

**CENTRAL
COUNTIES
TOURISM 2023
SYMPOSIUM
RT06**

GOOD AFTERNOON

**Now
Hiring**

Tourism **HR**
Canada



RH Tourisme
Canada



GOOD AFTERNOON

CENTRAL COUNTIES TOURISM 2023 SYMPOSIUM



CURRENT STATE
COVID IMPACTS



SHORT TERM
SUMMER CRISIS



LONGER TERM
STABILITY, GROWTH



TOURISM **WORKFORCE PARADOX**

CONTRADICTIONS: WHAT WE HEAR VS WHAT IS ACTUALLY HAPPENING

1

RECOVERED INDUSTRY

STRUGGLING BUSINESSES

2

DEMAND FOR WORKERS

PRECARIOUS EMPLOYMENT

3

INCREASED WAGES

LOWER RETENTION



4

100,000s JOB VACANCIES

1.2 MILLION UNEMPLOYED

5

MORE PART TIME WORKERS

NEED TO FILL FULL TIME JOBS

6

HIGHEST JOB DEMAND

SLOW, PROTRACTED
RECOVERY

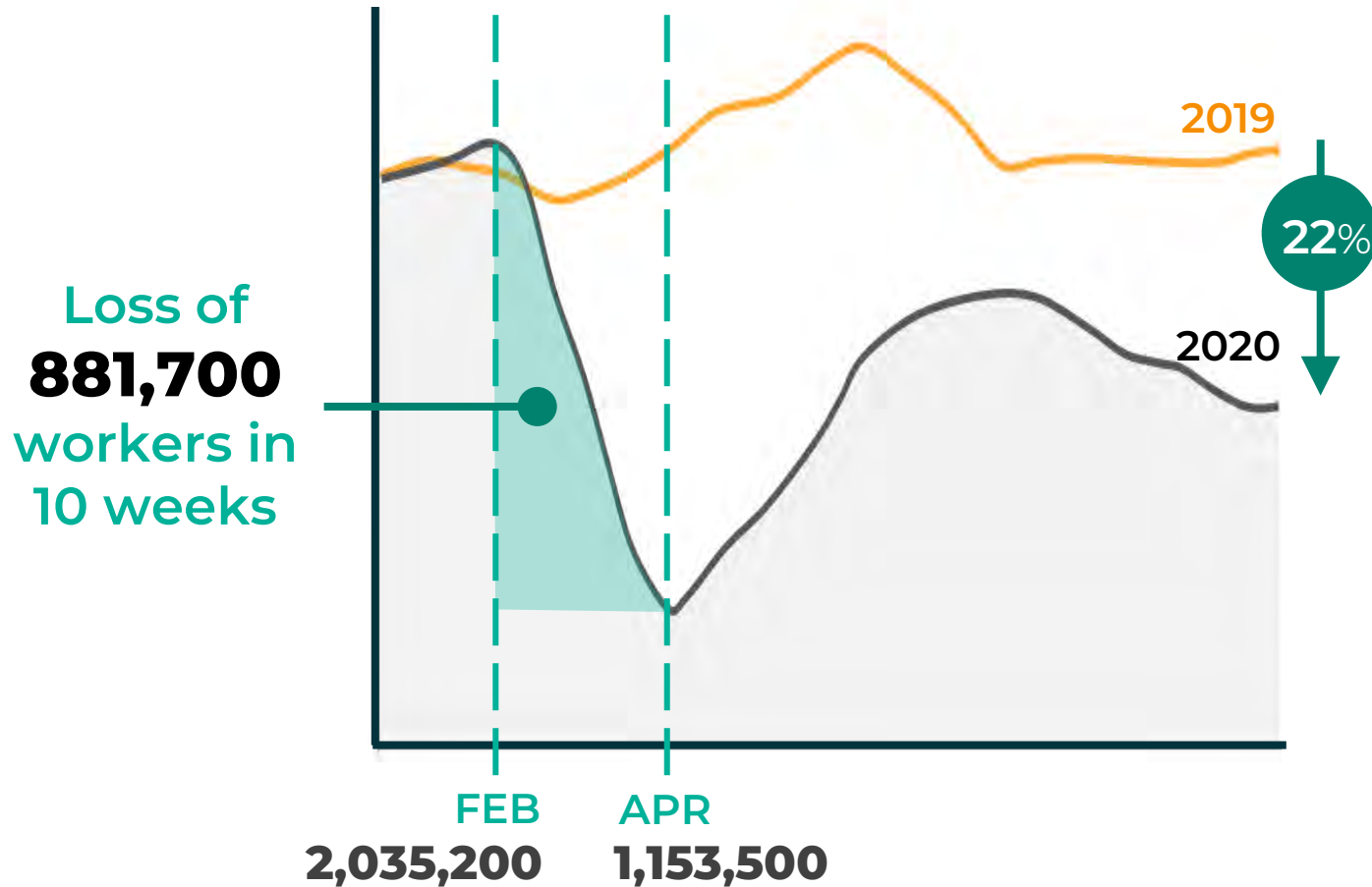




CURRENT STATE COVID IMPACTS



WORKFORCE SHORTFALL



Tourism workforce is not coming back

Increased competition for skilled workers

