

Assignment #5 Major Paper

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Executive Summary

Purpose

This research paper investigates what strategies Templeton Park & Pool can implement to retain its lifeguards and swim instructors during staff shortages. The importance of this research is understanding that swimming is more than just a recreational activity, it is a life skill. However, with the staff shortages affecting pool operating capacity and hours, it has been difficult for those wanting to use those services, limiting their ability to learn or practice how to swim in a safe and controlled environment.

Methods Used

The research for this paper was conducted using various methods. It included primary research that involved interviewing various staff for their insight, special and public observations to witness interactions between staff and patrons, content analysis of documents, and secondary research that examined academic literature.

Finds and Conclusions

The results show Templeton has a well-established work environment, but more improvements are needed to support employee retention. An extensive analysis of primary and secondary studies highlights the need for more rewards to promote staff members' sustained dedication. Interestingly, workers say they want to be valued, to feel like they belong on the team, and to be paid fairly for the skills and contributions they bring to the table. Templeton may successfully manage the difficulties related to employee retention by putting the research's recommendations into practice. Templeton may develop a workforce dedicated to providing the community with enthusiasm and dedication by establishing equitably compensated methods, fostering a culture of praise and recognition, and fostering a cohesive team dynamic. These actions are essential to creating an environment where employees feel appreciated, respected, and inspired to give their all toward the group's community service objective, which can lead to helping solve issues with staff retention and creating a team devoted to performing community service.

Recommendations

1. Accessible educational tools that focus on emotional intelligence.
2. Implementing changes to create more favourable working hours.
3. Diversifying employment wage opportunities.
4. Consistent recognition and appreciation.

Key Terms

Lifeguards and swim instructors, Templeton Park & Pool, Retain, Strategies

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Introduction

This study examined aquatic recreation in the City of Vancouver, focusing on finding a solution to Templeton Park & Pool's staffing shortage. The main research question that guided this project was, "What strategies can Templeton Park & Pool implement to retain their lifeguards and swim instructors during staff shortages?". The study conducted a thorough analysis to examine Templeton's difficulties because of the ongoing shortage of swim instructors and lifeguards. It aimed to find beneficial insights and successful strategies to keep current employees in the face of these difficulties. This study aimed to offer reasonable ways to improve staff retention and guarantee Templeton Park & Pool's continuous operation and efficacy by investigating prospective retention strategies and the underlying causes of staff shortages.

Importance of Research Area

Lifeguards and swim instructors play an important role in the aquatic community by reducing drowning incidents, teaching water safety skills, and keeping pools operational. They help ensure patrons enjoy and stay safe at pool facilities. To be qualified for their roles, which involve overseeing swimmers and teaching them how to swim, they must complete extensive training and acquire multiple certificates. Their presence is necessary because they have the knowledge and experience to teach swimming and ensure that customers are safe. In recent years, there has been a high demand for swim lessons as the population has grown, but few to no swim instructors are available to meet the demands (Luymes, 2022). Furthermore, many pools across the province have reduced operational hours due to lifeguard shortages (Chan, 2023). If there are limited qualified employees to manage operations, the pools run the risk of closing, which would frustrate patrons and prevent them from having the chance to practice safe swimming. As a result, the significance of lifeguards and swim instructors goes beyond simple supervision in the aquatic environments as they are imperative individuals of both fun and safety.

Operationalizing Key Terms

Below are the definitions of several key terms that will be used throughout the research paper.

- *Lifeguards and swim instructors*

- This term refers to specifically retaining the aquatic staff at the pools. They play an important role in keeping everyone at the pool safe, open and close the pool, teach swim lessons, and provide first aid treatment.
- *Templeton Park & Pool*
 - For this research paper, the focus is on Templeton. It is one of the nine pools operated by the Vancouver Board of Parks and Recreation (VPB) and only one of the two pools located in East Vancouver. All the VPB pools are unique and have their communities and demographics.
- *Retain*
 - This term refers to the idea of employing an individual for their skill sets to complete duties and tasks. In the context of this paper, retention pertains to the aquatic staff at Templeton.
- *Strategies*
 - This refers to organized plans of action or methods intended to accomplish particular goals. These could be efforts, policies, programs, or rewards designed to keep swim instructors and lifeguards on staff. It will determine what measures Templeton Park & Pool should take to alleviate staffing shortfall and raise retention rates for lifeguards and swim instructors.

Background and Context

Swimming is more than just a recreational activity as it goes beyond daily exercise; it is a vital life skill for water safety and awareness everyone should know. For example, the risk of drowning is extremely high, so people should take extra caution around bodies of water such as lakes, beaches, and swimming pools, where people often gather for leisure or recreational activities. To ensure that they do not unintentionally put others in danger in aquatic environments by being unable to navigate water hazards or assist in emergencies, people must gain the confidence and proficiency to swim safely.

About Templeton Park and Pool

Templeton is one of the oldest aquatic facilities in Vancouver, having been built in 1974 (Migdal, 2017). Despite its age, it is still a busy place, with a large 25-meter pool, a tot pool, and other features, including a fully functional fitness center and a sauna. Templeton has many recreational options outside the pool, such as two large grass fields, an outdoor running track, and a playground (City of Vancouver, n.d.). Templeton serves a varied community with predominantly English and Chinese speakers and is located in a highly populated area with about 630,000 persons, according to census statistics from 2016 (City of Vancouver, n.d.). This demographic diversity enhances the Templeton area's cultural background, creating a welcoming and dynamic environment for both locals and tourists.

The Vancouver Park Board (VPB) mission statement of "providing, and advocat[ing]... recreation services to benefit all people..." (City of Vancouver, n.d.) aligns closely with this project. This measure directly contributes to the VPB's objective of ensuring the efficient offering of high-quality services to pool users by conducting research to develop effective techniques for staff retention. By understanding and adapting to the requirements of its employees, the VPB can improve satisfaction with employees and subsequently improve the general experience of pool users.

Agency Advisor

Shannon was a key agency advisor for this research project and currently works at Templeton as a Pool Programmer. Together, a collaborative partnership was established to carefully examine and determine the issues that employees have throughout their work and to look into potential opportunities and resources that would help retain employees, which can help improve their level of job satisfaction at Templeton. Shannon's knowledge and first-hand experience were extremely helpful in developing Templeton's employee retention incentives and supporting and rewarding work environment initiatives.

About the Researcher

The researcher of this paper considers the personal experiences of learning to swim at Templeton and recognizes the life-changing impact and precious support from the pool's

employees. These early encounters demonstrate a genuine appreciation for Templeton's role in presenting chances that might not have otherwise been offered. Upon discovering Templeton's employees' significant personal influence and involvement, the researcher investigated methods designed to promote employee retention within the organization. Through direct experience and ideas from working with the Templeton team, the researcher aimed to find effective measures that could improve employee satisfaction and increase the pool's ability to continue having a beneficial influence on the community.

