

## Staff Recruitment

Post

- COVID WORLD
- GUIDE HOUSING
  - campground?
  - paying rent
  - platform
- COLLEGE - summer seasonal work
- SEND SENIOR STAFF TO RECRUIT
- INDEED, COOLWORKS, JOB FAIR,
- TARGET THREE YEAR CYCLE



# CLIMATE CHANGE.

- FIRES
- SMOKE
- WATER LEVELS
- FLOODS.

## SMOKE

- GUESTS CANCELLING COME BUSY SEASON (JULY, AUGUST).

## WATER LEVELS

- UNPREDICTABLE - ALL TIME LOWS  
ALL TIME HIGHS.

## FIRES

- EVACUATION ORDERS
- REFUNDS
- COMMUNICATION WITH GUESTS IS KEY.

## FLOODS

- ACCESS TO PUT-INS/TAKEOUT.
- HIGHWAYS CLOSED.
- RIVER STRUCTURE CHANGING.

## TRAVEL INSURANCE

TRIP INSURANCE

COMMUNICATING THIS TO GUESTS.



# CO-existing !!

- existing in competitive town
- Guide Housing
  - Dorm style (single person style)
  - Negative feedback loop w/ other outfitters?
- Events w/ multiple outfitters
  - do alot to bring other companies together
  - Crew to crew coming up with events
- COVID hasn't helped
- Main interactions are on the river when community is small
- TL training between multiple outfitters
- Outfitter Associations
- Pranks / Ramp Ethique & Flow
- Limit on river conflicts
- Not Hiring Hot Heads. Not every guide is a good fit for every outfitter
- Day Trip guides vs Multi Day guides in same company or not



# 4. Discipline/Firing

## DISCIPLINE/FIRING (MIDSEASON)

- It's hard to hire enough, to have the option to fire
- HIRE ONGOING (BULK IN SPRING) or hands-on training.
- EMPLOYEE HAS POWER, hard to discipline because maybe they'll just quit, you need them.
- ~~SEARCHING STAFF~~ FOR SOME COMPANIES, IT CAN TAKE A LONG TIME TO TRAIN.

### COMMUNICATION - CONVERSATIONS

CULTURE OF FEEDBACK → motivates them to get good guest feedback  
 GUEST COMMENTS (GOOD + BAD)

- SLOWLY TRAIN OTHER STAFF ON BASIC THINGS
- DETERMINE CHARACTER VS SKILL
- IS THEIR BEHAVIOUR IMPACTING OTHER STAFF NEGATIVELY? IS THEIR MORALE GOING DOWN B/C THIS STAFFER?
- IMPLEMENT CHECKLIST/FORM TO GIVE TO GUEST TO EVALUATE A SPECIFIC ASPECT (BUS TALK, DRIP TALK)
- FOLLOW CLEAR DISCIPLINARY STRUCTURE (WARNINGS + SUSPENSION) OR UNPAID TIME OFF (OPPORTUNITY FOR COACHING + TRAINING)
- FIREABLE OFFENSION, THEY GIVE A PAID DAY OFF TO THINK ABOUT THEIR ACTIONS (MAYBE WRITE LETTER)
- PERFORMANCE IMPROVEMENT PLAN: CLEAR, DEADLINES, GOALS TO MEET BEFORE WARNING



= Discipline ~ Firing =

→ Challenges:

→ Proactive Redirection v. Discipline

→ Maintaining Consistency w/  
Various Skill sets

→ Held Hostage to keep trips on  
water. Triage HR v. \$ v. Safety

→ Litigation Challenges. esp w/  
gray area issues. Documentation

→ Owner Support

→ Transition from peer to manager

→ Ideas:

→ Proactive Communication on performance  
plans / discipline / probation

→ Informal Tools



# Empowering Communication

- Evals should be nested in constant communication and feedback - Monthly 1on1 check-ins.
- More resources for communication between staff and management - Where are forms located?
- Provide eval forms at the end of trips
- Lack of communication on who to go to with issues in companies without HR departments.
  - o Check-ins with direct supervisor?
- Figuring out how to bridge the communication gap between middle and higher management
  - o Sit in on meetings - higher or lower mgmt.



