



# 2022-2023 ANNUAL REPORT

Driving strong workforces and safe workplaces that  
deliver world-class tourism and hospitality experiences  
in British Columbia



# ABOUT go2HR

go2HR is BC's tourism and hospitality human resource and health & safety association.

We empower and equip employers with complete human resources and health & safety management programs designed to support strong business performance.

Our programs offer tools, information, and consulting services to elevate employers' human resources and health & safety practices.

We also offer education and training for current and future workforces.

We work as a resource to inform government, stakeholders, and communities on labour market conditions and strategies in relations to the tourism and hospitality sectors in BC.

To learn more visit:

[www.go2HR.ca](http://www.go2HR.ca)

\* Training courses are proprietary and many are registered trademarks of go2HR

## OUR TRAINING PORTFOLIO\*

### CUSTOMER SERVICE

- SuperHost Foundations of Service Quality
- SuperHost Service For All: Foundations of Inclusive Service
- SuperHost Destination Ambassador

### HEALTH & SAFETY

- Safer Spaces: Sexual Harassment Training for Employers and Supervisors
- Safer Spaces: Sexual Harassment Training for Workers
- Auditor Training: Certificate of Recognition
- Foundations of Workplace Safety
- Occupational Health & Safety Fundamentals
- FOODSAFE Level 1
- WHMIS 2015
- Hazard Identification and Investigation
- Violence Prevention
- Stress at the Workplace
- Dealing with Difficult Customers
- BC Safety Assured for Everyone (BSAFE)

### MENTAL HEALTH

- Workplace Compassionate and Respectful Employer (CARE) Certificate L1
- Workplace Compassionate and Respectful Employer (CARE) Certificate L2
- Workplace Compassionate and Respectful Employer (CARE) Certificate L3



## CHAIR'S MESSAGE

Perhaps, like me, you wonder where 2022 went. As we continued our bumpy recovery from COVID-19, the days and months seemed to unravel like a ball of yarn. Hopefully you stitched together a more “normal” year for your business and your employee teams.

By the end of 2022, the tourism and hospitality industry employed 335,520 people. That is about 4% lower than the pre-pandemic total of 348,083 in 2019. It represents a remarkable feat by employers and workers. Employers, many of them small businesses, worked to rebuild their teams. Workers returned to jobs and took a leap of faith that tourism and hospitality was back on solid ground. To all of you we are grateful.

We’re going to need to stick to our knitting in the years ahead. Tourism and hospitality has rebounded, quicker than many scenarios predicted. We now anticipate needing a total workforce of 400,000 people by 2025.

A challenge for sure. But perhaps an opportunity like no other. Our province is a destination of choice for visitors from afar, and right here at home. What if our industry was a destination of choice for employment?

Strong workforces and safe workplaces are non-negotiable. This includes weaving in the ability for employers and workers to address sexual harassment and mental health, and to become more diverse, equitable and inclusive. I encourage you to read about this important work throughout this report.

The tapestry of talent across our Board is impressive and has been instrumental as we’ve grown through renewal to firmer footing. Their enthusiasm and engagement is relied upon to continue the 40-year legacy of this organization.

Author Reba Linker says “In life, as in knitting, don’t leave loose ends.” Take the time to thank the people who matter in your life.” As chair, I want to take a minute to recognize the commitment and contributions to go2HR of our departing board member, and past chair and vice chair Ian Powell.

It would be an understatement to say that Ian has left his mark on go2HR. From origination to operations, Ian’s steadfast and strategic leadership has shepherded us through struggles and success. I encourage you to take a moment to review his unique and lasting impact starting on page 5.

To our partners, funders, members, and stakeholders, please know that what we accomplish each year would be impossible without your support.

With gratitude,



### HEIDI ROMICH

Owner/Operator, The Heid Out Restaurant and Brewhouse

"The tapestry of talent across our Board is impressive and has been instrumental as we've grown through renewal to firmer footing.

Their enthusiasm and engagement is relied upon to continue the 40-year legacy of this organization."



## CEO'S MESSAGE

One of the biggest misconceptions about the expression “may you live in interesting times” is that it is a blessing. In reality, it is meant to convey the struggle of living in times which may have more trouble in them but are preferred to the uninteresting times of peace and tranquility.

While I’m not sure I agree completely, here are four areas where I think we’ve found the silver lining of interesting times.

**The pandemic hit the tourism and hospitality industry the hardest.** In 2020, the amount of money brought to businesses, individuals and governments from tourism and hospitality dropped by more than half. As Joni Mitchell famously wrote “don’t it always seem to go, that you don’t know what you’ve got ‘til it’s gone.” Losing this economic value proved tourism and hospitality is a critical engine of our economy and resulted in a \$570 million provincial government investment in our industry, as well as a Renewed Strategic Framework for Tourism. These investments will do more than help us recover. They will aid us in recapturing the role we have traditionally played in B.C.’s economic strategy.

**Tourism and hospitality employment dropped 18% between 2019 and 2020, from 348,083 to 284,896 workers.**

Collecting and reporting that data delivered, for the first time, a detailed understanding of the foundational role that tourism and hospitality – in its entirety – plays in provincial employment. Our industry employs about 1 in 8 British Columbians in every corner of the province. With go2HR’s monthly [Employment Tracker](#), we now have the data to demonstrate what we believe will be a continued upward trajectory in employment. Furthermore, can be sliced and diced to give us excellent insight into sectoral and regional views, boosting understanding of the role we play in community sustainability.