Canada short by 2.3 million workers

Shortages will persist for years

Highest retirement/departure rates in last two years

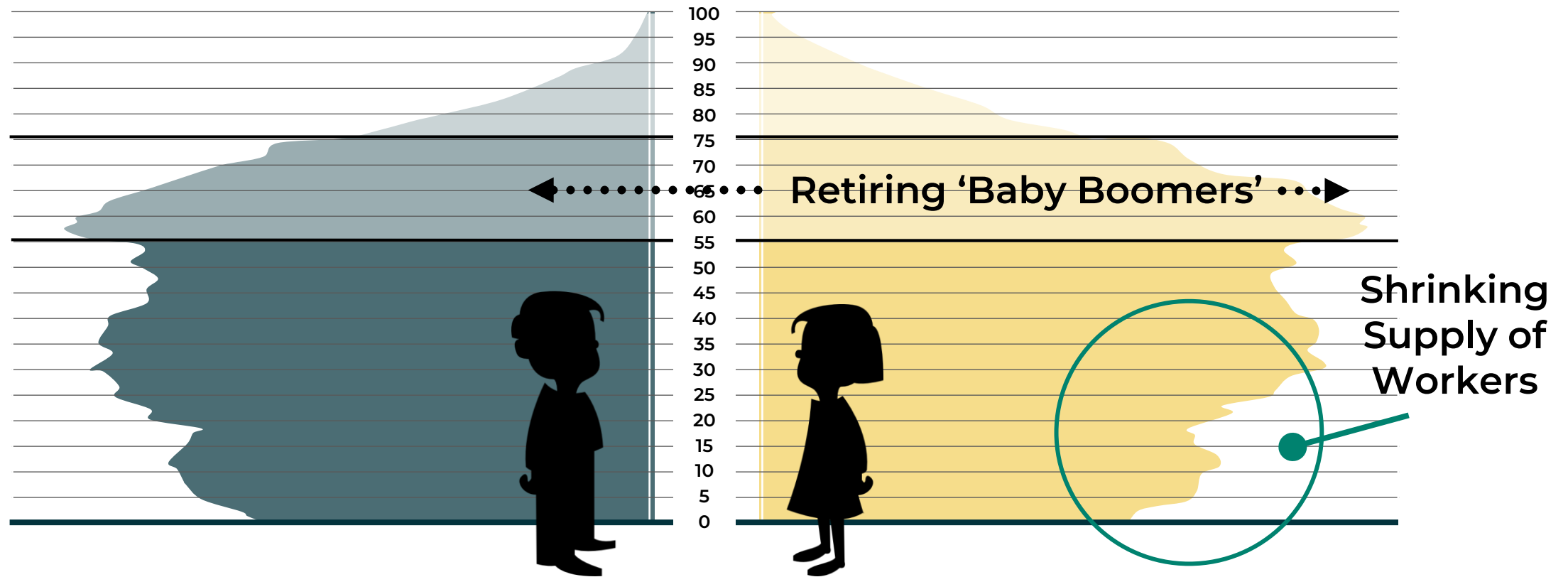
Growing part-time over full-time

Wages not keeping up with inflation and competition



AGING POPULATION, SHRINKING WORKER POPULATION

Age Pyramid

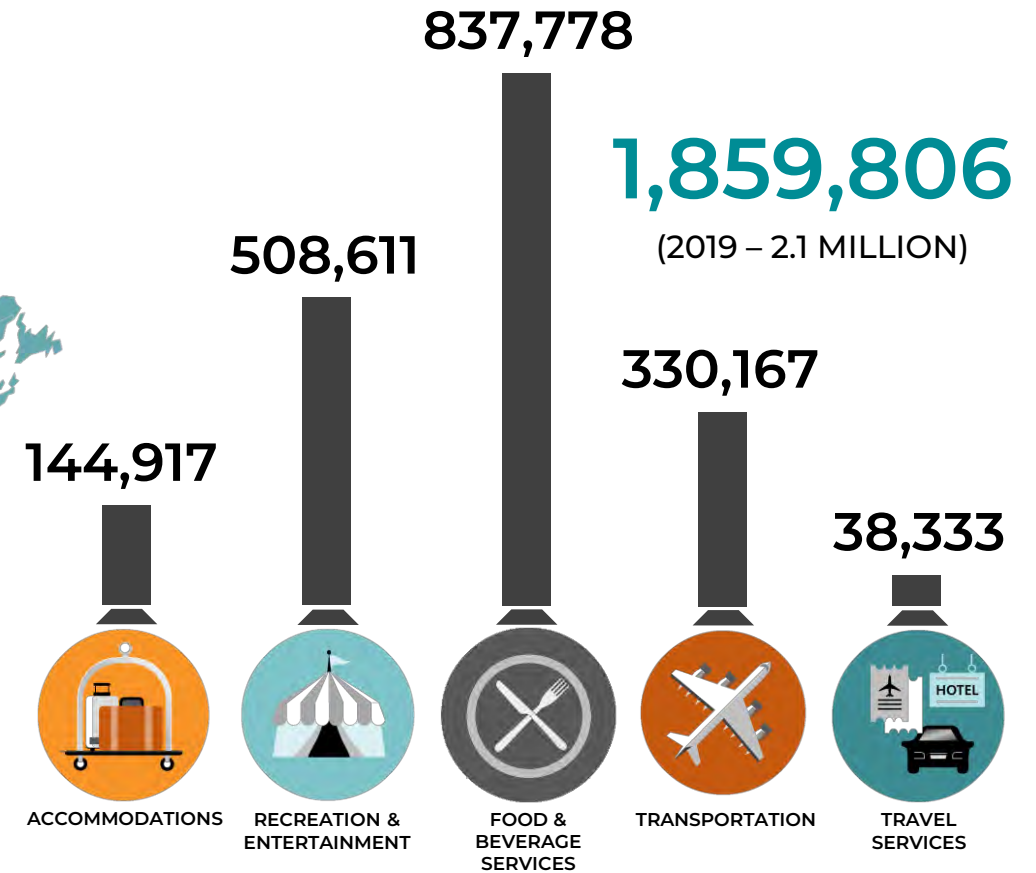
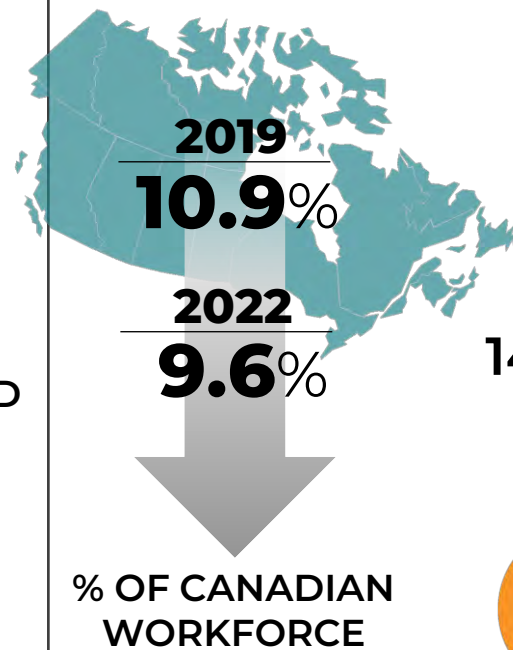
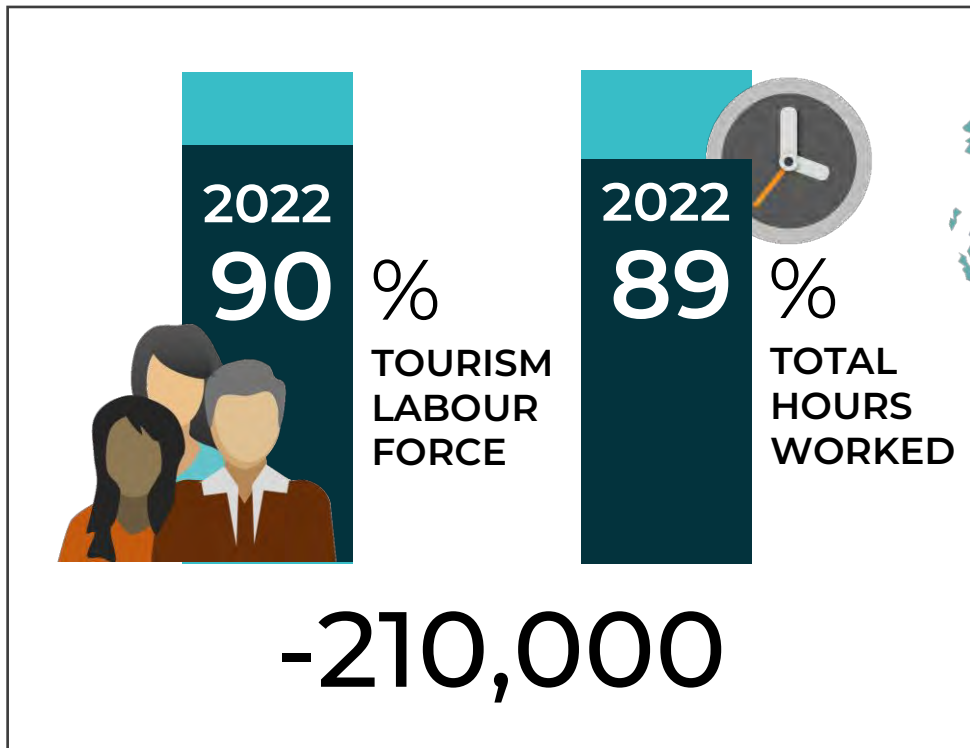


