

RECRUIT, RETAIN & TRAIN:

Developing a **Super, Natural** Tourism Workforce
in British Columbia



British Columbia Tourism
Human Resources Development
Task Force Action Plan 2003



The tourism industry must improve its recruitment initiatives and its retention of workers, as well as its training and professional development of those currently in, and those interested in joining, the tourism workforce. The most effective way to ensure this – and to ensure a thriving tourism industry in British Columbia – is through collaborative action.

In British Columbia, the tourism industry ranks as one of the largest sectors of the economy, as measured by revenue generation and employment. The target for 2012 is \$20 billion annual revenue, with 33 million overnight visitors and 200,000 direct tourism jobs. Tourism will generate \$8.2 billion in GDP and contribute \$2 billion revenue to the Provincial Treasury – double its current number. To achieve all this, there must be significant investment in recruiting, training and supporting the tourism workforce.

This report summarizes the recommendations of the British Columbia Tourism Human Resources Development Task Force, which includes the creation of an HRD coordinating organization, go2.



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A TASK FORCE THAT ROSE TO THE CHALLENGE

In the fall of 2001 – faced with a looming shortage of skilled labour – 28 CEOs, general managers, human resource directors, industry association leaders and tourism educators formed a task force to lead the **Recruit, Retain & Train: Developing a Super, Natural Tourism Workforce in British Columbia** strategy project.

More than 100 industry representatives participated through several working groups, ensuring that task force members considered diverse, industry-wide perspectives regarding tourism's workforce needs. Working from October 2001 to April 2003, the task force developed a 5-year plan and established a coordinating organization and industry governance structure.

TASK FORCE SPONSORS

- Tourism British Columbia
- Hospitality Industry Education Advisory Committee (HIEAC)
- Council of Tourism Associations of British Columbia (COTA)
- Human Resources Development Canada (HRDC)
- BC Ministry of Skills Development & Labour.

WORKING GROUPS & FOCUS AREAS

- Industry Image, Recruitment & Career Awareness
- Improving Employers' "People Management" Practices to Improve Retention
- Training Strategies for Current & Prospective Employees
- Coordinating Efforts & Industry Governance Structure for Human Resource Development.

RESEARCH ACTIVITIES

- A labour market economist was contracted to study workforce demographics and to determine likely demand for tourism-related occupational groups over the next decade.
- Different scenarios were considered as part of that labour market analysis. The baseline is that of recent trends and their continuation. Expanded marketing could produce the scenario of higher growth.

- Other research projects looked at:
 - Current perceptions of the tourism industry
 - Turnover rates
 - Best practices in human resource management
 - Effect of various HR practices on retention
 - Strategies already in use within the tourism industry to build best practices
 - Nature and scope of tourism education and training programs
 - Impact of career awareness programs
 - Core services and governance models in tourism HRD organizations outside BC.

- Regional consultations and focus groups with small business operators were held in:

- Cranbrook
- Dawson Creek
- Fort St. John
- Kamloops
- Kelowna
- Nanaimo
- Prince George
- Prince Rupert
- Smithers
- Victoria
- Whistler

KEY ACHIEVEMENTS OF THE TASK FORCE

- Creation of a five-year human resource development strategy
- Establishment of an industry-led and demand-driven HRD coordinating organization – go2 – to oversee implementation of recruitment, training and development, as well as retention initiatives.

TASK FORCE RESEARCH HIGHLIGHTS:

THE INCREASING DEMAND

THE IMPORTANCE OF TOURISM TO BRITISH COLUMBIA'S ECONOMIC WELL-BEING

British Columbia's tourism industry generated \$9.3 billion annual revenue in 2002. Tourism currently contributes \$1 billion per year to the provincial government. Despite occasional dips, there has been steady growth in tourism employment over the past twenty years. The labour market economist commissioned by the task force to analyze demand projected continued growth in all but one sector of the industry (travel services, where age-related retirements may still create a net demand).

THE GROWING DEMAND FOR SKILLED LABOUR

More workers are needed in dozens of tourism-industry occupations. A conservative estimate has the province requiring by 2010: 9,927 more cooks and 1,557 more professional chefs, 10,000 new managers for the Food & Beverage Services sector, and 5,000 more managers for the Accommodation sector. These are just three examples of anticipated skill shortages.

