

MAY 13, 2025

Building Trust from Day One

CREATING PSYCHOLOGICAL SAFETY FOR YEAR-
ROUND AND SEASONAL STAFF

BRANDY ZIMMERMAN,
THRIVING WORKPLACES



People
Working
Well

go2HR®

WHO WE ARE

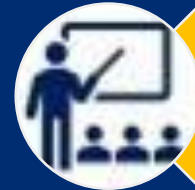
go2HR is BC's
tourism and
hospitality
human resource
and health &
safety
association.



Health & Safety



Human Resources



Industry Training



Research and Strategy

go2HR exists to drive **strong workforces** and **safe workplaces** to
deliver world-class tourism and hospitality experiences in BC



Brandy Zimmerman





LAND ACKNOWLEDGMENT





WHAT WE'LL COVER

- Fast-track trust building techniques (that take minutes, not hours)
- Psychological safety accelerators for seasonal staff
- Measurement without administrative burden
- Ways to apply these concepts immediately

POLL

What's your biggest challenge with new staff onboarding?

WHAT IS PSYCHOLOGICAL SAFETY?

Freedom from Punishment

No penalties for honest mistakes

Speaking Up

Confidence to share ideas and concerns

Supportive Response

Trust in non-judgmental reactions

Foundation for Growth

Enables learning and guest-focused solutions

WHY PSYCHOLOGICAL SAFETY MATTERS

Reduced Turnover

Properties with high psychological safety scores experience lower staff turnover.

Faster Training

Reduced time to proficiency for new hires in safe environments.

Guest Satisfaction

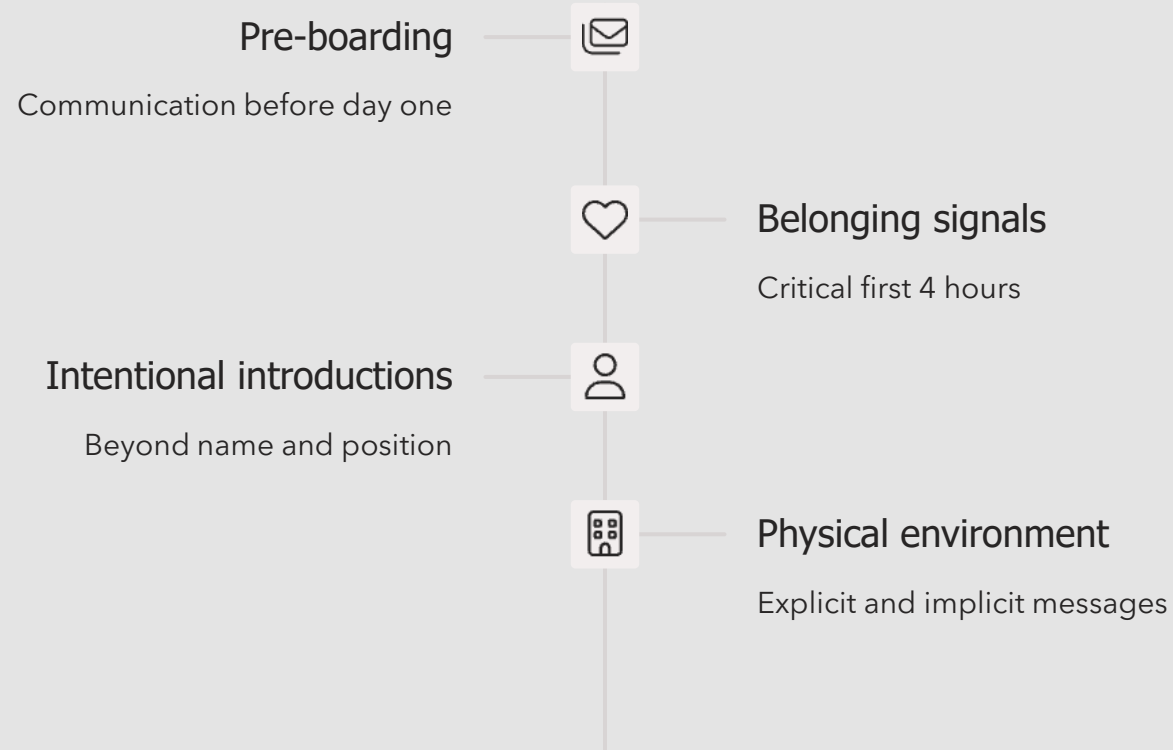
Improvement in guest satisfaction ratings and reviews.