**Operating a tourism and hospitality business through a global pandemic was incredibly challenging and tremendously exhausting.** The flip side was seeing how our industry navigated by being nimble, pivoting their offerings, and adjusting and implementing new safety protocols and processes. Those lessons – particularly a laser-focus on safety and mental health and wellness – will remain critical as we rebuild the tourism and hospitality workforce. go2HR will remain steadfast in its support of employers as they focus on implementing Human Resources practices that create workplaces that workers want to join and stay, particularly during what we expect to be a lengthy battle to balance labour supply and demand.

**Recovering our tourism and hospitality businesses left little time to catch our breath.** While recovery has been an ultra-marathon like no other, it has pushed us to work in unison. Whether gathering research and data, developing strategies, or implementing programs, we decided together as an industry what we would do and then how we would make it happen. This consensus-based approach will serve us well going forward, particularly as we look ahead to the new international events hosted here in B.C. that will prove, once again, the power of our industry to transform the province.



**KRISTA BAX**  
CEO

"go2HR will remain steadfast in its support of employers as they focus on implementing Human Resources practices that create workplaces that workers want to join and stay, particularly during what we expect to be a lengthy battle to balance labour supply and demand."



Last year this report was focused on go2HR's transformation, and I remain proud of the work our team has done to deliver on our new strategic plan. We are laser focused on our purpose and strategic goals and I encourage you to review those on page 7.

Speaking of transformation, you may have noticed our new website. This massive undertaking, led by our communications team, required input and effort from every single member of go2HR. I am tremendously proud of the results; please take a moment to visit the new site which offers an enhanced user experience aligned with supporting employers to realize strong workforces and safe workplaces.

While I can't forecast if interesting times are here to stay, what I know for sure is that we never do good work alone. I remain grateful to our go2HR team, our Board, our funders, our partners, our members, and the organizations that support our work and invite us to join their own transformational efforts. I welcome your feedback on this report and appreciate your continued support in the year ahead.

Stay well,



## OUR VALUES

These values drive our decisions and our performance and how we show up as a team.

### **We will be inclusive.**

All employers, all workers, all sectors, all regions; committed to Indigenous rights and social equity.

### **We will be collaborative.**

Two-way, meaningful engagement for mutual benefit, providing value for stakeholders.

### **We will be curious.**

Understanding needs, how can we help/solve problems; finding the best, most innovative ways to do things.

### **We will be trustworthy.**

Be the credible, 'go2' source for ideas, insights and information; you can count on us to deliver, trusted for quality programs/services.

## An Interview with the Rev'd Canon Ian Powell

Ian Powell's decades of contributions to go2HR's Board of Directors have left an indelible mark on our organization and B.C.'s tourism and hospitality industry. Before he ends this significant chapter of service, we asked him to share with us some of his memories, wisdom, and plans for the future.



go2HR Past Chair Ian Powell

### **In 2001, were you looking to lead a workforce strategy for our industry?**

Absolutely not! In fact, I wasn't officially invited by the federal or provincial governments, who were joint sponsors, to the inaugural meeting. It was Rick Lemon, the VP of Tourism BC (now Destination BC) who, knowing my long-time passion for the topic, called and said I had to be there. So, I arrived uninvited and left as chair of the taskforce that would, over the next 18 months, create go2HR. Perhaps it is the old cautionary tale to be careful what you wish for.

Our interview with Ian continues on page 19.

# The go2HR BRAND

Comedy genius Steve Martin advises, “be so good they can’t ignore you.”

Over the past year we hope you have recognized how we’ve grown into our new purpose: **to drive strong workforces and safe workplaces that deliver world-class tourism and hospitality experiences in British Columbia.**

While there is no finish line for this effort, we are starting to get some significant mileage under our feet.

go2HR’s mission is to empower employers to have a strong human resource and health and safety culture that supports strong business performance.

We have identified three key methods to do this:

## Programs

Most tourism and hospitality employers are small businesses who employ fewer than 20 people. Our goal is to help them elevate their human resources and health and safety practices. We do that by offering effective tools, information, and consulting services that they might not otherwise have the capacity to develop themselves. Where new practices are required or requested, we work with experts and partners to build them for the benefit of the entire industry.

## Education and Training

We know that tourism and hospitality work can be demanding, but the skills can be highly transferable, particularly when employers invest in training themselves and their people. We also know that a key competitive advantage of our industry is the ability of workers to progress quickly from entry level to leadership positions. Education and training are critical to support them through this journey.

## Information

We want to put the “inform” in information. But first, we take a coordinated approach to gathering and sharing consolidated data that accurately represents our industry. From that shared knowledge and understanding we can then efficiently – and cost effectively – build strategies that propel our industry forward, in partnership with government, stakeholders, and communities.



We have established strategic goals to guide us through 2023-2024.

**Awareness and Reputation.** Increase awareness of go2HR as the primary source of human resource, health and safety, training and research services for BC's tourism and hospitality industry.

