

HUMAN RESSOURCES CASE



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Presentation¹

Petro-Canada is a Canadian corporation owned by Alberta-based Suncor Energy. Among other things, the company owns service stations and convenience stores in every province. It wants to position itself in the eyes of the public as being the network of service stations that can be found everywhere on Canadian roads. Given its extensive national presence and many service stations in every city or region, Petro-Canada needs abundant and available labour.

With more than 1,600 establishments across Canada, Petro-Canada is located in both large metropolitan areas and remote regions. Most of its service stations are open 24/7. Various additional services may be available in certain service stations, such as A&W fast food restaurants, Petro-Pass and car washes.

"Live by the Leaf" is Petro-Canada's core belief and vision. For the company, it is very important to be a member of the community in every part of the country. Petro-Canada is much more than a Canadian chain of service stations and convenience stores; it's an organization that is at the heart of the concerns shared by Canadians and that adapts to their needs. This is what drives the organization to focus on new experiences such as the new network of electric vehicle fast charge stations that make it possible to travel the country from east to west without using a drop of fuel.

Petro-Canada's core values are safety, customer experience, inclusion and community involvement. The key to success in embodying these values are the employees that represent the organization every day.²

¹ The information presented in this section is taken from the website *Explore our history*, [Online], 2019. <https://www.petro-canada.ca/en/about-petro-canada/our-story>

² PETRO-CANADA. *Live by the Leaf*, [Online], 2019.

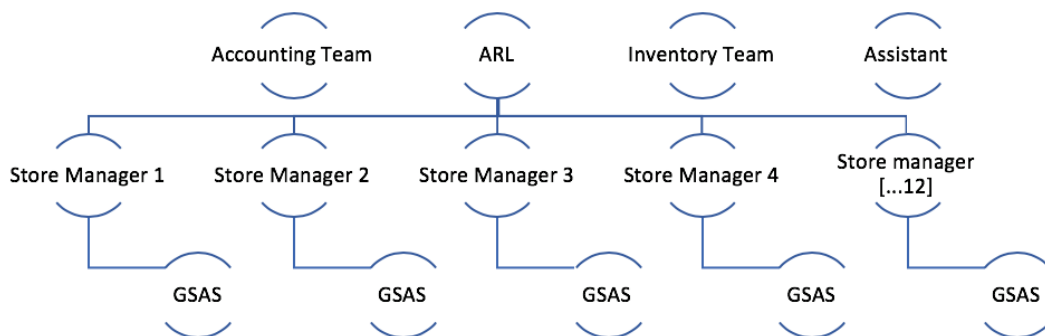
Organization

Petro-Canada is composed of several regional retailers, who are franchise owners, also referred to as "ARL's." There are nine regional ARL's in Québec. Each ARL owns 10 to 14 service stations grouped into territories, and each owns his or her own organization that generally includes:

- an assistant;
- an inventory team;
- an accounting team;
- Store managers;
- an extensive team of guest service agents (GSAs), also known as "cashiers."

Every branch has one manager and a team of 6 to 12 GSAs. In total, every regional ARL has 100 to 150 employees. For example, one regional ARL covers the city of Québec alone, whereas the Bas-du-Fleuve ARL covers the city of Lévis to Trois-Pistoles.

For a good understanding of a regional ARL's organization, refer to the following organization chart:



The inventory team, the accounting team and the assistant work for the regional ARL, but are not associated with a particular branch, which explains why they are not connected to the managers in the organization chart.

The company's brand and image are managed under the Petro-Canada banner across the country. Regional ARL's therefore have no decisional authority in these areas. However, they are responsible for the entire operation of their network: they manage their employees, inventory and the financial aspect of their franchise completely independently.

Issue³

With a constant need for personnel, Petro-Canada's regional ARL's spend a great deal of time and effort in terms of recruitment. Each ARL receives from 0 to 10 job applications every week, but only one or two turn out to be viable. In addition to receiving few quality applications, the ARL's have to deal with an employee turnover rate of 100% to 120%.

Despite this turnover rate, nearly 15% of the employees have three years of seniority with the organization. This rate takes into account the regional ARL's, branch managers and head office employees as well as the GSAs. In addition, 5% of employees have more than four years of seniority. However, 80% of employees have 0 to 2 years of experience, which means that the company constantly has to recruit and train new personnel.

In 2019, 29% of Petro-Canada employees are paid the minimum wage. The organization is able to recruit at this wage and, according to a study conducted by the regional ARL's, the salaries of the employees as a whole are within the industry average.

³ The statistics presented in this section are from the following document: FORTIN, Marie-Ève, *Résumé des statistiques: Les entreprises Élane Roy inc.*, 2019 [unpublished internal document].

Employee profile⁴

Petro-Canada employees reflect a large diversity in terms of culture, sex, age, etc. Nearly 65% of its employees are men. Employees are between 15 and 70 years of age, and nearly 6 out of 10 employees are under 30, which makes Petro-Canada an organization that is mainly composed of young workers.

The vast majority of the GSAs work part time, meaning they hold jobs in which they work 8 to 24 hours per week. The part-time employees' schedules are very flexible: people who hold these types of positions generally work evenings and weekends. Part-time positions are mostly held by students.

Full-time GSAs have a fixed work schedule of 40 hours per week and have a stable schedule, either during the day, evening or night.

Managers are only offered full-time positions. Their schedule is generally during the day, from Monday to Friday. They must be reachable at all times in case of an emergency.

