



Celebrating 30 Years

Building a Resilient, Competitive and
Inclusive Workforce

labour
market
forum



forum sur le
marché du
travail

2023



Government
of Canada

Gouvernement
du Canada



TODAY

**CURRENT STATE,
WORKFORCE TRENDS**

**REFRAMING
COMPENSATION**

NEW WORKFORCE

FEDERAL STRATEGY

IMMIGRATION STRATEGY

TOMORROW

INDIGENOUS WORKFORCE

EMPLOYER PRACTICES

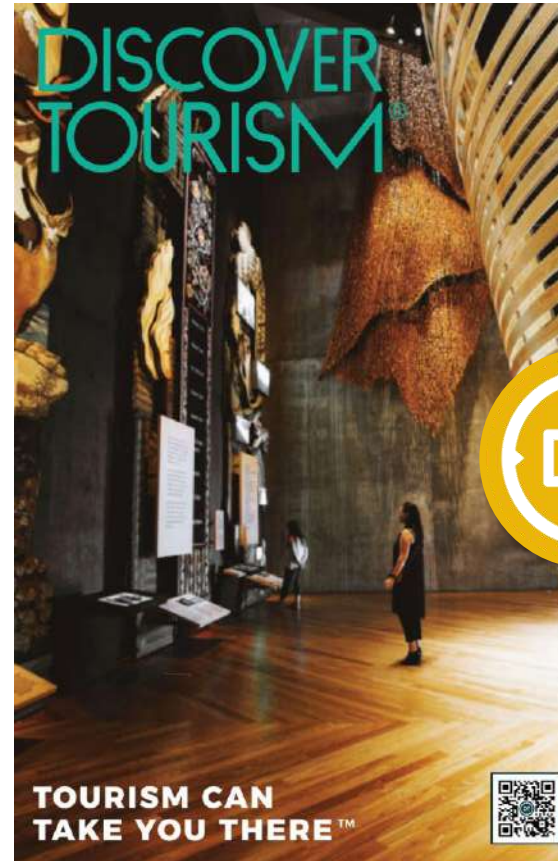
WORKFORCE PLAYERS

**EMPLOYMENT
VALUE PROPOSITION**

PEOPLE AND PLACE



DISCOVER TOURISM®



TOURISM CAN TAKE YOU THERE™





Labour Market Information

Access the latest insights on the tourism workforce across Canada.

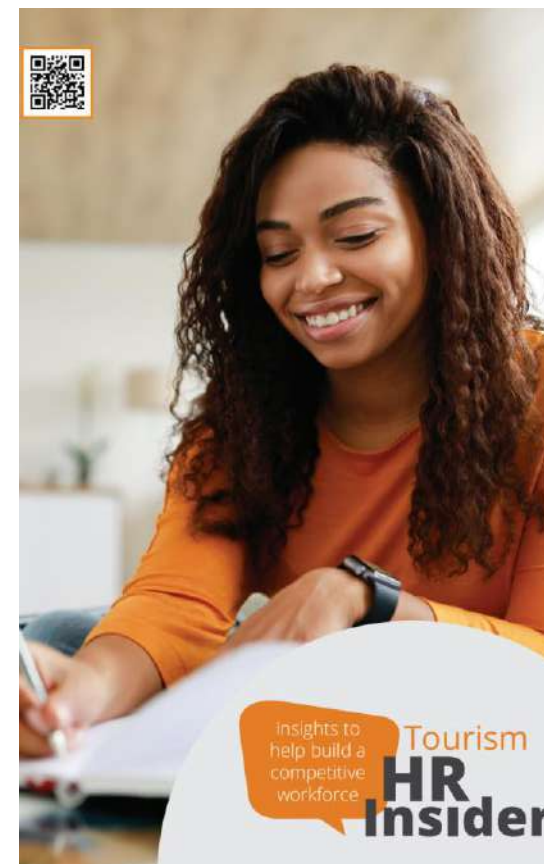
Tourism HR Canada




emerit
by Tourism HR Canada



Canada's best online tourism and hospitality training.





