

Tourism **HR**
Canada



RH Tourisme
Canada

Strategic Plan

2015-2018





Tourism HR Canada Strategic Plan 2015-2018

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Tourism HR Canada is a national organization working for the tourism sector in Canada, an \$88.5 billion industry employing over 1.7 million people including over 500,000 youth. Its main goals include improving the quality and mobility of the tourism workforce and supplying tourism businesses with the labour market intelligence they need to plan for and overcome their current and future human resource challenges.

Tourism HR Canada is recognized as a global leader in setting occupational standards, building competency frameworks, developing occupational training and certification programs, conducting research into the tourism labour market, and analyzing the resulting data to plan and implement HR strategies for the industry.

Tourism HR Canada under the Emerit Consulting banner, performs consulting services for all sectors in occupational training and instructional design, assessment tools and certification programs, human resource planning and strategy, and labour market research and analysis. The team has worked with private companies, educational organizations, professional associations, and all levels of government, both in Canada and internationally.

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We enter this new era with renewed commitment and steadfast aims. **Tourism HR Canada** is committed to working for businesses, organized labour, associations, governments, the education community, and others to ensure that the sector can thrive and continues to be one of Canada's most important economic pillars.

Message from the Chair

Tourism HR Canada has a deep history that started in 1986 and led to the formation of the Canadian Tourism Human Resource Council in 1993, as part of the federal government's 'Sector Council' program. Over the last 20 years, the Council acquired a global reputation for quality programs, innovation, and leadership and gained 'exemplary status' as a testament to its performance and accountability.

We are entering a new era. The tourism industry has undergone massive change and continues to innovate and transform in order to keep up with new demands and an ever increasingly global marketplace. At the same time, the industry continues to face persistent issues which hamper growth and the ability to be competitive, particularly in a tight economic market. The industry continues to face acute shortages of skilled workers, and a poor image—some of the very issues the Council has tackled since its inception.

Changes in government priorities have led to the Council's need to diversify its funding base to ensure financial stability and sustain revenues. The organization needs to be nimble and ever more responsive, reliant on the need for an investment in a new technology infrastructure that will create efficiencies and broaden the reach of services. The Council has a solid foundation of world-class programs, authoritative labour market information, and other intellectual property which it must maintain and transform to address new and emergent needs. As an organization, it continues to strive for improved profile and influence.

Clear, realistic and compelling strategic priorities will keep the Council focused and ensure it remains true to its mission. Ultimately the strategic priorities will inform all initiatives, programs and services, and result in a cohesive organizational effort. At the same time, the strategic priorities are designed to be flexible enough to encourage creativity and innovation and allow for responses to new challenges and developments.

We enter this new era with renewed commitment and steadfast aims. Tourism HR Canada is committed to working for businesses, organized labour, associations, governments, the education community, and others to ensure that the sector can thrive and continues to be one of Canada's most important economic pillars.

The future is bright!

Yours truly,

William (Bill) Pallett

A targeted skills and workforce development strategy is crucial. Businesses, organizations, governments and the education sector need improved workforce planning strategies, along with the resources, appropriate support mechanisms, and capacity to implement them.

Message from the President

Tourism is vital to Canada's economy; it is a key driver of socio-economic progress. Tourism creates business growth and incentive to invest in infrastructure development. Tourism is one of the largest employers in Canada, accounting for 10% of working Canadians, who are gainfully employed in more than 190,000 enterprises. Furthermore, tourism plays a significant role in job creation and employs labour groups who can have difficulty gaining employment.

The Council's mandate is more important than ever. The industry continues to experience skill and labour shortages, and recruitment difficulties. For more than a decade, tourism businesses have had to look beyond traditional methods and sources to attract and retain staff. An aging population, increased competition for workers, and the need for more highly skilled workers are contributing to the shortage of qualified workers. At the same time, service expectations have changed. Tourism is part of a global marketplace with increasing diversity and new types of visitors with distinct service expectations. Businesses have had to adapt and work with less, while optimizing productivity to produce higher returns on investment. Under these pressures, companies face hampered growth: they have few resources to invest in infrastructure and, even if they could grow their businesses, they are unable to find sufficiently qualified workers. The education system is also undergoing massive reform, addressing new business demands by providing timely, responsive, market-driven programs.

