

# Winning Employee Retention Strategies for Today

Fortify Conference  
November 7, 2018





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**Were you fully staffed for the entire summer season this year?**

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☐ Yes

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☐ No

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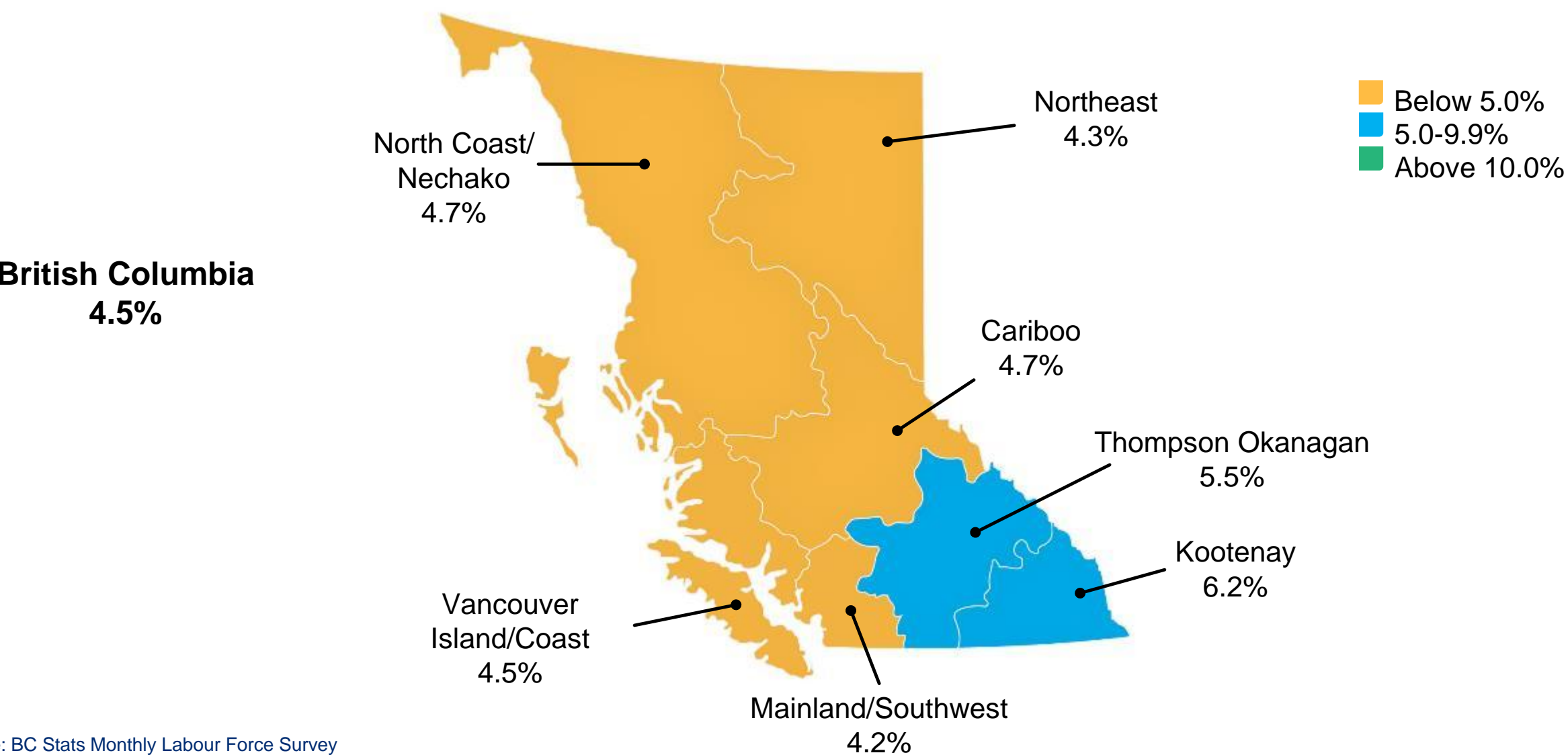
**Submit**

# Were you fully staffed for the entire summer season this year?



# BC Unemployment Rates

(3 Month Moving Average as of October 2018)



# British Columbia Outlook (2018-2028)

**48,200**

Openings  
Due To Growth

+

**57,800**

Replacement Jobs  
Due To Retirement

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**106,000** Total Job Openings

2018 Tourism & Hospitality Jobs: 302,700



# Top Demand Occupations by Sector

## Tourism & Hospitality

Job Openings (2018 – 2028)		106,000
Management and Supervisory	Restaurant and Food Service Managers	7,600
	Chefs	2,700
	Food Service Supervisors	1,600
Skilled Occupations	Cooks	9,800
	Bus Drivers	3,800
Front Line/ Entry Level	Food Counter Attendants & Kitchen Helpers	11,500
	F&B Servers	8,100

