. Avoid two common performance review mistakes

Some common mistakes that occur in assessing performance are the Recency and Halo effect:

- **Recency effect** happens when a manager does not have a full year's perspective on the employee's performance. Their opinion of the employee is swayed by either something they recently did that was particularly good or bad. This is why it is important to keep notes and document employee performance throughout the year to ensure a full and balanced perspective.
- **Halo effect** happens when a manager strongly likes or dislikes an employee, which can cause a lack of objectivity in the employee assessment. As a result, the manager/supervisor only notices things that the employee has done well or poorly. It is imperative that the manager remain non-judgemental and focus only on measurable job-related performance guidelines during the formal Performance Review.

### 3. Review employee satisfaction

To get an overall sense of how engaged your employees are with their jobs, here are some useful questions you may want to ask:

- How are you feeling about your job and responsibilities?
- Do we meet your expectations as an employer?
- What do we do well as an employer? What could we be doing better?
- Where do you see yourself going in our company and what career aspirations do you have?

- Are there things that I can do as your manager to assist you in being more effective at your job?

### 4. Review strengths and development areas

Review the employee's established goals and objectives, job responsibilities and personal performance criteria. You will also want to consider the employee's absenteeism and accident record when discussing performance. In general, this review will identify the strengths and areas that he/she will need to develop in order to improve job performance. Understanding that *how* you say things is as, if not more, important than *what* you are saying, and can go a long way in ensuring a productive interaction with your employee in the performance review forum.

Here are some useful tips when conducting the performance review meeting:

- Provide specific examples of effective or ineffective performance
- Example: *"John, I really liked the way that you resolved Mr. George's taxi delay by calling the restaurant and giving him a complimentary beverage while he waited."*
- Balance the good with the bad – too much negative feedback can be de-motivating. You need to communicate in a constructive, positive manner, mentioning first the positive points, and then moving on to areas that require improvement or focus.
- Strive for credibility – provide feedback on employee actions you observe yourself or those that have been noted by a reliable source. Offering feedback from third parties can undermine your credibility and may sharply diminish reception to the feedback.
- Do not personalize comments – try to avoid comments that are directed at the employee's personal and emotional traits. Instead, try to offer constructive and useful feedback. Example of what not to say: *"You are far too sensitive."*  
Example of what to say: *"John, as we all continue to work together, it's important that*

# The Performance Management Process

*we're able to offer each other constructive feedback. Don't look at it as criticism as much as useful tips and tools for working to your potential."*

- Avoid criticism and harsh wording – do your best to frame feedback in a constructive manner. Positioning problem solving in a 'we' or 'our' frame of reference (instead of "you") invites the employee to feel as if the manager is on his or her side, and they will work together to solve the problem.
- Example of what not to say: *"You are incompetent and impossible to coach."*
- Example of what to say: *"It's common for some things to be more challenging for us to learn. Let's reevaluate certain aspects of your coaching to see if we can find a different approach to your training."*
- Avoid being too overbearing, even if you disagree with the point the employee is trying to make. Doing so will only cause defensiveness on the part of the employee, which is a barrier to an effective meeting

## 5. Identify the root cause of problems

The more clearly a problem is defined, the easier

it will be to find a solution. In assessing employee performance problems it is best to identify the root cause of the performance problems, and then develop strategies and goals to address them. Root causes of performance problems usually fall into two categories:

1. Deficiencies in knowledge
2. Deficiencies in execution

Deficiencies in knowledge are easiest to identify. No matter how hard an employee tries, or how motivated they are to do their job well, they cannot do their job efficiently if they do not have the appropriate knowledge or training. This is normally the fault of the supervisor, not the employee, as it is management's responsibility to ensure that all employees have the necessary and required knowledge to do their jobs properly and have demonstrated the skills required.

Deficiencies in execution arise when an employee has the skills and the knowledge to properly carry out the duties inherent in their job, but for some reason does not. A deficiency in execution is generally the employee's responsibility or fault.

In order to help you determine the root cause of a performance problem, ask yourself the following questions:

Employee	
<input type="checkbox"/>	Do they have a negative attitude towards their work, the business or co-workers?
<input type="checkbox"/>	Do they like their job? Is it obvious?
<input type="checkbox"/>	Are there health concerns to be considered?
<input type="checkbox"/>	Is there something happening in their personal lives that might be affecting their performance?
<input type="checkbox"/>	Are they motivated?
<input type="checkbox"/>	Do they have the required skills and knowledge to do this job?
Manager	
<input type="checkbox"/>	Is the employee the wrong fit for the position or business?
<input type="checkbox"/>	Has the employee been given the proper tools and training?
<input type="checkbox"/>	Was he/she given a clear job description and orientation in the first few days of the job?
<input type="checkbox"/>	Are there conflicting priorities?
<input type="checkbox"/>	Am I providing effective leadership?

# 6 Performance Management

## The Performance Management Process

### 6. Establish clear objectives and goals

Goal-setting should be an important part of your review. Setting out clear objectives at the beginning of each year gives you and your employees a road map to help guide you. To the extent possible, employees' goals should be tied to those of their manager and also to the organization's business plan, so staff can recognize how their performance contributes to the organization's overall performance. The performance review is also a good time to take a look at the employee's job description to ensure it is reflective of their current job responsibilities and duties and to make any changes as required. When setting goals for your employees, consider the SMART approach:

S = Specific  
M = Measurable  
A = Achievable  
R = Realistic  
T = Timely

An example of a SMART goal could be: *"Improve the customer service rating by 10% by the end of the next quarter."*

### 7. Discuss short- and long-term career goals

Career planning is an important aspect of the performance review process that is sometimes forgotten. Neglecting to discuss career planning with your employees could result in losing valuable staff because they no longer feel challenged or motivated, or are not able to see themselves with you for the long-term.

Employees are more likely to stay if you demonstrate your genuine concern about them and their future career goals. Younger generations, in particular, are ambitious and are often looking for ways to grow and learn. If possible, look for ways to help them realize their goals. Here are some helpful questions to ask during the performance review:

- Where do you want to be in three to five years?
- What are your future interests in our company or in the tourism industry?
- What skills/abilities do you feel would help you reach your goals?
- What skills/abilities do you feel you need help to develop?
- How can I assist you in getting there?

### 8. Review salary

Many employers opt to review employee wages during the annual evaluation and communicate salary changes at this time. Coupling salary and annual reviews demonstrates to staff that their performance has an impact on their pay. Having a predetermined salary structure in place – as well as a set percentage for their annual performance review – makes it clear, concise and removes any perceptions of favouritism. An example of this structure could be:

Marginal performance = no increase  
Expected performance = 2% increase  
Exceptional performance = 4% increase

# The Performance Management Process

## *Step 4: Follow-up*

The final stage in the performance review process is the follow-up. By consistently and continually checking in with your employees, you demonstrate your commitment and dedication to their progress. Follow-up does not have to be lengthy to be effective and can take many forms. The most important thing is that it is done and done often to ensure employees remain engaged, motivated and committed to performing their job to the level expected and understood.

### **Tips for performance review follow-up:**

- Set up a specific time to follow-up on concerns raised in the meeting or areas where the employee needs further training.
- Meet every quarter or a minimum of twice a year to assess the established goals and progress made to-date.
- Give regular praise and encouragement to keep staff motivated throughout the year.
- Make it known that employees can talk to you at any time about their job performance, as effective performance management is a 'two-way' street.

Many employers hesitate to incorporate performance management into their business model as they assume it has to be complicated and time-consuming to be effective. This is certainly not the case in that many performance management systems are relatively simple tools that are easily incorporated into the day-to-day operation of the business. Selecting or developing something that is appropriate to your business is the key – as is having a system that everyone will use rather than one that will simply sit at the bottom of a filing cabinet.

Many small businesses with few employees, or businesses that are just starting to appraise its staff, may choose to use a pre-packaged appraisal system consisting of either printed forms or software. Eventually, however, many companies choose to develop their own appraisal form and system in order to accurately reflect an employee's performance in light of the business's own unique goals and culture.

# 7 Retention

## Managing Employee Commitment and Motivation

We all subscribe to the adage that it is cheaper to keep a current customer than to acquire a new one. The same premise applies to employees. Recruiting new staff is a time consuming and expensive exercise that directly affects your financial bottom line. It can cost up to 18 months' salary to lose and replace a

manager or professional, and up to six months' salary to lose and replace an hourly worker. Given this expense, it makes sense to create an environment where your employees want to stay. Following is some guidance on how to keep your greatest assets.

Is your business a great place to work? It is often said that employees do not leave bad companies – they leave unhappy work relationships and unhealthy work environments. Great employers have the courage to face their own work

environment first, assessing their own practices and finding ways to create a workplace that enables them to become great employers and, thus, attract and retain great employees.

*“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”*

Jack Welch, retired CEO, General Electric Corporation

### *Is your business a great place to work?*

If you have not already completed it, take a minute to review and fill in the [Leadership Self Assessment Checklist](#) in [Appendix 1](#) of this guide. This short assessment will help you

discover how your company measures up to the highest industry standards. Use the checklist to gauge your progress as you incorporate some of the best practices outlined throughout this guide.

### *What do your employees think?*

Listening to and acting on employee concerns are vital aspects of creating a positive work environment. As Melody McLorie, Human Resources Manager at the Wickaninnish Inn notes, “We are very proud of our internal promotion and succession planning programs. Who better to develop than those you already have a relationship with and who ‘get your business’? These opportunities motivate staff to work hard to stand out and be selected for promotions or development plans.

*successful, can become great managers and your most loyal employees. How many times have you heard ‘that is the way it has been and always will be’? I believe every business needs to be open to change and new ideas and to be flexible with their approaches. I don’t advocate fixing something that isn’t broken, however, questions such as ‘could it be done better’ or ‘is there another way to achieve the same or a better result’ should always be explored.*

*When properly supported, developing leaders who have been given these opportunities and have been*

*By listening to your employees and engaging them in the creation or betterment of procedures, you build their ownership in*

# Managing Employee Commitment and Motivation

*the product and again earn their loyalty. In any economy, investing in your employees is always a sound investment which will pay off for years to come.”*

Ensuring employees have a safe, confidential and, depending on the situation, anonymous process in which they can discuss workplace challenges and issues is important in motivating and retaining staff. This can take the form

of something informal such as an Employee Suggestion Box, or a more detailed formal Employee Survey. Regardless of the method or process used it is important that feedback and follow-up are transparent and timely. You may not be able to act on every suggestion, but providing the employee with honest, straight-forward feedback on the reasons for your decision shows respect and appreciation for their opinion and interest.

## *Conducting employee surveys*

Employee surveys are a good way for you to get input from your staff. Employees greatly appreciate the opportunity to have their voices heard. Gathering information from your employees provides you with an excellent method of gaining insight into workplace issues and the opportunity to take action for positive change. If you decide to conduct an employee survey, here are some tips for getting the most out of the process:

- Determine the goals and objectives of the survey and how best to collect the data; whether it be individual interviews, focus groups or online anonymous surveys.
- Ensure you communicate to all your employees the full details of the survey, including why it is being conducted, how you will be conducting it and when, and the proposed follow-up to the data collected.
- Recognize that it is a process, and that getting answers to your questions is only the beginning. The more important part of the process is communicating back to the employees on the information you receive and then analyzing the input and acting on the issues uncovered in the survey.
- Depending on the type of survey, ensure the process is confidential and anonymous; the use of an online tool is preferable in terms of confidentiality and security.

- Make sure you communicate the results to your employees and provide an action plan on how you will address any major issues raised in the survey.
- Involve employees in the development and execution of the action plans to ensure they are taking ownership of the key issues and ultimate successful outcomes.
- Update all your employees regularly on how your action plan is progressing using various formal and informal communication tools.
- Include both quantifiable (e.g. asking employees to respond on a scale of one to five) and open-ended questions in the survey. This will allow you to measure results over time.
- Conduct the survey on a regular basis (usually annually) so that you and your employees can measure progress over time, and you can uncover other challenges and issues that may arise.

Some sample statements that can be rated could include:

- Open communication is regularly practiced in our company.
- I am kept informed about the future direction of our company.



# 7 Retention

## Managing Employee Commitment and Motivation

- My company is committed to maintaining a safe and healthy work environment.
- I enjoy working at my company
- I am satisfied with my work schedule, hours and workload.
- My supervisor solves work problems.
- My annual appraisals are fair and an accurate reflection of my work performance.
- My job makes good use of my skills and abilities.
- Sample open-ended questions could include:
  - What are the best things about working here? What could we do better?
  - Would you encourage a friend/relative to work here? Why or why not?

### *Motivating employees*

Motivating and keeping employees engaged does not have to cost a lot of money. All employees want to feel valued in the workplace, not just through wages and benefits, but also by having their voices and opinions heard, being recognized for their efforts and having opportunities for growth and development. All these factors contribute to a successful retention strategy and are important to a company's long-term success.

Factors that can super-charge employee motivation:

- Create an environment in which leadership is less formal and hierarchical so that all staff feel as if they are treated with respect
- Poll staff members to find out what is important to them. It might not be money; money is often further down the list than other non-monetary things including recognition and communication
- Create fair total compensation practices and guidelines so that measurable standards are consistent and clearly communicated
- Find alternative means of compensation, including distributing gift certificates or organizing social events covered by the company
- Implement a program to reward employees for innovative or cost-saving ideas and practices
- Notice if employees are becoming sick more often, and decide how you can alleviate pressures to advocate for your staff's well-being in terms of a work/life balance
- Whether you operate in a union or non-union environment, have an employee relations committee or group so that a representative group of staff have input as to how the business is run
- Provide a healthy and safe environment for employees
- Pursue opportunities to 'give back' to the local community in meaningful ways as employees today want to work for an employer who cares.