Petro-Canada promotes skills development. All employees who show potential through the quality of their work are offered continuous training in order to gradually work their way up the ladder. These training opportunities cover both soft and hard skills.

Current employee recruitment tactics⁵

In order to generate the most applications for available positions, regional ARL's use both traditional and non-traditional methods.

Traditional methods include posting on various recruitment platforms, such as Emploi-Québec and Indeed. Examples of job offers are presented in Appendix A.

⁴ Ibid.

⁵ Ibid.

The company also uses non-traditional methods, such as recruiting on Facebook, which also provides an opportunity to promote its employer brand. In addition, recruitment campaigns are launched on transactional websites such as Kijiji in order to increase the company's online presence.

Current employee retention tactics⁶

Although the turnover rate is high, the company enjoys a certain degree of success with regard to employee retention, compared to its competitors.

The company wishes to make it possible for its employees to balance their work and personal lives. Thus, GSAs can choose from various schedule options (7:00 a.m. to 3:00 p.m.; 3:00 p.m. to 11:00 p.m.; or 11:00 p.m. to 7:00 a.m.). Managers also often help out their employees by giving them smaller work shifts.

The regional ARL's also recognize high-quality work by giving out performance bonuses, following an assessment conducted by a mystery guest. This assessment also serves as the basis from which they determine various opportunities for advancement within the company to be offered to each employee.

Regional ARL's also have the freedom to grant night shift bonuses, reference bonuses and insurance to their employees, as well as other benefits such as free coffee and employee discounts.

Regional ARL's have a deep desire to build a relationship with their managers and GSAs. In order to achieve this, social activities are organized, such as recognition galas, employee barbecues and beach parties. All employees are invited to participate in these activities.

⁶ Ibid.

Your Mandate

Your job is to draft and present concrete strategies and an action plan to attract and retain applicants for both GSA and manager positions. Take into consideration that 75% of the solutions must focus on attracting candidates, and 25% of the solutions must focus on employee retention.

You will be presenting solutions for all of the regional ARL's in Québec. Keep in mind that the organization is able to recruit employees by offering the minimum wage, so there is no point in presenting solutions solely based on salary.

You are given a budget of \$10,000 to \$20,000 for the applicant attraction component, and \$30,000 to \$40,000 for the retention component. However, you can justify a higher amount if you can show a realistic return on investment. Most of the action plan is to be executed over a period of one year.

Do not focus on a detailed analysis of the company; spend your time developing and honing your solutions.

Good luck and, above all, **reverse the standards!**

Appendix A – Examples of Job Offers

Cashier, Customer Service Agent

Convenience store, cité de Mirabel

Similar searches:

Cashier, Customer Service jobs in Mirabel, QC

Cité de Mirabel convenience store jobs in Mirabel QC

Mirabel QC

Full-Time, Part-Time

We are looking for retail cashiers for Petro-Canada service stations-convenience stores, with or without experience.

Petro-Canada, 18215, boul. de Versailles, Mirabel 450-419-8215

Required skills include: honesty, sense of responsibility, good sales attitude and, especially, the ability to provide outstanding customer service. Ability to make decisions, sense of initiative, serious and follows instructions. Available days, evenings and weekends. Strong teamwork skills.

Possibilities from Monday to Friday.

Send your résumé or apply directly at the station.

Type of employment: Full-Time, Part-Time

Experience:

- Cashier: 1 year (preferable)
- Customer Service: 1 year (preferable)

Cashier

Petro-Canada Éline Roy

APPLY NOW

Québec City, QC

Full-Time, Part-Time

\$12.75 - \$14.75 an hour

Available positions

580, boulevard Wilfrid-Hamel (Vanier)

- Part-time day (7:00 a.m. to 3:00 p.m.) Saturday and Sunday
- Part-time evening (3:00 p.m. to 11:00 p.m.)
- Part-time night (11:00 p.m. to 7:00 a.m.) 2 nights per week (Tuesday-Wednesday)

2600, Concorde (Limoilou)

- Full-time evening (3:00 p.m. to 11:00 p.m.) Possibility of part-time work

700, Cambronne (Beauport)

- Part-time day (6:00 a.m. to 2:00 p.m.) Saturday and Sunday
- Full-time evening (2:00 p.m. to 10:00 p.m.) Monday to Thursday (32h/week)

999, avenue Larue (Beauport)

- Part-time evening (3:00 p.m. to 11:00 p.m.) 2 evenings per week (Monday and Tuesday or Monday and Wednesday)

Montréal, QC

Full-Time, Part-Time

Petro-Canada is looking for full-time employees, available days, evenings, nights and weekends!

We are looking for reliable people who can serve customers, perform cleaning duties, balance the cash register, abide by PETRO-CANADA's service standards and who are punctual, independent, positive, leaders, honest, helpful and cheerful.

Our benefits:

- 15% discount *Certain conditions apply
- Competitive night shift bonus
- Reference bonus
- Bonus as part of the Mystery Guest program
- Benefits with certain commercial partners

And many more.

Advancement is possible at our company that owns 11 service stations/convenience stores and a head office in Laval, for employees eager to progress in our domain.

Type of employment: Full-Time, Part-Time

Experience:

- Customer service: 1 year (preferable)

Bibliography

PETRO-CANADA. *Our Story*, [Online 2019. [<https://www.petro-canada.ca/en/about-petro-canada/our-story>]].

PETRO-CANADA. *Live by the Leaf*, [Online], 2019. [https://www.livebytheleaf.ca/?_ga=2.19763387.245853566.1573161468-333708029.1573161468].

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