



## HR Strategies and Solutions to Support Business Continuity

Thurs, April 16th, 2020 2-3pm et  
#CHTALive

### Participants

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# **HR Strategies and Solutions to Support Business Continuity**

**Hoteliers Perspectives: Striking a balance between your business'  
bottom line and your most important asset – your people**

# Coronavirus: A Timeline



# Covid-19 Impact on Hotels: Initial Response

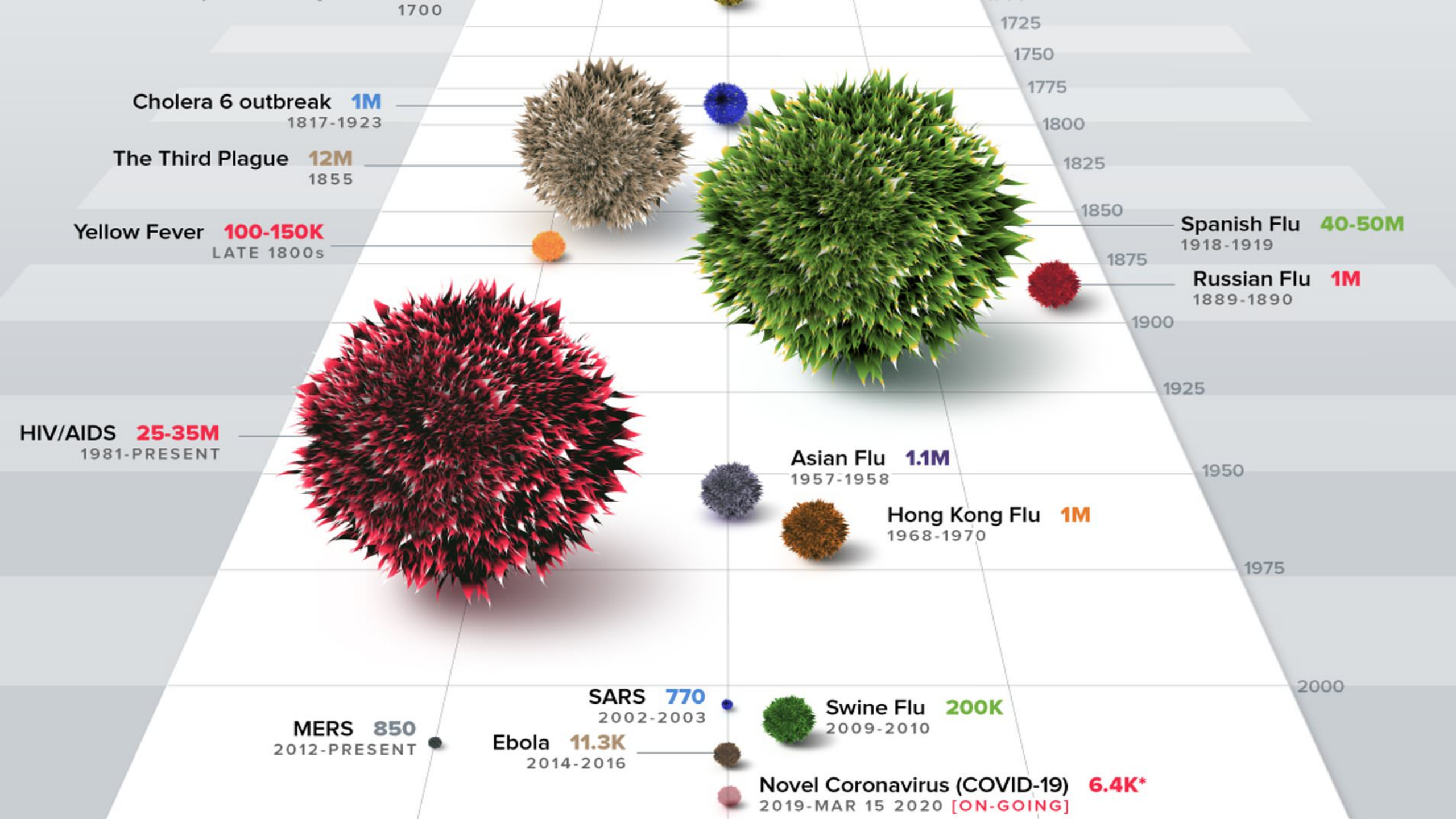
- Immediate but not yet severe
- First response focused on Sanitation, Guest and Employee Safety
- Energies spent focusing on cleaning protocols
- Increased cost of operations
- NO cases in any islands and major markets on major impact as yet
- Is this another SARS? Or H1N1 event

