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Employee Recruitment & Retention During a Pandemic

Practical Tips for Tourism & Hospitality Employers

AdvantageHOPE

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The logo for go2HR, featuring the text "go2HR" in a bold, blue, sans-serif font. Above the "2" is a stylized green graphic consisting of three curved lines that resemble a flame or a wave. A registered trademark symbol (®) is located to the upper right of the "R".

AGENDA

- COVID-19 and shifting workplace expectations
- Tapping into alternative labour pools
- Job postings that reflect changing expectations
- Tips to help engage employees during challenging times
- Employee retention through the off-season



Photo Credit: DBC



**HELP
WANTED**

POLL

What method(s) did you use to recruit employees for the 2021 summer season?

- Online Job Boards (e.g. *go2HR*, *WorkBC*)
- Social Media
- Word-of-mouth
- Employee referrals
- Window Signage
- Employment Service Providers
- Seasonal employees returned
- International recruitment
- None of the above
- All of the above
- Other



COVID-19 & Changing Needs in the Workplace

- COVID-19 pandemic has been ongoing for 18 months+
- Every person has been impacted in one way or another
- World and how we do business has changed
- Slow recoveries - business starts, stops, restarts
- What we needed or valued as individuals 18 months ago may or may not be the same as it is now
- These changing needs are translating into the workplace
- Employers need to understand the changes in order to adjust the way in which we recruit and retain employees

Sorry

We are
Short staffed

EVERY RESTAURANT IS SHORT STAFFED NOW.
(LEFT TOWN OR CHANGED THEIR CAREER)
PLEASE EXPECT SLOWER SERVICE.
WE ARE TRYING OUR BEST TO HIRE AND SERVE

THANK YOU FOR THE PATIENCE.

The Story Café
Eatery & Bar

Impact of COVID on the Labour Market

- Labour shortages & increasing competition for workers
- Some pre-COVID labour-related issues still exist
- Perception of tourism jobs
- COVID impact on diverse groups
- Jobs are changing
- Skillsets, knowledge and experience requirements changing
- Skills shortages remain

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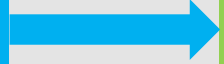
COVID-19 & Shifting Workplace Paradigms

Old Paradigm

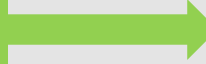
Pre-Pandemic

Pandemic - Now

Employees Meet
Employer's Needs

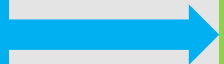


Employers Meet
Employee's Needs



Employers Meet Employee's
Needs

Passive/Just-in-Time
Hiring



Active, Ongoing
Recruitment

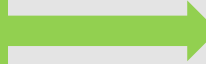


Ongoing Recruitment &
Increase Focus on Retention

Minimum Wage

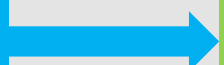


Competitive Wage

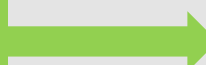


Competitive Wage & Other
Benefits - WIIFM

Fixed Schedule for
Employer Convenience



Flexible Schedule



Flexible Work Arrangements

COVID-19 & Shifting Workplace Paradigms

Old Paradigm

Pre-Pandemic

Pandemic - Now





Changing Expectations – Impact Of COVID-19

Employee & job seeker expectations and needs are changing:

- Personal safety is a priority
- Personal priorities changing
- Increased concerns about job security and stability
- Increased need for flexibility
- Increased desire for communication & information
- People are evaluating what is important to them and where possible making job choices that reflect and support
- WIIFM - What's in it for me?

Tapping Into Alternative Labour Pools





Alternative Labour Pools

- Canadians
- New Immigrants
- Persons with Disabilities
- First Nations
- Women
- Students



Alternative Labour Pools

Additional information:

[go2HR Resources for Recruiting from Diverse Labour Pools](#)

