



What is your ROI?

Opportunity for Tourism and Hospitality Operators

Looking for employers committed to training and striving for improved performance.

Employers will be selected based on its ability to:

1. Participate in research activities:

- ▶ Supervisors and managers will be interviewed 3 times over 9 months
- ▶ Discrete, non-obtrusive measures of worker performance conducted on the job
- ▶ Financial and other data supplied for analysis

2. Support worker training:

- ▶ Provide release time and on-the-job time for employees in training
- ▶ Provide a location for training

3. Employee Recruitment:

- ▶ Recruit employees for research and training activities

1 Looking at employee performance

Organizational training needs analysis

Identification of gaps linked to performance

Measurement of ROI and the impact of training on employee performance

2 Developing a customized training plan

A training solution aligned with business needs

Tailored training to specific jobs and needs

3 Delivering up to 40 hours free training

Over 3 months

Experienced workplace educators

Blended approach: group (classroom), one-on-one, self-paced

50% of paid release time for workers in training

GET INVOLVED

For more information, please contact:



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A research project in partnership with:





the details

What is this program?

UpSkill: Essentials to Excel is a program offering employers and workers in the accommodations sector a comprehensive training needs analysis and customized training solution for frontline staff to help improve job performance and provide professional growth.

Why?

Research has shown that about 40 percent of workers currently employed in frontline positions in this sector have gaps in underlying essential skills that can reduce their job performance. This can take the form of unnecessary errors, reduced productivity, increased wastage and higher costs, and even reduced customer satisfaction and sales. While workers may possess all the required knowledge and experience to work in hospitality jobs, underlying essential skills gaps can still inhibit performance and ultimately impact the bottom line.

UpSkill: Essentials to Excel will help employers identify the training needs of frontline staff and will develop and deliver customized training geared at improving performance in areas that are critical to business success.

What does it mean to me? What's expected...

TIMELINES

- October 2010 – February 2011
 - Exemplar/Sectoral Needs Analysis
- April 2011 – December 2011
 - Organizational Needs Assessments
- May 2011 – January 2012
 - Employee Needs Assessments
- June 2011 – April 2012
 - Employee Training
 - Performance Evaluations

ELIGIBLE EMPLOYERS

Employers will be selected based on:

- firm's size 50- 499 employees
- target occupations
- commitment to Project

ELIGIBLE STAFF

Employees will be selected based on:

- need for skills enhancement in their current role
- long term employees
- low chance of turnover
- employed in one of the following occupational areas:

FRONT DESK

GUEST SERVICES

HOUSEKEEPING

FOOD & BEVERAGE

SALES & EVENTS

RETAIL

CULINARY/KITCHEN

Types of Data Collected

All information collected is held in strict confidence.

Types of services provided, e.g. rooms, food and beverage services, meeting or banquet facilities

Revenues and sales trends

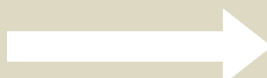
Compensation, e.g. annual gross wages/salaries, value of benefits

Number of workers (full time, part time)

Turnover rates, layoffs, and hiring demands

General demographic information on participating employees

Performance measures*



Skills and training practices

* What do we mean by "Performance Measures"?

WORKER PERFORMANCE, ATTITUDES

- Absenteeism
- Morale/job satisfaction
- Confidence
- Professionalism
- Organizational commitment
- Work effort
- Cohesiveness
- Retention
- Upselling
- Operational efficiency
- Understanding of work practices
- Acceptance to use of technology
- Ability to adapt
- Knowledge of company

FIRM PERFORMANCE

- Cost overruns
- Insufficient orders
- Errors in financial transactions
- Other 'errors' such as unclean rooms, unacceptable meals
- Customer complaints
- Accidents
- Productivity
- Response/ turnaround to customer requests
- Customer satisfaction
- Overall service quality

More questions?

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