# 7 - Empowering Communication

- Everyone communicates differently
- Doesn't End when training ends
- Communicate Clear Expectations
- Mid-Season feedback
  - Formal check-ins - guide schedules time
  - ✓ - informal setting option → less intimidating
  - lots of check-ins → helping rig etc.
    - in person
    - over phone
  - Remind to come to mgr w/ issues
- Be available / accessible
- Body language while talking
- Mgr: mgr communication / check-in
- Provide opportunities to let guides give feedback, too!
  - abk to receive w/o sounding defensive?
- Cultivate safe feelings
  - psychological safety!!
- Curiosity
- invite to help w/ solution
- How do you get them to come to you?
  - on-boarding
  - work w/ them
  - follow through
  - Expect it
  - Positive reinforcement
  - Feed them!
- Post Season interviews - Give time 1st!
  - Phone calls?
  - Survey?
  - meet in person
- Daily debriefs? lead guide facilitates / open forum
- Pre-trip/post-trip mtgs TL-led
- Giving new guides a mentor / voice to mgmt



## 7 - Empowering Communication

# ★ Empowering Communication

- pain points:
- going to wrong person, delaying fix
  - venting vs. fixing
  - communication breaks.
  - main office support vs. smaller offices
  - upper mgmt letting problems sit.
  - hierarchy w/ trip assignments.
  - Senior guides mentoring newer guides
  - getting employees to READ handbook

solves:

- employee handbook reflects roles & flow chart for responsibilities.

- two managers in room for conversations / conflict
    - Holds people accountable
  - set specific mtgs w/ uppers to hold them acctbl.
  - layout clear paths to set expectations
  - explain the WHY of office decisions
  - provide positive feedback as to why you ask them to mentor.
  - changing culture takes TIME.
  - assessment - TEACHABLE
- + compensate!



# Staff Morale

- "Tuesday Talks" - interesting, fun dev't, available only for staff
- Retain Staff: Communication  
Consistency  
Support  
Staff gatherings  
Clear Expectations  
Check-ins
- passion for an area
- Reach out in off season - remain connected
- "What is your preferred response?" asking the person  
"complaints" what they want for solution
- Address complaints w/ group at morning mtg
- peer accountability
- Mid Season eval, end of season eval  
Show team what they're evaluated on  
at start of season



# 6-Staff Morale

## ~~way~~ Creating Morale

### ~~CONFLICT~~ BETWEEN NEW + VETERAN GUIDES -

- PARTT
- Change of Expectations
- Understanding Goals - Long Term + Short Term
- Mentoring & Responsibilities
- Empowerment
- Understanding Perspectives & Experience
- Create Equality
- Management there & contributing
  - ↳ Do every role once/week when possible
- Check in regularly (work, personal, etc)
- Dealing w/ low work hours
  - Keep busy as much as possible
  - Cross train for different roles
  -
- Regular Staff meetings to address anything



# STAFF MORALE

attitude of managers  $\Rightarrow$  direct impact on guides  
**Burnout** - how to manage energy/personal interactions throughout season

Keep reminding guides of the 'wonder' that guests experience

acknowledging differences between guide/guest world views,  
educate + immerse, frontloading techniques to help  
create resiliency in guide staff, senior  
guides + managers must set example / tone

Balance between work + play, setting designated decompression times

What are ways we as managers can show we care (ex, ice cream)