Seasonal Return

Higher likelihood of seasonal staff returning for future seasons.

SELF-ASSESSMENT

FIRST IMPRESSIONS THAT MATTER



PRE-BOARDING

Email Template (1 week before)

- Schedule and key contacts
- Learning preference question
- Personal interest question

Text Message (day before)

- Warm, personal tone
- Logistics confirmation
- Positive property mention

Image credit: Destination British Columbia

5-MINUTE MANAGER CHECK-IN

Day 1

"What went well/what was unclear?"

Day 5

"What are you looking forward to learning?"



Day 2

"What did you learn that was useful?"

Day 3

"Share a positive interaction"

Day 4

"What process questions do you have?"

CROSS-DEPARTMENTAL CONNECTIONS

1

Map Touchpoints

Identify critical relationship connections

2

Shadow Partner

15-30 minute cross-department experiences

3

Structured Introductions

Formalize connection process

4

Guest Journey Focus

Emphasize service intersection points

5

Question Wall

Create space for ongoing inquiries

SEASONAL STAFF ACCELERATORS



Unique Challenges

Specific issues of seasonal employment



Returning Champion Program

Recognition for returning seasonal staff



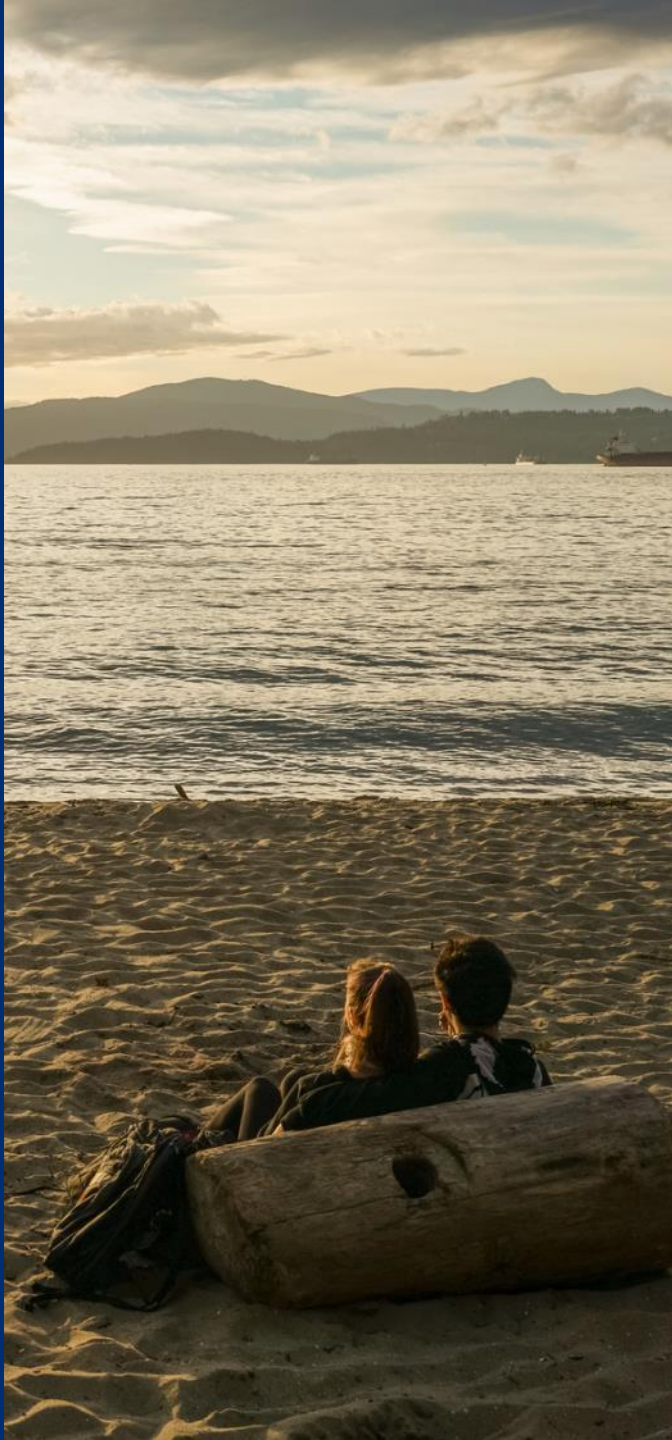
15-Minute Mentor Match

Structured guidance system



End-of-Season Strategy

Planned transition for future returns



"RETURNING CHAMPION" PROGRAM

Visibility Components

- Special identification elements
- Recognition as knowledge resources

Responsibility Opportunities

- Team orientation roles
- Culture ambassadors
- Operational insight contributors

