



# Tourism HR Canada

Immigration, mobility, and  
seasonality of the workforce

September 23, 2024



Conseil québécois  
des Ressources Humaines  
EN TOURISME

# **SEASONALITY**

Documentation of seasonal jobs pairing  
Pilot project - Paired jobs (Charlevoix)  
Symposium on seasonal employment

# Documentation maillage d'emplois



**90%**

Informal pairing  
(no written or verbal  
agreement)



**80%**

Low-skilled jobs  
(rapid skills transfer)



**70%**

Periods of  
complementary  
operation

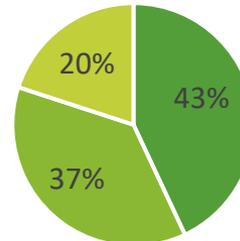


**50%**

Tasks requiring good  
physical condition  
(intensity or  
repetitiveness of  
tasks)

## Pairing initiation

- Employés
- Employeurs
- Tiers



# Documentation of seasonal jobs pairing



## Highlights

- More **specialized jobs** or those governed by a professional order are **less likely** to be open to shared opportunities.
- **Soft skills** favors pairing more than **technical skills**.
- **Pairing** promotes the **attraction and retention** of seasonal employees, as well as the **revitalization of regions**.

# Pilot project - Paired jobs (Charlevoix)



## Objectives

- Extend employment periods in a seasonal context (Offer jobs in two companies in complementary periods)
- Promote better retention
- Create attraction factors for our sector
- Develop new four-season products

# Pilot project - Paired jobs (Charlevoix)



## Context

- Charlevoix area
- 10 business
- Mountain sectors, catering, adventure tourism

## Results

- 80 positions to fill
- 26 pairing initiatives identified

## Challenges

- Transport
- Accommodation

# Colloque *sur* l'emplo saisonnier



## Objectives

- Share knowledge on seasonality
- Consult, reflect, and reach consensus on solutions to develop
- Obtain greater buy-in from key stakeholders in each of the involved sectors and government bodies
- Promote seasonal work and its economic, social, environmental impacts, etc.

# Colloque sur l'emploi saisonnier



## Results

- 130 participants from 5 different sectors
- Diverse programming :
  - Conference on employment and engagement
  - Design thinking workshop
- 2nd edition in 2026

# **LABOR MARKET INTELLIGENCE**

Sectoral diagnosis

Carte Avantages - Pour les professionnels en tourisme

# Sectoral diagnosis

## Sampling and methodology:

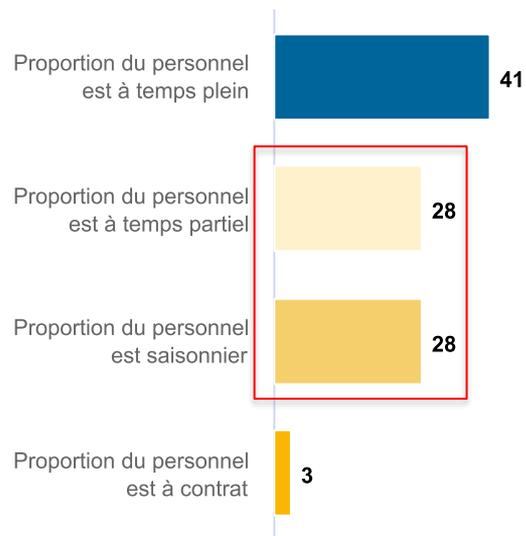
- Online survey conducted from May 1 to May 24, 2024
- 922 respondents : accommodation (n: 392), leisure and entertainment (n: 327), catering (n: 96), travel services (n: 92), and passenger transport (n: 7)
- Five (5) focus groups - 24 entrepreneurs

# Sectoral diagnosis

## Distribution of workers by employment status

### Half of the jobs are part-time or temporary

Within tourism businesses, on average, two out of five jobs are full-time, a significantly lower proportion compared to the overall employment in Quebec (82%).



	 n : 320	 n : 92	 n : 88	 n : 310
Proportion du personnel est à temps plein	35 %	43 %	<b>63 % +</b>	34 %
Proportion du personnel est à temps partiel	<b>18 % -</b>	32 %	<b>10 % -</b>	28 %
Proportion du personnel est saisonnier	<b>42 % +</b>	25 %	23 %	29 %
Proportion du personnel est à contrat	5 %	<b>0 % -</b>	3 %	<b>9 % +</b>