**WE CAN HANDLE IT!**

- Roll out the old protocols –  
**WINTER SEASON should still be GREAT!**







# The Storm is Coming:

- As our major markets started to see cases and deaths – the writing was on the wall
- Small trickle of re-booking of reservations and change of dates for groups, meetings and events
- Governments in the Caribbean begin to react but some are accused of being too aggressive, others too laid back
- Our travel partners both cruise and stop-over have varying responses
- Costs continue to balloon as revenues fall

# The BIG Fall out

- Major flight reductions
- Suspension of Cruise Calls
- Major Market Partners start to announce closure of borders
- Total lockdown of Air and Sea Travel

**NO GUESTS, NO REVENUE!!!**



# The Bottom Line

In the hotel industry, labor costs average roughly 50 percent of total operating expenses

Source: Bureau of Labor Statistics

**Service charge/Gratuities was the first benefit to disappear as occupancies fell.**

The use of contract/leased labor is frequently cited by operators as a tactic that can be implemented to overcome labor shortages, and potentially control the rising costs of compensation.

Source: CBRE Trends

The greatest use of contract/leased employees in 2016 occurred in the food and beverage department (33.7% of hotels), followed by the rooms (33.3%) and administrative and general departments (17.5%).

Source: CBRE Trends

# Covid-19 Immediate Actions: Saving the Business

- Reduced Hours
- Rotations
- Non-renewal of expiring contracts
- No new hires
- Reduced Work Week
- Curtailing Costs
- Cutting the Fat: Review all budgets
- Aggressive Revenue Management Strategies
- Re-book Enticements for Guests
- Seek Government Assistance
- Temporarily Close Down Unpopulated Areas of Your Hotel
- Review Investment Plans
- Identify Opportunities for Improved Energy Efficiency
- Public Relations and Team Spirit
- Ask Suppliers for Breaks/Discounts or Deferrals
- Ask Financial Institutions for HELP

# Saving The People:

- Guest Expectations
- Charity Drives by Staff and For Staff
- Financial Support: Lay offs with reduced pay (20 – 50% of basic salary)
- Access to Health Card and other benefits
- Free Training opportunities
- Lobbying for Government Grants/Unemployment Support
- Maintaining Morale
- Creating Remote-working Environments
- Re-trench, Re-train, RETAIN



Guidelines shared with other hoteliers and BEST practices shared industry wide.



# Saving The People:

- They are an integral part of your story!



Spread A Smile Food and Toiletries Drive for the Homeless



The Courtleigh Hotel & Suites

Thought For Today "No matter how hard life gets always remember that there will be a light at the end of the tunnel." - Food and Beverage Supervisor, Jodi-Ann Todd

#courtleighhotel #CHGCares

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# Coronavirus COVID-19

WTTC predicts **potential jobs impact of COVID-19**  
to the global Travel & Tourism Sector



Up to **50 million jobs at risk globally**  
Representing a **reduction in jobs of 12-14%**



International travel could be adversely  
impacted by up to **25% this year**  
Equivalent to a **loss of three  
months of travel**



**In the Caribbean:**  
**Tourism represents**  
**13.5% of total**  
**employment**

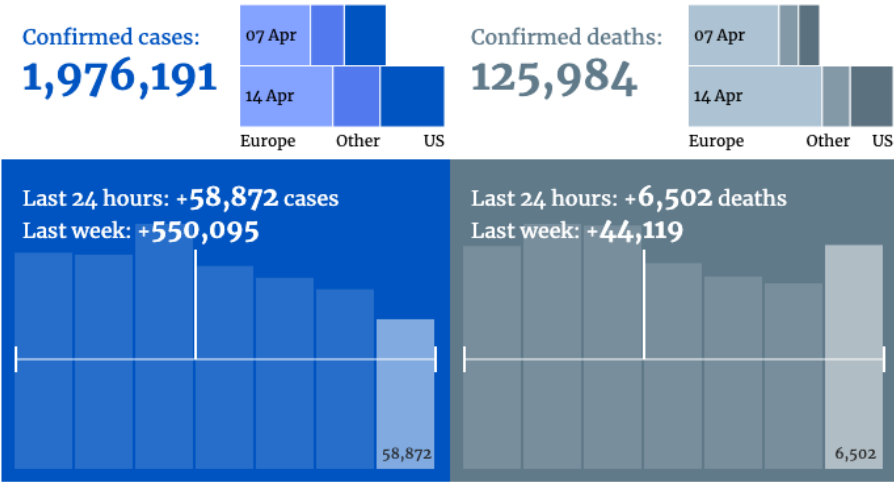
**2.4 million jobs are**  
**in the travel and**  
**tourism sector are**  
**at risk**