14% AND GROWING

Fourteen percent of British Columbia's labour force is employed by businesses that consider tourists a significant portion of their clientele. This adds up to 266,900 workers.

If the industry's growth strategy is successful, the anticipated labour demand by 2010 is: (shown below by selected sector)

- 44,300 new workers for Food & Beverage services
- 19,150 new workers for Accommodation services
- 13,100 new workers for Adventure Tourism & Outdoor Rec
- 8,000 new workers for Attractions
- 500 new workers for Travel services.

PROJECTED RATES OF ANNUAL EMPLOYMENT GROWTH FOR 2002-2010 FOR SELECTED SECTORS:

- 2.6% Food & Beverage services
 - 3.0% Accommodation services
 - 4.2% Adventure Tourism sector
 - 2.5% Attractions sector
- Annual growth rate for Travel Trade unavailable because of major change in this sector.

WORKER SUPPLY VS EMPLOYER DEMAND

The 2002 inventory of tourism education programs identified more than 200 programs, including diploma, degree and shorter courses of study (85% are full-time programs).

Of total graduates of tourism training programs in BC, two thirds have chosen programs delivered by private tourism education institutes.

For publicly-funded tourism programs in universities and colleges, 89% of the students secure employment upon graduation – but half go to work in fields other than tourism. The exceptions to this pattern are students training as cooks, chefs or outdoor recreation guides.

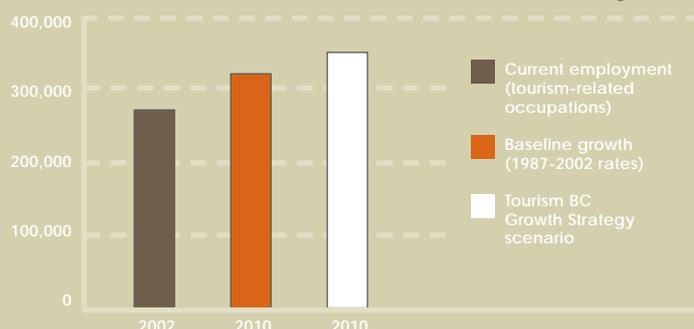
RECRUIT AND RETAIN AND TRAIN: A TRIPLE PLAY

Tourism is an industry with a weak internal labour market. There are no set educational requirements for employment in most occupations, and neither pay nor promotion have been linked to certification.

The workforce development strategy must therefore focus heavily on recruitment and retention initiatives, not just on training tactics.

Tourism's Human Resource Development Strategy is a research-based plan.

Tourism needs 84,000 more skilled workers by 2010



TASK FORCE RESEARCH HIGHLIGHTS:

THE INCREASING DEMAND

JOBS, JOBS, JOBS

The chart below shows, as examples of growth, twenty tourism-related occupations. Over the next decade, there will be thousands of new openings in a wide range of occupations.

FIRST NATIONS POTENTIAL

While aboriginal tourism is a recognized part of British Columbia's tourism product mix, First Nations involvement in tourism jobs is lower (0.6%-4%, depending on the occupation) than the proportion of aboriginal workers in the total provincial labour force (6%-7%). The exceptions are outdoor sport and recreation guides, as well as attendants in amusement, recreation and sport centres.

IT'S NOT ONLY ABOUT THE MONEY

Young people will take interesting jobs related to their chosen field of study over unrelated jobs that may pay up to twice as much. These job seekers prefer to get information about jobs through direct contact with industry representatives. They then use the Internet as a secondary follow-up tool to gather more information about employment and career opportunities.

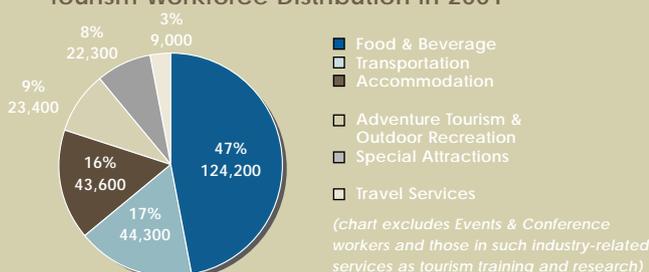
Tourism Occupations in BC – COPS Employment Projections To 2010