Insights to help build a competitive workforce

Tourism HR Insider





propel
Launching Careers in Tourism
POWERED BY TOURISM HR CANADA



#LMF2023
@TourismHRCanada

#FMT2023
@TourismHRCanada



THE FUTURE IS NOW

CURRENT STATE, WORKFORCE TRENDS

WORKFORCE AND EMPLOYMENT **TRENDS**



ECONOMIC



SOCIAL,
CULTURAL



POLITICAL



DIGITAL



ENVIRON-
MENTAL

**The End
of
Employees**

**Skills in
Rapid
Transition**

**Human
Capital as a
Community
Effort**

**The Rise of
Social
Equality
and Equity**

**Prioritizing
Mental
Health and
Wellbeing**



Our Challenge

1 
**Structural and Systemic
Workforce Issues**

**Short Supply
of Workers**

Skills Mismatch

**Mobility, Employment
Barriers**

2 
**Institutional Policies
and Practices**

**Provincial and Federal
Governments**

**Public and Private
Education Systems**

**Employer
HR Practices**

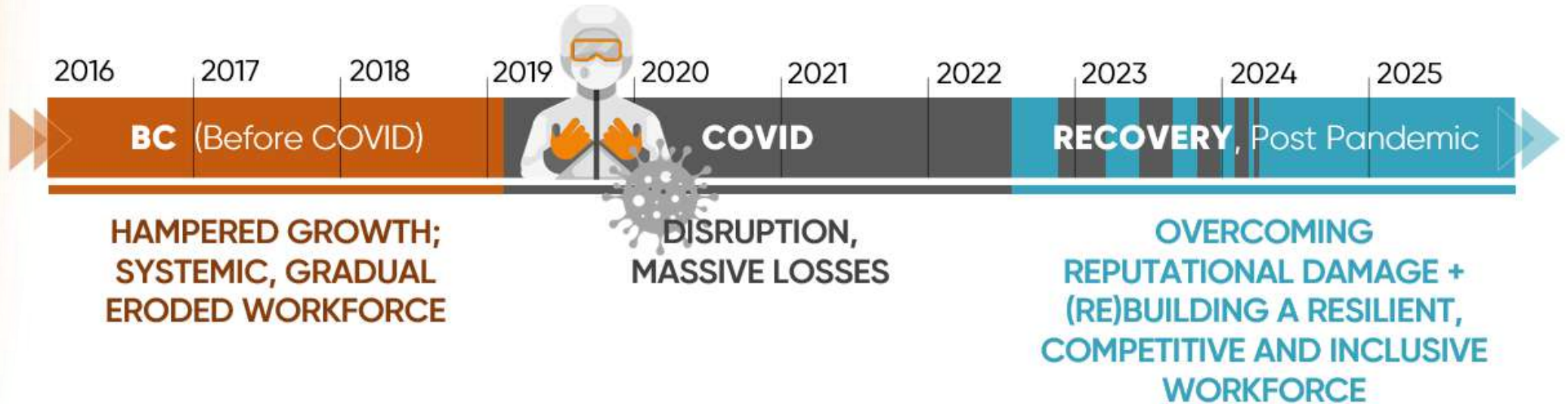
3 
**Image
Liability**

**Devalued Jobs
and Increasingly
Damaging Public
Sentiment of the Sector**

**Sustained + Amplified
Reputational Damage**

The Problem is Not New

But it has Become Worse

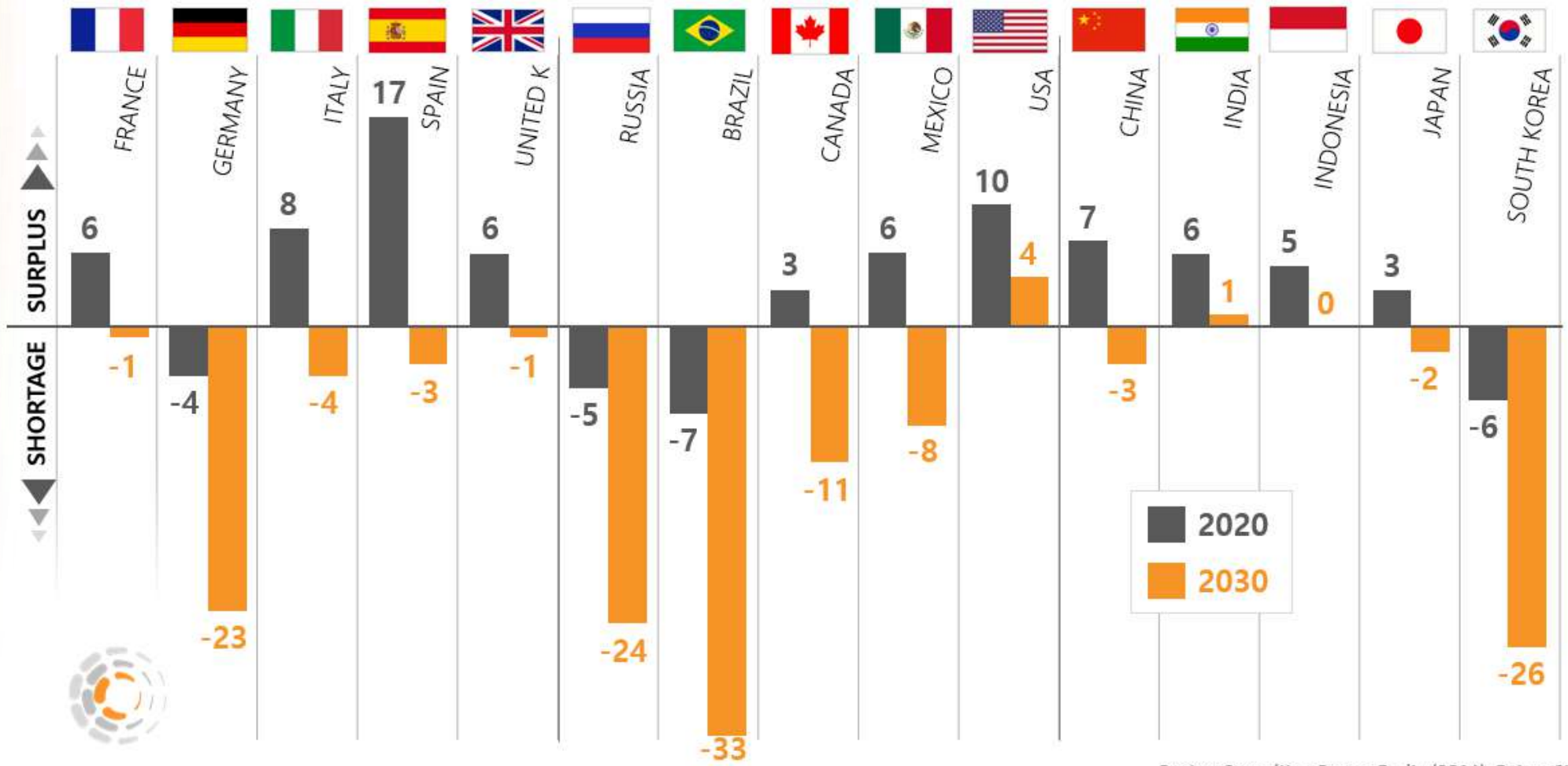


Tourism **HR**