# Top Demand Occupations by Sector

## Farms (includes Wine Grape / Hop Production)

Job Openings (2018 – 2028)	
Managers in agriculture	2,747
General farm workers	1,192
Nursery and greenhouse workers	559
Harvesting labourers	384
Managers in horticulture	187



# Top Demand Occupations by Sector

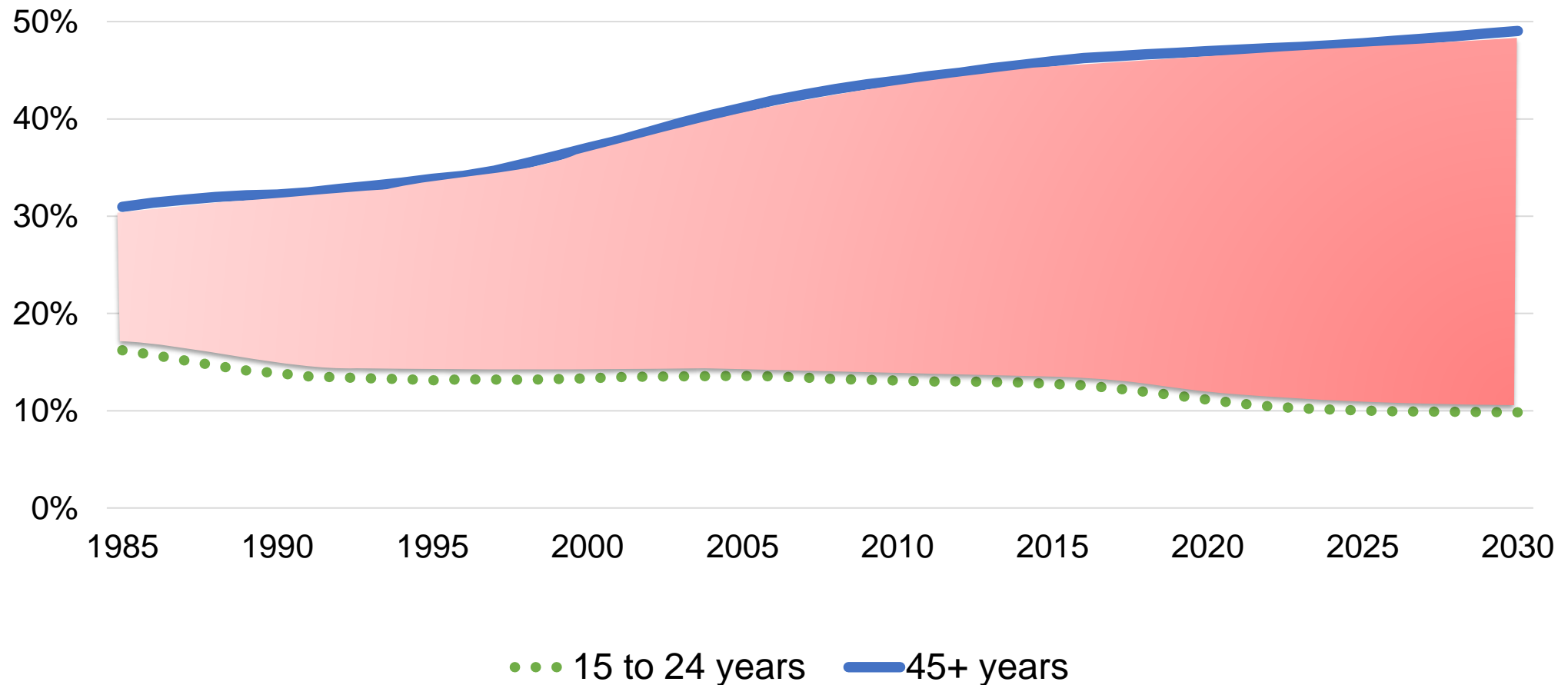
## Food & Beverage Manufacturing

### Job Openings (2018 – 2028)

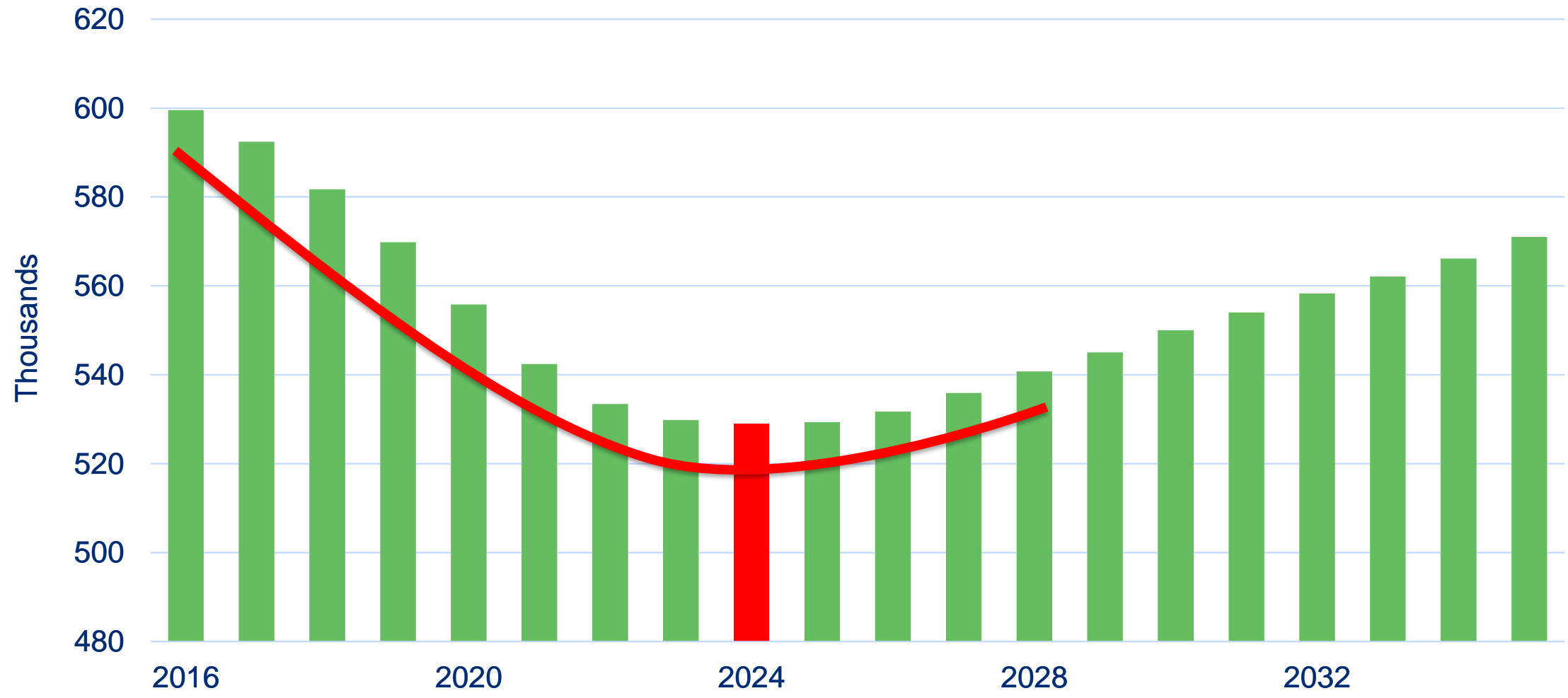
Labourers in food, beverage and associated products processing	1,944
Process control and machine operators, food, beverage and associated products processing (includes brewers and winemakers)	1,053
Manufacturing managers	856
Supervisors, food, beverage and associated products processing	468
Retail salespersons	381
Material handlers	336
Sales and account representatives - wholesale trade (non-technical)	303
Senior managers - construction, transportation, production and utilities	230
Construction millwrights and industrial mechanics	210
Janitors, caretakers and building superintendents	183