Job Postings That Reflect Changing Expectations



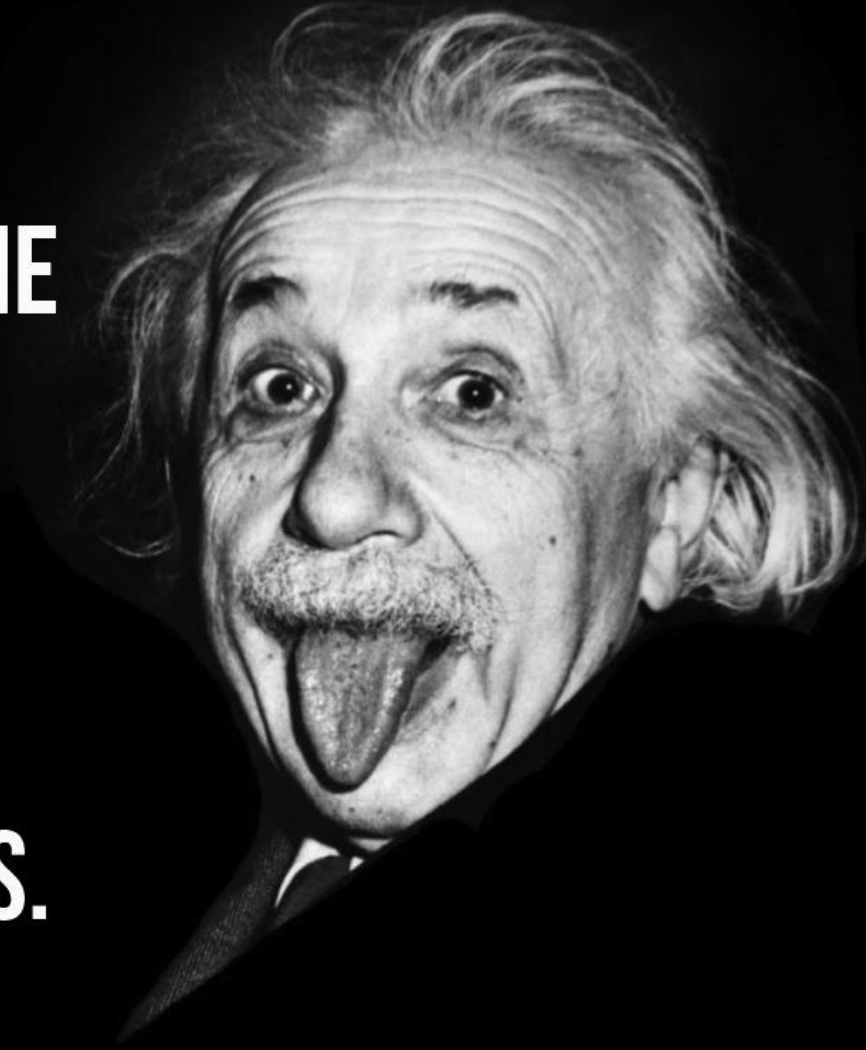


POLL

When recruiting for the 2021 summer season, did make any changes in your HR policies or practices, in efforts to recruit?

- Increased pay
- Added/modified benefits (e.g. extended health)
- Added/modified perks (e.g. staff discounts)
- Revised job postings
- Changed where we post jobs
- None of the above
- All of the above
- Other

**INSANITY: DOING THE
SAME THING OVER
AND OVER AGAIN,
AND EXPECTING
DIFFERENT RESULTS.**



Job Postings

Stand out



Job Postings – The Basics

Every job posting should contain:

1. Job Title
2. Who you are - Company Info
3. What they will do - Brief Overview
4. What they need - Qualifications
5. What's in it for them - Selling features
6. Where to apply - Call to Action

Job Postings – SELLING the Job

Target market advertising for job seekers

- Who is your target audience?
- What are their needs?
- What can the job help meet their needs?
- What (else) is in it for them?



**SPECIAL
DEAL**

Limited time offer!

*term and conditions apply

Example Job Posting #1

Line Cook/Prep Cook - Full-time, Part-time, Permanent

We're looking for a talented and experienced cook to join our kitchen team. Candidates must be hard working and clean. Successful applicants must be able to work legally in Canada and be available to work on weekends.

Salary: \$19.00-\$22.00 per hour

Additional Pay:

Overtime

Tips

Benefits:

Discounted or free food

License/Certification:

Food Safety Certification (preferred)

Schedule:

8 hour Day shift

Monday to Friday

On call Rotation Weekends

Would you apply?

Experienced Cooks

We are a rapidly growing brand that is progressive with our menu and aim to execute at a high rate of efficiency. We take pride in every dish that hits the table with product that we are proud to serve to our guests. From shift to shift we look to develop our cooks and move forward as a team. We carry a strong team mentality as we aim improve ourselves and our environment.

Salary: \$19.00-\$22.00 per hour

What's in it for you?

Flexible schedules
Competitive wages
Room for advancement

Additional pay:

Tips
Overtime

Benefits:

Discounted or free food

What we look for:

Professional attitude and demeanor
Strong work ethic
Team/Guest first and entrepreneurial mentality
Desire to succeed, progress and train

Experience:

cooking: 1 year (preferred)
Kitchen experience: 1 year (preferred)

Schedule:

10 hour shift
8 hour shift
Day shift
Monday to Friday
Night shift
Weekends

Would you apply?

