

Job Archetypes

1 What are some of the advantages and disadvantages of this approach to thinking about the workforce?

ADVANTAGES	DISADVANTAGES

2 Who do you think has been excluded from this set of archetypes? How would you characterize their motivations and priorities?

3 How can this perspective on workers be leveraged to attract employees from untapped pools of talent?

4 What additional research should Tourism HR Canada be doing to better understand this dimension of the tourism labour force?

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Blended Workforce

1 What are some of the challenges facing operators in managing a blended workforce? What supports are needed?

2 How can technology help with recruitment and management of workers from outside of the tourism sector?

3 In what ways can a blended workforce make tourism more accessible to workers from untapped pools of talent?

4 What additional research should Tourism HR Canada be doing to better understand this dimension of the tourism labour force?

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Skills, Not Jobs

1 What are some of the operational consequences of moving away from 'jobs' and towards 'skills' in tourism? [e.g., for HR practices, training/education, business planning, ...]

2 How can technology help operators adapt to having smaller workforces? What are the skills implications of this?

3 How could this shift make tourism more accessible to workers from untapped pools of talent?

4 What additional research should Tourism HR Canada be doing to better understand this dimension of the tourism labour force?

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Recommended Solutions and Collective Actions

1 What are the priorities facing your industry that Tourism HR Canada should be addressing (seasonal workers, housing, etc.)?

2 What collaborative approaches could foster innovation in addressing these needs?

3 What additional research should Tourism HR Canada be doing to better understand these priorities of the tourism labour force?

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Indigenous Workforce Development Framework

1 What labour research is needed to support Indigenous workforce development?

2 What approaches and resources have been helpful in welcoming Indigenous people into non-Indigenous tourism operations, and where are there still gaps?

3 How can Indigenous and non-Indigenous organizations collaborate to meet workforce needs when developing new tourism products?

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Spending \$ to Save \$

BETTER WAY ALLIANCE
CANADA'S ETHICAL EMPLOYER NETWORK

AARON BINDER
JESSICA CARPINONE

1 What statement do you think your members believe more, and why?
LABOUR IS EXPENSIVE or LABOUR IS AN INVESTMENT

2 What are some concrete obstacles that are standing in the way of operators being able to invest more in their workers?

3 Considering some of the information you've heard at the forum, what messaging could help your members overcome these obstacles?

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IDEAL Workplaces



Your Name:

Go around the room and find other people who can define, explain the terms or concepts in the boxes listed below. Once you find the person, please ask them to put their initials in the box.

- One person can only initial up to TWO boxes on one sheet.
- You may initial up to two of boxes on your own sheet.

INCLUSIVE	DIVERSE	EQUITABLE	ACCESSIBLE	LEADING
Integration of Differences	Ethnicity	Equity	Accessibility	Leadership
Authenticity	Neuro-diversity	Equality	Disability Inclusion	Fairness
Empowerment	2SLGBTQIA+	Intersectionality	Workplace Accommodation	Trust and Openness
Sense of Belonging	Religious / Faith Identity	Human Rights	Flexibility	Autonomy
Psychological Safety	Stereotype and Privilege	Opportunity	Universal Design	Advocacy

Background: We define IDEAL workplaces as inclusive, diverse, equitable, accessible, and leading workplaces for everyone to thrive. We understand that ideal workplaces can vary significantly from person to person, as they depend on individual preferences, values, and needs. Building ideal workplaces is not only beneficial for the well-being of employees but also for the success and sustainability of organizations. Organizations that invest in creating ideal workplaces are more likely to thrive in the long run.

1 What characteristics do you think an ideal workplace should have?

2 Why are ideal workplaces essential to an employer?

Background: The **United Nations Convention on the Rights of Persons with Disabilities**, also known as the 'CRPD', defines disability as: “an evolving concept and that disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full and effective participation in society on an equal basis with others.” Impairments may include long term physical, mental, intellectual, or sensory impairments. This approach to defining disability is known as the **social model of disability**.

Disability can be temporary, long-term or episodic. Disability can be visible or invisible. People with disabilities often are overlooked or under-supported. They are not different than anyone without disabilities in sharing the desire to want employment opportunities that are meaningful, sustainable and harness their skills and capabilities.

- 1 What are some of the ways in which your organization could minimize barriers to access and inclusion for current or potential employees with disabilities?

Background: Tourism HR Canada is establishing an accreditation program aimed at recognizing tourism businesses' workplace policies and practices in building an inclusive, diverse, equitable, accessible, leading workplaces for equity-deserving groups, especially persons with disabilities. The accreditation program is an aspirational and educational recognition tool that is intended to help employers identify opportunities for continued improvement, and help build a company's reputation as an employer of choice.

1 What assessment criteria should be considered to develop this accreditation program?

2 What type of information and supports are needed to help employers become accredited as an IDEAL Workplace?

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DAY

2

1 pm | TOWARDS IMPROVED COORDINATION, COHESION, COLLABORATION

Tourism Workforce Eco System



Final Thoughts

Seeking Your Feedback Online

The following questions will be offered in an on-line survey following the Forum.
Use this form to record your thoughts over the duration of the event.

Please provide a ranking for each of the following:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Disagree
1 Overall, the meeting focused on the important issues				
2 There are things I learned which I will act on				
3 Information presented was salient to the discussions				
4 Discussion topics reflected current issues				
5 The facilitators were knowledgeable and well prepared				
6 I had the opportunity to contribute in a meaningful way				

What I found most valuable was:

I think the outcomes of this meeting will be useful for:

Considering the subject matter and the objectives of the forum, how would you describe the mix of stakeholders who were in attendance?

- Excellent Above average Average Below average Very poor

Are there other stakeholders you feel would be valuable to add to future events of this type?

Are there other labour market related subjects that would be worthy of their own session at a future forum?

Any other comments?