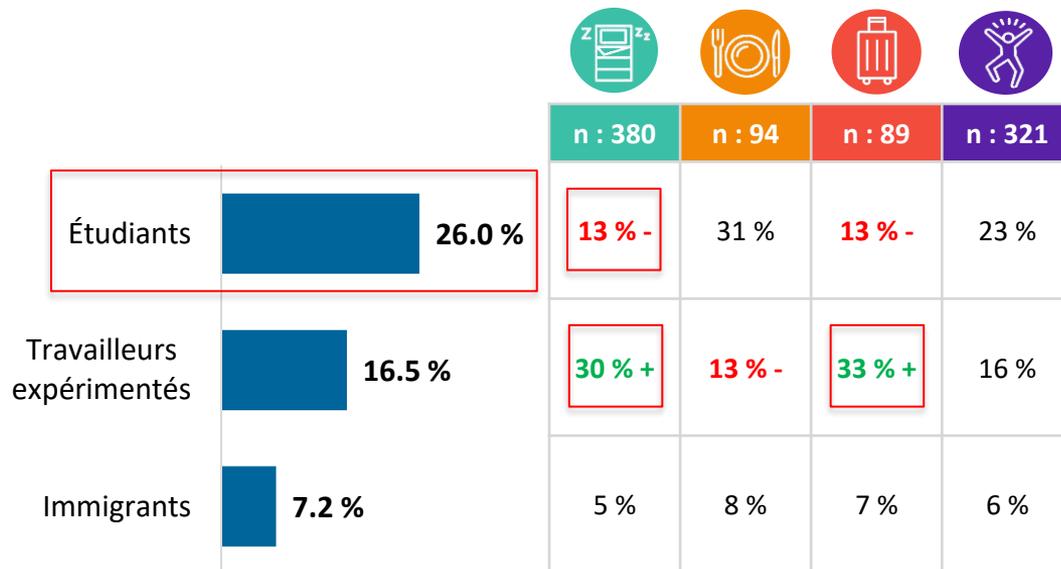
# Sectoral diagnosis

## Distribution of workers by labor pool

### Many students among the workforce

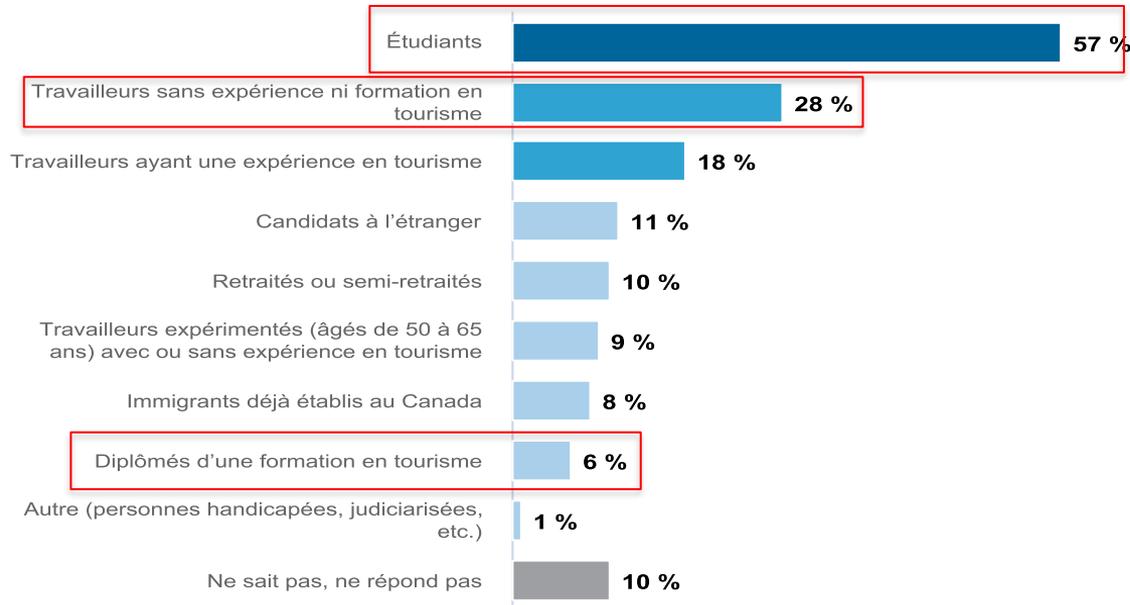
Surveyed employers state that, on average, a quarter of their staff are students, a result consistent with the proportion of part-time or seasonal jobs.

Additionally, a small proportion of the tourism workforce is immigrant compared to what is observed in all industries in Quebec (17%).



# Sectoral diagnosis

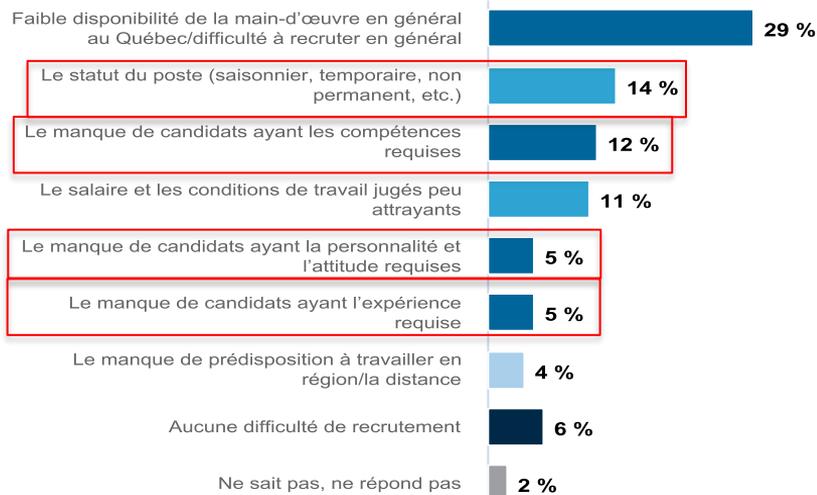
## Main pools used for recruitment



n : 392	n : 96	n : 92	n : 327
<b>38 % -</b>	58 %	<b>32 % -</b>	70 %
25 %	28 %	<b>11 % -</b>	33 %
14 %	18 %	<b>41 % +</b>	18 %
8 %	15 %	3 %	6 %
<b>21 % +</b>	8 %	14 %	11 %
<b>22 % +</b>	<b>5 % -</b>	15 %	13 %
5 %	11 %	2 %	4 %
4 %	5 %	<b>20 % +</b>	5 %
2 %	0 %	2 %	<b>4 % +</b>
<b>18 % +</b>	9 %	16 %	8 %

