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HOTEL ASSOCIATION OF CANADA
ASSOCIATION DES HÔTELS DU CANADA

Hotel Workforce Action Plan

Recommendations for Canadian Hotel Sector Employers

May 2023

TABLE OF CONTENTS

	Page #
Executive Summary	3-4
Project Overview	5-9
Key Themes Surfaced by the Research	10-16
Global Trends in the Hospitality Talent Landscape	17-20
Talent Lifecycle	21-22
Employer Recommendations	23-53
Recommendations for Attraction	25-29
Recommendations for Recruitment	30-36
Recommendations for Development	37-42
Recommendations for Retention	43-49
Recommendations for Separation	50-53
Looking to the Future	54-58
Summary from HAC's National Summit	59-61
Deloitte Perspective	62-63
Appendices	64-71



Executive Summary

Executive Summary

Introduction

The hotel industry is at a critical juncture in its collective history. Without appropriate and timely action, its labour shortage presents a long-term structural crisis that will limit the sector's overall growth and inhibit Canada's economic potential. It is anticipated that in 2023's peak season there will be 360,000 less employees in the sector than pre-pandemic levels, with a reduced workforce resulting in billions in lost economic potential.¹

Purpose of this Report

This report provides an overview of the key pressures faced by the sector as well as recommendations to address the industry's workforce challenges at every phase of the talent lifecycle (*Attraction, Recruitment, Retention, Development, & Separation*).

To help organizations build tailored action plans, the report also categorizes recommendations by the level of investment, time, and organizational maturity needed to implement them.

This report is intended to facilitate stronger industry alignment and focus on talent initiatives that will be required to address current concerns and support the development of a healthy labour pool.



The Opportunity

Collective strategic thinking and an immediate commitment to action will be paramount as the industry seeks to address the challenges and opportunities it is facing. This means tackling big decisions that can propel employers towards a sustainable future with a healthy labour pool to strengthen the whole sector. Now more than ever is the time for the industry to determine whether it is properly situated to attract, retain, and build the next generation of the nation's hospitality labour force. Together, employers in this sector must:

- **Unite for Success:** *Key decision makers must collaborate to evoke industry-wide change*
- **Take Calculated Risks:** *Use analysis grounded in data to develop new ideas, investments, and innovations that both complement and challenge current business objectives*
- **Be Provocative and Challenge the Status Quo:** *Embrace the current state of disruption and adopt a bold test & learn approach*

Fortunately, the hotel sector has consistently proven that it can be both resilient and dynamic in the face of change. The challenges may be large, but so too are the opportunities to create a thriving industry that is globally competitive and market-leading in its response to the modern workforce.



Project Overview

From Analysis to Action: Workforce Solutioning Process & Journey

The Vision: This project (conducted between the Hotel Association of Canada (HAC) and Deloitte) sought to investigate the critical labour shortage within the Canadian hotel sector, and (with the support of industry leaders) develop bold and actionable solutions for the future state of the industry.

The Process:

1. INDUSTRY-WIDE INTERVIEWS

Conducted 40+ stakeholder interviews with diverse groupings to identify key workforce challenges faced by the industry. These interviewees were comprised of:

23 Leaders from Hotels and Industry Organizations

7 Higher Education Leaders

8 Higher Education, Hospitality and Future of Work Experts in the U.S., Europe and Canada

5 Settlement & Employment Agency Professionals

2. SECONDARY RESEARCH

Conducted extensive secondary research in response to the emergent themes from primary data collection, collating and analyzing both qualitative and statistical data from over 100 sources.

3. FINDINGS VALIDATION

Validated initial research findings with key industry leaders via:

- 2 virtual focus groups with hotel professionals
- 3 working sessions with global hospitality SMEs
- A national survey distributed by HAC

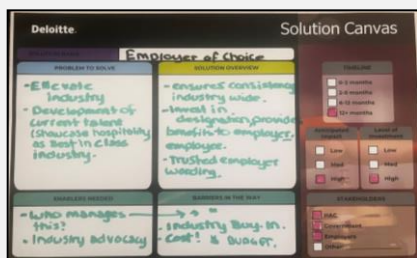
4. FINDINGS REPORT



Produced an **Interim Hypothesis Report** based on the combined outputs of the primary and secondary research. This report centered around 5 Key Themes (outlined in pages 10-16).

5. INDUSTRY-ENABLED SOLUTIONING

Conducted five nation-wide focus groups across Toronto, Vancouver, Calgary, Montreal, and Halifax with over 40 industry stakeholders, and in partnership with each province's respective Association. Using the 5 Key Themes to ground solutioning efforts, these groups ideated around industry solutions and delivered bold recommendations to support the sector's future workforce recovery and sustainability initiatives.



6. WORKFORCE ACTION PLAN REPORT



Produced a **Workforce Action Plan Report** with actionable and time-bound recommendations based on preliminary research activities and industry-wide solutioning efforts.

Validating the Reality of the Sector

Global Trends

97% of hotels in the **US** are experiencing a staffing shortage.³

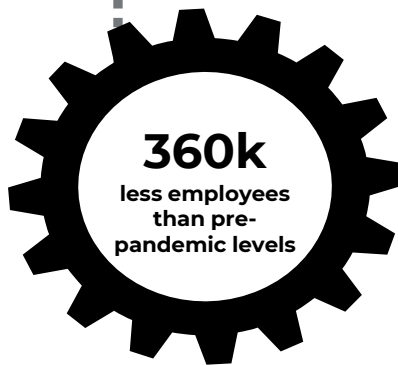
15% of hospitality roles remain unfulfilled in the **UK**.⁶

10-20% gap in the **EU's** hospitality workforce compared to 2019 levels.⁵

Canadian Trends

Workforce Gap

It is anticipated that in 2023 there will be 360,000 less employees in the sector than pre-pandemic levels, suggesting a continued shortage of labour.¹



Job Vacancies

Employment levels in the tourism sector currently match where the sector was 13 years ago. As of 2023, the industry remains 200,000 roles short of its highest employment level (February 2019).²



Downside

Brightside



Hotel Searches in Canada

Global Google searches for hotels in Canada have increased by 40% year-over-year since 2021.¹



Tourism Expenditure

Tourism expenditure forecast for 2023 in Canada is expected to exceed \$80 billion.¹

What are the 2025 focus areas for Hotel Executives?⁴

64.7% - New technology to attract & retain

35.6% - Better career growth opportunities

23.6% - Mental health & wellness programs

22.0% - More intuitive tech for staff

21.2% - Returning staffing to pre-COVID numbers

Bringing Solutions to Life

Before action can be taken, a significant mindset shift will need to occur across the industry. These philosophical shifts represent the change in attitude, thinking and approach needed to succeed in implementing future solutions.

1

Foster a sense of urgency

“Success in weeks, not months”

The ongoing labour shortage is not a problem that can wait, especially with today’s rapid pace of change and speed of information. Urgent action is required to adapt to external factors; change is the only option.

2

Commit to collective action

“Collaborative vs competitive”

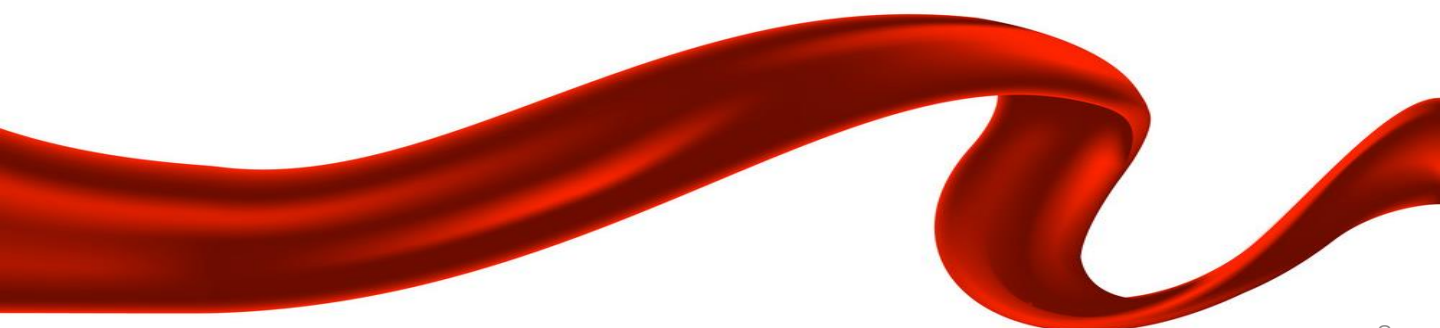
Meaningful industry-wide change will not be possible without national and provincial coordination and collaboration among businesses. Bringing various parties together (e.g., hotels, academia, investors) to create a unified voice can drive current and future workforce’s confidence in the sector.

3

Embrace an agile mindset

“Comfort with discomfort”

Similar to the mindset shift required from an urgency perspective, effective action will be enabled by the industry embracing an agile mindset. Beyond simple process changes, thinking in an agile way means getting comfortable with discomfort, and understanding that forward momentum is the priority, not perfection. This means embracing a culture of experimentation, learning, and iteration, versus one that expects exactness and certainty.



Three Key Entities for Success

Individual employers/owners, HAC, and the government all have a role to play in mitigating the sector's labour shortage crisis. HAC will act as the **national voice and point of synergy** between employers and government, unifying the efforts towards collective action.

1 Individual Employers & Owners

Responsibilities:

- ❖ **Developing strategies to attract and retain employees** such as offering competitive pay and benefits, providing opportunities for career development and advancement, and creating a positive work culture.
- ❖ **Offering flexible work arrangements** such as part-time or flexible scheduling to make it easier for employees to balance their work and personal commitments.
- ❖ **Providing training and support** to help employees develop the skills and knowledge needed to succeed in their roles.
- ❖ **Working with industry partners** such as professional associations and educational institutions to identify potential sources of new employees.
- ❖ **Providing a safe and healthy work environment** for employees and offering support for physical/mental well-being.
- ❖ **Being open to new ideas and approaches** such as using technology to streamline processes or outsourcing certain tasks, to help address the labour shortage.
- ❖ **Working with government to streamline international workers** into successful hospitality careers.
- ❖ Overall, the responsibility of hotel employers is to adapt to the challenges of the labour shortage and to take steps to ensure that the business can continue to operate effectively while providing high-quality service to customers.

2 Hotel Association of Canada

Responsibilities:

- ❖ **Providing resources and support to member hotels** to help them attract and retain employees, such as by sharing best practices and collaborating with industry partners on sector development efforts.
- ❖ **Representing the voice of the sector in government and other industry partner interactions** for lobbying purposes, industry promotion, and as an expanded public-facing national voice.
- ❖ **Convening with stakeholders such as educators, agencies, other associations etc.** to promote careers and growth opportunities in the hotel industry and increase the pool of qualified candidates.
- ❖ **Promoting the importance of the hotel industry and its role in the economy** and highlighting the benefits of working in the industry to high school students and newcomers.

3 Government

Responsibilities:

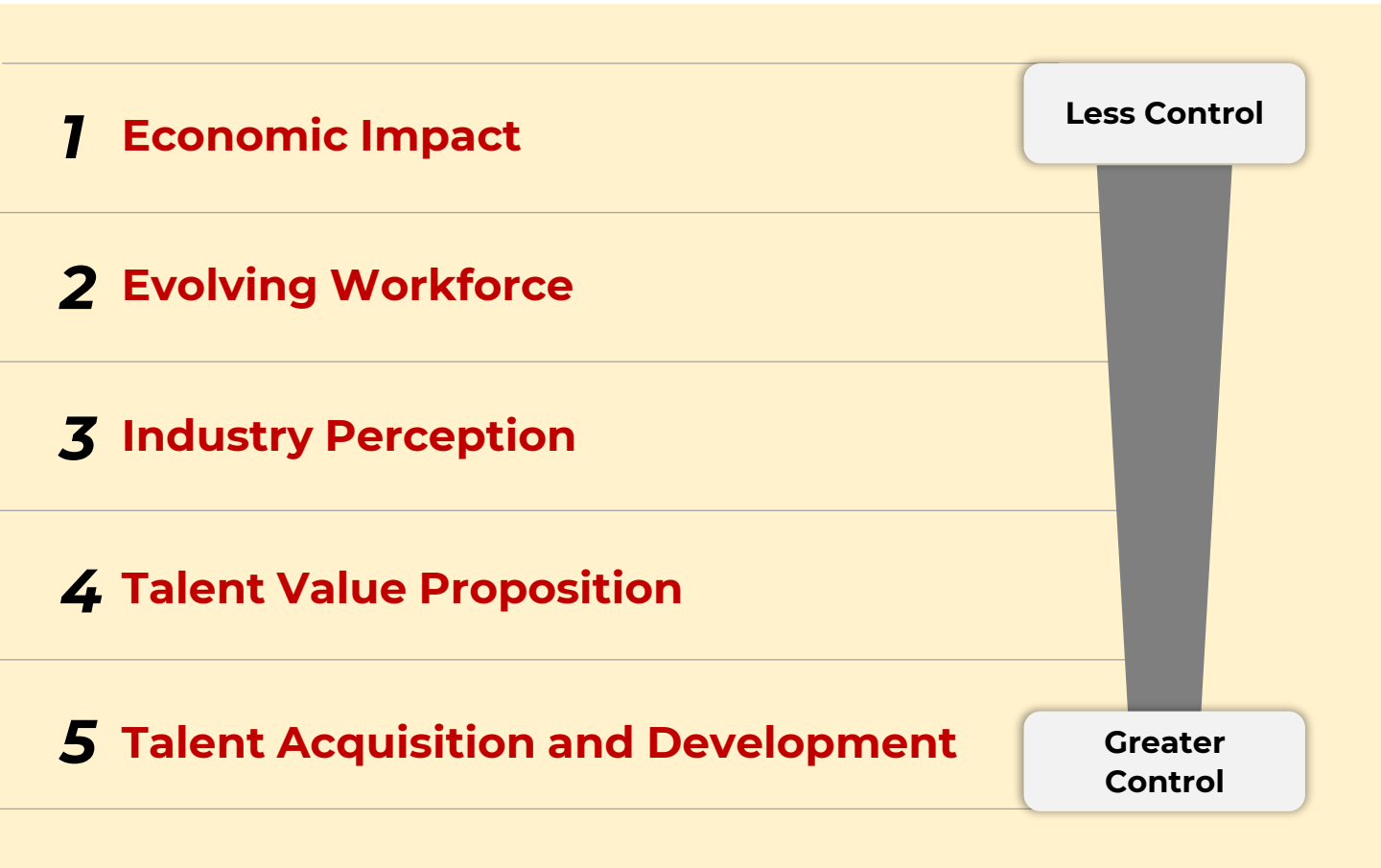
- ❖ **Updating policies and programs** that support the recruitment and retention of workers in the industry, such as the Temporary Foreign Worker Program, employment incentives, and job training programs.
- ❖ **Providing financial assistance and support to workers and employers** by providing tax credits and other financial incentives.
- ❖ **Ensuring that labour laws/regulations continue to remain fair and effective** and that they protect the rights of industry workers.
- ❖ **Providing funding and support for research and development** efforts aimed at promoting the sector to attract new talent to ensure the workforce can meet consumer demand.
- ❖ **Encouraging the use of technology** and other innovative approaches to improve talent capabilities and industry efficiencies.
- ❖ **Simplifying the Temporary Foreign Workers' Program** by implementing measures that streamline the process for employers.
- ❖ **Providing grant opportunities and funding sources** through strategic allocations to facilitate access to subsidized programs such as childcare, housing, and transportation.
- ❖ **Creating pathways to permanent residency** for international workers in the hospitality industry.