## *Recognizing employees*

Your employees may spend as much as one-third of their lives at work. If they do not find the experience rewarding or are not recognized for making an important and valuable contribution to the company, why would they stay? Employee recognition is one leadership practice that helps create a more engaging work environment and turns owners into employers of choice, while at the same time creating success for employees and the business alike.

Recognition programs come in many forms. However, most traditional recognition programs fall into five key areas:

1. **Challenges.** Provide employees with more challenging work, career advancement opportunities, skillbuilding assignments, problems to be resolved, or peer mentoring opportunities. By offering them a chance to build their careers, they will remain loyal and gain a high sense of job satisfaction.
2. **Flexible Work Arrangements.** Allow some flexibility in work schedules and provide time off for appointments. Respecting employees' personal lives and needs and making their lives easier helps them to be more productive and loyal.
3. **Socialization Opportunities.** Organize group activities, social events and frequent team meetings. This improves overall morale and also increases their ability to work together as a team.
4. **Professional Development.** Provide opportunities for advancement, training or peer mentoring both internally and externally. Additionally, inviting "extra" staff members to meetings outside of their area of work provides them with an opportunity to gain a broader understanding of the business and how it operates and has no significant cost to the employer. This practice will give employees a greater sense of both long-term connection to the organization and job-security.
5. **Monetary.** Offer raises, bonuses, incentive gifts and trips to recognize employees that meet or exceed performance standards.

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## *Creative ways to appreciate employees*

*"We recognize our returning employees in small ways, like giving them freshly baked muffins for their coffee breaks, allowing them to stay as a guest of the hotel at the end of the season when we are quiet, offering them discounts in the spa, etc. We always have a staff party at the end of the season to celebrate another job well done."*

Bonny O'Connor, on behalf of herself and co-owner Jerry Parks,  
Hastings House Country Estate

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## Retention

### Managing Employee Commitment and Motivation

Recognition does not need to take the form of a cash award or cost the employer a great deal of money. For many employees, cash rewards do not have long-lasting impacts, and some find it an impersonal means of recognition. Alternatively, personalized gifts and verbal recognition may be a more enduring means of rewarding employees, and are often a source of staff motivation and pride.

Employees are people first, and will thus be motivated in many different ways. The most effective recognition programs incorporate

these differences, offering multiple forms of rewards all designed to reflect the vision and culture of the organization.

Lasting recognition that energizes employees can be as simple as bringing in doughnuts one day or tucking a small flower in a vase with a handwritten thank you note. You can schedule a movie or pizza night, and invite staff for an informal gathering. A simple thank you to staff at the end of the day costs nothing, but builds trust and inspires loyalty.

*“We have an incentive program that is called the ‘walk the hill’ club. The walking trail down to the Hells Gate gorge is a 1/2 mile hike. The walking trail is an alternative to taking the gondola ride to our other terminal. For the average person it is about a one-hour round-trip hike.*

*Our company is a big promoter of physical fitness because a healthy body means a healthy state of mind and, therefore, a positive attitude, which in turn reflects on our guests when they visit. Every time one of our staff walks the hill their name goes into a barrel. Down the hill is 1 entry – up the hill is 2 entries. The more you walk throughout the summer the better your chances of winning. There is a draw for the winning name at the year-end staff party at the end of August. It’s a great program because it keeps the staff motivated, and fun at times as a group of us will meet early in the morning to do the walk. It is an excellent way to get to know each other out of our uniforms.”*

Brian McKinney, Hells Gate Airtram

## *Creating a customized recognition strategy*

To retain great employees and keep them engaged, you need to actively and creatively seek out ways to make work fun, enjoyable and, above all, rewarding. In addition to some of the informal ideas outlined above, recognition programs can also be formal, such as an award for customer service within a business, or an industry association award.

### *Tips for effective formal recognition programs:*

- **Involve your employees**  
Ask your employees what types of recognition they value and feel is important to them to ensure that the program is meaningful. Also make sure that what you are trying to accomplish with the incentive program is beneficial to your operation and will have a positive impact on the business.
- **Involve your customers in the selection process**  
Invite customers to fill out comment cards that identify staff who have been particularly helpful.
- **Make the recognition meaningful**  
Ensure that the reward is meaningful so that staff can see that their hard efforts are worth the rewards; you can provide a range of reward items that are similar in price so employees have options from which to choose.
- **Communicate**  
Be sure the details of the recognition program are well-communicated to all employees. They should clearly understand the criteria for achieving recognition and how the criteria are evaluated. This will ensure that everyone sees that recognition recipients are selected in a fair and unbiased way.
- **Generate employee enthusiasm**  
You can create a company buzz about your recognition program just through the way in which you present and communicate the winners. A few ways to do so include spotlighting recipients in your newsletter, hang a picture of the winner on the wall, or recognize them with an official staff meeting presentation.

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## *Health and Safety*

The importance of good health and safety practices cannot be overlooked within an organization – specifically in relation to retention. All employees have a right to a safe work environment. It is something that is valued by all workers – especially those from the young generations. Employers who put a premium on health and safety in the workplace will have a distinct competitive advantage when it comes to retaining their employees; as everyone wants to work in an environment where their well-being is considered important.

Young workers – particularly male – are at a much higher risk of injury than any other worker. Over 100 claims are filed with

WorkSafeBC every month by young workers injured in this industry. Historically, the injury rate for young males is approximately 60 per cent higher than the injury rate for all BC workers. Given that these workers generally have little job knowledge and experience, they are far less likely to recognize potentially risky situations and/or equipment, and are often hesitant to ask questions regarding safety of work procedures and safety training. These factors lend themselves to the high potential for accidents for this group of employees, and focus the responsibility of addressing health and safety directly on the employer.

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## Managing Employee Commitment and Motivation

In order to guarantee that all workers – not just the young – are provided with a safe work environment, it is important to make certain that proper and timely training and orientation are provided for both supervisors and employees alike. This training should not be done on a ‘one-off’ basis, but instead become part of the ongoing training culture, in order that health and safety remains paramount within the organization. Health and safety training can take many forms, with peer-to-peer training programs having been found to be very effective with young workers in particular. Additionally, it is also important to ensure that appropriate provisions are put in place to address the safety of those workers who are required to work in isolation, such as housekeepers and ski hill groomers; to ensure that if an injury does occur they are able to receive emergency attention in a timely manner. Conducting a ‘risk assessment’ in terms of determining the type of health, safety

and emergency situations that may arise is the first step to making sure effective procedures and policies are then put in place to reduce risk within your operation.

Developing and maintaining a safe and healthy work environment can initially take some time, but it need not be a daunting task. More information on this subject, including resources such as checklists and templates and information on other employee safety issues, can be found on the go2 website – [www.go2hr.com](http://www.go2hr.com).

Finally, employers who develop and implement an effective safety program within their organization, may be eligible to receive an annual rebate of up to 15% on their WorkSafe premiums. This program, called the Certificate of Recognition (COR) program is administered by go2 for the tourism and hospitality industry.

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### *Corporate Awards Programs*

In addition to rewarding and recognizing your employees, it is also instrumental to employee engagement and retention that you as the employer be recognized for your best practices and employees. In turn, this will help you position yourself as an industry leader and potential employer of choice. In response to competition for good employees, many business owners and managers are motivated to think outside the box when it comes to marketing their tourism businesses, and finding new and innovative ways to recruit and retain great employees.

Awards programs are an excellent way of creating a positive working environment, celebrating your successes, and demonstrating to your star employees that their efforts and hard work are appreciated. For a complete list of tourism-related awards programs throughout BC, visit the “For Employers” section of [www.go2hr.ca](http://www.go2hr.ca), then click on For Employers/ Employer Awards and scroll to the bottom where you will find a link for various corporate award programs.

# Motivating Seasonal Employees to Return

If you operate a seasonal tourism operation, then having great qualified and committed employees return to you year-after-year can be critical to your success. Unfortunately, it is not always easy. Following are some ideas on how to increase the likelihood that employees will return to your operation on a continual basis.

*“To get – and keep – the best employees for the resort is ‘an easy formula,’ says Craig Murray, founder of Nimmo Bay Luxury Resort. “Feed them what you feed the guests, offer them private living quarters, provide the use of all the recreational equipment on their days off, and pay them a premium wage.”*

He takes much of the guesswork out of hiring by retaining many employees season-after-season or by accepting referrals from existing staff. The issue of keeping staff while working at a remote, fly-in fishing lodge is addressed by scheduling employees to work 20 days at the resort and then giving them four days off to head back to town if they so desire.

Murray understands that an excellent and memorable guest experience does not happen by accident. It is planned; and this planning includes not only a sensational product, but also selecting the right employees, treating them well and being confident they will look after the rest.

Here are a few other winning ways to motivate your seasonal employees and keep them coming back.

## **Talk openly with your departing employees**

- Before your season closes, ask employees to return the next season and if they plan to return.
- Sit down with them over coffee and ask about their work experiences with your company, or conduct a formal exit interview.

For more information, see the sample [Exit Interview](#) in [Appendix 13](#). The information you

obtain from an Exit Interview will go a long way in helping you to understand what motivates employees to stay or leave your organization.

## **Stay in touch to make employees feel part of the team throughout the year**

Maintain an updated employee list and keep seasonal employees connected by making phone calls, sending cards or mailing company newsletters to them. Encourage them to drop by for coffee if they are in the neighbourhood. The more ways you can make the employee feel like ‘part of the family’, the more inclined they will be to return next season.

## **Help employees find work in the off-season**

By helping employees find other seasonal work in the off-season you are showing an interest in their livelihood outside of your own operation. If an employee knows they have a job to go to for the time your operation is closed they will feel more secure, and as a result feel more inclined to return to you once the other seasonal job ends. Many seasonal employers have informal arrangements with other employers who operate in the opposite season (i.e. a golf course and a ski hill) thus providing the employee with year-round employment and the employer with a more consistent workforce.

## **Offer employee incentives**

- One of the many advantages of having seasonal employees return to your business is that it is not necessary to retrain them each year. Saved training dollars can be used as incentives, such as offering seasoned staff a higher salary upon their return or paying a returning bonus.
- Become known as an ‘employees first’ business; having a reputation that puts employees first can keep top seasonal employees coming back to you, which is why focusing on your employee engagement and retention efforts are so crucial. When you demonstrate respect, pay attention to employee development, loyalty and morale, you become a magnet for top talent.

# 7 Retention

## Motivating Seasonal Employees to Return

*“To guarantee my employees deliver the consistently high level of customer service I expect, I have to find ways to set the standard and measure them against it.”*

Scott Mason, Landsea owner

### Management Strategies that Pay

The Landsea tagline “*Sightseeing with a Difference*” is highly recognizable on the company’s 24-passenger blue and white buses. Landsea Tours is considered one of the premier Vancouver-based tour companies, and they are continually recommended to guests by many of the four and five diamond properties based on the consistently high level of service they provide.

How has Scott gained this reputation for consistency in excellent customer service?

*“When we went through our strategic planning exercise, we asked ourselves what Sightseeing with a Difference meant and how we could make sure that is what we deliver. Through that exercise we realized that making Landsea a “great place to work” was the key to getting the staff to deliver that consistent, world-class customer service.”*

*“People had fun working here but we felt there was not a lot of consistency in the way we handled hiring, promotions, recognition, and performance issues,”* commented Scott. In 2003, Landsea developed and implemented a number of HR-related programs but the one they gave priority to was a performance appraisal system for all staff – including seasonal part time employees. The Performance Appraisal System included:

- **Peer Evaluation.** Employees evaluated the customer service and team focus on five of their peers. Evaluator’s names were kept confidential.
- **On the Job Evaluation.** Tour guides were evaluated “on the bus” as they were conducting tours. These evaluations covered

all the critical skills and knowledge, as well as the attitude, that Landsea expected them to exhibit during the tour.

- **Management Feedback.** Each employee was given a list of 10 questions to complete before their face-to-face performance review. This provided management with feedback on how they were doing in the area of recognition, creating teamwork, and general support.
- **Face-to-Face Performance Appraisal.** This evaluation was based on the performance expectations from the job description and incorporated results of the other evaluation tools, including feedback from customer comment cards. The discussion started with the employee’s feedback to management which created a positive two-way dialogue that set the tone for the rest of the meeting.

Initially employees were sceptical about how they were being measured and the confidentiality of the peer evaluations. However, after the evaluations were completed, most of the employees found the process positive and objective.

Scott warns that you cannot under-estimate the time required to complete the evaluation process during the busy season when the employees are still around. However, he feels this time is well spent. Having a formal process to evaluate all the employees gives Landsea the tool they need to assess who supports Landsea’s corporate objectives and therefore who should be asked back for the next season – thus ensuring service levels remain high and consistent.



# 8 Staff Departures

Dismissing staff can be one of the most difficult and stressful tasks that a business owner has to perform. However, much of the stress can be reduced with proper preparation and careful planning.

