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BC Tourism Labour Market Strategy 2012



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Over the next decade, there will be thousands of new openings in a wide range of occupations.

43,410 20,530 18,

food & beverage
services

recreation
& entertainment

British Columbia's tourism and hospitality industry is in an enviable position.

Despite the challenges in the last decade – and there have been many – this province offers a variety of tourism experiences and destinations found in few places in the world. All indications point to this decade as being a period of growth for the tourism and hospitality industry, and that's good news. But with that growth comes labour market challenges.

Some are very similar to those experienced almost 10 years ago – an aging population; a shortage of skilled workers; a need for accessible and affordable training options in regional, remote and rural areas of the province; skilled workers being lured to other provinces with lower living costs; the increased need to look to immigration and alternative labour pools; and perceptions about tourism and hospitality as an industry for the young and perhaps not a viable option for a long-term career.

The *BC Tourism Labour Market Strategy (TLMS)* addresses these and other challenges. It builds on the very solid foundation laid by the *British Columbia Tourism Human Resource Development Action Plan* that was released in 2003 to strategically address the labour market challenges in BC's tourism industry. An outcome of that plan was the creation of go2HR – The resource for people in Tourism.

Now, almost 10 years later, the updated *TLMS* benefits from the accomplishments achieved since 2003, and also takes into account shifts in the socio-political, economic, and tourism and hospitality industry environments. It is the result of extensive research and consultation across the province and, when successfully implemented, will be a key contributor to achieving the five per cent annual growth target set by the Province's *Five-Year Strategy for Tourism in BC*.

The *TLMS* will be the roadmap for go2HR and its industry stakeholders and partners to implement the strategies and activities necessary to address the labour market challenges we are facing in British Columbia today and in the coming years.

920 accommodation services 14,130 transportation 4,400 travel services

building on the past + looking to the future



In the fall of 2001, faced with a looming shortage of skilled labour, a tourism industry task force was created to lead a comprehensive process involving research, analysis and extensive industry consultation.

The result was the *BC Tourism Human Resource Development Action Plan*, released in 2003, and the transformation of the existing Hospitality Industry Education Advisory Committee (HIEAC) into go2HR as an industry-led and demand driven organization mandated to lead the implementation of the Action Plan.

The action plan established a strategy that focused on five priority areas: recruitment, retention, training, coordination, and results monitoring and other research.

Much has been accomplished since then. However, much has changed in the economy, policy environment and the labour market.

For example, BC has gone through a full economic cycle. The increased demand for tourism products and services that led to labour shortages in 2006 and 2007 was followed by the global recession in 2008 and increased unemployment levels. Our province weathered the recession better than many jurisdictions, thanks in part to the success of the Vancouver 2010 Olympic and Paralympic Winter Games, and expectations are that the BC economy is now on the road to recovery.

Another change since 2003 is the significant level of interest – by all industry sectors –

in BC's labour market issues, including our aging population and the need to look at immigration and other labour pools as sources of skilled workers.

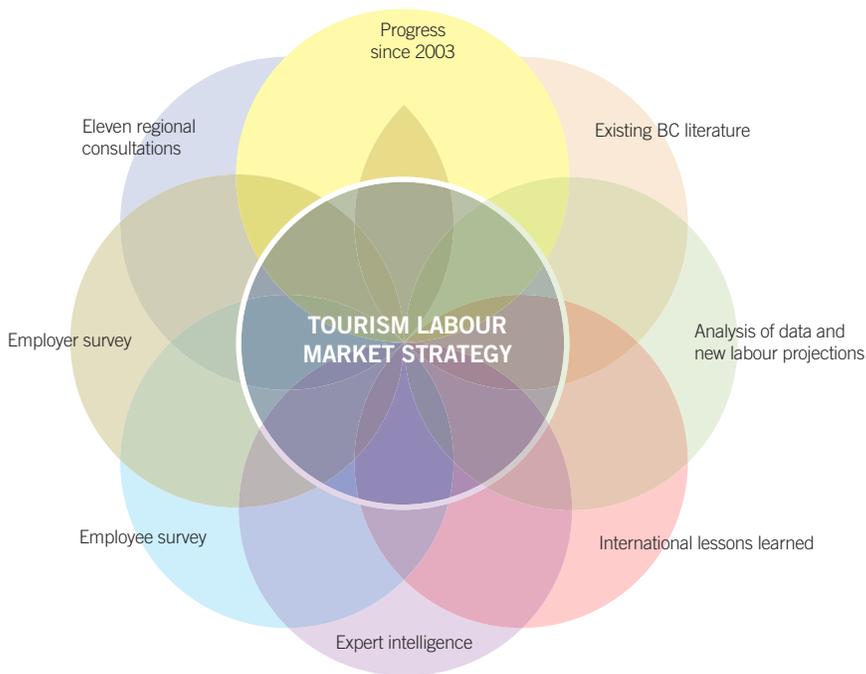
Because of these and other changes, in early 2011 go2HR began the process of updating and refreshing the strategy that had served our industry well for more than eight years. The next 12 months brought detailed background research, a thorough analysis of trends and best practices, and an assessment of progress to date on the HR Action Plan.