Canada



RH Tourisme
Canada

Global Workforce Crisis › Labour Shortage/Surplus

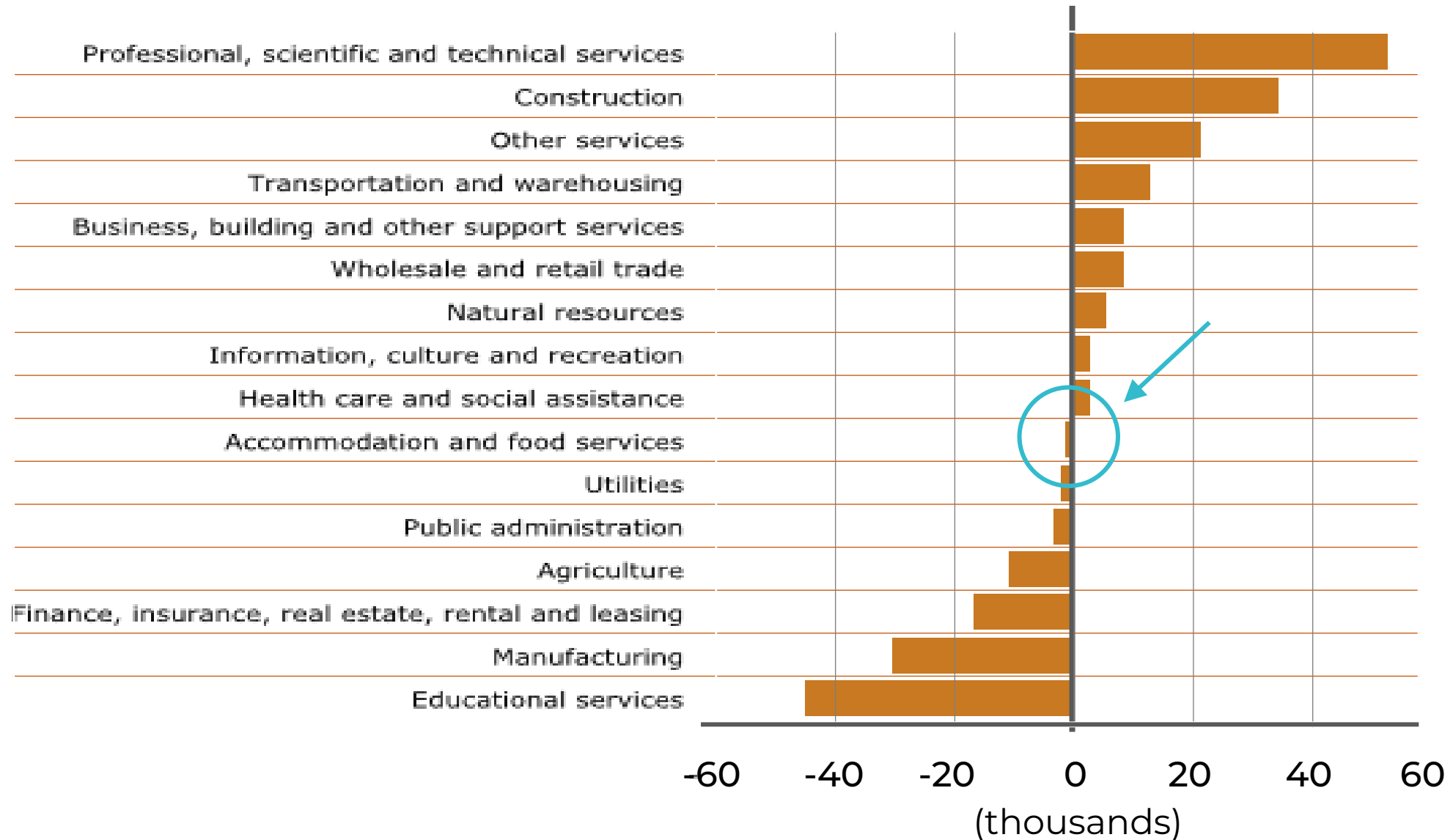


Boston Consulting Group, Berlin (2014): Rainer Strack



August Labour Force Survey

EMPLOYMENT CHANGE (CANADA)





THE COMPENSATION CULTURE SHIFT

FROM COST TO INVESTMENT

HUMAN CAPITAL AS AN ASSET

Valuing and Recognizing Talent



Profit → Purpose

Corporate policy → Social responsibility

Stand-alone → Ecosystem

Employees and jobs → People, work and skills

Workforce as an expense → Workforce as an asset

Backward-looking financial metrics → Forward-looking value metrics

Quarterly → Generational



BUILDING THE NEW WORKFORCE

1

**Job
Archetypes**

EVAN HAZENBERG

2

**Blended
Workforce**

ISABELLE DE BRUYN

3

**Skills,
Not Jobs**

PHILIP MONDOR

Discussion: Job Archetypes

WORKSHEET

DAY 1 - 11 AM

DAY
1

11 am | BREAKOUT SESSION 1

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

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

Discussion: Blended Workforce

WORKSHEET

DAY 1 - 11 AM

DAY

1

11 am | BREAKOUT SESSION 2

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?