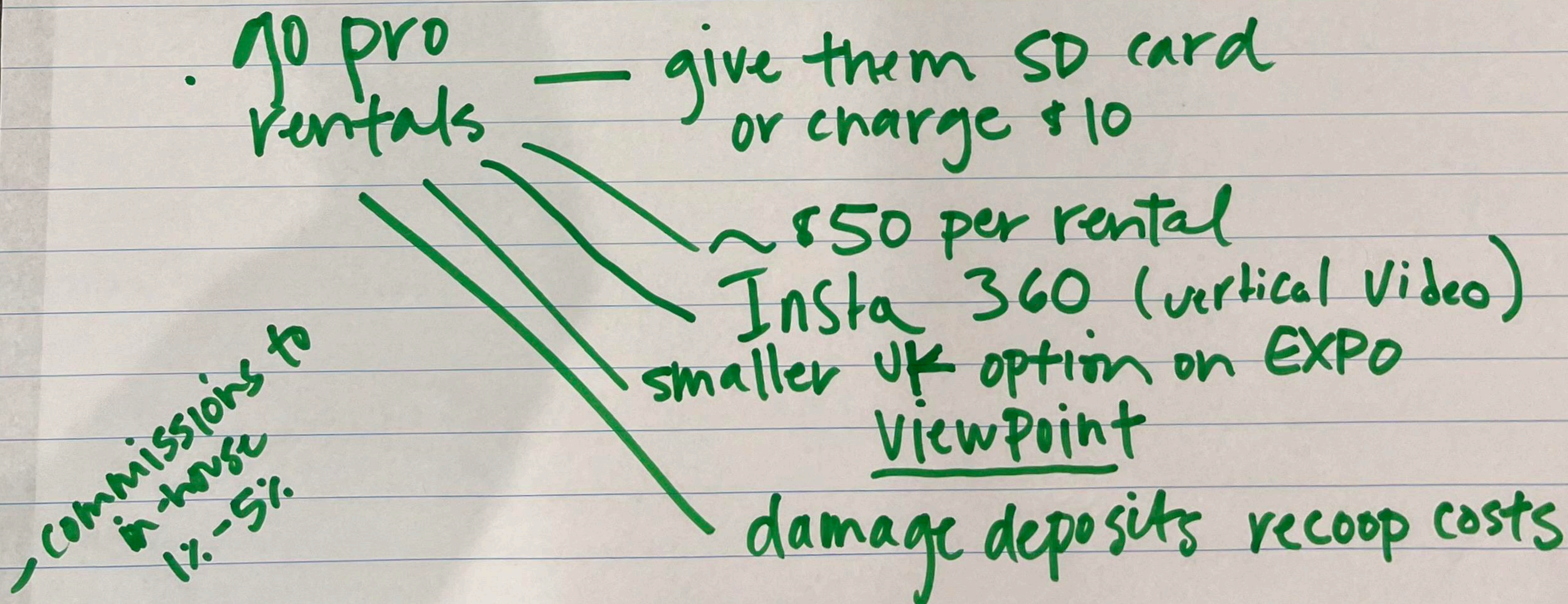
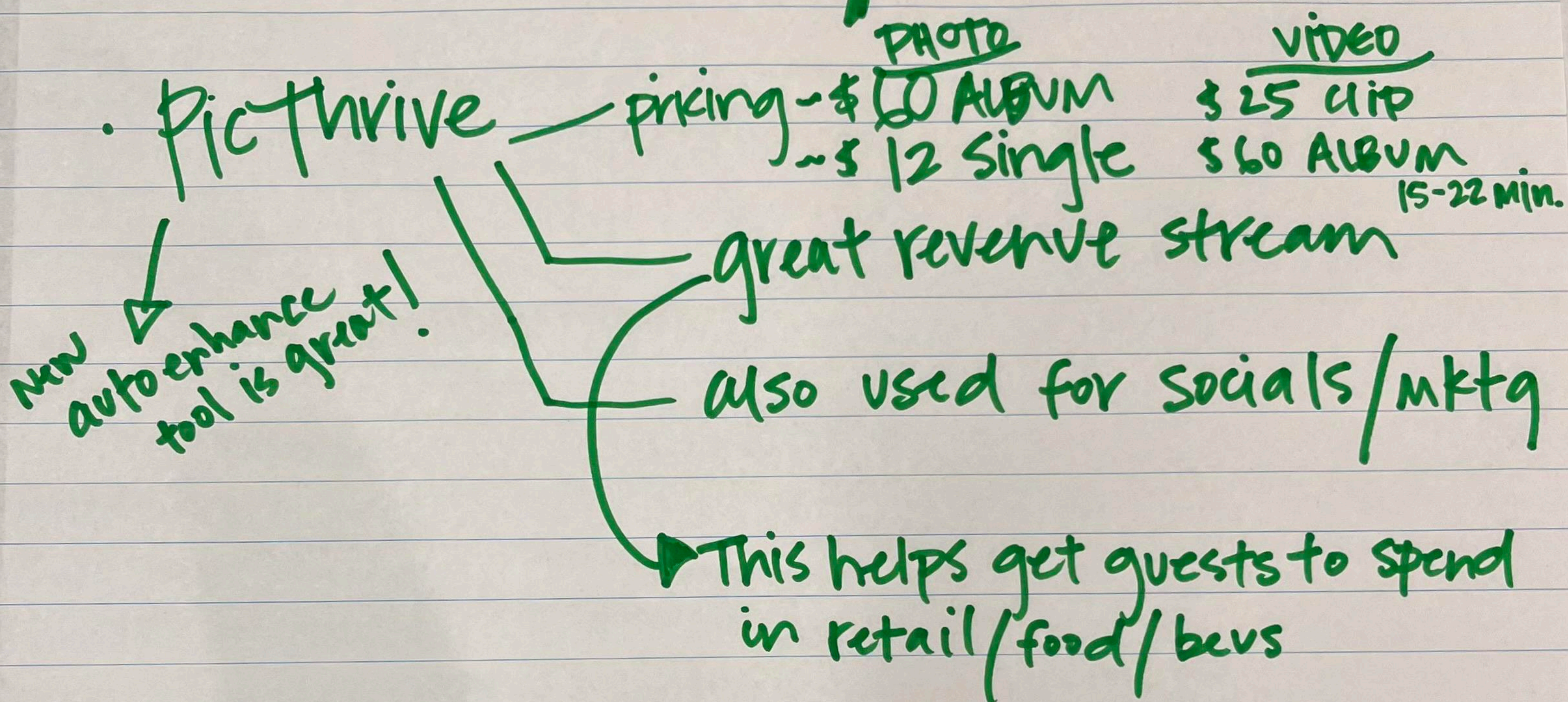
Community, belonging - employee events