| Occupation | Estimated Employment | | Growth Rate 2000-2010 | Net Change 2000-2010 | Total Attrition 2000-2010 | Total Openings 2000-2010 |
|-----------------------------------|----------------------|------------------|--------------------------|-------------------------|------------------------------|-----------------------------|
| | 2000 | 2010 | | | | |
| Restaurant & Food Service Mgrs* | 18,634 | 24,850 | 2.9% | 6,216 | 4401 | 10,617 |
| Accommodation Service Mgrs* | 8,190 | 11,150 | 3.1% | 2,960 | 1870 | 4,829 |
| Conference & Event Planners | 1,249 | 1,803 | 3.7% | 553 | 271 | 824 |
| Program Leaders in Recreation | 8,679 | 11,498 | 2.9% | 2,819 | 887 | 3,706 |
| Food Service Supervisors* | 4,967 | 6,230 | 2.3% | 1,263 | 707 | 1,971 |
| Executive Housekeepers | 1,354 | 1,657 | 2.0% | 303 | 194 | 497 |
| Chefs* | 3,848 | 4,880 | 2.4% | 1,032 | 525 | 1,557 |
| Cooks* | 27,687 | 33,380 | 2.0% | 6,193 | 3734 | 9,927 |
| Bakers | 5,476 | 6,249 | 1.3% | 773 | 745 | 1,519 |
| Travel Counsellors | 3,624 | 3,653 | 0.1% | 29 | 324 | 352 |
| Ticket & Cargo Agents & Rel | 579 | 642 | 1.0% | 63 | 55 | 118 |
| Hotel Front Desk Clerks* | 3,864 | 4,150 | 0.7% | 286 | 334 | 620 |
| Tour & Travel Guides | 525 | 655 | 2.2% | 129 | 62 | 191 |
| Outdoor Sport & Recreation Guides | 265 | 395 | 4.1% | 131 | 36 | 166 |
| Maitres D'Hotel & Hosts | 3,291 | 3,766 | 1.4% | 475 | 290 | 765 |
| Bartenders | 5,819 | 6,626 | 1.3% | 807 | 512 | 1,319 |
| Food & Beverage Servers | 32,324 | 37,193 | 1.4% | 4,868 | 2855 | 7,723 |
| Food Service Counter Attendants | 23,547 | 28,874 | 2.1% | 5,327 | 3153 | 8,480 |
| Kitchen & Food Service Helpers | 19,074 | 23,350 | 2.0% | 4,275 | 2532 | 6,807 |
| Attendants in Amusement & Rec | 4,941 | 6,000 | 2.0% | 1,059 | 656 | 1,715 |
| All Occupations in BC | 1,949,089 | 2,204,052 | 1.2% | 254,963 | 313704 | 568,667 |

Source: Ministry of Advanced Education; COPS 2001 Scenario

* amended for selected occupations in response to more detailed analysis in BC of industry growth trends

Tourism Workforce Distribution in 2001



Total direct tourism workforce (as of 2000): 111,890
 Total tourism-related workforce (as of 2001): 266,900

A shortage of appropriately skilled workers will increase the risk of:

- Declining customer satisfaction – and then, as a result, a
- Decline in repeat visitors.

TASK FORCE RESEARCH HIGHLIGHTS:

THE INCREASING DEMAND

THE HIGH COST OF TURNOVER

It can cost an organization up to 18 months' salary to lose and replace a manager or professional and up to six months' salary to lose and replace an hourly worker. This includes the administrative expenses related to the exit of an employee and the entry of a new hire; the recruitment and screening costs of a new hire; plus the training and orientation support expenses for worker replacement.

LISTEN, LOOK, & TALK (IN THAT ORDER)

Simply improving communications at the hiring stage – and being up front about all aspects of a job, including the negative – can reduce attrition over the first year of employment by as much as 41%. The following practices can also increase employee retention:

- Saying thank you
- Holding regular meetings
- Communicating your efforts to employees – and explaining *why* something is needed
- Creating an open environment
- Shifting to a performance-based compensation system.