**Relevant and Effective Services.** Deliver human resource, health and safety, training and research services that are relevant and effective in empowering employers to realize strong workforces and safe workplaces.

**Financial Sustainability.** Improve financial sustainability by growing and diversifying go2HR's revenue streams.



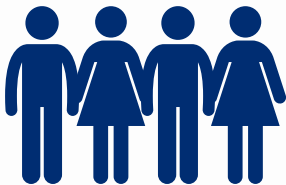
This annual report is designed to share progress on the four core service areas and directions embedded in our strategic plan: human resources; health and safety; training; and research and strategy. It is also meant to showcase the work ahead – our focus for the near future – in each of these service areas.



HEALTH  
& SAFETY



INDUSTRY  
TRAINING



HUMAN  
RESOURCES



RESEARCH  
& STRATEGY

Looking ahead, we plan to measure our progress against our strategic goals, which are our guide until 2024, and determine the next set of targets that will drive go2HR's relevance and impact.

Assessing and improving our strategic goals won't be done in a vacuum. If we are to become the true "go to" organization for our industry, it will be by harnessing the power of collaboration and partnership.

Henry Ford said, "Coming together is a beginning, staying together is progress, and working together is success."

We are indebted to the organizations that are supporting us on this journey, including go2HR members and industry leaders, provincial and federal governments, provincial and regional destination management organizations, and partners such as Indigenous Tourism BC and Tourism HR Canada.



## HEALTH & SAFETY

A strong health and safety culture and effective occupational health and safety systems are non-negotiables for workers in our industry. We must keep the people who power tourism and hospitality healthy and safe. go2HR's tools, templates, information, certificate of recognition and consulting services are a one-stop-shop for employers looking to level-up their health and safety programs and services. This year, go2HR expanded the health and safety team, adding an industry health and safety specialist and a Certificate of Recognition (COR) specialist to expand these services to employers.



59

COR re-certifications and maintenance audits



38

COR internal auditors trained, 90% higher than target



67%

above target for industry health & safety website visits

*"Healthy and safe workplaces increase productivity and boost bottom lines. More importantly, workers in health and safe environments have the confidence to lead, mentor, and thrive. They become ambassadors for their organizations and influence recruitment and retention."*

Arun Subramanian | VP, Industry Health, Safety and Human Resources

### Service Spotlight: **Safer Spaces** **Creating Sexual Harassment Free Workplaces**

All workers have the right to a workplace free of sexual harassment. go2HR has now completed the second year of a three-year initiative to raise awareness about, and help prevent, sexual harassment in BC's tourism and hospitality workplaces. This included development of a new worker-specific Safer Spaces training module to complement the employer and supervisor training module launched last year. Together these programs are designed to empower BC's tourism and hospitality workforce to reject sexual harassment and play a role in building strong, supportive workplaces for everyone.

### Service Spotlight: **WorkSafeBC**

go2HR supports Certificate of Recognition (COR) participants in meeting their ongoing auditing requirements. We welcomed 8 new COR certified employers – a significant increase over our targeted of three – to the program and completed a free gap analysis to support them in achieving certification. Concurrent with the launch of go2HR's new website, we introduced a new COR support services section for employers which prompts them to complete a corrective action plan following their annual audit. go2HR can then review this action plan to provide targeted, effective advice to ensure continuous improvement. Together with other certifying partners, go2HR contributed to WorkSafeBC's COR program renewal efforts by attending a variety of information and training sessions over the year.



### Initiative in Action: Restaurant-Focused Health & Safety Program

This year, go2HR launched a restaurant and hospitality-focused health and safety program. Employers were provided with tools including new hire orientation and workplace violence prevention checklists, a health and safety manual template, and frequently asked questions document on managing injuries and claims. That was followed by an outreach campaign featuring information on first aid, kitchen safety, slips, trips and falls, heat stress, WHMIS, and joint health and safety committees. These resources will all become part of a restaurant-specific landing page on go2HR's re-launched website.



# HEALTH & SAFETY



## Initiative in Action: Mental Health Hub

The BC Canadian Mental Health Association (CMHA BC) and go2HR have partnered to create mental health and wellness resources specifically for the tourism and hospitality industry. BC's Hub for Workplace Mental Health is regularly updated and includes information and resources about mental health, access to training, coaching support and more.



## Initiative in Action: Safer Spaces Public Legal Education Awareness and Information Campaign

As a companion project to the creation of Safer Spaces training modules, go2HR developed a Public Legal Education Awareness and Information Campaign. This included a communications toolkit with key messages, a fact sheet, social media content, and newsletter templates. Other campaign materials included a ten-part blog series, implementation webinar, and paid media buy.



## Future Focus: Health and Safety Onboarding

go2HR will develop new training for employee onboarding and orientations, and Joint Occupational Health & Safety Committees (JOSHC). This will help tourism and hospitality businesses effectively onboard new workers and ensure that all of those joining our industry know their health and safety rights and their employers' obligations when it comes to their health and safety.

## Partner Profile: WorkSafeBC



WorkSafeBC is a foundational partner in go2HR's role as a health and safety organization and a certifying partner of the Certificate of Recognition program. We continue to work closely together to track emerging issues and respond with effective employer tools and resources. We share their commitment to creating a province free from workplace injury or illness and to compassionate and responsive service.

