



TOURISM INDUSTRY HR NEWSLETTER

PEOPLE MANAGEMENT IN THE TOURISM INDUSTRY

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1 Bad hire can damage entire company By Gavin Robinson- Canadian HR Reporter

Recent news about the ousting of Yahoo CEO Scott Thompson reminds us that hiring for integrity, trust and transparency can be just as difficult as hiring for initiative, intelligence and competence. The plight of Thompson, who falsified his academic credentials, highlights the importance of employers hiring the right people with the right values. Regrettably, behavior such as Thompson's is not new. However, given the ever increasing transparency we operate in, it's much more vulnerable to accountability.

One important take-away from this is the critical role that must be undertaken by HR. There are no second chances – we have to get it right the first time. Careful due diligence, comprehensive assessments and rigorous vetting must be the order of the day. The adage "short-term pain, long term gain" comes to mind.

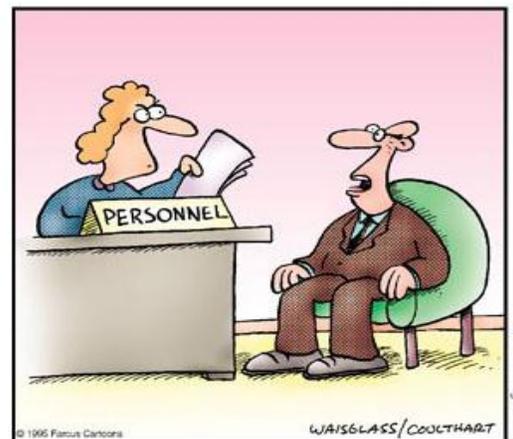
Not surprisingly, many job interviews rarely dig into a person's record prior to

his/her most recent positions. In this manner, like the pea under the mattress, historical oversights are compounded over time. Undue taking of credit, exaggerated positions of responsibility and yes, fictitious credentials can easily slip through the cracks.

Those doing the hiring are often blind-sided due to a degree of over enthusiasm regarding a potential hire. Human nature provides us with a wonderful ability to believe what we want to believe.

HR professionals are uniquely positioned and duly tasked to ensure hiring practices best support the organizations sustainable, competitive advantage and we hope that everyone can gain a greater appreciation for the role and responsibility HR has in the critical areas of recruitment, leadership development and succession planning

Gavin Robinson is founder and president of Robinson Organizational Consulting, a Toronto-based firm focused on helping organizations and their people achieve superior results through the development of great cultures.
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"I didn't lie — I went to Harvard for my nephew's graduation."

Jim Gertridge is our HR Champion!

Jim will provide advice on HR topics from an employer's point of view. In this issue – Jim provides insight on how to do a good interview to ensure the right candidate is chosen.

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Top 5 Challenges when running a Family Business

With the tourism season underway, take a moment to read this article and learn some ways to make your season go a bit smoother!

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13 Interview Tips!

TIAPEI HR CHAMPION

-Jim Gertridge

Q. How should an employer prepare for an interview

Have your questions prepared in advance. Assign a time & let staff know that you would prefer not to be disturbed. Try and find a few minutes of quiet time prior to the interview to get mentally prepared.

Have comfortable seating and good lighting. Complete the interview in a location where you as the interviewer will not be distracted

Q. What are the MUST ASK questions?

What do you know about our company? This shows the individual has made some effort to learn about the company.

What do you think a typical day would be like in this job? Shows they have given thought about what they are applying for and possibly what they can bring to the position.

What made you apply for this position? Helps us understand why they are applying.

What type of questions should an employer ask to get the most information from a candidate?

A. The more open ended the question the better. Simply asking questions that give you a yes or no answer is really providing you with little information about the candidate.