Having used Templeton's pool facilities while growing up and later working there, the researcher has an extensive connection with the facility. This firsthand experience highlights the important part that the pool's committed employees play and offers a vast understanding of its operations. The researcher took a neutral position when gathering primary research data to guarantee objectivity and minimize potential biases. Additionally, the researcher carefully looked for opposing viewpoints or supporting evidence to balance the original findings with secondary research data. Using this thorough method, the researcher hoped to produce well-informed recommendations that may solve Templeton's staff retention issues and contribute to the facility's ongoing stability and success.

Literature Review

The data found for the literature review were from researching various documents from scholarly journals, professional magazines, statistical databases, and news articles. After careful research, these documents were examined closely, and a frequent pattern emerged: the factors that influence employee retention in organizations. An ongoing trend highlighted the need to develop an inclusive work environment as a significant factor in employee retention. Research showed that employees are attracted to companies that value fair, transparent interactions, and communication. These results highlight how important it is to promote a fair and encouraging work environment to keep employees at Templeton.

Staffing shortages at aquatic facilities in different regions have affected families and individuals who want to use pools significantly in recent years. As a result, customers have had

to adjust and adapt to deal with the decreased operational capacity. Only 86 people had near-drowning events in 2022, according to reports from the British Columbia Coroners Service (2023), highlighting the important role that lifeguards and swim instructors play in reducing drowning incidents. This number may have been far higher if there had not been attentive lifeguards and dedicated instructors. Stressing the need to keep swimming pools open and available to everyone, it highlights the necessity of water safety as a life skill and the need to give everyone the chance to acquire and practice these important abilities.

What Makes a Great Work Culture

The work culture of an organization is an important part of attracting new employees into the workplace. Even though jobs like lifeguarding and swim instruction are frequently seen as short-term, especially for high school and university students looking for part-time work, this position is a great way to make money that does not add additional stress. After graduating from university and finding a job in their field of choice, people frequently move away from their position as a lifeguard or swim instructor. On the other hand, a strong and supportive work environment can significantly impact workers' decisions to stick with and support the organization. This includes creating a workplace foundation based on meaningful connections, teamwork, respect, trust, and effective communication (Ferro, 2010; Shenkel & Gardner, 2004; Shuford, 2023; Huang & Cho, 2010). These qualities attract employees to remain in their jobs and create an environment where they feel appreciated and encouraged to give their best effort.

Mayhew (2022) emphasizes the significance of supervisors in creating a work environment where people feel valued. Supervisors can make a big difference in the morale of their staff by doing small acts like checking in on them regularly and making an effort to make them feel like part of the team. The literature emphasizes how important emotional intelligence is to giving workers a sense of worth. According to Shuford (2023), showing empathy, being approachable, and being transparent right away builds trust with employees. By demonstrating emotional intelligence, employees can be more relatable to one another and feel free to express themselves without worrying about criticism or rejection.

Establishing transparency in the workplace is important because it helps to minimize the chance of surprises resulting from supervisors with hidden agendas. They can ensure that employees are fully informed about the current events and clear about what is expected of them. According to Fawcett (2001), giving thorough information and being transparent in communications establish clear expectations and promote a clear and coherent environment inside the company. Transparency is especially important for reducing staff misunderstanding about their responsibilities and improving employee trust in their work ethics and results. Furthermore, as Butson, Tower, and Schwarz (2022) point out, providing employees with a realistic job preview prepares them for the difficulties that lie ahead, both physically and emotionally. This reduces the possibility of unexpected disruptions and guarantees a more efficient operational workflow.

Finally, MacMillan (2008) states that it is essential that managers place a high priority on funding resources such as new swim lesson equipment, kickboards, pull buoys, fins, and swim paddles, as well as updated first aid and personal protection equipment (PPE). Having these resources available not only helps employees perform at their best but also shows that managers are taking the initiative to improve productivity at work. Supervisors promote ongoing learning and development by providing workers with tools to apply new skills and practices. This investment shows a dedication to assisting staff development and proficiency and creating a safer and more productive work environment.

Job Satisfaction

According to Ferro's (2010) study, staff shortages usually occur gradually over time and are frequently caused by employee dissatisfaction and a sense that there are not enough opportunities for professional advancement. Shenkel and Gardner (2004) emphasize the significance of an employee's sense of accomplishment, professional development, and career advancement even more. Workers want to work for an organization that recognizes their efforts and creates an environment where they are valued for their commitment and diligence. To do this, employees wish supervisors to be proactive in assisting them in identifying areas that need improvement and fostering personal development (Dainty, 2008). Effective supervisors should swiftly recognize and reward their team members' efforts and give them constructive criticism.

When managers publicly recognize and thank their employees for their achievements, they reaffirm the importance of every staff member and increase overall job satisfaction (Nelson, 2006). This sense of validation acts as a motivator and encourages employees to stay dedicated to the company and make more contributions to its development.

Gap in Literature

More data is needed for the present research, which is problematic given the current trends that point to a staffing deficit in the aquatic field. Even if some research has been done, there still needs to be a significant understanding gap regarding the underlying reasons for these shortages. Although several assumptions have been made, such as the effect of COVID-19, the idea that lifeguarding is a temporary career choice, and the costs involved in getting the required certifications, empirical evidence to support these claims is still noticeably lacking. This knowledge gap points to an important area for improvement in the level of research that has already been done and emphasizes the need for more study to give a more complete picture of the difficulties underlying personnel shortages in aquatic facilities.

Area of Controversy

The debate surrounding the retention of lifeguards predominantly centers on the issue of wage appropriateness. There is disagreement about whether the pay levels in place today adequately motivate qualified workers to keep playing a crucial role in ensuring public safety at aquatic facilities. During a literature review on the importance of wages in staff retention, one article suggested that establishing a positive work culture and supportive environment may be more important in motivating people to engage in their work than monetary compensation (Shenkel & Gardner, 2004). On the other hand, another article claimed that financial compensation is crucial in inspiring employees regardless of the workplace. Notably, Butson, Tower & Schwarz (2021) highlighted that lifeguards frequently look for jobs elsewhere that provide more stable working hours and more significant compensation. This emphasizes that workers want just compensation that aligns with their abilities and efforts, demonstrating that their contributions are valued and reiterating the expectation that they should receive fair compensation.

Best Practice

A best practice that consistently emerged from the research findings is the correlation between job satisfaction and staff motivation to keep working. Remarkably, Rahimi, Divsalar, Rezvani, and Aramoon (2016) state that Maslow's Hierarchy of Needs has become a valuable framework for comprehending and improving job happiness. This theory highlights basic human needs that people attempt to satisfy in a hierarchical sequence, represented as a pyramid with five tiers.