The success of the industry is contingent on addressing these longstanding labour and skills issues. A targeted skills and workforce development strategy is crucial. Businesses, organizations, governments and the education sector need improved workforce planning strategies, along with the resources, appropriate support mechanisms, and capacity to implement them.

The Council has a twenty-year history of exemplary performance, with significant intellectual capital and a reputation for quality and effective collaboration. Over the past two years, the Council has undergone significant change including a shift to self-sufficiency and new leadership. Recently, as part of its strategic direction, the Council re-branded as 'Tourism HR Canada' – a new name representing our new era. The brand identity acknowledges that HR transforms the world around you, reflected in the ripples (or concentric circles) that illustrate incremental and boundless impact.

Tourism HR Canada is at a critical time in its history, with the opportunity to reassert and position itself as the continued leader in promoting and enhancing professionalism in the Canadian tourism industry. This strategic plan focuses on priorities that will ensure the organization will effectively deliver its mission, create further influence, increase effectiveness and improve the quality of programs and services.

The plan is intended to guide the organization and will be reviewed and revised periodically, with changes informed by new or emergent priorities. We welcome your feedback and look forward to many fruitful partnerships and the opportunity to serve you.

Sincerely,

Philip Mondor, President

Introduction

Tourism has experienced continued growth and diversification over the past few decades, and is now one of the fastest growing economic sectors in the world. In Canada, tourism is a key economic driver and employs 1.7 million workers in over 190,000 businesses.

Canada offers pristine, unique experiences for international and domestic visitors including world destination ski resorts; outdoor adventure experiences like white water rafting and wildlife viewing, World Heritage sites and a large network of national parks; a broad range of events and cultural festivals, and numerous opportunities to experience authentic indigenous tourism.

This strategic plan emphasizes a ‘by industry for industry’ approach aimed at improving customer experiences by strengthening the tourism workforce. These priorities complement the efforts of Destination Canada and the Tourism Industry Association of Canada, among others, and build on Tourism HR Canada’s mandate to deliver on the human resource pillar of the Federal Tourism Strategy.



Mission Statement

Tourism HR Canada—Committed to Building a World-Leading Tourism Workforce

Founding Objectives

1

Promote the economic and social importance of the tourism sector to the Canadian economy.

2

Highlight and reinforce the importance of the individuals working in tourism, the critical role they play in the experiences of their customers, and the positive influence they can have on the growth of the sector.

3

Conduct comprehensive, timely research to assist employers, educators, governments and job seekers understand the workforce dynamics in the sector, including current and future skill and labour needs, shortages and possible areas of supply.

4

Set industry-validated and recognized competency standards to inform practice and support strong economic growth.

5

Foster collaborate initiatives that benefit the entire sector.

6

Establish ways to identify, attract and retain a qualified, diverse workforce.

7

Develop skills and capacity to increase productivity and enhance visitor experiences.

5

Sphere of Influence

Tourism HR Canada's strategic plan is responsive to current and emergent trends influenced by a range of contextual factors.



Social and Cultural Context

The current tourism workforce is young, with over one third of those working in the sector between the ages of 15-24. This reliance on a shrinking demographic, coupled with increased competition from other sectors and an overall aging of the Canadian workforce, will require the tourism sector to broaden its effort to develop a diverse workforce by reaching out to non-traditional sources of qualified workers (e.g. Aboriginals, new Canadians); transforming HR practices to focus on retaining a diverse talent; improving on the mobility of workers; and working with education and training providers to increase the numbers of qualified entrants.

The proliferation of direct marketing, specifically through social media, means a shift in the way in information is shared and consumed. Campaigns and messaging require tactics tailored to the specific needs of different clients, and must provide information in short, nimble interactions. Strategic initiatives need to focus on the collection and dissemination of cultural intelligence.