Effective employers realize the importance of preserving the self-respect and dignity of departing employees, while also ensuring that

the decision to terminate and the manner of dismissal complies with legal obligations and is in the best interests of the business. Generally, there are three employee departure scenarios:

1. Voluntary resignation
2. Termination of employment by the employer
3. Layoff from employment by the employer.

## Voluntary Resignation

Although difficult at times, it is important not to take employee resignations personally. These days, lengthy or lifelong employment is extremely rare, and as such, the benefits of keeping in touch with and/or re-hiring top performers, makes good business sense for many reasons. Some of these reasons include reduction in recruitment and training costs, and the new skill sets and ideas the re-hired employee can bring back to your operation.

Tomato Fresh Food Café owner Christian Gaudreault states that when his cooks want to try out other places to work, he respects their decision: *“I ask them to leave by the front door. If they learn and want to come back, I welcome them.”* Barry Ladell of the Longwood Brew Pub & Restaurant reinforces the position: *“I support people when they move beyond me. My job is to enable them to grow. Sometimes that means letting go.”*

Voluntary resignations are, of course, a common aspect of business operations. Employees may depart your company because they:

- Resign to take employment elsewhere, for a variety of reasons
- Retire
- Complete their seasonal employment term
- Complete a temporary assignment
- Attend, or return to school, college, university or trade school

Though voluntary departures are often easier to manage because the departure is the employee’s choice, it is important to carry out the following procedures which will help to minimize any negative impact on the business and increase the likelihood of potential benefit overall:

- Ask your employee to prepare a formal letter of resignation as this type of information needs to be formally documented on their employee file

*“In our experience, most employees who are treated with dignity and respect will act as professionally and respectfully as possible when leaving the company. It’s always important to ask yourself how you would want to be treated if you were dismissed from your job – and that should determine your employee dismissal process.”*

Cec Brown, Cec Brown Associates Inc.

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## Staff Departures

### Voluntary Resignation

- Take time to acknowledge this letter, preferably in writing
- Acknowledge the employee's contribution to the workplace
- Invite the employee to participate in an exit interview to see how you could improve your business and to obtain feedback
- Ensure their Record of Employment and any final pay, expenses and benefits are in order before their final day. It is important to know that under the Employment Standards Act, an employer must pay all wages owing to an employee within six days after the employee terminates the employment.
- Keep an up-to-date address on file so you can send them their T4 for tax purposes
- Make sure you and your team take time to celebrate the employee's contributions and acknowledge the departure in a positive manner
- Always keep the door open for an employee to return by keeping in touch with him or her, assuming you may wish to re-hire them in the future.

A resignation can be seen as a learning opportunity for your business in that it can provide you with important information on 'why' the employee made the decision to leave, and as such can be used to help retain current and future employees.

### *Exit Interviews*

Exit interviews, when done properly, can provide your organization with an excellent way to identify issues within your operation. By allowing your departing employees the opportunity to provide their opinions and feelings about their job and place of employment, they gain valuable closure and you acquire invaluable knowledge that can help you to build a stronger organization for the future.

Some organizations use a written or online exit interview form that can be completed by the employee and mailed in anonymously, while others rely on the face-to-face method. While there are differing opinions on both methods, it is suggested that an in-person exit interview be conducted whenever possible.

Here are some helpful tips to prepare for and conduct a successful exit interview:

- Prepare a set of questions in advance, but allow for variations based on personal experiences and the general flow of the conversation
  - Use a confident, professional, calm and friendly manner remembering to remain even-tempered regardless of what the employee might say (while the information received may not always be easy to hear it is important to listen to both the negative and the positive with a welcoming tone)
  - Make sure you thank them for their time and input regardless of how the interview goes – and ensure you wish them well in their future endeavours. It is important the exit interview ends on a positive note
  - Ensure the information gathered is not simply 'put in a drawer' following the interview.
- The information you receive can be useful in identifying and acting upon workplace issues and/or designing and developing new policies, training and employee programs.
- See the sample [Exit Interview](#) in [Appendix 11](#).

# Termination of Employment

Regardless of the circumstances, terminating an employee is one of the most difficult aspects of managing a business. As an employer in British Columbia, you are no doubt aware that dismissing an employee is not something to be taken lightly. Every effort should be made to work out your concerns before terminating employment, utilizing the principles of progressive discipline (which are outlined below). Termination should always be the last resort. But if a dismissal is required, it is always more economical and less disruptive to carefully plan your decision and procedure for handling an employee's dismissal to ensure minimal disruption to the operation and to avoid any legal ramifications.

An employee who feels he/she has not been treated fairly is always free to sue the employer for wrongful dismissal or file a complaint with the Employment Standards Branch. In such circumstances, you will be compelled to respond in your own defence. In such circumstances, it is generally a good idea to consult an employment lawyer. The law in this area is constantly evolving and your legal counsel will provide you with the most current advice on how to best deal with your specific situation.

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## *Progressive Discipline*

The progressive discipline process provides a clear and well-defined set of actions for dealing with employee misconduct or performance issues. When used effectively it can help with the correction of problem behaviours, increase retention and ensure terminations are legal and binding. The basis for all progressive discipline is that it shifts the focus from that of "punishing" the employee to providing the support and tools required to correct or change the behaviour in question. Effective progressive discipline policies are clear and applied consistently to everyone within the organization.

In order to ensure you are dealing with problems effectively in your progressive discipline process you should:

- Act early before poor work becomes a habit; the earlier problems or concerns regarding employee performance can be addressed the more likelihood there is of positive and ongoing change.
- Ensure fairness by making job expectations clear to employees from the beginning, and informing them of any changes to these expectations.

- Provide appropriate direction when required.
- Use the process to do everything you can to solve the problem before it gets to the dismissal stage.

Regardless of what your progressive discipline process consists of, it is important to maintain complete records, including dates of meetings and discussions, follow-up training sessions, written and verbal warnings, suspensions and performance reviews. Most progressive discipline processes will include a series of corrective actions that range from informal meetings through to suspensions. Typically, the steps in the disciplinary process include:

- verbal warnings
- written warnings
- suspension with/without pay
- termination.

While the above steps outline the ideal process for termination, there may be situations that require immediate action and possible termination; such as theft or assault. Following the above steps in these types of

# 8 Staff Departures

## Termination of Employment

serious situations could put your business and employees at severe risk, so it would not be appropriate or wise to continue the employment relationship – and termination for ‘just cause’ would be the immediate result.

### **Dismissal for Just Cause**

An employee who is terminated – without just cause – is entitled to either notice of termination (working notice), or pay in lieu of notice (termination pay). However, an employee who voluntarily resigns his or her employment, or who is dismissed for just cause, is not entitled to termination pay or working notice.

The burden of proving just cause rests with the employer. Just cause includes basic violations of the employment relationship, including criminal

acts (such as theft from the employer), gross incompetence, wilful misconduct or a significant breach of a workplace policy. An employer may also have just cause to dismiss an employee for repeated minor infractions of workplace rules, or unsatisfactory performance that does not improve despite clear warnings – which should be outlined in your progressive discipline policy. Whether or not you have just cause for dismissal will always depend on the specific circumstances of the case.

If you start to suspect that you may have to terminate an employee for just cause it is important that you track, in writing, the date, time and nature of the infractions as well as your progressive disciplinary actions.

### *Notice of termination*

When dismissing an employee without just cause, you are required to provide a reasonable notice of termination. If you do not provide an employee with the required notice, then he/she must be provided with ‘pay in lieu of notice’ or ‘termination pay’. Additionally, the

employer can also provide the terminated employee with a combination of written notice and compensation. The minimum requirements for this are explained in the *BC Employment Standards Act*, as follows:

LENGTH OF EMPLOYMENT	LENGTH OF NOTICE
3 months but less than 1 year	1 week
1 year or more but less than 3 years	2 weeks
3 years or more but less than 4 years	3 weeks
4 years or more but less than 5 years	4 weeks
5 years or more but less than 6 years	5 weeks
6 years or more but less than 7 years	6 weeks
7 years or more but less than 8 years	7 weeks
8 years or more	8 weeks

# Termination of Employment

As an employer, you should note that under the Act, severance in lieu of notice must be paid within 48 hours of termination. It is also important to remember that these notice requirements are only the minimum requirements imposed by statute. Employees may be entitled to longer notice or pay in lieu of notice through the operation of common law (standards set by the Courts in wrongful dismissal cases). As entitlement is often dependent on the specific circumstances of a situation, if you are in any doubt, it is always best to contact an employment lawyer for advice.

Though there are exceptional circumstances, the amount of notice an employee is entitled to receive can range anywhere from two weeks to two years. Since this estimate is not mathematical – and relying upon ‘rules of thumb’ is considered unreliable – the court generally considers these factors:

- **Age**  
The older the person, the greater the amount of notice required based on the perceived difficulty of the employee finding future and comparable employment
- **The position of the employee**  
Generally the more senior the position, the greater amount of notice
- **The length of employment**  
Generally, lengthier employment equates to lengthier notice

- **Inducement to leave previous employment**  
Employees employed for a short duration (typically less than three years), may have a greater entitlement to notice if they were induced to leave secure, long-term employment. Care must be taken, however, to distinguish between recruitment and inducement. Inducement in a wrongful dismissal context generally occurs where an employer persuades a person to resign from a secure, well-paying job on the strength of promises of career advancement and greater responsibility, security and compensation within the new organization. Recruitment is the act or process of acquiring the services of qualified employees
- **Industry**  
If the employee is in an industry that is in a downturn, this will generally mean the employee is entitled to greater notice.

In circumstances involving the dismissal of a long-service, older employee or an employee in a position of significant responsibility, it is always wise to consult with an employment lawyer before making your decision regarding the appropriate notice period.

More information can be found at go2’s website at [www.go2hr.ca](http://www.go2hr.ca) under For Employers/Managing Staff. You may also wish to contact your local office of the Employment Standards Branch ([www.labour.gov.bc.ca/esb/welcome.htm](http://www.labour.gov.bc.ca/esb/welcome.htm)) or review the BC Employment Standards Act at [www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96113\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96113_01).

## Termination of Employment

### *Guidelines for planning and conducting a termination meeting*

Job termination is a major event for both the employee and your organization. As such it is necessary to ensure that the appropriate message is provided and done so in a clear and concise manner, while at the same time providing a positive, empathetic outlook on the matter.

The termination meeting is one of the most difficult steps in the termination process, and is also one of the most important steps in terms of limiting liability, maintaining the morale of those remaining at work and maintaining the employer's reputation. Delivering bad news is stressful for everyone. The employee is often upset, devastated, angry or shocked.

Regardless of the reason for termination, the meeting is also stressful for the manager delivering the message. It is important to be professional, honest and straightforward, and always maintain your composure regardless of the employee response. The employee should be treated with respect, and care should be taken to ensure the meeting is handled as sensitively as possible in order to maintain the dignity of the employee and the integrity of your business. The following information will help you in achieving these goals.

#### **Be prepared**

Employers have a duty to demonstrate good faith and fair dealing during a termination situation. Furthermore, in a unionized environment, the collective agreement will have provisions dealing with termination. Generally speaking, a duty of good faith and fair dealing requires that an employer be candid, forthright and sensitive to the impact of the employee's termination. It also requires that all necessary steps in the progressive discipline process have been completed, with the termination resulting as a last resort. As such, any written warnings, verbal warning documentation, performance reviews, witness accounts or evidence of wrong-doing should be collected and reviewed prior to the meeting. All

steps of the meeting should be planned, including arranging for transportation home should the employee be too upset to drive safely.

Managers and human resources professionals should be prepared for a wide range of responses from a terminated employee – including shock, disbelief, anger and extreme emotional distress. It is important to stay focused on the business reasons behind the decision and to remain calm, particularly with an angry employee. Ensure that the employee does not feel intimidated or harassed by anyone participating in the termination meeting.

One way to ensure the meeting goes smoothly is to prepare a script of the information that will be communicated and to anticipate the questions that the employee may ask. Additionally, it is a good idea to document everything that transpires at the meeting as this will help to limit the possibility of any legal repercussions.

It is also helpful to have a letter ready for the employee at the meeting. Naturally, it is very difficult for an employee to comprehend the details of any discussion after he/she has been notified of the termination. A letter will help minimize any disputes about what was discussed at the meeting, and the basis for termination. Following a script and being well prepared can assist in neutralizing some of the emotion involved in the meeting.

#### **Information to be conveyed**

During a termination meeting, the following information should be conveyed to the employee:

- His/her employment is being terminated
- The effective date of the termination
- The reason for the termination (see separate heading below)
- Details of any severance package to be provided – including notice and continuation of any benefits (be sure to have advance confirmation of the benefits)

# Termination of Employment

being continued and to comply with all contractual requirements associated with continuing to provide benefits)

- Who the employee should contact if he/she has any further questions
- Arrangements made for retrieving personal items and for the return of company property
- Tasks to be completed prior to departure
- Confidentiality obligations and expectations
- Arrangements made for outplacement counselling and other assistance
- How and when other employees, clients and customers will be told of the termination (where appropriate, permit the terminated employee to have input into what others are told)
- Statement about the content of future employer references.

## **Giving reasons**

Where the termination is for just cause, the employee must be notified of his/her misconduct or performance deficiencies.

There are different opinions about the requirement to give an employee reasons for dismissal when just cause is not alleged. When the termination is for business or economic reasons, the employee should be advised accordingly and assured (if it is the case) that the termination is not related to his/her abilities or performance.

When an employee is terminated for performance related issues, but not for just cause, the situation could create serious legal complications. In this case, you should consult a lawyer.

In most cases, if proper progressive discipline was carried out, the discussion and its contents should come as little surprise to the employee. You should, however, be willing and able to answer or confirm any questions relating to the termination process itself.