A critical component was consultation involving about 1,000 tourism and hospitality industry representatives and stakeholders who shared their sector and regional perspectives in discussions with the go2HR Board and three working groups, as well as through employer and employee surveys and 11 regional consultation sessions.

The result is the *BC Tourism Labour Market Strategy (TLMS)*, providing an overview of key policy and industry trends and challenges; a vision for the future supported by priority goals, strategies and activities to address the challenges; and a high-level performance monitoring and evaluation framework. It is the roadmap that will guide the tourism and hospitality industry over the next five years.

1,000 tourism and hospitality industry representatives and stakeholders shared their sector and regional perspectives

The 2012 Tourism Labour Market Strategy has been created through an exhaustive process of information gathering, research analysis and province-wide consultation.



Aligning with government initiatives

go2HR works closely with both the provincial and federal governments on tourism and hospitality labour issues so that the priorities and strategies identified by go2HR, the industry and the government are complementary. The *TLMS* has been developed within the context of a number of important government initiatives.

The BC Jobs Plan

Released in September 2011, *The BC Jobs Plan* encourages economic growth by creating jobs, strengthening provincial infrastructure to get BC goods to market, and expanding markets for BC products and services, particularly in Asia. The Plan identifies tourism as a priority sector because of its ability to drive new investment, BC's competitive advantage in tourism, and the fact that most communities in BC (both Aboriginal and non-Aboriginal) rely on tourism to some extent.

Skills for Growth

Skills for Growth: BC's Labour Market Strategy to 2020 supports economic growth and a higher quality of life by increasing the skill level and labour market success of British Columbians, attracting workers and entrepreneurs who meet BC's regional economic needs, and improving workplace productivity. This initiative outlines objectives related to expanding apprenticeships, making post-secondary education more flexible and responsive to industry needs, recruiting permanent immigrants and temporary foreign workers, improving productivity through workplace training, and enhancing industry health and safety training and practices.

Gaining the Edge

The first sector-specific strategy launched under *The BC Jobs Plan* was *Gaining the Edge: A Five-Year Strategy for Tourism in British Columbia, 2012-2016*. Its goal is to increase marketing efforts in areas most popular for people traveling to and within BC, including touring vacations, city experiences, skiing-snowboarding, Aboriginal tourism, outdoor adventure/ecotourism, and meetings and conventions.



A priority of *The BC Jobs Plan* and *Gaining the Edge* is a five per cent annual growth of tourism throughout the province – an objective at the heart of the *TLMS*. This would result in \$18 billion in tourism revenue by 2016. It also emphasizes the need for partnerships with industry, regions and communities – a philosophy shared by the *TLMS*.

With its goal of "World Class Visitor Experiences," *Gaining the Edge* focuses on the importance of the "human element" in successfully delivering the visitor experience. The workforce-related actions include:

- Ensure labour market strategies to address the industry's unique labour market pressures
- Address gaps and capitalize on opportunities in training and education programs
- Provide a range of industry training tools across the province

Federal Tourism Strategy

Launched in the fall of 2011, this strategy is designed to help position Canada's tourism sector for long-term growth and global competitiveness. It calls for, among other things, the need to foster an adequate supply of skills and labour to "enhance visitor experiences through quality service and hospitality".

key accomplishments

Much has been accomplished since the *BC Tourism Human Resource Development Action Plan* was released in 2003. The following highlights some of the tourism industry's achievements with the coordinating efforts of go2HR.

