

# Transferable Job Skills and their Importance for Hospitality Graduates

Toronto  
Metropolitan  
University







# Our New Chapter

In April 2022, the university announced our new name of Toronto Metropolitan University, which will be implemented in a phased approach. Learn more about our next chapter at [torontomu.ca/next-chapter](https://torontomu.ca/next-chapter)


# Background of the study (1)

- The current pandemic / post-pandemic labor situation

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## A third of former hospitality workers won't return to the industry during the labor shortage because they want higher pay, better benefits, and a new work environment

Grace Dean Jul 8, 2021, 8:12 AM

REPORT ON BUSINESS

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## Restaurants across Canada face labour shortages as growing number of hospitality workers leave industry

BUSINESS REPORTER

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INDUSTRY UPDATE

OPINION ARTICLE18 August 2021

Labor Shortages and Increasing Labor Costs Post-COVID-19: How Future Hospitality Businesses are Going to Thrive?

By Fred DeMicco, Executive Director and Professor in the School of Hotel and Restaurant Management at Northern Arizona University and Luyi Liu, MBA student at Northern Arizona University

10 min0 Comments

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Is there a solution to the hospitality staff crisis?

By Michael Race  
BBC Business reporter

20 July

# Background of the study (2)

- The academic environment in HTM programs
  - Students develop skillsets and working ability to prepare for future careers (Wang & Abukhalifeh, 2020)
  - Work experience during studies lead to building confidence and skills to secure employment upon graduation (Mohd et al., 2020)
  - Agreement about developing HTM graduates with strong transferrable skills to reflect the increasingly fluid nature of jobs and careers (Benckendorff & Zehrer, 2017).
  - Most HTM skills are connected to other sectors of the economy (Baum, 2002)

## Background of the study (3)

- It is estimated that most people will have 12 jobs during their lives. In the last year, **32% of those 25 to 44 have considered a career change.** Since starting their first job after college, 29% of people have completely changed fields.
- Only 24% of Canadians have followed only one career path in their lives
  - 41% have had three or more career path changes in their lives.
  - 73% of Canadians said that they do not expect to remain in the same profession for life.
- GenY averages four positions in their first 10 years of career.
  - The median length of stay in that time is 2.7 years.



# Purpose of the Study

- The purpose of the study was to identify what skills they had to highlight to move into another industry, and whether they changed career during COVID-19.