SOURCE: 2021 CENSUS POPULATION



CURRENT STATE OF WORKFORCE

2022 COMPARED TO 2019



Ontario

HIGH GROWTH OCCUPATIONS

TOP
5

- F&B SERVERS, • BARTENDERS
- TAXI AND LIMO DRIVERS
- LIGHT DUTY CLEANERS
- CULINARY STAFF

Average
Hourly Wage
\$17.93 - \$31.44



713,333

TOTAL TOURISM
EMPLOYMENT

9.3%

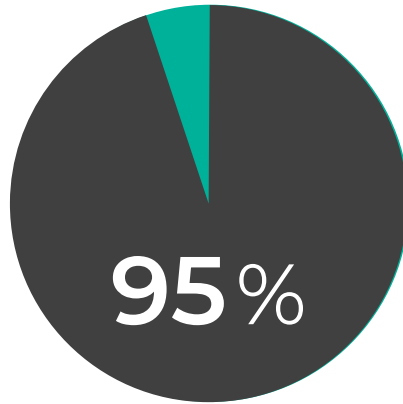
OF ON'S WORKFORCE

EMPLOYMENT CHANGE COMPARED TO 2019

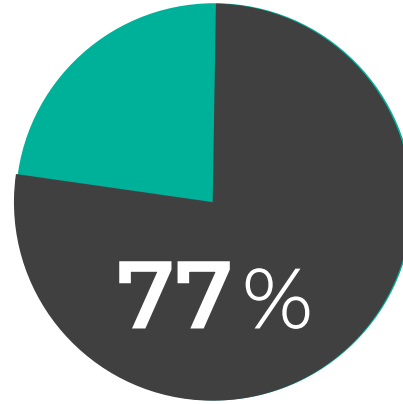
	2020	2021	2022
Accommodation	- 26 %	- 24 %	- 12 %
F&B Services	- 25 %	- 19 %	- 15 %
Rec & Entertain	- 25 %	-16 %	- 3 %
Transportation	- 22 %	- 22 %	1 %
Travel Services	- 18 %	- 43 %	- 35 %
TOTAL	- 24 %	- 20 %	- 9 %