## **Location and duration of the meeting**

The meeting should be held in a location where there will be no interruptions and where the employee can make a quiet and discreet exit when the meeting is over. Care should be taken to ensure that the employee does not have to face co-workers or clients when the meeting is over.

Once the employee receives the initial information, the conversation should focus on the details of the severance package and future options for the employee. It is recommended that the meeting be kept as brief as possible, to reaffirm that the decision has been made and that talking about it will not change your mind. Although a difficult situation for any manager, even if you feel a great deal of sympathy for the employee it is important to not say anything that could be used against you in any future legal proceedings – thus sticking to the facts and keeping the meeting as brief as possible are in the best interests of both the employee and the business.

## **Timing of the meeting**

There is considerable debate about whether a meeting should take place at the end of the business day, on a Friday, first thing on a weekday morning, or late in the day early in the week. Conducting the termination at the beginning of the week, and early in the morning, does provide the former employee with an opportunity to go home and search immediately for a new job, while conducting it just before the weekend may leave them with a couple of days just to “do nothing”, which may not be very productive for the employee.

In some situations, it is also best to permit the terminated employee to make a few phone calls to ensure the smooth transition of customers or clients to co-workers, and to minimize the negative impact on the employee’s reputation in the business community. However, this would likely depend on the circumstances surrounding the termination and the manner in which the employee took the news. You definitely do



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## Staff Departures

### Termination of Employment

not want a disgruntled employee speaking to customers and staff in a negative manner. It is also important to make sure the employee is not unnecessarily delayed from acquiring legal advice and other support services, which may be the case if the meeting is held on a Friday.

#### **Participants**

The termination meeting should be attended by the employee being dismissed, the employee's manager, and another representative of the employer – typically from the human resources department if you have one, or another manager if you do not.

Usually the manager conducts the meeting and explains the decision that has been made, then depending on the size of the organization, either the manager or the human resources officer can then answer any questions regarding severance, payroll and benefit issues or other administrative issues that may arise. If the termination meeting is expected to be contentious, it is critical that two people attend on behalf of the employer as the termination meeting itself could become an issue.

Generally speaking, the employer should have no more than two representatives present at the meeting as it can be intimidating and may jeopardize confidentiality. Where resources permit and in appropriate cases, it is also helpful to have an outplacement counsellor available to assist the employee after the meeting is over. An employee is not entitled to have a lawyer or other representative present at the meeting unless it is provided for under a collective agreement or an employer's policy or unless a discussion may have other legal consequences for the employee (e.g. criminal charges).

#### **Supervising the employee's departure**

Whenever possible, dismissed employees should be permitted to leave the work place on their own time. Arrangements should also be made for them to clean out their office and retrieve personal belongings in a sensitive way. In

some cases, the manager or a human resources representative (or the counsellor) may assist an employee with cleaning out his/her office and may accompany a terminated employee to his/her car for compassionate reasons. If the employee is too upset to drive, the employer should arrange and pay for a taxi to take the employee home. It is also important to remind the employee to return all company property (hopefully, you have a record of the company property that the employee has received).

#### **Maintaining morale and informing co-workers**

A co-worker's termination is often a concern for remaining employees and may result in resentment or anger directed at the employer. One of the best ways to diffuse this and to promote a healthy working environment is to openly communicate with employees (and where appropriate customers or clients). This includes making a proper announcement regarding the departure of the terminated employee – made earlier rather than later – and, where appropriate, making assurances regarding the security of other positions. It is critically important, however, that unfounded allegations of misconduct are not made and rumours and unproductive gossip are stopped at the onset.

Finally, in some situations, it is possible and preferable for the employee to have their termination regarded as a resignation or retirement. In addition to allowing the employee to save face, this approach can also be a benefit to organizational morale. However, it is important to ensure that the situation warrants such a reference, and while not breaching the rules of confidentiality, remaining employees should not be expected to 'believe the unbelievable', as they are likely quite aware of the reasons for most employee departures. Never pressure an employee into signing a voluntary resignation as this could have major legal repercussions.

#### **Group terminations**

If you intend to terminate 50 or more employees at a single location within a two-month period,

## Termination of Employment

you are required to give additional notice to your staff. For more information, visit *Employment Standards Act – Group Terminations* ([www.bclaws.ca](http://www.bclaws.ca)).

### **Ineffective (invalid) notice**

Under the Act, a termination notice is not valid if the employee is on annual vacation, approved leave of absence or temporary layoff. The notice is also not valid if it coincides with an employee's absence from work due to a strike or lockout, or because of medical reasons (including short-term sick leave, long-term disability or workers' compensation leave).

If an employer allows the employee to continue working past the end of the notice period, the prior termination notice is considered void and the employment relationship continues. In order to meet your legal obligations, you must provide new notice or payment in lieu of notice to terminate an employee who has worked beyond a prior notice period.

Finally, once proper working notice is provided, you are prohibited from changing the employee's wage or any other employment term or condition without the employee's written consent, or a trade union representing the employee if the employment is governed by a collective agreement. Prohibited employment changes may include modifying duties or responsibilities, limiting of authority or a reduction of hours.

### **Exceptions**

The Act does provide for several exceptions to the notice. Employees hired under certain arrangements, such as under a definite term contract, are not entitled to notice of termination, or payment in lieu of notice. For more information about these exceptions, visit *Employment Standards Act – Exceptions* ([www.bclaws.ca](http://www.bclaws.ca)).

Properly structuring a layoff – particularly a group layoff – can be a difficult task. Therefore, it is usually a good idea to contact an employment lawyer for advice before proceeding with a layoff.

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## Staff Departures

### Laying Off Employees

A layoff can be temporary, indefinite or permanent. An employee layoff is not due to poor performance but rather to a variety of possible factors that could include:

- an employee's contract project is completed
- financial, budget or sales issues
- economic downsizing
- mergers or acquisitions with another company
- new owners.

Treating employees with respect is vital in order to preserve their dignity and to cushion the impact of job loss. It is also important to remember that layoffs can impact the entire staff. Some employees may feel guilty they are still employed while others may feel uneasy about the changes that a layoff might bring to the company and the prospect for future and additional layoffs taking place. Handling a layoff with professionalism and compassion will set the tone for your reputation as an employer.

Before proceeding with a layoff, you may find it helpful to contact the nearest Employment Standards Branch to ensure compliance with the Employment Standards Act, based on the type of layoff. Note that an employer has different obligations for individual and group layoffs. If you have unionized staff, the collective agreement will include provisions concerning layoffs.

It is also important to realize that characterizing an employee's departure as a 'layoff' does not relieve the employer from having to provide reasonable notice (or pay in lieu thereof) if the layoff is permanent. The termination date is considered to be the date on which the employee begins the layoff.

#### **Conducting respectful and compassionate layoffs**

During the layoff process, make sure to respect the individual's privacy and conduct your discussion on a one-to-one basis – though it is advisable to have another manager or supervisor with you as a silent witness. It is important to fairly and respectfully explain the reason for the layoff (e.g. depressed market, financial loss) and to provide a written letter so the employee can review it after the impact of the news has subsided. Lastly, always try to end on a positive note and tone – thank them for their service to date and acknowledge the significant and valuable contributions they have made to the business.

Depending on the length or permanence of the lay-off, it might also be appropriate to assist the employee in finding alternative work through various resources you may have on hand.

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#### *Employee departure checklist*

Whether an employee is terminated, laid-off or resigns, before they leave your business, a number of important details need to be taken care of. Some of these include:

##### **Collect all company property**

- Security passes and keys
- Uniforms
- Cell phones, computers, office equipment
- Company credit cards
- Passwords to computer, phone and other entry points

- Customer lists or files
- Company training policy and/or procedure manuals

##### **Confirm financial information**

- Determine if the employee owes any funds for outstanding expenses
- Determine if the employee is owed any vacation pay or overtime pay
- Complete a Record of Employment (ROE)
- Ensure final pay cheque is available at the time of termination

# Laying Off Employees

- Confirm changes to benefits plans and insurance
- Confirm forwarding address for T4 distribution for taxes

## Record of Employment

As an employer, you must by law issue a Record of Employment (ROE) every time an employee resigns, is laid off, or is terminated. An ROE must be issued within five days of the employee's last day of work. The information listed on the ROE is used by Human Resources and Social Development Canada to determine whether a person is eligible for employment insurance (EI) benefits, and to establish the rate of these benefits and determine the length of the benefit period. For more information, visit [www.hrsdc.gc.ca](http://www.hrsdc.gc.ca) and [www.servicecanada.gc.ca/eng/ei/legislation/ei\\_act\\_tofprov\\_1.shtml](http://www.servicecanada.gc.ca/eng/ei/legislation/ei_act_tofprov_1.shtml).

## Records retention

As an employer, you are subject to detailed record-keeping requirements. Canada Revenue Agency requires that you keep payroll registers and supporting documents for at least six years after the taxation year to which they relate ([www.cra-arc.gc.ca](http://www.cra-arc.gc.ca)). Under BC's Employment Standards you are required to keep the following information for two years after termination of employment:

- The employee's name, date of birth, occupation, telephone number and residential address
- The date employment began the employee's wage rate, whether paid hourly, on a salary basis or on a flat rate, piece rate, commission or other incentive basis
- The hours worked by the employee on each day, regardless of whether the employee is paid on an hourly or other basis
- The benefits paid to the employee by the employer
- The employee's gross and net wages for each pay period

- Each deduction made from the employee's wages and the reason for the deductions
- The dates of the statutory holidays taken by the employee and the amounts paid by the employer
- The dates of the annual vacation taken by the employee, the amounts paid by the employer and the days and amounts owing, how much money the employee has taken from the employee's time bank, how much remains, the amounts paid and dates taken.

Additionally, payroll records must be:

- In English
- Kept at the employer's principal place of business in British Columbia
- Retained by the employer for two years after the employment terminates.

# 9 Employment-Related Legislation

## Knowing the Rules, Regulations and the Law

Employers of choice ensure that their management team is knowledgeable regarding the obligations of the business under current employment laws. Not only does this send a message that your employees can expect fair, consistent treatment, it also reduces costly and time-consuming complaints, investigations and related liabilities generated by a disgruntled employee. You should be familiar with the following federal and provincial statutes, employment and human resource management-related legislation:

1. The *Employment Standards Act* sets out the minimum standards for various aspects of the employment relationship, including wages, meal breaks, payroll, overtime, termination of employment, leaves and vacation.
2. *Workers Compensation Act* and *Occupational Health and Safety Regulation*

establish an employer's legal responsibility to provide and maintain a safe and healthy working environment for employees.

3. The *Human Rights Code* is aimed at protecting human rights and prohibiting discrimination based on certain detailed grounds.
4. The *Labour Relations Code* addresses employment issues involving unions and unionized workplaces.
5. The *Personal Information Protection Act (PIPA)* and other privacy-related legislation govern issues such as the collection, use, disclosure and storage of employee personal information.

Following is more information on key aspects of each of these acts of which you, as a business operator, should be aware.

## Employment Standards Act

For provincially regulated, non-unionized employers, the *Employment Standards Act of British Columbia* is one of the most important and frequently referenced pieces of employment legislation. In addition to setting out the minimum standards, legal rights and responsibilities of both employers and employees, the purpose of the Act is to:

- Ensure that employees in BC receive at least basic standards of compensation and conditions of employment
- Promote the fair treatment of employees and employers
- Encourage open communication between employers and employees
- Provide fair and efficient procedures for resolving disputes

- Foster the development of a productive and efficient labour force that can contribute fully to the prosperity of British Columbia
- Contribute in assisting employees to meet work and family responsibilities.

Since the Act is meant to provide minimum employment requirements and standards for employees, the parties to an employment contract (i.e. employer and employee) are not allowed to waive the requirements. However, you should know this prohibition does not apply to employees covered by a collective agreement or where a variance has been granted by the director of employment standards.

### Key issues of the Employment Standards Act

Here are some of the key issues of the *Employment Standards Act* with which you need to be familiar:

- **Overtime**  
With some exceptions, overtime must be paid to all employees who are not employed

## Employment Standards Act

as managers, at the rate of time-and-a-half after eight hours and double-time after 12 hours.

- **Uniforms**  
If you require your employees to wear a uniform, you must provide it at no cost to the employee. The employer must either clean the uniform, or make allowance for the employee to clean the uniform (e.g. additional funds on each paycheque to cover cost of soap, laundry, dry cleaning).
- **Dine-and-dash**  
If a customer leaves without paying, an employee cannot be asked to cover the bill.
- **Cash shortages**  
Employees cannot be compelled to make-up cash shortages and these shortages cannot be deducted from paycheques
- **Vacations**  
Employees are entitled to four per cent of their gross annual wages in vacation pay, and no fewer than two weeks off for vacation time after completing one year of service. After five years, they are entitled to six per cent of their gross wages and a minimum of three weeks of leave.
- **Split-shifts**  
Must be completed within a 12-hour time frame.
- **Call-in**  
Employees who report for work are entitled to a minimum of two hours' pay, even if

they do not perform any work and are sent home because they are not needed.

- **Statutory holidays**  
Employees must be paid statutory holiday pay if they have worked 15 or more of the 30 days prior to the statutory holiday. In the case of an averaging agreement, employees are entitled to statutory holiday pay if they worked at any time within the 30 calendar days preceding the holiday.
- **Working on statutory holidays**  
Employees required to work on statutory holidays are entitled to 1.5 times of their regular rate of pay for the first 12 hours worked and double-time after 12 hours, plus an average day's pay.
- **Breaks**  
Employees are entitled to one half-hour meal break after working for five hours. If the employer expects an employee to stay at the work place and interrupt their break, the full half-hour must be paid.