GOOD HR IS GOOD FOR THE BOTTOM LINE

The Canadian Policy Research Network reported that companies with progressive HR practices enjoyed significantly higher sales growth (17.5% compared to 10.7%), higher profit margins (10.8% compared to 2.6%), higher equity growth, and higher earnings-per-share growth than less progressive companies (figures based on a study of 150 US companies over a 5-year period).

CUTBACKS & DECLINE: THE CONSEQUENCES OF INACTION

A national study completed in October 2001 for the Canadian Tourism Human Resource Council (CTHRC) found that in the Accommodation and Food & Beverage services sectors:

- Businesses are cutting back services for tourists – *because of worker shortages*
- Businesses are cutting back hours of service – *also because of worker shortages*
- Most of the cutbacks are occurring in Quebec and *in British Columbia*.

RESEARCHERS AND REFERENCE DOCUMENTS

Marylee Stephenson – CS/Resors Consulting Ltd.

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The Tourism Sector in British Columbia: Literature Review, Labour Market Projections and Training Gap Analysis,
October 2002

Garvin Hunter

Current Perceptions of the Tourism Industry, Reasons for Turnover and Best Practices for Improving Retention,
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Kim Smith

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Sandra Louie

Youth Perceptions of the Tourism Industry: Sample Survey Summary and Seaquam Secondary School Career Fair Survey,
July 2002

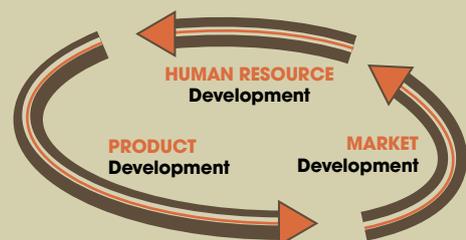
Maureen Wright

Assessing the Effectiveness of Current Career Awareness Program Messages & Approaches, *June 2002*

Sarah Adams - Tourism BC Research Services

BC Tourism HR Best Practices Survey, *December 2002*

British Columbia successfully markets itself as a “Super, Natural” destination, and has the product to prove it. Now it needs to focus on implementing a “Super, Natural” workforce strategy to ensure positive experiences for visitors and to retain its competitive advantage.



Industry strength depends on industry investment in each of these areas.

TOURISM WORKFORCE CHALLENGES:

A SUMMARY

The industry *must* find solutions to the following three HR challenges:

CHALLENGE 1: RECRUITING WORKERS

- **Stiff competition for qualified workers.** Although tourism has a high rate of job creation, almost every sector of the British Columbia economy wants to hire individuals with strong customer service skills.
- **Changing demographics in the labour pool.** While tourism has historically relied on young people to fill positions in the industry, they are declining in proportion to other sources of labour. Demographic analysis indicates that by the year 2008, the only growth in the labour force will be from immigrants and First Nations workers.
- **Perception of tourism jobs as entry-level & low-paying.** Students, older workers, teachers, parents and career counsellors need to see tourism as a place to stay, not just as a place to start.

CHALLENGE 2: RETAINING WORKERS

- **Unacceptably high turnover.** More than half of the new workers in this industry leave their jobs within a year – an enormous cost for tourism business operators. While seasonal work explains some exits, employees cite under-appreciation as a key reason for leaving. Research with high school students shows that interest in tourism employment drops after the first work experience in the industry – a pattern not typical across all industries.
- **More investment for employee development.** Employers need to become more aware of the broad range of tourism education and training programs that supply skilled workers and ongoing professional development opportunities. They also need to understand the benefits of good HR practices: increased profitability, employee satisfaction and superior customer service.
- **The lure of other industries' good HR practices.** Industries where employers have consciously worked on improving HR practices are successfully attracting and retaining skilled workers, even while offering "low-paying" jobs. Provided compensation doesn't fall below competitive levels, what employees value more than financial rewards are: good communication with supervisors, being treated with respect, a positive environment, challenging work, knowledge and skills development, plus schedule flexibility.