Key Themes Surfaced by the Research

Five Core Themes Contributing to the Labour Crisis

Our research determined five key trends driving the sustained labour shortage and workforce challenges faced by the hotel sector. These range from macro trends that extend beyond the immediate control of the industry, to more business specific themes that reflect overarching patterns within the sector that are more readily actionable at the organization level.



1 Economic Impact

2 Evolving Workforce

3 Industry Perception

4 Talent Value Proposition

5 Talent Acquisition and Development

Less Control

Greater Control



Key Themes from the Research: #1 – Economic Impact



Economic Impact – External factors, such as inflation, recession, and the pandemic, have impacted the hotel sector and continue to contribute to ongoing labour shortages. While demand for hotel rooms has increased, there is insufficient talent available to support business needs.

KEY TRENDS

- 1 **Demographic changes** influencing the sector include early retirement of the aging population, smaller family sizes reducing the youth population, and higher entry of young immigrants.
- 2 **Inflation and housing costs** are affecting employees' livelihoods, and Gen Z and Millennials fear making ends meet with the current wages paid in the sector.
- 3 An increased **reliance on international talent** in the hospitality sector has been further challenged by developed nations competing against each other for the same talent pool.
- 4 **The pandemic** forced many workers to exit the industry (especially women and senior employees), and many have no intention to return.
- 5 **Government programs** deployed to bridge the skills gap involve certain hurdles and challenges that make utilization difficult for employers.

BY THE NUMBERS...

87,444

People moved away from large Canadian cities in 2020 (Toronto, Montreal and Vancouver) toward suburbs for more affordable housing options.²

Rank 15

Canada is ranked 15th globally in 2022 in its ability to attract global talent, which has dropped in comparison to 2021.³

27%

Increase in the retirement of individuals currently below the retirement age.¹

IMPLICATIONS:

- *Lack of **affordable housing** is moving people away from populous areas and driving job search behaviours that are either closer to home or to communities where individuals can afford to relocate*
- ***Early retirement** has depleted the sector's more seasoned / experienced talent pools resulting in a significant **knowledge drain** and loss of coaching potential for new talent*
- *Graduates from post-secondary programs in hospitality have a **low employment uptake into the sector**, with only 10-30% of students pursuing careers in the industry. This is particularly true for international students, many of whom use post-secondary studies to secure permanent residency*
- ***Competition** for hotel talent has become a world-wide issue with **~13M people needed in Europe alone**. This means that talent attraction initiatives must stand out on a global scale to attract international talent*
- *The pandemic set back **diversity and inclusion** in the sector by affecting the pipeline of female employees at all levels. The sector should focus on a revised value proposition to attract gender diverse and more visible minorities*
- *Young adults with financial difficulties are **exploring innovative ways to boost their income**, such as gig economy work, freelancing, and entrepreneurial initiatives, using their skills and creativity to improve their financial situation*

Key Themes from the Research: #2 – Evolving Workforce



Evolving Workforce – A new generation of employees is proving to have different expectations with regards to their employment standards. How organizations and leaders respond to a desire for greater purpose and flexibility will be pivotal in attraction/retention of talent.

KEY TRENDS

- 1 The rapid pace of information and quickly changing nature of trends given today's communication mediums mean that **work, workforce, and workplace sentiment are constantly evolving.**
- 2 Gen Z and Millennials are increasingly socially and emotionally conscious, and value **global citizenship, mental health, and inclusivity.**
- 3 Organizations with an **embedded social, environmental and sustainable purpose** are aligning to evolving values in the market and attracting new customers and investments.

BY THE NUMBERS...

8 x

Social media content shared by employees gets 8 times more engagement than content shared through most business-owned social channels.¹

18 - 19%

of Gen Z and Millennial top concerns (aside from cost of living and climate change) are mental health and personal safety within their workplace.²

IMPLICATIONS:

- **Social media** has become a powerful tool over the last decade with top organizations recognizing its ROI potential. Current and prospective employees of organizations use online platforms to better understand job markets, and social channels have become hubs for talent communities to share knowledge and build skills
- As the younger generation shifts away from a 'hustle culture' and a 'live to work' mentality, they are openly embracing a **'work to live' mindset** in which money and meaning are interchangeable currencies that have different values, creating scalability problems for traditional operations
- **Psychological and workplace safety** are powerful attractors to younger generations who are seeking more collaboration and teamwork as their working norms, thus shifting away from individual roles and solo contributions predicated on a competitive work environment
- Gen Zs and Millennials want employers to **prioritize social action**. Many organizations now need to shift away from remaining 'neutral' and must bring a point of view to social issues and encourage active participation from employees. When employees can connect to (and be involved in) employers' social practices, it boosts employees' sense of empowerment. Employees who feel their jobs have meaning, or that they are able to make a difference, exhibit greater levels of loyalty
- Investors, customers and employees (especially Gen Z and Millennials) are putting pressure on organizations to demonstrate their **commitment to sustainable practices**. It is important for organizations to understand that this is not a short-term trend, but instead is how business will be conducted moving forward

Key Themes from the Research: #3 – Industry Perception



Industry Perception – The attitudes and perception of different groups (such as students, parents, and newcomers) regarding work in the Canadian hotel industry are often seen as unfavorable and have been further impacted by workforce disruptions during the pandemic.

KEY TRENDS

- 1 There is a **misaligned perception** between the reality and imagined reality of working in hotels. The industry is often seen as low-pay, unstable and undesirable, especially after the pandemic.
- 2 **Younger generations** lack awareness of and/or interest in careers in the hotel sector. Their perception is largely influenced by their parents and schools.
- 3 Hotel jobs are viewed as “**transitional roles**” rather than “destination careers”.
- 4 Like many other industries facing similar challenges, the hotel sector **needs to expand on a unified voice to the public** to communicate clear and cohesive messages to drive change.

BY THE NUMBERS...

45%

of surveyed candidates in a HAC study had a negative perception regarding salary and benefits in the hotel sector.¹

65%

of Gen-X, Y and Z individuals surveyed by Forbes work in the field their parents wanted for them.²



Example: Elevate Aviation

This organization partners with Canada’s leaders in aviation to promote their companies, unique careers, and the industry. It serves as one unified voice to promote the sector.³

IMPLICATIONS:

- Hotel employees represent thousands of industry ambassadors, and their **word-of-mouth experiences** shape information about the sector. As these perceptions rise and fall, so too does the overall attractiveness of the sector
- Income is only one variable of total compensation but is often used as the benchmark value to compare jobs. Organizations focusing on **total rewards** as an expanded definition to attract talent (sometimes at a lower income) are capturing more market share of the talent pool
- Youth learn about career opportunities through family, school and media (such as television/movies, social media and influencers). The pace and volume with which information is being shared requires an immediate strategy to **generate organic interest in the sector** or the gap will continue to grow
- Employers in the hotel industry are all facing similar challenges. As a result, the industry can benefit from uniting and pooling resources to communicate clear and cohesive messages to the public via a **unified national voice** meant to increase and promote careers in the sector
- Parents have a major influence on their children’s career goals and employment decisions. Failing to inform and **educate parents** on the sector will continue to negatively impact the available talent supply and create a multi-generational talent shortage

Key Themes from the Research: #4 – Talent Value Proposition



Talent Value Proposition (TVP) – Employees are placing greater importance on, and gravitating toward, employers with unique TVPs that extend beyond compensation to meet their current and emerging needs.

KEY TRENDS

- 1 **Compensation and benefits** in the hotel sector are not perceived to be on par with other industry offerings and standards.
- 2 **Work-life balance and flexibility** are among the top key elements that employees are looking for in their jobs.
- 3 **Career development opportunities** in the industry are not transparent or openly communicated to workers who aspire to long term careers in the sector.
- 4 Hotels focus on diversity but need to **embed diversity and inclusion in their culture** with their actions and interactions by ingraining a systemic cultural change.

BY THE NUMBERS...

\$366 bn

Leadership development is a \$366 billion industry. Developing leaders has positively impacted employee attraction and retention.¹

54%

of employees globally said that they would consider quitting their job if they weren't offered flexibility in terms of how they work.²

60%

of global survey respondents said that they would leave their employer due to lack of career development and progression.³

IMPLICATIONS:

- **Rigid shifts and schedules** can be a significant barrier for working parents, students, and gig workers who work at multiple jobs while balancing parallel responsibilities
- Competitive pay means more than just baseline income and "take home" pay. With increasing inflation and cost of living, **flexible monetary and non-monetary rewards** programs are required to attract and retain talent. Failing to appropriately identify and provide total rewards packages will reduce the sector's competitive value to pay only, and will omit a large portion of the talent market
- Offering **flexible pay arrangements**, like weekly or daily payroll, direct deductions, or savings programs can help enable lower income individuals and families to meet their immediate financial needs and can differentiate hospitality from comparable industries who are competing for the same talent pools
- As many leaders feel the pressure from burnout, coaching and learning get de-prioritized for more urgent tasks. The lack of **leadership development opportunities** can distance the connection between Senior Leaders, Managers and front-line workers impacting culture, retention, and reputation
- **Mentorship programs** provide opportunities for long-term relationship building focusing on **development, growth and career progression**. They create and build trusted relationship capital, improve employee retention, and carry significant weight when employees consider alternative career opportunities
- Employees are looking for career progression, and equally important, opportunities to explore horizontally within an organization. Embedding **learning and cross-functional work** opportunities in to daily operations has become a baseline offering in today's successful organizations

Key Themes from the Research: #5 – Talent Acquisition & Development



Talent Acquisition and Development – Between new technologies, and generational preferences, there are net new skill sets available in the market to be capitalized on, re-defining how job roles are drawn, and how skills are acquired and developed by employers.

KEY TRENDS

- 1 **Outdated recruiting practices** (i.e., job fairs at hospitality programs, online job postings) are not attracting enough individuals (especially youth) with relevant experience.
- 2 There is a **job-skill mismatch** in the potential pool applying for open positions (students and newcomers) that is adding to the labour shortage issue.

BY THE NUMBERS...

10.9%

Represents the vacancy rate for the accommodation & food services industry in Q2 of 2022.¹

Recruiting skilled employees is expected to be an obstacle for nearly two-fifths of all Canadian businesses, led by those in construction (49.5%), manufacturing (47.4%), and accommodation and food services (46.3%).²

IMPLICATIONS:

- Applicants today will apply to multiple organizations, and even take multiple offers before committing to one organization. The **speed at which employers are able to get to the offer stage** before others can be their greatest strength when attracting and converting new talent
- Most applications are now taking place via mobile devices and take less than 5 minutes to complete. **Online testing and gamification** create experiences that keep candidates connected and interested, and when done properly can generate positive reviews on social media and drive net-new referrals
- Hospitality **courses and programs** offered in Canadian educational institutions are not **standardized**. This leads to graduates with disparate skills and mastery levels depending upon the institution
- Settlement and employment agencies are often unaware of **available roles within the hospitality sector** which makes it difficult to guide new immigrants in to the industry. This misalignment means that significant talent pools with the potential skills and experience required to close the current resourcing gap are neglected from a recruitment perspective,





Global Trends in the Hospitality Talent Landscape

A Global View of Workforce Shortages in the Hotel Sector

As the labour shortage in the hospitality industry continues to grow, it is increasingly important for Canada's hospitality sector to think and act on a global scale when it comes to finding and retaining talent. **The global hotel industry is in constant competition for talent, with Europe alone needing an estimated 13 million workers.** To position itself for long-term success in a highly competitive sector, Canada must understand the challenges that come with international recruitment and implement attraction, recruitment, and retention strategies that can entice and keep talent in our national market.

The examples below represent a global snapshot of how the sector's shortages are impacting hotel employers around the world, and anecdotal evidence of how they are responding.



ECONOMIC IMPACT



200k international employees have left the UK hospitality sector since 2019. Despite UK government initiatives, visa barriers and high costs remain a challenge for hiring overseas workers. The industry is now seeking alternative UK talent pools.¹



Tourism Minister Yariv Levin and Philippines Labour Minister Silvestre Bello III signed a labour agreement to bring up to 1,000 Filipino workers to alleviate staff shortage in the Israeli hotel industry. The move is expected to reduce vacation costs and boost tourism as an economic driver.²



Japan's aging population (one in three individuals are over 65) has led to significant challenges, including a labour shortage. In the hotel industry, 73% of hotels report a worker shortage, up from 27% the previous year.³



Australia's 'Skilled Stream' migration program attracts skilled migrants to contribute to the economy and fill positions where local workers are unavailable. The program also promotes regional development by providing necessary skills and labour, encouraging investment, and boosting local spending.⁴



EVOLVING WORKFORCE



Over 50% of American Gen Z individuals are interested in hospitality careers. This generation values employee care and is the largest in the US with over 61 million individuals. American Hotel & Lodging Educational Foundation (AHLEF) attributes the increased interest to job training, apprenticeship programs, and industry opportunities.⁵



A study conducted in Egyptian hotels examined how changes in hotel management impacted employees and their relationship with employers. Results indicated that changes in management, including values and culture, affected loyalty, job behaviour, performance, and equality.⁶



Conscious Hotels is an eco-friendly hotel chain located in Amsterdam. The hotels feature furniture from sustainable sources, use certified recycled materials, and avoid chemical cleaning methods. The latest addition to the chain is a 100% electric hotel powered solely by Dutch wind energy.⁷ Organizations that prioritize sustainability are proving to be more appealing to employees and customers alike.