## Partner Profile: Justice Canada



Justice Canada provided go2HR with financial support to address the serious issue of workplace sexual harassment. Their commitment to a three-year initiative continues to provide us an opportunity to engage with industry experts to offer the informed, robust, gender and diversity sensitive content required by employers and workers.



# HUMAN RESOURCES

At the end of 2022, BC's tourism and hospitality workforce totaled 335,520 people. go2HR is focused on providing employers with the strong, strategic human resources and practices that can help attract and retain a workforce of close to 400,000 that will be needed by 2025. This year our regional HR consultant network was able to support employers with the human resources advice to support their sustainability and growth.



84

go2HR webinars and presentations for employers



5,750

advisory services to tourism and hospitality employers



52

employer participants in go2HR's EDI framework webinar

## Service Spotlight: Regional HR Consultants Network

With support from the Ministry of Tourism, Arts, Culture and Sport, go2HR has established a regional network of HR consultants across the province. On the ground in each tourism economic region, consultants offer free human resources advisory services to support best practices in recruitment, retention, benefits, health and safety, and employment legislation compliance. In close collaboration with Destination BC and their regional destination management organizations, regional consultants also deliver educational webinars and participate in employer forums and career awareness events that address unique local challenges and support tourism and hospitality businesses in all four industry sectors: accommodation, food and beverage, recreation and entertainment and transportation and travel services.

*"Hearing the relief in an employer's voice when we're able to help them implement a recruitment or retention strategy, apply for training grants, or create progressive human resources policies and procedures has been incredibly rewarding. We're 'HR on speed dial' for businesses that may not necessarily be able to hire a dedicated HR professional."*

Ginger Brunner | Manager, Industry Human Resources and Mental Health, and Thompson Okanagan HR Consultant





# HUMAN RESOURCES



## Initiative in Action: Employer Mental Health and Wellness Coaching

go2HR's two Workplace Learning Coaches are available to meet via phone, virtually or in-person with employers, managers, and employees to answer questions about mental health in the workplace. Our coaches offer resources and direct training and support and can provide employers with additional mental health training supports for employers where required. This year, our coaches also created a unique content for employers on resolving stress cycles and empathetic leadership skills.



## Initiative in Action: Equity, Diversity, and Inclusion (EDI) Framework

go2HR's regional HR consultant network began developing go2HR's Equity, Diversity, and Inclusion (EDI) Initiative, which is designed to further round out go2HR's existing offerings aimed at creating respectful workplaces. The project scope includes raising awareness in the tourism and hospitality industry of the need to enhance workplaces to be more equitable, diverse, and inclusive to better align with today's societal and job seeker values; empowering BC tourism and hospitality employers to grow equitable, diverse, and inclusive workplace cultures; and supporting EDI development in workplaces through increased education and training. Project resources will continue to be shared on BC's Hub for Workplace Mental Health, which has grown substantially since project inception.



## Future Focus: Indigenous Tourism British Columbia Collaboration

go2HR's regional HR consultant network will deepen collaboration with Indigenous Tourism British Columbia's seven Indigenous Tourism Specialists (ITSs) to support ITBC's vision to build industry and Indigenous community capacity in tourism through relevant programs, training, and collaboration. Our teams share a commitment to connecting with businesses to help them grow and sustain their operations and support their workforces and plan to find additional ways to work together to share knowledge, experiences, and best practices.

### Partner Profile: Indigenous Tourism BC



IITBC Indigenous Tourism Specialists (ITSs) have helped go2HR's regional HR consultant team identify and facilitate connections with employers and communities in their respective regions. An identified go-forward goal is to create a go2HR/ITBC Provincial Working Group to operationalize collaborative efforts including direct employer support, awareness campaigns, presentations, resource, information sharing, and training initiatives.

### Partner Profile: CMHA (BC Division)



Our partnership with the Canadian Mental Health Association (CMHA) underpins go2HR's ability to deliver tourism and hospitality specific mental health training for employers and workers. Our team continues to work closely with the CMHA team to ensure that our mental health initiative is evolving to respond to workplace mental health challenges.

### Partner Profile: BC Ministry of Tourism, Arts, Culture & Sport

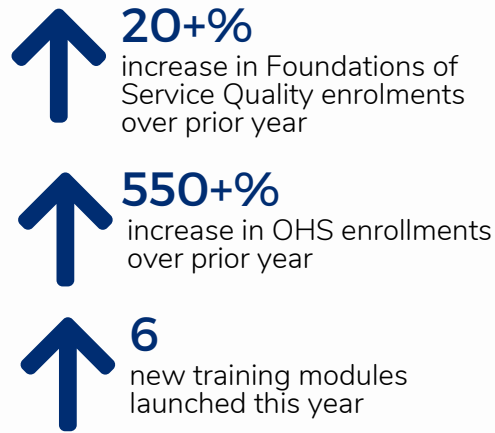


BC's Ministry of Tourism, Arts Culture and Sport helped us realize a vision of providing free, accessible human resources advisory services throughout the province. In collaboration with their respective regional destination management organizations, go2HR's six regional HR consultants are working on-the-ground in each tourism economic region to help employers to understand how go2HR can support them to build back better.