CHALLENGE 3: TRAINING & DEVELOPMENT

- **More job-readiness support.** Tourism employers find that while newly trained workers may have occupation-specific skills, many lack sufficient understanding of the business, customer expectations and related employer needs.
- **More part-time training options for upgrading or retraining.** To date, most tourism training programs require full-time study commitments. Yet three-quarters of tourism employees enter the workforce without this formal training, picking up knowledge and skills while on the job. If these people want or need to "learn while earning," more emphasis must be put on part-time education opportunities.
- **Strengthening the HR skills of supervisors.** The industry anticipates hiring 17,000 more managers and supervisors before 2010, with at least 50% of those promoted "from within." Employers need to ensure that these managers and supervisors possess strong critical business and people management skills.
- **More credit transfers between training programs.** Employers find it hard to know how tourism education and training programs compare with one another. Many post-secondary educational institutions have credit transfer agreements, but there is a need for more of these agreements between secondary and post-secondary schools, and between public and selected private training institutions.

These workforce challenges are industry-wide, faced by all eight sectors: Food & Beverage Services, Accommodation, Adventure Tourism & Outdoor Recreation, Attractions, Events & Conferences, Transportation, Travel Trade and Other Tourism-Related Services.

A SUPER, NATURAL WORKFORCE **ACTION PLAN**

The task force set out to find the most effective way to improve industry recruitment initiatives and worker retention, as well as training and professional development. Essential next moves for the industry are summed up here.

1 ACT TO **RECRUIT** WORKERS

- **Bring more adults into the tourism workforce.**
Profile success stories, the many types of employment opportunities and the divergent career paths that demonstrate how tourism employment can be a positive career change.
- **Implement specific initiatives to match immigrants to tourism jobs.**
Work in partnership with BC Coalition on Immigration and Integration as well as other community agencies.
- **Increase marketing efforts to the general public.**
Show the diversity and benefits of tourism employment opportunities through an all-media public relations campaign that has print, radio, television and Internet components.
- **Compile and publish more information on compensation for tourism jobs.**
Include this information with career development resources.
- **Revise “A Career in Tourism: Getting Started” poster and information handout.**
- **Expand career awareness activities beyond secondary school students.**
Reach out to adult job-seekers and employment placement services as well as to middle-school and younger students.
- **Maintain a strong tourism presence at semi-annual job recruitment and career awareness fairs.**
- **Invest in teacher education, especially for those delivering career preparation courses.**
Produce information kits, host professional development events and organize paid summer work internships to deepen awareness of the tourism industry.
- **Develop a tourism HR gateway web site that will provide job seekers quick and easy access to industry information, company-specific job postings and pertinent training programs.**

2 ACT TO **RETAIN** WORKERS

- **Support operators of tourism businesses with best practices information and tools for human resource management – especially small to medium-sized businesses who may not have HR knowledge or skills in-house. Offer the following support:**
 - “Welcome wagon” tips and resource contacts to help new businesses get off to the right start with employees
 - Regular e-bulletins with HR tips for tourism operators
 - Online information (clearinghouse) of relevant HR resources
 - “Best practices” roundtables organized in various regions of the province
 - Short (one-half to one-day) management skills-building workshops
 - Peer referrals to HR professionals who can provide expert support on an as-needed basis to individual businesses.
- **Conduct employer research to identify the benefits of changes in HR policies and practices.**
This will enable the industry’s new HRD coordinating organization to provide more return-on-investment information to operators.
- **Continue to identify and work with tourism employers in British Columbia who are seen by their competitors and by employees as “best practices employers.”**
Descriptions of what they are doing, the effects of these practices and “how-to” wisdom will be made available to other operators, fast-tracking the way to higher retention.

3

ACT TO TRAIN & DEVELOP WORKERS

■ **Emphasize entrepreneurial, business and people management skills – as well as core customer service skills – in all tourism training programs.**

■ **Deliver learning resources in smaller, faster-to-complete modules to support part-time students.**

■ **Support more investment in supervisory skills training.**

This includes certificate programs that can be completed through a series of one-day workshops.

■ **Create one common system to recognize tourism-related skills from “entry” to “mastery” level.**

Integrate this national recognition framework into BC’s Tourism Learning System. Continue using the TLS as a provincial planning framework for secondary and post-secondary tourism education and training.

Proposed laddering approach:

- Essential employability skills
- “Service Professional” common front-line soft skills
- Occupation-specific front-line skills
- Common supervisory skills
- Sector-specific supervisory skills
- Management/leadership skills.

