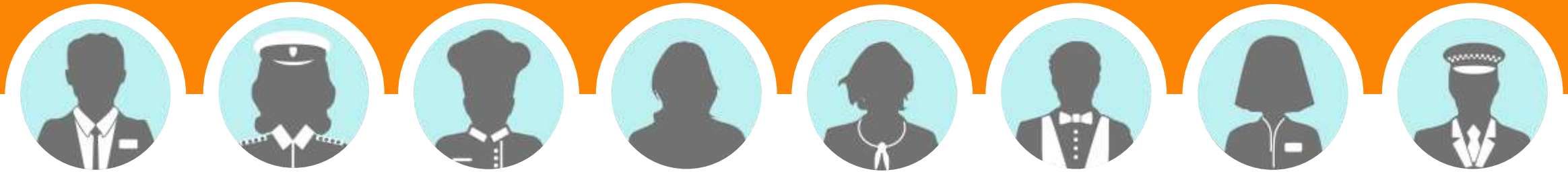


GOOD MORNING!
Building Canada's Tourism Sector

20 September 2018 · HUNTSVILLE



Industry Labour Shortages: Causes, Projections and Strategies

Tourism **HR**
Canada



RH Tourisme
Canada



EXPLORERS'
EDGE

Naturally Adventurous

Tourism HR Canada – Committed
to
Building a World Leading
Tourism Workforce

Tourism **HR**
Canada



RH Tourisme
Canada

Performance Matters.

Partnerships – Human Resource Organizations

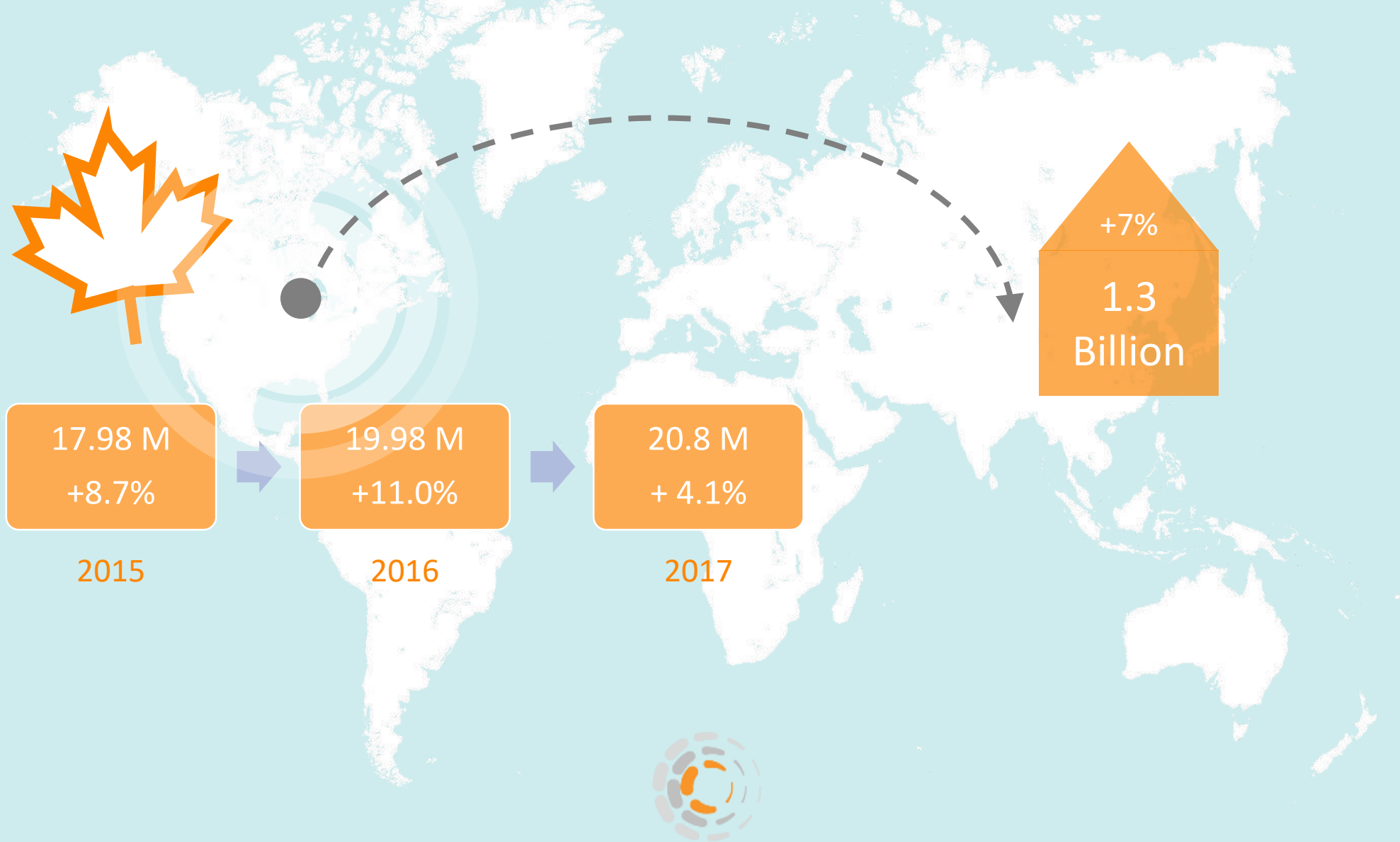


Tourism is vital to Canada's economy; it is a key driver of socio economic progress.

Tourism plays a significant role in future job creation.



International Arrivals



Canada's **Tourism Vision**

Focused on Growth

Twenty million travellers chose Canada in 2016.
That's up 11% from 2015—Canada is the place to visit. But better is always possible.
Our Vision focuses on marketing, access and products:

Clear vision. Bold actions. Ambitious goals.

Our Vision is simple: bring more travellers to Canada and grow our industry.
We are aiming high with three ambitious targets.