15-MINUTE MENTOR MATCH

Session 1: Orientation & Welcome

Essential spaces, key people

Session 2: Role-Specific Focus

Technical aspects, common guest interactions

Session 3: Integration & Culture

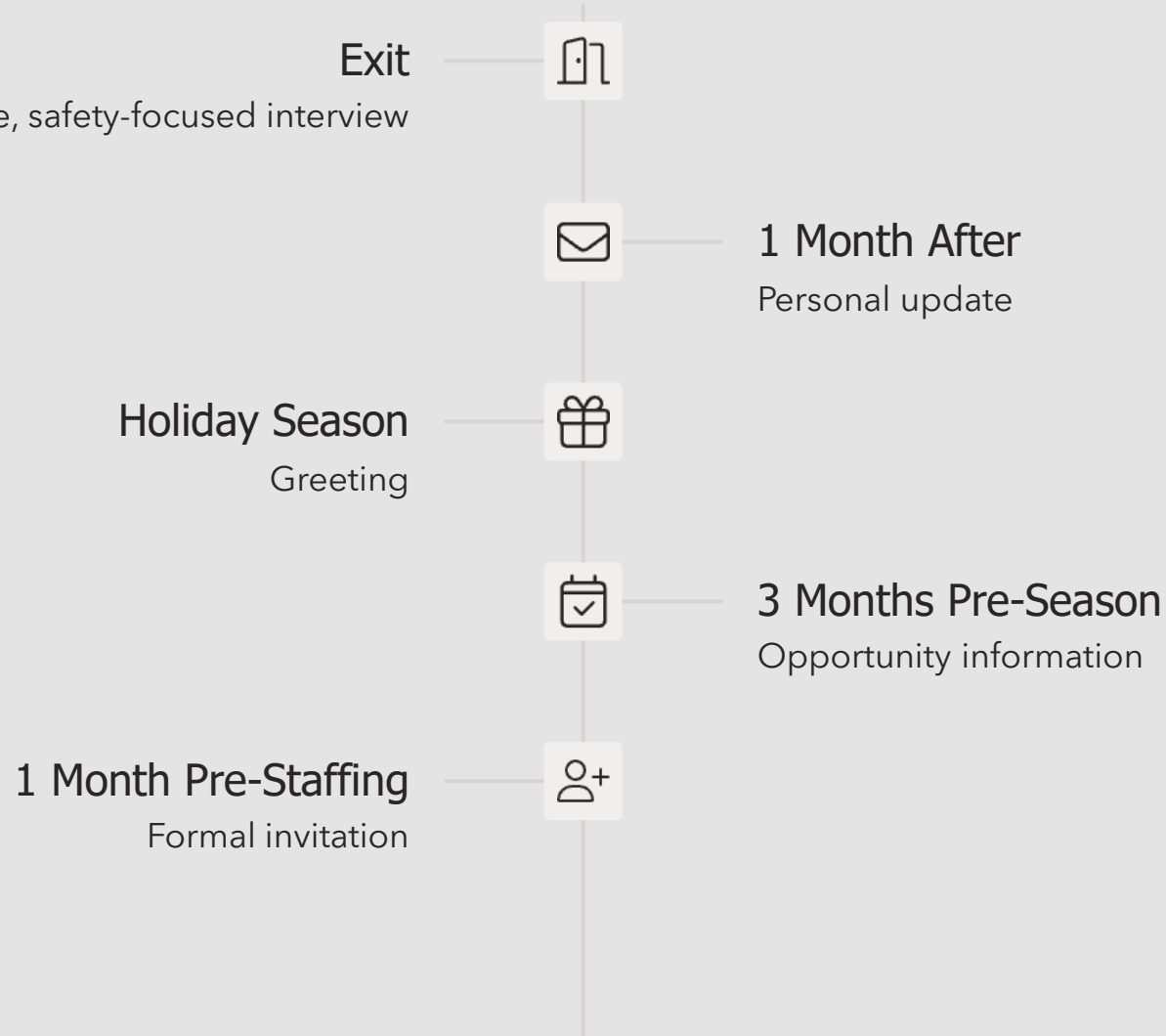
Unwritten rules, team dynamics

POLL

What mentoring structure would work best in your operation?

