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STRATEGIC PLAN

Building a **Resilient and Inclusive** Labour Market

Over the next three years, Tourism HR Canada will focus its efforts on making progress on five strategic priorities, all aimed at addressing two fundamental concerns: filling 100,000s of job vacancies and increasing the skills or capacity to ensure individuals and businesses can thrive.

These priorities stem from extensive consultation with tourism stakeholders across Canada and respond to the Government of Canada's goal to significantly increase international visitors while growing Canada's destination status. Tourism, after all, is dependent on the transformative experiences provided by skilled professionals.

5 Strategic Priorities

1. Leading Comprehensive Labour Market Research and Analysis
2. Forecasting Future Skills to Foster Growth and Innovation
3. Positioning Tourism as a Destination for Employment
4. Innovating Skills Development to Optimize the Workforce
5. Making Strategic Investments to Ensure Organizational Strength

Tourism HR Canada Strategic Plan 2019-2021

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Message from the Chairperson

Tourism HR Canada has a 25+ year history of exemplary performance, with significant intellectual capital and a reputation for quality and effective collaboration. The past several years have been a time of significant change aimed at ensuring the organization continues to be responsive to ever complex labour market issues. Today, Tourism HR Canada has a stronger, more cohesive, and more proactive voice in national public policy. The past few years have also focused on innovation and transformation to ensure the organization can better demonstrate impact, remain financially stable, and offer more customized services.

Tourism HR Canada's mandate is more important than ever. The sector continues to experience persistent skill and labour shortages and recruitment difficulties. Tourism HR Canada's projections show an increasingly tight labour market will only make it more difficult as competition for workers and new skills grows.

It is time for the sector to make labour its highest priority and for significant financial investments to help overcome systemic problems. Tourism is reliant on a skilled workforce in order to capitalize on its economic potential for Canada. Investing in people to deliver the brand promise will ensure we are leveraging marketing efforts and supporting tourism as Canada's #1 service export.

Tourism HR Canada is committed to working for businesses, organized labour, associations, governments, the education community, and others to ensure the sector thrives and continues to be one of Canada's most important economic pillars.

Darlene Grant Fiander
Chairperson

“ Canada is making smart investments in marketing itself as a destination. We must ensure we make equally strong investments in attracting, skilling, and retaining talent. Tourism is all about the authentic, tailored, compelling, quality experiences delivered by skilled tourism professionals. ”

Message from the President & CEO

We all know tourism is a big deal. Tourism directly and indirectly employs 1.8 million people—10% of total Canadian employment. It is one of Canada's largest export sectors and tourists add more than \$97 billion to the economy annually. Tourism plays a key role in regional development and has helped transform communities affected by declining industries. As key job creator and economic engine, perhaps the greatest challenge the sector is facing is labour and the ability to keep up with demand.

For more than a decade, tourism businesses have had to look beyond traditional methods and sources to attract and retain workers. An aging population, increased competition for workers, and the need for more highly skilled workers are contributing to the shortage of qualified staff.

Moreover, seasonal and regional demands fluctuate and structural limitations, such as limited housing or lack of mobility, add further challenges. Subsequently, businesses are unable to respond to growing markets, and the quality of visitor experiences is affected.

“ 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. ”

“ Tourism's ability to grow and compete is dependent on its ability to attract and retain qualified workers. ”

This strategic plan is focused on structural priorities—ones that will make a difference to the sector's ability to respond in the immediate future and over time. The plan is intended to guide the organization and will be revised periodically to respond to new or emergent priorities. We welcome your feedback and look forward to working with you.

Sincerely,

Philip Mondor
President & CEO

Strategies

What we're going to do about it...

- Update foundational labour market data
- Host annual Labour Market Forum and other consultation events to discuss current issues and inform emergent programs and policies
- Increase resources and capacity to respond to specialized research needs and to foster increased collaboration

Results

What we expect to achieve...

- Increase Tourism HR Canada's capacity to deliver comprehensive, accessible, widely promoted tourism labour market information (LMI)
- Better use of LMI to inform workplace planning
- Increased resources to measure success, further improve collaboration, and reduce fragmentation
- Updated data and analysis on essential labour market research: demographics, salary trends, supply/demand



Leading Comprehensive Labour Market Research and Analysis

Collection, contextualization, and dissemination of accurate, timely, tailored labour market intelligence to make informed decisions

Working with employers, labour, governments, and researchers, Tourism HR Canada has been producing foundational labour market data for more than two decades and continues to be the main source of the most comprehensive, timely, and reliable labour market information (LMI).

Increasingly, there has been a growth in the demand for more detailed labour market data and analysis, including a focus on specific geographic regions and industry sub-sectors.

Useful labour market information must be consistent in how it measures conditions and outcomes. Without a coordinated approach, the system lacks coherence and data from different jurisdictions or sources cannot usefully be compared. Tourism HR Canada is increasingly being asked to coordinate provincial and territorial labour-related research initiatives. Provincial, territorial, and federal government departments routinely make information requests for tailored and contextualized data.