Global Insights of Workforce Shortages in the Sector



INDUSTRY PERCEPTION



A study conducted in the UK shows concerning perceptions from those in the hospitality sector. Only 3% of new hires in the industry see themselves having a long-term career in the field, and turnover of staff is around 31% (twice the average in the UK).¹



TLF Research conducted a survey on behalf of Best Western Great Britain, revealing that "poor pay" and "long hours" were the most common reasons parents discouraged their children from working in hotels and restaurants. Only 17% of parents viewed a career in hospitality positively.²



In Switzerland, the hotel sector is also affected by a lack of applicants. In 2011, 379 young people started an apprenticeship in the industry, but by 2020 this number had fallen to 252, according to statistics quoted by SRF.³



A study done with students in Hotel Management in India focused on understanding their perception of working in the hotel industry. The research showed that after having worked in a hotel, students' perception of the industry decreases. Factors such as training, work-life balance, employee growth, and working hours impacted their perception.⁴



TALENT VALUE PROPOSITION



Ramada Jarvis UK has a flexible working policy that includes staggered hours, teleworking, and job sharing. Employees must meet certain criteria and undergo a review process to access these benefits.⁵



Australia prioritizes upskilling and reskilling to attract and develop the necessary skills in all industries, including hospitality. For instance, full-time students studying hospitality, tourism, or hotel management can benefit from the Youth Allowance and Austudy.⁶



Bars and restaurants in Spain increased workers' wages by nearly 60 percent in the first quarter of 2022 compared to a year earlier. Staff shortages are particularly urgent in Spain and Portugal, where tourism accounted for 13 percent and 15 per cent of economic output respectively before the pandemic.⁷



Companies in Switzerland are also known for embracing flexible work arrangements including remote working and flex-time, which is common in both industrial and commercial sectors. Interestingly, from the research gathered, working flexible hours would make 76% of workers more willing to stay with their current employer.⁸

Global Insights of Workforce Shortages in the Sector



TALENT ACQUISITION AND DEVELOPMENT



Different programs, such as Hospitality Placements USA, encourage international mobility by helping hospitality organizations hire different talent from around the world. These placements allow for students or professionals globally to gain experience in the industry, while having access to international experience, on-the-job training, and more.¹



Europe's largest hotel chain, Accor, is running trial initiatives to recruit people who haven't previously worked in the industry. "We tried in Lyon and Bordeaux 10 days ago and this weekend we're having people interviewed with no resume, no prior job experience and they are hired within 24 hours," Chief Executive Sebastien Bazin said.²



A broad survey of former Swiss Education Group (SEG) students shows that students benefit from rapid career progression and are also more likely to be in a leadership role. Within five years of completing their studies, 67% of the surveyed graduates are in management roles. After 10 years, this figure rises to 75%.³



In Madrid, many different restaurants, bars or hotels need to reduce their opening hours because of the lack of availability from staff – more particularly from students and migrants. Even while prioritizing the hiring of staff from these populations that are actively looking for work, the hospitality organizations in Spain are unable to meet their staffing needs.⁴



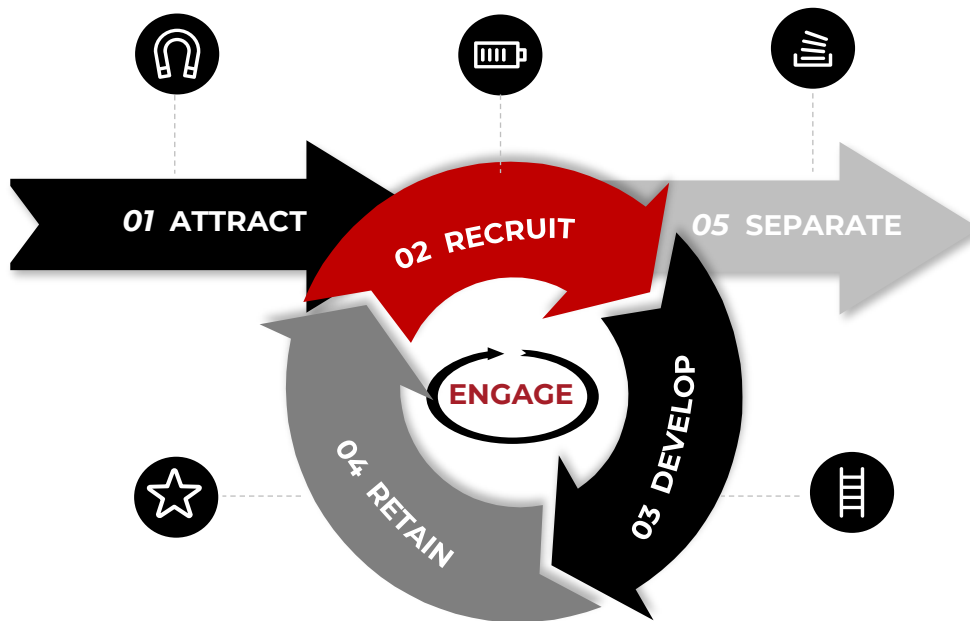
Talent Lifecycle



Understanding the Talent Lifecycle

Enhancing all elements of the talent lifecycle must be a prioritized industry-wide effort to support post-pandemic recovery and remain competitive in the global race for talent. **Tapping into the sector’s most powerful resource – its people – will be key in stabilizing and accelerating the industry through its labour crisis.** The talent lifecycle is comprised of five phases, each of which can be specifically targeted by employers as they seek to improve the talent experience. While these may be distinct stages, the industry does not necessarily need to prioritize one over the other. It is possible to focus on all simultaneously, such as working to attract new talent while also putting effort into retaining current employees.

The recommendations in the subsequent sections of this report have been mapped against each phase of the talent lifecycle to provide a focused and comprehensive approach to actionable solutions.



In the *Attraction* phase, solutions will center around cultivating a positive experience for potential candidates, with a focus on industry perception, strategic branding initiatives, and youth engagement.



In the *Recruitment* phase, solutions are focused on swift and efficient hiring processes often enabled by technology, as well as the creative sourcing of talent. Onboarding of new and returning hires should be a business priority, so positive impacts can be made quickly.



In the *Development* phase, solutions aim to successfully manage the professional development of employees. Not only will this help organizations with building critical skill sets, but it will also support the sector in retaining critical talent.



In the *Retention* phase, solutions should be focused on recognizing and retaining talent through targeted strategies that extend beyond traditional pay and benefits, such as flexibility, cost of living support, DE&I initiatives, etc.



In the *Separation* phase, solutions will be focused on managing the transition of employees and alternative opportunities for contributions as an industry alumni, or for future re-entry to the sector.



Employer Recommendations

How To Read This Action Plan

Repeated for each lifecycle phase

Talent Lifecycle Phase

Related Stats

- 64% of employers have changed their hiring strategy in the last 12 months
- 75% of those employers have implemented at least one of the following strategies:
 - Targeted recruitment
 - Employee referrals
 - Internal promotion
 - Job posting on social media
 - Recruitment agencies
 - Other

Conditions for Success

- Industry-wide key to success: Strong public perception of the industry will be a critical success factor for the industry. The industry as a whole must agree to change the perception, not just individual organizations responsible for a collective need of the industry.
- Commitment to the employee experience: The key to growth from an attraction perspective will be creating an environment and providing career paths that allows for the needs of future talent. Providing employee experience will make the employment opportunities can become recognizable attractive enough that recruitment can supersede money from a competing competitor.

Fig.1

LIFECYCLE PHASE OVERVIEW & RECOMMENDATION SUMMARY

This page provides an overview of the talent lifecycle phase, as well as a summary of the recommendations that align with it, and necessary conditions for success.

Recommendation 1.1: Brand Elevation

Industry Example

Organizational Maturity Indicators

- 1.1.1 - Promote employee experience: Post and share employee individual stories to showcase the company culture and benefits of working in the organization. Capture employee success stories, an employee growth from bootcamping and...
- 1.1.2 - Leverage the power of employee representation: Encourage employees to act as brand ambassadors for the company in their communities, at networking events, and on social media.
- 1.1.3 - Create a digital diversity site: Create a digital diversity site that highlights the company's commitment to diversity and inclusion.
- 1.1.4 - Promote education and training programs for refugees and new immigrants: Partner with local educational institutions and community organizations to offer training and career development opportunities.
- 1.1.5 - Support local education initiatives: Support local educational institutions and community organizations to offer training and career development opportunities.
- 1.1.6 - Increase the power of live-site media: Create content videos promoting the company and its products and services, and share them on social media.
- 1.1.7 - Publish employment testimonials: Encourage employees to share their experiences and testimonials on social media and other platforms.
- 1.1.8 - Quantifiably track brand reputation: Use social listening tools to track brand reputation and share those insights with stakeholders.
- 1.1.9 - Offer marketing bonuses to current employees: Encourage employees to share their experiences and testimonials on social media and other platforms.

Fig.2

OVERARCHING THEMES & ACTIONABLE RECOMMENDATIONS WITHIN THE LIFECYCLE PHASE

Each lifecycle phase addresses key themes and provides supporting actions. These actions are numbered to assist with navigating the 'Solution Timeline' that concludes each section (see Fig.3).

Industry Action Plan for Recruitment

Recommendations grouped into Now, Next and Later

Now - 0-12 months	Next - 1-3 years	Later - 3-5+ years
<ul style="list-style-type: none"> 21.1 - Fill short-term employment needs using gig work 21.5 - Source candidates in niche channels 22.1 - Incentivize online employee referral programs 22.2 - Offer online referral rewards 23.3 - Create an onboarding manual 23.4 - Invest in in-person onboarding 23.5 - Develop paid new hire onboarding fees 24.1 - Optimize gig onboarding 24.3 - Register with freelance platforms 24.6 - Target agencies 	<ul style="list-style-type: none"> 21.7 - Hire via digital workforce planning specialist 21.8 - Try Chatbots 22.3 - Offer incentives to bootcamping 22.4 - Create an HR portal to assist with onboarding 23.6 - Build buddy and mentorship programs 24.2 - Partner with onboarding specialists 24.5 - Seek candidates from other industries 	<ul style="list-style-type: none"> 21.3 - Invest in Applicant Tracking Systems 21.4 - Implement Recruitment CRM 21.6 - Invest in HR Analytics 21.9 - Conduct virtual hiring 22.5 - Develop bootcamping opportunities 24.4 - Form partnerships with onboarding specialists 24.8 - Hire an Onboarding Planning Specialist

Outcomes of implementing the recommendations

Successful implementation of these solutions can lead to the following outcomes:

- Efficient short-term staffing
- Wider candidate pool through social channels and referrals
- Increased candidate quality through competing and job previews
- Engaged employees through development opportunities
- Cost savings through optimization of gig workers and HR analytics
- Change talent pool through continuing partnerships
- Effective and just-in-time solutions for staff shortage

Fig.3

ORGANIZATIONAL MATURITY INDICATORS

Each recommendation has been categorized as either 'Foundational', 'Innovative', or 'Leading'. These indicators correspond to the 'Evolution of Talent Management' pathways found in the section 'Looking to the Future' and Appendix B.

SUGGESTED TIMELINES

Recommendations have been categorized under 'Now', 'Next' and 'Later' opportunities to assist in prioritizing and planning. Recommendations in the Now column are immediately implementable, whereas Next and Later can be planned in accordance with time and resources.



Recommendations for Attraction



1. Attract

The pressing labour shortages across the sector have seen the reduction of overall room availability, and employers deploying staff to roles outside of their normal job duties. As such, attracting talent to the hotel industry has never been more important, particularly since competition for labour now exists on a global scale. Instead of operating reactively in the competitive scramble for talent, the industry must focus on elevating its brand and creating meaningful interactions with potential employees that reflect the needs and desires of the current and future talent market.



Solution Overview

Understanding and addressing the attraction issues within the sector will mean delving deep into the industry's brand perception and committing to a unified public voice that can shift public sentiment and bolster the industry's reputation as an employment destination of choice. This will include:

- *Brand and marketing initiatives that target the youth population through their preferred information and communication channels*
- *Showcasing organizational culture, including a commitment to diversity and inclusion, and development/ learning opportunities*
- *Collaboratively focusing on brand elevation across the industry*
- *Leveraging and partnering with educational institutions to promote awareness around careers in hotel industry*
- *Improving career websites for a simple and easy application process*
- *Actively devoting efforts towards talent pools, e.g., retirees, gig workers, foreign workers*
- *Leveraging the employee voice in the communications as a medium to attract potential talent*

Conditions for Success

- **Industry wide buy-in:** The industry must agree that changing the perception of the sector is a responsibility that extends beyond that of individual employers. Shaping public perception of the industry will be a collective responsibility that will require a commitment to unified messaging.
- **Committing to improving the employee experience:** The key to growth from an attraction perspective will be in creating an inspirational and compelling career journey that speaks to the needs of future talent. Focusing on employee experience will mean that employment opportunities can become recognizably attractive enough that reputation can supersede money from a marketing perspective.



Recommendation 1.1 : Brand Elevation

A commitment to strategic marketing is essential for industry employers to find and retain the right employees in an increasingly competitive labour market. Focusing on a “people first” marketing strategy will serve to attract the correct talent and skill sets, build brand awareness to create a positive image, establish rapport and transparency with talent, and bolster engagement and commitment from the sector’s current workforce.

72%

of recruiting leaders worldwide agreed that employer brand has a significant impact on hiring.¹

Spotlight



Earls has launched an employer branding campaign that shares employee-generated content focusing on recruitment and career growth within the organization using hashtags. They highlight the Earls experience through photos and videos emphasizing commitment to the strong work culture they have built through dedication and consistency and creating awareness of their leadership development courses.²



- 
1.1.1 – Promote employee experience: Post and share employees’ individual stories to showcase the company culture and benefits of working in the organization. Capture employee success stories (e.g., an employee’s growth from housekeeping staff to management), and unique industry benefits such as hotel travel perks
- 
1.1.2 – Leverage the power of employee representation: Empower employees to act as brand ambassadors for the business in official communications (e.g., answering questions from potential candidates on the company’s business page).
- 
1.1.3 - Create a dedicated diversity role: Hire for, or internally create, the role of a diversity officer to champion and manage internal and public facing diversity initiatives.
- 
1.1.4 – Promote education and training programs for refugees and new immigrant workers: Develop and offer free or subsidized language and culture classes for immigrants and their families. Alternatively, partner with existing training organizations to leverage already developed curriculum and courses.
- 
1.1.5 - Sponsor local education initiatives: Stand out as a community leader by sponsoring and promoting local education initiatives (e.g., offer hotel space for literacy programs, youth development groups, etc.).
- 
1.1.6 – Harness the power of bite-size media: Create internal videos promoting the industry and teach the public about various roles within the organization (e.g., learn how certain jobs are done onsite, such as ‘how to make healthy food holiday friendly’).
- 
1.1.7 – Publish employee testimonials: Engage employees across all levels to provide testimonials of their work experience on various employment sites.
- 
1.1.8 – Quantifiably track brand reputation: Use social listening tools like Radian 6 to monitor the perception of the organization on social media. Respond to negative reactions and show how these concerns are solved.
- 
1.1.9 - Offer marketing bonuses to current employees: Encourage employees to promote the business by offering marketing bonuses for social outreach (via social media channels, LinkedIn posts, etc.).