Image credit: Destination British Columbia

END-OF-SEASON TRANSITION STRATEGY



MEASUREMENT WITHOUT BURDEN

One-Question Daily Check

Simple, rotating daily assessment

Digital Tracking

Efficient metrics collection

Operational Integration

Connection to existing metrics

ONE-QUESTION DAILY CHECK SYSTEM



Monday

"How clear are your priorities today?" (1-5)



Tuesday

"How comfortable asking for help?" (1-5)



Wednesday

"Have information to serve guests?" (Y/N)



Thursday

"How supported by other departments?" (1-5)



Friday

"Any guest experience concerns?" (anonymous)

Thriving
Workplaces 

go2HR 

DIGITAL TRACKING THAT WORKS

Monthly Psychological Safety Metrics

- Daily one-question score averages
- Staff-initiated ideas/suggestions
- Cross-departmental collaboration instances
- New staff 2-week retention
- Guest complaints related to service coordination

Quarterly integration with operational metrics



Thriving
Workplaces 


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30-DAY QUICK START PLAN



2



Week 1: Assessment

Audit, identify priorities,
share plan

Week 2: First Impressions

Implement onboarding
improvements

Week 3: Cross-Department

Strengthen critical
connections

Week 4: Measurement

Track progress, refine
approach

CHALLENGES & SOLUTIONS



We don't have time for this.



Seasonal staff aren't here long enough.



Different departments don't coordinate.



Managers aren't consistent with practices.

