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Addressing Staffing Challenges

DARMA

VACATION RENTAL DATA AND REVENUE MANAGEMENT CONFERENCE

AUGUST 17-18, 2021



What's Driving the Labor Shortage

- Competitiveness in available candidate pools
- Demographic and skills changes
- Shift to geographically flexible work
- Workforce reassessing what they want



Workplace Trends Accelerated by the Pandemic

- Greater reliance on remote workforces
- More virtual meetings / less travel
- Online education
- Adopting automation
- Evolving workplace cultures



Attract Talent with Focused Efforts

01

Identify one person to concentrate on recruitment

02

Hunt for talent where others are not

03

Introduce creative benefits

Attract Talent with New Approaches

Move From



- Wages at or below market rates
- Subjective assessments
- Face to face interviews, phone tag and job fairs
- Physical workspaces
- On-site onboarding
- Focus on knowledge & skills
- In-person training
- Lack of diversity
- Workplace culture

Towards

- Wages and benefits well above market rates
- Behavior / cognitive assessments
- Video conferencing, on-line communication, texting
- Remote / Hybrid Work
- Digital onboarding
- Focus on fit, capabilities & performance
- Online training
- Increased diversity, equity and inclusion
- Organization culture

Where does your business fall?

Attract Talent with Flexibility

Susar [redacted] 22h • [redacted]

No better time to join [redacted] than RIGHT NOW! We just closed another \$175M at a \$3.5B valuation (up from \$1.5B less than a year ago).
<https://lnkd.in/gC2S6Tp8>

Open roles with [redacted] Homes:
[redacted]

- + All remote — you can work from anywhere (we're set up to be an employer in over 150 countries)
- + VERY competitive pay and benefits
- + High potential upside of pre-IPO stock options
- + Rapid growth: Grew 110% in 2020, on track to 3x in 2021

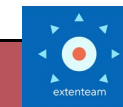
- Millennials / Z gen does not want to go back to the office
- Young employees will look for schemes that allow them to maintain their health, professional growth and personal development
- Look for ways to retain young talent by being flexible (work with a PEO, set up to employ people from different states / countries)

Retain Talent – with Career Paths

Maintenance	Short Description of Responsibilities
Head of Maintenance	Primary responsibility is to have oversight of daily activity of the maintenance staff to ensure they are working efficiently and providing quality service to property owners and professional customer service to our guests. They are also responsible for fleet management and tracking.
Maintenance Supervisor	Primary responsibility is to have oversight in the field of all maintenance staff, checking behind them to make sure they are doing quality work, monitor truck inventory and replenish as needed, purchase specialty items for properties as needed, work on special projects as needed and fill in when staff is short-handed completing work orders
Certified Maintenance Tech (CMT)	Maintenance Technician who is certified in a specific skill set that can do tasks typically outsourced
Senior Maintenance Specialist (SMS)	Maintenance Technician that can provide technical backup and training to all team members as needed, assist Supervisor and Managers with special projects, and has an increased skill set than other technicians. This position is seen as a "Senior team lead" in the department. Train all new hires according to departmental training program.
Zone Team Lead	Maintenance Technician that provides technical backup and training to team members in their designated zones, assist Senior Maintenance Specialist and Managers with special projects, and train technicians with new skill sets. This position is seen as a "team lead" for their zone.
Maintenance Specialist (MS)	Maintenance Technician with at least 6 months of proven performance, good attendance and can complete all maintenance tasks with a full level of competence
Maintenance Technician	New Hire (first 90 days)

Consider Adding:

New skills / level
Pay range / level



Retain Talent with Reskilling

- A significant percent employee will require reskilling by 2030
- Identify the skills needed (now and in the future)
- Find employees interested in learning new skills
- Support employees with education assistance
- Provide the time to obtain the skills



Continue to Attract and Retain Your Talent

- Innovate ways to increase flexibility
- Approach situations creatively
- Adapt to changing times

Questions? Reach out and connect



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