# Sectoral diagnosis

## Recruitment difficulties



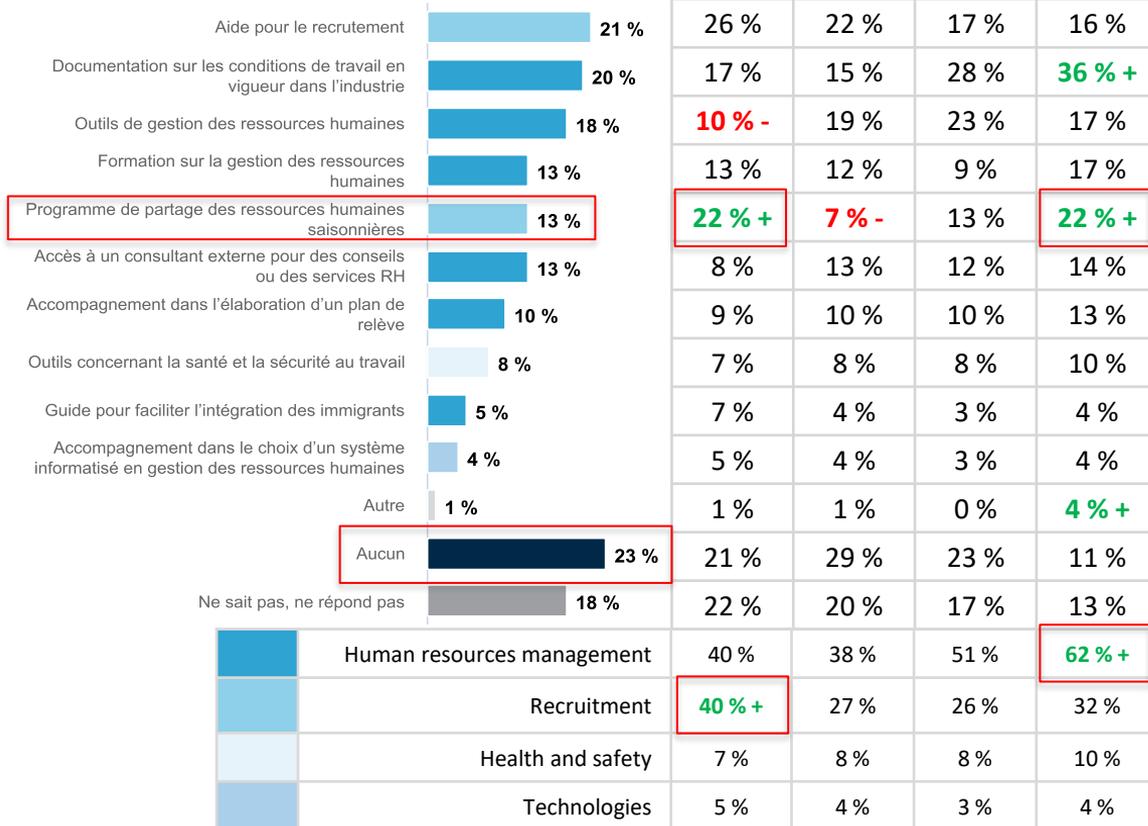
	 n : 392	 n : 96	 n : 92	 n : 327
	12 % -	36 %	13 %	22 %
	22 %	8 % -	17 %	23 % +
	8 %	14 %	7 %	7 %
	10 %	8 %	16 %	18 %
	10 %	5 %	10 %	4 %
	8 %	5 %	9 %	2 %
	5 %	5 %	0 %	4 %
	3 %	6 %	6 %	8 %
	3 %	2 %	0 %	0 %
Le manque de candidats	38 % -	61 % +	41 %	35 %
Les conditions de travail liées au poste	33 %	17 % -	33 %	41 % +
Lieu de l'emploi	5 %	7 %	-	4 %
Autre	1 %	1 %	1 %	3 %

# Sectoral diagnosis

## HR management and recruitment top the list

While a quarter of the surveyed companies claim not to need support in human resources management, more than half (59%) of the respondents made at least one suggestion

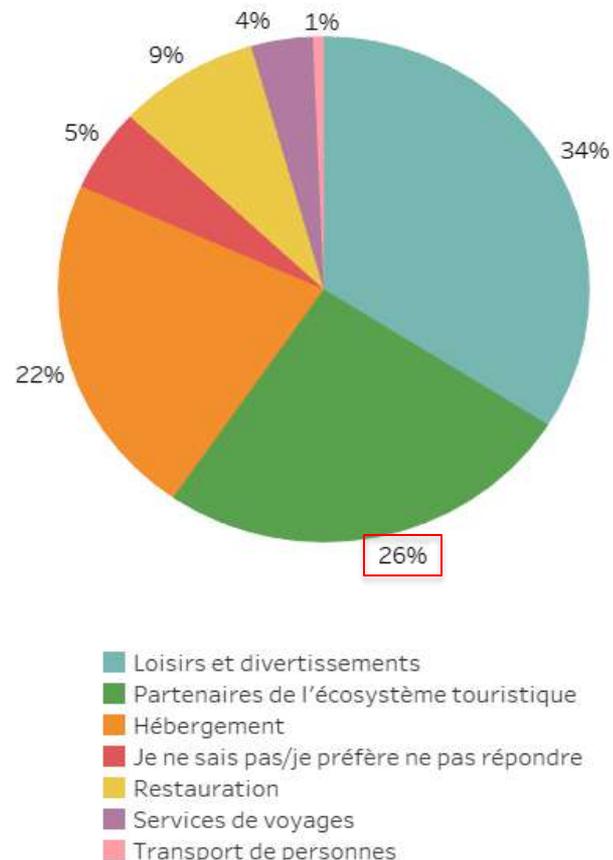
## Support desired by companies



# Survey – Carte Avantage

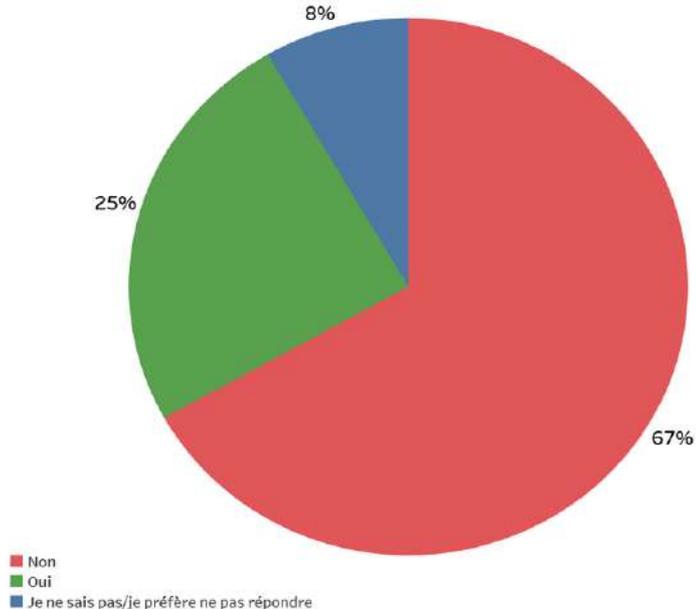
## Sampling and methodology:

- Online survey - Spring 2024
- 457 respondents



# Carte Avantages

A seasonal worker is employed by a company for 40 weeks or less, either full-time or part-time. According to this definition, are you considered a seasonal worker?