# Methods

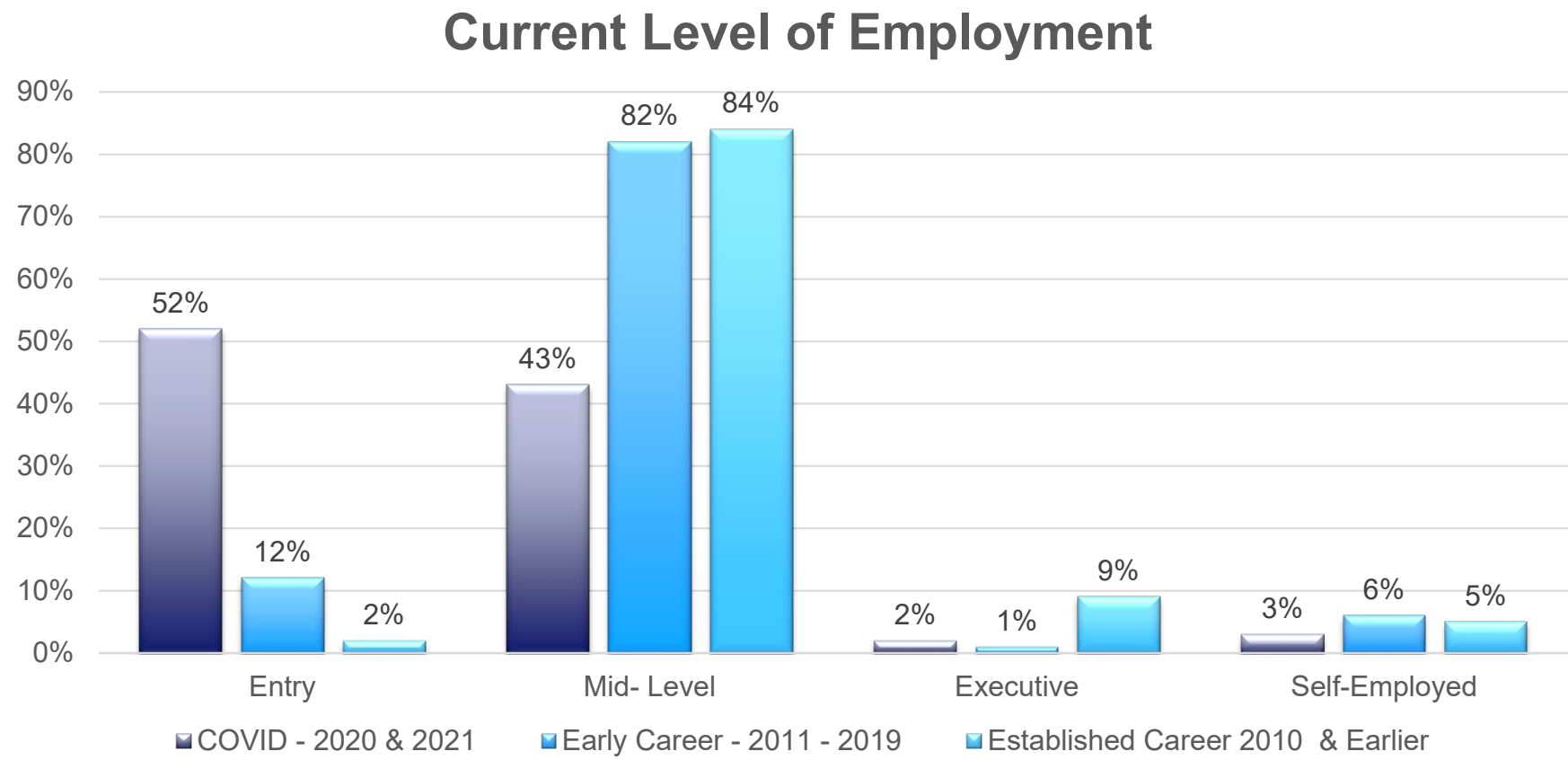
- This research focused on hospitality graduates in business schools in the United States (N=299) & Canada (N=301) whose profiles were on LinkedIn.
  - Range 1995 – 2021
    - Three groups
      - COVID – Graduated 2020 & 2021 (N=157)
      - Early Career – Graduated 2011 – 2019 (N=332)
      - Established Career – 2010 & Earlier (N=96)
  - Profile must have been active in the past six months
    - Either with posting or updated

