

CHIEF AWARDS

HUMAN RESOURCES AND STAFFING

Winner

Grace Bay Car Rentals and Sales, Turks and Caicos

Integrity is doing the right thing, even when no one is watching. Grace Bay Car Rentals (GBCR) proved this through their commitment to their team members, putting their money where their mouth is to maintain all staff throughout the pandemic, in an industry that literally ground to a halt. GBCR was transparent in sharing the issues the pandemic would present the company and provided all team members opportunities for input in to how to proceed. As a result, GBCR maintained 50% salary to all staff despite, negative income, and retained and provided for all team members and families. GBCR also committed to providing food, supplies, and support to people of the island through the TCHTA and Salvation Army Food Basket initiative. Throughout this time hard and soft skills training was provided for team members to enhance their personal and professional learning, and GBCR continued to recognize the exemplary accomplishments and efforts of staff with awards and online celebrations.

As customers returned to the island, the team's newly acquired skills were used to maintain and improve the reputation of our business as we worked to exceed customer expectations every time, every day, without fail, with no exceptions, which is the company motto. The success of these initiatives is seen through the retention of all team members post-pandemic as well as in the growth of the company. Grace Bay Car Rentals broke multiple records in 2021 and had their best month ever in 2022, which is attributed directly to the efforts of the team to maintain the fleet and exceed customer expectations. This is also being measured in the growth of the company staff, with an increase of more than 10% in staff and the addition of over 60 new vehicles to the fleet. We learned that success follows service. If we make it our goal to WOW every customer, by exceeding

their expectations, we will experience success. Our mission is to become the best customer service company in the world, which also happens to rent cars.

Our vision is to exceed customer expectations every time, which also applies to our team members. GBCR is a family and team-oriented company that puts our teammates first. The pandemic highlighted that in tough times GBCR will stand by this motto, putting the team and their families ahead of all else, including profit. GBCR continues to put the needs of the team first, committing to continued training and development of all team members throughout the year, as well as by committing to the retention of all staff in the slowest period of the year. Grace Bay Car Rentals believes that to continue to be a leader in customer service on the island they must commit to being groundbreaking in their service and technology.

This is shown through their commitment to implement new technology such as the Record360 program for vehicle walkarounds, in their state-of-the-art vehicle tracking system for customer safety, and in their commitment to add electric vehicles to the fleet in 2023. GBCR has also committed to and is currently installing the necessary infrastructure to support these electric vehicles through renewable energy sources in the form of solar charging stations.

Finalists

1. Half Moon, Jamaica

Face-to-face meetings and training was primarily held virtually via Zoom. WhatsApp groups were created within departments. Memos to all staff were circulated as a means of communication regarding Covid bulletins. Cancellation of several staff events and sporting activities. Layoffs, retirements, and redundancies. Vaccination mandates. Low staff turnover rate of 25.11% - We continue to hire

and train individuals who possess the right attitude and skill sets that would add value and ultimately be the right fit for the company. This helped us to achieve our goal of high employee job satisfaction. Employee satisfaction - With the use of positive reinforcement in our performance management style through ongoing audits and adequate training of leaders and employees, it has improved the experiences of our team members.

We place emphasis on good work-life balance through our array of staff welfare and activities and foster a positive company culture for all employees. Leadership training - excellent response, as leaders are anxious to hone their skills in this new season. Guest feedback “ This is very beneficial as it aids in providing useful insights on the employee performance and the overall experience.” Some new virtual strategies implemented to assist with social distancing proved to be a worthwhile keep which are now benefiting our operations positively, especially as it relates to time-saving. When we invest in our staff, we become to them the employer of choice and as they are empowered, they are more productive, and we earn genuine loyalty.

The importance of maintaining a motivated workforce has yielded the following benefits: Increased employee commitment - That was seen with employees who willingly covered overtime on numerous occasions when we had a shortage of staff during the Covid-19 pandemic. Value individual contributions and employees will take pride and continue to be engaged in their work, if they are aware how their efforts create an impact on the organization. Improved communication - By having positive communication at all levels with leaders and staff, this will make individuals feel valued. Bamboo HR was reviewed in 2020 and purchased in March 2022. This has now allowed many features benefiting the HR Department and all staff.

Team members now have access to their records. Without visiting the HR office in person, they can apply for all leave options and receive approval via that same medium. Salamander University (SalU) Training offered online to all staff, can be accessed remotely by staff from any device with Internet access.

2. Wagstaff Media & Marketing on behalf of Baha Mar

Baha Mar first introduced the Travel with Confidence and Commitment to Wellbeing program in February 2021. This was in response to Baha Mar's commitment to creating the safest environment for guests and associates during the global health crisis. The only program of this type in the world, the Travel with Confidence program promised that should a guest test positive for COVID-19 during their stay, Baha Mar would provide courtesy accommodations and a dining credit of \$150 per person per day, for up to 14 days in quarantine. Should the guest return to the United States earlier, Baha Mar will provide private jet charter to the U.S., free of charge. Baha Mar has made robust testing and sanitation protocols on property a top priority to ensure the safety of guests and employees. The Commitment to Wellbeing program offers complimentary, on-site COVID-19 rapid antigen testing with more than 500,000 tests given over its lifespan, mandatory mask policies, social distancing and cleaning regimes. Baha Mar made the difficult decision to furlough several of its employees after the property closed its doors to guests in March 2020. At the onset, Baha Mar solidified its commitment to supporting those who were furloughed by paying nearly 6,000 non-essential staff members a total of 80 million USD in salaries and wages, plus benefits, to cover the period of closure until the resort's reopening date.

Throughout the closure period, Baha Mar continued paying its laid-off staff through the re-opening of the hotel in late 2020. c. Once the resort opened, Baha Mar integrated a weekly employee COVID-19 testing protocol to ensure the safety of associates and guests. In addition, Baha Mar offered employees complimentary on-site vaccination and booster shots to ensure their health and safety.

Since the resort's reopening in 2020, we have seen monumental growth in occupancy, and have exceeded all expectations in terms of hotel guest numbers and the re-hiring of our staff. The SLS, Grand Hyatt, and Rosewood properties have

received an incredible response from visitors, with chart-topping room bookings in 2022 alone. The addition of our luxury water park was a risky investment during a high-stake period (COVID-19) that proved to be one of our most successful ventures yet, which positioned Baha Mar as a family-friendly travel market destination and provided additional job opportunities to the community.

By focusing your priorities on your employees and providing an inspiring, enjoyable, and safe work environment, they will stay loyal to you. This has held true with Baha Mar and our continued efforts to pay salaries and wages while the resort was closed. Once we reopened, over 5,000 associates returned to work and have been providing an exceptional guest experience. From a guest perspective, it was important that the program provide a safe and viable resolution to a critical problem “fear of illness during travel”. We needed to gain consumer confidence in traveling, which would eventually lead to more visitation and the re-hiring of our staff.

When looking deeper into the problem, which was an unprecedented crisis leading to the decline in travel, and the concerns around the potential of being stuck in a destination should a guest test positive, our innovative solution was to offer guests a comfortable place to quarantine, free of charge, or a way to return home via a private flight back to the United States. We knew this was a successful initiative since it was the first of its kind and was never replicated by any other resort or destination. Once the Travel with Confidence program launched, we saw increased visitation and booking numbers, and a steady increase in employee returns, which ultimately led to Baha Mar’s complete opening.