## An equivalent number of seasonal workers

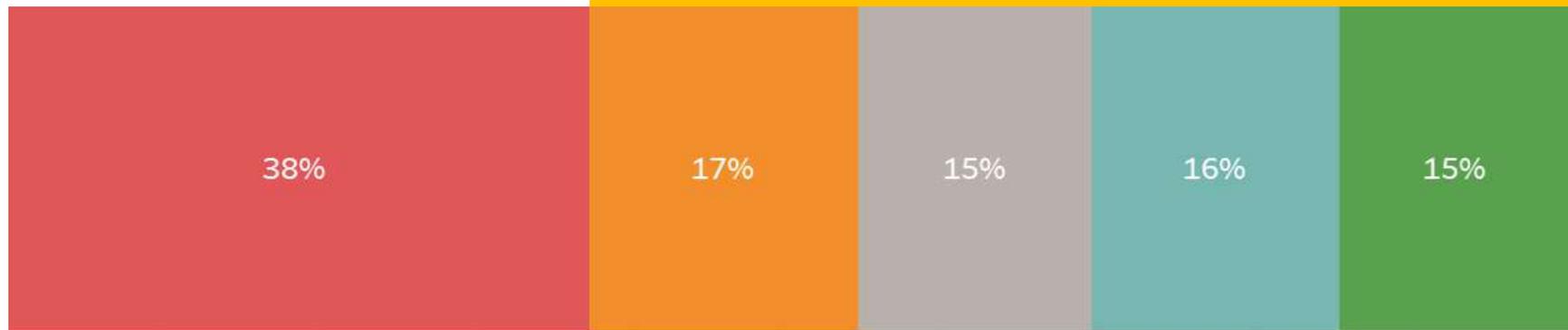
Only 25% identify as seasonal workers, and 8% do not know or prefer not to answer, suggesting an opportunity for companies to better define employment schemes for their employees.



# Carte Avantages

Would you be interested in joining a workforce sharing platform that allows you to work year-round in two different seasonal companies?

(Base: participants who responded, n: 368)



- Très intéressé
- Moyennement intéressé
- Je ne sais pas/je préfère ne pas répondre
- Peu intéressé
- Pas du tout intéressé

# **DIGITAL INITIATIVE**

Boomerang, shared jobs platform

# Definition

## Resource sharing

Resource sharing is a collaborative approach that goes beyond the beaten path.

It is a new practice in human resource management that makes it easier to deal with **seasonal fluctuations** and **preserve talents and skills** within our industry.

# Target audience



Patrick

Propriétaire / Gestionnaire  
Hôtel de moins de 20 employés



Judith

Responsable RH  
Hôtel de plus de 20 employés



Frédéric

Propriétaire / Gestionnaire  
Camping de moins de 20 employés



Alice

Propriétaire / Gestionnaire  
Restaurant de moins de 20 employés



Isabelle

Propriétaire d'une franchise  
Restaurant de plus de 20 employés



Olivier

Propriétaire / Gestionnaire  
Loisirs et divertissement - extérieur



Jimmy

Propriétaire d'une franchise  
Loisirs et divertissement - intérieur

## Typical vacant positions

- Housekeeping attendants
- Cooks
- Kitchen assistants
- Receptionists
- Waiter

- Site and sanitary block maintenance attendants
- Lifeguards
- Excursion guides
- Activity leaders
- Marketing manager

# Advantages

## EMPLOYERS

- Stabilize part of your workforce
- Access to a pool of pre-qualified, trained employees who meet the job profile
- Reduces training needs
- Ensures employee reliability

## EMPLOYEES

- Fills and optimizes their schedule
- Job predictability, regardless of the seasons
- Additional income
- Diversifies their skills

# The solution: Boomerang

This name draws its inspiration from the movement and return effect of the boomerang.



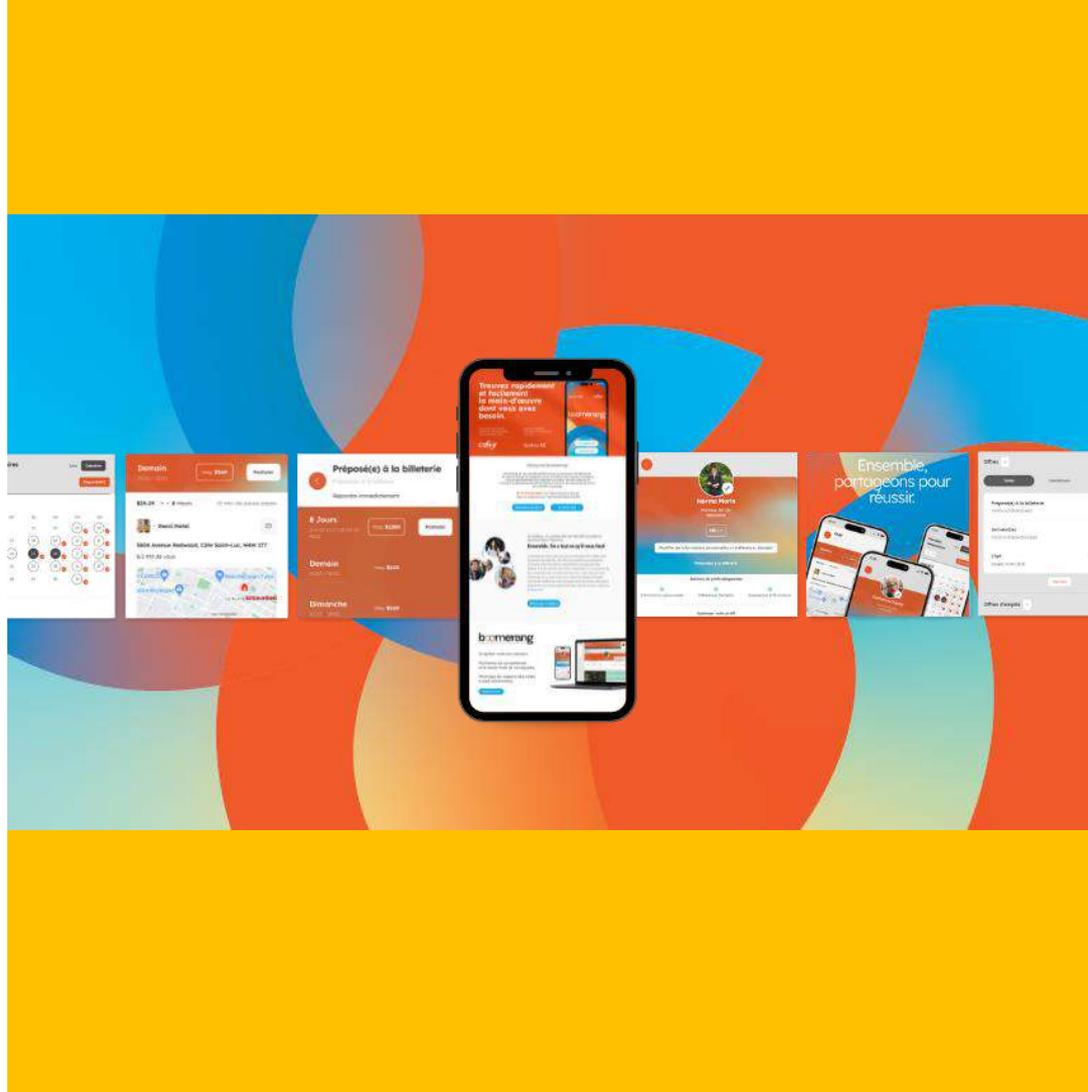
The name directly addresses the fear felt by companies of losing their employees and symbolizes, on the contrary, the return to the starting point.