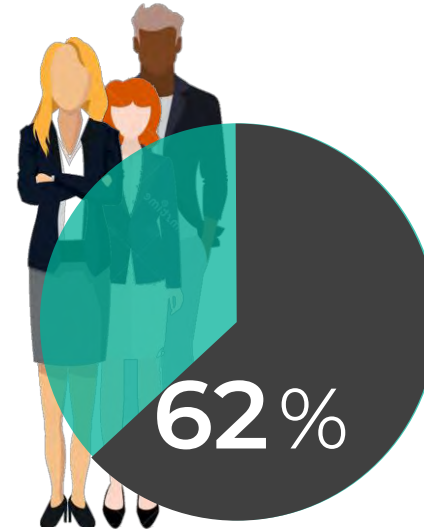
CURRENT STATE OF WORKFORCE BUSINESS IMPACTS



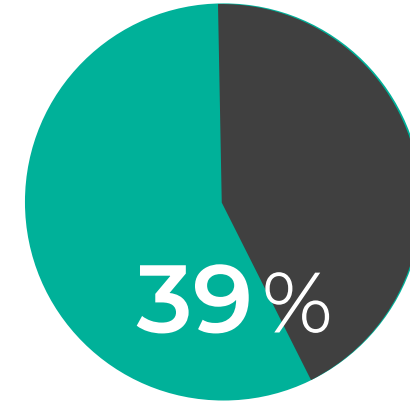
FACING BUSINESS
CHALLENGES



INCREASED
COSTS



EXPERIENCING
LABOUR ISSUES



FINANCIAL
CHALLENGES

Improvements over last year,
but a long way to go...