# Methods

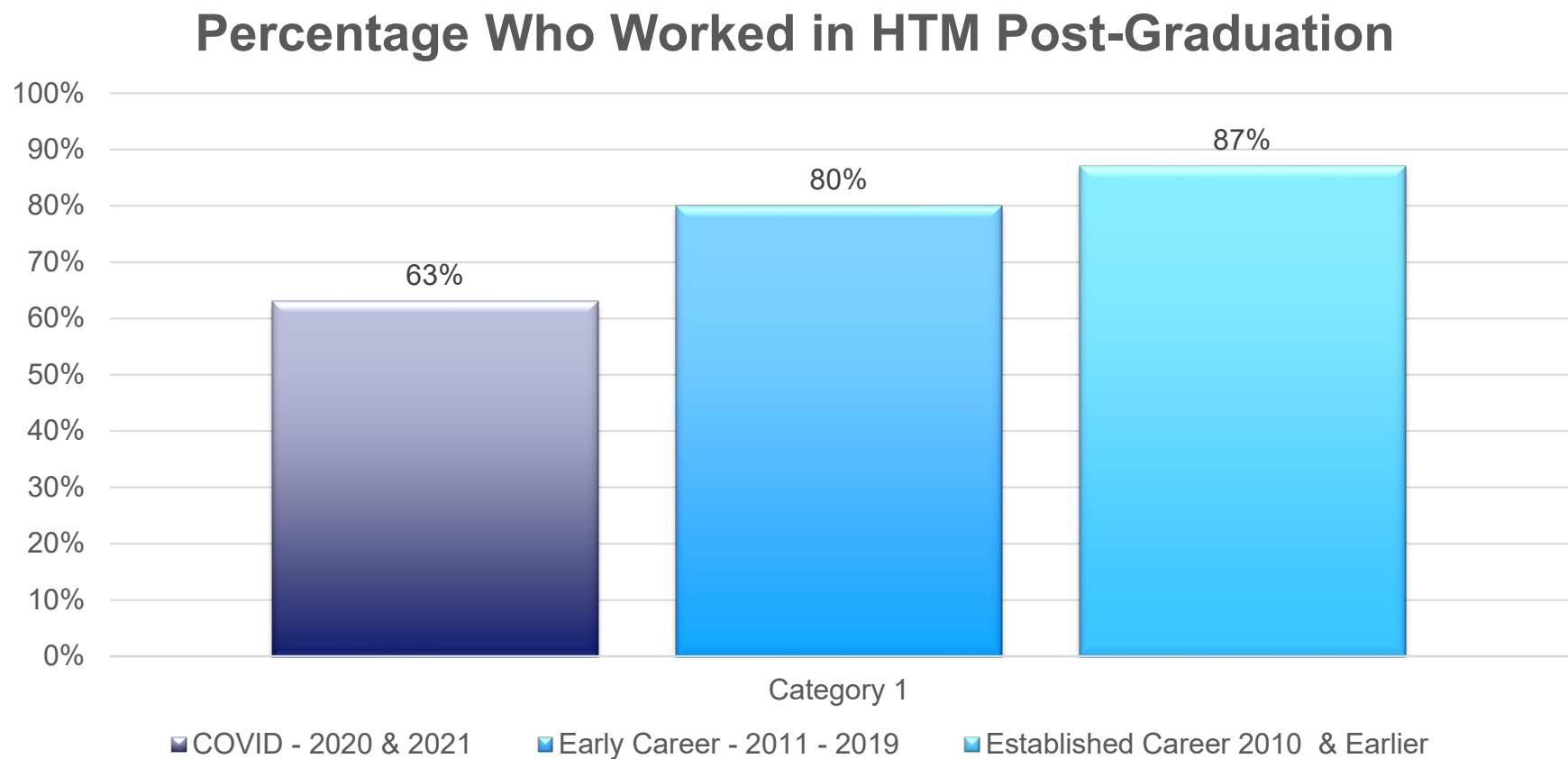
- Data was collected based on the following:
  - When the individual graduated
  - If they worked in hospitality after graduation (if yes, how long)
  - If they did not enter hospitality, what industry did they enter, and their position level
  - The skills listed on their profile
  - Past hospitality experience
  - If they left during COVID-19
- Compared column proportions using Z–test with Bonferroni Method applied.
- Chi-Square with Cramer's  $V$  to test significant differences across groupings.