This name also evokes the dynamism and speed  
**of a "win-win" digital ecosystem.**



# How does it work?

- 1 – Create a free account for employees and display of their availability
- 2 - Post your short or long-term assignments
- 3 - Access the pool of employees based on search criteria
- 4 - Create your own list of pre-approved candidates





ARTISAN  
FESTIVAL  
DE MUSIQUE  
EN PÉRIODE  
ESTIVALE

RESPONSABLE  
DES SOIRÉES  
APRÈS-SKI  
EN PÉRIODE  
HIVERNALE

HUGO D.  
TRAVAILLEUR SAISONNIER  
DISPONIBLE SUR BOOMERANG

**boomerang**<sup>™</sup>  
PLATEFORME D'EMPLOIS PARTAGÉS

Exemple de montage

# boomerang

PLATEFORME D'EMPLOIS PARTAGÉS

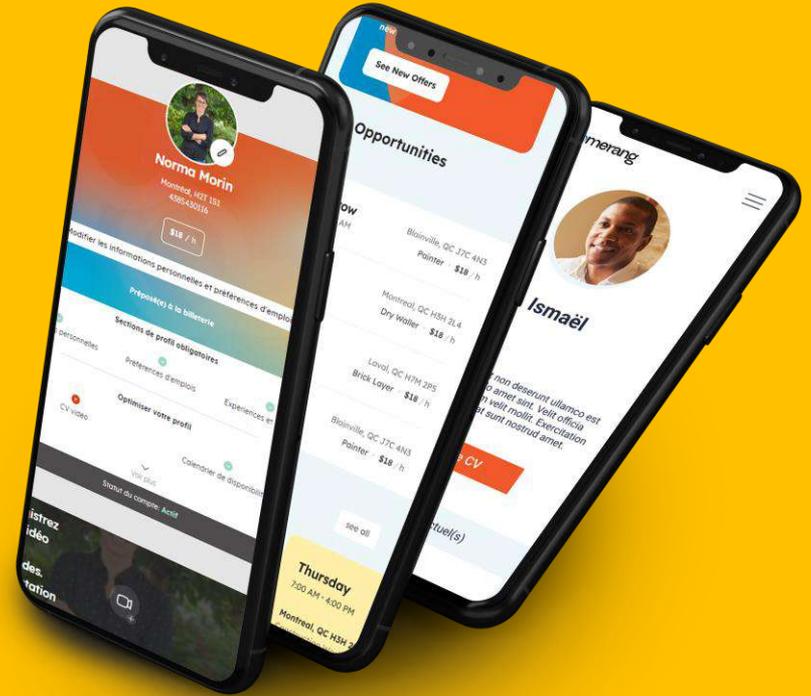
Une nouvelle plateforme pour faciliter le partage  
des ressources humaines en tourisme.

Une initiative du Conseil québécois des ressources humaines en tourisme  
et du Ministère du Tourisme | Gouvernement du Québec



# Deployment

- 1 - White-label platform, exclusive to tourism in Quebec
- 2 - Customized features
- 3 - Tools and user support
- 4 - Available in web version and mobile app since September 9, 2024



# Distribution

- Industry associations and partners
  - One-on-one communication - CQRHT presentation
- Tourism industry companies
  - One-on-one communication - Geolocated telemarketing
- Digital campaign

**boomerang**  
PLATEFORME D'EMPLOIS PARTAGÉS

La plateforme qui facilite  
le partage des ressources  
humaines en tourisme.



# **PRODUCTIVITY**

Productivity in tourism

# Productivity in tourism

## 2023 Report – Analysis Context

- Provincial Program of Canadian Productivity Accounts (Statistics Canada)
- Definitions and comparison of different concepts related to productivity
- Quebec vs neighboring provinces
- Addition of data for the year 202
- **How to improve productivity?**



# Productivity in tourism



**Productivity** =

Earnings Before Interest,  
Taxes, Depreciation And  
Amortization (EBITDA)



Salaries and Benefits

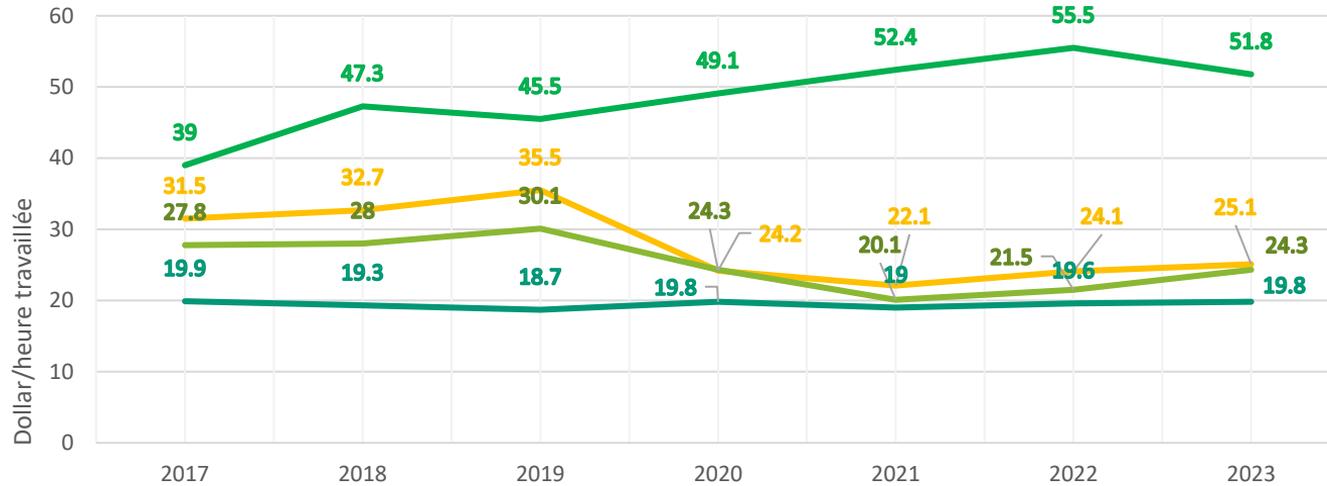
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Hours Worked