An example would be *"Give me an example of when you last excelled at customer service?"* Compared to *"Do you think you are good at customer service?"*

Q. Are situational questions good to ask in an interview?

A. Yes. Asking a person how they would react to a given situation within your establishment will indicate how the candidate "thinks on their feet" as well as how they might react in a given situation

Q. Should the employer give the interviewee an opportunity to ask questions?

A. Absolutely, advise them at the beginning of how you would like the interview process to run. They can either have the option of asking questions during or at the end of the interview.

Q. What Interview questions should you avoid?Why?

A. There are many questions you cannot answer from a Human Rights Perspective. We are only offering someone a job, not controlling their lives. For example religion. If you have a business that is open 7 days a week, 24 hrs a day, you do need to find out if they are available to work the shifts in question.

An open ended request might be: *"Are there any days of the week or hours of the day you are unable to be available?"* This allows you to be respectful, but find out if there are any scheduling requirements in advance.

Q. Should the employers follow up with the potential employees?

A. By all means. Following up will show the person that you care and let them know what the corporate culture is within your organization.

Q. How should the employer end the interview?

A. Quickly and politely without rushing. Honestly as well, if the candidate does not fit what you are looking for, tell them nicely. It won't give them false hope of a call back. Advising them of either when a call back should be expected or how the will



Q. What should an employer look for in non-verbal cues?

An employer should look for overall personal appearance, posture, eye contact, and nervousness vs. confidence. Are they prepared for the interview? Are they overconfident?

Q. Do you feel behavioural interview questions are important?

A. Going into the interview the employer should have an idea of the skills that are required to do the job. Asking these types of questions will help you determine if the candidate does have those skills. A standard behavioural question is: *"Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?"*

Q. Should there be more than 1 interviewer?

A. As often as possible 2 people should participate in the interview. You stay more focused and objective if one of you gets off track then the other can pull you into the task at hand. Alternating asking the hard questions can test the ability of the candidate as well.

Q. Should interview questions be the same for each candidate?

A. Yes and No. It is helpful to ask the same questions, however, as you get into conversations it can always lead to new questions as you delve into learning who this person is and how they will fit in your company.

Q. Should an interviewer use a rating scale?

A. I have found using a rating scale to be very helpful when interviewing multiple candidates. It helps you stay objective and focused on finding the right person for the right job, rather than be swayed by a "like" this portion of the individual.

For more information, please contact Andrea Boehner, HR Advisor, TIAPEI – 1-902-566-5008 or email aboehner@tiapei.pe.ca

Top 5 Challenges When Running a Family Business - Ceridian Canada



Staff Planning

Attract younger employees and groom them to ensure they return each season. Provide them training and development opportunities; provide incentives and sit down with them each year to enquire about their intentions and where they want to advance.



Become an Employer of Choice

As an employer you can't change the economic or labour market trends, but you can change the way you respond to these issues. If you want to attract, recruit and retain skilled workers for peak performance in your workplace, becoming an Employer of Choice will give you a key competitive advantage. For more information please visit: <http://www.choosetourism.ca/choice.php>

FAST FACTS

\$373 million

Revenues for Tourism Industry in 2010

78%

Of our visitors have been to PEI before!

FOR MORE INFORMATION

Please contact Andrea, HR Advisor at 566-5008 or email aboehner@tiapei.pe.ca

Many Tourism businesses on PEI are owned and operated by family businesses. Many have been passed down from generation to generation. Small businesses generally have fewer resources available, thus facing great challenges. Here are the top 5 challenges paired with potential solutions!

1. Changing Technology

A Multigenerational family business may need to consider changing technology and how it can affect their business and bottom line. For example: Is the timing right to open an online store? Should you have a presence in social media?

Ceridian Tip: Hiring a consultant attending conferences/workshops, downloading whitepapers and articles, and reading industry publications are very beneficial to staying up to date with changing technology in the tourism industry.

