



The resource for people in **Tourism**

# Welcome

## **Recruitment & Retention During Turbulent Times**

*Tourism Vancouver Island*

*March 4, 2009*

# Agenda

- Welcome & Introductions
- Impact in the Workplace
- Best Practices – 5 tips
- Survey: HR programs
- Q & A discussion

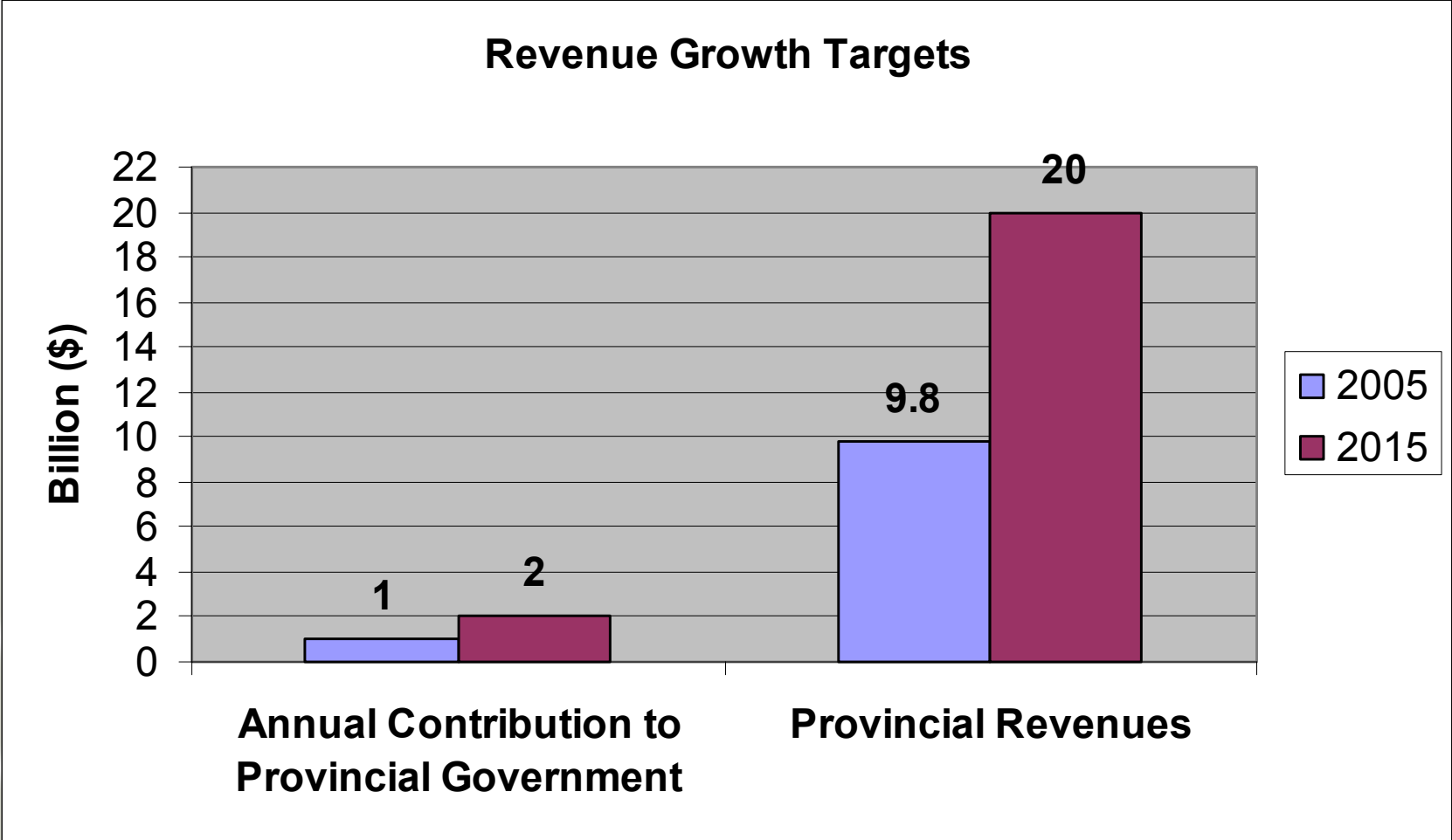
# About go2

- **go2** is B.C.'s tourism industry human resources association
- Helping tourism employers to recruit, retain and train to support industry growth