# The Trillion Dollar Question?

## Covid-19 daily report

Global situation report at 9am on April 15, 2020

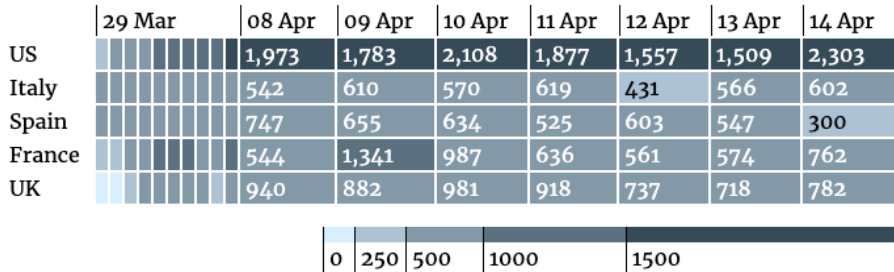


How the situation looks this morning in countries with the most COVID-19 deaths:

▼ / ▲ daily change

▲ US	▲ Italy	▼ Spain	▲ France	▲ UK
recorded <b>2,303</b> deaths yesterday, taking its total to <b>25,832</b>	recorded <b>602</b> deaths yesterday, taking its total to <b>21,067</b>	recorded <b>300</b> deaths yesterday, taking its total to <b>18,056</b>	recorded <b>762</b> deaths yesterday, taking its total to <b>15,748</b>	recorded <b>782</b> deaths yesterday, taking its total to <b>12,129</b>

Here's how those figures fit with recent trends:



Source: Johns Hopkins CSSE

Where are we now  
and what will the  
future hold?

How DO WE ENSURE  
WE KEEP AND HAVE  
THE RIGHT TEAM?





# Panelists:

*Laws and Regs Vary, But the Principles Behind Them Often Don't: Tips for Abiding by the Law*

**Gail Springer**, Principal Consultant, VIVere Consulting

*Adaptation is Key. How Nimble Can You Be and What's Your Game Plan?*

**Peter Goudie**, CEO, PGHR Consulting

*Keeping the Human in Human Resources – A Critical Step for the Recovery*

**Nicole Antonio-Gadsdon**, BVI People and Development Director, Necker and Moskito Islands



Laws and Regs Vary, But the Principles Behind Them Often Don't: Tips for Abiding by the Law.

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GAIL SPRINGER, CHARTERED FCIPD

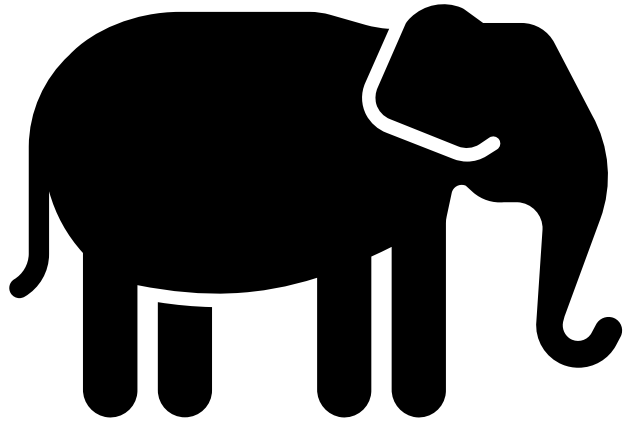
PRINCIPAL CONSULTANT, VIVERE HR CONSULTING



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# Uncertainty of resumption in Hospitality Industry leading to unavailability of work for an extended period