- 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 **How 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?**

Discussion: Skills, Not Jobs

WORKSHEET

DAY 1 - 11 AM

DAY
1

11 am | BREAKOUT SESSION 3

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, ...]

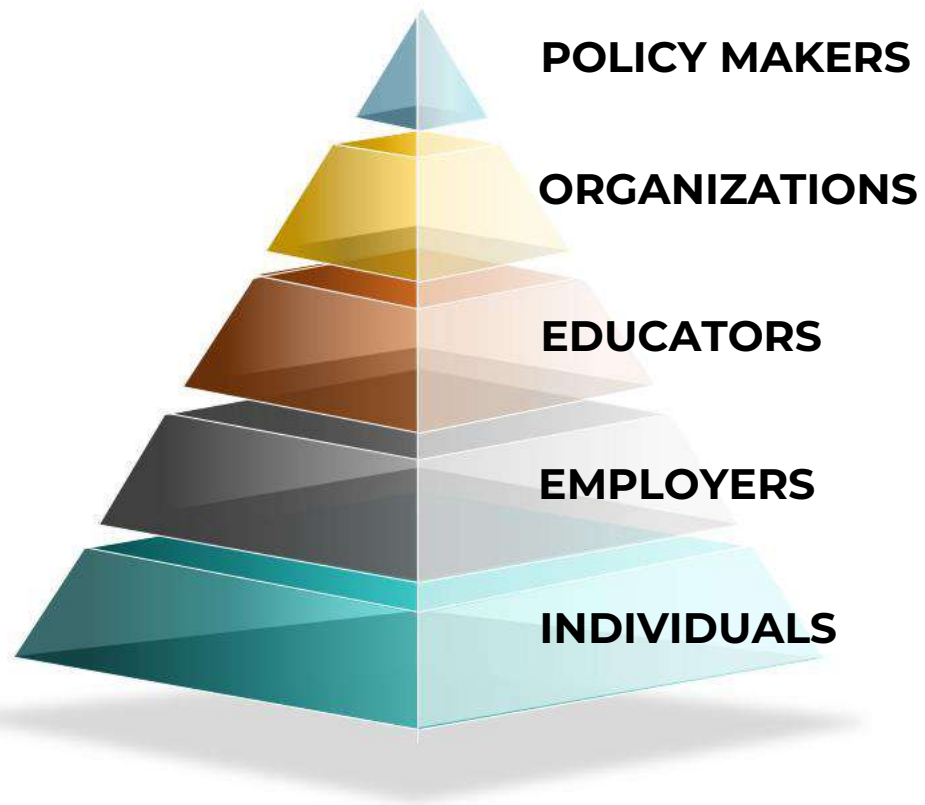
2 How can technology help operators adapt to having smaller workforces? What are the skills implications of this?

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

- 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?**

SKILLS NOT JOBS

Responding to rapidly changing workforce dynamics



Dynamic and fluid job market

- Influence of digitalization
- Hybrid working models
- Freelance/gig/contingency workers

Skills as the *new* currency in the job market

- Ever adapting to new and emergent realities
- Skills-based recruitment/hiring
- Emphasis on diversity, inclusion, equity, access

Education and training reform

- Growing role of businesses in formal education, credentials
- Proliferation of new forms of credentials

SKILLS NOT JOBS

WORKFORCE MANAGEMENT ENGINE



V.1
Launch
OCT

Communicate job expectations

Assess job applicants

Create job ads and interview guides

Map career development plans

Measure employee performance

Address performance gaps

Develop training programs

emerit[®].ca



LUNCH

Celebrating 30 Years

Together, Building a Resilient, Competitive
and Inclusive Workforce

Tourism **HR**
Canada



RH Tourisme
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Belong

Building IDEAL Workplaces

POWERED BY TOURISM HR CANADA



Ensemble

Créer votre espace de travail IDÉAL

ACTIVÉ PAR RH TOURISME CANADA

L'initiative Ensemble renforcera la capacité du secteur touristique à offrir des lieux de travail inclusifs, diversifiés, équitables, accessibles et reconnus.

The Belong initiative will strengthen tourism's capacity to offer inclusive, diverse, equitable, accessible, leading workplaces.