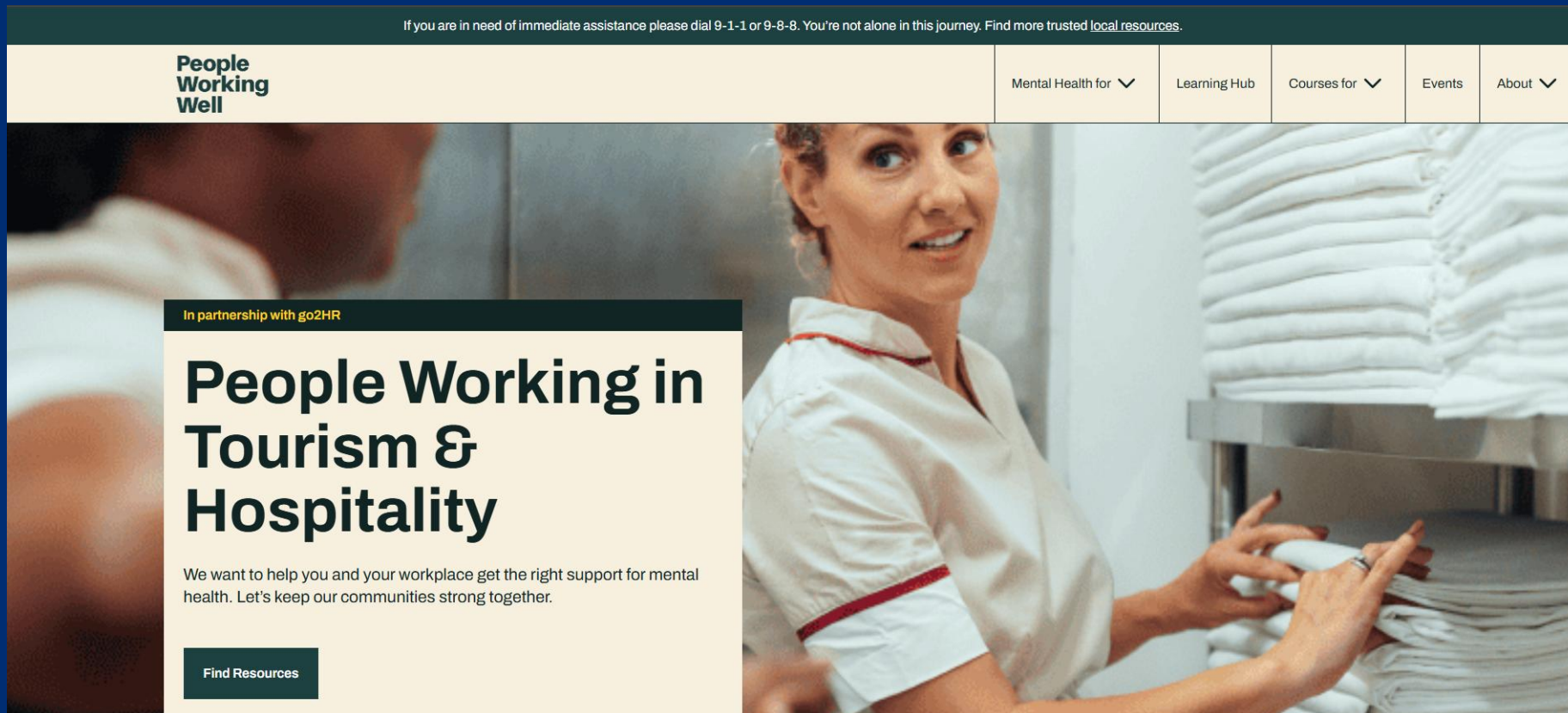


Staff don't speak up about problems.

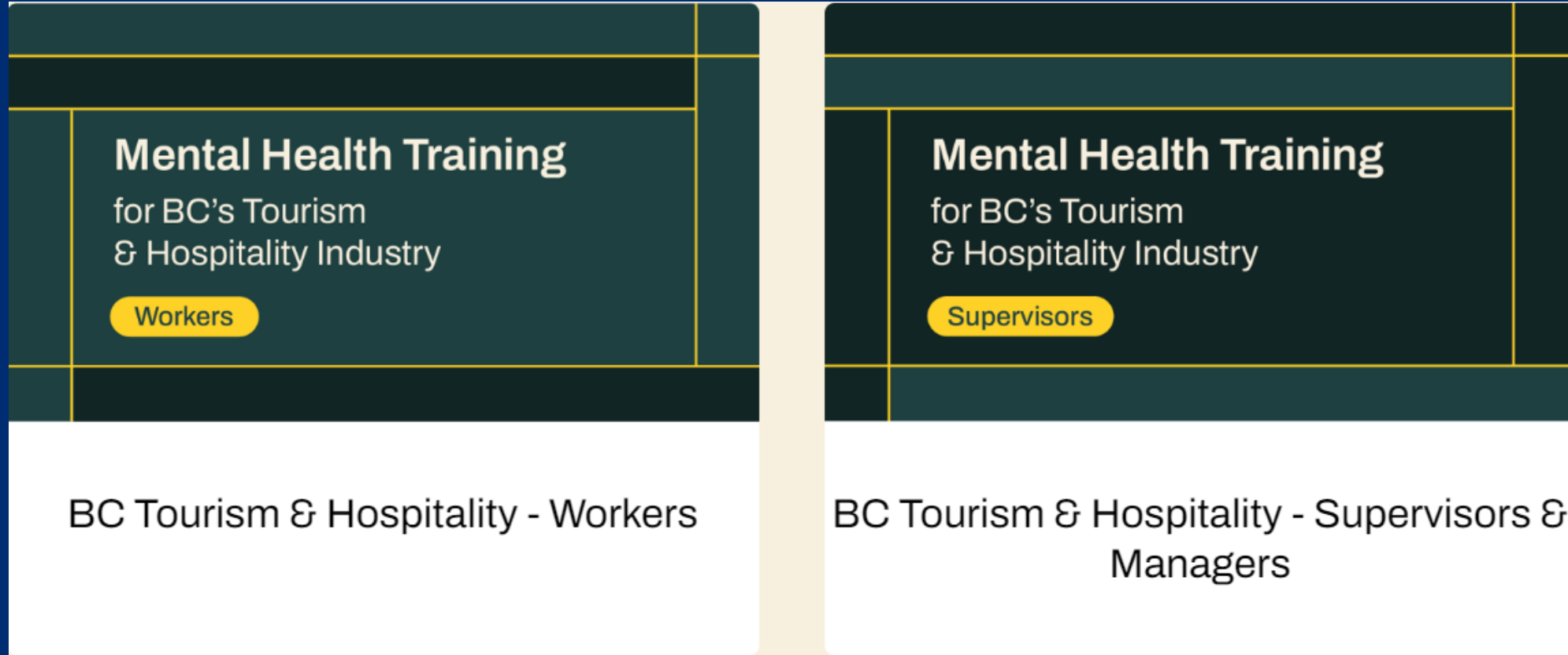
RESOURCES/NEXT STEPS

Image credit: Destination British Columbia

PEOPLE WORKING WELL WEBSITE



WORKPLACE MENTAL HEALTH TRAINING



Free, flexible, bite-sized, interactive courses for people working in tourism and hospitality

Q&A

Thriving
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**People
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