Canada, like much of the world, is undergoing a rapid change in cultural diversity. At the same time, tourism

businesses are increasingly looking beyond their borders to fill positions, and the tourism workforce is becoming global. Canadian businesses need resources and processes that will allow them to compete for talent on the world stage. Improved work practices, such as work organization, recruitment policies and practices, employee relations, job design and investments in meaningful training help create an environment where a highly skilled workforce can thrive, and businesses can flourish.

Total number of jobs 1.7 million¹

Annual tourism revenues \$88.5 billion²

Average hourly wage \$21.42¹

Travel and tourism directly employs more people than the chemicals manufacturing, automotive manufacturing, agriculture, and mining sectors.³

¹ Tourism Satellite Account, HR Module (2014)

² Tourism Satellite Account, National Tourism Indicators (2014)

³ World Travel and Tourism Council (2014)

Political Context

Canada has undergone a comprehensive change in public policy, with fewer social-based programs and organizations that have traditionally managed such programs.

Changes to programs that tourism companies have relied on, including the Temporary Foreign Worker Program, have made it increasingly difficult to access new pools of labour. It will be an increasing challenge for employers to fill the surplus of available jobs over the next decade. This requires a focus on stronger recruitment and retention strategies, and changes to structures and policies that enable the mobility of learners and workers. One example is the need for a 'skilled worker class' aimed at attracting new immigrants that would be eligible for permanent Canadian status, who have the skills and experience commensurate with the high demand jobs required in the tourism economy.

The development of the workforce depends on improved and sustained partnerships between industry, workers, education, and government. The facilitation and coordination of mutually beneficial activities requires a strong unifying body with a broad mandate and a focused, strategic approach to partnerships.

Historical Context

Canada finds itself in an increasingly competitive environment with a growing number of countries embracing tourism as a key economic driver. At the same time, global travellers have heightened service expectations of every country, and every business. Canadian businesses that have human resource strategies that leverage the language and cultural attributes of their staff, or who recruit for these very skills, will have a competitive advantage.

Tourism HR Canada continues to serve the need of several priority stakeholder groups. The audience for training and certification resources has shifted from experienced people looking to upgrade their skills or

seek a form of credential, to a more entry-to-practice audience that must demonstrate 'job readiness' for employment.

Economic Context

The past decade has been economically volatile, with periods of impressive growth, recession, and a fluctuating Canadian dollar. Research still projects job growth for the sector, but market unpredictability is the new "normal". From a practical perspective, this volatility will likely lead tourism businesses to be cautious about investing in training initiatives. More than ever, Tourism HR Canada needs to position itself as the leader in programming and resources that are flexible, targeted, and cost and time effective.

Regulatory Context

The role and potential impact of regulations on the sector continues to increase, with more stringent policies on everything from sustainable development, conservation, and health and safety, to security concerns, tariffs and a trend towards bilateral and multi-lateral agreements.

Ecological Context

Climate change impacts tourism, whether by specific climatic events like ice storms and hurricanes, or by sustained changes to the overall climate and the resulting impact on ecosystems. Continued climate change could negatively affect some of Canada's most important tourism icons, such as the old growth forests in British Columbia, the ice fields in the Rockies and Northern Canada, and whale watching off all three coasts. Tourism growth strategies need to include plans that respond to climate change, and businesses and organizations should build these factors into their business models in order to thrive and mitigate risk.

Pillars of Performance

Several key Tourism HR Canada brands and programs drive this strategic plan. The comprehensive network includes: Emerit Tourism Training, Discover Tourism, Ready-to-Work, Bottom Line labour market intelligence, and Emerit Consulting. Six core pillars cover the plan's strategic initiatives, some that are brand specific and others that converge multiple brands.



Labour Market Intelligence

The most reliable source of labour market information, data and analysis for the well-informed tourism professional



Strategic Partnerships

Leveraged strategic partnerships that strengthen the organization through shared responsibility and mutually beneficial arrangements



Skills and Job Growth

Increasing labour force supply and participation to address current and projected needs, and increasing the number of quality, permanent jobs



Business Success

Providing tourism businesses of all sizes the tools to innovate its workforce to foster job growth, competitiveness, and prosperity



Service Promise

Deliver programs that create exceptional, authentic customer experiences



Organizational Strength

Pillar 1: Labour Market Intelligence

The most reliable source of labour market information, data and analysis for the well-informed tourism professional.