## Key issues:



Maintaining future employment

Retention of Key skilled employees

Maintaining Skeleton Staff at Properties and keeping them safe (including Mental Health)

Dealing with Temporary closures

Potential Risk of Severance Liability for business if unavailability of work moves beyond 12-16 continuous weeks in most territories

Unprecedented Times, unless specified by legislative bodies in territories Employment Laws **are not** suspended. Laws are based on ILO conventions and recommendations



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# Mitigation for Strategies Hospitality Employers

- **All employment considerations should be reasonable and practicable- Basic Tenet in Labour Law**
- Balance protecting the financial viability of the firm, with protecting our employees in a manner that minimises financial hardship. Allowing Employees to recover quickly .
- Using Layoffs or Furloughs/Short Time: Employees in territories where there are unemployment Benefits can utilise the Social Security Scheme/or other Government Interventions during the layoff period. Additionally, where unemployment benefits are not available, other strategies can be employed by employers such as care packages, and other forms of financial assistance where Company Finances allow.
- Ensure that Selection for and communication of Layoffs/Short Time follow established procedures.
- Some Countries have National programmes dealing with deferral of personal loans/mortgages by Banking institutions. Where this is not available, then Employer Groups/Associations can seek to advocate this on workers behalf.



# Mitigation for Strategies Hospitality Employers

Using Vacations: Encourage the taking of vacations or advancing of accruals where possible and where Cash Flow permits. Follow Labour laws regarding notice periods and carry overs

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Rotation of Layoffs among employees or in conjunction with paid salaries to mitigate severance risk. Allows an element of job sharing. Employers should do a risk analysis.

Conduct Training (paid hours) using Technology – Knowledge about destination, Refresher HACCP, Guest Service training, Product knowledge, Hurricane Preparedness, Business continuity, Foreign Languages, Wines, Preparation for Guests after Shutdown (including Health protocols)

**Any consideration that will alter employment terms will require agreement from employees/unions.**

**Remember Labour Laws are not suspended and you should follow countries legal provisions in dealing with certain situations such as (contracts expiring during period of closure, maternity and sickness provisions).**

**Seek advice – (Employers Federation, Hotel Association) Employees are looking to Leadership to help them rally though. Keep Channels of communication open.**

# Safety for Employees working during Covid -19 Pandemic

- ILO principals on providing Decent and Safe work
- Legal obligations to provide a safe and healthy work environment, during and after the pandemic. Employers must do what they reasonably can to support employees health, safety and wellbeing. Employees have a responsibility for protecting their own health and others.
- This includes recognising those who are high risk, or who fear working in the environment and making reasonable accommodation, such as extending leave options.
- Create a list of Volunteers who would be required to perform certain critical functions. This may also involve special/incentive payments
- Provision and enforcement of use of protective gear (PPE)
- Encourage and enforce, handwashing, respiratory hygiene and social distancing protocols at the workplace
- Robust use of protocols for cleaning by WHO and CARPHA.
- Access to Employee Assistance Programmes/ Counsellor
- The impact of the pandemic is already stressful, allow reasonable working hours. Avoid overwork of essential employees or volunteers.



# Safe Work for Employees working during Covid -19 Pandemic

- Establish and Train involve employees on Covid -19 business continuity plan
- Train employees to observe their surroundings and to report concerns regarding employees/guests who may be showing signs of being ill so that Management can trigger the appropriate response in keeping with Health Protocols.
- Ensure Employees contact numbers and emergency contact details are up to date
- Keep employees updated on actions being taken to reduce risks of exposure in the workplace
- Share the latest government advice

## **Develop Policy in accordance with Health Authorities/Labour Laws and educate employees on:**

- What happens when an employee gets sick?
- What happens when an employee is not sick but is looking after a family member or is under house quarantine with sick family members?
- What if people are afraid to come to work?
- What to do if a person presenting symptoms enters your property? What should staff do if they encounter a sick guest?
- Protecting of Employee/Guest Data (refer to local laws)
- Protecting employees from discrimination(refer to local laws)

# Contact Information

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Adaptation is Key.  
How Nimble Can You Be and  
What's Your Game Plan?

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PETER GOUDIE | CEO | PGHR CONSULTING



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# Adaptation is Key.