Tourism HR Canada is a member of the National Stakeholder Advisory Panel for the Labour Market Information Council, established in 2017 by the Government of Canada. It aims to "explore new opportunities to complement and add value to existing labour market investments".

Reliable and useful labour market data is essential to developing a highly productive and resilient workforce and to ensuring a strong Canadian tourism economy.

Strategies

What we're going to do about it...

- Establish a new comprehensive and sustainable pan-Canadian Future Skills Framework
- Explore new occupational and job outlooks by gaining knowledge of the skills gaps (i.e., competencies) required of current and emergent jobs and entrepreneurial interests
- Look more closely at the specialized skills needs in key economic sectors that have promising tourism growth, such as Indigenous Tourism and Culinary Tourism

Results

What we expect to achieve...

- Dynamic skills framework to help employers, educators, career development practitioners, governments, and industry associations respond to the ever-changing world of work and globalization
- Increased knowledge of skills mismatches and demands, with a better understanding of the capacity of the current workforce and informed recommendations on training investments and labour market adjustments



Forecasting Future Skills to Foster Growth and Innovation

Identify future trends to be able to respond to dynamic and changing labour market conditions

The tourism economy is changing rapidly. Economic, social, and political trends contribute to the need for a more fluid and mobile workforce, where employers' skills requirements evolve quickly and workers' transitions between jobs and industries are more common. Tourism operators must respond to increasingly tighter labour markets and the ability to compete for talent. Investing in future skills that drive success is critical.

The Future Skills Framework will help identify gaps in information about employer skills and competency demands. The framework will inform labour market strategies and human resource management practices.

Canada's tourism labour market will continue to be shaped by a number of underlying trends, such as changing demographics, expanded global markets, technology advances, and rising skills requirements. Job-relevant skills aligned with private sector needs will remain a priority.

Skills mismatches impact productivity and hamper the ability for tourism companies to adapt and grow. They contribute to higher operating costs, reduced profits, and the eroded ability to compete. A lack of the right investment in skills training is a downward spiral for a company: both customers and workers go elsewhere for better experiences.

Strategies

What we're going to do about it...

- Focus on expanding the Destination Employment project to increase the number of newcomers to Canada working in tourism
- Working with the Indigenous Tourism Association of Canada, develop a National Indigenous Tourism Labour Market Strategy
- Explore a new program that will help tourism operators tap into international students
- Develop a Diverse Workforce Strategy and campaign to market tourism jobs and entrepreneurial opportunities, with an emphasis on 'human stories' that feature illustrious career paths of industry leaders and new workers

Results

What we expect to achieve...

- Increased participation of under-represented groups to fill current and projected needs
- Improved multiple career and worker pathways
- Improved knowledge and image of tourism jobs and careers

Tourism HR Canada is a representative to the Deputy Minister's Advisory Council for Immigration, Refugees and Citizenship Canada.



Positioning Tourism as a Destination for Employment

Promote and enable careers and entrepreneurial pursuits in tourism, in collaboration with tourism stakeholders; increase tourism's value proposition to drive increased investments in tourism labour market development

Canada's tourism sector is highly diverse. Compared to the economy overall, tourism employs a higher proportion of under-represented groups in long-term, well-paid, skilled jobs. Still, there is a need for increased heterogeneity, with a particular focus on Indigenous peoples, persons with disabilities, older Canadians, and recent immigrants.

Marketing tourism as a destination for employment will require an all-of-sector approach and leveraging of existing programs and services. The strategy must engage industry associations, destination marketing organizations, the education and training sector, governments, community services (e.g., career development services, settlement agencies, economic development offices), and provincial/territorial Tourism Human Resource Organizations. Collectively, common messages must reinforce the value proposition, such as: tourism is transformative and changes lives; workers gain a 'lifetime of skills'; and there are well-paid, stable jobs that fit different lifestyles.

Tourism contributes significantly to the economy. It is one of Canada's largest employers, providing jobs to 1.8 million workers in 200,000 workplaces. Tourism is synonymous with Canada's identity: it emphasizes social capital and cohesion, promotes inclusion and diversity, and contributes to cultural and heritage preservation.

Strategies

What we're going to do about it...

- Work with leading universities and colleges to identify and pursue unique research and training initiatives
- Update key Emerit training programs
- Explore new just-in-time, responsive training programs in emergent skills areas, for example:
 - Market- and export-ready product development
 - Safety and security
 - Cultural competence
- Market SMART Accreditation
- Promote employer investments in staff training and professional development

Results

What we expect to achieve...