1. Physiological needs - At the bottom of the pyramid are the basic needs necessary to function.
2. Safety needs - the feeling of protection and security
3. Love and belongingness needs - a social aspect that has interpersonal relationships.
4. Esteem needs - possessing self-respect and desire for recognition from others.
5. Self-actualization needs - At the top of the pyramid is realizing potential self-fulfillment and desire to be the most that can be.

With the help of this theory, employers may build a welcoming and inclusive work environment that increases job satisfaction and staff retention. Templeton can develop important initiatives to support its employees' various wants by using Maslow's Hierarchy of wants as a framework. Maslow's theory provides useful insights for improving employee job happiness. These insights range from ensuring fundamental physiological and safety needs are addressed to creating opportunities for social connection, acknowledging accomplishments, and providing pathways for personal and professional progress. Templeton could promote an environment at the workplace where workers feel appreciated, encouraged, and satisfied in their jobs by proactively putting this theory's concepts into practice. This will increase the possibility that workers will remain with the organization long-term.

Summary

The research highlighted the various factors impacting employee retention and identified the fundamental incentives driving their decision to stay with their present companies. After conducting a thorough analysis of related studies, two key factors that influenced staff retention

were work culture and employee job satisfaction. These factors play an essential part in creating an environment within the organization that values the contributions made by staff members and gives them a sense of community. Organizations can foster an environment where employees feel appreciated, respected, and fulfilled in their roles by prioritizing developing a positive work culture and attending to issues that affect employee job satisfaction. Therefore, this results in improved confidence, amplified involvement, and an increased dedication to the vision and goals of the organization.

Methodology

Primary Research and Rationale

In order to address the issue of what strategies Templeton can use to help keep its current employees, the first step was to conduct primary staff research. This is an important step since it enables access to people who are key to Templeton's daily operations, providing significant insights. The research aims to provide a comprehensive understanding of the motivations, concerns, and suggestions for the development of staff members by collecting their viewpoints, which can help establish the foundation for retention tactics that succeed. After that, the following steps required developing site-specific strategies targeted at staff retention and attrition prevention by monitoring interactions at the pool and gaining access to internal records from Templeton. For primary research, three approaches were used: content analysis, observation, and interviews. These techniques were the most successful at obtaining thorough information, considering the limitations of both time and resources. Interviews provide a firsthand account, revealing organizational information and individual perspectives. Observations support this by confirming the data acquired through interviews and pointing out any possible inconsistencies or disparities. Finally, content analysis of internal documents provides more context for creating focused retention strategies by determining whether the material aligns with the workforce's requirements and experiences.

Interviews

Eight interviews were performed using various media, such as in-person formats, video calls, and phone conversations. The individuals who participated in the interviews represented a wide

variety of positions at Templeton, such as pool programmer, aquatic leader, auxiliary worker, and past employees. Every participant had a relationship with Templeton, which guaranteed a diverse viewpoint on the organization's workings and issues. All interviewers will stay anonymous in order to protect participant privacy and confidentiality. In addition, all interview questions were designed to be objective to preserve objectivity and encourage open-minded and genuine answers.

1. Interview 1 - Pool Programmer, VPB staff
2. Interview 2 - Aquatic Leader 1, VPB staff
3. Interview 3 - Lifeguard 1, VPB staff
4. Interview 4 - Lifeguard 2, VPB staff
5. Interview 5 - Lifeguard 3, VPB staff
6. Interview 6 - Aquatic Leader 2, VPB staff
7. Interview 7 - Former Lifeguard 1, VPB staff
8. Interview 8 - Former Lifeguard 2, VPB staff

Templeton's pool programmer was selected for an interview because of her deep awareness of the workings of the pool and breadth of knowledge. She brings invaluable expertise and knowledge to the facility's administration and staff relationships as the site supervisor since 2001 (Pool Programmer, 2024). As such, she has been closely involved in supervising all hiring procedures for staff members, guaranteeing the selection of competent candidates who share Templeton's goals and principles. Furthermore, as a primary supervisor, she plays a key role in establishing a supportive work environment that supports employees' success and retention at Templeton. Her insights and experience are critical in developing staff retention and organizational performance initiatives. Two Aquatic Leaders were interviewed because they had spent many years working in the aquatic field. Their insight is valuable because of their experience in the field and working with many staff throughout their career. Three auxiliary staff members were interviewed to gain their perspective as auxiliary staff, whose work hours are not guaranteed and are based on seniority lists and available hours. The seniority list is based on the total accumulation of hours an auxiliary staff has worked. It helps to understand why they continue to work at Templeton and not find another job. Two former staff members who left

their aquatic careers were interviewed to understand why they had chosen to leave Templeton and to identify any gaps from their perspective.

Interview Details

For a more detailed account of the interviews that were done, please consult Appendix 1A. This section contains comprehensive information about the interview procedure, including the questions asked of the participants. These questions were thoughtfully constructed for gathering insightful answers and encompassing a wide range of viewpoints. The interview transcripts are also available in Appendix 1B, where they are summarized for convenience of reference. These transcripts provide extensive information for additional study and interpretation by shedding light on the ideas, viewpoints, and experiences the interviewees offered.

Special and General Status Observation

Three observations were conducted at Templeton. These observations gathered insight into the staff's engagement with each other and the patrons.

1. Special status observation - observed how the staff interacted with each other in the staff common area.
2. Special status observation - observed how the supervisors interacted with the staff in the staff common area.
3. General status observation - observed how the staff interacted with the patrons during swim lessons, public swim and length swim.

The observations provided a thorough understanding of the relationships and dynamics inside the Templeton community. Several themes, patterns, and gaps were found from first-hand experience, offering insightful information that can guide the growth of Templeton's retention strategies. Examining staff interactions and daily operations has provided important insights that can be utilized to promote a more supportive and cohesive work environment. Finding recurrent themes and patterns provides a starting point for developing attentive retention programs that address specific areas for development and build on the organization's current strengths.

Observation Details

Appendix 2A shows further details about the observations, including when and where. Every observation was carried out using a pre-established checklist to record different aspects of employee interactions and behaviors. This comprehensive checklist was motivated by a genuine curiosity about the ways that employees engaged with one another and with customers. The observations listed in Appendix 2B provide an in-depth understanding of the dynamics of Templeton's day-to-day operations, highlighting both areas of strength and room for development.

Content Analysis

The content analysis provides insightful information about the documentation of the aquatic department within the Vancouver Park Board (VPB), highlighting staff retention efforts and other initiatives meant to maintain employee satisfaction in the pools. Through a thorough review of the available documentation, this analysis aims to identify the strategies, policies, and practices that the VPB has put in place to deal with issues related to staff retention and to create a work environment that encourages employees to stay involved and dedicated to their roles in the aquatic department.