- A **new portal website** to provide the industry with labour market related information, resources and tools
- A **brand and marketing campaign** to promote awareness of tourism careers
- A niche BC tourism and hospitality **job board**
- Provincial and international **partnerships to promote jobs** and careers in tourism
- Resources to raise **awareness for best practices** in human resource management
- **Industry training resources** for the tourism and hospitality industry
- Industry input to government to **enhance foreign worker programs**
- **Workplace health & safety resources** for the tourism and hospitality industry
- **Labour market studies** to examine employment levels and human resource requirements for BC's tourism regions
- Tourism industry **compensation studies** and **special research projects** on staffing challenges for specific sectors/regions

trends + highlights

The importance of tourism to British Columbia's economic well-being

British Columbia's tourism and hospitality industry generated \$13.4 billion annual revenue in 2010. Overall, between 2004 and 2010, industry revenues grew by a total of 25.5 per cent, representing an average annual growth rate of 4.2 per cent. In 2010, tourism contributed more than \$1.2 billion to the provincial government – this is a 23 per cent increase over 2009, when the industry's contribution actually declined as a direct result of the global recession.

Tourism and hospitality: BC's largest primary resource industry

BC's tourism and hospitality industry is now the single largest "primary resource industry" in the province, generating an annual real GDP (\$2002) of more than \$6.4 billion in 2010, ahead of forestry, mining, oil and gas extraction, and agriculture. A key benefit of the industry is its potential to contribute to the economic, environmental and social health of literally every community in BC.

A large and growing workforce

There are an estimated 17,943 tourism-related businesses across the province, employing about 260,000 workers, or 10.8 per cent of British Columbia's total labour force of 2.4 million people. The number of jobs (full year equivalencies) in the tourism and hospitality sector is projected to increase from 255,860 in 2010 to 300,080 by 2020. This represents an average annual employment growth of 1.6 per cent, higher than the 1.4 per cent average annual growth rate projected for the province as a whole.

A significant number of small businesses

In BC, 77 per cent of all businesses are small businesses (20 employees or less), and 19 per cent of these represent self-employment. This is the highest proportion of any region of Canada, except Saskatchewan.

A significant number of rural based businesses

43 per cent of tourism businesses are based outside of the Vancouver, Coast and Mountains region, with many being located in regions with a higher proportion of rural communities.



The largest employer of youth

The tourism and hospitality industry is the largest employer of 15-24 year olds (representing 30.3 per cent of its workforce), is nearly twice as reliant on young workers as other sectors in the province and is often the first employer for youth. However, this demographic group has a lower projected growth rate than other groups, and in 2010, there were more than 20,000 fewer students enrolled in Grade 1 than graduated in Grade 12.



Baby boomers are retiring

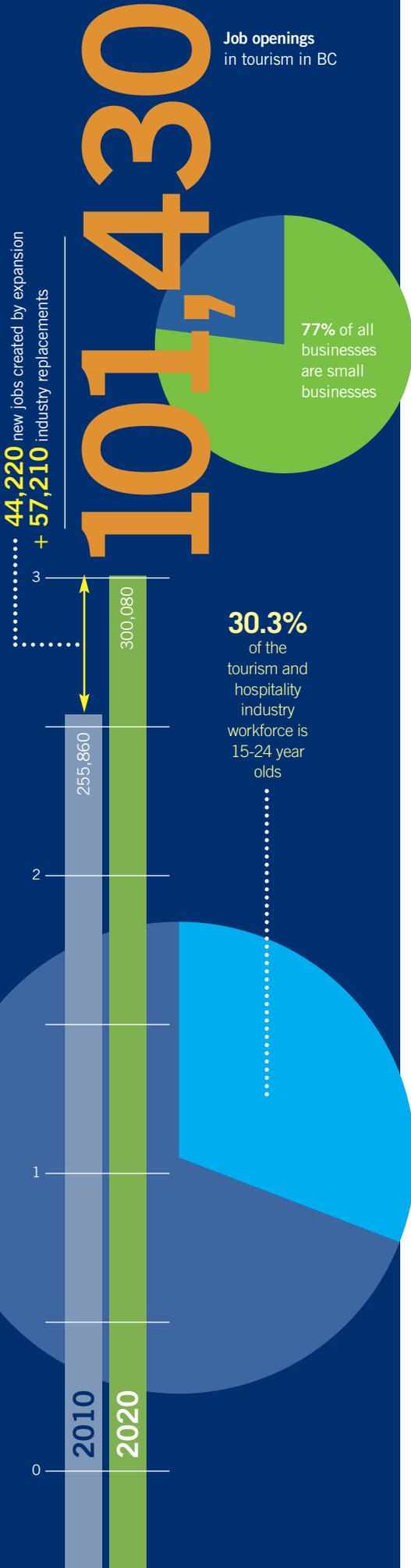
With "baby boomers" (those born between 1946 and 1964) now retiring, it is estimated that 56,000 to 62,000 people in BC will retire each year between 2010 and 2020. The peak of the baby boomer retirements will happen at the same time as fewer youth are entering the workforce, which will put more pressure on the labour force supply.