By **2025**

competing to be a top 10
international destination

↑ 30%

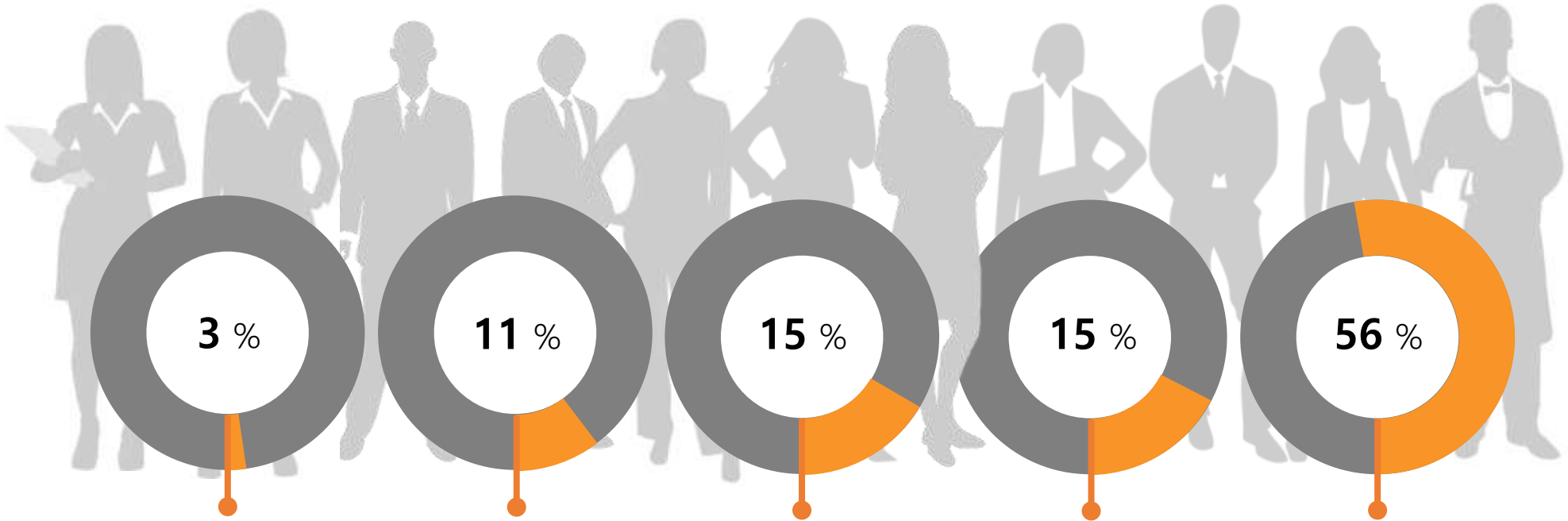
international overnight visitors
by 2021

2x

Chinese tourists
by 2021

- In 2016, international visitors accounted for \$20 billion in tourism revenues. Domestic tourism raised just under \$72 billion.