Recommendation 1.2 : Targeted Youth Engagement

Over the last few decades, the industry has relied heavily on an international workforce to support its labour demands, with a lack of young domestic workers pursuing careers in the hospitality space. Much of this issue seems to stem from a disconnect between promotion opportunities in the industry, and engagement with youth early in their career journey, with many unclear about industry pathways and long-term professional development in the sector.

41%

of young Canadians use social media as their first avenue to look for new jobs.¹

Spotlight



Courtyard Seattle Downtown provides internship opportunities to high school students of Seattle's Chief Sealth International High School. This has allowed students to find success in their career in hospitality faster than their peers. At 16 and 17 years of age, they are learning about careers in the industry through many activities like field trips, building their LinkedIn profiles, networking with potential employers and mentors.²



-  **1.2.1 - Create strategic brand partnerships:** Collaborate with brands and/or social influencers who have a large reach to endorse the place of work, thus creating a recognizable employer brand for younger generations.
-  **1.2.2 - Run business competitions:** Create case studies for high school and university students using real industry examples. Reward candidates with industry related perks, or opportunities for internship.
-  **1.2.3 – Leverage trending hashtags:** Tag trending topics on twitter and social pages and engage audiences in salient conversations about topical issues.
-  **1.2.4 – Conduct classroom sessions for high school students:** Conduct sessions in schools to create awareness around career opportunities and the benefits of working in the industry.
-  **1.2.5 - Develop structured mentorship programs:** Offer incentives to industry leaders to provide career coaching to high school and post-secondary students.
-  **1.2.6 - Sponsor industry conferences and networking events:** Provide sponsorship to interested students to attend industry-specific conferences and other events.
-  **1.2.7 - Provide scholarships:** Offer scholarships to students who are interested in pursuing hospitality-specific courses and certifications.
-  **1.2.8 - Offer internships and/or high school credit for work:** Partner with educational institutions to offer internship opportunities or credit to high schoolers, to provide exposure before they begin deciding their career of choice or post-secondary pathway.



Industry Action Plan for Attraction

"Now" actions are immediately executable, low-cost efforts that can be implemented using existing resources.

"Next" actions are near-future tasks that require planning and potential resource allocation.

"Later" actions are tasks that require significant planning and resources, and are important for long-term goals, but can be executed after "now" and "next" tasks are completed.



- 1.1.1 – Promote employee experience
- 1.1.2 – Leverage the power of employee representation
- 1.1.7 – Publish employee testimonials
- 1.2.3 – Leverage trending hashtags



- 1.1.3 - Create a dedicated diversity role
- 1.1.5 - Sponsor local education initiatives
- 1.1.6 – Harness the power of bite-size media
- 1.1.8 - Quantifiably track brand reputation
- 1.1.9 - Offer marketing bonuses to current employees
- 1.2.1 - Create strategic brand partnerships
- 1.2.4 – Conduct classroom sessions for high school students
- 1.2.6 - Sponsor industry conferences and networking events



- 1.1.4 – Promote education and training programs for refugees and new immigrant workers
- 1.2.2 – Run business competitions
- 1.2.5 - Develop structured mentorship programs
- 1.2.7 – Provide scholarships
- 1.2.8 - Offer internships and/or high school credit for work

Now- within 30 days

Next- within 6 months

Later- within 12 months

Successful implementation of these solutions can lead to the following outcomes:

- Increased retention and productivity, leading to cost savings
- Enhanced brand awareness and reputation, making it easier to attract and retain employees
- Diversified workforce, leading to increased innovation and competitiveness
- Strategic partnerships and collaborations, creating new growth opportunities
- Skilled workforce equipped to meet industry demands, resulting from education and training investments



Recommendations for Recruitment



2. Recruit

The critical imbalance between skilled labour supply and demand in the hospitality industry has been a continual challenge post-pandemic, with businesses being put to the test due to inflation and competition from other sectors. A well thought-out and innovative recruitment strategy will not only streamline the hiring process but will also help reduce turnover and save on the costs associated with repeatedly hiring and training new staff.

60%

of job seekers have experienced poor interview processes for hotel applications.¹

40%

of respondents in a McKinsey survey said that they are thinking about leaving their positions in the next three to six months.¹

Solution Overview

Recruitment is the moment of transition from exploring opportunities to committing to one, and it bridges attraction efforts with employee retention. The future of recruitment will be focused on rapid end-to-end processes that leverage technology to improve efficiency, personalization of the candidate experience, and the creation of a more diverse and inclusive workplace. Success in this phase of the talent lifecycle will require:

- *Investing in technology solutions to help source candidates and streamline application processes*
- *Streamlining hiring practices for refugees and new immigrants to entice them into the sector*
- *Investing in strategic partnerships with different organizations to expand talent outreach and recruitment efforts. AHLA partners with "Dreams Happen Here", to promote hospitality careers, offering training in partnership with settlement agencies, colleges, and workforce development boards²*
- *Committing to robust onboarding strategies that encourage employee retention*
- *Leveraging alternate talent pools such as gig workers and "talent on demand" arrangements*

Conditions for Success

- **Technology investments:** Technologies in the recruitment space are becoming more advanced, making it possible for organizations to automate many manual recruitment tasks, such as resume screening and candidate matching. This enables recruiters and organizations to focus on more strategic and high-value tasks that can personalize the experience for individual candidates.
- **Consistency in usage of TFW program:** The sector is interested in using the TFW program but there are significant barriers around the application process that result in low success rates. Streamlining the applications process and implementing priority processing for the hotel sector would fill an immediate need for both seasonal and long-term positions.



Recommendation 2.1 : Embrace Technology

Traditional talent acquisition methods can be time consuming and do not keep pace with the demands of the incoming workforce generation who desire rapid and seamless application processes. With the advent of digital HR, technology is playing an increasingly important role in recruiting and enabling potential talent.

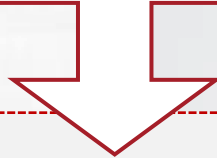
44%

of candidates say that a recruitment process has influenced their decision to accept or reject a job offer.¹



Spotlight

To efficiently screen thousands of daily job applications, Hilton adopted AI tech from AllyO in 2014. With the end-to-end HR management solution, Hilton provides a great candidate experience and automates admin tasks. As a result, Hilton can send 83% more offers per recruiter per week.²



- 

2.1.1 – Invest in Applicant Tracking Systems: Manage application processes in an efficient and equitable manner (both from an organization and applicant standpoint) by using HR software to digitally manage and automate the application workflow in an unbiased way.
- 

2.1.2 – Maintain Candidate Relationship Management (CRM) systems: Use CRM systems to maintain ecosystems of applicants (past, present, active, and passive) to enable proactive vs reactive hiring practices by having a repository of skillsets when specific roles need to be filled.
- 

2.1.3 – Source candidates on social channels: Leverage the communication channels preferred by Gen Z to appeal to younger candidates by advertising employment opportunities on social platforms.
79% of applicants use social media when job searching.
- 

2.1.4 – Invest in HR analytics: Leverage analytics software to better understand the types of candidates who are likely to perform best (and have the longest retention) within your organization to better target recruits.
- 

2.1.5 - Conduct virtual fairs: Invite candidates for virtual fairs, screen potential candidates and follow up to proceed. Offer realistic previews and introduce benefits and perks to encourage them to seek next steps for employment.
- 

2.1.6 – Try chatbots: Use digital assistants like chatbots to support candidates during non-business hours.
- 

2.1.7 – Embrace mobile recruitment: Ensure that application processes (including websites and online portals) are mobile friendly and optimized for all devices. Alternatively, partner with online hiring portals which have mobile-driven approaches to drive application efficiency for potential employees.
94% of job-seekers have used a smartphone to browse job openings.
- 

2.1.8 – Use QR codes: Use your physical space (i.e.. Hotel) or other locations to display QR codes with links to your online recruitment portal or recruitment contact.



Recommendation 2.2 : Leverage Referrals and Rewards

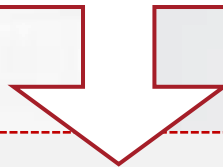
This approach leverages the personal and professional networks of individuals to identify and attract qualified job candidates. The process works by offering a financial or non-financial reward for referring a candidate who is then successfully hired and stays with the company for a specified period. This incentivizes employees to actively participate in the recruitment process and helps to ensure that referred candidates are a good fit for the company culture and the job requirements.





45% of employees sourced from referrals remain with an organization longer than 4 years.¹

Spotlight



Destination hotels uses an automated and integrated employee referral program within its Applicant Tracking System and their careers web page to get qualified referrals and can recruit more than half of the company's new hires from these referrals.²



-  **2.2.1 - Incentivize online employee referral programs:** Leverage digital media such as LinkedIn and other online business accounts to allow employees to refer and tag family and friends who might be looking to join the industry and offer referral bonuses.
-  **2.2.2 - Offer alumni referral rewards:** Create a dedicated alumni page on company websites or social media channels and allow alumni to drive potential employee engagement (e.g., tag and refer people in their network).
-  **2.2.3 - Offer incentives to boomerangs:** Encourage former employees to apply by offering re-joining rewards and retention bonuses. Facilitate an easier recruitment process by allowing them to skip the steps necessary for new candidates.
According to a 2022 study by UKG, 1 in 5 employees have returned to their former employers.³
-  **2.2.4 - Provide apprenticeship opportunities:** Allow interested referrals a paid 'day in the life' opportunity to test out the role prior to application.



Recommendation 2.3 : Invest in Onboarding

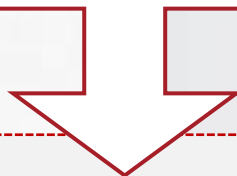
The turnover rate of employees in the sector is among the highest worldwide. Employee turnover and training are expensive for businesses and can lower customer service standards. Adopting an extensive onboarding program may be the key to raising employee job satisfaction and reducing turnover.




69% of employees are likely to stay with a company if they experience a great onboarding program.¹



Spotlight

To introduce new hires to Ritz's service ethos and values, the hotel runs a program called "Ladies and Gentlemen". To make sure that all employees are aware of the Ritz Carlton's high expectations for service and client satisfaction, the program combines classroom instruction, role-playing, and on-the-job training. Additionally, the Ritz Carlton pairs new hires with experienced colleagues who guide and support them^{2,3,4,5}.



-  **2.3.1 - Provide job preview days:** Provide a dedicated day to preview roles and responsibilities, and an overview of expectations to help new hires understand what is expected in their daily performance.
-  **2.3.2 - Create a new hire portal to 'preboard' employees:** Develop an online portal that contains all relevant information for the employee (including role outlines, initial training materials, scheduling procedures, HR policies, etc.) that is accessible prior to their start date.
-  **2.3.3 - Create an onboarding manual:** Develop an onboarding manual that contains all information about the company's benefits, policies, vision, mission, values, history and culture.

Ritz-Carlton provides a Credo Card that is included as a part of the uniform for Ritz-Carlton employees. It is a trifold pocket card which includes company's quality standards called Gold Standards.³

-  **2.3.4 - Invest in welcome packages:** Create a positive first impression and convey appreciation for new hires by providing welcome packages that reflect your organization's culture.
-  **2.3.5 - Provide paid new hire development days:** Softly introduce individuals to your organization by having structured development days that cover: company protocols, purpose sessions, individual goal setting, any necessary paperwork (i.e., direct deposit, NDAs, etc.), and shadowing opportunities.
-  **2.3.6 - Create buddy and coach relationship plan:** Pair new hires with a peer as buddy and a formal coach as mentor. Develop role expectations for each one of these positions that tie to performance metrics.



Recommendation 2.4 : Investigate Alternate Talent Pools

Recognizing that a reliance on traditional talent markets has not solved the current labour shortage, hotels need to explore alternative recruitment strategies that consider unconventional talent pools (such as remote workers or retirees). Not only can these populations help fill labour gaps, but they also reduce industry dependence on traditional labour markets that have high competition with other sectors.

40%

of Canadian millennials have participated in the gig economy over the past five years.¹



Spotlight

Days Inn, a hotel chain, hired older workers and discovered that these workers turned out to be conscientious, adapted well to change, and had low absenteeism. As a result, about 25% of their employees at two national reservations centers are senior citizens. The company actively sponsors job fairs for older workers and testified before Congress on their behalf.²

- 2.4.1 – Buy in to industry specific gig-apps:** Gig work apps are on the rise in North America. Use these apps to source short-term workers for immediate needs.
- 2.4.2 – Partner with community agencies:** Work with municipal corporations, or local groups such as senior, youth, or newcomer agencies, to promote employment opportunities.
- 2.4.3 – Register with freelance platforms:** Sign up for freelancers on websites like Upwork, Fiverr, and freelancer.com to access a larger talent pool, fill short-term staffing needs, and save costs compared to traditional staffing methods.
- 2.4.4 – Form partnerships with international hotel associations:** Collaborate with other associations and find foreign workers interested in working overseas e.g., *AHLA and LHA announced a partnership to advance policy advocacy and grow Latino investment in the community of owners and operators, encouraging employees to move for work.*³
- 2.4.5 – Target industry retirees:** Entice retired employees back into the workforce part-time by offering flexible schedules and tax incentives to return to work.
- 2.4.6 – Leverage senior programs:** Offer employment to seniors who are part of programs such as Targeted Initiative for Older Workers (TIOW) or Older Workers 55+.
- 2.4.7 – Seek candidates from other industries:** Headhunt potential candidates from similar industries (i.e., retail or food services) on LinkedIn or other sites for comparable roles.
- 2.4.8 – Hire a workforce planning specialist:** Hire a specialist on contract to do workforce forecasting and drive proactive recruitment processes for alternate talent markets.
- 2.4.9 – Take advantage of hiring and wage subsidies:** Various federal and provincial subsidies exist to support businesses in offsetting the costs of hiring new employees. Often these subsidies are specific to certain conditions or demographic groups. Examples may include Indigenous/First Nations, STEM hires, military reservists, etc.
e.g., *Up to 50% of cost of hiring Metis youth in Alberta for up to six months.*⁴



Industry Action Plan for Recruitment

"Now" actions are immediately executable, low-cost efforts that can be implemented using existing resources.