Increased reliance on immigration

With those increases in domestic retirements and lower birth rates, new immigrants to BC are projected to fill more than 30 per cent of all job openings in the province by 2020.



tourism contributed more than \$1.2 billion to the provincial government



trends + highlights



More than 100,000 new job openings by 2020

According to Roslyn Kunin & Associates (RKA), new jobs created by expansion (44,220) and openings from replacement needs (57,210; mostly through retirements) will total 101,430 job openings (full year job equivalencies) in tourism in BC by 2020 – or 10 per cent of all expected job openings in the province by that year.

Steady growth across all sectors

Although the fastest growing tourism sectors in the next decade are expected to be recreation and entertainment and travel services, the relative size of food and beverage services means this sector is projected to generate the largest number of new job openings.

	Annual Employment Growth Rate	Labour demand by 2020
Total tourism and related industries	1.6%	101,430
Food & beverage services	1.6%	43,410
Recreation & entertainment	2.1%	20,530
Accommodation services	1.5%	18,920
Transportation	1.2%	14,130
Travel Services	1.8%	4,440

Jobs, jobs, and more jobs

Over the next decade, there will be thousands of new openings in a wide range of occupations.

Occupation	Number of Job Openings (2020)
Food counter attendants and kitchen helpers	11,810
Food and beverage servers	9,190
Cooks	6,810
Restaurant & food service managers	4,870
Light duty cleaners	4,010
Bus drivers and subway and other transit operators	3,280
Cashiers	3,230
Program leaders and instructors in recreation, sport and fitness	2,520
Chefs	2,470
Hotel front desk clerks	2,410
Accommodation Service Managers	1,760
Travel Counsellors	1,670

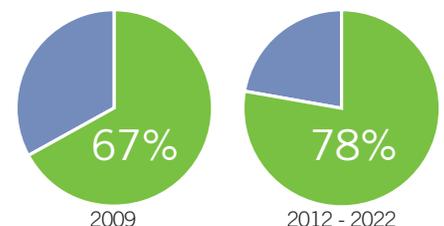
2011 RKA based on BC Labour Market Scenario

The growing demand for skilled labour

The rate of change and use of technology is also fueling the need for workers to acquire new skills in the future. BC's increasingly knowledge-based economy is raising the bar in terms of education and training needed by workers. BC's *Skills for Growth* indicates that 78 per cent of all job openings in the province over the next decade will require post-secondary education, compared to 67 per cent only three years ago.

The demand for skilled labour will be particularly acute in the food services area, where it is estimated BC will require an additional 2,470 professional chefs, 6,810 cooks, and 4,870 restaurant & food service managers.

Job openings in BC requiring post-secondary education





Increased training for a skilled workforce

The BC tourism post-secondary system has expanded in the past eight years, with nearly 300 programs offered in 2011 compared with approximately 200 in 2003. Sixty per cent of the programs are in public institutions, with more than 7,000 students enrolled. The overall pattern of tourism-related enrolments among the 25 public post-secondary institutions in BC showed a 12.6 per cent growth (in headcount) from 6,830 in 2006/07 to 7,688 in 2009/10.