The information provided above is only a portion of what every employer should know in terms of ensuring the minimum employment requirements for employees are met. For more information, visit the Employment Standards Branch website at [www.labour.gov.bc.ca/esb](http://www.labour.gov.bc.ca/esb) or visit the Legal area in the "For Employers" section at [www.go2hr.ca](http://www.go2hr.ca)

## Workplace Safety

As an employer in British Columbia, tourism operators are subject to the *Workers Compensation Act*; therefore, they are required to provide and maintain a safe workplace, as well as protect the health and safety of their employees. Every director and officer of a corporation must ensure the corporation complies with the Act, as well as its regulations and requirements.

The Act establishes WorkSafeBC and is accompanied by the *Occupational Health and Safety Regulation*. WorkSafeBC oversees workplace health and safety and provides a

one-stop resource for business owners. Their *Small Business Primer* is a free guide that offers helpful ideas on creating a safe workplace ([www.worksafebc.com/publications/how\\_to\\_work\\_with\\_the\\_wcb/Assets/PDF/primer.pdf](http://www.worksafebc.com/publications/how_to_work_with_the_wcb/Assets/PDF/primer.pdf)). See also the following website for health and safety information and guidelines for the hospitality industry. [www.worksafebc.com/publications/health\\_and\\_safety/by\\_topic/hospitality\\_and\\_tourism/default.asp](http://www.worksafebc.com/publications/health_and_safety/by_topic/hospitality_and_tourism/default.asp)

Workers Compensation legislation applies to all employers and workers in BC, with some very

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## Employment-Related Legislation

### Workplace Safety

limited exceptions. As an employer, you must register with WorkSafeBC if you have employees (other than your partner or spouse) who are paid to work for you on a regular, casual or contractual basis. The type of business you have will determine your Workers Compensation obligations.

Partners, proprietors, a proprietor's spouse and independent contractors who are neither an employer nor an employee are not automatically covered for compensation benefits – unless they apply for voluntary coverage called Personal Optional Protection (POP). POP will cover medical expenses and ensure the salary of those who are injured on the job or who contract a disease as a result of work.

In 2009, go2 signed an agreement with WorkSafeBC to develop an occupational health and safety division to promote safe work practices to all tourism and hospitality industry workplaces in British Columbia. In addition to providing resources on reducing injuries and improving workplace safety, a key component of the agreement includes implementing and administering a Partners in Injury and Disability Prevention Program (COR program) for industry employers. More information on go2's OH&S division, as well as a myriad of health and safety resources – from draft policies to risk analysis templates – can be found in the OH&S section of go2's website ([www.go2hr.ca](http://www.go2hr.ca)).

### *Eight steps to improve workplace safety*

Health and safety is not a complicated business. However, it does take leadership and commitment to make health and safety a part of the way you do business. Evidence of commitment does not reside in a company's health and safety policy. Rather, it resides in how involved you, as an owner/operator or manager, are in ensuring your workers operate in a safe work environment and in the allocation of sufficient resources (time, money and energy) to make health and safety a part of your culture. Here are eight simple steps you can take to improve safety in your business and reduce the risk of harm to your staff.

#### **1. Provide a safe work environment**

Ensure all the areas of your workplace are free from hazards and provide proper protective equipment and clothing if required. Develop and communicate an effective health and safety plan – and ensure that this plan forms part of the new employee handbook and is also accessible to all employees at any time. Inform your employees of how you are ensuring their safety while at work, and what you expect from them. Depending

on the size of your organization, it might be a good idea to form a formal Safety Committee to oversee all workplace health and safety issues (depending on the size and scope of your business this may be required by law).

#### **2. Conduct regular inspections**

Ensure both management and all employees conduct regular check-ups on any equipment, tools, storage areas and walkways in your business, and report any issues or problems to the appropriate individual.

#### **3. Train your employees**

Invest in your staff from the day you hire them. Discuss and demonstrate safe operating procedures. You might also want to provide them with written instructions on various procedures – include these in the Employee Handbook and also post them in various places throughout your operation. Health and safety training should also be a part of the new employee orientation program and be included in all new employee training. Such training not only ensures employees start out 'on the right



foot' in terms of their understanding of health and safety in the workplace, but also shows them just how important an issue safety is to you as an employer.

#### 4. **Talk to your staff about safety**

When meeting with your staff, either individually or as a group, look for ways to discuss safety by encouraging their feedback and suggestions. Ensure safety is considered everyone's responsibility, not just that of management.

#### 5. **Investigate all accidents and near accidents**

Do not wait for someone to be seriously injured before you look for causes of an accident. Take a preventative approach by reviewing procedures that can improve safety. When an accident does occur, investigate the causes fully and make appropriate changes to policies and practices to prevent a reoccurrence.

#### 6. **Keep good records**

Keeping a written record of all incidents will help you identify if there are any trends in unsafe working conditions. Record first aid treatments, training, inspections and the nature and outcomes of any investigations. Proper documentation of workplace accidents is required by law and will help to ensure the rights of both your employees and your business are protected should an on-site accident occur.

#### 7. **Make safety a part of your daily business**

Do not make safety something you think about when it is too late. Make safety an integral part of your daily routine. The benefit will be a healthy and safe staff to support your business and your customers.

As a business operator you are responsible to report all injuries to WorkSafeBC. In the case of serious incidents – such as a fatality or an explosion – call 911, then report these incidents immediately by phone to WorkSafeBC. Since specific reports must also be filed in the event of a workplace injury or accident, you need to be familiar with the proper forms and how to fill them out correctly. Failing to properly file reports with WorkSafeBC can lead to unnecessary fines.

#### 8. **Establish a joint health and safety committee**

The *Workers Compensation Act* requires that a joint health and safety committee be established in any workplace that regularly employs 20 or more full or part-time workers. Visit [www.worksafebc.com/publications/health\\_and\\_safety/by\\_topic/assets/pdf/jointoch.pdf](http://www.worksafebc.com/publications/health_and_safety/by_topic/assets/pdf/jointoch.pdf).

See also the following link for publications specifically related to health and safety in the hospitality sector. [www.worksafebc.com/publications/health\\_and\\_safety/by\\_topic/hospitality\\_and\\_tourism/default.asp](http://www.worksafebc.com/publications/health_and_safety/by_topic/hospitality_and_tourism/default.asp).

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### *WorkSafeBC youth program*

The WorkSafeBC youth program is an extension of Safety at Work and has been specifically created for employees under 25 years of age. It is an online resource centre for employees, employers, unions, educators, parents and youth community groups. This excellent resource centre lists tips and tools, publications and other resources to help prevent the most common injuries and illnesses that occur in the hospitality industry, and other job-specific categories in which youth might be working. New and young

workers need special attention because they are more at risk of injury than their older or more experience counterparts. Visit [www.worksafebc.com/news\\_room/news\\_releases/assets/nr\\_07\\_07\\_26/backgrounder.pdf](http://www.worksafebc.com/news_room/news_releases/assets/nr_07_07_26/backgrounder.pdf).

If you have any questions, email: [yworker@WorkSafeBC.com](mailto:yworker@WorkSafeBC.com) or visit [www2.worksafebc.com](http://www2.worksafebc.com), then click on the "Safety at Work" tab and then the Young Worker link in the Topics section.

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## Employment-Related Legislation

### *Human Rights Code*

Each Canadian province and territory, as well as the federal government, has enacted legislation aimed at protecting human rights and prohibiting discrimination, based on certain specific grounds. In British Columbia,

that legislation is the *Human Rights Code*. You need to become familiar with your rights and responsibilities under the Code – as well as those of your employees. For more information, visit [www.bchrt.bc.ca](http://www.bchrt.bc.ca).

### *The prohibited grounds of discrimination*

A common misinterpretation of human rights legislation is that it prohibits all forms of discrimination. However, employers legally discriminate everyday on various legitimate criteria. For example, each time an employer promotes one employee over another, there has been discrimination based on justifiable criteria, such as ability, experience, qualifications and attitude. Differentiating between individuals on the basis of such criteria is reasonable and a necessary part of running a business.

The Code is only concerned about the prohibited grounds of discrimination. Therefore, the Code (as referenced in [Chapter 3](#)) prohibits employers from refusing to employ or refusing to continue employing a person, or discriminating against someone regarding employment, because of an individual's:

- Race
- Colour
- Ancestry
- Place of origin
- Political beliefs
- Religion/religious beliefs
- Marital and/or family status
- Physical or mental disability
- Sex
- Sexual orientation
- Age (where age means an age of 19 years or more)
- Criminal or summary conviction offence unrelated to the employment or intended employment of that person.

In other words, an employer is prohibited from making employment-related decisions based in whole or in part on any of these prohibited grounds.

### *Human rights in the employment context*

Sections 11 and 12 of the Code also specifically prohibit discrimination in employment advertisements and wages based on the same criteria as listed above, while Section 13 prohibits discrimination on the basis of these same criteria in other areas of the employment relationship including:

- Employment decisions (i.e. whether to employ or to continue to employ someone)
- Terms and conditions of employment.

It is important to note that any employment-related decision may be subject to scrutiny if it is based on a prohibited ground. Also note that the Code applies to full-time and part-time employees, probationary employees, contractors, seasonal workers, temporary workers and volunteers.

## Human Rights Code

### *Exceptions to the prohibited grounds*

As an employer, you may lawfully discriminate, based on an otherwise prohibited ground, if you can prove legitimate business reasons. However, in order to prove the legitimacy of such business reasons, you must be able to demonstrate that the workplace rule, policy, standard or criteria relied upon is a ‘bona fide occupational requirement’. For more information visit [www.go2hr.ca](http://www.go2hr.ca) and check the For Employers/Legal tab.

In this instance, and in any other situation where an employer is unsure as to the proper and applicable human rights legislation, it is recommended that you consult a Human Rights lawyer to ensure you are receiving the best information for your situation and business.

## Labour Relations Code

Many tourism operations in British Columbia have employees represented by trade unions, and others have experienced union organizing drives. For these employers, the *Labour Relations Code* is a critical piece of legislation. The Labour

Relations Code governs the establishment of union representation, collective bargaining and many other aspects of the relationship between employers, their employees and unions.

### *Fundamental rights under the Labour Relations Code*

Every employee is free to be a member of a trade union and to participate in its lawful activities. Employers are equally free to be members of employers’ organizations. One of the Code’s primary purposes is to protect these fundamental freedoms. As such, it prohibits conduct that may interfere with anyone’s ability to exercise these freedoms. Such conduct is deemed to be an ‘unfair labour practice’.

Employees who wish to be represented by a union may seek certification. Certification provides the union with the right to bargain with the employer on behalf of the employees it represents (i.e. the bargaining unit) and – as the employees’ exclusive bargaining agent – to enter into a collective agreement that establishes the terms and conditions of their employment.

*“A working knowledge of the fundamental principles of labour and employment law is a great asset for both large and small employers. The practical benefits include fewer employment related disputes, reduced liability and smoother human resources management. In short, a little knowledge can go a long way.”*

Colin Gibson, partner, Harris & Company

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## Employment-Related Legislation

### Labour Relations Code

#### *Who is covered?*

The Code applies to all employees and their employers in BC, including dependent contractors who are a party to a collective agreement (subject to certain exceptions).

Individuals who perform the functions of a manager or superintendent, or who are employed in a confidential capacity related to labour relations or personnel, are excluded from the collective bargaining provisions. However, such exclusions are applied very narrowly.

You should know that employers who do not have unionized staff (and are, therefore, not party to a collective agreement) should not ignore the Code's provisions. In fact, many of the Code's provisions are important to non-unionized

employers. In particular, the Code governs and protects the right of non-union employees to seek unionization – while also prohibiting certain employer behaviour in the context of a union-organizing drive, the certification process and collective bargaining. Should your employees seek union representation, it is critical that you are familiar with the applicable terms of the Code in order to avoid legal issues.

The Labour Relations Board provides a variety of valuable resources, including a *Guide To The British Columbia Labour Relations Code* and various interpretative guidelines and bulletins. For more information, visit their website at [www.lrb.bc.ca](http://www.lrb.bc.ca).

### Privacy Legislation

While private-sector employers in British Columbia are subject to the *Personal Information Protection Act*, public bodies in BC are required to follow the *Freedom of Information and Protection of Privacy Act*. Lastly, federally-

regulated employers are governed by the *Personal Information Protection and Electronic Documents Act*. Each of the three privacy statutes is briefly introduced below.

#### *Personal Information Protection Act (PIPA)*

PIPA came into effect in British Columbia on January 1, 2004 and regulates the collection, use and disclosure of personal information by private sector organizations. This Act applies to most employers.

The purpose of PIPA is to govern the collection, use and disclosure of personal information by organizations in a way that recognizes the rights of individuals to protect their personal information – as well as the need for organizations to collect, use or disclose personal information for purposes that are considered appropriate and reasonable. In referring to *PIPA*, the definition of 'personal information' is very broad and includes almost everything that is capable of identifying a particular individual. Generally speaking, personal information

that you have about your employees must be collected, stored, used, and consented to in accordance with *PIPA*.

To learn more about your specific responsibilities as either a private or public-sector employer governed by PIPA, visit the Office of Information and Privacy Commissioner at [www.oipc.bc.ca](http://www.oipc.bc.ca).