## INDUSTRY TRAINING

Never underestimate the value of training. For employers, training improves productivity, service and helps create a pathway for retention and internal promotions. For workers, training builds confidence, boosts engagement, and can often mean the difference between short-term work and a long-term career opportunity. go2HR continues to expand its workplace training capacity to meet the evolving needs of employers and workers. This year, our goal was to broaden our training portfolio while recognizing employers' readiness and capacity for implementation.



*"Training is an investment in people that always pays off. Workers feel valued and empowered to provide top-notch guest service. Employers who plant the seeds of success via skills development will quickly see employee productivity and job satisfaction bloom."*

Yulia Diachenko | Training Services Supervisor

### Service Spotlight: Indigenous Tourism British Columbia (ITBC) Partnership

go2HR supported the Indigenous Tourism BC Community Training Initiative launched in spring 2022, providing entry level tourism and hospitality training in 18 Indigenous communities. The program, which includes key go2HR training modules – including FOODSAFE, SuperHost Service for All, and Foundations of Workplace Safety – has already reached more than 200 participants across all six of British Columbia's tourism economic region.

### Service Spotlight: Workplace Compassionate and Respectful Employer (CARE)

go2HR's partnership with the Canadian Mental Health Association's BC Division provides mental health training courses to help create supportive, psychologically safe workplaces across the tourism and hospitality industry. This year the Workplace Compassionate and Respectful Employer (CARE) training expanded to include a Level 3 course designed to support senior tourism and hospitality employers and strategic leaders to take practical steps toward building their own psychologically safe and healthy workplace.

# CARE

Compassionate and Respectful Employer



### Safer Spaces

CREATING SEXUAL HARASSMENT FREE WORKPLACES  
IN BC'S TOURISM AND HOSPITALITY INDUSTRY

FOUNDATIONS OF  
WORKPLACE SAFETY



# INDUSTRY TRAINING



## **Initiative in Action: Safer Spaces Creating Sexual Harassment Free Workplaces - Worker Course**

go2HR continues to raise awareness about, and help prevent, sexual harassment in BC's tourism and hospitality workplaces. Following development and launch of modules for employers and supervisors, go2HR launched a worker-specific training module. This addition to the suite of Safer Spaces training focuses primarily on how to help employees prevent and respond to sexual harassment in the workplace.



## **Initiative in Action: SuperHost and BC Visitor Tourism Centre Network**

British Columbia's 129 Visitor Centres are members of Destination BC's Visitor Services Network Program. New staff are required to complete Destination BC's Visitor Centre basics course, as well as one of go2HR's online customer service courses – SuperHost Service for All, or SuperHost Foundations of Service quality. go2HR also hosts and maintains a learning management system platform for members of Destination BC's Visitor Services Network to track course completions and provide technical support as needed. To date, more than 1,000 people have participated in this visitor centre training.



## **Future Focus: Equity, Diversity and Inclusion Training**

People are actively looking to work for organizations that value diversity – and have the programs to prove it and improve it. Our industry's employees have an expectation that their workplace will make every effort to be equitable, diverse, and inclusive. Furthermore, job seekers increasingly assess workplace diversity before taking a job offer. Looking ahead, go2HR intends to add diversity, equity, and inclusion training into its list of training opportunities.

### **Partner Profile: Justice Canada**



Government  
of Canada

Gouvernement  
du Canada

Justice Canada provided go2HR with financial support to address the serious issue of workplace sexual harassment. Their commitment to a three-year initiative continues to provide us an opportunity to engage with industry experts to offer the informed, robust, gender and diversity sensitive content required by employers and workers.

### **Partner Profile: Destination British Columbia**



Destination BC's willingness to include go2HR training as part of its Visitor Services Network Program onboarding helps to ensure that Visitor Centre teams are set-up to successfully engage with more than 3 million visitors per year, whether in-person or virtually via phone or email.





# RESEARCH & STRATEGY

American businessman Will Harvey called research “a blind date with knowledge.” When research gets hitched to strategy, good decisions are born. Research and strategy are also go2HR’s origin story. In 2003, a projected tourism and hospitality labour shortage launched a task force to research current and emerging human resources issues and develop strategies to address them. And just like that, go2HR was formed to oversee governance and implementation. This year, we wanted to cement ourselves as a destination for real-time labour market information and, in keeping with our origin story, the go-to organization to take research and strategies from ideas to implementation.



24%

increase in Employer Tracker visits from Q1 to Q4



7

labour recovery framework initiatives in implementation



*Research delivers the data that drives strategy and creates a baseline from which to measure progress. Our Labour Market Information Research Project and the B.C. Tourism and Hospitality Labour Recovery Framework benefitted from their foundation in research. That research delivered a rooted-in-reality ripple effect as we built strategies and then implemented, measured, and reported our progress.”*

Judy Frankel | Director, Communications

## Service Spotlight: Employment Tracker

In 2022, go2HR’s interactive employment tracker was used to report on changes to British Columbia’s tourism and hospitality employment since release of the Labour Market Information Research Project. This tool supports our ability to track post-pandemic recovery and go-forward growth of the tourism and hospitality workforce. Data is available by sector, region, and demographic characteristics.