"Next" actions are near-future tasks that require planning and potential resource allocation.

"Later" actions are tasks that require significant planning and resources, and are important for long-term goals, but can be executed after "now" and "next" tasks are completed.



- 2.1.3 – Source candidates on social channels
- 2.2.1 - Incentivize online employee referral programs
- 2.2.2 - Offer alumni referral rewards
- 2.3.1 - Provide job preview days
- 2.3.3 - Create an onboarding manual
- 2.3.4 – Invest in welcome packages
- 2.3.5 - Provide paid new hire development days
- 2.4.1 – Buy in to industry specific gig-apps
- 2.4.3 - Register with freelance platforms
- 2.4.5 – Target industry retirees



- 2.1.6 – Try chatbots
- 2.1.7 – Embrace mobile recruitment
- 2.2.3 - Offer incentives to boomerangs
- 2.3.2 – Create a new hire portal to 'preboard' employees
- 2.3.6 - Create buddy and coach relationship plan
- 2.4.2 - Partner with community agencies
- 2.4.6 – Leverage senior programs
- 2.4.7 – Seek candidates from other industries
- 2.4.9 – Take advantage of hiring and wage subsidies



- 2.1.1 – Invest in Applicant Tracking Systems
- 2.1.2 – Maintain Candidate Relationship Management (CRM) systems
- 2.1.4 – Invest in HR analytics
- 2.1.5 - Conduct virtual fairs
- 2.1.8 – Use QR codes
- 2.2.4 - Provide apprenticeship opportunities
- 2.4.4 - Form partnerships with international hotel associations
- 2.4.8 – Hire a workforce planning specialist

Now- within 30 days

Next- within 6 months

Later- within 12 months

Successful implementation of these solutions can lead to the following outcomes:

- Efficient short-term staffing
- Wider candidate pool through social channels and referrals
- Improved candidate quality through onboarding and job previews
- Engaged employees through development opportunities
- Cost savings through optimization of gig workers and HR analytics
- Diverse talent pool through community partnerships
- Effective and just-in-time solutions for staff shortage

A group of five business professionals (three men and two women) are gathered around a table in a modern office setting. They are all dressed in business attire (suits and blouses). They are looking at documents on the table, some are smiling, and one man is writing. The background shows a large window with a grid pattern and bright light. A semi-transparent red banner is overlaid across the middle of the image, containing the text.

Recommendations for Development



3. Develop

Studies around the world have repeatedly shown that organizations with robust development programs are significantly more productive, with 84% of employees at top-performing companies receiving regular training. In addition to positively impacting organizational culture, development investments have a significant impact on retention rates and the ability to attract top talent.³

Half of the companies (49%) increased their Learning & Development budget in 2022 from 2021⁴

87%

of HR leaders say that learning and development programs will be critical to retaining talent.¹

93%

of CEOs who introduced upskilling programs have seen increased productivity and improvement in talent acquisition and retention.²

Solution Overview

Prioritizing upskilling and providing learning opportunities will provide benefits not only to employees but also to the overall business by developing a culture in which development and progression are both supported and encouraged. Success from a development perspective will be achieved by:

- *Developing and fostering a culture of learning that allows employees to find their own balance between technical skills, soft skills and development opportunities based on individual interests*
- *Enabling a culture of psychological safety that allows for a safe space to fail, learn and grow*
- *Creating training and orientation plans that align with and reinforce the cultural values of the organization*
- *Rewarding learning by connecting it to performance management and promotions*
- *Engaging employees to actively choose their career paths and center their learning around their ambitions*

Conditions for Success

- **Appropriately sourced or developed curriculum:** This might include investment in an organization’s learning capabilities including trainers, instructional designers, or learning advisors.
- **Management buy-in:** A learning culture highly depends on the commitment of management and leadership that prioritizes and invests in the learning needs of its employees.



Recommendation 3.1 : Leadership Development

Organizations that commit to developing leaders can expect to gain a significant competitive advantage by improving the bottom line; attracting, developing, and retaining talent; driving strategy execution; and increasing success when navigating change. Leadership development boosts employee engagement, increases an organization's ability to deal with gaps in its talent pipeline, and reduces the issues associated with turnover. Great leaders attract, hire, and inspire great people.

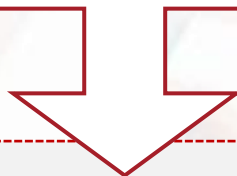
83%

of organizations believe it is important to develop leaders at every level of a business, but only 5% of organizations have implemented leadership development at all levels.¹



Spotlight

The Voyage program includes hands-on and virtual training in many disciplines like Accounting, Finance, Culinary, Engineering, Event Management, Food & Beverage, Human Resources, Revenue Management, and Rooms Operations through mini departmental rotations, and collaboration opportunities with colleagues and senior leaders globally.²



-  **3.1.1 – Invest in mentoring and coaching for leaders across levels:** Provide both one-on-one and group coaching.
-  **3.1.2 – Add reasonable stretch assignments:** Conduct regular discussions with employees and provide opportunities to try new assignments or cross-skill in other areas of the business.
-  **3.1.3 - Provide leadership training via e-learning and classroom sessions:** Provide paid time off for leaders to attend training sessions. Hire trainers to develop synchronous, and asynchronous, e-learning programs or sponsor online courses with relevant curriculum offerings.
-  **3.1.4 – Collaborate with other hotels to develop leadership exchange programs:** Allow leaders to work at different organizations and/or locations as part of their learning assignments. Identify industry coaches to facilitate discussions and capture learnings following the assignments.
-  **3.1.5 - Offer soft skills training:** Prioritize soft skill development (beginning with emerging leaders) around topics such as conflict resolution, empathy, emotional intelligence, listening skills, communication, etc.
-  **3.1.6 - Offer job shadowing:** Partner emerging leaders with senior leaders or other staff members to widen breadth of understanding and perspective.
-  **3.1.7 – Leverage free personality assessments tools:** Use assessments to evaluate the inherent strengths of leaders and align them with roles best suited to their personality. Red Bull Wing finder is a free personality test that identifies natural strengths and provides resources and guidance to enhance them.³



Recommendation 3.2 : Learning and Upskilling

While many organizations use learning and development as a reactive measure to manage change or performance issues, the most successful companies have learning and development embedded in their day-to-day operations. Given today's rapid pace of change, an employee's ability to adapt to changes in their job responsibilities (whether brought on by automation, the adoption of new software, or a change in processes), is a valuable skill that should be further supported and nurtured by learning initiatives.

94% of employees will stay at a company longer if it invests in their learning and development.¹



Spotlight

Marriott International emphasizes the well-being and growth of each employee and offers diverse training to employees using different training methods including virtual and in-person learning focusing on skill development and professional development on topics like work-life balance, leadership and management.²



-  **3.2.1 – Provide internal rotational work opportunities:** Transition employees to different jobs in various departments aligning to their career aspirations and desired paths within the industry.
-  **3.2.2 - Sponsor industry seminars:** Sponsor and provide time-off to staff in key roles to attend industry events.
-  **3.2.3 – Collaborate with hospitality schools to offer certifications:** Collaborate with HAC and educational institutions to provide certification courses to staff.
-  **3.2.4 - Provide incentives and rewards to senior staff:** Allow junior staff to learn on the job. Provide incentives and rewards to senior staff to help train new hires and junior workers.
-  **3.2.5 - Leverage free online courses.** Register staff under Mass Open Online Courses (MOOC). Follow-up for accountability and capturing key takeaways.
-  **3.2.6 - Provide industry-wide staff rotational programs:** Rotate staff between different hotels to promote growth and engagement. Working symbiotically may not only provide employees with exposure to multiple jobs, but may help solve labour scarcity concerns collectively, e.g., a hotel that has labour shortages can borrow employees from another that has sufficient staff.
-  **3.2.7 - Develop internal and/or external online knowledge sharing forums:** Allow recently trained employees to share knowledge with others through online and offline forums.
-  **3.2.8 - Conduct monthly knowledge sharing sessions between staff:** Have one staff member lead a session each month for knowledge sharing.
-  **3.2.9 – Provide mobile enabled learning applications:** Offer bite-size video job aids via mobile apps for effective employee learning and development, especially for practical tasks that require visual demonstrations. This approach is cost-effective and saves time compared to traditional training methods.
-  **3.2.10 – Leverage workforce development financial support:** Provincial programs provide direct financial support to individual employers who wish to purchase eligible training for their employees, so long as they address workforce skills and are delivered by a third party. Specific programs for Indigenous workforce development also exist.

e.g., Up to 83% of cost to max. \$10,000/existing employee in Ontario³

e.g., 40% - 60% wage subsidy up to 3 months (N. Vancouver Island Aboriginal Training Society)⁴



Recommendation 3.3 : Formalize Career Paths & Progression

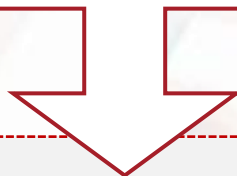
Clear career paths provide predictable routes towards growth and promotion for employees, and these tangible goals are proven to increase motivation. Well-defined, clearly communicated pathways for advancement can encourage employee satisfaction and retention, especially among diverse and underrepresented workers.

86% of employees that leave their positions do so because of a lack of career growth.¹

Spotlight



Employee perks offered by Kimpton Hotels & Restaurants include paid sabbaticals and tuition reimbursement in addition to access to onsite fitness centers. At all levels of operation, it goes above and beyond to ensure that there is teamwork and collaboration between superiors and subordinates. The hotel and restaurant chain was ranked as a top 50 employer in 2022 by Fortune.²



-  **3.3.1 – Develop career roadmaps:** Develop formalized career progression roadmaps for each role. Create clear eligibility criteria for promotion that is linked to learning initiatives.
-  **3.3.2 - Provide developmental opportunities for promotion:** Enable self-assessments, identify other positions that an employee might be interested in, and offer training to achieve these roles.
-  **3.3.3 - Conduct regular check-ins with managers:** Share career information, including future role opportunities with managers through frequent conversations. Help managers goal set to reach new positions.
-  **3.3.4 - Link to performance management:** Create individual goals for staff and help them identify their strengths and development opportunities. Adopt common practices like constructive feedback, frequent conversations with staff about employee career ambitions, and goal setting.
-  **3.3.5 - Measure success through feedback and KPIs:** Conduct regular one-on-ones and 360-degree feedback to get inputs about employee performance against goals.
-  **3.3.6 – Train on how to set goals:** Conduct sessions for both managers and staff on how to create SMART goals.



Industry Action Plan for Development

"Now" actions are immediately executable, low-cost efforts that can be implemented using existing resources.

"Next" actions are near-future tasks that require planning and potential resource allocation.

"Later" actions are tasks that require significant planning and resources, and are important for long-term goals, but can be executed after "now" and "next" tasks are completed.



- 3.1.1 Invest in mentoring and coaching for leaders across levels
- 3.1.2 - Add reasonable stretch assignments
- 3.1.5 - Offer soft skills training
- 3.1.6 - Offer job shadowing
- 3.1.7 - Leverage free personality assessment tools
- 3.2.1 - Provide internal rotational work opportunities
- 3.3.1 - Develop career roadmaps
- 3.3.3 - Conduct regular check-ins with managers
- 3.3.6 - Train on how to set goals

- 3.1.3 - Provide leadership training via e-learning and classroom sessions
- 3.2.2 - Sponsor industry seminars
- 3.2.3 - Collaborate with hospitality schools to offer certifications
- 3.2.4 - Provide incentives and rewards to senior staff
- 3.2.5 - Leverage free online courses
- 3.2.8 - Conduct monthly knowledge sharing sessions between staff
- 3.3.2 - Provide developmental opportunities for promotion
- 3.3.4 - Link to performance management
- 3.3.5 - Measure success through feedback and KPIs

- 3.1.4 - Collaborate with other hotels to develop leadership exchange programs
- 3.2.6 - Provide industry-wide staff rotational programs
- 3.2.7 - Develop internal and/or external online knowledge sharing forums
- 3.2.9 - Provide mobile enabled learning applications
- 3.2.10 - Leverage workforce development financial support

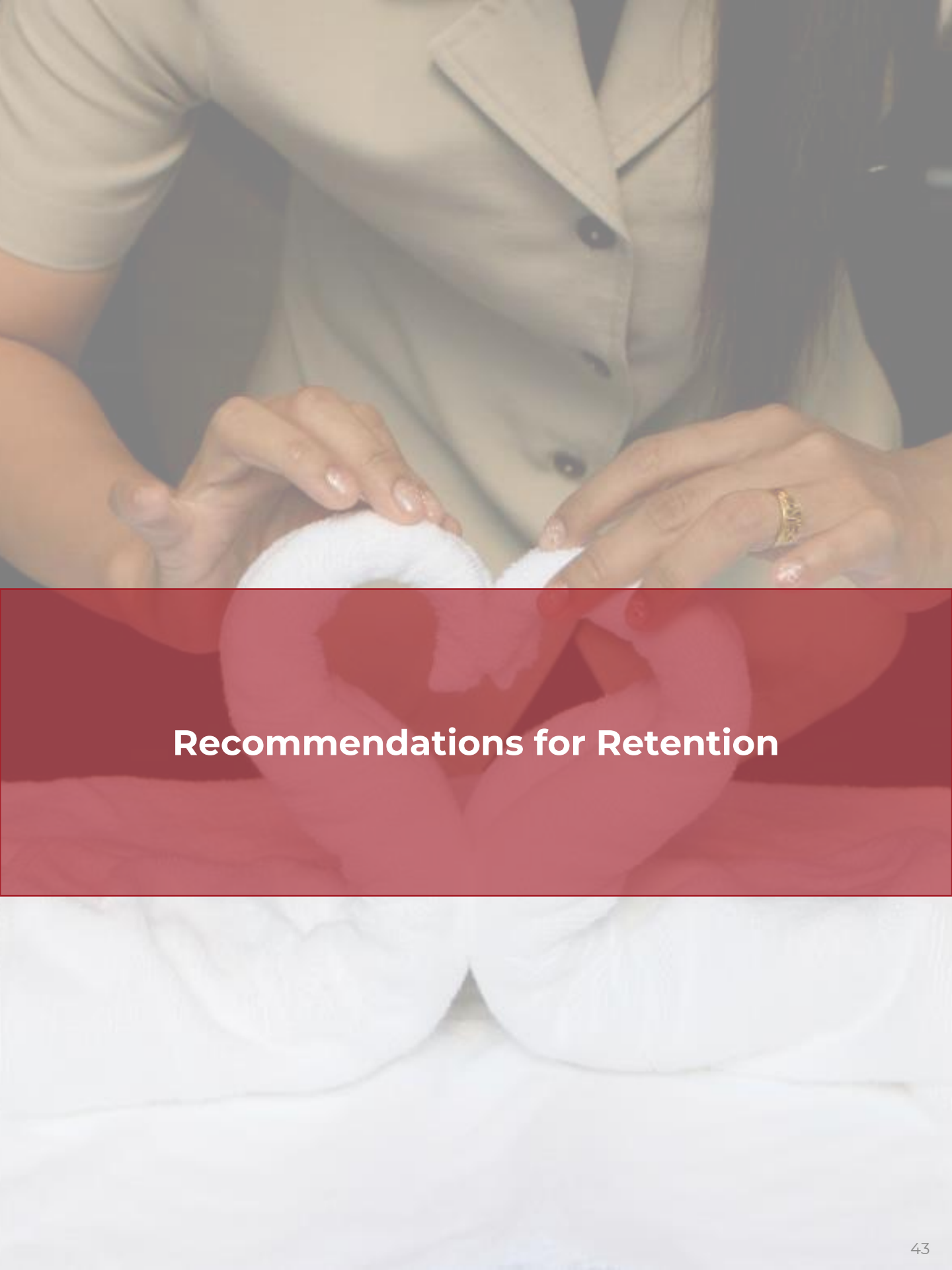
Now- within 30 days

Next- within 6 months

Later- within 12 months

Successful implementation of these solutions can lead to the following outcomes:

- Better decision-making and higher quality work
- Increased employee engagement and satisfaction
- Higher retention and career progression
- Enhanced skills and productivity through training
- More diverse skill sets through collaboration
- Improved knowledge sharing
- Improved performance measurement



Recommendations for Retention



4. Retain

The hotel and hospitality industry has one of the highest turnover rates in the country. High staff turnover rates are incredibly disruptive to business growth, may have damaging effects on a team’s morale, reduce the company knowledge base, interfere with customer service, and burden remaining staff. Focusing on retention (especially post-pandemic) will be an important component of stabilizing the sector as the industry looks towards future growth.