# Changing Demographics

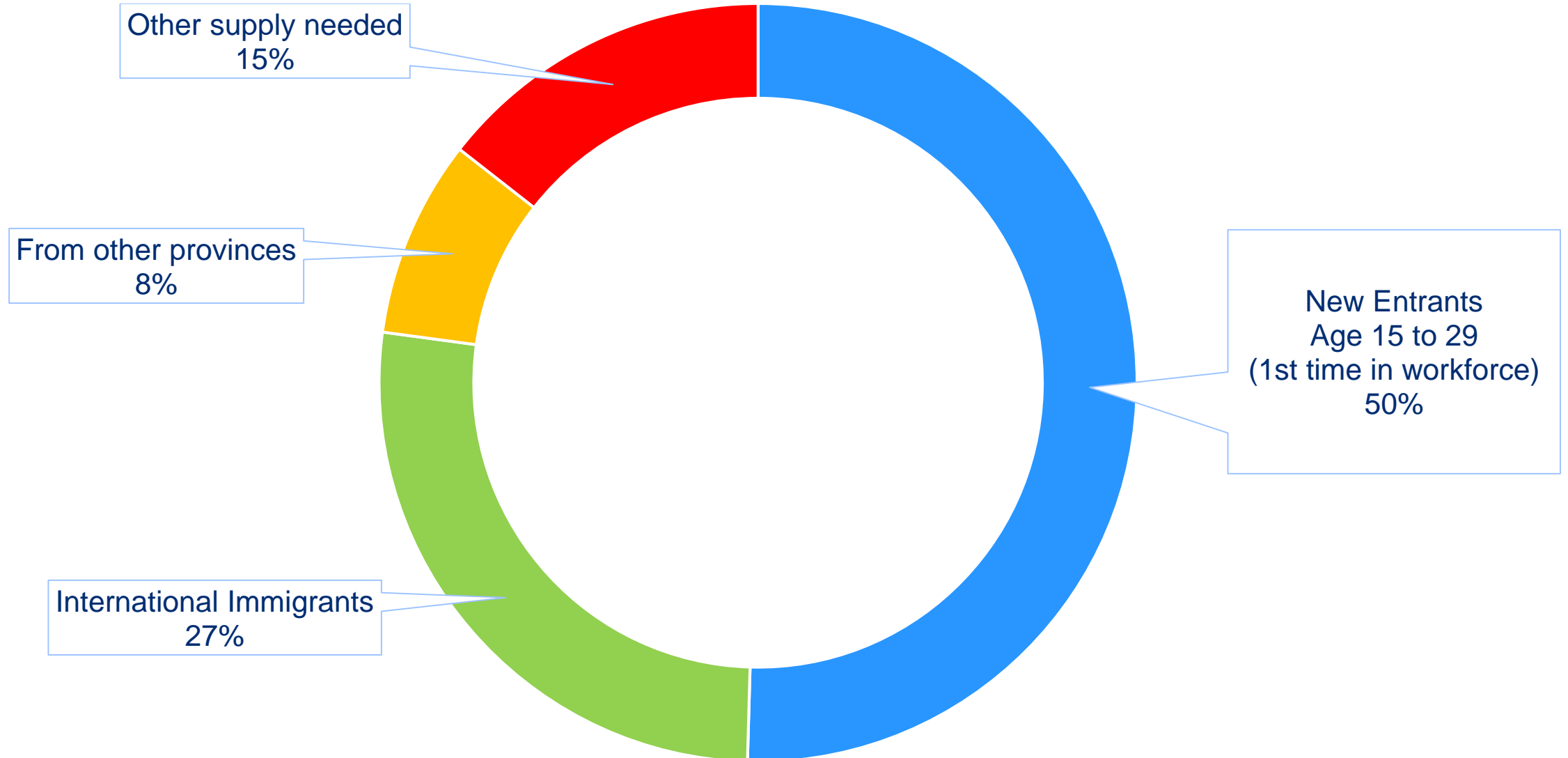
% of population by age group



# Youth Population (15-24 year olds)



# Filling BC Job Openings 2018-2028 (All Industries)



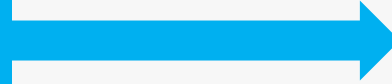






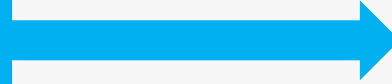
# Old Paradigm / New Paradigm

**Employees Meet  
Employer's Needs**



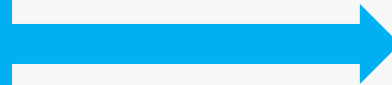
**Employers Meet  
Employee's Needs**

**Passive/Just-in-Time  
Hiring**



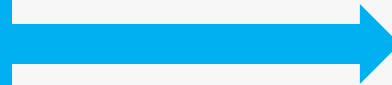
**Active Hiring**

**Minimum Wage**



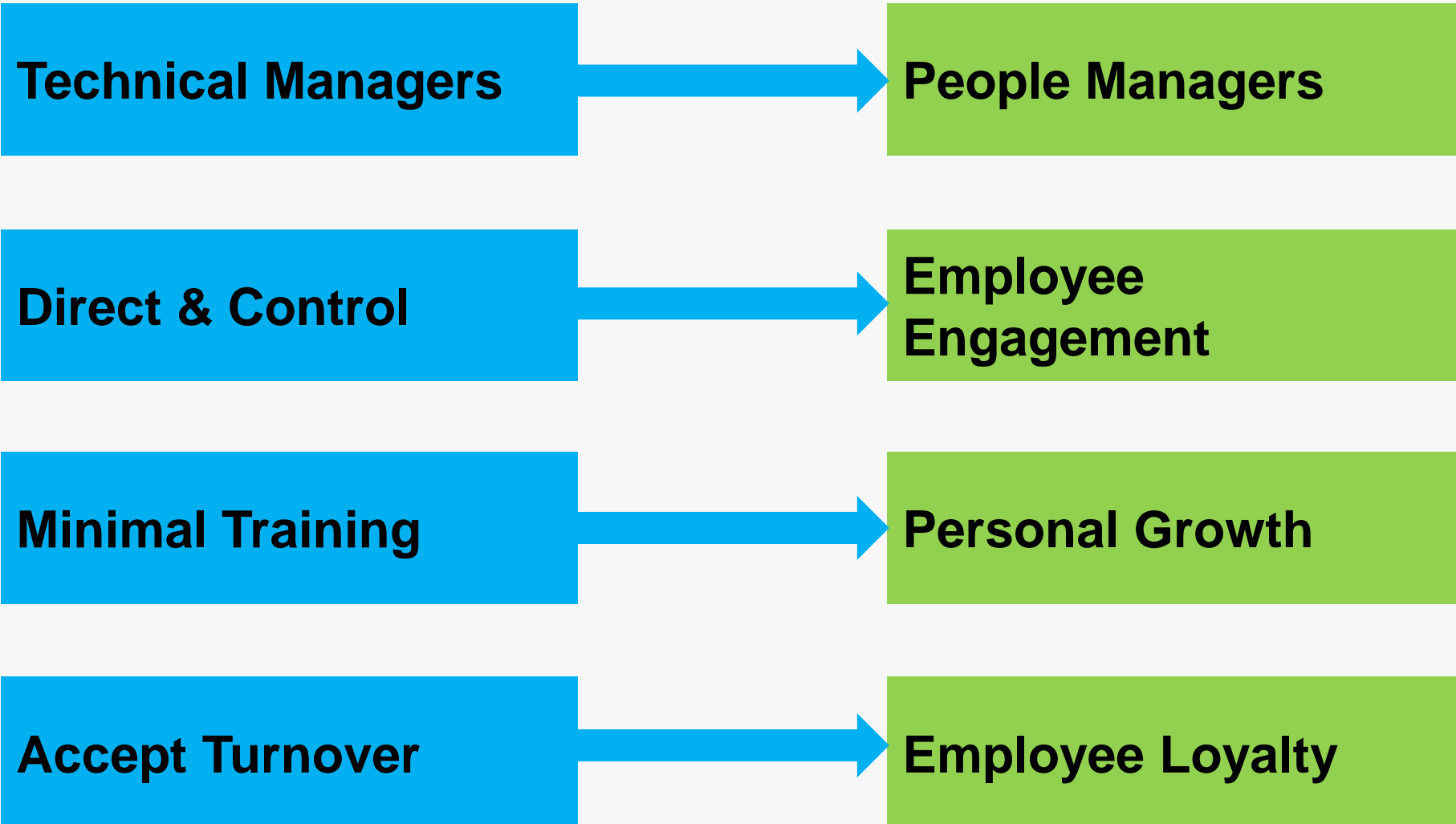
**Competitive Wage**

**Fixed Schedule for  
Employer Convenience**



**Flexible Schedule**

# Old Paradigm / New Paradigm





# Employer Branding



# Would *You* Apply?

## Job Description:

The Grill is looking for a senior level cook

## Job Description:

Ski and Lodge Assistant

## Job Description:

The Head Housekeeper is ultimately responsible for overseeing all cleaning operations at the Lodge

## Application Process:

Submission of resume **does not guarantee an interview**. Only qualified applicants are encouraged to apply, provided they meet the minimal requirements of the applicable skills required.

\*Applications **will not be accepted via email or in person**.\*