## How Nimble Can You Be and What's Your Game Plan?

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- Schedule Modification and Flexibility
- Managing Your Team Remotely
- Managing Social Distance at Work
- Sick Leave Policies, Practices, Granting and Backfilling
- Employee Health and Wellness Dealing with COVID-19
- Communication Strategy with Your Team
- Workplace Safety
- Austerity/Mitigation Measures Outside of Layoffs
- Bahamas Examples



# Contact Information

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# Keeping the Human in Human Resources - A Critical Step for the Recovery

NICOLE ANTONIO-GADSDON MCIPD

BVI PEOPLE & DEVELOPMENT DIRECTOR - NECKER & MOSKITO ISLANDS



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# New Reality - Fresh Mindsets and Different Action

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- ❑ Hurricanes and Pandemics
- ❑ Different guests / homeowner tastes and expectations
- ❑ Employee expectations and needs (meaning, mattering and belonging)
- ❑ Your **Employer Brand** matters as much as your Product Brand
- ❑ **Break rules not laws.** Old HR rules don't apply to New 'normal'
- ❑ **Don't rely on Best Practise.** Trust in **Good Practise** and **Shared Practise**
- ❑ Unprecedented times and Keeping the Human in Human Resources calls for **Creative HR**



# Lead Like a Boss Out of this Crisis

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## ❑ What you should be doing NOW - **60% of your time on next 3 months plan**

- Be visible and present
- Cost savings, risk mitigation
- Pay / Hours reduction (**Shared Sacrifice**), Employee Assistance, Layoffs and redundancies

## ❑ Critical Employee Comms **What Your Employees Need to Hear From You**

- Your job is to balance transparency and hope
- Mind the Connectivity and Literacy Gaps
- Go human AND Get Creative! Whatsapp 1 minute voicenote check ins, Video shorts, Zoom, Skype
- Messaging – H&S, Government updates, Property response, What does this Mean for Me?
- Frequency and content planner – daily, weekly, monthly
- Remember to protect your company data and brand values!



# Lead Like a Boss Out of this Crisis

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**“This too shall pass. It might pass like a kidney stone, but it will pass.”**

- ❑ Build your Bounce Back Plan **[40% of your time – plan for next 4 months]**
  - Organisation structure review – trimming the fat but not the muscle
  - Business purpose, model – revisit and rewrite.
  - Amplify your business values
  - Communicate each stage of your plan – design out loud – open to core team not only managers
  - Recruitment – essential roles and new hiring opportunities
  - Training, coaching, mentoring and buddying – **FREE**. Low Cost. High Time Investment
  - Onboarding and induction
  - Build cohesive culture ready to welcome guests and homeowners



# Keeping Your Dispersed Team Connected

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- ☐ Change your language – Physical Distancing instead of Social Distancing
- ☐ Working From Home (WFH) , on Lay Off in Restricted Movement/Curfew/Lockdown
- ☐ Preparing for Remote Working – Checklist
- ☐ Model the way with Self-care
- ☐ Care for team
- ☐ Different team communities – different needs
- ☐ Wellbeing and Morale Boosters



# Contact Information

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**Owner** [Banana Pepper HR](#)

***People, Culture, Employer Brand Expert for luxury properties and boutique hotels in the Caribbean***

**Let's Connect!**

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# CHTA Resource

Browser address bar: <https://jobbank.caribbeanhotelandtourism.com>

Navigation links: CHTA | Official Site, CHIEF, Taste of the Caribbean..., Remote server access, My Drive - Google Drive, YM-Administrative Ba..., YM System Status Page

Logo: CARIBBEAN HOTEL & TOURISM ASSOCIATION

Buttons: Employers, Job Seekers, Post a Job

Images: Four images showing hotel staff: a man in a black shirt, a woman in a light blue uniform, a man in a dark suit, and a chef in a white uniform.

Text: Caribbean Tourism JOB BANK

Search bar: Keyword or Job Title

Search button: Search Jobs





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to Support Business Continuity

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**Thank You for Attending!**

**CHTA COVID-19 Resource Center:**  
[caribbeanhotelandtourism.com/covid-19/](https://caribbeanhotelandtourism.com/covid-19/)

**Next Week:**  
Covid-19 and Insurance Claims:  
What You Need to Know  
Wednesday, April 22nd, 2020  
2:00 – 3:00 p.m. et

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