

## SUGGESTED SOLUTIONS & PRIORITIES FOR HR ISSUES RELATED TO SEASON EXTENSION

Generated by Participants at the *1st Annual Gros Morne Tourism Forum*, Rocky Harbour, Nov. 15, 2016

**Note:** The list below contains all the solutions and priorities listed by Forum Participants. The category is listed first, followed by what participants wrote.

\* **Stars** indicate the number of groups at the Forum who chose this solution/priority.

### Issues:

Challenge for operators to balance staff needs and visitor needs.

Employment -- find available staff to offsets burnout and extend the season.

Keeping employees longer into the season (priority)

	Solutions and Priorities	# Participants Citing
<b>1</b> * * * *	<b><u>Affordable Staff Housing/Accommodation:</u></b> offer affordable accommodations for students or other potential employees (short term); esp. now that every available space being now used for tourist accommodations (rise of Air B&B); could be done by individual businesses but could be an initiative of several businesses - e.g. GM Gatherings); work with communities to convince people to rent the space they have; work together to find shared solutions; dorm style -- built by accommodators; convert existing buildings -- a co-op effort; provide subsidized housing; family boarding; ask people to share a room (unused rooms) in houses until required (hostel? BB Marine Station?); the old Cottage Hospital in Norris Pt. could be a solution for Norris Pt/Rocky Harbour staff accommodation; subsidized housing made available; for the whole season -- helps prevent burnout & provides/enables more energy for the low season; cooperative staff accommodations; hostel transformed into dorm; Kildevil Camp, etc.; housing (low cost/affordable); could establish a co-op with other hotel/motel owners to construct facility or partner with old hospital; partnerships between businesses: for co-op accommodation - hostel style; one owner provide a place for other businesses too -- with creative year round use.	<b>23</b>
<b>2</b> * *	<b><u>Lobby for E.I. Changes:</u></b> rework it (long term); lobby efforts to allow EI recipients to make part-time \$\$ while receiving benefits; more cooperative initiatives with EI program -- to allow potential employees to earn extra income to supplement their total income for a period of time; redevelop the EI system to make it fit the seasonal nature of tourism in NL (long term - 5-10 years); change process so workers can be employed for more than 14 weeks; revamp so that workers could not obtain a lay-off until the season is over; people need to be able to work without being penalized for working and topping up their EI; allowing work hours while eligible for EI or change to EI; amend EI rules, regulations so that working only 14 weeks is not so attractive; change requirements; work to change EI requirements.	<b>16</b>
<b>3</b> * * *	<b><u>Recruitment &amp; Training:</u></b> recruit outside the immediate community; canvas local communities; not just for the extended season but also the season - burnout if not; get more retired people involved; recruit retired workers; recruit seniors; entice non-resident workers with lifestyle factors, housing, flexible work hours and higher wages; recruitment of seniors; making people believe they are part of a brand; need to recruit younger staff; bring in specialists to work, but esp. to train locals; maybe in May (tied to #4).	<b>13</b>

	<b>Solutions and Priorities (cont'd.)</b>	<b># Participants Citing</b>
4 *	<b>Youth Recruitment:</b> Provide opportunities to young people/students from NL & outside NL (as per Twillingate, Whistler); expand jobs available to those outside of Canada; use webpages such as workaway.com; recruit foreign students as tourism staff -- work visas (short term 0-2 years); recruit college and university students; paid co-op work terms; create a work experience; recruit university students; use websites, social media; creating "careers" in tourism businesses; need to recruit youth as population ages (tied to #3 and #8).	<b>8</b>
5 *	<b>Strengthen Workplace Environment:</b> make it a good and fun place for people to work; treat workers with respect; make workers part of the experience -- not just a job, with appreciation and respect; create a great social environment for your workforce; be proud of your workers and make them proud of you; healthy, happy work environment; fitness programs (at existing hotels) with incentives for staff participation.	<b>6</b>
6 *	<b>Job/Work Time Flexibility:</b> of work times, local staff with families; understand your staff member (make them feel important); work with staff schedules (have available in advance); be flexible in work hours.	<b>6</b>
7	<b>Job sharing:</b> across businesses.	<b>6</b>
8 *	<b>University/College Partnerships:</b> work with colleges/universities (hospitality, business programs) to find students in tourism, marketing from within and outside NL; co-op programs and get them in spring and fall (e.g. paid internships); connect with universities inside and outside of Canada.	<b>5</b>
9	<b>Promote Community/Region Attractiveness:</b> Develop community from which HR will be pooled; focus on community residents and be strategic in marketing to workers (e.g. empty nesters, esp. women); promote lifestyle; tied to recruitment (#3, #4) -- entice with housing, work conditions and connection to community; look at high value, low investment ideas across Region (health & wellness, physical outlets for kids, appeal to residents).	<b>5</b>
10	<b>Higher Wages:</b> offer a higher than minimum wage; would help keep NL'ers home. Our employees need enough hours on a weekly pay check that will be more than an EI check -- that way our staff is not asking to get laid off.	<b>5</b>
11	<b>Lengthen Opening Dates/Common Season:</b> develop a list of businesses that commit to being open -- then communicate it to manage visitor expectations; having all businesses/operators on the same page and in agreement to staying open to complete the visitor experience (same or similar close date); grow the season slowly and organically.	<b>5</b>
12	<b>Exchange Programs:</b> create Canadian exchange programs for students to 1. get job experience, 2. get language training, 3. get a cultural experience.	<b>4</b>
13 *	<b>Staff Retention:</b> appreciation of staff through various options, bonus, flexibility; incentives to make people want to work longer.	<b>4</b>
14	Develop winter tourism	<b>2</b>
15	Consider wellness/health retreats, performance/visual arts retreats (e.g. crafters retreats, writers, visual artists, musicians, dancers, others).	<b>2</b>