Tourism HR Canada plays an integral role in the collection, contextualization and dissemination of accurate and timely labour market intelligence (LMI). Businesses and institutions can use the national and regional data and analyses to make informed, strategic decisions about the supply and demand of labour, training trends, compensation rates and practices, and the demographic characteristics of the labour pool.

Market Intelligence to Inform Policy

Tourism HR Canada's unique position allows it to leverage existing and emerging relationships with business, labour, governments and the education community to collect the most current information on the tourism labour market. All stakeholder groups seek reliable and timely intelligence on trends and emerging opportunities in the sector. Regarded as an excellent source for this type of data, the organization plans to expand the type, scope and frequency of the information being captured, analyzed and distributed. Tourism HR Canada will begin its increased data collection with the 2015-16 update to the National Labour Supply/Demand Study.

Bottom Line Intelligence

Labour market data is only valuable if stakeholders can easily understand and use it. To facilitate greater uptake of its expanded labour market intelligence, Tourism HR Canada, under its Bottom Line brand, will release data in a ready-to-use format. The organization's research team will contextualize the data in ways that reflect its application in real world settings.

In addition to this repurposed intelligence, Rapid reSearch is a simple user interface that allows users to quickly find and access labour market data generated through

the Tourism Satellite Account. Finding pertinent information in the vast data can be daunting to those not familiar with the system. Rapid reSearch presents the data in small, usable samples.

This approach to labour market intelligence will assist businesses and educators to be more responsive to change and make informed strategic decisions, as well as help all levels of government with policy and programming decisions.

New Sectoral Needs Assessment to Drive Growth and Innovation

Tourism HR Canada plans to undertake a sector-wide analysis to establish the priority needs of all stakeholder groups, and implement a system for the regular collection of this key data. The organization will start collecting some of this information as part of the regular dialogue with stakeholders, while also seeking partnerships or funding opportunities to undertake a comprehensive needs analysis during the life of this strategic plan.

Pillar 2: Strategic Partnerships

Leveraged strategic partnerships that strengthen the organization through shared responsibility and mutually beneficial arrangements.

The organization's founding principles include cooperation over competition and inclusion over exclusion. Tourism HR Canada has a strategic outlook that acknowledges exceptional work.

Program Stewardship

Managing the second-largest credentialing system in Canada, coordinating national bridging programs, and providing leadership and guidance in developing and maintaining skill-based sector organizations have provided Tourism HR Canada with a wealth of experience and best practices at running pan-Canadian programs. Internationally, governments are increasingly seeking out the organization for assistance in setting up sectoral bodies or for guidance on creating national training and credentialing programs.

Canada's current approach to developing and deploying programs is splintered, increasing potential barriers to the success. Funding duplicate programs in different jurisdictions and not having a system to allow programming to be rolled up to the regional or national level impedes labour mobility and the recognition of credentials. Much of this duplication and potential market confusing could be mitigated by monitoring the types of programs being proposed or launched, and identifying a role for Tourism HR Canada in these programs.

Informing Policy

The organization's new strategic vision signals a substantial shift in its approach to policy matters. Tourism HR Canada will pursue a more active and vocal role in informing, and ultimately influencing, policy decisions in concert with national and provincial partners. Communications

activities will focus on stronger alliances and mutually-beneficial initiatives with such organizations as Destination Canada, Restaurants Canada, the Tourism Industry Association of Canada, and the Hotel Association of Canada. This holistic strategic approach to informing policy decisions provides a strong, clear, consistent, and unified voice that represents the national sector. Collectively presenting accurate and actionable market intelligence greatly enhances the opportunity to be heard and to participate in policy discussions.

Growing Education Alliances

Over the past decade, Tourism HR Canada has become an integral bridge between the formal education community and tourism businesses. Hosting an annual event to bring business and education together to discuss needs and expectations has grown into a sustained dialogue on providing future tourism leaders with the skills, knowledge and credentials that offer them the best chance of thriving in their careers.