The content analysis gave important information on Templeton's current documentation and implementation procedures. Although it provided an extensive overview of the resources available for staff to use, it could have been more detailed regarding practices for staff retention. Instead, the primary goal of the resources was to provide employees with the abilities and information needed to carry out their jobs well. This focus on preparedness is essential but ignores an equally important factor: retention of employees. In addition to emphasizing staff preparedness, a comprehensive approach to workforce management should include methods for creating a welcoming and comfortable work environment that promotes employee retention.

Below is the list of documents that were analyzed, where they were retrieved from, and what they are.

1. The Aquatic Service Staff Orientation Package
2. VanSplash: Vancouver Aquatic Strategy

3. The City-Wide Onboarding Orientation package
4. Corporate Policy

Content Analysis Details

Further details for the content analysis, including its purpose and when it was released/updated can be found in Appendix 3A. The framework chosen with a checklist that was used to track all the data found in Appendix 3B. All the information that was found in the content analysis for each document is in Appendix 3C.

Research Challenges and Successes

Finding documents for the content analysis proved to be challenging given the research period's time constraints because they were not easily found on the internal database and required authorization from VPB employees. Similarly, the time constraints posed another challenge when it came to conducting interviews. Nevertheless, despite these difficulties, the interviewees gave thoughtful, in-depth answers that gave insightful viewpoints on their experiences working at Templeton. Additionally, the study's observations proved to be genuine and offered real-world examples that supported the statements stated in the interviews, which increased the data's depth and reliability.

Research Findings

- 1 Templeton has a well-established work culture but not be enough to retain staff.

It became clear that Templeton maintains an enjoyable work atmosphere after gathering and evaluating the data from observations and interviews. All the interviewees reported enjoyment with their jobs at the site, frequently expressing a preference for Templeton over other VPB pools (Aquatic Leader 1, 2024; Aquatic Leader 2, 2024; Former Lifeguard 1, 2024; Former Lifeguard 2, 2024; Lifeguard 1, 2024; Lifeguard 2, 2024; Lifeguard 3, 2024). It was observed that the comparatively smaller pool size helped create a less stressful and busy environment, giving the employees more confidence in their capacity to carry out their jobs well. The interviewees also mentioned how the facility's customers' politeness and respect enhanced their

overall experience. Nevertheless, despite the positive work culture, it became clear that more was needed to keep all employees since some decided to leave for reasons unrelated to the environment at work. In particular, difficulties in dealing with certain individuals were mentioned by Former Lifeguards 1 and 2 as the leading cause of their leave, with both of them choosing to pursue career prospects outside of the aquatics field entirely.

- 2 Content analysis of the documents did not talk about strategies on how to retain staff but only talked about how to be a prepared lifeguard,

The documents gave employees thorough instructions on their responsibilities and functions as lifeguards and swim instructors. For example, the Aquatic Service Staff Orientation Package was an all-inclusive guide that covered VPB's principles, objectives, and essential operational information, such as wage structures, dress code requirements, payroll procedures, and shift scheduling protocols. A 25-year plan for the future of VPB aquatics was also presented in the VanSplash: Vancouver Aquatic Strategy, which included new pools and aquatic amenities intended to help the neighbourhood. Meanwhile, the City-Wide Onboarding Orientation provided managers with a useful checklist to guarantee that new hires receive a comprehensive orientation, complete with site-specific information like work shadowing opportunities, facility tours, and staff room orientations. A zero-tolerance policy for harassment and the careful consideration of all complaints were also emphasized in the Corporate Policy document, which also established behavioural expectations for all VPB employees and emphasized the value of respect in the workplace. However, after analyzing each document's content, it became clear that none of them had any particular information about staff retention tactics—instead, they were all primarily concerned with training employees for jobs in the aquatic industry.

- 3 Staff want to offer feedback to supervisors and senior staff without prejudice.

Interviews showed some difficulties specific employees face despite Templeton's reputation for having an enjoyable working environment where employees work well together. A few interviewees mentioned that they found it challenging to work with certain coworkers and were afraid to bring up their concerns with supervisors or senior employees for fear of prejudice.

They felt undervalued and that they were treated differently from other employees. Former Lifeguard 1 (2024) described times when they felt like they were put to work on off-deck duties, including cleaning, testing the pool, sweeping the lobby, and doing laundry, while other coworkers were not doing the same amount of the job. They felt disproportionately burdened by this uneven assignment of duties. Similarly, Former Lifeguard 2 (2024) remembered running into disagreement when trying to have a professional conversation with a specific coworker who would not even consider the idea of looking at other ways to finish chores during shifts, claiming that their method was the only one that was right.

4 Templeton is more than a pool and also an identity for staff.

After the interviews, it was clear that all the interviewees' decisions to work at Templeton were heavily influenced by how close their homes were to the facility (Aquatic Leader 1, 2024; Aquatic Leader 2, 2024; Former Lifeguard 1, 2024; Former Lifeguard 2, 2024; Lifeguard 1, 2024; Lifeguard 2, 2024; Lifeguard 3, 2024). Templeton's ideal location makes it incredibly convenient and accessible for employees who travel by car, bike, or public transportation. Staff members feel more connected to the pool and have a stronger feeling of community because of the proximity to their homes. Every interviewee mentioned how much they enjoyed working at Templeton, praising the friendly and inclusive environment that transfuses the building. This feeling of community gives the staff members a strong sense of identification and pride, which inspires them to provide customers with an excellent recreational experience because they are driven by a common goal of giving back to the community.

Recommendations

1 Accessible educational tools that focus on emotional intelligence

Based on the results of primary and secondary research, it is clear that continuous training workshops are necessary to support employees' continued skill development, especially in the area of emotional intelligence. These tools include a wide range of qualities, including

empathy, social awareness, customer relations, and social skills. During the interview, the former Lifeguard 2 (2024) emphasized the value of educational workshops that are accessible to all staff members and not only target individuals who are facing difficulties in team settings. These workshops are essential for employee development, career improvement within the organization, and re-educational tools. According to MacMillan (2008), proactive investments in these resources allow employees to succeed at work. Templeton may effectively improve employee retention by implementing this method since the skills learned from these workshops can be immediately implemented to strengthen teamwork and improve workplace relations.

2 Implementing changes to create more favourable working hours.

When Aquatic Leader 2 (2024) started working at Templeton, they had difficulty working split shifts to get as many hours as possible. Even though he enjoyed his position at Templeton, he finally decided to look for work at other pools that provided better hours and more job security. Since stability and flexibility are essential for promoting commitment and job satisfaction, they must be emphasized more when it comes to keeping employees. Yes, scheduling will take a lot of time initially, but it will be worthwhile when employees feel appreciated, supported, and valued. This will promote morale, increase productivity, and ultimately improve employee retention and satisfaction, all of which will contribute to Templeton's success and dedication to serving the community.