Various tourism industry associations, such as the British Columbia Hotels' Association ([www.bchotelassociation.com](http://www.bchotelassociation.com)) and the British Columbia Lodging and Campgrounds Association ([www.bclca.com](http://www.bclca.com)), may also have useful information about how PIPA affects your business.

### *Freedom of Information and Protection of Privacy Act (FOIPPA)*

Since 1993, public bodies throughout the province – including Crown corporations, health authorities, school boards and municipalities – have been subject to FIPPA requirements. This act enforces specific statutory requirements on a provincial public sector body's collection, use and disclosure of personal information. It also provides a right of access to records in the custody or control of a public body.

FIPPA is intended to make public bodies more accountable to the public and to protect personal privacy by:

- Giving the public a right of access to records
- Giving individuals a right of access to, and a right to request correction of, personal information about themselves
- Specifying limited exceptions to the rights of access
- Preventing the unauthorized collection, use or disclosure of personal information by public bodies
- Providing for an independent review of decisions made under this Act.

In October 2004, FIPPA was modified to extend certain sections to service providers. This refers to a person (or corporate entity) retained under a contract to perform services for a public body. Therefore, if your company operates under a contract with the provincial government, FIPPA might apply to you.

Various other helpful resources concerning the interpretation and application of FIPPA can be found on the Office of Information and Privacy Commissioner website at [www.oipc.bc.ca](http://www.oipc.bc.ca).

Personal Information Protection and Electronic Documents Act (PIPEDA)  
PIPEDA regulates the collection, use and disclosure of personal information in the course of federally regulated commercial activities. Therefore, PIPEDA applies to federally regulated private-sector employers in British Columbia. It also applies to the inter-provincial flow of personal information.

PIPEDA is intended to recognize and protect the right of an individual's privacy with respect to their personal information, and the need of organizations to collect, use or disclose personal information for purposes that are considered appropriate and reasonable.

PIPEDA is administered through the Office of the Privacy Commissioner of Canada (OPC). The OPC provides a great deal of valuable resources on its website regarding the Act, as well as news, case summaries and practical advice. If you are a federally regulated employer, you are encouraged to visit the Office of the Privacy Commissioner of Canada and to learn more about PIPEDA at [www.priv.gc.ca](http://www.priv.gc.ca).

# 9 Employment-Related Legislation

## Privacy Legislation

### *Requirements for businesses*

Although the privacy legislation outlined above does not stop businesses from collecting personal information, it does require that every business:

- Have a strategy outlining why and how you will collect people's personal information (failure to do this could result in significant fines)
- Disclose to your employees, clients and customers as to why and how you will use their personal information
- Keep the information you collect accurate and up-to-date
- Disclose why you are collecting their information, what it will be used for and how it will be protected
- Ensure that proper security measures are in place to protect people's personal information
- Have a method of following up in the event there is a violation of an individual's privacy.

Some areas that require a privacy strategy include:

- Providing references
- External access requests from sources such as banks, former employers or credit companies
- Usage of company computers and network resources
- Destroying of personal information that you obtain
- Collection of customer names, addresses and phone numbers.

By ensuring a safe workplace, following the Labour Relations Code and adhering to important privacy legislation, you will be able to tangibly demonstrate your commitment to staff. During the staff hiring and departure process, some of these topics (e.g. human rights, labour relations) become even more relevant. Employers of choice realize the importance of demonstrating courtesy, consideration and respect throughout an employee's tenure with the organization, including the final departure or layoff process.

In general, being an employer of choice is about more than just the day-to-day management of staff and operations. It is also about knowing and following rules, regulations and the law as it relates to employment standards.

# 10 Conclusion

Whether you operate a corner gift shop, a remote fishing lodge or a golf resort, putting employees first results in happy and motivated staff and positively impacts your tourism business and your bottom line.

As a tourism employer, your success is linked to having skilled and trained staff with positive attitudes, a willingness to learn and excellent customer service skills. Having the right team supporting you and your business is key to maximizing the enormous growth potential of British Columbia's tourism industry.

While the natural beauty of BC undeniably draws visitors to our province, the people who work in the tourism industry provide the positive experiences that keep visitors coming back. Beyond attractions, destinations and hotels, visitors remember their first impressions and the customer service they received in a community. As such, a happy, well-trained and motivated workforce is key to continuing to build a prosperous tourism industry.

The ability to attract and retain workers is expected to continue being a challenge even for well-established tourism businesses. To meet your labour requirements, you will need to explore ways to diversify your workforce and should consider alternative labour pools where a wealth of talent can be found – such as senior workers, Aboriginal youth, new immigrants and foreign workers.

The world of employee relations is a complicated one – from creating the first job advertisement and conducting candidate interviews, to providing education and training to staff,

completing performance evaluations, and meeting all employment-related legal and legislative obligations. The objective of this guide is to provide you with the information, resources, tips and tools that you need to source, attract, challenge, motivate and keep your employees. Consider this guide as your primary source on effective human resources practices and policies for the tourism industry.

Similarly, think of go2 (who has collaborated on this guide) as your resource for a wide range of recruitment, retention, management and training issues. Along with providing training directories, a tourism-specific job board and people management resources, go2 also offers practical advice and support online at [www.go2hr.ca](http://www.go2hr.ca).

Businesses and industries that have consciously worked to improve their human resources practices have greater success in attracting and retaining workers. It is up to you as an employer to develop the awareness and knowledge of what is needed to create a workplace that attracts good employees and keeps them engaged. With current demographic shifts, as well as continuously shifting economic conditions, it is more important than ever that tourism businesses strive to be great employers by putting employees first.

Creating an appealing workplace is vital to achieving better business results and will benefit the entire tourism industry. Today's successful business leaders recognize that by putting employees first, happy customers and solid profits will follow.



# Appendices

1. Leadership Self-Assessment Checklist
2. Staffing Requirements Checklist
3. Job Description
4. Job Advertisement
5. Interview Questions Template
6. Interview Evaluation Template
7. Reference Check Form
8. Employment Offer Letter
9. Sample Training Plan
10. Employee Orientation Checklist
11. Employee Safety Orientation Checklist
12. Sample Performance Evaluation
13. Exit Interview Form

## Leadership Self-Assessment Checklist

### *Have you created a great place to work?*

The questions below reflect many best practices within the workplace. Taking the time to answer each question in terms of your own performance and values will give you a good sense of your areas of strength and which areas provide you with opportunities for improvement both personally and within your organization.

*Do you...*

RATING	
5	Always
4	Frequently
3	Sometimes
2	Rarely
1	Never
n/a	Not applicable in current position

Maintain a positive and open work environment?	Always 5	4	3	2	1	Never N/A
Do you have a clear vision for your company/department? Is this vision clearly communicated to your staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treat your staff as well as you do your customers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empower your employees to take initiative and be innovative when problem solving?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognize and notice when you catch staff doing something well, such as demonstrating high standards of customer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remember to say 'thank you' to your staff at the end of the day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage a fun and engaging work environment while setting high standards of excellence in getting the job done?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/30</b>

Lead by example?	Always 5	4	3	2	1	Never N/A
Do you consistently demonstrate the company's core values to your staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a positive attitude and treat all your employees fairly, with respect and dignity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pursue a healthy work-life balance and encourage your staff to do the same?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Show employees how much you value them and recognize their achievements on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support your staff with streamlined communications processes, access to the resources they need, proper training and an encouraging word?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Invite staff feedback on your leadership/management style and act on suggestions where possible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have an open door policy and are approachable with ideas and suggestions to improve the business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coach, train and develop your staff continually?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/30</b>

Leadership  
Self-Assessment  
Checklist

<b>Solicit and provide feedback from/to staff?</b>	<b>Always 5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Never N/A</b>
Have an annual employee survey to test the pulse of your employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Act on the suggestions made by employees and keep them informed of progress on implementing their ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Find ways to measure how your organization's leaders are keeping employees happy (e.g. building an employee satisfaction and turnover rates into supervisors' and managers' performance evaluations)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check in weekly and monthly with new employees and address problem areas or challenges to be overcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct regular (e.g. annual) performance reviews with employees to build on strengths and look for opportunities for improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your performance management program include identifying training and developmental opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you offer competitive wage and benefits package for employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have recognition programs in place to let your staff know, in tangible ways, how much you appreciate their contribution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a formal or informal recognition program in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offer employees, with strong potential, challenges and growth opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a training budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you financially support relevant training programs for your employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/60</b>

<b>Recognize and reward your employees?</b>	<b>Always 5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Never N/A</b>
Do you offer a competitive wage and benefits package for employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have recognition programs in place to let your staff know, in tangible ways, how much you appreciate their contribution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a formal or informal recognition program in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offer employees, with strong potential, challenges and growth opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a training budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you financially support relevant training programs for your employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/30</b>

# Leadership Self- Assessment Checklist

<b>Effectively manage staff departures?</b>	<b>Always 5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Never N/A</b>
Acknowledge departing employees' contribution to the workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understand and ensure you adhere to all relevant legislation related to staff departures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriately communicate departures to remaining staff members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct exit interviews with employees who voluntarily leave your organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/20</b>

<b>Adhere to provisions of employment rules, regulations and laws?</b>	<b>Always 5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Never N/A</b>
Acknowledge departing employees' contribution to the workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an updated safety plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you discussed and demonstrated safe operating procedures with your staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you recording incidents, first aid treatments and inspections to help you identify any trends in unsafe working conditions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a privacy policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you comply with all provisions of the <i>Employment Standards Act</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you comply with all provisions of the <i>Human Rights Code</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUBTOTAL:</b>						<b>/30</b>

# Appendix 2

## Staffing Requirements Checklist

Before filling a vacant position, complete the information in this checklist to ensure that you have considered all the areas related to the recruitment of this position. Additionally, the following checklist will help you to determine the job requirements of the vacant position and also the level of priority for filling the vacant position.

**Vacant Job Title** \_\_\_\_\_

**Reports to** \_\_\_\_\_

**Employment status:**

- Regular
- Temporary
- Full-time
- Part-time

**Regular hours worked** \_\_\_\_\_/wk

**When was the last time this position job description was updated?**

Date \_\_\_\_\_

**Is this a new position?**

- Yes
- No

**If yes, has a job description been completed for the position?**

- Yes
- No

**What is the overall purpose and objective of this position (why does the position exist)?**

---

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**Job duties** (please specify in order of importance):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

# Staffing Requirements Checklist

**This position will require:**

- Close Supervision
- Moderate Supervision
- Minimal Supervision

**Comments**

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**Position requires management responsibilities:**

- Yes
- No

**Number of, and title for, employees that will report either directly or indirectly to this position**

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**Comments**

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**Requires access to confidential information:**

- Yes
- No

**Comments**

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**Position will have access to, or handle, (company name) funds:**

- Yes
- No

**Comments**

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---

# Appendix 2

## Staffing Requirements Checklist

### Educational requirements:

- University
- College
- High School / G.E.D.
- Certification
- License
- Professional Association Member
- N/A

### Comments

---

---

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### Experience level:

- Less than 1 Year
- 1-2 Years
- 2-5 Years
- 5+ Years

### Comments

---

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### Required skill sets:

- Team-Oriented
- Self-Directed
- Written Communication
- Verbal Communication
- Problem Solving
- Manual Dexterity
- Valid Drivers License
- Customer Service
- Bilingual / Multi-lingual
- Sales Techniques
- Management
- Time Management
- Negotiation / Diplomacy
- Creativity
- Other (please specify):

---

---

---

### Required computer skills (please specify):

---

---



# Staffing Requirements Checklist

## *Work Conditions*

**Specific working conditions are associated with this position:**

- Yes
- No

**If “Yes”, please specify:**

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**Safety hazards** (please specify any job-related safety hazards of this position):

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**Training required:**

---

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**How long has the position been vacant?**

- Less than 1 month
- 1-3 months
- 3-6 months
- More than 6 months

**Position required:**

- Immediately
- Within One Month
- Within Six Months
- Within One Year
- Proposed Position

**Comments:**

---

---

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Signature \_\_\_\_\_ Date \_\_\_\_\_

# Appendix 3

## Job Description (Example)

### **BRITISH COLUMBIA TOUR COMPANY**

POSITION: Tour Guide

DEPARTMENT: Operations

REPORTS TO: Director, Tour Operations

British Columbia Tour Company is one of the top-rated employers in the province having been selected as one of the Top 10 Places to Work in BC for the past five years. With a compliment of over 50 staff we are extremely proud of our success and the part we play in showing visitors what makes our province so special. Working for British Columbia Tour Company provides excitement, variety and the opportunity to meet people from all over the world, in a fun environment that supports excellence, commitment and growth.

### **DUTIES & RESPONSIBILITIES**

This position provides relevant and interesting information to passengers, individuals or groups on short trips, sightseeing tours or visits to attractions in the Greater Vancouver area. Specifically, this position:

- Delivers ready-made tours safely to a wide variety of tourists
- Provides information, delivers commentary, answers questions and ensures the itinerary is met
- Points out areas of interest and provides general knowledge of an attraction, event or destination
- Arranges entry to places such as museums, amusement parks
- Develops and maintains tour information files and accurately completes tour reports
- Assists special needs clients; responds to emergencies and passenger complaints and, in some cases, acts as an interpreter.