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FEDERAL TOURISM GROWTH STRATEGY

INSIGHTS FROM NATIONAL INDUSTRY LEADERS

TOURISM HR CANADA 2023 ANNUAL LABOUR MARKET FORUM



BETH POTTER

TOURISM INDUSTRY
ASSOCIATION OF CANADA



SUSIE GRYNOL

HOTEL ASSOCIATION
OF CANADA



KEITH HENRY

INDIGENOUS TOURISM
ASSOCIATION OF CANADA



**RICHARD
ALEXANDER**

RESTAURANTS
CANADA

Q1

Overall reflection of the new Federal Tourism Growth Strategy, and how the strategy will help address workforce issues

Q2

Insights on the work your organization is doing on workforce issues



TOURISM IMMIGRATION STRATEGY

ADVOCACY AND ACTION

WORKFORCE POLICY

IMMIGRATION

Strategic Aim

Build a reliable supply of immigrant workers to fulfil sustained demand

Optimization of existing streams:
Federal, Provincial, Territorial

Implementation of a new dedicated tourism immigration stream



TOURISM WORKFORCE IMMIGRATION HUB

- Inform policy and advocacy
 - Build partnerships & capacity
 - Advise and contribute to targeted research efforts
-
- Coordination
 - Collaboration
 - Coherence
 - Accountability

WORKFORCE POLICY

IMMIGRATION

INCREASED FOCUS AND CAPACITY



Policy Paper



TALENT BEYOND
—BOUNDARIES—

Memorandum of
Understanding



**The Conference
Board of Canada**

Centre for
Business Insights
on Immigration

Immigration
Summit



**Government
of Canada**

**Gouvernement
du Canada**

Immigration, Refugees and
Citizenship Canada

Employment and Social
Development Canada

Industry, Science and
Economic Development

FUNDING PROPOSALS

CONSULTATIONS

DEPUTY MINISTER'S
ADVISORY COMMITTEE

Tourism **HR**
Canada



RH Tourisme
Canada

WORKFORCE POLICY: IMMIGRATION

POLICY RECOMMENDATIONS

TARGETS

OPERATIONS AND PROCESSES

COUNTRY SPECIFIC MEASURES

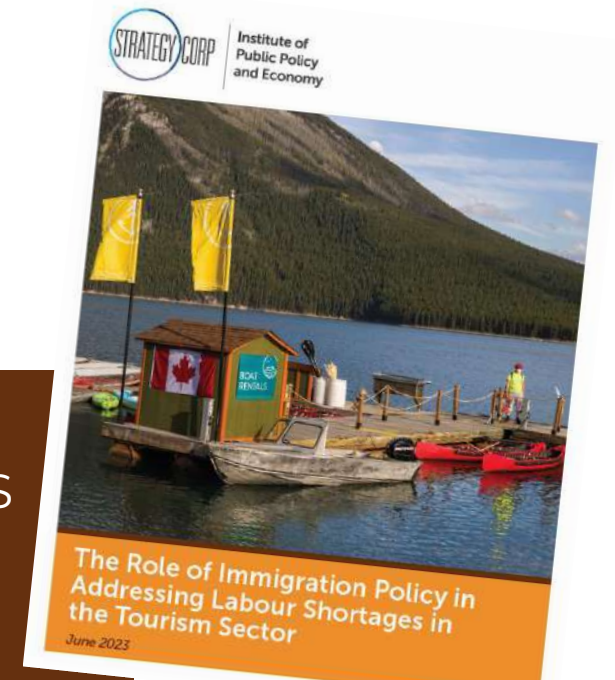
PROGRAMS FOR SPECIFIC REGIONS OF CANADA

'Collective soft measures'

SPECIFIC IMMIGRATION PROGRAMS AND STREAMS

- Temporary Foreign Worker Program
- Measures and Programs for Youth
- Provincial Nominee Programs
- Reviving the Destination Employment Program

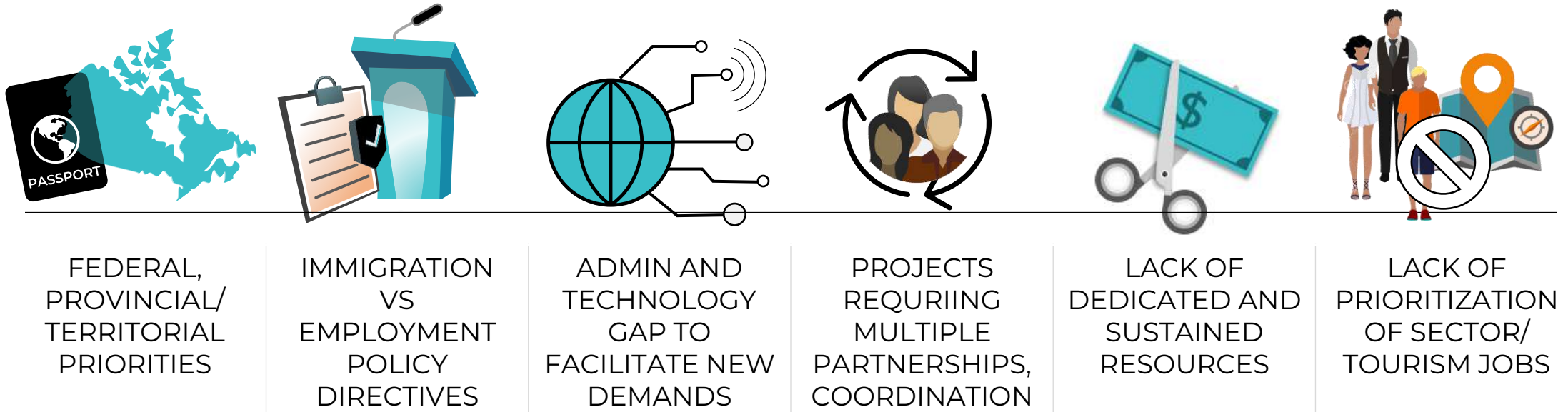
Targeted measures specific
to the tourism sector