The organization will continue to prioritize opportunities to assist educators in incorporating or rationalizing their programming against National Occupational Standards. At the same time, valuable input from the education community will influence innovations to resources and programs. Updates to materials to better reflect the postsecondary learning environment will be an integral part of the realignment of Emerit resources, and better prepares graduates with the skills that employers are seeking.

Pillar 3: Skills and Job Growth

Increasing labour force supply and participation to address current and projected needs, and increasing the number of quality, permanent jobs

Short and long term projections show growth in the tourism sector. However, this increase in the economic impact of tourism and related activities depends largely on the sector being able to find the right people to fill job openings and providing these individuals with the resources they need to be successful.

Career Paths to Success

A perennial challenge for employers is also a point of frustration for people working or seeking work in the sector: how does a job fit with an individual's career aspirations and with the needs of an employer? Employers believe that many young people enter the sector with a sense of entitlement and expectations for a senior role almost immediately upon securing employment. While this perception might be commonplace, it is largely due to miscommunication. Employers and employees would benefit from open dialogue, as well as clear career paths and timelines for the prospect of advancement at the company and in the industry at large.

To facilitate positive dialogue between employers, employees, and even educators, Tourism HR Canada will focus on expanding its career path and qualification frameworks resources. This update will correspond with a revitalization of the Discover Tourism website, establishing it as the “go to” resource for information on working in tourism, including self-assessment tools to determine aptitudes for working in various positions in the sector.

Diverse Workforce Strategy

To compete for available labour with other economic sectors, employers must boost recruitment from a more diverse labour pool. The nature of the tourism sector makes this a smart business

decision, as products and destinations will appeal to a broader audience. As the economies of Brazil, Russia, India, China and others continue to grow, the number of travellers from these countries increases. This trend further diversifies the type of traveller coming to Canada, and presents an opportunity to meet or exceed the expectations of a new audience. Companies that embrace a diverse workforce strategy can differentiate themselves from the competition by building a team who has a broad cross-section of experiences and is multilingual.

Diverse workforce strategy aims to engaging Indigenous workers, young people, new Canadians, people with disabilities, individuals returning to the workforce, older workers, and other groups that can benefit from the vast experiences that meaningful tourism employment offers.

To assist the sector in adopting recruitment, on-boarding and retention strategies that facilitate a transition to more diverse workplaces, Tourism HR Canada will work with its strategic partners to develop a strategy and associated campaign to showcase recruitment tactics proven to reach a more diverse audience. The revitalized Discover Tourism website will offer updated attraction and retention resources. Stakeholders can also access Emerit's Workplace Essentials and Canadian Workplace Essentials to facilitate on-boarding and training for individuals who may not have any Canadian

workplace experience, or who may be entering the workforce for the first time.

Youth Employment Opportunities: Good Quality, Permanent Jobs

Despite a renewed effort to attract diverse demographic groups to the sector, Tourism HR Canada and its stakeholders recognize the important role Canada's youth plays in the sector. The seasonal nature of many businesses, as well as a need for extra staff on weekends and holidays, means there is a natural alignment between the type of employment students seek and the positions tourism employers need filled. The Discover Tourism website has been an exceptional source of information on the numerous opportunities available in the sector: A renewed commitment by Tourism HR Canada to increase the number of quality, permanent jobs for youth.

Image is Everything

One of the founding objectives of Tourism HR Canada was to improve the image of tourism jobs and careers. According to the Benchmarking Report 2015 published by the World Travel and Tourism Council, the tourism sector employs more people globally than automotive, mining, and financial service sectors combined. With this degree of economic influence, tourism jobs should carry importance and prestige. Tourism HR Canada will continue to undertake improving the image and attracting the best available talent. Marketing the highlights and benefits of careers in the sector is only effective when accompanied by real world examples in which the target audience can see themselves.

Selling the benefits and opportunities of a tourism career directly to the job seeker is only the first step in changing perceptions and expectations. More challenging is changing the mindset of those who have influence on the job seeker, including the media, peers, parents, guidance counsellors, and government. Compelling real world examples and success stories about working

in tourism are easily undermined by, for example, a news story quoting officials who reinforce old stereotypes like the sector only being a stepping stone to a "real" career.