### **SKILLS, EXPERIENCE & QUALIFICATIONS**

#### **Skills & Experience:**

- Excellent interpersonal skills and an ability to work with people from all over the world
- Takes pride in sharing the local culture and history with tourists
- Excellent planning and organizational skills and adept at solving problems independently
- Skilled in delivering superior customer service and interacting with people including looking after their needs
- Good communication skills, a clear voice and confidence in presenting information publicly are important
- A strong interest in the culture and history of the areas they are covering including a willingness to learn about areas in the tour they are unfamiliar with. Sound knowledge of local geography and current affairs in these areas is also important
- Must have a professional appearance and generally be comfortable speaking and operating with at least two different cultures/societies. Interest in travel, geography, history and attractions are required. A second language is also an asset, as is experience working abroad
- Ability to safely work in a stressful traffic environment and to work shift work.

#### **Qualifications:**

- Secondary school diploma or equivalent. A university degree or college diploma in tourism, travel or history is an asset
- emerit Professional Certification designation as a Local Tour Guide is an asset
- St. John's Ambulance – Emergency First Aid Safety Oriented for Industry (OFA Level 1 Equivalency).

#### **Working Conditions:**

- Travel required and will be based on tour schedules
- Some lifting may be required (up to 15 kg)
- Overtime will be limited, but may be required from time to time.

# Appendix 4

## Job Advertisement (Example)

### **COME WORK WHERE YOU CAN MAKE A DIFFERENCE!**

Here's your chance to join a dynamic, growing and customer-focused team of adventure guide professionals who are dedicated to the environment and the wilderness. We are seeking an individual with a passion for camping and hiking who has a strong interest in educating our clients on the environmental ecology of the terrain. Successful candidates must have a minimum of three years of previous experience as an Eco-Guide, including strong communication and interpersonal skills. A commitment to providing exceptional customer service and safety is essential.

Expand your boundaries in the great Canadian wilderness with Island Eco-Tours ([www.islandeco.com](http://www.islandeco.com)).

Qualified applicants should forward their resume by Friday, January 12, 2007 to:

Jake Peters, Operations Manager  
Island Eco-Tours  
222 Smith Street  
Comox, BC  
V1V 1V1

Or send your resume via email to [jpeters@islandecotours.com](mailto:jpeters@islandecotours.com)  
Phone calls are also welcome at 1-250-555-5555

# Appendix 5

## Interview Question Template

All interview questions should be able to address any concerns regarding the applicant's suitability in terms of skills, personal characteristics and remuneration. Often, by asking questions (similar to many of the ones listed) that reflect the candidate's behaviour in past situations you will be better able to assess the likelihood of their success in the future. However, it is important to note that all good questions are not necessarily behavioural-based, and a combination of various forms of interview questions will allow you to form the most accurate and complete assessment of the candidate. Some questions to ask yourself based on the candidates responses would be:

### Skills

- Can the applicant do the job?
- Does the applicant possess the skills required to fulfill the job role, and to become a productive employee within a reasonable time-frame?
- Has the applicant demonstrated that they have done these same job duties before?
- Was the applicant successful in their previous work?
- What types of problems did the applicant encounter at previous employers, and did the applicant demonstrate problem-solving abilities and/or acquire new skills to resolve the issue?
- If the applicant has not performed this job or job duties elsewhere, can he/she prove that he/she has the necessary skills to succeed in this role?

### Personal Characteristics

- Is the applicant motivated to perform the role well?
- Does the applicant seem genuinely interested in the available position?
- Does the applicant possess the drive and self-confidence to do the job?
- Is the applicant likely to remain with the company long enough to provide a return on the investment of time, energy, and money spent by the company on recruiting and training this individual?

- Does the applicant seem like a good 'fit' for the company's culture, values, attitudes, work style, etc?
- Is the applicant a team player?
- Does the applicant appear as though he/she will be a positive influence on his/her co-workers?
- Does the applicant take direction well and communicate clearly and efficiently?
- Will the applicant be easy to manage?
- Will the applicant adapt well to the company's existing leadership style?
- Will the applicant adhere to and support all organizational policies and procedures?

### Remuneration

- Can the organization afford the applicant?
- Is the salary range in keeping with the applicant's salary history?
- Will the benefits package meet the applicant's needs?

## SUGGESTED INTERVIEW QUESTIONS

### Customer Service

- Give me an example of a situation in which you provided exemplary customer service.
- Tell me about a time when you've handled a dissatisfied customer. Why was the customer dissatisfied? What did you do? What was the result?
- What specific things have you done to establish a 'customer first' attitude in the businesses you have worked in?

### Work Ethic

- Tell me about a time when you had to 'go the extra mile.' Follow up with: What were the circumstances? What made it an 'extra mile'? What did you do? What were the results? Given that most people don't want to make 'going the extra mile' a part of their every day routine, when have you had to say 'no' when something exceptional was called for?
- Give me a specific example of something you do as part of your normal duties that you take pride in... something you do as

# Interview Question Template

well as or better than anyone else. (do not accept generalities like 'make a guest feel welcome'). How do you know XXXX is well done?

- What do you consider your greatest strength? Give me an example of how you used this strength to benefit your last employer?
- What do you know about this company, our business, and our clients? Why do you want to do this job? What unique skills would you bring to this company? Tell me about an instance in your career when you were wrong about something, even though you were absolutely sure you were right. How did you deal with the fallout?

## **Self Motivation**

- Give me an example of something you have done that you are proud of where you had little or no direction and nobody was 'looking over your shoulder' to make sure it got done. What did you do? What were the results? Why are you proud of this particular achievement?
- Give me a personal or career goal you set for yourself a couple of years ago and what have you done to achieve it? What were some of the obstacles you faced and what did you do to overcome them?
- What really motivates you in a workplace? Give me an example of when you felt extremely motivated at work?
- Where do you see yourself in five years from now? Why? What are your long-term career goals? Give me an example of how you are preparing now in order to achieve your future goals?

## **Interpersonal Skills**

- Describe a situation in which your work was criticized. How did you react? What was the result?
- Tell me about a confrontation that you've had with a co-worker. What caused the confrontation? How did you react? What happened as a result of the confrontation?

- How would your former co-workers or managers describe you ('x')? Give me an example of a time when you were 'x' at work?

## **Responding to Pressure**

- Give me an example of how you resolved a problem without any rules or guidelines to assist you?
- Tell me about a time when you have to make an unpopular decision that was not well-received? How did you deal with the fallout?
- Provide me with an example of how you've handled an emergency or high-pressured situation. What was the result?

## **Multi-Tasking**

- One of the requirements of this job is the ability to multi-task on a regular basis. Tell me about a recent job you've had where this was also an important requirement.
- Describe the multitasking you were required to perform, how often and under what time constraints.
- What will your previous supervisor tell us when we ask him/her about how well you demonstrated this skill?

## **Teamwork**

- Tell me about a successful team of which you were a member. Why was the team successful? What specifically was your role on the team and what contribution did you make to its success?
- What types of co-workers or managers irritate you? How do you deal with these types of people?
- How would you describe the difference between leadership and management?
- How do you work when you're alone, as opposed to working in a group?

## **Attendance**

- How many days were you absent from work last year (days you were scheduled to work)? Was this better/worse or about the same as your coworkers?

# Appendix 6

## Interview Evaluation Template

When you are evaluating a number of candidates for one position it is sometimes helpful to use a simple grid that allows you to see, at a glance, how each candidate rates against your selection criteria and against the other candidates.

At the conclusion of each interview, rate each candidate against the selection criteria you are using and place the rating in the appropriate column. In the following example, each criteria is equally important and as a result, each criteria is rated on a scale of 1 to 5. As a result, to get an overall rating, the evaluator simply adds up the ratings for each candidate and divides the total by the number of criteria.

Although this can be a useful tool to help you in your selection process, it is important to remember a couple of things:

- Although the completed grid looks quite technical, in actuality the final grid and ratings are usually based on the evaluator's subjectivity
- Your final selection decision should also include a number of other factors such as formal and informal testing and reference checks – in order to form the most complete picture possible of the candidate.

### *Interview Rating Summary Sheet*

**Rating Scale:**

Excellent: 5  
Good: 3  
Poor: 1

Name	Interpersonal Skills	Communication Experience	Related Job Skills	Multi-Tasking	Overall
John	5	5	4	4	4.5
Joe	3	2	3	3	2.75
Susan	3	3	3	3	3
Emily	3	3	3	3	3
Pat	2	1	3	3	2.25

Reference  
Check Form

<b>Name of Applicant:</b>	
<b>Employer:</b>	<b>Phone:</b>
<b>Name of Contact and Position:</b>	<b>Email:</b>

1. In what capacity do you know the candidate (immediate supervisor, manager, co-worker etc)?
2. Position held/confirmation of employment dates:
3. Nature of job (provide a brief job description):
4. What would you consider to be the applicant's strengths?
5. Were there specific areas that required improvement?
6. Can you tell me what kind of an employee was he/she?
7. Could you describe their relationship with co-workers, customers and managers?
8. Do you think that he/she works better individually or in a group environment?
9. Describe the applicant's expertise in the field for which they are applying:
10. Would you comment on:
  - Quantity of Work:
  - Dependability/reliability:
  - Environment required to excel:
  - Quality of work:
11. How do they react to stressful situations?
12. What comments or suggestions would you have for (applicant's name) new manager?
13. What is your overall opinion of (applicant's name)?
14. Can you tell me the reason that he/she left your organization?
15. Would you re-employ?  Yes  No (If No, why not?)
16. From what you know would you recommend the applicant for the position applied?
  - Yes  No (If No, why not?)
17. Is there anything else you would like to comment on regarding (applicant's name) employment or job performance?

Date of reference check \_\_\_\_\_ Completed by \_\_\_\_\_



# Appendix 8

## Employment Offer Letter

June 1, 2010

Sally Smith  
123 Main Street  
Vancouver, BC V1V 1V1

Dear Sally,

### Employment Offer Letter

I am pleased to offer you the position of \_\_\_\_\_ at ABC Hotel, with the intended start date of \_\_\_\_\_. We look forward to welcoming you to our team.

This letter details the terms and conditions of your employment.

1. **Position.** You will be employed on a full-time basis as a \_\_\_\_\_. Your full responsibilities are outlined in the attached job description. Within the position of \_\_\_\_\_ report directly to \_\_\_\_\_ in the position of \_\_\_\_\_.
2. **Commencement.** Your start date will be July 1, 2010.
3. **Rate of Pay.** Your rate of pay will be \$13 per hour, payable bi-weekly (by cheque or direct deposit).
4. **Work Week.** Your regular work week will be Monday to Friday from 8:30 am to 4:30 pm. You will receive two paid 15-minute breaks and 30 minutes unpaid for lunch.
5. **Overtime.** Should you be required to work overtime, you will be entitled to overtime rates for these hours worked in accordance with the Employment Standards Act.
6. **Probationary Period.** You will serve a probationary period of three months. During this time your performance will be monitored, assessed and evaluated for suitability to this role and your continued employment.
7. **Benefits.** You will be eligible to participate in the Company's benefits plan after three months of continuous employment; details of which are attached.
8. **Vacation.** Your vacation entitlement will be 10 working days of paid vacation after one year of full-time employment; 12 working days of paid vacation after two years of full-time employment; 15 working days of paid vacation after five years of full-time employment; 20 working days of paid vacation after 10 years of full-time employment.
9. **Statutory Holidays.** You are entitled to nine statutory holidays as follows: New Year's Day, Good Friday, Victoria Day, Canada Day, BC Day, Labour Day, Thanksgiving Day, Remembrance Day and Christmas Day. Eligibility for statutory holiday pay will be in accordance with the *Employment Standards Act*.
10. **Company Policies.** You are expected to abide by all ABC Hotel's policies, practices and procedures. These will be provided to you during your orientation, which will be scheduled for you on your first day of work.

If you are in agreement with these terms and conditions, please sign and return one copy to myself by (date).

On behalf of ABC Hotels I would like to congratulate you on attaining this position and look forward to welcoming you to the ABC team. We are confident that you will be a great asset to our organization. Please do not hesitate to contact me should you have any questions or concerns.

Yours truly,

Jane Doe  
Manager, Front Desk

I, the undersigned, hereby accept the job offer of \_\_\_\_\_ at the ABC Hotel. I agree to accept the terms and conditions stated above and accept the responsibilities outlined in my job description.

Signature \_\_\_\_\_ Date \_\_\_\_\_

# Appendix 9

## Sample Training Plan

### **Remember that the purpose of the Employee Training Plan is to:**

- Determine what needs to be achieved during the first month of employment (i.e. on-the-job training)
- Set priorities for further training and career development on an annual basis
- Identify goals that are beneficial to the employee, their position and the organization overall
- Select the best available activities and the resources needed to help achieve these goals
- Set a timeline for achieving the goals.
- Review progress regularly and update training and development goals on an annual basis.

### **The sections of the Employee Training Plan are:**

- *Determine immediate training & development goals.* What needs to be achieved during the first month of employment (i.e. on the job training)?
- *Determine priorities for further training and career development.* What needs

to be achieved during the first year of employment?

- *Relationship of employee goals to the organization's goals.* How will the organization benefit from the training and development goals?
- *Knowledge, skills, abilities to be developed.* What will be learned?
- *Developmental activities.* What are the best training and development activities for the goals that have been identified?
- *Resources.* What resources are required for the employee to engage in the training and development activities identified – time, funds, help from others, and so forth?
- *Date for completion.* Employee Training Plans are usually written for a one-year period, but some employees may prefer to set short-term (1 year), medium-term (2 years), and long-term (3 years) goals. The longer time frame may be necessary if, as a goal, an employee wants to earn a degree or certification in their field.