guide  $\rightarrow$  manager feedback - anonymous allows for more honesty,  
how do we get an accurate picture of state of the  
whole crew?

Accessible, consistent, transparent - expectations for what a manager  
needs to be



# PHOTO/VIDEO



• social media — loves video  
ratios can be challenging



# PROFESSIONALISM / AFTER HOURS

- Living on sight w/ customers

- Professionalism on sight - ① dress code <sup>WANT SAFETY IDENTIFIABLE</sup>

unique expression vs. conformity/uniform

- wear "cool" items given to encourage conformity
- bring in own item / paid to get logo (Relaxed)
- 3 Bs RULE - NO BOOBS, BELLIES, BUTT CRACKS.

①B SHOES . IS - PPE

- Send 'em home

①C CLEANLINESS OF UNIFORM / SHIRT.

- give guides ability to do laundry (if possible)

② RELATIONSHIPS W/ GUESTS / CO-WORKERS

THOUGHTS? It's challenging

- encourage to keep them - it's hard to meet ppl.
- sign agreements



## Professionalism + After hours

### - Relationships in work place

- Disclose to management
- open line of communication

### - Drinking/Drugs

- Setting boundaries
- Contract
- professional in front of guests
- relying on senior staff
- staff self regulating

### Drugs

- no smoking on job
- ~~refuse~~

### - Professional guest conflict

- bring in unbiased perspective
- direct to management/TL/Head guide



## ★ AFTER HOURS PROFESSIONALISM ★

- Professionalism is all the time.  
How you act reflects upon the community.
- A place for everyone, even if they don't want to party after work.
- Have activities after work that are not drinking based. Not everyone drinks. Give people different options. Sports, other physical activities.
- Check ins/outs on gear like rafts. Professional behavior on company boats is a must. Make sure that guides know what is and what is not acceptable. What about after hours? This is where check in/out comes in. Enough manages around to take care.
- Housing: Explain to guides the importance of refraining to talk about carnage outside of work.
- Make sure to talk to guides. Make sure they know expectations. Make sure you document everything, including termination.