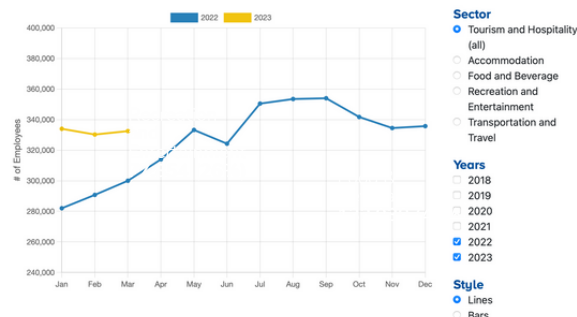
Chart 1: Employment By Sector, 2018-2023

### Key Takeaways:

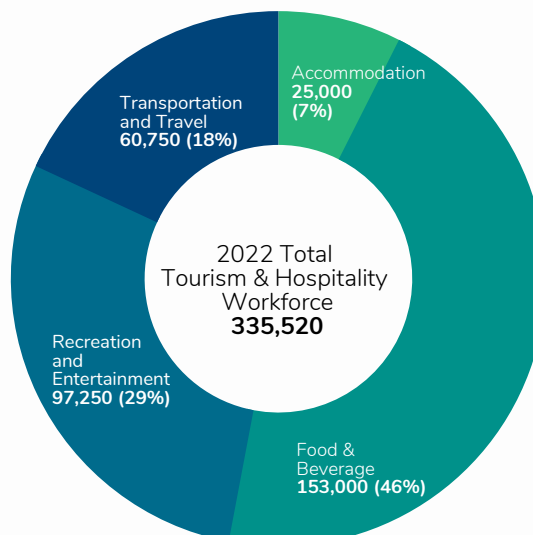
[Back to contents↑](#)

- Employment in BC’s Tourism and Hospitality sector increased by 1% from 330,250 in February 2023 to 332,500 in March 2023. Tourism and Hospitality employment in BC remained below pre-COVID levels, with 14,000 fewer jobs compared to March 2019.

### How to Use & Limitations



## INDUSTRY EMPLOYMENT BY SECTOR (2022)



## Service Spotlight: Pan-Canadian Workforce Recovery & Growth Task Force

go2HR represents British Columbia on Tourism HR Canada’s Pan-Canadian Tourism Workforce Recovery & Growth Task Force. This initiative is focused on developing a framework for labour recovery that addresses short and longer-term systemic and structural issues including attraction and retention, workforce productivity, employment barriers, and supporting employers implement human resources practices that enhance their workforces.



## RESEARCH & STRATEGY




### Initiative in Action: Labour Recovery Framework Implementation Research Activities

This year, go2HR and the Industry Engagement Working Group (IEWG) began implementing initiatives included under several pillars of the B.C. Tourism and Hospitality Labour Recovery Framework. Two of those initiatives included completing research activities. Initiative 2.1 envisioned new research and focus groups to better understand worker views of the value of tourism and hospitality and how to improve it, including the views of youth and students, newcomers to Canada, and Indigenous Peoples. This research was completed in fall 2022 and informed the recruitment and communications campaign outlined below. Initiatives 1.1 through 1.4 envisioned revitalized tourism and hospitality career awareness. Research was completed during early 2023 to support development of a career awareness strategy focused on the secondary school level. Results included an in-depth understanding of current tourism and hospitality career awareness efforts underway at the provincial, national, and international levels. This research was envisioned to support development of a career awareness project to showcase tourism and hospitality career opportunities to high school students.



### Initiative in Action: Labour Recovery Framework Implementation Recruitment and Communications Campaign

Concurrent with BC Tourism Week, go2HR launched a small, targeted ad buy to recruit new workers from key audiences including youth, newcomers, and Indigenous Peoples. The first and second phases of this campaign will run until July 30. The call to action for assets will be the job board and career explorer pages of go2HR's relaunched website. The campaign has the potential to be extended during fall/early winter 2023 to reach potential workers who may not know about winter tourism and hospitality work opportunities.



**Same you, new view.**

You already have all the experience you need to get started with a high-paying job in tourism and hospitality.

**Learn more at:**  
[go2hr.ca/job-board](https://go2hr.ca/job-board) and [go2hr.ca/career-explorer](https://go2hr.ca/career-explorer)

# RESEARCH & STRATEGY



## Future Focus: Career Awareness Project

Results from the career awareness research activities were used to develop the B.C. Tourism and Hospitality Career Awareness Project (CAP), a career awareness strategy focused on secondary school educators and learners. The CAP is focused on better use of three existing high-school education mechanisms:

- Tourism and Hospitality Career Exploration – effectively integrate tourism and hospitality careers into existing Career Life Education and Career Life Connections curriculum required for graduation in B.C.
- Teaching Tourism and Hospitality 11/12 – build updated and relevant Tourism 11 and Tourism 12 electives curriculum that showcases the career opportunities in the tourism and hospitality industry and improve enrolment in these courses.
- Tourism and Hospitality Work Experience – effectively integrate tourism and hospitality work experience into existing provincial Work Experience and Career Exploration and Workforce Training Certificate programs.

Implementing a tourism and hospitality career awareness strategy will require new funding. go2HR has developed a proposed multi-year project funding application that contemplates a sustained and coordinated approach.