Tourism HR Canada will influence the image of jobs in the sector by initiating a stronger dialogue with all levels of government, creating a media strategy that positions the organization as a key resource for HR-related stories with a tourism theme, and updating the Discover Tourism website. Changing the image of tourism careers will continue to be a challenge for the organization, but it remains core to its mandate; a revitalized, multi-prong strategy will be the first step in changing the dialogue.

Talking Technology

Technology drives innovation, which is a major platform of Tourism HR Canada's new strategic plan. The pace at which technology influences all facets of the business world means any strategic plan must include a well-informed and practical approach to areas where technology intersects with the strategy.

Tourism HR Canada's technology initiatives include continued growth of the organization's social media footprint, the repurposing of resources into more tech-friendly formats, and a complete update to all underlying technology platforms.

Improving Workers Access to Good Quality Job Training

Tourism offers dynamic career pathways that enable individuals to access employment in a range of fulfilling careers. Tourism HR Canada will continue to facilitate improved access to employment by providing coherent information on careers and career paths and the link to quality education and training programs. Tourism HR Canada will continue to facilitate and support skills training, particularly government-sponsored labour market initiatives such as job grants or pre-apprenticeship training programs.

Pillar 4: Business Success

Providing tourism businesses of all sizes the tools to innovate its workforce to foster job growth, competitiveness, and prosperity.

Achieving and maintaining a successful tourism business requires access to the workforce that can deliver results, the resources and tools needed to maximize performance, and a stable and engaging work environment that supports skills upgrading and professional development opportunities.

Resource Innovation

Tourism HR Canada will continue to create leading-edge resources that address training and assessment needs, including a complete re-evaluation of the Emerit product line. While a number of its resources continue to find receptive audiences, the organization will move away from those that no longer have a viable market and adapt existing programs to meet the changing needs of its stakeholders.

To facilitate this transformation, Tourism HR Canada is adapting its training into smaller, more easily accessed packaging, with a focus on delivery through mobile devices like smart phones and tablets. Mobile applications related to Line Cook, Workplace Essentials, Train-the-Trainer and Canadian Workplace Essentials will launch in 2016-17, and planning is underway to expand the mobile apps to additional resources. In addition to a focus on mobile learning, the next two years will see updates to Emerit online courses begin. Their availability will be contingent on Tourism HR Canada securing the funding to make the upgrades possible.

These progressive measures to better align Emerit resources with the sector's changing needs will be supported by a major update to the National Occupational Standards, which underpin all Emerit training and assessment resources.

An Active and Engaged Voice

A new media strategy positions the organization as a key resource for journalists looking for input on tourism related articles, blog posts and web content. Tourism HR Canada will routinely provide contributions for publication on newsworthy issues. Additional tactics at the advanced planning stage include outreach campaigns related to policy issues, a greater presence and influence at events, participation on industry and education panels, and a boost to media coverage of the organization's successes.



Pillar 5: Service Promise

Deliver programs that create exceptional, authentic customer experiences.

Delivering on Tourism HR Canada's service promise requires a strategic plan that is adaptive and nimble. The organization will continue to collect intelligence that can assist in making proactive changes and predict market shifts and challenges.

New Programming to Address Changing Needs

Since the introduction of Emerit training and assessment products, the audience for these resources has undergone a significant change. Early adopters of the materials were businesses looking to develop their existing employees, and industry professionals who saw certification and an industry credential as marketable forms of recognition.

While there remains a receptive audience for these resources, the demand for training and assessment increasingly comes from funded programs whose aims are to prepare people for entry-to-practice rather than to recognize prior learning or update existing skills.

In response to the shifting audience for Emerit resources, Tourism HR Canada is embarking on a project that will elevate the highly successful Ready-To-Work program to provide the entry-to-practice solutions that employment programs are seeking, and, by extension, provide the industry with qualified workers who can help businesses thrive.