Solution Overview

Understanding existing perceptions, identifying the needs of current and future staff, and finding keys to fulfil these needs will serve to create a symbiotic relationship between employer and employees in today’s hotel workforce. By closely examining talent value propositions across the industry, employers can bolster employee retention rates and contribute to positively increasing the hotel brand as a best-in-class career destination.

Successful retention strategies will include:

- *Leaning into non-monetary benefits such as childcare support, transportation solutions, mental health initiatives, etc.*
- *Acknowledging the current talent market’s desire for flexibility in shifts and scheduling*
- *Focusing on personalization when it comes to benefits and an employee’s overarching career journey and experience*
- *Looking to invest in employee health and well-being by offering health insurance and mental health support, promoting physical activity, providing healthy food options, encouraging work-life balance, and creating a positive work environment*

Conditions for Success

- **Clear understanding of talent needs:** Deep understanding of talent needs, preferences and behaviours to tailor retention strategies to meet your needs
- **Personalization:** Each group of talent has unique needs, catering to these is important to successfully implement retention solutions
- **Communication and consistency:** Being honest and clear in communicating the right messages at the right time and being consistent improves the outputs of retention strategies
- **Continuous improvement:** It is necessary to improve and upscale retention strategies based on changing talent priorities and labour market situations



Recommendation 4.1 : Provide Flexible Work Arrangements

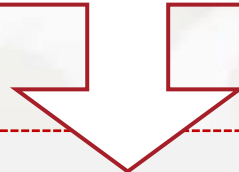
Lack of flexibility is one of the largest drivers influencing talent exits. One of the best ways to empower employees is by allowing flexible work schedules. Flexibility is particularly important for women, as they are the group most likely to request this arrangement. Tesco, a retail company with work schedules similar to the hotel industry has witnessed a decline in its absence rate since implementing flexible work plans, from 7% to 4% in one year.¹






54% of employees globally said that they would consider quitting their job if they weren't offered flexibility³

Spotlight



Aimbridge provides flexible work arrangements to their staff by scheduling around their availability and filling the gaps with other associates (e.g., hiring a worker who is only available once a week). The company also introduced “pay on demand” solutions, along with shift sharing, and rotational opportunities with other properties. With these efforts, it has been able to come close to reaching 80% of its pre-pandemic workforce.²



- 
4.1.1 - Allow shift sharing: Sharing a shift among two employees is a flexible work arrangement that can be done with those who need more hours on some days of the week for personal commitments.¹ This is a hybrid system that bridges the gap between part-time and full-time employment and considers a wider range of employee schedules in lieu of the standard shift.
- 
4.1.2 - Implement a compressed work week: A compressed work schedule allows a workweek for an employee to be less than five workdays. For example, providing a full-time employee four 10-hour days instead of five 8-hour days or more hours one week, followed by an additional day off the next week. This allows employees to accrue personal days by working more hours on some days based on their needs/priorities for a given week.
- 
4.1.3 - Enable remote work arrangements: Though more challenging in the hotel environment, remote work arrangements can be possible by rotating responsibilities between staff (e.g., performing housekeeping duties for a few days, and then performing marketing and property sales remotely one day a week), allowing for a certain level of rotational flexibility.
- 
4.1.4 - Redesign working hours to accommodate working parents: Create 9-3 shifts to allow parents to work while their children are in school or day care and help them spend necessary hours with their children earlier/later in the day.
- 
4.1.5 - Offer part-time work or reduced hours: Offering part-time work options can allow staff to balance work with other commitments and can be especially attractive to those who cannot commit to full-time employment.



Recommendation 4.2 : Provide Meaningful Benefits

Employees in today's labour market expect their employers to offer them an exceptional work environment and a culture that fosters both personal and professional development. Non-monetary benefits provide substantial motivation and job satisfaction and boost employee engagement levels. Companies are discovering that benefits, rather than pay, are the most powerful motivators for the Millennial and Gen Z workforce demographic.^{2,3}

55%

of Taj hotel employees indicated that supervisor recognition would make them feel valued in the workplace.¹

Spotlight



In 2023, Warwickshire-based Belfry Hotel and Resort introduced fully-funded, unlimited mental health counselling and support for its 800+ employees. Launched in collaboration with The Burnt Chef Project and Thrive Mental Wellbeing, Belfry employees can access resources to help with the prevention, early detection and self-management of common mental health conditions.⁴



-  **4.2.1 - Create recognition initiatives:** Develop recognition programs like “employee of the month” or peer recognition programs to recognize high performing employees.
-  **4.2.2 - Offer additional rewards:** Offer certificates such as “Excellence in room operations” to identify the efforts of hard-working employees, that are partnered with other rewards such as sponsored “dine in with family” events.
Fairmont runs a Star program that recognizes top performers and gives awards that range from material gifts, to a weeks paid vacation at any Fairmont site.⁵
-  **4.2.3 - Conduct team building activities:** Conduct team building activities at certain times of the year (such as team lunches) to allow staff to meet and connect with one another and cultivate meaningful connections that can boost a supportive culture.
-  **4.2.4 - Encourage employee representation in public forums:** Nominate top performing employees to become the face of the company on public forums. Allow staff to engage with audiences (e.g., on online business pages), or provide speaking opportunities at important events like industry conferences.
-  **4.2.5 - Offer mental health support and other wellness programs:** Offer basic medical counselling to the staff by inviting health experts to talk about preventive health, healthy eating tips, or by offering free yoga sessions.
-  **4.2.6 - Provide work opportunities to close contacts:** Provide volunteering, internship, or work opportunities to employees’ family and friends, with a streamlined hiring process.
-  **4.2.7 - Offer access to onsite facilities and employee discounts:** Provide staff (and possibly family) access to hotel facilities such as the gym, spa, or outdoor activities.
-  **4.2.8 - Partner with other service providers to give employee discounts:** Collaborate with home and domestic service providers such as internet, retail, food, etc. to provide discounts to sector employees
The Registered Practical Nurses Association of Ontario (RPNAO) has specialty member benefits such as home and auto insurance, as well as fitness memberships.⁶
-  **4.2.9 - Tailor benefits to align with occupational demands:** Offer targeted support services like physiotherapy, chiropractic care, and mental health support to address role-specific challenges and reduce lost workdays due to the high number of WSIB claims.



Recommendation 4.3 : Childcare Support

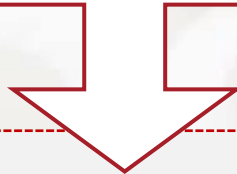
Working parents in the hospitality industry experience unique stress due to the often-unconventional nature of scheduling in the sector, as many childcare options only offer care that corresponds with typical 9-5 office work. Introducing childcare options can reduce headcount turnover, increase employee morale, and impact industry branding as it represents a significant investment in employee retention and well-being.

69% of women with children are more likely to choose an employer that offers support with childcare.¹



Spotlight

New York restaurateur and owner of café Westbourne, offers paid childcare to its staff in partnership with a childcare provider that supports the hospitality industry. It offers flexibility to the parents working in the industry to use as much or as little based on their requirements and accommodates last minute needs as well.²



-  **4.3.1 - Create an onsite facility for childcare:** Leverage a space that is used less frequently within the operation or modify small spaces to make these conducive to child friendly environments.
-  **4.3.2 - Collaborate with industry partners on childcare:** Collaborate with other hotels in the vicinity to use common spaces in the same location/area to create a childcare facility. Distribute costs of licensing, insurance, rent/lease equally. This arrangement can be done with organizations outside of the industry, with similar employee childcare needs.
-  **4.3.3 - Connect with community facilities for childcare:** Foster affiliations with nearby community centers (or other local space if available) at discounted rate to offer childcare to staff.
-  **4.3.4 - Subsidize childcare costs:** Offer subsidized support by reimbursing childcare expenses (in full or in part) or by paying childcare facilities directly on behalf of employees.
-  **4.3.5 - Create a network of informal support for childcare:** Create a network of trustworthy people in the community or organization (such as other parent staff members, their parents or their grandparents) who can support when they have capacity, or when their shifts have ended.

A non-profit called Tipping Point created a program that connected parents working non-traditional hours to grandmothers looking for additional money and community connections. This evolved into an app that connects circles of families from the industry, with trained, available caregivers.³



Recommendation 4.4 : Provide Transportation and Housing

The ability to attract, retain, and develop a diverse, productive workforce has become inextricably tied to the rising cost of living expenses. With 47 % of renters and 23% of homeowners paying 30% or more of their income on housing, high housing costs can prevent workers from living near their jobs and can put a strain on the local economy by slowing employment growth. Taking action to support cost of living expenses when building a total rewards package can act as a clear differentiator when it comes to standing out as an employer of choice in a crowded job market.

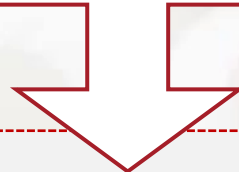
55%



of workers have concerns about extra expenses (such as travel) associated with in-person work.¹



Spotlight

Fairmont Chateau Lake Louise offers subsidized on-site, furnished accommodations to all levels of full-time employees at a discounted rate. This provides staff with the convenience of living minutes from work while also offering recreational activities on site.²



-  **4.4.1 - Offer corporate shuttle services to hotel:** Offer shuttle services to staff by providing shared transportation services for employees within a certain vicinity.
-  **4.4.2 - Pool shuttle services with other hotel operators:** Collaborate with other businesses (both in or outside of the industry) to collectively provide transportation services.
-  **4.4.3 - Offer transit subsidies for public transportation:** Provide discounts for transit passes or reimburse cost (in part or in full) to staff.
-  **4.4.4 - Offer incentives for 'active commuting' (e.g., biking):** Provide special incentives to staff that live close to work and can commute via bike, walking, etc.
-  **4.4.5 - Offer parking stipends for employees working in urban hotels with limited staff parking:** For urban hotels with limited staff parking, offer stipends to offset the high cost of downtown parking.
-  **4.4.6 - Incorporate commuting costs into compensation packages:** Provide travel bonuses as a component of an employee's total rewards package.
-  **4.4.7 - Offer 'proximity incentives' for employees to move within 'x' kilometers of the hotel:** Encourage staff to move closer to the workplace by offering monetary incentives to relocate.
-  **4.4.8 - Work with banks for preferred mortgage rates for employees:** Collaborate with banks to provide lower interest rates for individuals in the industry to support the rising cost of housing.
-  **4.4.9 - Collaborate with real estate services or property management groups to offer rent at lower prices:** Collaborate with rental buildings to support staff in sourcing affordable housing options.



Industry Action Plan for Retention

"Now" actions are immediately executable, low-cost efforts that can be implemented using existing resources.

"Next" actions are near-future tasks that require planning and potential resource allocation.

"Later" actions are tasks that require significant planning and resources, and are important for long-term goals, but can be executed after "now" and "next" tasks are completed.



- 4.1.1 - Allow shift sharing
- 4.1.3 – Enable remote work arrangements
- 4.1.4 - Redesign working hours to accommodate working parents
- 4.1.5 - Offer part-time work or reduced hours
- 4.2.1 - Create recognition initiatives
- 4.2.3 – Conduct team building activities
- 4.2.4 - Encourage employee representation in public forums
- 4.3.4 - Subsidize childcare costs
- 4.4.3 - Offer transit subsidies for public transportation
- 4.4.4 - Offer incentives for 'active commuting' (e.g., biking)
- 4.4.5 - Offer parking stipends for employees working in urban hotels with limited staff parking
- 4.4.6 - Incorporate commuting costs into compensation packages



- 4.1.2 – Implement a compressed work week
- 4.2.2 - Offer additional rewards
- 4.2.5 - Offer mental health support and other wellness programs
- 4.2.6 - Provide work opportunities to close contacts
- 4.2.7 - Offer access to onsite facilities and employee discounts
- 4.2.9 – Tailor benefits to align with occupational demands
- 4.3.3 - Connect with community facilities for childcare
- 4.4.1 - Offer corporate shuttle services to hotel
- 4.4.2 - Pool shuttle services with other hotel operators
- 4.4.7 - Offer 'proximity incentives' for employees to move within 'x' kilometers of the hotel



- 4.2.8 - Partner with other service providers to give employee discounts
- 4.3.1 - Create an onsite facility for childcare
- 4.3.2 – Collaborate with industry partners on childcare
- 4.3.5 - Create a network of informal support for childcare
- 4.4.8 - Work with banks for preferred mortgage rates for employees
- 4.4.9 - Collaborate with real estate services or property management groups to offer rent at lower prices

Now- within 30 days

Next- within 6 months

Later- within 12 months

Successful implementation of these solutions can lead to the following outcomes:

- Improved employee loyalty and retention
- Better employee work-life balance, increased motivation and reduced stress levels
- Competitive advantage in the job market, leading to enhanced talent attraction



Recommendations for Separation



5. Separate

Most exit processes focus on the needs of the organization more than the need of the employee. It is important to remember that empathy is an important aspect in the design of the separation process. Positive exit experiences by employees are proven to help build an organization's brand, its ability to hire top talent, internal team morale and its reputation with customers. As the final reflection of organizational culture in an employee's journey, it should be granted equal (if not greater) importance than other HR processes.