IMPACTS ON BUSINESS



Why They Are **Not Coming Back**



Precarity of
Employment



Mobility
Barriers



Part of High-Risk
Group



Living with High-
Risk Person



Required to Care for
Family Member



Mental Health,
Difficulty Coping



Diminished Pool
of Workers,
Students



Concerns About
Safety, Security



Lack of
Transportation



Competition
From Other
Sectors



COMPLEX WORKFORCE CHALLENGES

STRUCTURAL AND SYSTEMIC WORKFORCE ISSUES



Short Supply
of Workers



Skill Mismatch



Mobility,
Employment
Barriers



COMPLEX WORKFORCE CHALLENGES

STRUCTURAL AND SYSTEMIC WORKFORCE ISSUES



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of Workers



Skill Mismatch



Mobility,
Employment
Barriers



Image Liability,
Reputational
Damage



Addressing 'the Problem' Requires **Decisive & Urgent Action**



Federal Tourism
Strategy

All Party
Tourism Caucus

Federal and Provincial
Tourism Recovery Initiatives

Tourism Workforce Recovery and
Growth Task Force

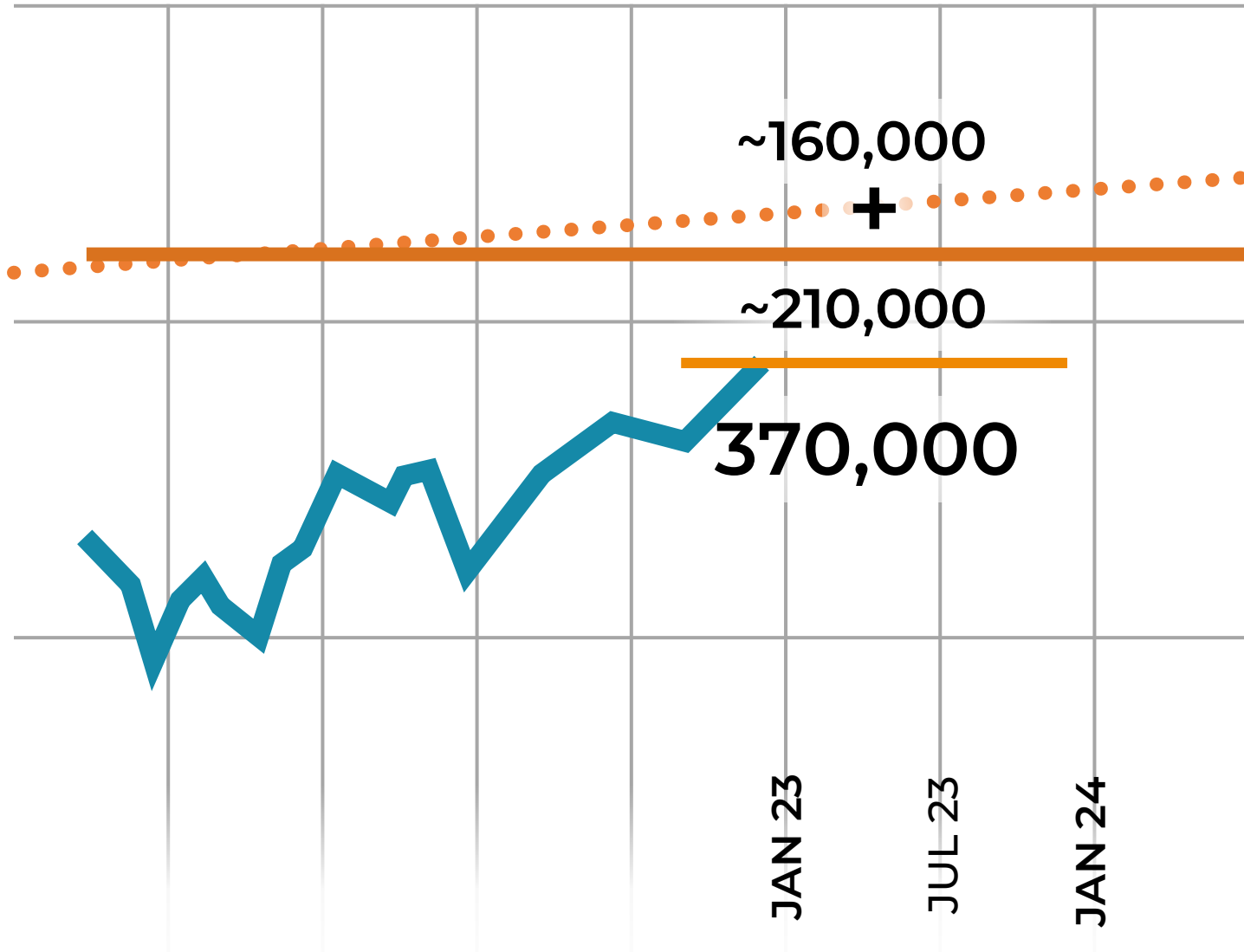
Coordinated
All-of-Sector Advocacy





SHORT TERM SUMMER CRISIS





SUMMER
2023

370,000
-120,000

-250,000



INTERNATIONAL TALENT CRITICAL TO FILLING TOURISM JOBS





IMMIGRATION POLICY REFORM

TEMPORARY POLICY CHANGES

- TFW Family Members
- International Experience Canada Program
- International Students
- Visitors
- TFW Program
- Provincial Nominee Program
- Rural and Northern Immigration Program



**The Conference
Board of Canada**

Centre for
Business Insights
on Immigration



Policy Paper



Government
of Canada

Gouvernement
du Canada

Canada



BUILDING YOUR SUMMER WORKFORCE

HIRING INTERNATIONAL TALENT

INFOGRAPHICS

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



BUILDING YOUR SUMMER WORKFORCE

HIRING INTERNATIONAL TALENT FOR SUMMER JOBS

Tap into Immigration Programs

SEASONAL JOBS

- Temporary Foreign Worker Program: LMIA* required
- International Mobility Program: No LMIA* required
- Global Skills Strategy: Highly qualified
- International Students: Work permit already granted
- International Experience Canada: Skilled youth, No LMIA required

PERMANENT POSITIONS

- Express Entry:
 - Federal Skilled Worker Program: NOC TEER 0, 1, 2, 3*
 - Federal Skilled Trades Program: Chefs, cooks, butchers and bakers
 - Canadian Experience Class: NOC TEER 0, 1, 2, or 3*
 - Portion of the Provincial Nominee Program
- Provincial Nominee Programs
- Atlantic Immigration Program: NOC TEER 0, 1, 2, 3, or 4*
- Rural and Northern Immigration Pilot: Full-time, non-seasonal jobs in 11 communities
- Economic Mobility Pathways Pilot: Skilled refugees