1.8 Million Workers



TRAVEL SERVICES

ACCOMMODATION

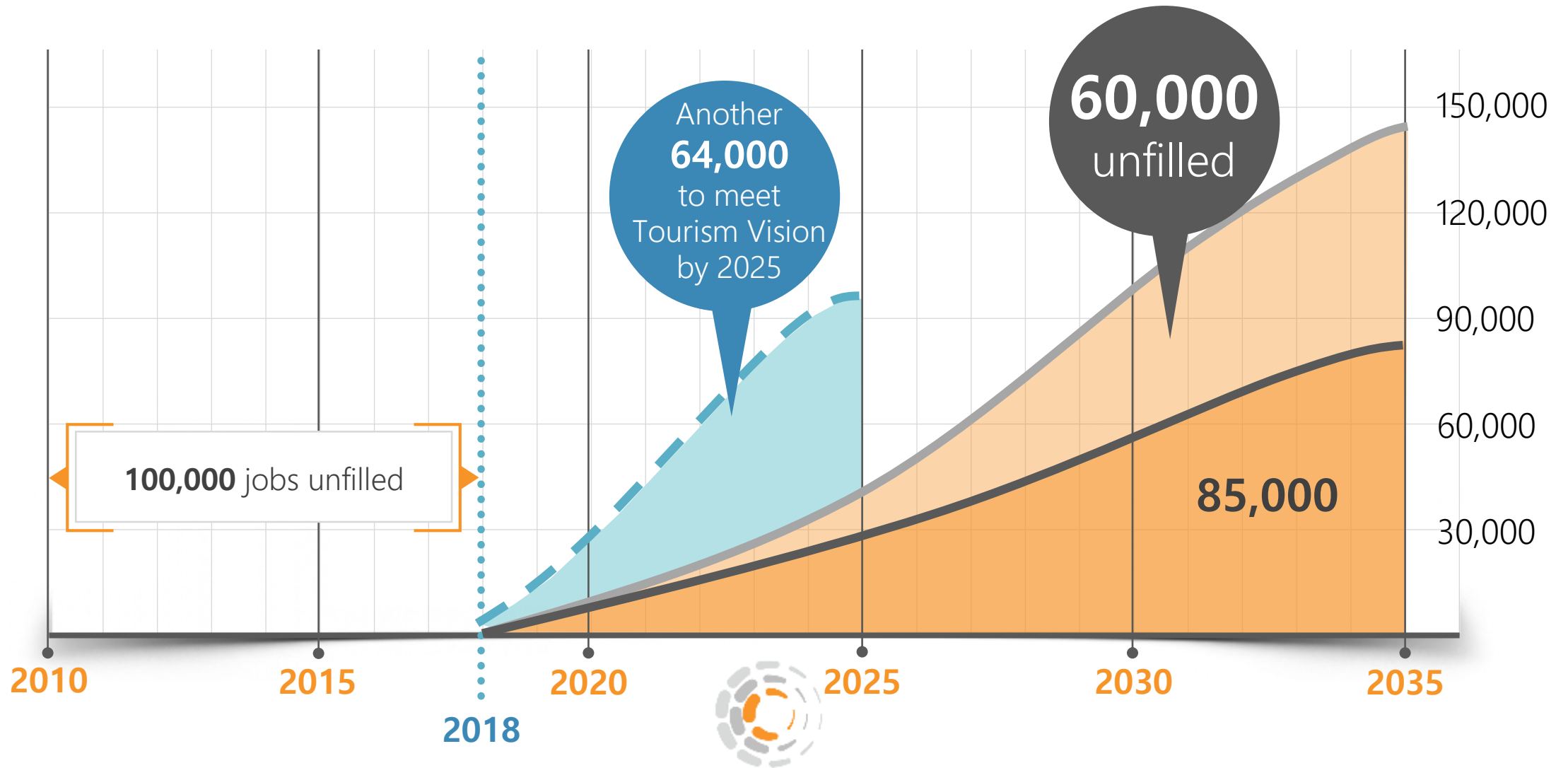
RECREATION & ENTERTAINMENT

TRANSPORTATION

FOOD & BEVERAGE SERVICES



Unfilled Jobs, Lost Revenues

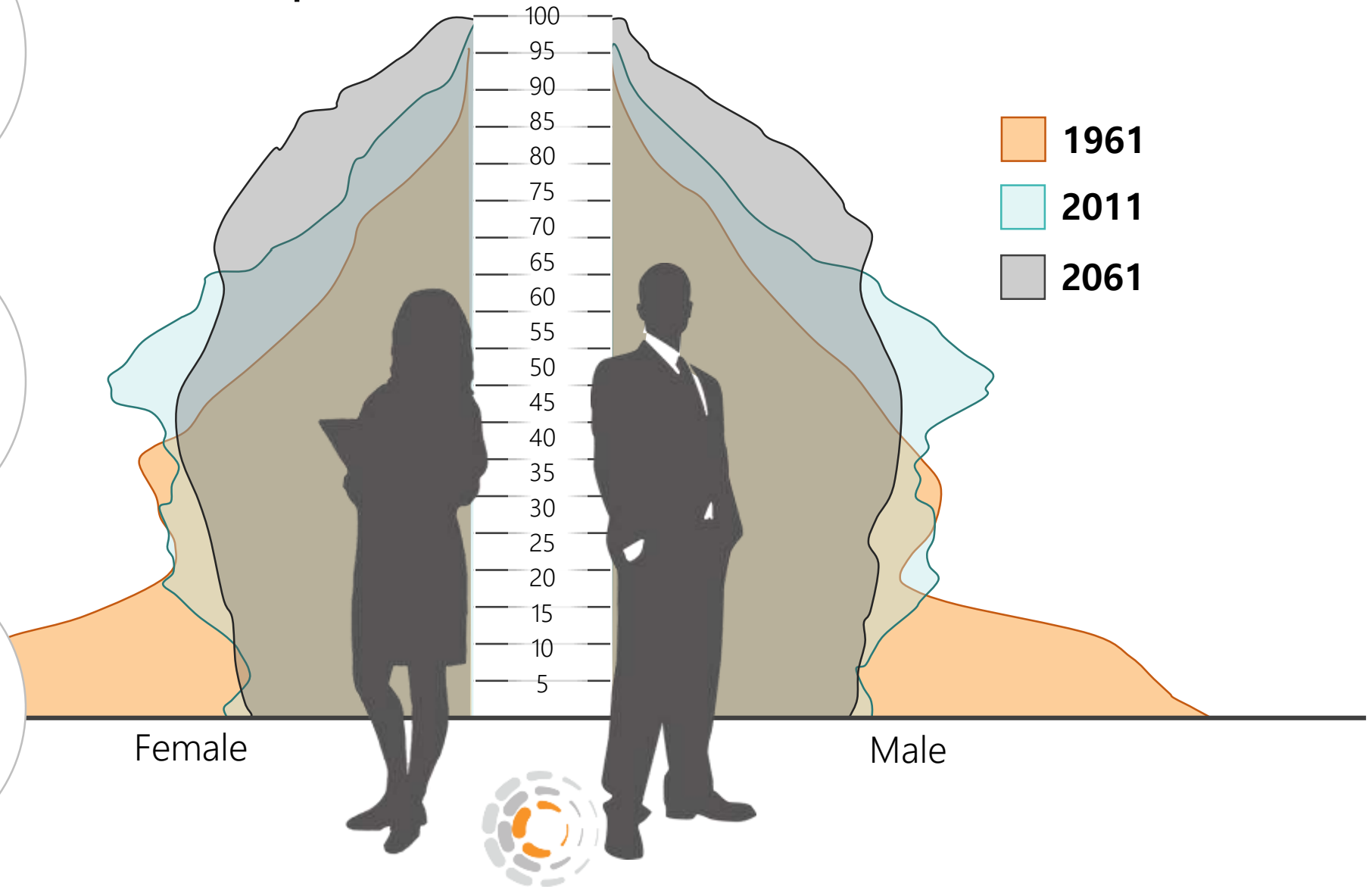


Population Canada