There has been a 40 per cent growth overall in Baker, Meatcutter and Professional Cook active apprentices for the three-year period ending September 30, 2011. The Professional Cook program saw the largest growth, with an additional 906 apprentices, representing a 45.7 per cent increase. Private institutions account for approximately an additional 300 Culinary and 150 Baking and Pastry students per year.

This trend can be attributed to improvements such as greater engagement with industry (including go2HR becoming the Industry Training Organization for the tourism and hospitality industry in 2006), more focused program marketing, and more capacity in the number of training seats and the ways to achieve credentials.

High employment and relevant training

When students in culinary programs were asked about employment and the relevance of training to their jobs, responses were positive, ranging from mid-70s to mid-90s per cent. For example, 82 per cent of respondents who graduated from a culinary arts/chef training program in 2010 were employed in a permanent position 12 months after graduation, and 75 per cent felt their education was “very or somewhat useful” in getting their jobs. In another survey, in 2010, 79 per cent of former tourism and hospitality students were employed in a position “very or somewhat related” to their studies soon after graduating, up from 74 per cent who felt the same in 2001.



companies with high employee engagement saw a **13.7% increase in net income**



The potential for good compensation

There are a range of positions throughout the tourism and hospitality industry where annual base salaries are competitive, including accommodations service managers, restaurant and foodservice managers, directors of sales and marketing, and travel agency managers to name of a few. There is also strong potential for growth throughout a career in the industry, where a cook starting out at \$13.44/hour can earn nearly \$60,000 by the time he/she becomes an executive chef.

Occupation	Average Base Annual Salary
Accommodations Service Manager	\$42,000
Director of Sales & Marketing	\$65,000
Executive Chef	\$58,471
Executive Housekeeper	\$42,000
General Manager	\$65,000
Restaurant and Food Service Manager	\$44,059
Sous Chef	\$42,500
Superintendent Maintenance/ Groundskeeper	\$60,000
Travel Agency Manager	\$45,167

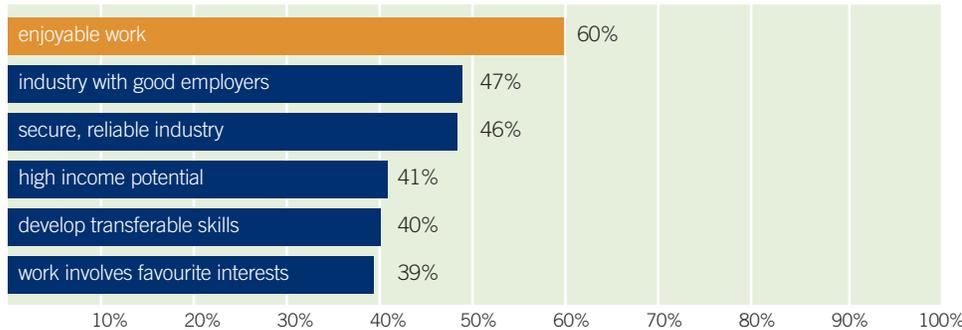
2010 Canadian Tourism Industry Compensation Study

it can cost a tourism operation more than 12 months' salary to lose and replace a manager or professional and over 4 months' salary to lose and replace an hourly worker



45% of tourism employers had at least one difficult-to-fill vacancy

Employer/Work Selection Factors



First Nations potential

Aboriginal tourism has been a recognized part of British Columbia's tourism product mix for many years. However, First Nations involvement in tourism and hospitality jobs has typically been lower than the proportion of Aboriginal workers in the total provincial workforce. That is starting to change as approximately 3.2 per cent of the tourism sector labour force in BC is now Aboriginal.

The tourism and hospitality industry is twice as reliant on young workers as others in the province and the Aboriginal population is relatively young. By 2026, the percentage of Registered Indian and Non-Status Indian populations 14 years old and younger is projected to be 24% and 35%, respectively, compared to 15% for the total Canadian population. This, combined with the strong

growth of aboriginal tourism product, means there is potential to further increase First Nations participation in the BC tourism labour force, particularly among youth.