* Definitions on page 2 & 3

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info@tourismhr.ca

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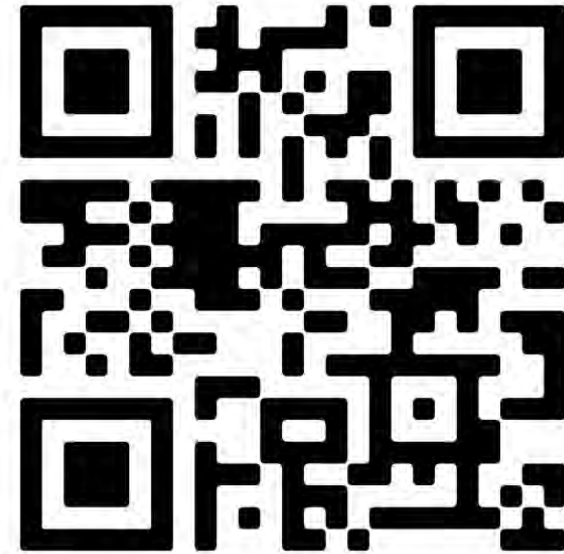
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BUILDING YOUR SUMMER WORKFORCE
HIRING INTERNATIONAL TALENT

DOWNLOAD THE INFOGRAPHICS...



ENGLISH VERSIONS



FRENCH VERSIONS



ESSENTIAL HR PRACTICES: NEW AND TRIED STRATEGIES



**+ 10 Practical
forms and
checklists
to help tackle
key issues**

1. Build a blended workforce
2. Overhaul your recruitment strategies
3. Diversify your workforce
4. Invest in digitalization to build up your workforce
5. Rethink and rework work arrangements
6. Work on retention strategies
7. Pay attention to your HR/employer brand
8. Be a centre of meaningful learning
9. Optimize your current workforce
10. Get good at and prioritize partnerships
11. Use conventional, flexible work schedules
12. Increase your HR IQ
13. Emphasize the Total Compensation Package
14. Tap into government supports
15. Be connected, get active: advocacy matters

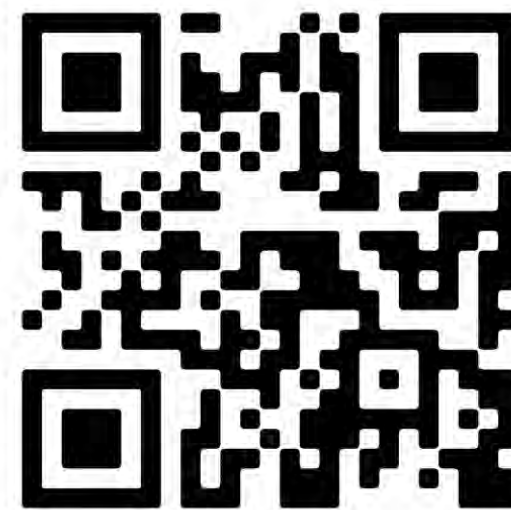


Now Hiring

**Helping Employers
Attract and Retain
Workers**
in a Post-Pandemic
Environment



Get your free copy here:



TourismHR.ca/NowHiring

Learn to work with fewer people

QUALITY OVER QUANTITY



BUILD A BLENDED WORKFORCE

Business survival depends on your ability to adapt to an increasingly tight labour market

The competition for workers is going to get increasingly more difficult. Modifying your operations to find ways to work with fewer workers and tapping into a shared supply of workers is essential.

Using a blended workforce that includes contingency workers ensures a company is more agile. One place to look is the gig economy, sometimes known as the sharing economy, which puts workers in control of their work environment. It is comprised of temporary, flexible jobs and includes freelancers, independent contractors, project-based workers, and temporary or part-time hires.

EXCERPT
FROM
**NOW
HIRING**

With remote work here to stay, employers are no longer limited to local job seekers. Many roles do not require staff to be on site.

Expert Tips that Get Results

- ☐ Use a community approach, where workers are shared amongst a group of employers that coordinate working arrangements. This approach can help ensure shared workers have full-time, stable