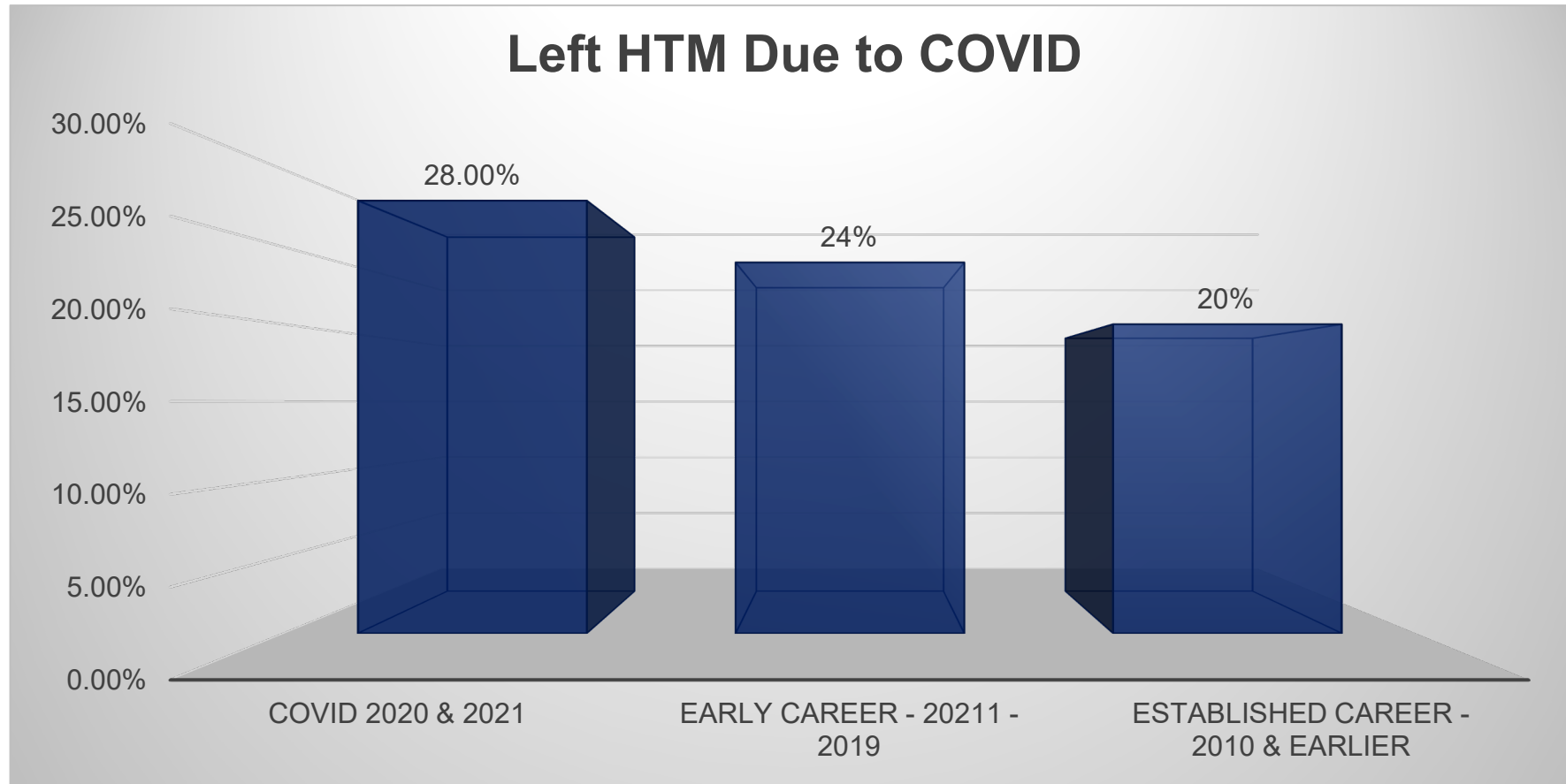
# Current Position Level



# Results – Worked in Hospitality Post Graduation



# Results – Left Industry Due to COVID?





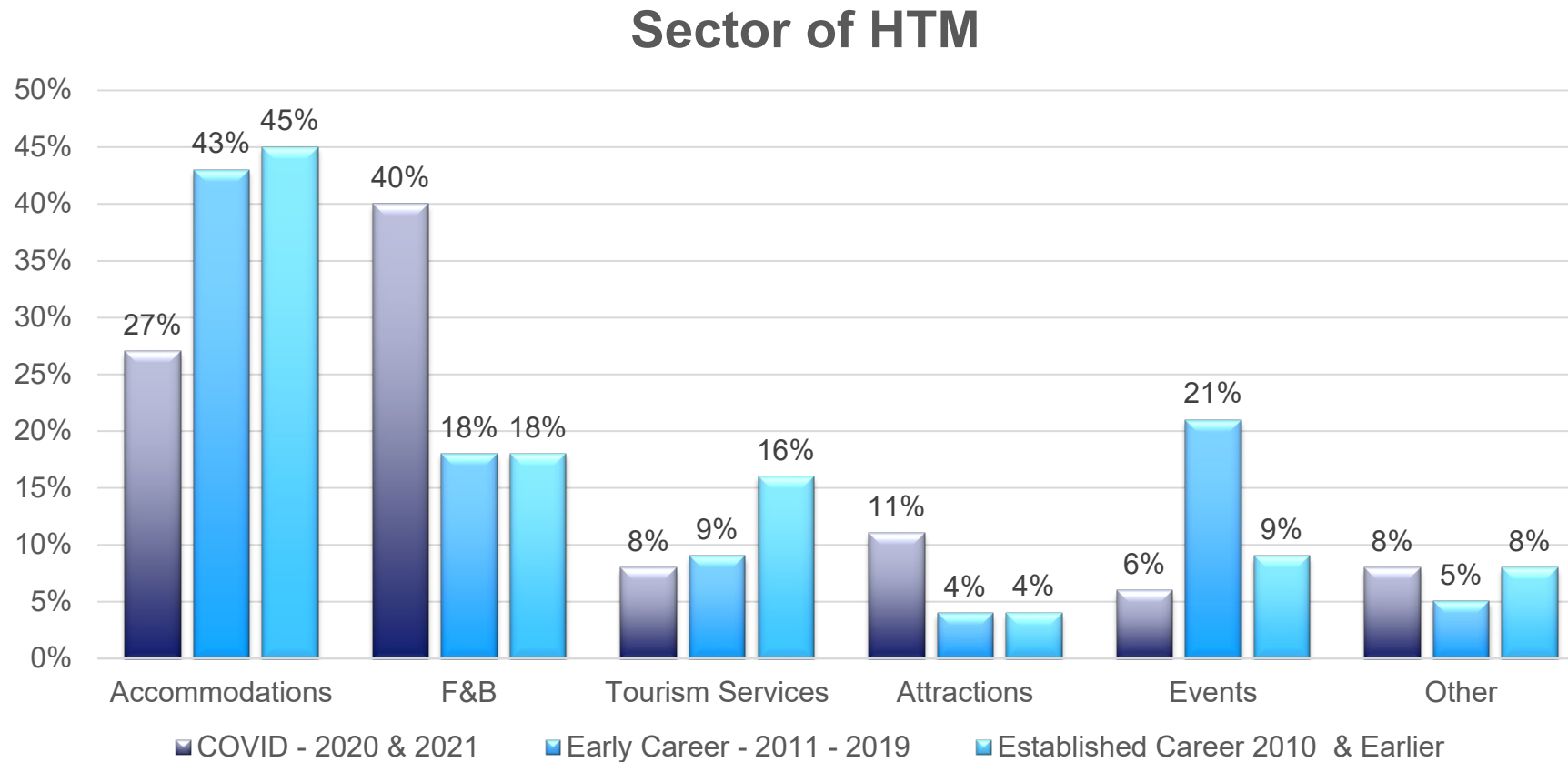
# Current Industry Employed In

## Crosstab

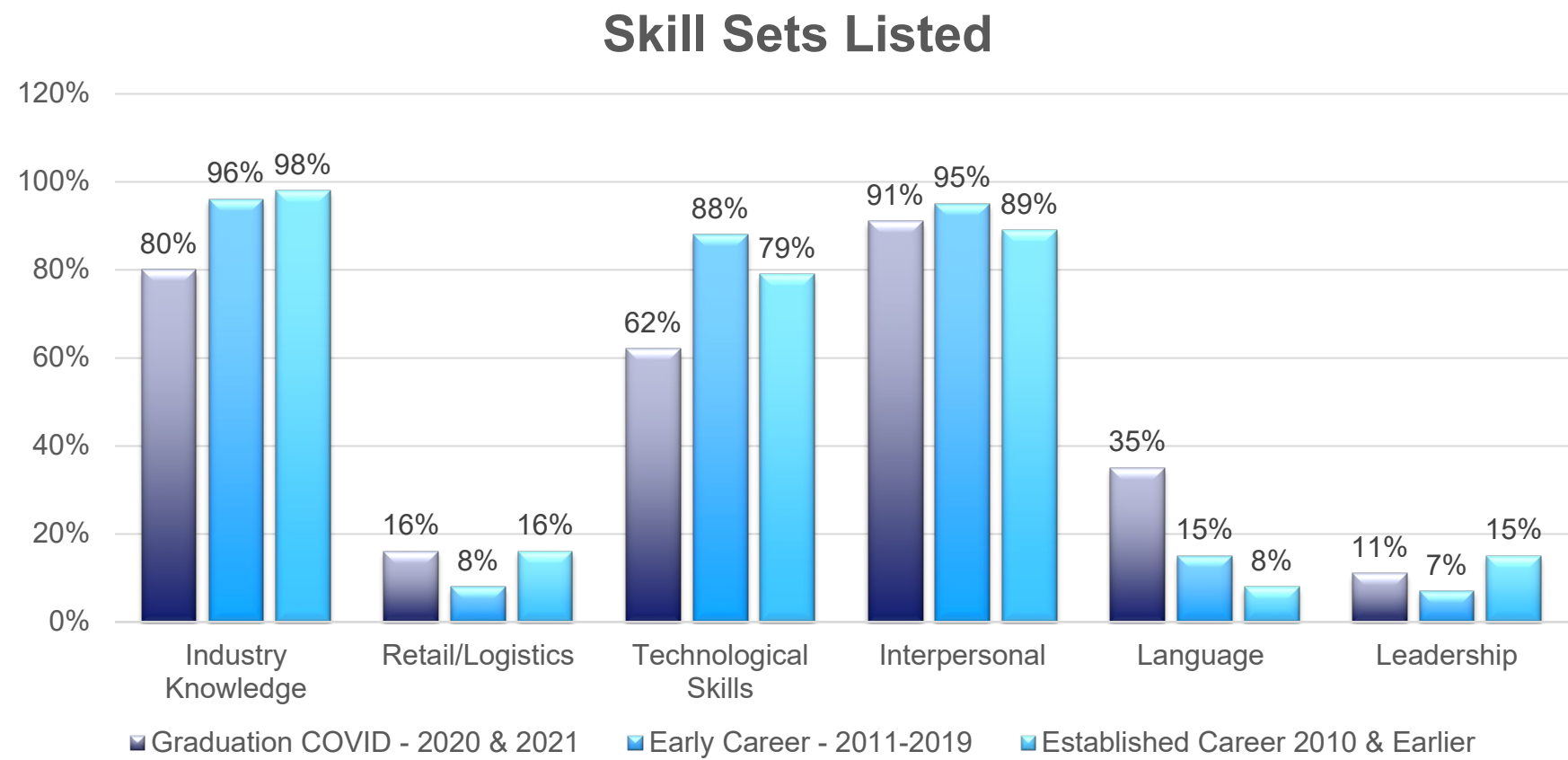
|                  |                              | Graduation Group  |        |                           |        |                                       |        |       |        |
|------------------|------------------------------|-------------------|--------|---------------------------|--------|---------------------------------------|--------|-------|--------|
|                  |                              | COVID 2020 & 2021 |        | Early Career - 2011 -2019 |        | Established Career - 2010 and earlier |        | Total |        |
|                  |                              | N                 | %      | N                         | %      | N                                     | %      | N     | %      |
| Current Industry | Hospitality & Tourism        | 64 <sub>a</sub>   | 62.1%  | 115 <sub>b</sub>          | 36.7%  | 37 <sub>b</sub>                       | 39.4%  | 216   | 42.4%  |