Development of a Competency Framework

Tourism HR Canada will propose a plan to develop a comprehensive Competency Framework as a new system to manage occupational/competency profiles. This user-friendly and efficient approach will ensure the organization can update and maintain the standards more readily. This ambitious exercise will start with a proposal

to funders in 2016–17. Tourism HR Canada is encouraged by the success that its consulting arm has had in developing this type of competency framework for the Forum for International Trade Training (FITT) and the Food Processing Human Resource Council (FPHRC) over the past two years. Best practices from these two successful projects will help bolster Tourism HR Canada in undertaking a similar initiative.

Accreditation System

Tourism HR Canada has secured funding from the federal government to develop an Accreditation System pilot program for the tourism sector in Canada. While the pilot has Canadian programs earmarked for inclusion, the volume of international work the organization is engaged in will afford the opportunity to consider expanding the parameters of this pilot to include international programs. This pilot initiative will propose a two-level accreditation model that recognizes programs that meet or exceed criteria established as part of this initiative. The organization initiated preliminary development in early 2015, and has scheduled consultations with education stakeholders throughout the 2015–16 fiscal year.



Pillar 6: Organizational Strength

Tourism HR Canada has succeeded in the ever evolving HR landscape of the sector largely due to developing and maintaining of one of the most robust collections of world-leading resources available to the tourism industry.

Strong government support in the organization's formative years created a legacy that includes an impressive catalogue of National Occupational Standards, training resources, and industry credentials created and endorsed by those working in the tourism sector.

The impressive volume of intellectual property and programming provides the organization with an essential starting point for updating the resources to respond to the changing needs of various stakeholder groups.

A Fresh Start

This strategic plan launches a comprehensive rebranding of the organization from the Canadian Tourism Human Resource Council to Tourism HR Canada. Rebranding the parent organization leads to realigning and updating its supporting programs and brands. The Discover Tourism career website, the Emerit online storefront, an adapted Ready-To-Work program, and the Bottom Line labour market intelligence are all part of the revitalized organization. In addition to a refreshed look and feel for these brands, their accompanying websites will soon have user-friendly and responsive designs, and dynamic new content and features.

Roadmap to Fiscal Success

Everything included in this strategic vision plays a role in steering the organization towards solid financial footing. Tourism HR Canada will continue to explore funding opportunities to assist in updating resources to ensure they remain relevant and current. As developing countries look to adopt resources or organizational models, Canada needs to ensure it can compete for this business

with Australia, the U.K., and others whose governments are still offering financial support. To date, Tourism HR Canada has won a number of international contracts to do sectoral work, but its ability to compete will be hindered if it cannot regularly update and validate its resources.

The fiscal stability of the organization also depends on the continued growth of the Emerit Consulting business line. Since entering this market in 2013, the consulting arm of the organization has contributed revenues that help support a number of the non-monetary activities in Tourism HR Canada's mandate. In the short time that Emerit Consulting has been operating, it has been awarded more than 30 projects, many of which are leading-edge initiatives that are securing its position as a world leader in competency standards, frameworks and assessments. Success in providing solutions to Canadian tourism clients has led to steady growth in international work, as well as competency-related work in other sectors of the Canadian economy.

Building Bridges

With funding for employment-related programs, including bridging programs, largely focused on the regional, provincial/territorial, and municipal levels, Tourism HR Canada must remain engaged in and informed on the types of programs being launched. The stewardship of the development of programs and resources for the sector remains a critical social responsibility of the organization. There are opportunities to partner with the groups receiving funding for these initiatives and provide them with industry-validated resources already developed using public funds. Tourism HR Canada is in a unique position to help mitigate the duplication of efforts by validating initiatives developed in one jurisdiction for use in a new one, thereby continuing to facilitate labour mobility and credential recognition.

Training for Gain

“Tourism HR Canada is committed to building and maintaining a dynamic team of professionals that can support the ambitious goals in this strategy,” says Philip Mondor, President, Tourism HR Canada. “It will continue to cultivate a strong internal staff supported by carefully vetted partners from across Canada and throughout the globe.” All of the collective efforts from funded projects, consulting projects and innovations to programs and resources provide valuable best practices and feedback that are incorporated into ongoing activities, ensuring its service offering is continuously evolving and pulling innovative ideas.