3 Diversifying employment wage opportunities

According to Butson, Tower, and Schwarz (2021), lifeguards frequently leave their jobs to work for other companies that pay more. One important consideration is financial compensation since employees want to be paid fairly for the quality of their work. Employees with extra credentials, for example, who use their skill sets to teach lifeguard classes or Aquafit programs during their shifts, can expect to be paid appropriately. The incentive to obtain more credentials is reduced when qualified employees are paid the same as their non-certified counterparts. Staff members have little incentive to get more certificates if there isn't a concrete system in place. On the other hand, just compensation that is equivalent to the worth of an

employee's qualifications encourages staff retention and a more extended period of loyalty to the organization.

4 Consistent recognition and appreciation

The observation indicated that Templeton had a generally positive and friendly environment. However, the lack of appreciation and acknowledgment shown to the staff was a noticeable missing. Nelson (2006) highlights that supervisors' recognition and appreciation of employees can have a substantial effect on their happiness and morale, regardless of whether or not it is related to their duties or job description. Acknowledging employees' accomplishments makes them feel like they belong and strengthens their bond as a team. Not only does this improve morale among staff members, but it also fosters a sense of devotion to the organization. These factors are critical to keeping employees on board because they encourage them to put in more effort when their contributions are recognized and appreciated, which reinforces their importance to the group and organization.

Conclusion

This research thoroughly analyzes academic literature gathered from various sources, including news items, professional publications, academic journals, and statistics databases. To provide an in-depth understanding of the factors influencing employee retention inside organizations, secondary research findings were synthesized in addition to primary research methods like observations, interviews, and content analysis. Utilizing this comprehensive research, the study explores the fundamental requirements of employees and identifies crucial tactics to improve employee retention. Although the research identified a few limitations and barriers, it also identified areas for development and suggested possible paths for staff retention initiatives to succeed. In order to close these gaps, strategic changes will need to be made. These changes will include offering educational workshops to improve knowledge and skills, accommodating staff needs with flexible work schedules, providing opportunities for career advancement and pay increases, and supporting recognition and appreciation programs to foster a positive work environment. Organizations can effectively improve employee retention and

cultivate a more engaged and motivated workforce by taking proactive measures to address these areas.

In conclusion, swimming is essential for recreation and safety, emphasizing the need for accessible pools. Swimmers learning to swim may need shorter hours or closures. Sustaining the operations of aquatic facilities is essential for promoting community swimming competency. Due to this research, Templeton has a framework for handling staff retention. It provides practical insights into worker retention by summarizing the main findings. By putting these ideas into practice, Templeton can improve its efforts at employee retention and create a positive work environment. In summary, ongoing operations of aquatic facilities are essential to fostering swimming competence and safety. This research can help Templeton solve issues with staff retention and create a team devoted to performing community service.

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Appendixes

Appendix 1A.

Interview Details

	Interview	Organization/Title	Date & Time	Method/ Location
1	Shannon Antunes	Vancouver Board of Parks and Recreation, Pool Programmer	February 16, 2024 2:30 pm & March 4, 2024 1:15 pm	In person & phone
2	Kristine Lieu	Vancouver Board of Parks and Recreation, Aquatic Leader	March 17, 2024 6:00 pm	In person
3	Colby Jang	Vancouver Board of Parks and Recreation, Lifeguard	February 16, 2024 1:30 pm	Video Call
4	Megan Ho	Vancouver Board of Parks and Recreation, Lifeguard	March 16, 2024 8:00 pm	Video Call
5	Adriana Lee	Vancouver Board of Parks and Recreation, Lifeguard	March 18, 2024 7:00 pm	In person
6	Charlie Huynh	Vancouver Board of Parks and Recreation, Aquatic Leader	March 5, 2024 10:15 am	In person
7	Johnny Chen	Vancouver Board of Parks and Recreation, Former Lifeguard	February 16, 2024 3:30 pm	In person
8	Anton Didak	Vancouver Board of Parks and Recreation, Former Lifeguard	March 17, 2024 9:00 pm	Phone

Appendix 1B

Interview Transcript

Note: Transcripts were not verbatim of what was directly said in the interviews. Rather, they are a summary of the answers they provided

Interview 1

Person: Shannon Antunes - Vancouver Board of Parks and Recreation, Pool Programmer

Location/Method: In person at Templeton Park & Pool & phone

Date & Time: February 16, 2024 2:30 pm & March 4, 2024 1:15 pm

How long have you been working?	Shannon began her career as an auxiliary Lifeguard at Templeton in 1987 and became a full-time Aquatic Leader in 1990. She became a Recreation Programmer in 1994 at Britannia and Thunderbird. Eventually, returning to Templeton in 2001
What made you pursue aquatics?	<p>She had a passion for swimming, despite not being the greatest competitive swimmer. Also had a passion for working with kids and being a swim instructor allowed her to develop her skills as she wanted to be a teacher.</p> <p>She was accepted into a recreation program and decided to explore this path and could switch to becoming a teacher if it didn't work out</p>
Why did you want to work at Templeton Pool? And what makes it different?	Worked because of a personal connection as that was the area she grew up in. Believes that if she didn't lateral transfer to Templeton, her

	<p>recreation career would have been over and she looked for employment somewhere else.</p> <p>Being the Templeton Programmer gives her creative freedom to think outside the box to give more to the neighbourhood as it's a standalone pool with no direct connection to a community centre</p> <p>Because of prior aquatic experience, the pool programming was easy for her. The challenge came outside of aquatics like having to handle all the maintenance, room rentals, and high school/PAC relationship herself. She liked the challenge and opportunity for growth it provides.</p>
What are your strategies to retain/connect with staff?	For the 20+ years plays a mentorship role and used an empathic approach. Recognize the diverse learning styles and try to work with their strengths and develop and their weaknesses
How have the staff shortages affected you?	Templeton had limited operating hours. And with the new lifeguard-to-patron ratio needed to have more staff, but there wasn't any staff to work. As well as an increase in waitlist swim lessons
What is your day to day work routine?	Work days vary as anything can happen. For the most part the regular occurring routine is programming lessons, scheduling rental

	<p>swims, shift scheduling, emails, and meetings. The odd days can be handling complaints and audits.</p> <p>Outside of aquatics, it's maintaining relationship with Templeton High School and attending PAC meetings, maintenance outside the pool (playground, grass field, outdoor track, garden)</p>
How often do you interact with other staff and patrons?	<p>Every day she interacts with the staff and keeps her door open when not in meetings. Wants her staff to be able to approach and talk to her about anything</p>
What resources or services would be helpful in your work?	<p>Says that she had a good support team. Upper management is always available to quickly help when needed</p>