- Initiate three to five projects in partnership with universities and colleges
- Five to eight updated Emerit programs
- New training programs to address skills priorities, in various formats
- Increase number of SMART accredited education and training providers across Canada
- Employers increasing training efforts



Innovating Skills Development to Optimize the Workforce

Work with education and training sector to test new approaches to skills development and improve the supply and attachment of new graduates to tourism jobs



Tourism HR Canada surveys businesses annually. The survey provides a snapshot of current conditions and seeks to identify emergent labour market trends or needs. Increasingly, the highest ranked human capital priorities are skills upgrading for managers (56–66%) and skills upgrading for frontline workers (55–62%), followed closely by employee retention (53–61%). An inability to find workers with the right skills is one of the key reasons cited for difficulties in hiring staff.

Appropriately targeted training will help ensure that graduates have skills fit for current and emergent jobs. Working more closely with education and training providers will create efficiencies, and help establish tailored programs that are responsive to market demands.

Occupations in demand—those for which it was most difficult to recruit and to retain employees—span all five tourism industries: Travel Services, Accommodation, Recreation and Entertainment, Transportation, Food & Beverage. Some occupations have been on the list for well over a decade, and include frontline, mid-level/supervisory, and management or executive positions.

Employers require specialized and emerging skills to fill critical roles. More than 100,000 jobs have gone unfilled since 2010, accounting for 11 billion dollars of lost revenue. Between 2018 and 2035 another 140,000 jobs could go unfilled. This includes well-paid work at all levels.

Strategies

What we're going to do about it...

- Seek funding for core labour market services and programs to ensure the sector continues to benefit from information and tools that enable businesses to be globally competitive
- Identify opportunities with the private sector to share resources, seek partnerships, and co-finance projects
- Review service delivery options and processes; explore alternative approaches, including increased virtual service delivery options, to ensure efficiency and sustainability
- Increase nimbleness and entrepreneurial capacity by investing in further skills training and new technology
- Continue to serve in an advisory capacity on government-led initiatives, and with organizations that complement strategic aims

Results

What we expect to achieve...

- Increased funding/investments in tourism labour market strategies
- Delivery of additional tailored programs and services
- Continued input on decisions impacting labour policy



Making Strategic Investments to Ensure Organizational Strength



The strength of an organization is its ability to deliver results and have impact. To achieve this, Tourism HR Canada works diligently at engaging stakeholders to inform programs and policies and works with a pan-Canadian Board of Directors representative of the sector to help define issues, secure resources, and ensure there are practices, procedures, and policies in place.

As a not-for-profit, Tourism HR Canada has no guaranteed source of core funding. It is reliant on seeking projects to be able to deliver on its mandate. At times it is a challenge to find the right type of resources and sufficient resources to fulfil its mission. It requires the ability to mobilize and engage businesses, governments, industry associations, the education sector, and others, and to work on behalf of these groups to address labour market issues. A coordinated and coherent approach ensures the sector benefits from a pan-Canadian strategy that is efficient and responsive.

Continuing to develop a highly skilled and adaptable workforce that meets the needs of the growing and dynamic tourism sector will require ongoing coordination and collaboration that builds partnerships and leverages the expertise of all stakeholders.

Tourism HR Canada's Board of Directors is highly representative of the sector, comprising distinguished leaders from Canada's tourism industries, representing pan-Canadian tourism associations, regional tourism associations, tourism educators from universities and colleges, and tourism businesses.

Tourism HR Canada

Tourism HR Canada is national organization working for the tourism sector in Canada, an \$97 billion industry employing over 1.8 million people. 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.

Mandate

Building a World-Leading Workforce

Tourism HR Canada facilitates, coordinates, and enables human resource development activities which support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Long-term strategies and policies focused on promoting quality employment, skills development, job creation, and entrepreneurship are integral to achieving sustainable and inclusive tourism growth. Bottom line: it's about investing in the people that deliver on the tourism experience.

Core Values

Tourism HR Canada has a responsibility to be:

- Transparent and accountable
- Ethical
- Forward-looking
- Well-governed
- Representative and inclusive
- Impartial and independent
- Collaborative
- Responsive

Founding Objectives

Tourism HR Canada's mission continues to be guided by its founding objectives:

1

Promote the economic, social, and political importance of the tourism workforce towards Canada's identity and wellbeing

2

Highlight and reinforce the critical role of tourism professionals in creating transformative experiences and the growth of the sector

3

Conduct comprehensive, timely research to assist employers, educators, governments, and job seekers understand the workforce dynamics to better inform policy and personal decisions

4

Set industry-validated competency standards that define the skills required of a forward-looking and globally competitive workforce

5

Foster collaborative initiatives that benefit the entire sector and support the needs of all stakeholders

6

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

7

Assist individuals and groups in obtaining the skills and capacity to optimize productivity and enhance visitor experiences

Tourism HR Canada would like to thank its **Board of Directors** for its ongoing support in shaping and delivering on these strategic priorities.

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DESTINATION EMPLOYMENT

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