- Change in chained dollar weighting on Statistics Canada
- Transition from chained dollar (2012) to (2017)
- Modifications of trends observed in the original report with the change in weighting.

# Productivity in tourism

Evolution of labor productivity in tourism in Quebec (\$)



Arts d'interprétation, sports-spectacles et activités connexes et établissements du patrimoine

Services de divertissement et de loisirs

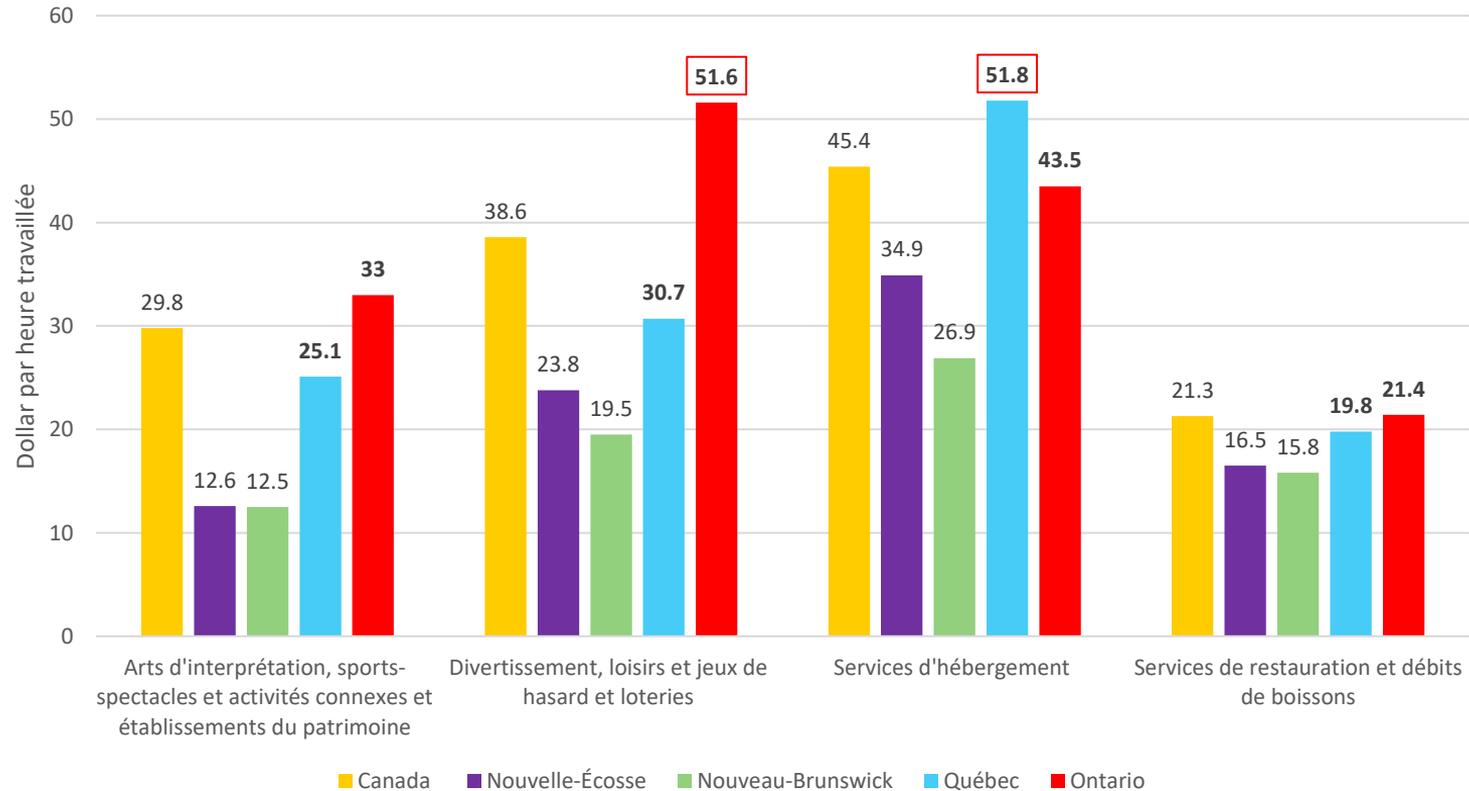
Services d'hébergement

Services de restauration et débits de boissons

Exclusion : Tips

# Productivity in tourism

Interprovincial comparison of tourism productivity in 2023 (\$/H)



Source : Provincial Program of Canadian Productivity Accounts (Statistics Canada)

# Productivity in tourism

## Factors for improving tourism productivity

**Digital transformation** : Digital transformation is a crucial step to facilitate the enhancement of the added value of tasks handled by employees in our tourism sectors.

**Training** : With digital transformation comes a need for adaptation and training, which is another dynamic driver of productivity improvement.

**Mitigating the effects of seasonality** : The repeated annual renewal of seasonal workers provides tourism with a relatively inexpensive workforce but does not allow for the building of a sufficient skills pool to improve productivity.