\*\*We thank all applicants for their interest in Career opportunities with us, however, only those applicants we wish to interview will receive a reply to their application.\*\*

**\*\*\*ABSOLUTELY NO PHONE CALLS PLEASE\*\*\***

# Would *You* Apply?

## HIRING OPPORTUNITY!

**Are you semi-retired or a recent retiree?**

Are you a self-confessed neat-nick?

Are you particular & detail orientated?

Are you looking for some activity and social interaction?

**IF SO, WE HAVE A UNIQUE OPPORTUNITY FOR YOU!**



**Tigh-Na-Mara** is creating a new position: "**Guest Room Inspectors**"

The Guest Room Inspector's main function will be to inspect our rooms to ensure our standards are continually being met. The Guest Room Inspector will be required to perform light cleaning duties should they discover deficiencies. The shifts will be in the afternoon between 4 to 5 hours.

**Please contact Cindy Lunde at  
250-248-1808 or via email:  
[cindy.lunde@tigh-na-mara.com](mailto:cindy.lunde@tigh-na-mara.com)**



1155 RESORT DRIVE, PARKSVILLE, BC  
1-800-663-7373 OR 250-248-2072

**TIGH-NA-MARA.COM**

# 6 QUESTIONS

EVERY JOB POST SHOULD ANSWER



## What is the job?

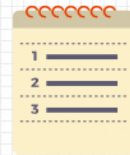
Make sure the title is close enough to 'traditional' titles so people (and search engines) recognize the job.