1 in 5 employees come back to work for their former employer.¹

Solution Overview

According to a 2020 Glassdoor study, 40 percent of job seekers say they would pull out of a recruitment process after reading negative reviews from employees³. Regardless of overall employment experience, recency bias suggests that employees are most likely to remember how they feel when leaving an organization, so facilitating a smooth and supportive transition is paramount. This can be achieved by:

- *Consciously looking to automate routine tasks to ensure that employees get a personalized and human experience*
- *Conducting open and honest exit conversations to fully understand departure rationale so that opportunities for improvement can be applied to the workforce moving forward*
- *Providing empathetic support during the transition process and inviting the exiting employee to remain a member of the organization via its alumni network*

Conditions for Success

- **Commitment to employee experience:** This is required to ensure employees feel supported throughout their journey in the organization
- **Empathetic leadership:** Empathetic leaders create a positive exit experience for employees by valuing and acknowledging their contributions, having honest dialogue and maintaining a positive relationship during departure
- **Consistency in experience:** All good efforts, if not consistent, dilute and are lost, making previous efforts futile, therefore, it is imperative to create and provide a consistent experience to all employees equally and fairly
- **A resource that owns alumni relations:** A dedicated resource manages the alumni network by being a point of contact to foster and maintain connections and facilitate alumni activities

1 - [Why you should or shouldn't go back to old job](#)



Recommendation 5.1 : Create A Positive Exit Experience

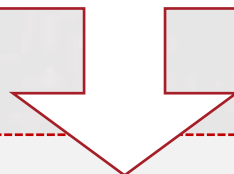
Facilitating positive employee exits is an important aspect of the talent lifecycle. Regardless of their employment status, every current and former employee who has a positive exit experience can help maintain a positive relationship between the employee and the organization.








2.9x Employees who have a positive exit experience are 2.9 times more likely to recommend their organization.¹

Spotlight



Hilton provided several alumni with individualized outplacement services after it laid off employees from hotels and corporate offices during the pandemic. The company also notified alumni of new positions before publicly releasing them when they began to rehire post-pandemic. Through their outplacement efforts, Hilton successfully placed thousands of team members in temporary positions around the world.²



- 
5.1.1 - Create anonymous feedback channels: Let employees voice their opinions through anonymous channels such as surveys or secure portals. Take feedback seriously and address challenges to continually improve the talent experience for future employees.
- 
5.1.2 - Conduct exit conversations: Conduct meaningful exit conversations by inviting employees to a one-on-one dialogue. Seek general feedback, ideas, and ways in which the organization can improve. Treat the departing employee with respect and part on good terms to make these employees brand advocates of the organizations for life.
- 
5.1.3 – Leverage your alumni network: Create an alumni newsletter or online forum to stay in touch with employees, and to keep them engaged. Update this network on organizational goals and recruitment opportunities and offer referral bonuses to encourage alumni to direct talent to the sector.
- 
5.1.4 – Streamline recruitment for re-entry: Let the employee know they are welcome to return if desired. Provide them an easy opportunity to do so by offering a shorter recruitment process like one interview instead of the norm.
- 
5.1.5 – Provide outplacement support: Provide outplacement support, such as resume writing or job search assistance, to employees who are separating from the company.
- 
5.1.6 - Leverage digital exit management processes: Invest in HR software that can streamline the ‘paperwork’ tasks related to employee exits. This creates an efficient process for the employee and allows the HR professional to focus on leaving a lasting human impact.
- 
5.1.7 – Request reviews online: Ask employees to write a review on employment sites like Indeed or Glassdoor. Get their testimonial and publish it on websites and career pages. Offer to endorse the employee in return on LinkedIn or provide an employment reference.



Industry Action Plan for Separation

"Now" actions are immediately executable, low-cost efforts that can be implemented using existing resources.



- 5.1.2 - Conduct exit conversations
- 5.1.4 – Streamline recruitment for re-entry
- 5.1.5 – Provide outplacement support
- 5.1.7 – Request reviews online

"Next" actions are near-future tasks that require planning and potential resource allocation.



- 5.1.1 - Create anonymous feedback channels
- 5.1.6 - Leverage digital exit management processes

Later" actions are tasks that require significant planning and resources, and are important for long-term goals, but can be executed after "now" and "next" tasks are completed.



- 5.1.3 – Leverage your alumni network

Now- within 30 days

Next- within 6 months

Later- within 12 months

Successful implementation of these solutions can lead to the following outcomes:

- Exit conversations provide insights into high turnover rates
- Streamlining recruitment for re-entry saves costs by hiring former employees
- Outplacement support reduces the risk of negative reviews
- Requesting online reviews and leveraging alumni networks improve recruitment quality and inform retention and development strategy

A hand is shown in profile, pointing towards the right. The hand is overlaid on a blurred background of colorful lights, including blue, green, and yellow. The hand is positioned in the upper half of the image, with the index finger pointing towards the right. The background is a soft-focus bokeh of lights, suggesting an indoor setting with decorative lighting. The overall mood is futuristic and hopeful.

Looking to the Future



Evolution of Talent Management

It is important to note that different organizations will be at different stages of maturity, with many having already implemented a number of the proposed recommendations to support their talent management practices. Therefore, each organization should assess its current level and position, and develop a roadmap for continuous improvement that is tailored to its unique positioning and needs.



Foundational

Innovative

Leading

Overview

Foundational organizations are typically those that have been in operation for a long time and have established a strong foundation in their industry. They often have well-established policies and procedures in place but may not be quick to adapt to changes in the market or industry.

Innovative organizations are those that are actively working on new and creative solutions to problems in their industry. They may be using emerging technologies or taking a unique approach to their business model. These organizations are often at the forefront of change and are willing to take risks to stay ahead of the curve.

Leading organizations are those that have a combination of a strong foundation and innovative practices. They have a long history of success and have adapted well to changes in the market or industry. They are often recognized as thought leaders in their field and may be setting the standard for best practices.

What do they do

- Foundational organizations typically rely on more manual processes for attracting and recruiting talent
- Retention may not be proactively managed but felt and understood to be important
- There may or may not be a clear understanding between talent and business metrics
- Past staff members feel only minimal affiliation with the organization

- Learning activities in innovative organizations are more structured, integrated, and effective
- Staff metrics are correlated to business impacts
- Recruitment is continuous and actively funnels talent to key roles
- Diversity is promoted as a strength, and embedded in everything from recruitment to learning
- Exit interviews collect important data around employee departures

- Technology is used to proactively build talent pipelines, engage passive talent, cultivate pools of people and expediate hiring processes
- Business and talent metrics are integrated to forecast and predict revenue and skills gaps
- Alumni are actively managed and supported in their career journeys
- Rewards are hyper-personalized to support employees in a wide variety of circumstances

Note: The actions listed do not necessarily provide a comprehensive picture of all talent management practices across foundational, innovative and leading organizations. Instead, sample actions are provided for each level to showcase how employers may be attracting, recruiting, and developing talent.

As organizations mature and evolve, their categorization may change over time. In moving from 'foundational' to 'leading', organizations will begin to optimize their talent lifecycle, spending less time on recruitment processes, and more time on development and retention initiatives.



Foundational

Innovative

Leading



Foundational Organization: What Success Looks Like



An organization that is at the foundational level of talent management maturity has established basic talent management processes, but technology may not be fully optimized or integrated. Foundational organizations promote employee experience and create a positive work environment and culture that supports employee well-being and engagement.



Path to Innovator*- What you can do to become innovative

- Assess current practices by conducting an audit of existing systems and identifying areas of improvement
- Improve data management by investing in data management systems and tracking KPIs
- Enhance digital presence and build a strong employer brand by developing a social media strategy to differentiate the organization and attract top talent
- Partner with other industry organizations, by joining memberships and attending industry events
- Foster innovation and creativity by establishing cross-functional teams and encouraging employee feedback and idea generation
- Embrace innovation and experimentation in all aspects of the business, to cultivate a culture of continuous improvement and growth
- Expand diversity and inclusion initiatives beyond compliance-based programs to create a more inclusive workplace culture that values and leverages differences in thought, background, and experience
- Target non-traditional talent pools (e.g., high schools, community groups, comparable industries), and actively promote opportunities to passive applicants before they search for their next employer



Performance Metrics to Track

- Employee engagement score
- Number of employee referrals hired
- Time to fill short-term employment needs using gig apps
- Percentage of new hires retained after 6 months
- Employee satisfaction with onboarding process
- Percentage of employees participating in training and development programs
- Employer branding score (as measured by surveys or other assessments)

*Specific recommendations for foundational organizations can be found in Appendix B



Foundational

Innovative

Leading



Innovative Organization: What Success Looks Like

Innovative organizations go beyond foundational practices and explore creative ways to promote employee experience. They invest in diversity roles, sponsor education initiatives and industry events, use digital tools, offer unique benefits, prioritize employee feedback, and actively seek talent from different industries. These organizations also provide opportunities for growth and promotion, and support employees throughout the entire employee lifecycle.



Path to leader*- What you can do to become leading

- Strategize employer branding through search engine optimization and digital marketing
- Actively promote referrals, and develop a rewards program that creates meaningful impacts for existing staff
- Assess technologies for recruitment, and overall employee experience, like performance management systems, employee engagement tools, employee self-service platforms
- Use data analytics to track recruitment and retention metrics, employee engagement, and performance
- Continue pushing the boundaries of learning and development capabilities by encouraging a culture of lifelong learning and skill development, where employees are constantly seeking out new knowledge and skills to improve their performance
- Invest in emerging technologies, such as AI and gamification, to create more engaging and effective learning experiences
- Go beyond memberships and establish strategic partnerships with external organizations or consultants to bring in new perspectives and expertise, and to leverage best practices from other industries and sectors
- Evaluate employee experience through surveys, to ensure effectiveness of talent processes and continuously address any challenges
- Engage alumni as brand ambassadors to promote opportunities and refer talent



Performance Metrics to Track

- Employee net promoter score (NPS): measures the likelihood of employees recommending the company as a great place to work, which could reflect the company's culture, leadership, and innovation focus
- Turnover rate
- Referral costs benchmarked to turnover and retention rates
- Diversity metrics like pay equity, percentage of employees from diverse groups

*Specific recommendations for innovative organizations can be found in Appendix B



Leading Organization: What Success Looks Like

Leading organizations are those that are at the forefront of their industry and are recognized for their innovation, creativity, and commitment to excellence. They are often trendsetters, consistently pushing the boundaries and setting the bar high for their peers. They strive to create a positive impact, not only within their organization, but also within the communities they serve.

Sustaining excellence* - What you can do to set the example

- Stay ahead of the curve by investing in cutting-edge technology and tools that can improve productivity and efficiency, as well as enhance the customer experience
- Integrate talent metrics into operational metrics to effectively forecast and predict revenue implications, employee turnover, hiring requirements and profitability
- Embrace sustainability and take steps to reduce environmental impact. Engaging employees to plan investments in renewable energy, reduce waste, and collaboratively develop environmentally friendly products and services
- Collaborate with external partners such as customers, suppliers, and other businesses to drive innovation, improve efficiency, and create new opportunities to share talent pools and resources through an integrated value chain
- Move from practicing to promoting diversity, equity, and inclusion by creating opportunities for underrepresented groups to advance, and take proactive steps to eliminate bias and discrimination
- Invest in public upskilling to cultivate future talent pools that can leverage you as a destination of choice for career insights, advice and learning opportunities prior to working
- Empower employees to perform recruitment functions and involve them as a stakeholder in the overall process
- Continuously engage staff and alumni through testimonials and storytelling

Performance Metrics to Track

- 6-to-12-month revenue forecasts with variable staff data predictions
- Revenue tracked on a per person system, with incentivization to improve performance at all levels
- Boomerang hires
- Cost per hire correlated to overall revenue

*Specific recommendations for leading organizations can be found in Appendix B



Summary from HAC's National Summit

Summary from HAC's National Summit

On March 7th, 2023 Industry leaders from across Canada came together for HAC's National Summit to validate the research findings gathered to date, and to better understand the labour crisis, ideate around solutions, and commit to actionable paths forward.

Considerable time was spent in identifying the root issues contributing to the sector's workforce challenges, and in understanding these challenges from an empathy driven, human centered mindset. In doing so, the focus shifted from focusing solely on economic or structural issues to understanding the lived experiences and perspectives of employees in the sector. Doing so enabled a better understanding of the unique challenges faced by hospitality workers, thereby enabling the development of more targeted and effective solutions to address them.

"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes."
 -Albert Einstein

The Industry identified key themes that will underpin its workforce transformation efforts...

- *Need for the industry to band together in order to remain competitive against other sectors*
- *A concrete focus on long term solutions in lieu of temporary fixes*
- *Acting with an agile mindset to try new solutions and discard or iterate as required*
- *Remembering that hospitality is a 'people business', and holding this sentiment at the heart of all workforce solutioning*

- *Need to shift perceptions around the industry by selling the life and career path to younger generations (focusing efforts on students and parents)*
- *Job/Life balance and integration must be re-considered as re-considered as a critical part of the sector's employee experience*
- *Highlight the sense of place, community, 'fun factor', and growth opportunities that exist in the sector*
- *New technology modalities must be leveraged at the right time, in the right way*

...as well as key focus areas and actions that will serve to propel the sector forward.

Summary from HAC's National Summit

Moving forward together:

Time together at the Summit served to emphasize the importance of collaboration and collective action in driving innovation. The event also emphasized the need to keep the employee experience at the center of the industry's design thinking and to ensure that solutions are not only feasible from a business and operational standpoint but also desirable from a human perspective.

As ideas came to light, two specific demographics emerged as focus areas for the industry: the incoming younger workforce (particularly at the student level), and newcomers to Canada.

1 YOUNG WORKFORCE

For the younger workforce, opportunities emerged around the exploration of experiential learning, mentorship, and professional development initiatives. These could include partnerships between educational institutions and businesses, targeting funding for programs that support skills development, and clear career pathing. In addition, it was highlighted that leveraging technology will be necessary to both reach/attract this audience, and to streamline recruitment and development efforts.