Tourism HR Canada is committed to building and maintaining a dynamic team of professionals that can support the ambitious goals in this strategy. It will continue to cultivate a strong internal staff supported by carefully vetted partners from across Canada and throughout the globe.

—Philip Mondor, President,
Tourism HR Canada



Stakeholder Engagement and Organizational Objectives

Meaningful stakeholder engagement is essential to achieving Tourism HR Canada's strategic aims. Each pillar serves the interests of all key stakeholder groups: Employers, Employees, Associations, Education, Serving Agencies and Governments.

Employers

Tourism HR Canada supports business needs by facilitating:

- Access to industry recognized training and assessment/credentials
- Access to potential employees:
 - Tactics to appeal to different demographic groups (Discover Tourism)
 - Business tools to assist in evaluating "fit" of potential employees (Discover Tourism)
- Access to Intellectual Property (IP) and capacity to customize it to meet specific needs

Focused objectives to engage and assist employers:

- Increase productivity through developing a qualified workforce
- Increase diversity of workforce
- Respond to employer-specific skills needs (customized training and assessment solutions)

Employees

Tourism HR Canada helps job seekers and workers:

- Access to training required for skills upgrading (improved employability options)
- Access to credentials
- Information on programs available for skills development (e.g. School Finder)
- LMI: where the jobs will be, compensation and benefits data, and demographic profiles of those working in the sector
- Provide diagnostic tools to assess "fit" to work in tourism
- Entry-to-practice resources to start life in Canadian workforce

Focused objectives to engage and assist employees:

- Attain professional recognition
- Ensure worker and learner mobility
- Increase access to employment and career advancement
- Provide current/relevant information to inform decision making – career track and planning

Associations and NGOs

Tourism HR Canada assists associations support policy and member needs by providing:

- Access to expertise, intellectual property and processes that guide the successful execution of projects
- Access to LMI for planning and policy development

Focused objectives to engage and assist associations and NGOs:

- Increase revenues
- Build partnerships (continued relationships that result in spin-off work)
- Leverage resources
- Access additional markets
- Strengthen network of distributors, suppliers and certifying and accrediting bodies

Education

Tourism HR Canada works closely with public and private education to improve on programs that meet industry need by providing:

- Access to LMI
- Conduit for business and education to find common ground
- Alignment of curriculum to industry endorsed NOS
- Provide information and tools about opportunities in the sector

Focused objectives to engage and assist educators:

- Inform curriculum to better prepare students for the workforce (i.e. business needs)
- Conduct research to inform curriculum and programming
- Improve quality and profile of tourism programs

Serving Agencies

Tourism HR Canada help serving agencies respond to timely labour market demands by offering:

- Access to training and certification resources
- Access to LMI
- Ability to customize content and intellectual property to fit specific program needs

Focused objectives to engage and assist serving agencies:

- Gain access to workers
- Broaden partnerships that expand delivery platform
- Increase revenues

Government (International, Federal, Regional)

Tourism HR Canada facilitates the link between industry and government and help governments inform public policy through essential activities, including:

- The Broadcast of Labour Market Intelligence (LMI)
 - Shortages/opportunities
 - Projections (where issues may arise)
 - Inform policy development (e.g. examples of what Canadian businesses identify as challenges)
- Connecting with Canadian business
 - Examples of exemplary practice
 - Case studies that show impact of training (up-skilling, filling identified gaps in labour market)
- Taking programs across the country, avoiding duplication and expense (certification, RTW, CATT, etc.)
- Playing an integral role in the execution of the Federal Tourism Strategy (e.g. up-skilling, certification, etc.)

Focused objectives to engage and assist government:

- Providing of current, comprehensive labour market intelligence including information on shortages of skills or labour
- Facilitating consultation events aimed at getting input from preeminent employers
- Facilitating and coordinating of pan-Canadian programs and services, to improve learner and worker mobility, increase coherence, and avoid duplication
- Implementing labour market activities that are part of the Federal Tourism Strategy





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