## Who are you?

Brag about your company! Let the world know why you are the best employer by describing your employer brand!



## What will they do?



Make sure you have a well-written job description - this means providing an accurate overview of responsibilities!



## What do they need?

Education, previous experience, certifications, training programs (SuperHost, Serving it Right), etc. but beware: too many requirements may scare suitable candidates from applying!

## What's in it for them?



You'd be surprised – wages alone are not typically the deciding factor for job seekers. Besides pay, what else do you offer?



## How can they apply?



Make sure you provide an email address or a website, and list any other information you want them to include!



A group of six people, three men and three women, are walking towards the camera on a snowy surface. They are dressed in winter attire, including jackets, pants, and hats. The background shows a clear blue sky, snow-covered evergreen trees, and a multi-story building with balconies on the left. A blue banner with white text is superimposed over the middle of the image.

**NOT YOUR ORDINARY 9 TO 5.**  
**JOIN THE SILVERSTAR TEAM**

# Employee Journey Map

## BEFORE THE JOB

## DURING EMPLOYMENT

## AFTER THE JOB



TOUCH POINTS

Job posting  
Interview  
Job offer

Paperwork/Handbook  
First day  
First 90 days

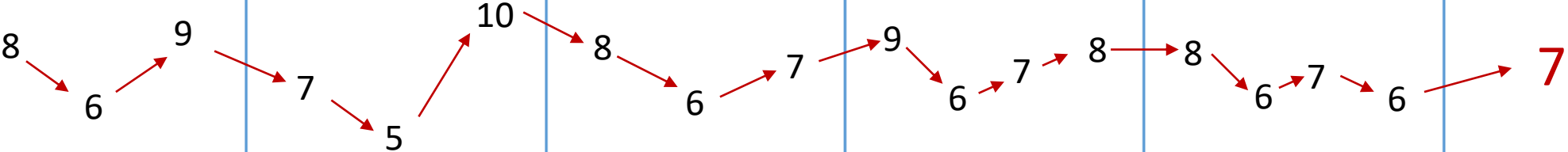
On the job training  
External training  
Coaching

Clear expectations  
Manager support  
Wages & benefits  
Work tasks & responsibilities

Co-workers  
Employee engagement  
Leadership style  
Organizational culture

What do you say about that job now?  
Do you share the experience?

EMOTIONAL EXPERIENCE



# EMPLOYEE JOURNEY MAP - Activity

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Think about a job you had in the past.

Identify the touchpoints along your employment journey and rate how you felt about each of them.

In a group, discuss your journey maps and choose one experience to share with the group.