### Partner Profile: Pacific Economic Development Canada



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique

Implementation of Pillars 1 and 2 of the B.C. Labour Recovery Framework would not have been possible without funding from Pacific Economic Development Canada. This funding has allowed us to make significant progress during 2022/23 on implementation of these key pillars of the LRF.

### Partner Profile: Industry Engagement Working Group

The implementation progress on the B.C. Labour Recovery Framework (LRF) is a result of the continued expertise and engagement of our established Industry Engagement Working Group (IEWG). The IEWG includes representatives from industry associations, provincial and regional destination management organizations, Indigenous Tourism BC and the B.C. Ministry of Tourism, Arts, Culture and Sport. We remain indebted to this group for the knowledge and experience they bring to our LRF efforts.





## YOUR "go to" TEAM

*"Great organizations harness the uniqueness of the individuals within them to succeed as a group. As CEO, my primary focus is offering the space and support for each of our team members to be their best – professionally and personally – and to feel happy, healthy, and recognized for their contributions."*

Krista Bax | CEO

It's all in our name. We focus on being the people that tourism and industry employers and workers "go to" for support. When you come to us, our role – and goal – is to listen to what you need, and then find solutions, or create them ourselves.

As we find or build those solutions, we assess potential improvements to our own workplace. This year it resulted in a renewed employee handbook and prioritization of two in-person team-building days.

Speaking of improvements, go2HR.ca has been renovated top to bottom. This massive undertaking was months in the making and pulled-in contributions (and early mornings and late nights) from every single person you see listed here. Our hope is that you'll "go to" the new site often and find it easier to navigate and chock full of resources that support everyone who works in our industry.

Like many teams, ours continues to navigate a hybrid workplace and a geographically dispersed team. While we don't all work in the same central office space, the leadership team has utilized the lessons of a fully remote working world to formalize regular team engagement via in-person and virtual meetings and maintain a robust and ongoing performance management system. We continue to share openly with one another what is and isn't working in terms of building our team culture. This transparency has ensured that we remain focused on achieving the results included in this report.

## go2HR TEAM

### HEALTH & SAFETY

- Arun Subramanian, Senior Vice President, Health, Safety and People Practices
- Stephanie Mallalieu, Director, Industry Health & Safety
- Oksana Yashnyk, Coordinator, Industry Health and Safety
- Lonnie Burnett, Specialist, Industry Health & Safety
- Adelina Ortega, Specialist, Industry Health & Safety
- Alanna Harrison, COR Audit Specialist
- Rachel Udy, Workplace Learning Coach, Psychological Health & Safety
- Shane Lobsinger, Workplace Learning Coach, Psychological Health & Safety

### HUMAN RESOURCES

- Ginger Brunner, Manager, Industry Human Resources and Mental Health and HR Consultant, Thompson Okanagan
- Sarah Moseley, Manager, Industry Human Resources and Training, and HR Consultant, Kootenay Rockies
- Christie Blaquierre, HR Consultant, Cariboo Chilcotin Coast
- Cindy Conti, HR Consultant, Vancouver Coast and Mountains
- Sarah Best, HR Consultant, Northern BC
- Peter Charles, HR Consultant, Vancouver Island

### TRAINING

- Yulia Diachenko, Training Services Supervisor

### COMMUNICATIONS

- Judy Frankel, Director, Communications
- Harry Langmuir, Specialist, Digital Marketing
- Connie Eng, Coordinator, Communications
- Mikhail Melnichuk, 2023 Summer Communications Intern

### ADMINISTRATION AND FINANCE

- Krista Bax, CEO
- Alla Fedorets, Director, Finance and Operations
- Christina Gao, Accounting and Administrative Coordinator

# YOUR "go to" TEAM



## Future Focus: A "go to" Culture of Service and Support

The success of our organization is dependent on our ability to serve as the primary or "go to" source for programs, education and training and research and strategy, labour market information, and workforce strategy and development. We must be of service to our partners and our stakeholders, but we must also be of service to one another. Our goal as an organization is to build a culture where uniqueness is respected, valued, and called-upon to contribute to team success. This means listening to diverse viewpoints, delivering empathetic feedback, building our reconciliation knowledge base, recognizing our "blind spots," and growing our own leadership capabilities. Growing this culture of service and support will be our focus for the coming year.



The go2HR team in December 2022 during one of their two annual Team Days.



During the holiday season, go2HR participated in The Shoebox Project's 2022 Holiday Drive. Each of four go2HR teams worked together to create two uniquely decorated holiday shoeboxes with gifts, essentials, and a message of support that could be distributed to local women's shelters and community agencies serving women affected by homelessness.

We are grateful for The Shoebox Project for creating a program that allows our team to harness the power of collaboration for greater good.

## INDIGENOUS ACKNOWLEDGMENT

go2HR's Vancouver office is located on the traditional, unceded territories of the Coast Salish peoples, including the Musqueam, Squamish, and Tsleil-Waututh nations. We also acknowledge that go2HR's work throughout British Columbia takes place on the traditional, unceded territories of many of British Columbia's Indigenous Peoples.