It's not only about the money

Job seekers consider a range of factors when searching for a new employer. In a 2012 go2HR study, having enjoyable work (60%), working in an industry with good employers (47%) and working in a secure, reliable industry (46%) were all seen as more important than high income potential (41%). Developing transferable skills (40%) and doing work that involves your favourite interests (39%) were also high on the list and nearly on par with pay.

Good HR is good for the bottom line

In one study by Towers Perrin, companies with high employee engagement saw a 13.7 per cent increase in net income, while companies with low levels of employee engagement actually saw a decrease of 3.8 percent in net income. In a more comprehensive study that looked at net profit margins, the companies with high employee engagement came out on top again, with net profit margins more than 3 points higher than those companies with low employee engagement (2.1% net profit margin vs. -1.4%).

The high cost of turnover

It can cost a tourism operation between 12-24 months' salary to lose and replace a manager or professional and between 4-12 months' salary to lose and replace an hourly worker. This includes administrative expenses related to the exit of an employee and the entry of a new hire; recruitment and screening costs of a new hire; the training and orientation support expenses for worker replacement; plus the cost of lost sales, lost expertise and reduced morale.

In BC's tourism industry, voluntary turnover (e.g. an employee-led departure) rates averaged 30.7 per cent in 2009, including 29.1 per cent for seasonal workers and 40 per cent for part-time workers. The most common reasons for voluntarily leaving an organization included receiving higher pay from another business and lack of career opportunities.

Reasons for Voluntary Turnover in 2009 in BC

	Full-time	Part-time	Seasonal
Returned to school	20.6%	35.7%	56.9%
Higher pay from another business	28.2%	23.5%	9.7%
Lack of career opportunities	19.2%	11.5%	6.6%
Retirement	10.4%	1.4%	2.7%
Voluntarily quit after disagreement with manager	15.7%	14.3%	8.5%
Other	38.1%	35.3%	25.4%

The consequences of job vacancies

Job vacancies can have a dramatic impact on an organization. A go2HR industry survey completed in 2011 found that 45 per cent of tourism employers had at least one difficult-to-fill vacancy within the previous 12 months. Further, organizations with difficult-to-fill job vacancies required staff/owners to work more hours (34.3%), reduce customer service (21.6%) and miss business opportunities (15.7%).



tourism + hospitality workforce challenges

How do we get the people we need, when and where we need them, and with the right skills?
It's an ongoing challenge for the tourism and hospitality industry in British Columbia, and will become even more of a challenge over the next decade.



This issue goes far beyond the need to recruit, retain and train workers. We also have to understand the ways in which British Columbia's workforce is changing, and what this means in terms of finding and keeping people to fill a wide range of positions in the tourism industry. Based on extensive research and industry stakeholder consultation, the following challenges were identified as priorities.

more than 75% of all tourism and hospitality operators in BC are small businesses with less than 20 employees

Awareness and perceptions

Typically students, parents, career counsellors and others see the tourism industry as a great place to get experience or a summer job, but are not aware of the long-term potential for a rewarding career.

Workforce demographics

About a third of the BC tourism industry's workforce is between the ages of 15 and 24, making our industry twice as reliant on young workers as other sectors in the province. But with the youth population declining, baby boomers retiring, and demand for workers expected to grow, we need to explore and be open to using the skills and talents of new and different labour pools.

Competition for workers

The challenge of changing workforce demographics is being faced by almost every industry sector in BC, which means keen competition for skilled and qualified workers from a shrinking talent pool. This is compounded by the lure of competitive wages and lower living costs from other prosperous regions such as Alberta and Saskatchewan. Tourism employees are particularly attractive recruits because of their high level of customer service skills.

Labour and skills shortages

Labour market projections from both private and public research all point to one thing – the demand for skilled workers in BC will be greater than the supply in the next decade. This may be regional, sector-specific, occupational or more widespread, but it will cut across all industry sectors in the province. In addition to normal attrition, research indicates that there will be a significant number of job openings in tourism due to growth of the sector.

Tourism businesses in regional, remote or rural areas

Because BC is such a vast province, many tourism businesses are located far from the more heavily-populated urban areas. As a result, these regional, remote or rural areas have a limited number of skilled and qualified workers living in their communities. This problem is intensified by the difficulty in accessing reasonably priced, effective training, and a lack of affordable housing and public transportation options. These areas generally have older populations, making it more difficult to recruit for entry-level positions.