**Health & Safety = Retention**

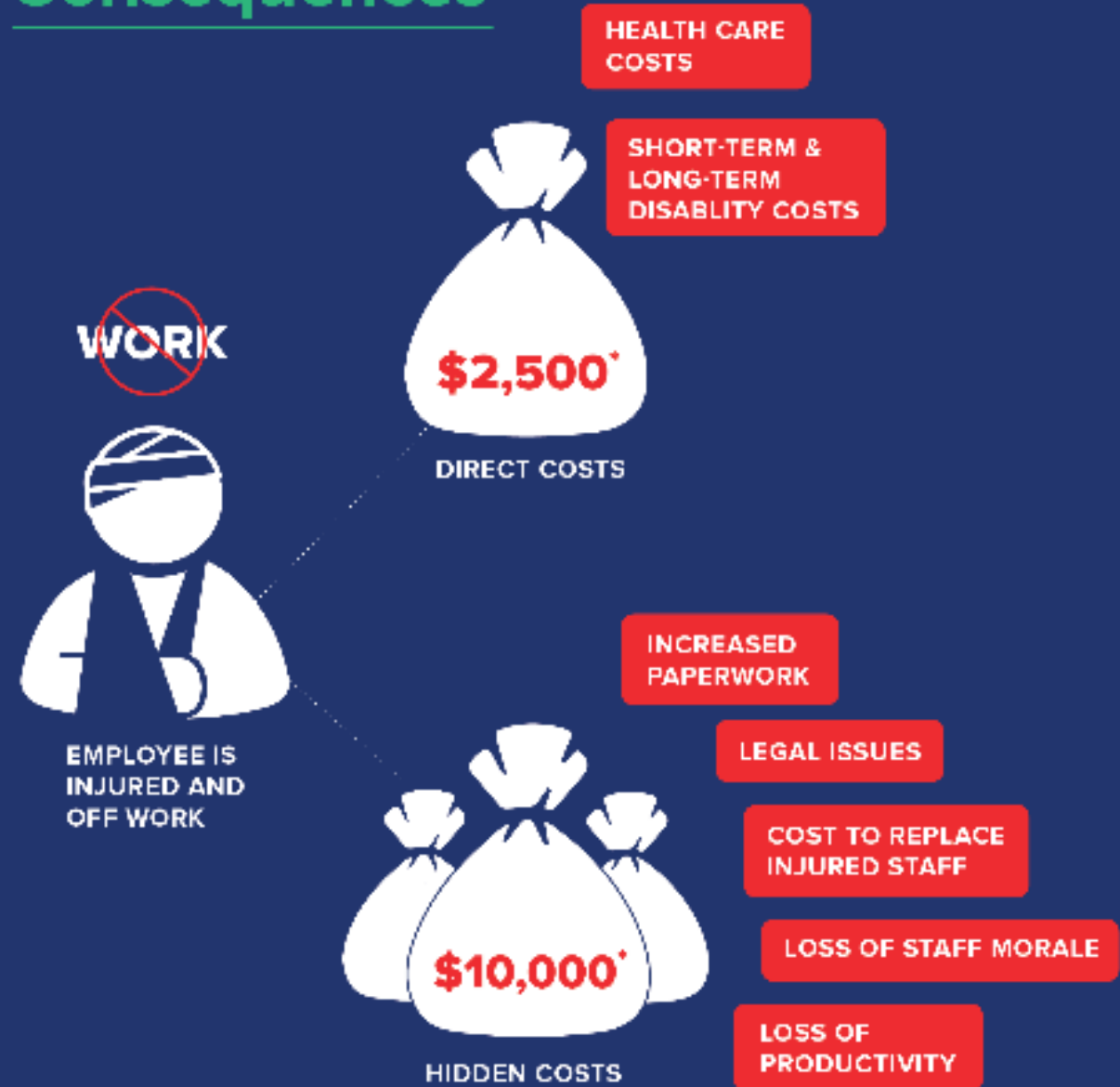


## Accident

Accidents occur when safety is not managed in the workplace



## Consequences



\*Costs will vary depending on injury and company size

Sorry, due to an injury of our staff  
member, We're closed for the  
day. We will be back on Monday  
Jan. 8<sup>th</sup> Thank You