Interview 2

Person: Kristine Lieu - Vancouver Board of Parks and Recreation, Aquatic Leader

Location/Method: In person at Templeton Park & Pool

Date & Time: March 17, 2024 6:00 pm

What made you pursue aquatics?	<p>She saw that everyone close to her was going into lifeguarding and swim instructor and gave it a try since she had competitive swim experience</p>
Why did you want to work at Templeton Pool? And what makes it different?	<p>Works at Templeton because it's close to her house. Makes it convenient to walk or transit.</p>

	Also likes Templeton because of the small pool and close-knit community that has been established
What is your day to day work routine?	Besides guarding the pool, she has admin tasks that are given to her. It varies every day but usually it's been supporting the swim lesson section and ensuring that all the instructors are prepared and completing their lesson sheets properly

Interview 3

Person: Colby Jang - Vancouver Board of Parks and Recreation, Lifeguard

Location/Method: Video call

Date & Time: February 16, 2024 1:30 pm

How long have you been working?	Been an auxiliary lifeguard for the past 7 years and recently got an RPT position
What made you pursue aquatics?	He had swimming experience from swim club and his friends were in the process of getting the certifications which made him want to try too. Plus it was a great post-secondary job and flexible with the school schedule
Why did you want to work at Templeton Pool? and do you work at other pools	Worked at other pools both indoor and outdoor. But still prefers Templeton because it is close to his house and can walk
What makes Templeton Pool different?	Has an emotional attachment and nostalgic feeling. Grew up in the neighbourhood. High school was right across and would regularly

	be at the pool for swim practice and built a connection as a patron with the staff before becoming one of the staff
What are your personal strategies to retain/connect with staff?	Treat others the way you want to be treated. Building a connection builds trust and reassures him that they have each other's backs.
What is your day to day work routine?	Either it's teaching swim lessons or guarding the pool deck with 30 minute rotation
How often do you interact with other staff and patrons?	<p>Interacts in every shift. Once he started working more regularly, started to notice the same patrons and slowly build a rapport with them and have a short small talk conversation</p> <p>It can be a little tricky with staff. They have to limit the conversations on deck as they are supposed to be guarding, and in the past, patrons have had complaints from their point of view, saying they are not doing their job and just talking to each other. During off-deck rotations, it may be him in the staff room, and the only other people you can potentially interact with are Shannon or the front desk if they are not busy.</p>

Interview 4

Person: Megan Ho - Vancouver Board of Parks and Recreation, Lifeguard

Location/Method: Video Call

Date & Time: March 16, 2024 8:00 pm

How long have you been in your position?	Been working as an auxiliary staff for the past 8 years
Why did you want to work at Templeton Pool? and do you work at other pools	<p>Grew up going to the pool and used to be part of the swim club that practiced there. Had a great relationship with the staff and wanted to work since other friends were getting certified.</p> <p>Works at other pools but prefers Templeton because the staff is more friendly than other pools. Also close to home and can walk or bike there.</p>
What is your day to day work routine?	<p>It's either guarding or teaching swim lessons. It's easy work but can get repetitive and boring, but for what she does and the pay, it's hard to beat it</p>

Interview 5

Person: Adriana Lee - Vancouver Board of Parks and Recreation, Lifeguard

Location/Method: In person at Templeton Park & Pool

Date & Time: March 18, 2024 7:00 pm

How long have you been working?	Just got hired for the Parks Board a year ago
Why did you want to work at Templeton Pool? and do you work at other pools	<p>Works at Kensington and Templeton but prefers Templeton because of that's the pool she grew up in. Practically lived at Templeton since birth as her family would go there for public swims and also part of the swim club. She knew all the staff and wanted to follow in</p>

	<p>the footsteps of her brother and be a lifeguard too.</p> <p>Likes Templeton because it's like a second home. Small pool with friendly staff and patrons</p>
What is your day to day work routine?	<p>Just lifeguarding or teaching swim lessons.</p> <p>Because her seniority hours are low she usually picks shifts that have lessons since all the guarding shifts are taken</p>
Do you feel comfortable as a new staff?	<p>For the most part, yes. She can talk with everyone but avoid some staff because they can sometimes be intimidating. Doesn't want to give herself a bad reputation.</p>

Interview 6

Person: Charlie Huynh - Vancouver Board of Parks and Recreation, Aquatic Leader

Location/Method: In person at Kerrisdale Pool

Date & Time: March 5, 2024 10:15 am

How long have you been working?	<p>Been working at the pools for over 10 years. Started as an auxiliary and now an Aquatic Leader</p> <p>Became a lifeguard because it was a great after school job that provided flexibility in his schedule</p>
Why did you want to work at Templeton Pool? and do you work at other pools	<p>Originally started working at Templeton because it was close to home, but also did</p>

	<p>split shifts at Killarney to max out his hours.</p> <p>Preferred Templeton over Killarney as it was a less chaotic pool and stronger staff connections</p>
Why did you leave Templeton? And would you come back?	<p>Ultimately, he left to go to the bigger pools as they offered a better and longer shift. Wanted stability, and Templeton wasn't able to offer that.</p> <p>Said that if Templeton had the hours he needed, he would have stayed and continue working for them but he had financial responsibilities and needed better hours that other pools offered</p>
Now being in a higher position and having a different perspective. Is there anything you would change?	<p>Highlighted that there's no position between auxiliary and Aquatic Leader. Recalled how City of Richmond has Deck Supervisors that support the staff during lessons and mentor the new lifeguards without having to do admin work. That would be a great transition position for staff who want to develop</p> <p>Could be potentially an area to explore to have the senior staff continue working instead of leaving as that is like a next step up</p>

Interview 7

Person: Johnny Chen - Vancouver Board of Parks and Recreation, Former Lifeguard

Location/Method: In person at Templeton Park & Pool

Date & Time: February 16, 2024 3:30 pm

How long did you work at Templeton?	Worked at Templeton for 9 years
Why did you work at Templeton?	<p>Templeton was the closest pool to home and grew up in the neighbourhood. Wanted a job that wasn't too stressful and had flexibility with his school schedule.</p> <p>The bonus was that the staff was great during his shifts. He created a bond with the staff, and they regularly went out for dinner and socialized.</p> <p>Worked at other pools but didn't have that same staff connection.</p>
Why did you leave? And did you leave prematurely or feel it was the right time to go?	<p>He did feel like he could've worked a couple of more years on top of his full time job but left prematurely because of newly hired Aquatic leader that joined. During the last couple of shifts before leaving aquatics, he worked with this Aquatic Leader and felt micromanaged and not trusted in his ability.</p> <p>He knew this Aquatic Leader as they were both auxiliary staff together, but when the individual got the position, the attitude changed and had an authoritative approach. Also, the individual had different attitudes towards certain staff and played favourites.</p>