**Dedicated
Tourism
Stream**
(Permanent
Track)

WORKFORCE POLICY IMMIGRATION

PROGRAM & POLICY **CHALLENGES**



WORKFORCE POLICY
IMMIGRATION

PROGRAM & POLICY **CHALLENGES**

1

Improved,
regional and
sectoral
coordinated
pathways

2

Attraction and
retention in rural
communities, role
of societal
partners

3

New service
standards,
digitalization;
streamline
pathways

4

Crisis
management
framework

5

Policy review;
'Trusted
Partner' model

TOURISM IMMIGRATION STRATEGY

ADVOCACY AND ACTION

FEDERAL IMMIGRATION POLICY CHANGES

MINISTER MARCO MENDICINO

November 20, 2019 – October 26, 2021

MINISTER SEAN FRASER

October 26, 2021 – July 26, 2023

2020					2021												2022												2023											
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A				
1							2												4	6				8	9	10	11	15	16	18	21	26	27	36	41	45				
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																																34								
																																35								

5

Direct benefit to tourism

9

Could have direct benefits, with change that apply to tourism

31

Indirect benefit to tourism

1

Detrimental to tourism

46

BUILDING YOUR WORKFORCE

HIRING INTERNATIONAL TALENT

INFOGRAPHICS

1. International Mobility Program
2. Temporary Foreign Worker Program
3. International Experience Canada
4. Domestic International Trained Workers Pool
5. Overview, Immigration Programs





WORDS OF THE WISE

RECOMMENDED SOLUTIONS AND COLLECTIVE ACTIONS

Discussion: Recommended Solutions & Actions

WORKSHEET

DAY 1 – 3:30 PM

DAY

1

3:30 pm | WORDS OF THE WISE

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?

- 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?



Celebrating 30 Years

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Inclusive Workforce

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YESTERDAY

- ☒ CURRENT STATE, WORKFORCE TRENDS
- ☒ REFRAMING COMPENSATION
- ☒ NEW WORKFORCE
- ☒ FEDERAL STRATEGY
- ☒ IMMIGRATION STRATEGY

TODAY

INDIGENOUS WORKFORCE

EMPLOYER PRACTICES

WORKFORCE PLAYERS

**EMPLOYMENT
VALUE PROPOSITION**

PEOPLE AND PLACE





INDIGENOUS WORKFORCE DEVELOPMENT FRAMEWORK

PULLING THE PIECES TOGETHER

INDIGENOUS
TOURISM ASSOCIATION OF CANADA



ASSOCIATION TOURISTIQUE
AUTOCHTONE
DU CANADA



KEITH HENRY
President & CEO



SAMANTHA BRADLEY
Provincial and
Territorial Engagement
Manager



TERI LEE ISAAC
Tutchone Tours
Yukon



WYATT DALEY
Wapusk
Adventures
Manitoba



KRISTEN HICKEY
Gros Morne
Adventures
Newfoundland and
Labrador

Discussion: Indigenous Workforce Development

WORKSHEET

DAY 2 – 9 AM

DAY 2 9 am | PULLING THE PIECES TOGETHER

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?

- 1 **What labour research is needed** to support Indigenous workforce development?
- 2 **What approaches and resources have been helpful in welcoming Indigenous peoples** 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?



IDEAL EMPLOYER PRACTICES



Belong

Building **IDEAL** Workplaces

POWERED BY TOURISM HR CANADA

The Belong initiative will strengthen tourism's capacity to offer inclusive, diverse, equitable, accessible, leading workplaces.



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RH Tourisme
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Ensemble

Créer votre espace de travail **IDÉAL**

ACTIVÉ PAR RH TOURISME CANADA

L'initiative Ensemble renforcera la capacité du secteur touristique à offrir des lieux de travail inclusifs, diversifiés, équitables, accessibles et reconnues.

IDEAL EMPLOYER PRACTICES

1

Workplace
Mental Health

9  5
NOT 9 TO 5

HASSEL AVILES

2

Spending \$
to Save \$

BETTER WAY ALLIANCE
CANADA'S **ETHICAL EMPLOYER** NETWORK

AARON BINDER

3

IDEAL
Workplaces

Tourism **HR** Canada  **RH** Tourisme Canada

JASMINE QI

Discussion: Workplace Mental Health

WORKSHEET

DAY 2 – 10:15 AM

DAY
2

10:15 am | BREAKOUT SESSION 1

Workplace Mental Health

9 ⚡ 5
NOT 9 TO 5

HASSEL AVILES

1 What are the top 5 biggest workplace mental health challenges in the hospitality and tourism sector? (be specific)

What is currently being done to address these? (by employers, in your communities, etc.)