*Employee Training Plan*

Name \_\_\_\_\_

	Immediate Training & Development Goals (first month of employment)	Training & Developmental Goals for the Next Year	Relationship of Goal to the Organization's Goals	Knowledge, Skills, Abilities to be Developed	Developmental Activity	Resources	Date for Completion
<b>Goal 1:</b>							
<b>Goal 2:</b>							
<b>Goal 3:</b>							

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Manager's Signature \_\_\_\_\_ Date \_\_\_\_\_

# Appendix 10

## Employee Orientation Checklist

### *Category 1: Prior to Start Date*

Personnel Requisition Form	<input type="checkbox"/>	Application (signed & completed)	<input type="checkbox"/>
Reference Check Information & Interview Notes	<input type="checkbox"/>	Written offer of employment	<input type="checkbox"/>
Training and paperwork documentation ready for start date	<input type="checkbox"/>	Company literature	<input type="checkbox"/>
An organizational chart and map of the building(s)	<input type="checkbox"/>	A comprehensive employee handbook that details company policies, procedures and standards	<input type="checkbox"/>
A glossary of industry or company-specific terminology and acronyms	<input type="checkbox"/>	A list of internal contacts for inquiries related to payroll, benefits, technical support, etc.	<input type="checkbox"/>

# Appendix 10

## Employee Orientation Checklist

### Category 2: Start Date Responsibilities

#### 2a) Receive the Employee

Review a copy of the employee's application	<input type="checkbox"/>	Be familiar with the employee's experience, training and education	<input type="checkbox"/>
Review the job description with the employee, including the duties, responsibilities and working relationships	<input type="checkbox"/>	Provide employee with New Employee Workbook	<input type="checkbox"/>
Ensure employee signs all applicable documentation	<input type="checkbox"/>	Direct deposit authorization form	<input type="checkbox"/>
Fill out employee benefit forms	<input type="checkbox"/>	Explain the total organization and how the employee fits in	<input type="checkbox"/>
Ascertain future career goals of the employee	<input type="checkbox"/>	Outline department specific goals and objectives	<input type="checkbox"/>

#### Review the following

Probationary period	<input type="checkbox"/>	Performance review process	<input type="checkbox"/>
Salary increase	<input type="checkbox"/>	Work hours, breaks, mealtimes and other rules	<input type="checkbox"/>
Equipment, such as telephone, copier and fax machine	<input type="checkbox"/>	Duties, responsibilities, and purpose	<input type="checkbox"/>
Handling of confidential information	<input type="checkbox"/>	Performance expectations/goals	<input type="checkbox"/>
Promotions/Transfers	<input type="checkbox"/>	Safety/emergency procedures (Safety Orientation Checklist)	<input type="checkbox"/>
Emergency exits	<input type="checkbox"/>	Reporting injuries	<input type="checkbox"/>

# Employee Orientation Checklist

## 2b) Welcome the Employee

Introduce the new employee to his/her co-workers	<input type="checkbox"/>	Indicate to each co-worker what the new employee's position will be	<input type="checkbox"/>
Explain the functions of each person to the new employee as you introduce them	<input type="checkbox"/>	Tour the department, plant or company	<input type="checkbox"/>
Explain where the lavatories, coffee and/or break areas are, together with the location of the parking facilities	<input type="checkbox"/>	Set a time and date within one week, to cover any questions or concerns of the new employee and check progress	<input type="checkbox"/>

## 2c) Introduce the Employee

Ensure the new employee's work area, equipment, tools and supplies are prepared and available	<input type="checkbox"/>	Have the employee sign for any tools, equipment, vehicles, etc. provided by the company	<input type="checkbox"/>
Explain the levels of supervision within the department	<input type="checkbox"/>	Provide the new employee with the necessary or required training (Employee Training Plan)	<input type="checkbox"/>
Review general administrative procedures	<input type="checkbox"/>	Explain the hours of work, overtime procedures, call-in procedures	<input type="checkbox"/>
Give the new employee the department telephone number	<input type="checkbox"/>	Explain company products and services	<input type="checkbox"/>

## *Acknowledgment and Agreement*

I, \_\_\_\_\_ acknowledge that I have read and understand the Employer Orientation Checklist of \_\_\_\_\_.

**Name** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

# Appendix 11

## Employee Safety Orientation Checklist

This checklist is intended for use during the new employee orientation phase to ensure that employees are aware of all safety equipment, identified hazards, and evacuation plans.

**Employee** \_\_\_\_\_

- Emergency Stop Locations
- Fire Extinguisher Locations
- Chemicals and Controlled Products use in work area (WHMIS)
- Personal Safety Equipment Requirements
- Operating instructions for specialized equipment and tools
- Emergency Exits and Evacuation Assembly Point
- Name of area Safety Representative and alternate
- Pedestrian Hazards

**Additional Safety Information**

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**Employee's Signature** \_\_\_\_\_

**Supervisor's Signature** \_\_\_\_\_



# Appendix 12

## Sample Performance Evaluation Form

<b>Employee</b>	
<b>Job Title</b>	
<b>Department</b>	
<b>Supervisor</b>	
<b>Evaluation Period</b>	From: _____ To: _____

### Part I – Instructions

This evaluation form lists the criteria and competencies against which you must rank the employee. [Company name] considers these performance factors to be critical to the success of personal, departmental, and company goals. The criteria listed in this evaluation should accurately reflect the employee’s overall performance as it relates to the duties/expectations set forth in his or her job description.

Rate the employee in each section of this form according to the table below. Be sure to add comments, thoughts, and observations as these are important to the evaluation process.

<b>1</b>	<b>UNACCEPTABLE</b> – Consistently fails to meet job duties and expectations; performs at a level demonstrably below corporate requirements; improvement required immediately to maintain employment.
<b>2</b>	<b>MEETS EXPECTATIONS</b> – Performs job duties at a satisfactory level according to job description, under normal supervision and direction.
<b>3</b>	<b>EXCEEDS EXPECTATIONS</b> – Often exceeds job requirements; consistently meets goals and objectives; accomplishments occasionally made in areas outside normal job role.

### Part II – Job Criteria

<b>Abilities, Knowledge and Skills</b>	
The degree to which the employee exhibits the knowledge and skills required to fulfill job duties, as well as the techniques and tools used to do so.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

# Appendix 12

## Sample Performance Evaluation Form

### Part II – Job Criteria *continued*

<b>Quality of Work</b>	
Does the employee complete his/her work with the expected degree of quality? Is the employee attentive to detail, and actively seeks out and corrects quality control issues? Take into account accuracy of work, neatness and adherence to standards.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Quantity of Work</b>	
Does the employee complete his/her fair share of the assigned work load? Are deadlines met consistently? Also consider how well the employee manages his/her time, and how well he/she manages simultaneous or conflicting priorities.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Attitude</b>	
Does the employee display a positive and cooperative attitude about his/her job role, assigned work, and the organization? Are working relationships built and maintained by this employee? Is he/she open-minded and accepting of constructive feedback by peers?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

Sample  
Performance  
Evaluation  
Form

**Part II – Job Criteria *continued***

<b>Communication Skills</b>	
Does the employee communicate clearly and effectively within his/her role? Does the employee clearly express himself/herself both orally and in writing? Does the employee listen well and respond appropriately? Are written and verbal reports clear and accurate?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

**Part III – Behavioral Characteristics**

<b>Co-operation</b>	
Does the employee work well with peers and supervisors? Does the employee willingly contribute to the success of the team or department? Does the employee exhibit consideration for others; a willingness to help; maintain a rapport with co-workers?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Reliability</b>	
Does the employee follow through on commitments and job duties consistently? Does the employee accept accountability for his/her work? Does the employee properly follow instructions, directives, and procedures?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

# Appendix 12

## Sample Performance Evaluation Form

### Part III – Behavioral Characteristics *continued*

<b>Initiative</b>	
Does the employee actively seek out and assume additional responsibilities, without being asked to do so? Does the employee demonstrate an ability to encourage and/or inspire others? Does the employee recognize and act upon new opportunities?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Attendance and Punctuality</b>	
Consider the extent to which the employee is late on assigned working days; the extent to which the employee departs early on assigned working days; and the extent to which the employee is sick or absent, all within the context of organizational policies.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Judgment and Analysis</b>	
How well does the employee effectively analyze and solve problems? Does the employee clearly use sound judgment to do so? Is the employee decisive? Does the employee act on decisions in a timely manner? Does the employee successfully overcome obstacles?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

Sample  
Performance  
Evaluation  
Form

**Part III – Behavioral Characteristics *continued***

<b>Adaptability</b>	
How well does the employee adjust to new directives, procedures, duties, supervisors, or working environments? Does the employee accept new ideas with relative ease? Does the employee suggest new methods and approaches to work?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

**Part IV – Supervisory Criteria (if applicable)**

<b>Leadership</b>	
Does the employee consistently demonstrate his/her ability to lead others? Does the employee motivate others to perform better? Does the employee have the respect of his/her work group? Does the employee direct others towards a common goal.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Organizational and Planning Abilities</b>	
How well does the employee plan and organize work duties? Does the employee coordinate well with other workers and departments? Does the employee establish priorities appropriately; anticipate future needs?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

# Appendix 12

## Sample Performance Evaluation Form

### Part IV – Supervisory Criteria (if applicable) *continued*

<b>Task Delegation</b>	
How well does the employee oversee the work and direction of subordinates? Are duties assigned appropriately? Does the employee select the right kind of staff as appropriate to the task at hand?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Administrative Skill</b>	
To what extent does the employee manage day-to-day administrative duties? Does the employee ensure that organizational policies are adhered to? Does the employee make the appropriate utilization of company budget, equipment, and resources?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

<b>Staff Management</b>	
Is the employee a positive role model for peers and/or subordinates? Does the employee provide constructive guidance and feedback to others? Does the employee assist other workers in accomplishing their own goals, duties, objectives?	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

# Sample Performance Evaluation Form

## Part V – Objective Completion

Objectives for Review Period
List and discuss the objectives set forth for this employee during the period under review. Identify those areas of responsibility where the employee did/did not meet performance objectives and/or project milestones. Evaluate the progress made by the employee on predetermined objectives, projects, job duties, and special assignments by selecting the appropriate box below each goal listed.
Objective #1
Satisfactory Progress _____ Unsatisfactory Progress _____
Objective #2
Satisfactory Progress _____ Unsatisfactory Progress _____
Objective #3
Satisfactory Progress _____ Unsatisfactory Progress _____

Objectives for Next Review Period
List any goals, projects, job duties, and special assignments to be continued and/or completed in the coming year. Set these goals with the understanding that corporate priorities are subject to change as business situations change. Update this section as necessary throughout the next review period.
Objective #1
Satisfactory Progress _____ Unsatisfactory Progress _____
Objective #2
Satisfactory Progress _____ Unsatisfactory Progress _____
Objective #3
Satisfactory Progress _____ Unsatisfactory Progress _____

# Appendix 12

## Sample Performance Evaluation Form

### Part VI – Overall Performance

Overall Assessment	
Use this space to specify the employee’s overall job performance. The overall rating should reflect and take into account both job criteria, behavioural, supervisory, and goal completion rankings.	
<b>UNACCEPTABLE</b>	<b>1</b>
<b>MEETS EXPECTATIONS</b>	<b>2</b>
<b>EXCEEDS EXPECTATIONS</b>	<b>3</b>
Comments:	

Development/Training Objectives
Complete this section once you and the employee have discussed and agreed upon opportunities for improvement of the employee’s performance/skills. Include training (either formal or informal) and/or developmental objectives, corresponding activities, and time frames for completion.
<b>Developmental/Training Objective #1</b>
<b>Developmental/Training Objective #2</b>
<b>Developmental/Training Objective #3</b>

Supervisor’s Signature \_\_\_\_\_ Date \_\_\_\_\_



Sample  
Performance  
Evaluation  
Form

**Part VII – Employee Signoff**

I have been advised of my performance rankings. The rankings and comments in this review have been discussed and explained to me by my supervisor. My own comments are as follows:

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**Employee’s Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

# Appendix 13

## Exit Interview

### *Conducting an exit interview*

If the employee's departure is voluntary, it is appropriate to conduct an exit interview to get feedback about your company and their perspective on what it is like to work there.

In order to elicit candid and honest feedback from the employee the exit interview must be treated as confidential and you must make the employee aware that comments made during the interview will in no way affect any business reference your company may be willing to provide.

Here are some suggestions of questions to ask during an Exit Interview:

- What is your main reason for leaving?
- Would you work for ABC Hotels again? Why or why not?
- Would you recommend ABC Hotels to friends or family? Why or why not?
- What did you enjoy about your job?
- What did you dislike about your job?
- What would you change about your job?
- How would you describe your working relationship with your co-workers?
- Do you feel that your job contributed to the company's success?
- Were you satisfied with your career progression? If not, why?
- Were you satisfied with your salary/benefits? Why or why not?
- How would you describe your working relationship with your supervisor?
- How could your supervisor improve his/her management/leadership style?
- What did you like most about working at ABC Hotels?
- What did you like least about working at ABC Hotels?
- Do you have any suggestions on how to improve working conditions here?
- What do you think it takes to succeed at ABC Hotels?
- What are the advantages of your new employer or position?
- Is there anything that could have happened differently during your time here that might have made you decide to stay?
- Do you have any other comments you would like to make?

Overall, how would you rate the following:

	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
Compensation			
Benefits programs			
Quality of leadership			
Work environment			
Training			
Communication from manager			
Quality of customer service			
Health and safety			



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