If you could go back in time, would you still work at Templeton?	Doesn't regret working at Templeton and would work again. Considers Templeton his home and enjoys being a patron
What would you have changed?	Look at offering workshops for problematic staff and having resources that provide re training options for them. Just wants everyone to be a team player

Interview 8

Person: Anton Didak - Vancouver Board of Parks and Recreation, Former Lifeguard

Location/Method: Phone call

Date & Time: March 17, 2024 9:00 pm

How long did you work at Templeton?	Worked at Templeton for 11 years
Why did you work at Templeton?	<p>Lived in Burnaby, and it was the closest pool to his house. The Burnaby pools were too far and that is the reason why he picked Templeton. Plus it was transit friendly when he was in post secondary making it convenient</p> <p>Made strong connections with staff and would socialize after work all the time. Closest friends are from the pool</p>
Why did you leave? And did you leave prematurely or feel it was the right time to go?	<p>He left once he got his full-time position in his career path, but he would have stayed a bit longer if it wasn't for some difficult staff.</p> <p>Recalls disagreeing with a certain individual</p>

	<p>about the way completing tasks had only one way and didn't want to acknowledge other methods that had the same result</p> <p>Didn't feel it was worth constantly disagreeing and figured he worked at the pools long enough to leave</p>
If you could go back in time, would you still work at Templeton?	Yes, loved working there. For the most part staff were great and enjoyed interacting with the patrons
What would you have changed?	Wanted the difficult staff to attend workshops to re train them. Learn to work together and understand different perspective and be accountable

Appendix 2A.

Observations Details

	Type	What was being Observed	Date & Time	Location
1	Special status	In the staff room and observed how the auxiliary staff interacted	February 25, 2024. 3:00 pm - 4:00 pm	Templeton Park & Pool
2	Special status	In the staff room and observed how the supervisors interacted with everyone	February 26, 2024. 2:00 pm - 3:00 pm & March 3, 2024. 4:00 pm - 4:45 pm	Templeton Park & Pool

3	General status	On the pool deck and observed staff interacted with the patrons	March 7, 2024. 5:30 pm - 6:30 pm	Templeton Park & Pool
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Appendix 2B.

Observations Checklist & Findings

Observation 1

Checklist Items	Results/Observations
<ul style="list-style-type: none"> - Did staff interact with each other when they arrived on shift <ul style="list-style-type: none"> - What kind of conversation was it - Did they go on their phone during off-deck rotation 	<ul style="list-style-type: none"> - 3 lifeguards on shift. 1 were on deck guarding, and the other 2 in the staff room. - The 2 inside were both auxiliary and had a casual conversation. Talked about updates throughout the week, followed by scrolling the phone. One of them went to switch with the on-deck the guard. The one that stayed behind started folding laundry and pool test. - Didn't see anyone of the lifeguards check in with the front desk. If the lifeguards weren't doing off-deck tasks they were talking to each other - Both auxiliary staff did limit their talking when one of the Aquatic Leader was in the room too. More quiet and avoided the area and went somewhere else if possible

<ul style="list-style-type: none"> - What kind of body language was presented? <ul style="list-style-type: none"> - Closed - arms crossed, yawning, lack of eye contact, invading personal space - Engaged - smiling, making eye contact, opened arms, confident stance 	<ul style="list-style-type: none"> - The 2 lifeguards that were talking had an engaging conversation. Looked as if they wanted to talk and were interested and listening - Both were respectful and enjoyed talking and saw some laughter too - Could sense that trust between one another and could freely talk without being judge
<ul style="list-style-type: none"> - Was there any interaction on the pool deck 	<ul style="list-style-type: none"> - Limited personal conversation on the deck. Everyone stayed in their area, monitoring the pool. Communication was done via radio and hand signals. - Everyone being professional and focused on guarding

Observation 2

Checklist Items	Results/Observations
<ul style="list-style-type: none"> - Did supervisors check in with staff? <ul style="list-style-type: none"> - Talk to all the staff present - How often did they talk to staff - Did staff approach the supervisors? 	<ul style="list-style-type: none"> - When a staff came into the staff room. There was some type of acknowledgement and majority of it was "hi". Typically it was the supervisors saying hi first, but there one supervisor on the computer doing admin and wasn't paying attention to staff coming in or out - Once staff got settled, there was more interactions. Supervisors were asking about their day and checking in on

	<p>them. One of them supervisors didn't want to have small talk with the staff. Seemed like she only wanted to keep it professional and avoid personal conversations, as the only time she spoke was related to work.</p> <ul style="list-style-type: none"> - Besides the one supervisor, all of them interacted every rotation and kept everything light and relaxed
<ul style="list-style-type: none"> - What kind of body language was presented? <ul style="list-style-type: none"> - Closed - arms crossed, yawning, lack of eye contact, invading personal space - Engaged - smiling, making eye contact, opened arms, confident stance 	<ul style="list-style-type: none"> - John had a relaxed and open body language. He liked to check in on the staff and make sure they were comfortable during their shift. Staff were able to approach him and ask questions - Kristine kept to herself. Would only interact with staff if she needed to. Would say hi but that's the most of it. Avoid personal conversations and mainly was doing other tasks - Delaney talked to the most to the staff. She had a smile and always laughing with the staff about anything. Seemed like staff could relate to her more and there were more personal conversations. - Based on what was observed. Could see that staff gravitated more towards John and Delaney and avoided Kristine

<ul style="list-style-type: none"> - How did the supervisors give feedback or suggestions? 	<ul style="list-style-type: none"> - John spoke in a “father figure” way. He took the time to carefully explain how to do something and checked in after it was done - Didn’t see Kristine give verbal feedback. But when checking instructor sheets would leave notes and staff would have to search them. Also didn’t see staff ask her about the notes - Delaney showed staff how to do it. Provided explanation and visuals to help build understanding and confidence for staff
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Observation 3

Checklist Items	Results/Observations
<ul style="list-style-type: none"> - What kind of observations were noticed on the pool deck <ul style="list-style-type: none"> - What interactions were happening 	<ul style="list-style-type: none"> - During the observation there were swim club practices, swim lessons and length swim happening. - Very busy and packed pool. It was like organized chaos and everyone knew where to go. - 3 swim instructors teach swim lessons and 3 lifeguards <ul style="list-style-type: none"> - Swim instructors mainly interacting with the classes and focused on teaching - Lifeguards would walk around