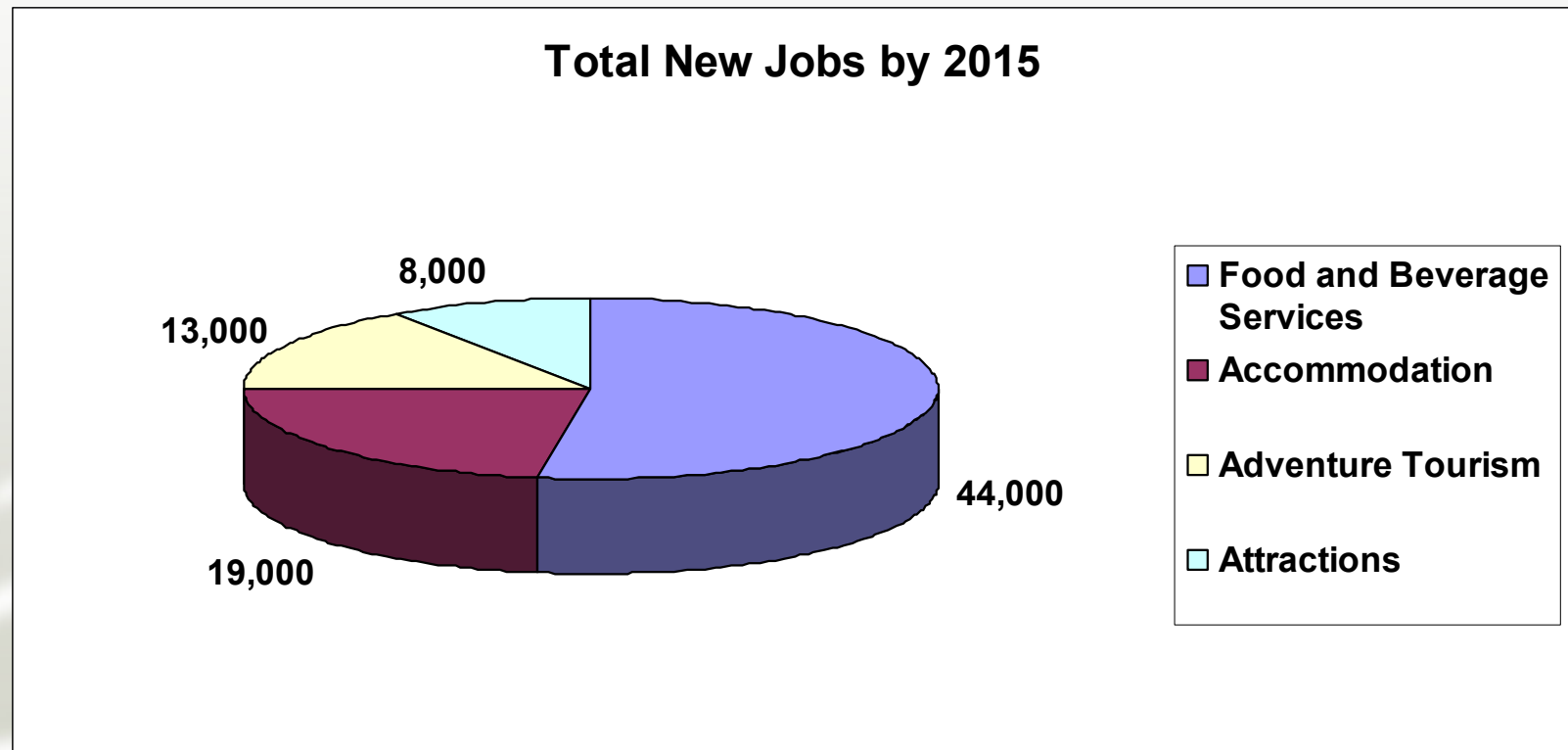
[www.go2hr.ca](http://www.go2hr.ca)

# Growth Targets to 2015



# Careers in Demand in Tourism

**84,000 NEW jobs over the next decade:**



**Plus a high demand for entrepreneurs opening new tourism businesses**

# Tourism Labour Market Challenges

- Aging demographics
- Fewer young people entering the labour force
- Competition from other sectors
- Alberta factor
- Small business/seasonal operations

Due to extreme  
labour shortages  
Tim Hortons GOLDEN  
IS **CLOSED**  
at 6:00 pm

thank you for  
understanding .

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# 5 Major Business Imperatives for Small Business

- Finance
- Marketing
- Operations
- Technology
- Workforce/Labour/Human Resources

# Focus During Tough Times

- Executives: Strategic impact
- Managers: Operational impact
- Front Line: Job security

# What might show up in the workplace

- Low morale
- Productivity loss
- Preoccupation with changes
- Constricted communication
- Rumours & speculation
- Politicking & posturing
- Personal problems

# Employee response to turbulence:

- Is perfectly normal
- Should be expected
- Can and must be managed

# 5 Keys to Managing During Tough Times

- **Communication**

*“The difference between management and leadership is communication”*

*Winston Churchill*

# 5 Keys to Managing During Tough Times

- **Employee Engagement** – involve them in finding solutions

# 5 Keys to Managing During Tough Times

- **Be an Employer of Choice** – in bad times as well as good

# 5 Keys to Managing During Tough Times

- Consider alternatives to layoffs
  - Workshare Program

# 5 Keys to Managing During Tough Times

- If downsizing is necessary, use best practices in laying off staff

# Survey: HR Programs

- What's safe:
  - Retiree benefits
  - Medical/dental/disability
  - Employee recognition
  - Flexible work arrangements

# Survey: HR Programs

- What's getting cut:
  - Business Travel
  - Holiday celebrations
  - Extra-curricular memberships (golf, fitness clubs)
  - Salary increases
  - Employee Extras (tuition reimbursement, subsidized dining)
- On the fence:
  - Training & development

# Wrap Up

- Questions & Discussion
- Thank you!