2. HR Issues

In family run businesses, especially small ones, often times, there is no designated HR department. The head of HR might be an appointed family member, and often times it is the business owner. Additionally, in a blended company where family and non-family employees work together, there can be conflict over perceived preferential treatment. Non-family employees may feel family members are being hired, promoted and paid based on family ties rather than on their true abilities and merits. This can cause non-family employees to lose motivation for lack of opportunity, and for family employees to become complacent due to lack of accountability for non-performance.

Ceridian Tip: It is challenging, but important to separate personal life and emotions from the business. Stay away from special treatment for family members with regards to pay, promotions, discipline and vacation, as these can cause conflict. Develop some



sound Human Resource policies to help deal with situations objectively. For Example, Ceridian follows a policy on hiring family members in order to avoid favoritism or conflict of interest, "relatives of employees may be employed, when the practices outlined are observed in the employment, transfer, promotion or retention of such relatives.

3. Not enough hours in the day!

Small business owners in particular often find themselves weighed down with administrative tasks. Dealing with payroll, benefits, discipline and other HR related tasks can be overwhelming.

Ceridian Tip: Why spread yourself thin? Delegating your tasks to other employees, hiring additional help, automating time consuming processes or outsourcing to professionals can help you round out your team and create more time for you to get back to your passion and the reason why you started the business in the first place!

4. Compliance

Protect your business from potential legal action and avoid hefty fees that can occur from non-compliance.

Ceridian Tip: Subscribing to resources like industry newsletters, news update services,



and advisory boards can help you stay abreast of new standards and legislation in your industry. If needed, tap into someone's expertise besides your own. – outsourcing key tasks like payroll, HR, IT and accounting to professionals who can provide knowledge and expertise in areas where you may have little experience, can help mitigate risk.

5. Succession Planning

Like any other business, there will inevitably come a time when someone retires, leaves the company, or perhaps passes away.

Ceridian Tip: Start succession planning well ahead of time as it may take longer than you think to transfer your knowledge, skills, duties, control and ownership of your business to the next in-line. Harvard Business Review states, transitioning is one of the most difficult times for a business owner. They often feel guilt as if they are giving up. When retiring, it is wise to consider whether another family member should take over, or if it is smarter to have a

professional team run the company. The Canadian Government states, "Be sure that the decisions you make will be good for the business, not just for the people involved. (Canadabusiness.ca). They offer a guide as a reference for setting goals and making decisions.

<http://www.canadabusiness.ca/eng/page/2819>

The Pay Off



There are positive attributes to running a family business, and many global success stories – Wal-Mart and Ford motor company being two. Some of the benefits include:

- Employees at a family business are usually more committed and willing to make sacrifices
- Family businesses typically have high retention rates for employees, as they have a stake in the company.
- Often, a family business provides livelihood, a sense of personal identity as well as a sense of common identity.
- In 2011, 70% of respondents to a PCW report said they "believe being in a family business helped them get through the economic crisis." They

cited their long-term relationships and ability to weather tough times together as the reasoning.

Small business owners need skilled, trustworthy, and loyal people behind them. As your business grows, you may find that you cannot do everything on your own and need to tap into skills and expertise outside the family. Hiring the right people or collaborating with the right service provider can help you maintain focus on your core business; continue to do what you love, and leave the rest for others to focus on.

FOR MORE INFORMATION

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Managing People is not a Science - It's an Art!

Do you know the cost of turnover at your organization? When employers actually add it up, they can be very surprised. Separation costs, recruiting/attracting costs, selection costs, hiring costs, productivity lost, training, errors and waste, learning curve, supervisory disruption, peer disruption... the list goes on! You as a tourism employer need to think of ways to retain your employees to ensure they'll continue to work for you, season after season. Time to act is NOW!

Help enhance the image of tourism jobs!

Ensure your monetary offer respects market conditions

Recognize Training and Development

Provide key benefits!

Tips/Trainina differentials

Variable Pay – Pay for Performance

Pay SMART – Not MORE

Industry Perks

Exit Interviews

Flexible work options – compressed work week

Day Care for Housekeepers

Bonus'ing entry level