■ **Maintain and promote an online inventory of all tourism training programs.**

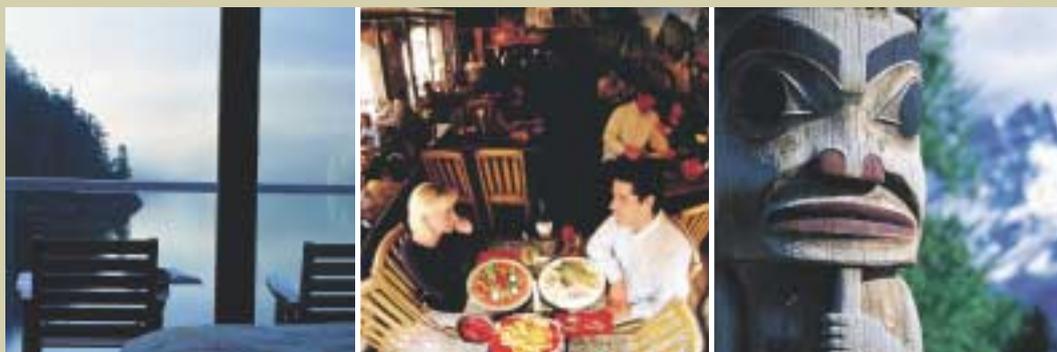
■ **Embed employability skills in the secondary school tourism curriculum.**

■ **Ensure a work-experience component in all secondary school and post-secondary diploma or degree tourism programs.**

■ **Develop and promote the widespread use of a common evaluation tool for work experience placements.**

■ **Use the planning protocol created by industry reps and members of the Tourism Educators Consortium for ongoing assessment of education and training needs, as well as priority setting at a provincial level.**

- Coordinate the regular publication of an industry status report with an update on critical HR needs.
- Plan and facilitate periodic forums that bring employers and training providers together for priority setting and action planning.
- Work towards the improvement of the student outcomes tracking system and stronger industry involvement in program design and evaluations.



WORKING TOGETHER:

GETTING TO SUPER, NATURAL WORKFORCE SUCCESS

GOVERNMENT

- Maintain investment in tourism education and training programs.
- Ask program coordinators to provide proof of labour market demand for proposed new programs.
- Support industry/education/government partnerships to pilot innovative approaches to recruitment and to fast-track part-time study programs.
- Keep tourism as one of the approved pathways for secondary school students.

INDUSTRY

- Make Tourism a New Era Agenda focus for the BC government and industry.
- Use “employees first, customers second” business development strategies.
- Volunteer to present at career fairs and other school or community events.
- Take an active role in one of your region’s industry advisory committees for tourism training programs.
- Offer to lead a “best practices” roundtable.
- Give go2 practical critiques of resources you have tried.
- Help develop a standardized work experience assessment tool for tourism students.
- Help create a standardized tool for tracking staff exits to learn more about attrition patterns.
- Participate in follow-up industry surveys to gather information about HR needs and patterns.
- Distribute research findings about workforce needs, related training and other action initiatives.
- Treat all employees the way you would like to be treated.
- Before moving into another industry, fully investigate the career options in tourism – visit www.go2bc.ca for more information on multiple pathways, related compensation and other benefits.
- Offer to tell the story of your success as part of a public relations campaign to profile tourism employment opportunities.
- Take some time and put some effort into improving your HR skills.

“Communication, communication, communication.

Staff need to know what is expected of them at the outset, ongoing, and in the future.”

– “Best Employer” nominee, BC HR Best Practices Survey for Tourism, 2002

WORKING TOGETHER:

GETTING TO SUPER, NATURAL WORKFORCE SUCCESS

EDUCATORS & TRAINERS

- Participate in forums hosted by TEC (Tourism Educators Consortium) or by go2 to review employers' issues.
- Help develop win/win action plans that meet labour demands.
- Consider a short-term internship in the tourism industry as a way to deepen your understanding of this sector.
- Tie all new programs to labour market demand.
- Help adapt career awareness resources for audiences older and younger than Grade 10 students.
- Help design an efficient system for tracking the employment history of graduates of tourism education and training programs.
- Help establish one or more "tourism magnet schools" as centres of excellence in the secondary system.
- Involve employer representatives in program evaluations as well as in program design.
- Plan ways to revitalize your industry advisory committee.
- Help to expand credit transfer arrangements between educational institutions.