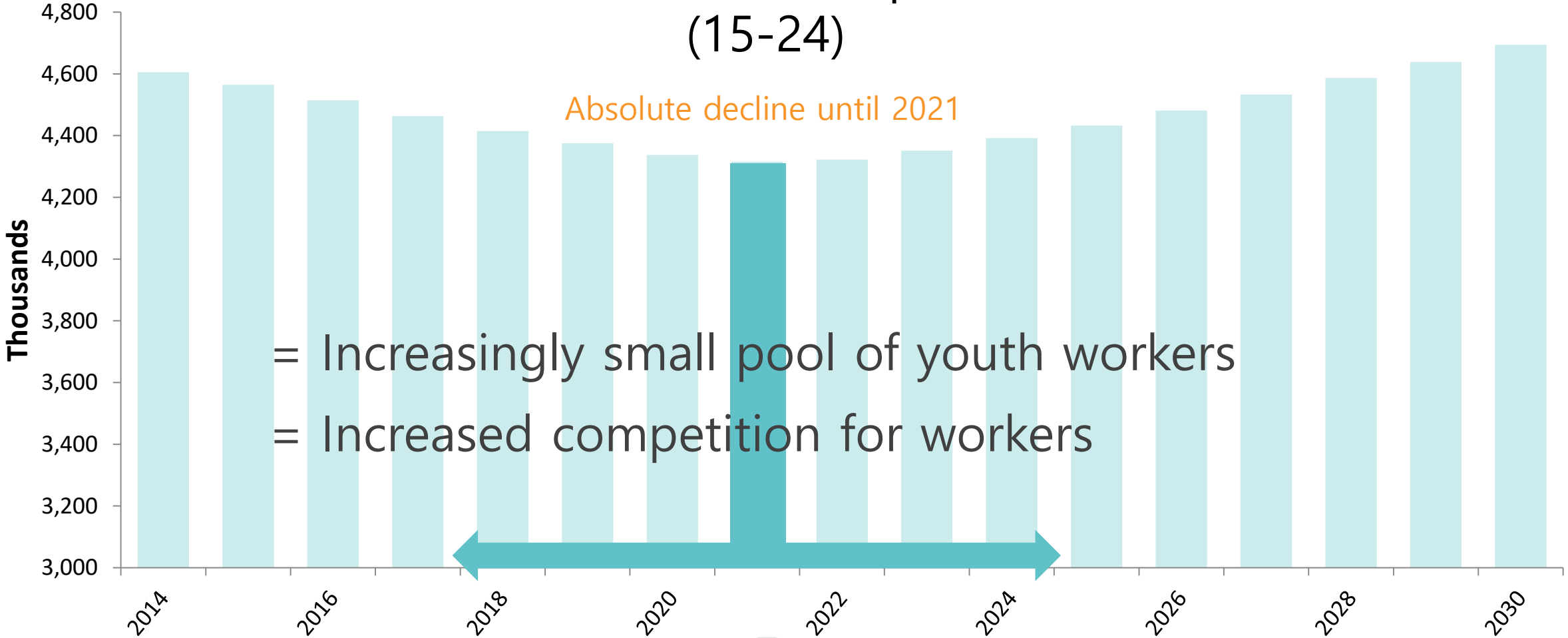
Youth
A continued,
dwindling
source of
workers

**Increasing
Tight Labour
Market**
Competition

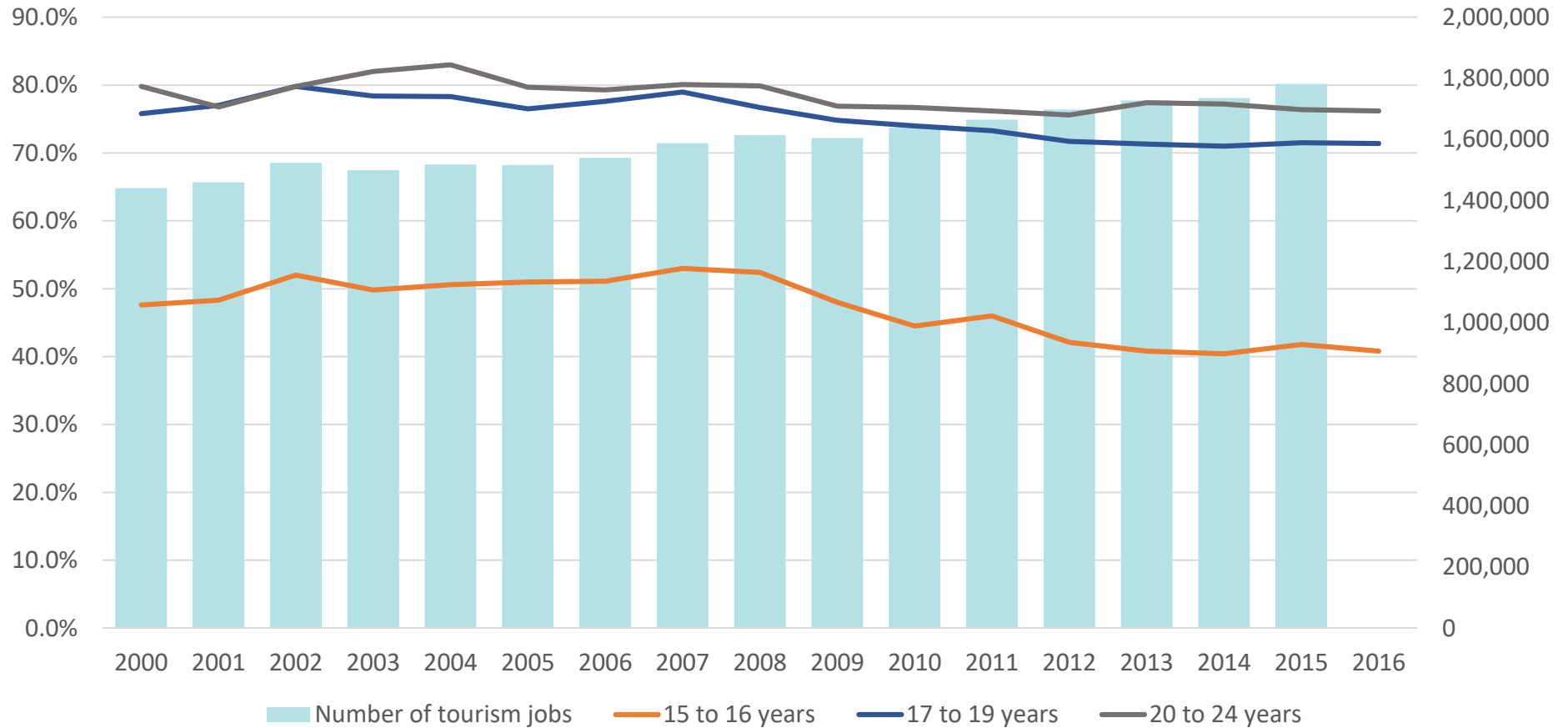
**Visitors
also Aging**
= impact on
services, skills



Canada – Youth Population (15-24)