Our team is grateful for the wise guidance of our Board of Directors:

- Heidi Romich (Chair) – Owner/Operator, The Heid Out Restaurant and Brewhouse
- Craig Blize (Vice Chair) – Chief Operating Officer, Earls
- Ian Powell (Past Chair)
- Dave Butler – Director, Sustainability, Canadian Mountain Holidays
- Jared Davis – Vice President, Project Development, WCL Group
- Jeff Guinard – Executive Director, ABLE BC
- Eda Koot – General Manager, Inn at Laurel Point
- Neil McInnes – Vice President, Corporate Development, Destination BC
- David Mackenzie – Owner and General Manager, Pemberton Valley Lodge
- Stephanie Wells – Dean of Business, University Arts & Science, College of the Rockies

---

## An Interview with the Rev'd Canon Ian Powell

Continued from page 5

*"Those of us who work in the non-profit world know well the value of an enthusiastic, experienced, and effective volunteer Board of Directors. Ian was all that, and then some. On behalf of go2HR and directors past and present, we wish Ian all the best in his retirement."*

Krista Bax | CEO

### Tell us where the idea for go2HR's brand originated?

There was already a society created by the industry, albeit with a very limited mandate. It was called the "Hospitality Industry Education Advisory Committee." It doesn't have much of a ring to it, does it? In truth, the words hospitality and education don't really tell the full story. Our goal for the organization was to be the HR department for the provincial industry – the place you "go to" for advice and HR services and so, the idea of "go to" was born. From there, we honed-in on our mandate by adding HR to our brand to reflect more clearly our role in the increasingly important human resources aspect of our industry's success.

### Speaking of service, people outside Victoria may not know you are also an Anglican Priest. How has that informed your secular career?

Well one could ask how my 45 years as a hotelier informed my 15 years as a priest. Our industry is based on hospitality and, for so many, the satisfaction of service to others. Ask a front desk agent or a food and beverage server about the basis of their work. Being a priest is no different, whether that's sacramental, pastoral, or simply the running of the church, it's all based on service.

### Why did you choose tourism and hospitality as a career?

The truth is I've no idea. I simply had hotels in my head from about 15. First as a chef but that morphed into the hotel industry by the time I was off to hotel school. Notwithstanding the seemingly randomness of my choice, I not only don't regret it, but I give thanks for it. As I look back, I realize that the variety of roles and locations I've enjoyed really suited who I am. I suspect if I had been in one type of role or one location for all my career, I'd have gone mad!



### **What was your first job in our industry?**

Well at hotel school I did a variety of front-line jobs. Some were official placements and others were to simply to earn money. All were valuable in building my foundation in the industry. My first full time job was as junior assistant manager at a great little five-star hotel in the UK. A fancy title for a “worker bee” but I loved it! It's not so fashionable to say that those initial jobs were hard, crazy, and exhausting, but I can't knock the great experience and launching pad they provided.

### **Any advice for the next generation of tourism and hospitality leaders?**

There are two things, one for your career and another for your leadership. We often speak of a career in terms of “keeping on track” or “following the path.” The problem is life rarely goes as you expect - situations arise that derail your plans or you overlook great opportunities that are not in the plan. I much prefer the metaphor of a sailing ship. The winds of chance, crisis, and opportunity will blow and fighting them is often energy wasted. What you need to do is use them. Your route may not be straight or what you expected, but so long as you have long term goal, use those winds by tacking from one role to another until you get there, or to an even better destination. I kept to my goal of being a hotel general manager, but I never ever would have thought that specializing in HR would have propelled me to reach it. The wind of opportunity blew, and I used it!

When it comes to leadership, remember your role is to serve, not to be served. By that I don't just mean the guests you host or the company you work for, but the people who make up your team. A small example of my practice was that when it came to cheque signing, I would turn them around in short order, knowing that others were waiting for them to complete their work. Remember, as a senior leader if you don't turn up for work, things can carry on for a time, but if your room attendants or other line staff don't turn up for work - you're hooped!

### **What was your greatest accomplishment as a go2HR board member?**

In all honesty that we are not only still alive and kicking – after losing the Serving it Right contract many doubted we'd survive – but also thriving and driving forward. The fact that I was able to help steer the ship back towards this sustainable future after such dark times – alongside such dedicated group of directors, past and present – will remain with me for a very long time. But, if I may add another point, being part of the hiring of the two great CEOs that have led go2HR since its inception, both so right for their times, that gives me great satisfaction.

### **What's next for you Ian?**

Well, it's not “pipe and slippers” that's for sure! On the contrary I think the definition of retirement should read “that time you transition from paid to unpaid work.” Along with my priestly duties I have other church work, including chairing the renewal of the Cathedral precinct, a two-city-block site in downtown Victoria. It will give me the opportunity to keep sharp and get some time “on the stage.” Of course, I'll be travelling a fair bit too!

### **And finally, Ian, from the famous Proust questionnaire, what is your idea of perfect happiness?**

To be valued, healthy, and surrounded by family and friends until I shuffle of this mortal coil. Amen!

The logo for go2HR, featuring the text "go2HR" in a bold, sans-serif font. The "2" is stylized with a blue flame-like shape above it.

910 - 850 West Hastings Street  
Vancouver, BC. V6C 1E1



[www.go2hr.ca](http://www.go2hr.ca)