**RDÉE**  
*Canada*

## International recruitment

**labour**  
**market**  
**forum**



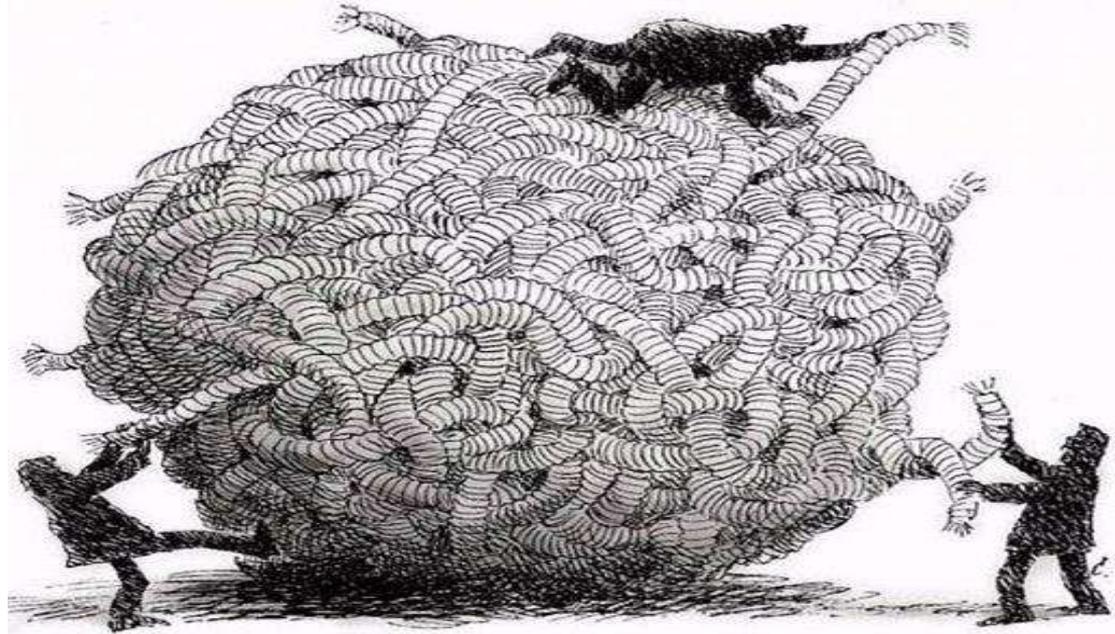
**forum** sur le  
**marché** du  
**travail**

September 23, 2024

# RDÉE Canada = A NETWORK



**IS THIS YOUR REALITY?**



**OR MAYBE...**



# How to find your way?

- There are several paths and solutions:

## **IMMIGRATION IS ONE OF THESE PATHS**

### **WHICH PATHS?**

- Immigration programs that meet the needs of the sector:  
Existing streams, New streams?
- Settlement Support Services

# How to find your way?

➤ **THIS IS A PROCESS...**



# Resources

## Guides

- International recruitment guide (available soon)
- [Global talents pool by economic sector](#)

## Video capsules

- Capsule # 1 : [The importance of planning in your recruitment process](#)
- Capsule #2: [Francophone Mobility Program](#)
- Capsule #3: [International Recruitment: a Host of Services at your disposal](#)
- Capsule # 4: [Recruitment of Immigrant workforce](#)
- Capsule # 5 : [Best Practices for Integrating Immigrant workforce](#)
- Capsule #6: [Retention of Immigrant workforce](#)

# Thank you!

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Choose  Canada.  
Work, settle, thrive.

# Francophone Immigration

September 2024

\*This presentation is available upon request in English or French. / Cette présentation est disponible en français ou en anglais sur demande.



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada



# Agenda

1. Outreach Team
2. Key Immigration Programs
3. Francophone Immigration
4. Upcoming Events
5. Resources

# IRCC's Outreach Team

Strategically located across Canada to assist employers and stakeholders better understand immigration programs.



Deliver information sessions to employers



One-on-one meetings with employers to discuss potential pathways



Assist with questions regarding immigration procedures and programs



Collect insight to inform immigration programs and policies

[promotion@cic.gc.ca](mailto:promotion@cic.gc.ca)



# Economic Immigration Programs

Finding the right pathway

## Temporary Residence

- Temporary Foreign Worker Program
- International Mobility Program
- International Experience Canada
- International Students



## Permanent Residence

- Express Entry
- Provincial Nominee Program
- Regional Pilots and Programs
- Sector Specific Programs

# Work Permits



## Temporary Foreign Worker Program

- LMIA-required
- Various Streams



## International Mobility Program

- LMIA-exempt
- Youth Exchange Programs
- Provincial/Territorial Agreements
- International Agreements
- Significant Benefit



## International Experience Canada

- Working Holiday
- Young Professionals
- International Co-op

# Pathways to Permanent Residence

## Express Entry



- Fastest pathway to permanent residence
- French proficiency
- Points based system catered to high skilled talent (TEER 0, 1, 2 and 3)
- Job offers benefit Express Entry candidates
- Provincial nominations provide significant advantage
- New: Category-based selection

# Francophone Immigration

Hiring and retaining bilingual or French-speaking candidates

## Francophone Mobility

- All position categories (TEER 0 to 5)
- Intermediate level of French (CLB 5 or higher)
- Language of work doesn't need to be French
- Renewable and LMIA exempt work permit

## Category-based in Express Entry

- Selection based on French language proficiency (CLB 7)
- Fastest pathway to permanent residence

## Resources & Support

- Destination Canada Mobility Forum
- Liaison Tours
- Francophone Welcoming Communities
- Job postings through public employment agencies

# Case Study

## Recruitment

Amanda, Manager of a hotel in Prince Albert, Sk.

- She has 6 cook (NOC 63200) and 1 chef (NOC 62200) position to fill in for her new hotel restaurant
- Contacts her local Outreach Officer to discuss options

Amine, Cook, Rabat, Morocco

- Amine has 5 years experience as a cook in Morocco and all the appropriate skills stated in the job description
- Amine has an intermediate to advanced level of French speaking and listening

## Express Entry

Retention

- Amanda found Amine to be a great fit in her team and wishes to extend his stay in Canada
- Amine enjoys the Canadian lifestyle and would like to remain in Canada permanently
- Amine has accumulated one year of full-time experience in Canada

Francophone Mobility Program

# Destination Canada

## Hospitality- Tourism- Culinary

Online: November 13, 14 & 15

Register now: [destination canada tourisme 2024 \(vfairs.com\)](https://vfairs.com/destination-canada-tourisme-2024)

**DESTINATION**  
**Canada**  
**MOBILITY FORUM**



Besoin de travailleurs? Need workers?