Example Job Posting #3

Experienced Line Cook

The Café is a fast-paced casual fine-dining restaurant in XXX that is dedicated to providing high quality food with excellent service. We are looking for an experienced individual who has drive, motivation and a passion for cooking while being a team player. The Café treats every employee like a family member and wants to make sure they have good health and protection during their employment.

Café provides group benefits to every employee. This covers life insurance, accidental insurance, dental, vision, medicines, massage, different therapies and more as well as covering their family to allow employees to work in a "worry free" work environment. Other than group benefits, each employee will receive tips, and be provided a staff meal, coffee, and drinks during their shift.

Salary: \$19 - \$23 per hour + tips

Requirements:

At least 2 year cooking experience, fine dine experience is an asset

Able to work in a busy, fast paced environment

English language skill level: fluent or intermediate level

Canadian citizen or Permanent Resident preferred, if work permit - must be able to work more than 6 months

Benefits:

Staff meal provided for each shift

Staff discount

Only a few minutes walk from transit station

Closed on some holidays (Christmas, New Year)

CovidSafe certified workplace

Safe, positive environment

Friendly, multicultural team of staff

Full extended group benefits

Schedule:

Line cook/Morning cook 8am - 5pm

Dinner cooks 2:45pm - 11pm

Must be able to work Saturday and Sunday

Would you apply?

We Seek Kitchen Warriors!

Brentwood Bay Resort & Spa - Victoria, BC

Recently named Employer of the Year by the Victoria Chamber of Commerce , Brentwood Bay Resort & Spa is seeking Kitchen Warriors to join our team. We are especially interested in those looking to work BREAKFAST SERVICE.

ABOUT YOU...

- You don't know what it's like to not be in a constant state of stress.
- You run on energy drinks and coffee because sleep is overrated.
- Your arms and hands are covered in scars from burns and cuts of days past.
- You are genuinely passionate about your craft. What other reason could there for putting up with brutal reality of a kitchen position?

ABOUT THE ROLE...

Working under the guidance of Executive Chef, Fred Bjarnason, you'll cook so much food for other people that you'll never want to cook for yourself again. You'll be expected to constantly give 110% while working furiously in a searing hot, non-ventilated, extremely humid, artificially lite space that is far too small to accommodate what needs to be done. You'll spend the majority of your time working with a small group of individuals whose socially unacceptable and politically incorrect sense of humour will, in no time, become your own.

WHAT YOU OFFER...

- Skilled in multi-tasking', or in other words doing the job of three people;
- The ability to deal with a group of melodramatic and short tempered individuals, without taking it personally;
- Clear and communicative (aka loud and proud);
- You've survived at least a year in another kitchen;
- Certification in First Aid, Food Safe and WHMIS or equivalent an asset;
- Bionic strength and stamina to perform physical work, stand/walk for long periods of time and lift 50 lbs;
- No desire to ever have a holiday or long weekend off ever again.

WHAT WE OFFER...

- Good hourly wages;
- An Executive Chef, who respects his team;
- Benefits;
- Gratuities;
- Resort and food discounts;
- A work environment that is not as awful as the others.

HOW TO APPLY...

Send us your resume, introduce yourself and let us know the position you're applying for.



BRENTWOOD BAY

Resort • Spa • Dining Room • Pub

Retaining Employees



Employee Retention

Seek to maximize each person's employment experience so that they are encouraged to stay and:

- do their best work
- contribute to a positive work environment
- return next season
- encourage others to apply



Employee Retention

- In order for employee retention activities to be successful, they need to be meaningful to employees
- Not sure what your employees find meaningful? Ask them



Poll - Employee Retention

If you were to ask your top-performing employees what they **enjoy most** about working for your business... or their job...

What would they say?

- Enjoy their work
- Feel like the company cares about them
- Pay
- Perks
- Benefits
- Stable work
- Training
- Career opportunities
- Other? (Pls comment in the chat)
- I'm not sure, I'll have to ask them



Poll - Employee Retention

If you were to ask your top-performing employees what they **enjoy least** about working for your business... or their job...

What would they say?

- Dealing with difficult guests
- Lack of training
- Lack of advancement opportunities
- Pay
- Lack of benefits
- Unstable work
- Other? (Pls comment in the chat)
- I'm not sure, I'll have to ask them

Employee Retention & Engagement

Use this information to help identify opportunities to increase employee retention & engagement, in a way that your employees will value.

What should you:

- Stop doing
- Start doing
- Do more of

Employee Retention - Off Season

Retention strategies don't have to be expensive

Examples:

- Exit Interviews
- Keep in touch (e.g. Social media groups, newsletters)
- Personal Recognition (e.g. send a birthday card, offer a discounted service to enjoy)
- Holidays (e.g. send a card/virtual greetings, virtual or in person social event)
- Seasonal Return Incentives



Thank you

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