Canada Youth (15-24) Participation Rate



Occupations in Demand

Occupations that were most difficult to recruit and to retain employees



TRAVEL SERVICES

Retail Trade Managers
Travel Agency
Managers



ACCOMMODATION

Light Duty Cleaners/
Housekeepers
Building Maintenance
Front Desk Agents
Cooks
Chefs/Kitchen Managers
Food & Beverage Servers
Accommodation Service
Managers
Counter Attendants
Bartenders



RECREATION & ENTERTAINMENT

Program Leaders/
Instructors
Operators/Attendants
Counter Attendants/
Kitchen Helpers
Recreation and Sport
Program and Service
Directors
Retail Salespeople
Caretakers



TRANSPORTATION

Retail Salespeople
Air Pilots/Flight
Engineers/Instructors
Ramp Attendants
Motor Vehicle
Mechanics
Bus Drivers
Aircraft Mechanics
Transportation
Managers
Motor Vehicle
Mechanics



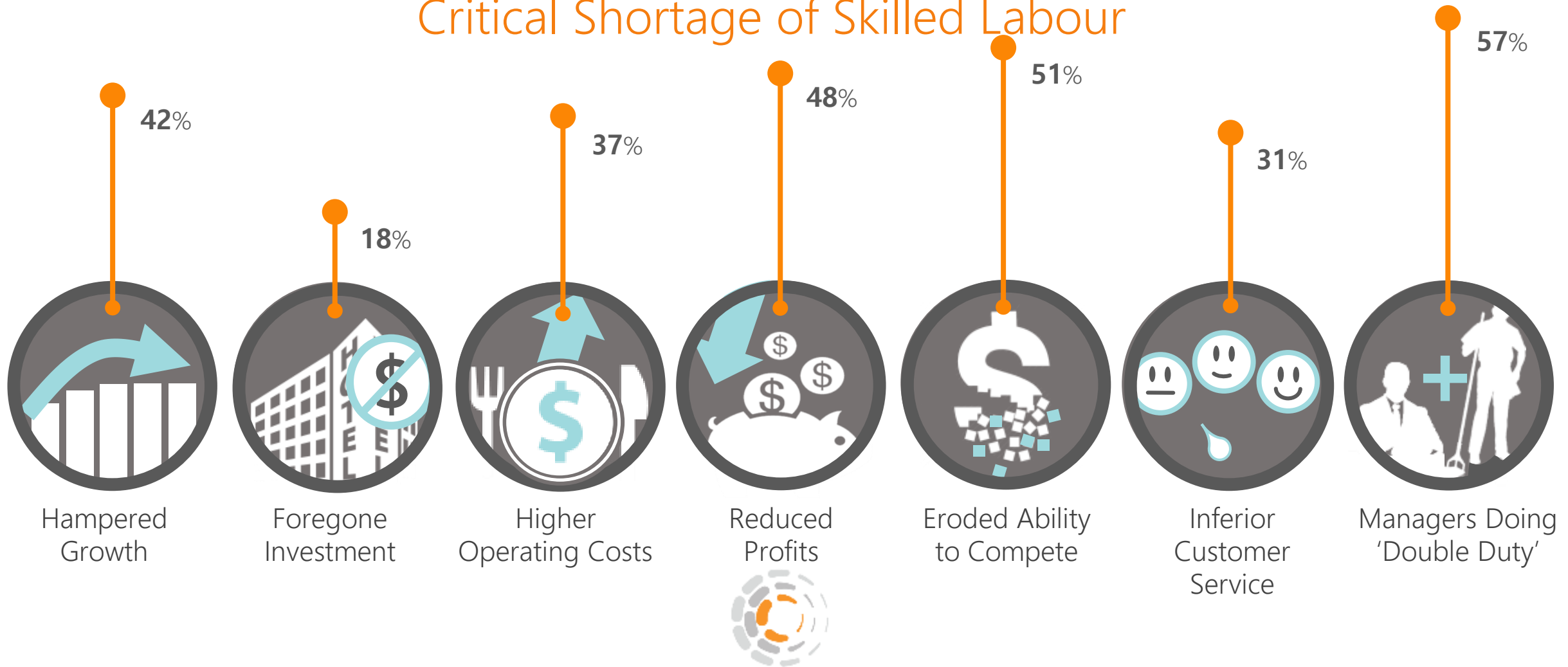
FOOD & BEVERAGE

Cooks, Executive Chefs,
Kitchen Managers
Food & Beverage Servers
Food Service Supervisors
and Managers
Counter Attendants/
Kitchen Helpers
Bakers
Bartenders
Delivery Drivers



Economic and Social Impact

Critical Shortage of Skilled Labour



Economic and Social Impact

If nothing is done to increase supply of labour,
the **shortfall in revenues** for the
tourism sector is estimated at

\$27.4 billion

(2010 – 2035)

BC Tourism Labour Shortage
Economic Impact Study reported...

Labour shortages
in tourism resulted in

\$918-\$1,030 million

in **lost spending across BC in 2013**



Help Wanted

We are currently facing a **debilitating shortage of labour** compounded by accelerated demand for tourism products and services.

The supply of qualified workers is far short of demand and it will only get worse. This has an impact not only on the economy, but also to social and political stability.

More than ever, tourism employers across Canada report that the critical shortage of skilled labour has led to:



Hampered
Growth



Foregone
Investment,
Less
Innovation



Higher
Operating
Costs



Reduced
Profits



Eroded Ability
to Compete



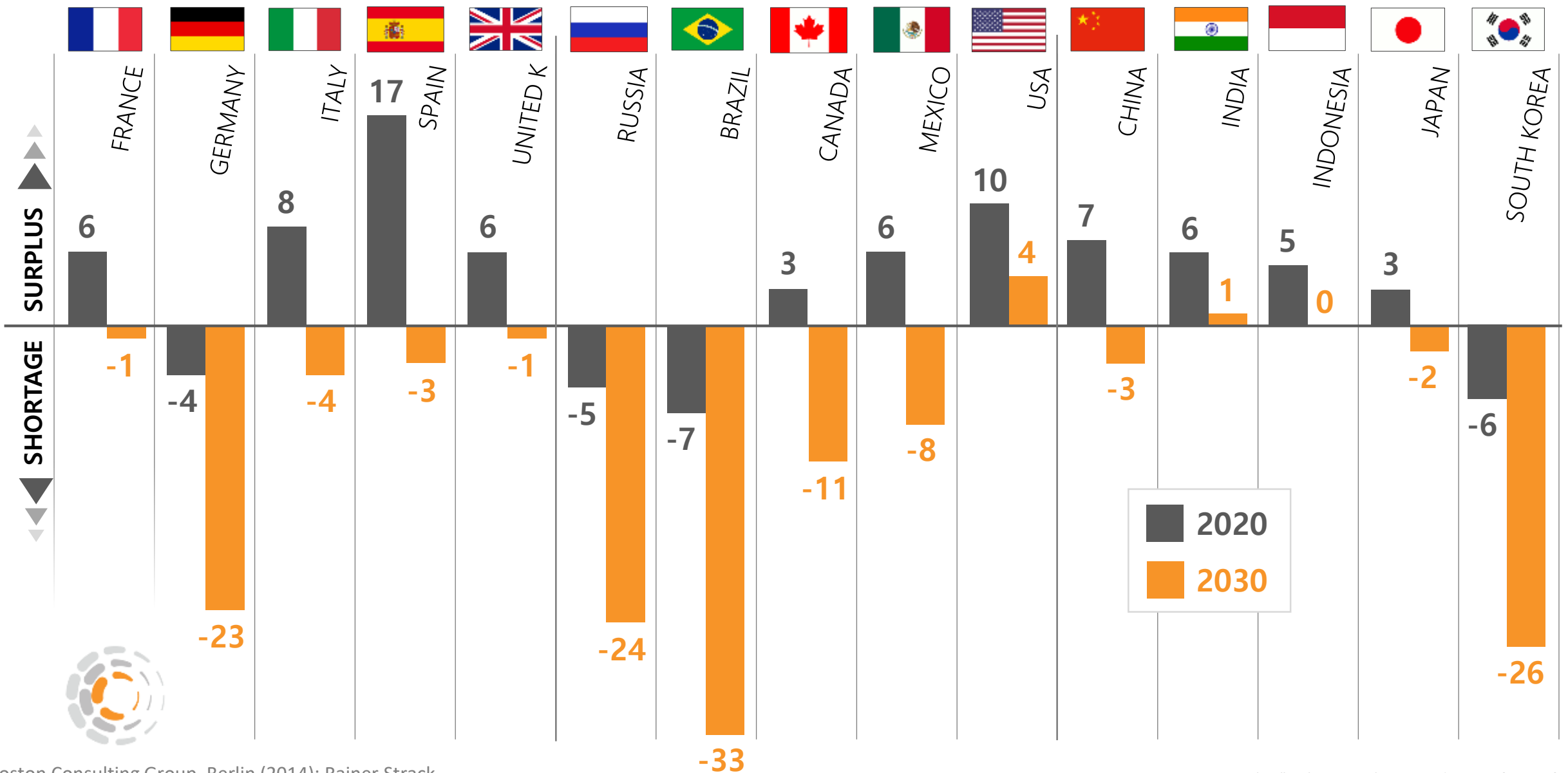
Inferior
Customer
Service



Managers
Doing
'Double Duty'

And all of this has led to increased workloads, lower morale, higher staff turnover, and eroded image

Global Workforce Crisis › Labour Shortage/Surplus

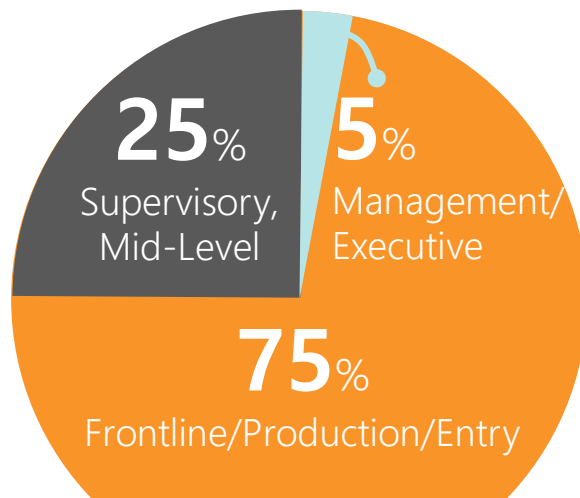


Increasing LM Participation of Newcomers and Refugees



3 year **pilot project**

Sustainable, well-paid,
long-term hotel jobs



VISION

To increase the number of unemployed and underemployed newcomers (e.g. refugees) into good paying, stable, long-term hotel jobs. The sustainable, systemic model will lead to economic and social benefits for newcomers and increased collaboration amongst community-based service providers and other stakeholders.



PRIMARY PROJECT AIMS

1. Test a sustainable, systemic, and scalable model
2. Contribute to the increase of good paying, stable tourism jobs for unemployed or underemployed new Canadians;
3. Improve human capital practices of employers
4. Strengthen partnerships and build capacity