1 NEWCOMERS TO CANADA

For newcomers to Canada, opportunities were identified around the development of initiatives to support settlement and integration, such as language training, industry specific employment services, skills matching, and community engagement programs. It will also be important to holistically address systemic barriers that may prevent newcomers from fully participating in the sector, such as workplace inclusivity and lack of recognition for foreign credentials.

To ensure that the momentum generated during the summit is sustained, it will be important for organizations to establish clear plans of action with measurable goals and timelines. These plans should involve collaboration between relevant stakeholders, including government officials, industry leaders, HAC, and community organizations. By working together and creating solutions that centre around the perspectives and experiences of the sector's target demographics, the industry can create operational systems to build and support the success of the future workforce.

A hand is shown in a red-tinted overlay, reaching towards a silver service bell. The background is a blurred bokeh of light spots in shades of blue and white. The text "Deloitte Perspective" is centered on the hand.

Deloitte Perspective

Addressing the Sector’s Workforce Challenges: Deloitte Perspective

As Canada’s greatest service sector export, the hotel sector represents a significant component of the Canadian economy and showcases the nation to the world. This responsibility is felt not only by owners, but also by employees, who represent the human component of a traveler’s hotel experience. Post-pandemic, this human component is at considerable risk, with heavy cross-industry labour competition, rising costs of living, and changing perceptions about the nature of work. Fortunately, this is a sector that has historically demonstrated incredible resilience, and one that has regularly recovered from, and adapted to domestic and global crises, economic disparity, ecological pressures, and the like. This strength, coupled with innovative investments in talent will help the sector forge ahead and reframe the employee experience to lead in the market, and capture the talent needed for the future.

Employers are already playing a significant front-line role in **promoting** the positive aspects of the hotel industry, *building relationships* with candidates, and highlighting the **career opportunities** not offered by competing sectors.

EMPLOYERS ARE INVESTING SIGNIFICANT RESOURCES TO ADDRESS THE WORKFORCE GAP

- **Recruiting** talent that needs secondary investment in training and development
- **Creating** unique benefits to offset increased cost of living
- **Managing** career development opportunities for employees to grow and succeed
- **Offering** flexibility where possible to support families
- **Promoting** diversity across the workforce to leverage a broad range of experiences and strengths



Priority Focus Areas

Employers in the hotel sector are making significant strides in closing the workforce gap, and in applying creative approaches to retain key talent. In order to ensure long-term growth and success in the market the Industry needs to focus on **collaborating vs competing for talent** and in adjusting tactics to reflect the needs of various talent pools.

To achieve this, the Industry should focus on **sharing talent** in key markets and roles to improve incomes and employment opportunities for a wider range of talent. This approach would empower employers to leverage a more fluid workforce that can scale up/down based on individual needs and collectively work to address any shortfalls.

Building upon this theme, actively promoting connectedness within the workforce will improve both **active and passive referrals**, particularly for newcomers to Canada who seek new avenues of social connection. Active referrals represent a current employee referring a family/friend/other across a network of employers, and passive referrals represent alumni and disconnected talent referring talent for open opportunities.

Standardizing on a set of core skills within a region or property type (or ideally across the industry) will improve an organization’s recruiting speed, and create wider talent pools through schools, agencies and newcomer support organizations who all understand the job requirements and basic skills needed to succeed. This could be further bolstered by aligning these skill sets against foreign credentials and experience to better support new Canadians seeking work in the sector.

In addition, **prioritizing active investments in technology** will provide a competitive advantage by enabling operational streamlining, reductions in manual labour, and better data analysis. Investing in technology will help future-proof the industry and will aid in safeguarding against changing market conditions.

Finally, by investing in **active promotions and campaigns** both as individual employers and collectively through an agency model, overall industry awareness of opportunities and outreach will increase the total volume of candidates applying to the sector. There is much to be celebrated around the industry’s unique benefits and employee success stories, and actively sharing these across wide platforms will serve to elevate public perception of the sector.

In conclusion, the Industry has the potential to make a significant impact through collaboration and applying an ecosystem mindset to the current workforce dilemma. This represents a significant shift, but one that will elevate the industry to exceed other sectors and increase its total share of skilled and qualified individuals.

A hand with a red-tinted skin tone points from the left towards a silver bell. The background is a blurred bokeh of light spots in shades of blue and white. The word "Appendices" is written in white text on the hand.

Appendices



Appendix A
Solution Timelines



Solution Timelines



Now- within 30 days



Next- within 6 months



Later- within 12 months

Attraction

- 1.1.1 – Promote employee experience
- 1.1.2 – Leverage the power of employee representation
- 1.1.7 – Publish employee testimonials
- 1.2.3 – Leverage trending hashtags

- 1.1.3 - Create a dedicated diversity role
- 1.1.5 - Sponsor local education initiatives
- 1.1.6 – Harness the power of bite-size media
- 1.1.8 - Quantifiably track brand reputation
- 1.1.9 - Offer marketing bonuses to current employees
- 1.2.1 - Create strategic brand partnerships
- 1.2.4 – Conduct classroom sessions for high school students
- 1.2.6 - Sponsor industry conferences and networking events

- 1.1.4 – Promote education and training programs for refugees and new immigrant workers
- 1.2.2 – Run business competitions
- 1.2.5 - Develop structured mentorship programs
- 1.2.7 – Provide scholarships
- 1.2.8 - Offer internships and/or high school credit for work

Recruitment

- 2.1.3 – Source candidates on social channels
- 2.2.1 - Incentivize online employee referral programs
- 2.2.2 - Offer alumni referral rewards
- 2.3.1 - Provide job preview days
- 2.3.3 - Create an onboarding manual
- 2.3.4 – Invest in welcome packages
- 2.3.5 - Provide paid new hire development days
- 2.4.1 – Buy in to industry specific gig-apps
- 2.4.3 - Register with freelance platforms
- 2.4.5 – Target industry retirees

- 2.1.6 – Try chatbots
- 2.1.7 – Embrace mobile recruitment
- 2.2.3 - Offer incentives to boomerangs
- 2.3.2 – Create a new hire portal to 'preboard' employees
- 2.3.6 - Create buddy and coach relationship plan
- 2.4.2 - Partner with community agencies
- 2.4.6 – Leverage senior programs
- 2.4.7 – Seek candidates from other industries
- 2.4.9 – Take advantage of hiring and wage subsidies

- 2.1.1 – Invest in Applicant Tracking Systems
- 2.1.2 – Maintain Candidate Relationship Management (CRM) systems
- 2.1.4 – Invest in HR analytics
- 2.1.5 - Conduct virtual fairs
- 2.1.8 – Use QR codes
- 2.2.4 - Provide apprenticeship opportunities
- 2.4.4 - Form partnerships with international hotel associations
- 2.4.8 – Hire a workforce planning specialist

Development

- 3.1.1 - Invest in mentoring and coaching for leaders across levels
- 3.1.2 – Add reasonable stretch assignments
- 3.1.5 - Offer soft skills training
- 3.1.6 - Offer job shadowing
- 3.1.7 – Leverage free personality assessment tools
- 3.2.1 - Provide internal rotational work opportunities
- 3.3.1 – Develop career roadmaps
- 3.3.3 - Conduct regular check-ins with managers
- 3.3.6 – Train on how to set goals

- 3.1.3 – Provide leadership training via e-learning and classroom sessions
- 3.2.2 - Sponsor industry seminars
- 3.2.3 – Collaborate with hospitality schools to offer certifications
- 3.2.4 - Provide incentives and rewards to senior staff
- 3.2.5 - Leverage free online courses
- 3.2.8 - Conduct monthly knowledge sharing sessions between staff
- 3.3.2 - Provide developmental opportunities for promotion
- 3.3.4 - Link to performance management
- 3.3.5 - Measure success through feedback and KPIs

- 3.1.4 – Collaborate with other hotels to develop leadership exchange programs
- 3.2.6 - Provide industry-wide staff rotational programs
- 3.2.7 - Develop internal and/or external online knowledge sharing forums
- 3.2.9 – Provide mobile enabled learning applications
- 3.2.10 – Leverage workforce development financial support

Solution Timelines



Now- within 30 days



Next- within 6 months



Later- within 12 months

Retention

- 4.1.1 - Allow shift sharing
- 4.1.3 - Enable remote work arrangements
- 4.1.4 - Redesign working hours to accommodate working parents
- 4.1.5 - Offer part-time work or reduced hours
- 4.2.1 - Create recognition initiatives
- 4.2.3 - Conduct team building activities
- 4.2.4 - Encourage employee representation in public forums
- 4.3.4 - Subsidize childcare costs
- 4.4.3 - Offer transit subsidies for public transportation
- 4.4.4 - Offer incentives for 'active commuting' (e.g., biking)
- 4.4.5 - Offer parking stipends for employees working in urban hotels with limited staff parking
- 4.4.6 - Incorporate commuting costs into compensation packages

- 4.1.2 - Implement a compressed work week
- 4.2.2 - Offer additional rewards
- 4.2.5 - Offer mental health support and other wellness programs
- 4.2.6 - Provide work opportunities to close contacts
- 4.2.7 - Offer access to onsite facilities and employee discounts
- 4.2.9 - Tailor benefits to align with occupational demands
- 4.3.3 - Connect with community facilities for childcare
- 4.4.1 - Offer corporate shuttle services to hotel
- 4.4.2 - Pool shuttle services with other hotel operators
- 4.4.7 - Offer 'proximity incentives' for employees to move within 'x' kilometers of the hotel

- 4.2.8 - Partner with other service providers to give employee discounts
- 4.3.1 - Create an onsite facility for childcare
- 4.3.2 - Collaborate with industry partners on childcare
- 4.3.5 - Create a network of informal support for childcare
- 4.4.8 - Work with banks for preferred mortgage rates for employees
- 4.4.9 - Collaborate with real estate services or property management groups to offer rent at lower prices

Separation

- 5.1.2 - Conduct exit conversations
- 5.1.4 - Streamline recruitment for re-entry
- 5.1.5 - Provide outplacement support
- 5.1.7 - Request reviews online

- 5.1.1 - Create anonymous feedback channels
- 5.1.6 - Leverage digital exit management processes

- 5.1.3 - Leverage your alumni network



Appendix B
Recommendations Aligned to *Foundational,*
***Innovative* and *Leading* Organizational Maturity**





Solutions Specific to Foundational Level

Attraction

- Promote employee experience
- Publish employee testimonials
- Leverage trending hashtags

Recruitment

- Source candidates on social channels
- Embrace mobile recruitment
- Incentivize online employee referral programs
- Create an onboarding manual

Development

- Add reasonable stretch assignments
- Provide leadership training via e-learning and classroom sessions
- Offer soft skills training
- Offer job shadowing
- Conduct monthly knowledge sharing sessions between staff
- Provide developmental opportunities for promotion
- Conduct regular check-ins with managers
- Link to performance management

Retention

- Offer part-time work or reduced hours
- Create recognition initiatives
- Conduct team building activities
- Incorporate commuting costs into compensation packages

Separation

- Create anonymous feedback channels
- Conduct exit conversations
- Request reviews online



Solutions Specific to Innovative Level

Attraction	<ul style="list-style-type: none"> • Leverage the power of employee representation • Create a dedicated diversity role • Sponsor local education initiatives • Offer marketing bonuses to current employees • Create strategic brand partnerships 	<ul style="list-style-type: none"> • Conduct classroom sessions for high school students • Sponsor industry conferences and networking events • Offer internships and/or high school credit for work
Recruitment	<ul style="list-style-type: none"> • Invest in Applicant Tracking Systems • Conduct virtual fairs • Offer incentives to boomerangs • Provide job preview days • Invest in welcome packages • Provide paid new hire development days • Create buddy and coach relationship plan • Partner with community agencies 	<ul style="list-style-type: none"> • Form partnerships with international hotel associations • Target industry retirees • Seek candidates from other industries
Development	<ul style="list-style-type: none"> • Invest in mentoring and coaching for leaders across levels • Leverage free personality assessments tools • Provide internal rotational work opportunities • Sponsor industry seminars • Provide incentives and rewards to senior staff • Leverage free online courses 	<ul style="list-style-type: none"> • Develop internal and/or external online knowledge sharing forums • Develop career roadmaps • Measure success through feedback and KPIs • Train on how to set goals
Retention	<ul style="list-style-type: none"> • Allow shift sharing • Enable remote work arrangements • Redesign working hours to accommodate working parents • Offer additional rewards • Encourage representation in public forums • Offer mental health support and other wellness programs • Provide work opportunities to close contacts • Offer access to onsite facilities and employee discounts • Partner with other service providers to give employee discounts • Tailor benefits to align with occupational demands 	<ul style="list-style-type: none"> • Create an onsite facility for childcare • Connect with community facilities for childcare • Subsidize childcare costs • Offer corporate shuttle services to hotel • Pool shuttle services with other businesses • Offer transit subsidies for public transportation • Offer incentives for 'active commuting' (e.g., biking) • Offer parking stipends for employees working in urban hotels with limited staff parking • Offer 'proximity incentives' for employees to move within 'x' kilometers of the hotel
Separation	<ul style="list-style-type: none"> • Streamline recruitment for re-entry • Leverage digital exit management processes 	



Solutions Specific to Leading Level

Attraction

- Promote education and training programs for refugees and new immigrant workers
- Harness the power of bite-size media
- Quantifiably track brand reputation
- Run business competitions
- Develop structured mentorship programs
- Provide scholarships

Recruitment

- Maintain Candidate Relationship Management (CRM) systems
- Invest in HR analytics
- Try chatbots
- Use QR codes
- Offer alumni referral rewards
- Provide apprenticeship opportunities
- Create a new hire portal to 'preboard' employees
- Buy in to industry specific gig-apps
- Register with freelance platforms
- Leverage senior programs
- Hire a workforce planning specialist
- Take advantage of hiring and wage subsidies

Development

- Collaborate with other hotels to develop leadership exchange programs
- Collaborate with hospitality schools to offer certifications
- Provide industry-wide staff rotational programs
- Provide mobile enabled learning applications
- Leverage workforce development financial support

Retention

- Implement a compressed work week
- Collaborate with industry partners on childcare
- Create a network of informal support for childcare
- Work with banks for preferred mortgage rates for employees
- Collaborate with real estate services or property management groups to offer rent at lower prices

Separation

- Leverage your alumni network
- Provide outplacement support

Key Contributors

We collaborated with leaders from the hotel industry, post-secondary institutions, and national organizations to conduct extensive interviews and focus groups. Their insights and perspectives helped shape the recommendations outlined in this report.

Please accept our sincere thanks for your time and ideas.