# Recrutement INTERNATIONAL 2024-2025 Recruitment



*Appui au recrutement de  
travailleurs qualifiés à l'international*  
*Support for international recruitment  
of skilled workers*

Financé par :

Funded by:



Immigration, Réfugiés  
et Citoyenneté Canada

Immigration, Refugees  
and Citizenship Canada

## Liaison Tour

Hospitality- Tourism-  
Culinary

Sector-specific webinar:  
October 8

Register [here](#)

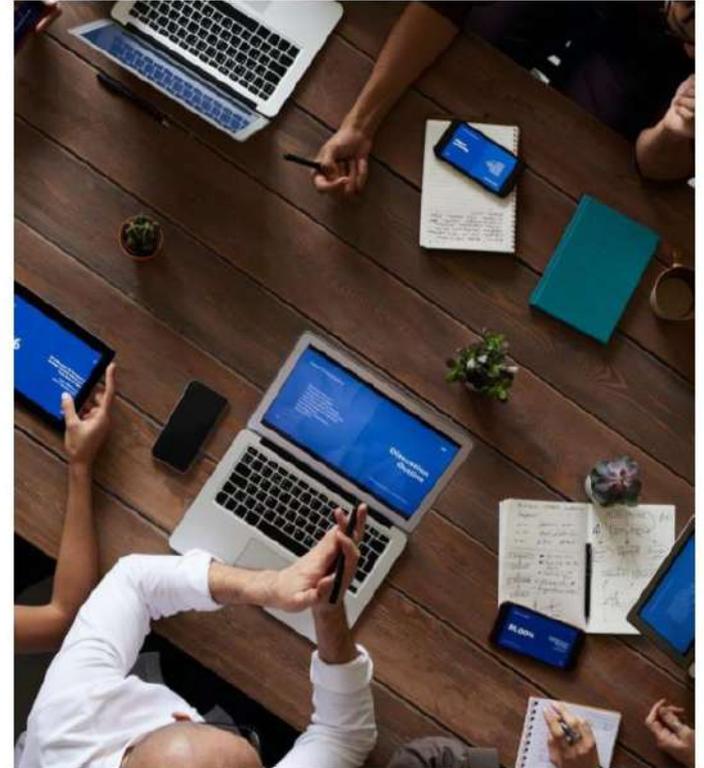
# Resources

[Promotion@cic.gc.ca](mailto:Promotion@cic.gc.ca)

[International Mobility Workers Unit](#)

[Hire French-speaking Worker](#)

[Employer Tool](#)



Question?  
Comments?



Satisfaction Survey



# **PILOT PROJECT**

Integration of asylum seekers



## Context

- Pilot project for research and innovation by the Ministry of Employment and Social Solidarity
- Duration : 3 years (2023-2026)
- Named Objective Tourism since January 2024



PISTE DE SOLUTION EN CONTEXTE  
DE RARETÉ DE MAIN-D'OEUVRE



VALORISATION DE NOTRE INDUSTRIE



MISE EN AVANT DE CANDIDATS AU GRAND  
POTENTIEL ET DISPONIBLES

# Pilot projet objectives

## EMPLOYABILITY

Offer employability services to **1,000 asylum seekers** per year for a period of three years (2023 to 2026).

## HR PRACTICES

Develop best practices in **support** and **assistance** to companies to facilitate job integration.

## OPTIMIZATION

Define one or more **integrated** and **multidisciplinary service continuums** that could be used as models to promote the job integration of atypical clients with specific needs.



## Key indicators

**4000+**

Registered candidates

**550+**

Candidates in process  
(job preparation)

**600+**

Candidates available  
and looking for a job

**300+**

Registered companies



## Candidate Profiles

- **Worker Status**
  - Temporary open work permit
  - Presence in the territory of Quebec
  - Immediate availability; 76% unemployed
- **Diversity of profiles in tourism**
  - Experience in tourism (81%)
  - Education: 54% with a college or university degree
- **Language of communication**
  - 68% of candidates - French as a first or second language
  - 26% Spanish-speaking
  - 6% other languages
- **Regional mobility**
  - 68% (including 18% conditional)
  - More than 95% - Greater Montreal area

# Eligibility Criteria

## EMPLOYERS

- Operate in the economic sector of tourism
- Offer jobs that are part of the list of trades and professions of the pilot project
- Be willing to communicate and inform CQRHT advisors

## ASYLUM SEEKERS

- Be recognized as an asylum seeker
- Hold a valid work permit issued by the Government of Canada
- Be willing to work
- Be interested in a job/trade in the tourism industry

# Process

INSCRIPTION



Inscription sur la  
plateforme du CQRHT

ADMISSION



Création du dossier et  
définitions des besoins

MAILLAGE



Proposition de  
candidatures ciblées

EMBAUCHES ET  
INTÉGRATION



Conseils professionnels et  
soutien RH personnalisé

ACCOMPAGNEMENT



Suivi en emploi et  
développement  
des compétences

## Highlights



- More than 4,000 asylum seekers registered ;
- More than 600 candidates matched with companies (selection process and interviews) ;
- More than 300 participating companies ;
- More than 300 interviews conducted ;
- More than 120 candidates found a job in tourism ;
- 63% of matches in the region.

# Focus on a few matches



Mamadou, baggage porter



Abdek, night auditor



Youssou, golf course maintenance worker

French interviews available on :



# Challenges



- The needs are mainly in the **regions** while the asylum seekers are in **Montreal**;
- Asylum seekers have a **precarious status**. Many of them **abandon** the process midway.
- Companies are looking for **trained candidates**.
  - The CQRHT uses training provided by RH Tourisme Canada in this context.
- Seasonal, occasional, or part-time jobs are **more difficult to fill**.

**Question period?**

# LA COMPÉTENCE *fait* LA DIFFÉRENCE

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- 450-651-1099 (poste 256)

Gabriel Vaillancourt – Assistant general manager

- [Gabriel.vaillancourt@cqrht.qc.ca](mailto:Gabriel.vaillancourt@cqrht.qc.ca)
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**cqrht.qc.ca**