2 What impacts do these challenges have on business/workplace culture?

- 1 What are the top **5 biggest workplace mental health challenges** in the hospitality and tourism sector? What is currently being done to address these?
- 2 What **impacts do these challenges have** on business/workplace culture?
- 3 What **more can be done** to address and manage these workplace mental health challenges?
- 4 What **measures can be taken to prevent workplace mental health crisis**?

Discussion: Spending \$ to Save \$

WORKSHEET

DAY 2 – 10:15 AM

DAY
2

10:15 am | BREAKOUT SESSION 2

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?

- 1 **What statement do you think your members believe more, and why?**
 - > Labour is expensive (a cost)
 - > 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?**

labour
market
forum



forum sur le
marché du
travail

Discussion: IDEAL Workplaces

WORKSHEETS

DAY 2 – 10:15 AM

DAY
2

10:15 am | BREAKOUT SESSION 3

IDEAL Workplaces

BINGO!

Go around the room and put their initials in the boxes.

- One person
- You may

INCLUSIVE

Integrating
Differences

Authentic

DAY
2

10:15 am | BREAKOUT SESSION 3

IDEAL Workplaces

WORKSHEET
ONE

Background: We define IDEAL as accessible, and leading workplaces that ideal workplaces can depend on individual workplaces is not only better for the success and sustainability in creating ideal workplaces.

1 What characteristics do you

DAY
2

10:15 am | BREAKOUT SESSION 3

IDEAL Workplaces

WORKSHEET
TWO

Convention on the Rights of Persons with Disabilities (CRPD), defines disability as: "an impairment, which results from the interaction between individual and environmental barriers that hinders full participation in society on an equal basis with others." physical, mental,

DAY
2

10:15 am | BREAKOUT SESSION 3

IDEAL Workplaces

WORKSHEET
THREE

Background: Tourism HR Canada is going to establish the 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 disability. The accreditation program is an aspirational, 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.



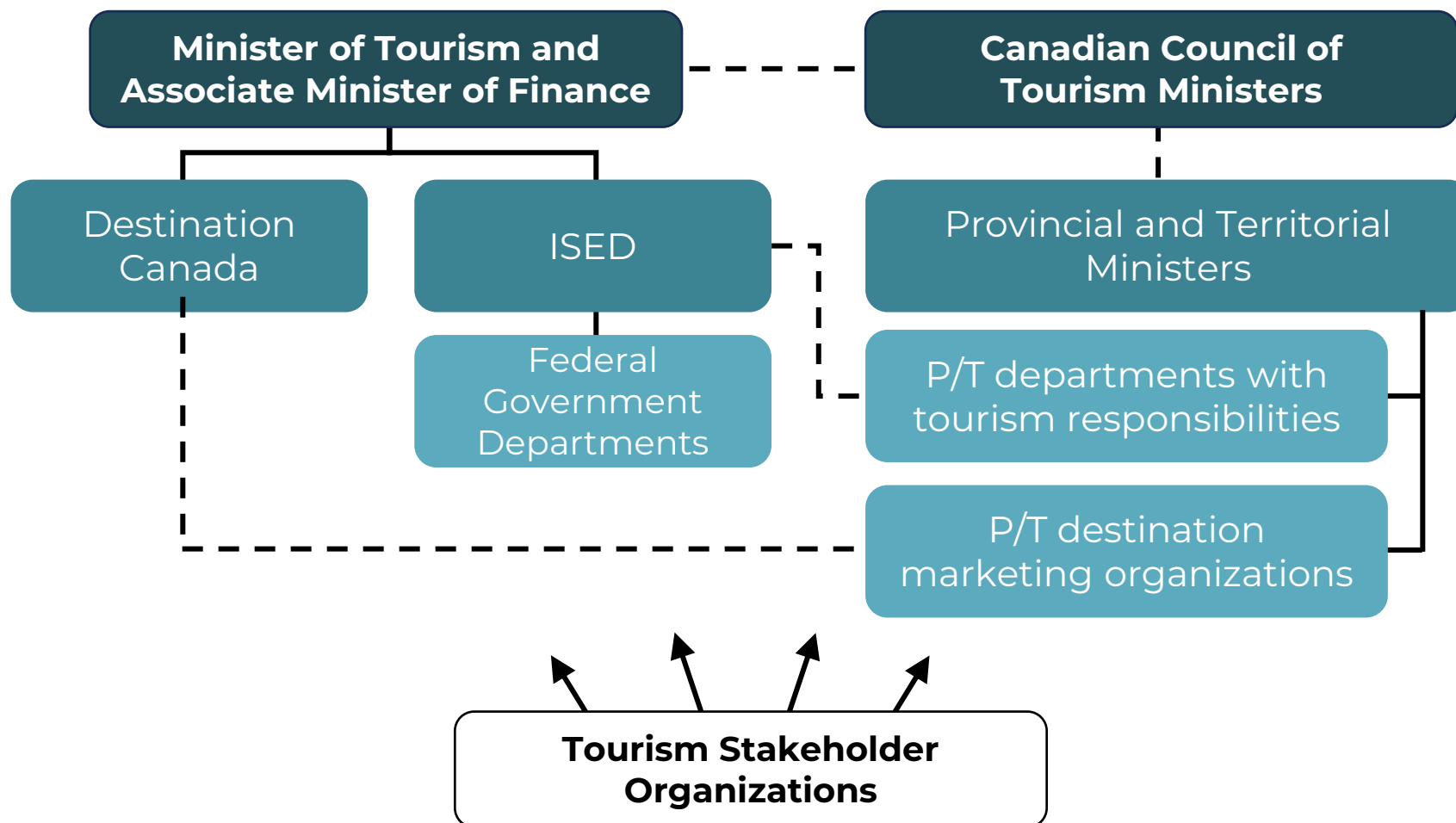
TOURISM WORKFORCE ECO SYSTEM

TOWARDS IMPROVED COORDINATION,
COHERENCE, COLLABORATION

The Canadian Tourism Ecosystem

Organisational Chart of Tourism Bodies

OECD, Adapted from Department of Innovation, Science and Economic Development, **2022**