|                  | Education                    | 3 <sub>a</sub>    | 2.9%   | 26 <sub>a</sub>           | 8.3%   | 21 <sub>b</sub>                       | 22.3%  | 50    | 9.8%   |
|                  | Government/ Not-For-Profit   | 3 <sub>a</sub>    | 2.9%   | 16 <sub>a</sub>           | 5.1%   | 4 <sub>a</sub>                        | 4.3%   | 23    | 4.5%   |
|                  | Human Resources/ Recruitment | 0 <sub>a</sub>    | 0.0%   | 11 <sub>a</sub>           | 3.5%   | 2 <sub>a</sub>                        | 2.1%   | 13    | 2.5%   |
|                  | Real Estate                  | 3 <sub>a</sub>    | 2.9%   | 24 <sub>a</sub>           | 7.7%   | 5 <sub>a</sub>                        | 5.3%   | 32    | 6.3%   |
|                  | Information Technology       | 11 <sub>a</sub>   | 10.7%  | 45 <sub>a</sub>           | 14.4%  | 11 <sub>a</sub>                       | 11.7%  | 67    | 13.1%  |
|                  | Insurance/Financial Services | 4 <sub>a</sub>    | 3.9%   | 23 <sub>a</sub>           | 7.3%   | 2 <sub>a</sub>                        | 2.1%   | 29    | 5.7%   |
|                  | Retail/Sales/Logistics       | 9 <sub>a</sub>    | 8.7%   | 18 <sub>a</sub>           | 5.8%   | 7 <sub>a</sub>                        | 7.4%   | 34    | 6.7%   |
|                  | Healthcare                   | 3 <sub>a</sub>    | 2.9%   | 20 <sub>a</sub>           | 6.4%   | 3 <sub>a</sub>                        | 3.2%   | 26    | 5.1%   |
|                  | Other                        | 3 <sub>a</sub>    | 2.9%   | 15 <sub>a</sub>           | 4.8%   | 2 <sub>a</sub>                        | 2.1%   | 20    | 3.9%   |
| Total            |                              | 103               | 100.0% | 313                       | 100.0% | 94                                    | 100.0% | 510   | 100.0% |

Each subscript letter denotes a subset of Graduation Group categories whose column proportions do not differ significantly from each other at the .05 level.

# Sector of HTM for Those Currently Working



# Skill Sets Listed





# Conclusions

- HTM programs need to prepare students for multiple careers.
- Programs need to emphasize transferrable job skills
- The industry needs to create strategies to meet the needs of early career workers.
- Sales and leadership are interlinked

# Thank You!

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