-Murai Sushi

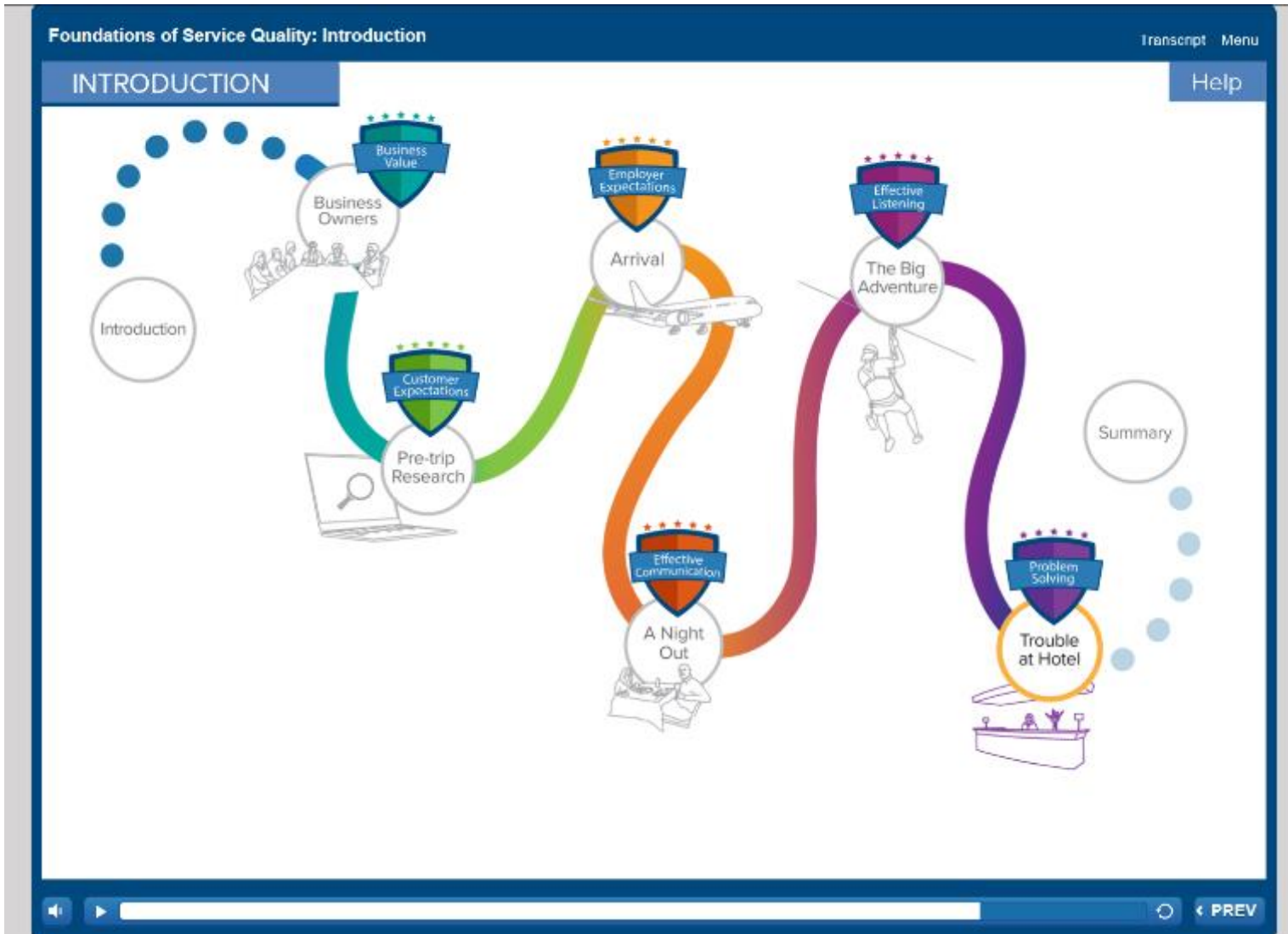


**Training & Development**



# Training & Development

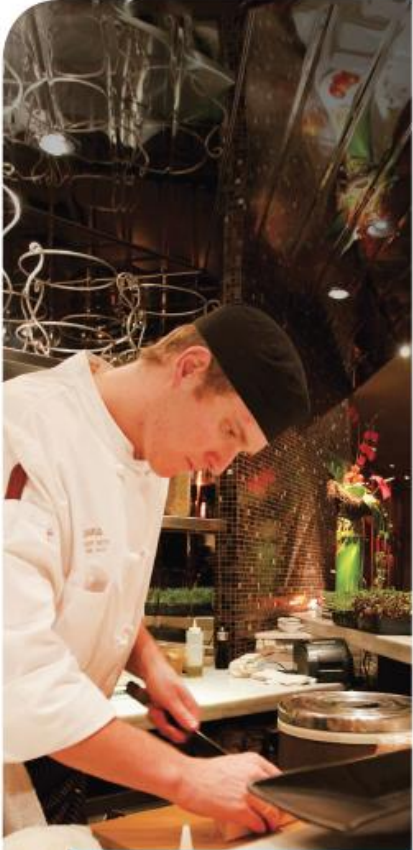




Customer service training  
for front-line employees

Quality customer experiences await at  
[www.SuperHost.ca](http://www.SuperHost.ca)





Statistics show more than half of workplace accidents involve young and new workers during their first six months on the job.

go2HR

FOUNDATIONS OF  
WORKPLACE SAFETY



**Foundations of Workplace Safety**  
can help your employees prevent  
workplace injuries and keep them safe.

AVAILABLE ONLINE!

(Includes WHMIS)

[go2hr.ca/WorkplaceSafety](https://go2hr.ca/WorkplaceSafety)








# HR Resources



[RECRUIT & RETAIN](#)[TRAIN & DEVELOP](#)[FIND A JOB / CAREER](#)[PARTICIPATE IN HEALTH & SAFETY](#)

Begin your search here 



## Welcome to @go2HR


Serving British Columbia's tourism and hospitality industry with programs and services that support its growth and success since 1979

[HOW WE HELP](#)

### EXPLORE OUR JOB BOARD

The go2HR Job Board – the leading free job board for tourism jobs in BC. Whether you're looking for winter jobs in BC, hotel jobs in Victoria, restaurant jobs in Northern BC or ski jobs in the Kootenay Rockies, the go2HR Job Board has you covered.

[FIND A JOB](#)[POST A JOB](#)





### What's Happening In #BCTourism



#### Do International Students Need a Work Permit?

Question: I am a Manager in a hotel and have had







# thank you!

Ginger Brunner  
Regional HR Specialist  
[gbrunner@go2hr.ca](mailto:gbrunner@go2hr.ca)  
778-721-5523

**go2HR.ca**



# Employee Journey Map

BEFORE THE JOB

DURING EMPLOYMENT

AFTER THE JOB

RECRUITMENT

ORIENTATION

TRAINING

ON THE JOB

WORK ENVIRONMENT

EXPERIENCE

*Employer's reputation,  
hiring process*

*Positive/negative work  
experience*

TOUCH POINTS

EMOTIONAL EXPERIENCE