Seasonality

The current industry trends and the nature of tourism products in BC make it difficult to offer year-round, full-time employment, and also to entice seasonal workers to return year after year. The pressure is greatest in rural or remote areas, and on weather-dependent sectors, such as the ski sector, where the length of the tourism season – and staffing levels – is determined by climate conditions.

Small businesses

More than 75 per cent of all tourism and hospitality operators in BC are small businesses with less than 20 employees. This makes it very difficult for these owners and managers to effectively implement and maintain human resource and training initiatives. They often do not have the structure, resources, or tools for the human resources development, training and practices that promote long-term employee development and engagement.

Industry culture

Generally speaking, tourism and hospitality has not traditionally considered human resources and training to be a key business imperative. If this is not addressed, the human resource challenges in the next decade will certainly have a negative impact on the bottom line of individual businesses and the provincial economy.

Aligning education and industry

BC has a strong tourism education system, with graduates in demand within tourism and other industries. Students in technical and trades training programs, such as culinary, have high employment rates within their chosen occupations. However, there are some areas that require better alignment of content and/or delivery models with the needs of industry. Specifically, small and rural operators are looking for more accessible programming (e.g., location, cost, time). A strong tourism training system also depends on a higher, more consistent participation by employers in activities such as industry advisory committees and work experience programs.

Management development

Most leaders in today's tourism and hospitality industry worked their way up the ranks. They started in front-line positions and have been promoted to increasingly senior positions, often without any formal training or experience in supervision and management. Related to this is a lack of awareness of and access to relevant training for all managers and supervisors, especially for those new to the role.



organizations with difficult-to-fill job vacancies required staff/owners to **work more hours, reduce customer service and miss business opportunities**

vision

vision for the future

What will BC's tourism labour market look like in the next five years?

Participants in the 2011 industry consultation process helped create a vision for the future to guide goals, strategies and activities in the next years.

How do we achieve the vision for BC's tourism labour market?

Over the next five years, the tourism and hospitality industry will focus on four interdependent and overarching goals that address the need to attract and retain employees, ensure training is available when it's needed, base decisions on sound research, and coordinate stakeholders' efforts and resources.

1 BC's tourism industry **attracts and retains** a sufficient number of appropriately skilled employees that support the growth of the industry.

2 BC's tourism industry has access to the **right training** at the **right time**.

3 Tourism workforce organizations and stakeholders make evidence-based decisions through **relevant, current and reliable research**.

4 Stakeholder **efforts and resources are well-coordinated** to achieve optimal return on tourism workforce investments.





a thriving and skilled
workforce that **delivers**
exceptional experiences
to our guests



strategic priorities + activities

For the past 10 years, the strategic priorities of the tourism labour market have been to attract, recruit, retain and train workers. These strategic priorities remain, and are strengthened by two foundational priorities that support their implementation, monitoring and evaluation. Each priority area supports one or more goals, and is supported by two or more strategies.

1. Attraction and Recruitment

STRATEGIES

Create awareness about tourism jobs and careers

ACTIVITIES

- Develop and implement a comprehensive, multi-faceted plan to create awareness about tourism jobs and careers, which could entail:
 - Engage key stakeholders in initiatives to promote awareness of tourism jobs and careers
 - Develop a segmented marketing approach that captures the range of job/career opportunities and targets a diverse talent pool
 - Use appropriate tools and mediums to reach youth with themes such as “Year or a Career” and “First Job”
 - Provide access to job and career information for target markets and their influencers

Identify, anticipate and respond to current and emerging labour and skill shortages

- Continuously monitor and communicate gaps between labour supply and demand
- Provide tools, resources and information to assist employers in filling their staffing requirements
- Connect employers with job seekers and students – locally, provincially and nationally
- Channel tourism industry input to government to help formulate/revise policies and programs on foreign workers and immigration
- Provide resources to support employers in navigating the various foreign/international worker/student programs
- Continually update the industry on changes to foreign worker or immigration policies or regulations