Essential Skills Training Sessions

123

Building for Success

Professional Guest Service

Working with Money

Strength in Numbers

Information Organization

Making it Happen

Thinking about Thinking

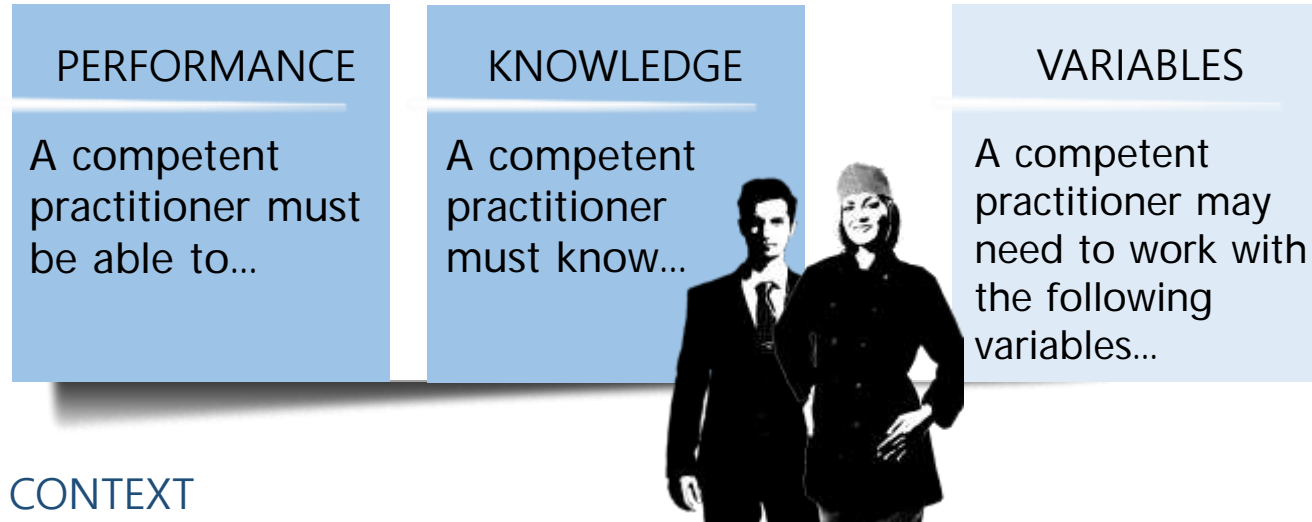
Working Together

Forward Looking



Elements to define a Competency

ESSENTIAL ELEMENTS



CONTEXT

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
4	Daily	4	2-3 years	4.5(b)	I-S

- Entry, Production, Frontline
- Administration, Mid-level, Supervisory
- Management, Directors, Executive

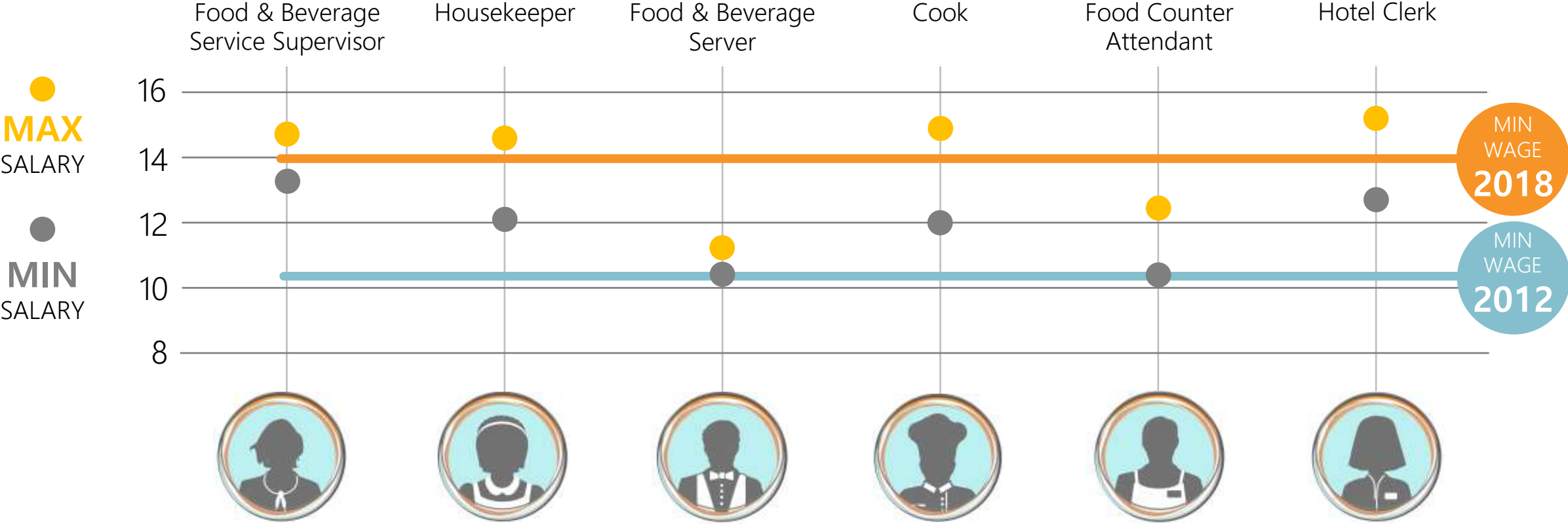
- Recall, remember
- Understanding
- Apply
- Analyse
- Evaluate
- Create, transform

Job roles
Occupations
Professions

Training and credentialing options
Compliance requirements

Wage Ranges vs Minimum Wage (2012)