STUDENTS, NEW JOB SEEKERS & CAREER CHANGERS

- Make tourism – because of its many job openings, career opportunities, well developed training programs, and variety of working conditions – your employer of choice.



British Columbia needs a *Super, Natural* workforce to ensure positive experiences for visitors and a competitive advantage for the province.

Work with tourism's new coordinating body, go2,
the resource for people in tourism.

INTRODUCING TOURISM'S HRD COORDINATING ORGANIZATION:

A COLLABORATIVE EFFORT

The task force *Recruit, Retain & Train: Developing a Super, Natural Tourism Workforce in British Columbia* ended by transferring its responsibilities to the new provincial tourism HRD coordinating organization, go2.

These **three goals** guided the task force and remain the touchstones of the HRD plan:

1. Attracting a sufficient number of appropriately skilled individuals into the tourism workforce to sustain the pattern of business growth and to enable the doubling of current revenues and contribution to the provincial government
2. Developing a workforce that is capable of offering internationally competitive standards of service to visitors travelling to and within British Columbia
3. Integrating the efforts of private and public stakeholders to achieve the optimal return on the resources invested in workforce development for tourism.

THE ROLE OF go2

An important role of the new HRD coordinating organization is to build effective partnerships with other industry associations and employers as well as tourism education and training providers. It is to be funded by the industry so as to maintain industry control over the British Columbia tourism workforce strategy.

go2 will focus on the following:

- Coordinating the industry's HRD strategy – **implementing recruitment, retention and training initiatives**

- Compiling labour market intelligence and conducting further **research** into employers' HR needs
- Conducting **ongoing planning** to ensure effective adaptation of HR strategy
- Developing **competency standards** for tourism occupations (in partnership with the Canadian Tourism Human Resource Council)
- Incorporating **marketing** activities into the core funding model:
 - Educating and influencing employers regarding HR practices
 - Liaising with education and training providers
 - Liaising with government on training priorities
 - Marketing career and employment opportunities to the general public
 - Acting as an information and referral service with online links to HR resources for both employers and employees
- Identifying **support services** that will operate on a cost-recovery or profitable basis and include:
 - Sales/distribution of HRD resources (e.g., training workbooks, performance standards)
 - Occupational certification involving competency assessments by industry evaluators
 - Industry training programs in selected areas such as *Serving It Right* and *FoodSafe*.
- Establishing a **board of industry leaders**, with nominations solicited from all sectors and regions of the province, and with some seats reserved for Tourism BC, COTA and the education community.

For more information, and to discuss and help address Tourism HR issues, contact go2 at www.go2bc.ca or 604.930.9770.

INTRODUCING TOURISM'S HRD COORDINATING ORGANIZATION:

A COLLABORATIVE EFFORT



| | |
|---------------------------|--|
| Purpose | To assist the industry in meeting its business goals through its investment in people |
| Vision | A British Columbia tourism industry that establishes the standards for world-class workplaces and world-class employees |
| Clients | Tourism operators and employers followed by employees and potential employees |
| Role | Focus on the big HR issues. Be strategic, business-focused, responsive and accountable. |
| Industry Ownership | All programs and services must be of real value to industry and the industry must “pay to play.” Consideration of new support services will only be made if supported by a strong business case including evidence of its need by tourism operators. |

For the Tourism HRD Strategy Project, the Task Force gratefully acknowledges the support of:



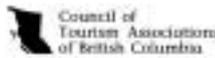
Tourism
British Columbia



Hospitality Industry Education
Advisory Committee



BC Ministry of Skills
Development & Labour



Council of
Tourism Associations of BC



The Government of Canada
has contributed funding to
this initiative.



Hotel Restaurant Culinary
Employees & Bartenders Union
Local 40

This is the beginning of a collaboration to improve industry recruitment practices, increase worker retention, provide new opportunities for training and professional development – and ensure a thriving *Super, Natural* tourism workforce in British Columbia.