2. Retention

STRATEGIES

Promote the use of progressive human resource practices by tourism employers

ACTIVITIES

- Demonstrate and communicate the business case (return on investment) related to effective retention practices
- Identify and communicate best practices related to human resource management for a range of business types, sizes and locations throughout BC
- Identify and/or provide tools, resources and information that will help employers reduce unwanted turnover
- Recognize and showcase employers who utilize effective human resource practices
- Educate employers and other key stakeholders about the opportunities and obligations related to being the first and largest employer of youth

Identify and address unique labour market challenges faced by seasonal and/or rural tourism operations

- Develop and implement tactics to help reduce the workforce challenges encountered by seasonal and/or rural employers
- Foster partnerships with summer and winter employers to explore the exchange of seasonal and/or part-time workers

3. Training and Development

STRATEGIES

Encourage employer involvement and investment in training

ACTIVITIES

- Build and communicate a compelling business case for the return on investment in training
- Facilitate communication and engagement between tourism employers and training providers
- Provide employers and employees with information about available training options, resources, programs and best practices
- Support employers in accessing relevant supervisory and management skills training for their staff

Align training programs with industry needs

- Identify and communicate current and anticipated employer training needs to training providers, funders and other stakeholders
- Explore the feasibility and utility of providing more flexible, short-term, modular training to meet industry needs
- Encourage and promote the delivery of training that is accessible to remote, rural and/or seasonal employers
- Ensure that the appropriate certifications and associated programs are available to support the needs and standards of the tourism industry
- Maintain the industry's leadership role in the provincial industry training/ apprenticeship system

4. Research and Evaluation

STRATEGIES

Develop and maintain a tourism labour market research and information system

ACTIVITIES

- Enhance collaboration among all stakeholders engaged in data tracking to ensure alignment of efforts and strategies
- Obtain, analyze and prioritize relevant labour market data and indicators
- Ensure key data is distributed to stakeholders at both the strategic and “shop floor” operator levels

Monitor, evaluate, and communicate the results of the *TLMS*

- Develop and implement a *TLMS* monitoring and evaluation framework
- Communicate the results of monitoring and evaluation of the *TLMS* on a regular basis

5. Organization and Coordination

STRATEGIES

Align the *TLMS* with government priorities and plans, as well as with provincial, regional and local tourism strategies/plans

ACTIVITIES

- Ensure the tourism sector is represented at and participates in government labour market initiatives
- Develop regional labour market plans as part of broader regional tourism plans
- Develop and implement a *TLMS* communications plan to ensure sustained awareness
- Strengthen alignment between labour market development and destination development, management and marketing at the provincial, regional and community levels

Improve and expand collaboration among industry, government and other stakeholders on the implementation of the *TLMS*

- Re-confirm go2HR as the *TLMS* coordinating agency and define roles and responsibilities of other key stakeholders
- Engage tourism associations, regions, private and public secondary and post-secondary education institutions, training providers, government agencies, unions and others to participate in and/or lead aspects of the *TLMS*
- Provide information to governments on barriers to recruiting and retaining staff, particularly in rural areas (barriers related to transportation, lack of accommodation, high cost-of-living)



**go2HR is BC's tourism
human resource association
responsible for coordinating
the BC Tourism Labour
Market Strategy.**

It provides labour market information, programs and resources for recruitment, retention and training that support the growth and success of BC's tourism and hospitality industry.

Working closely with industry as well as with partners in the provincial and federal governments, public and private educators, and other industry and business associations, go2HR anticipates and responds to workplace challenges affecting BC's tourism industry.

go2HR provides the tourism and hospitality industry with a free job board, foreign worker information, health and safety tools, and programs like apprenticeship training, Serving It Right, FOODSAFE by Correspondence and *emerit*.

For more information about go2HR and the information, services and resources it provides, visit:

www.go2HR.ca



tourism & hospitality industries
food & beverage services recreation &
entertainment accommodation services
transportation travel services

Strategy Contributors

Three working groups and the go2HR Board of Directors were instrumental in developing the *TLMS*. They were supported by senior go2HR staff who also managed the *TLMS* process. The working groups, go2HR Directors and staff are grateful for the more than 1,000 tourism and hospitality industry representatives and stakeholders who participated in discussions, surveys and regional consultation sessions involved in developing the *TLMS*.

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