FULL-TIME POSITIONS



Regional and Subsector Labour Market Skills and Development Studies

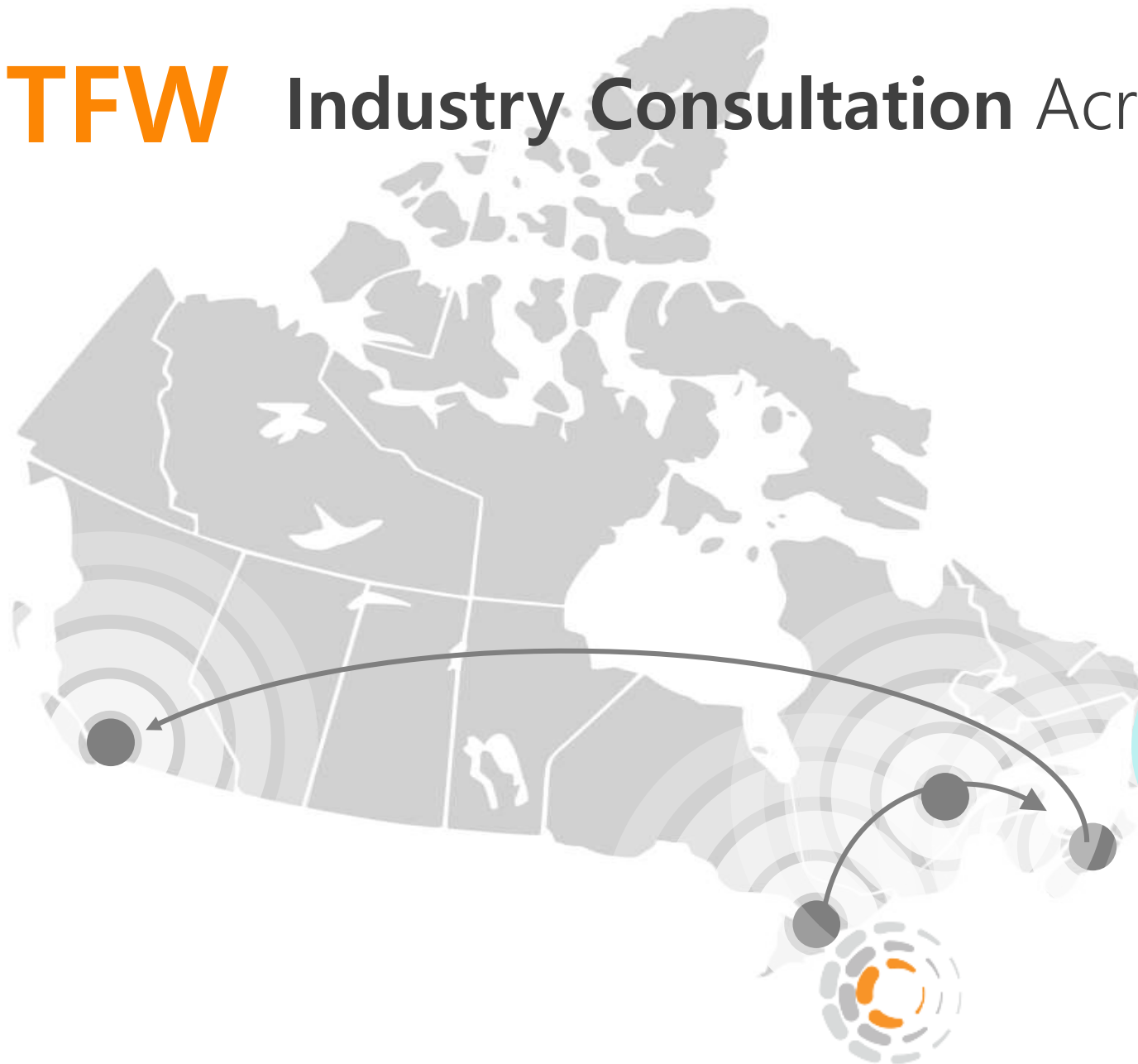


// **Primary and secondary research** that will inform recommended strategies to address systemic and acute tourism workforce issues. //

Aimed at **cases with acute needs and unique issues**
Priority on project with leveraged funding



TFW Industry Consultation Across Canada



Toronto April 30

Halifax May 1

Vancouver May 11



ONLINE
SURVEYS



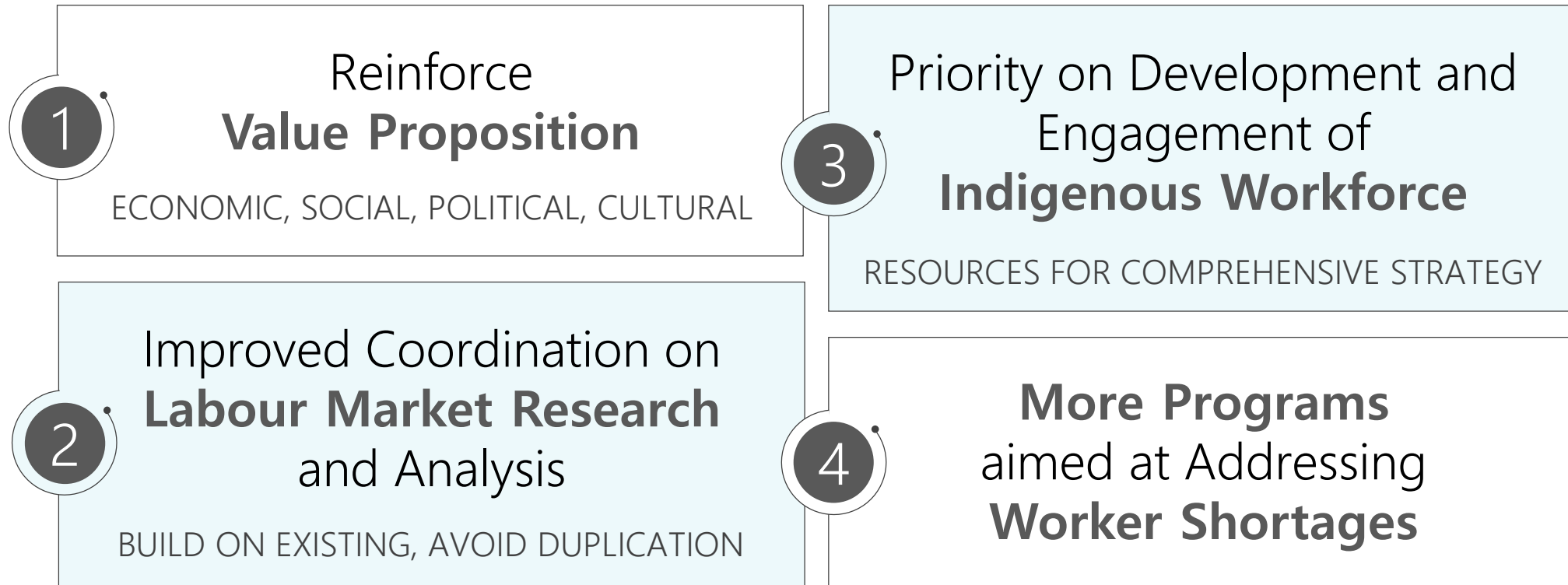
INDIVIDUAL
INTERVIEWS



LITERATURE
REVIEW

Annual **Labour Market** Forum

March 2018 Key Outcomes: a **Focus for 2018**



Thank You

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Performance Matters.