CANADIAN TOURISM (AND HOSPITALITY)

WORKFORCE ECOSYSTEM

A DYNAMIC & COMPLEX MAKE UP OF MANY PARTS

GOVERNMENTS	ASSOCIATIONS [Industry, Interest]	COMMUNITY STAKEHOLDERS	LABOUR MARKET SERVICE PROVIDERS
<ul style="list-style-type: none">• Federal• Provincial/territorial• Municipal	<ul style="list-style-type: none">• National• Provincial/territorial	<ul style="list-style-type: none">• Businesses• Business groups• Interest groups	<ul style="list-style-type: none">• Education and training• Workforce agencies

Coordination, Collaboration, Coherence

**Improved
Visibility, Identity, Reputation**

**Effective Advocacy,
Policy Development**

**Better Utilization/
Rationalization of Resources**

Lunch

Tourism **HR**
Canada



RH Tourisme
Canada



The Honourable Soraya Martinez Ferrada

Minister of Tourism and Minister responsible
for the Economic Development Agency of
Canada for the Regions of Quebec

Canada 



TOURISM WORKFORCE STRATEGIES

STRENGTHENING SOCIAL LICENSE AND INFORMING
POLICY AND PROGRAM REFORMS

Discussion: Strengthening Social License

WORKSHEET

DAY 2 – 1 PM

DAY 2 1 pm | STRENGTHENING SOCIAL LICENSE

Tourism Workforce Strategies

1 What can Tourism do to strengthen its Social License?

2 What metrics should we use to assess progress on the structural and systemic issues facing tourism workforce?

- 1 What can Tourism do to strengthen its social license?
- 2 What metrics should we use to assess progress on the structural and systemic issues facing the tourism workforce?



PEOPLE AND PLACE

CHARTING THE PATH FORWARD

IT'S ALL ABOUT COMMUNITY

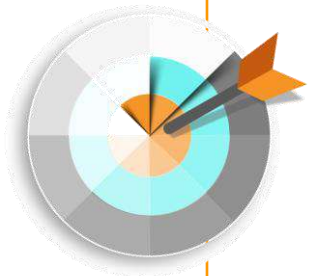
ESSENTIAL ELEMENTS OF A WORKFORCE STRATEGY

PEOPLE AND PLACE

- **Economic diversification** initiatives to increase social resiliency
- **Create community amenities** to improve quality of life = attract and retain workers
- **Prioritize digitalization**, remote workers
- Focus on the use of a **blended workforce**
- **Collaboration across public, non-public and private sectors**
- **Better align education** and training offer

FOCUS ON GETTING THE POLICY RIGHT

- Supply
- Mobility
- Settlement
- Skills / education, training
- Employer practices



RATIONALIZE & LEVERAGE RESOURCES

- Coordination/ capacity building
- Cooperation, collaboration

MANDATE-RELATED 2023/2024 STRATEGIC HIGHLIGHTS

Building a Resilient, Competitive, and Inclusive Workforce



ADVANCE WORKFORCE **IMMIGRATION STRATEGY**

Increase reliable and sustained supply of tourism workers



INITIATE **ACCESSIBLE WORKPLACES** ACTION PLAN

Introduce new tools and partnerships to attract and retain persons with disabilities +



LAUNCH **WORKFORCE MANAGEMENT ENGINE**

Inform new and emergent workforce practices; improve education and training programs



EXPAND **RESEARCH, DATA AND ANALYSIS**

Inform advocacy and funding allocations/ investments; measure efficacy of current investments



INCREASE PROMOTION AND EXPANSION OF **DISCOVER TOURISM**

Amplify campaign efforts; launch CATT 2.0 (high school program)

Sustainable **Tourism2030**



Sustainable**Tourism**2030

PLEDGE

Tourism HR Canada has signed the Sustainable Tourism 2030 Pledge, to demonstrate our commitment to improving the sustainability performance of our business between now and 2030.

The UN World Tourism Organization defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.”

Each year, we commit to measuring and improving our sustainability performance in the following ways:

- ✓ **Continuously improve our ESG practices** to lower our carbon footprint and grow our social handprint.
- ✓ **Develop and Promote HR practices to build IDEAL Workplaces** that support a globally competitive and sustainable industry.
- ✓ **Provide sustainable National Occupation Standards and quality training to build a skilled, diverse, inclusive, and resilient workforce.**
- ✓ Take the self-assessment and sustainability scorecard **annually** to **measure our progress.**

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:

**Thank
You!**