	<p>checking in with patrons in the hot tub, sauna, fitness centre and swim clubs. Made sure everything was good and not unusual</p>
<ul style="list-style-type: none"> - What tasks were being completed? 	<ul style="list-style-type: none"> - Aquatic Leaders are in the office doing admin work, and other tasks completed by other staff. They did pool test, hose washrooms, sweep the lobby and clean up lesson equipment. Aquatic Leaders would occasionally come out and help
<ul style="list-style-type: none"> - What kind of body language was presented? <ul style="list-style-type: none"> - Closed - arms crossed, yawning, lack of eye contact, invading personal space - Engaged - smiling, making eye contact, opened arms, confident stance 	<ul style="list-style-type: none"> - Swim instructors were energetic and engaging the class. Kept it fun for the swimmers and were smiling throughout the whole lesson - Lifeguards were interacting with all users of the pool. Seemed like they knew everyone and had short small talks and checking in with them. Could see them laugh and making eye contact
<ul style="list-style-type: none"> - Any incidents that occurred? <ul style="list-style-type: none"> - First aid? 	<ul style="list-style-type: none"> - No first aid reports
<ul style="list-style-type: none"> - Any complaints from patrons? 	<ul style="list-style-type: none"> - One patron did offer a comment to the front desk. Mentioning that one of the staff was micromanaging his son. Felt like the staff was being too aggressive

	in the way she spoke and could have been more empathic and handle the situation better. The message was passed to the Programmer to follow up with
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Appendix 3A.

Documents Analyzed

	Name of Document	Creator/ Author	Date Published	Where it was found
1	Aquatic Service Staff Orientation Package	Vancouver Board of Parks and Recreation - Aquatic department	Sept 20, 2021	Internal document on City of Vancouver website
2	VanSplash: Vancouver Aquatic Strategy	Vancouver Board of Parks and Recreation - Aquatic department	Oct 2019	Public document on City of Vancouver website
3	City-Wide Onboarding Orientation package	Vancouver Board of Parks and Recreation - Aquatic department	n/a	Internal document on City of Vancouver website
4	Corporate Policy	City of Vancouver - Human Resource	Jan 1, 2024	Internal document on City of Vancouver website

Appendix 3B.

Checklist for documents

Areas to Analyze	Checklist Findings
Purpose of the document and who uses it?	
Keyword Search <ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain - Strategies - Work culture 	
Does the document identify strategies for retaining staff?	
How does the document align itself with the Vancouver Board of Parks and Recreation in relation to Templeton?	

Appendix 3C.

Information found for each document.

Document 1 - Aquatic Service Staff Orientation Package

Areas to Analyze	Checklist Findings
Purpose of the document and who uses it?	<ul style="list-style-type: none"> - Analyzed to understand how the aquatic department communicates the VPB's philosophy and expectations as a staff.

	<ul style="list-style-type: none"> - Given to all newly hired lifeguards as part of their onboarding process. - Highlights the lifeguard and swim instructor job
<p>Keyword Search</p> <ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain - Strategies - Work culture 	<ul style="list-style-type: none"> - Lifeguards is found 34 times in the context of what they are and their responsibilities. - swim instructors is found 34 times in the context of what they are - Templeton is only found 1 time in the context of naming all the VPB pools - Retain is only found 1 time in the context that staff need to be punctual at work as it's a vital part of retaining patrons. - Strategies is not referenced. - Work culture is not referenced.
Does the document identify strategies for retaining staff?	<ul style="list-style-type: none"> - Nothing is mentioned about retaining staff
How does the document align itself with the Vancouver Board of Parks and Recreation and Templeton?	<ul style="list-style-type: none"> - This package is more focused on what is needed from staff to be a lifeguard for VPB. - Explains all the rules and guidelines that need to be followed
Any themes?	<ul style="list-style-type: none"> - Document more focused on the hard skills.

Document 2 - VanSplash: Vancouver Aquatic Strategy

Areas to Analyze	Checklist Findings
Purpose of the document and who uses it?	<ul style="list-style-type: none"> - A 25-year master plan that highlights the future of aquatics for the VPB. It assesses the current needs and facilities services. - Residents of Vancouver can use it. It's blueprint/layout of what is expected and what resident can be excited for
<p>Keyword Search</p> <ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain - Strategies - Work culture 	<ul style="list-style-type: none"> - Lifeguards is found 2 times in the context of statistics and requirement. - swim instructors is found 1 time in the context of a requirement. - Templeton is found 11 times in the context of statistics and talks about shutting the pool down. - Retain is not referenced. - Strategies is found 5 times in the context of how the pools will be sustainable and achieve almost zero greenhouse gas emission - Work culture is not referenced.
Does the document identify strategies for retaining staff?	<ul style="list-style-type: none"> - No strategies relating to retaining staff. The masterplan was released before the staff shortage and most likely the reason it was never addressed in the document

How does the document align itself with the Vancouver Board of Parks and Recreation and Templeton?	<ul style="list-style-type: none"> - It provides clear expectation to all the pools. In the document it highlights that Templeton is old and there's plan to shut it down when the newer pools are built but no confirmation
Any themes?	<ul style="list-style-type: none"> - The document was more of general information that public has access too. Nothing is talked about how to retain staff

Document 3 - City-Wide Onboarding Orientation package

Areas to Analyze	Checklist Findings
Purpose of the document and who uses it?	<ul style="list-style-type: none"> - Analyzed to determine if VPB promotes opportunities for staff to develop their career and gives the resources to continue to work - Lifeguards use it and understand what the tasks are when working
Keyword Search <ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain - Strategies - Work culture 	<ul style="list-style-type: none"> - Lifeguards is not referenced. - swim instructors is not referenced. - Templeton is not referenced. - Retain is not referenced. - Strategies is not referenced. - Work culture is not referenced.
Does the document identify strategies for retaining staff?	<ul style="list-style-type: none"> - There is no mention anything relating to strategies that can help retain staff

How does the document align itself with the Vancouver Board of Parks and Recreation and Templeton?	<ul style="list-style-type: none"> - This documents gives an overview of what staff must know in order to work at the pools. Without checking everything on the list, staff are ineligible to work
Any themes?	n/a

Document 4 - Corporate Policy

Areas to Analyze	Checklist Findings
Purpose of the document and who uses it?	<ul style="list-style-type: none"> - Analyzed to see if the behavioural expectations and if what is being said in the document are then being translated into real-life situations that staff are actively practicing what was mentioned in the policy - All city employees use this document
Keyword Search <ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain - Strategies - Work culture 	<ul style="list-style-type: none"> - Lifeguards - swim instructors - Templeton - Retain is found 2 times in the context of document retention - Strategies - Work culture is found 1 time in the context of creating a caring culture
Does the document identify strategies for retaining staff?	<ul style="list-style-type: none"> - There is no mention anything relating to strategies that can help retain staff
How does the document align itself with the	<ul style="list-style-type: none"> - This sets the expectation of how all

Vancouver Board of Parks and Recreation and Templeton?	staff must behave when working for the city and does not tolerate negative behaviour.
Any themes?	n/a