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| John Harrison | Destinations Tourism Employment |
| Sally Hart | HR with Hart |
| Jenni Hopkyns | Tourism British Columbia – Training Services |
| James Kennedy | Food and Service Resource Group |
| Kelly Knister | Ministry of Advanced Education – Industry Training Branch |
| Jonelle Knowles | North Island College |
| Kathi LeBlanc | Fluid Communications |
| Beverley Lemon | Training consultant |
| Sandra Louie | HIEAC – Career Awareness Program |
| David McCaig | Association of Canadian Travel Agents |
| John McComber | Four Seasons Hotel |
| Jason McRobbie | BC Restaurant & Foodservices Association |
| Lesley Malcolm-Goertzen | Capilano Suspension Bridge |
| Brad Manderville | Ministry of Advanced Education – Private Institutions & Sector Initiatives |
| Jamie Millar-Dixon | Westin Grand Vancouver, Hotel |
| Brita Moosman | Vesta Consulting |
| Marlene Morris | HIEAC - National Product Sales |
| Mona Nowak | Great Canadian Casinos Inc. |
| Shahida Nurani | BC Association of Continuing Education Administrators |

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| | |
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| Norman Stowe | PACE Group |
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| Andrea Valis | Destinations Tourism Employment |
| Kim Van Pelt | The Fairmont Hotel Vancouver |
| Dolores Volcz | Secondary Tourism Educators Group |
| Brian White | Capilano College |
| Sandra White | FirstHost |
| Nancy Zimmerman | Vancouver Premier College of Hotel Management |

REGIONAL FORUM PARTNERS

BC Rockies Tourism Association
Dawson Creek Chamber of Commerce
Destinations Tourism Employment
North Peace Economic Development Commission
Northern Rockies Alaska Highway Tourism Association
Okanagan University College
Thompson Okanagan Tourism Association
Tourism Association of Northern BC
Tourism Association of Vancouver Island
Tourism Kelowna
Tourism Prince Rupert
Tourism Victoria
Tourism Whistler
University College of the Cariboo
Venture Kamloops
Whistler Chamber of Commerce

OTHER STRATEGY REVIEWERS

Bell Tours
Bon Voyage Motor Inn Ltd.
Boston Pizza International Inc.
Buchan Hotel
Burnaby Accent Inn
Burnaby Village Museum
Café Voltaire
Go West Campers
Hagen's Travel & Cruises
Harbour Cruises
Hostelling International
Initiatives Prince George
Kelly O'Brian's
Lonsdale Event Rentals
Mead Manor B&B
Northern BC Tourism Association
Quiznos
Ramada Inn (Prince Rupert)
Renshaw Travel & Cruise Concepts
Riversedge B&B
The Exploration Place
The Gulf of Georgia Cannery
Transport Canada
West Coast Air
West Coast City & Nature Sightseeing

RECRUIT, RETAIN & TRAIN

Imagine:

- A workforce trained to deliver service as stunning as BC's *Super, Natural* landscapes

-
- Unprecedented pride in tourism careers

-
- An all-out effort to recruit legions of skilled people over the next ten years

-
- More staff who plan to stay

-
- Quickly tapping into huge resources of precise information

-
- Finding that others have your vision of intensive special training

go2 is committed to:

- An industry-led and -financed organization to promote tourism workforce development

-
- Fact-filled publicity that lends appropriate status to tourism jobs

-
- Targeted recruitment and job enhancement strategies

-
- Encouraging the many career-changers to supplement the dwindling numbers of first-job holders

-
- One-stop shopping for links to approved training and other HR resources

-
- Working with BC's colleges, universities and private training institutes

Imagine:

- Exceptional ease and fun as you learn what you need to know about tourism jobs, employers, customers and career paths

-
- Career- and salary-enhancing courses available when you are

go2 is committed to:

- A Web site and print publications that open the gate to career resources and job search sites

-
- Close cooperation with training institutions that instruct in right-sized blocks so you can learn while you earn

Imagine:

- Adult job seekers and a new generation of secondary school grads excited about working in tourism

-
- Schoolteachers who know, like and promote tourism jobs

-
- Industry input when you need it for education program planning, development and evaluation

go2 is committed to:

- Enhancing career fairs with screening interviews

-
- Teacher information kits, professional development day events, and paid work opportunities during the summer

-
- Ongoing tracking of employers' needs, clear communication of industry priorities, and planning forums that bring industry leaders and educators together.



signals industry leadership in tourism human resource development.
For more information, visit www.go2bc.ca or call 604.930.9770.