✓ Blended workforce

**Change in operational
practices**

**Change in product or
services**



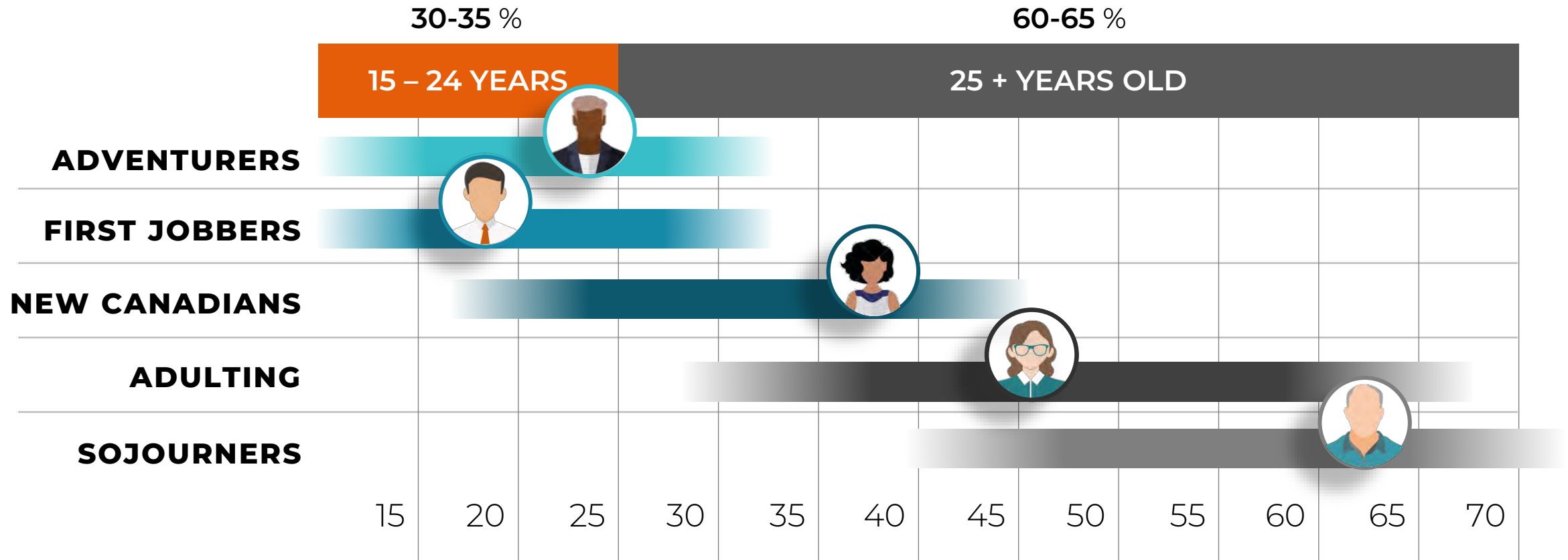
A NOW HIRING ESSENTIAL

Ramp up HR IQ (Seriously)



WORKER TYPES

JOB AND CAREER DECISIONS INFORMED BY LIFESTYLES, MOTIVATIONS



Time for a **change** in mindset
and practice

COST

INVESTMENT



BOTTOM LINE

You are in the business of
human capital

~~COST~~

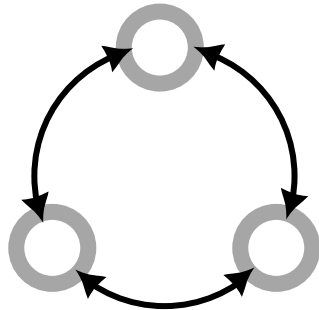
INVESTMENT



You are in the business of human capital

RELATIONSHIPS

EMPLOYEES – EMPLOYERS
AMONGST WORK COLLEAGUES
WITH COMMUNITY



MAKING WORK & WORKPLACES BETTER

ACCOMMODATING INDIVIDUAL
NEEDS & INTERESTS
ENSURING FOUNDATIONAL
NEEDS ARE MET:
Security, Safety
Mental Health, Wellbeing
Skills, Tools, Supports to Succeed

DEVELOPMENT MINDSET

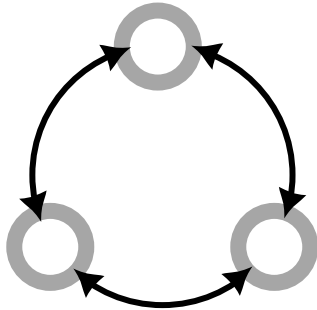
ABILITY TO GROW AND LEARN
SKILLS, EXPERIENCES = PERSONAL
AND PROFESSIONAL GROWTH
CAREER PROGRESSION,
“JOB SECURITY”
EDUCATIONAL INSTITUTION – AN
EDUCATION DESTINATION



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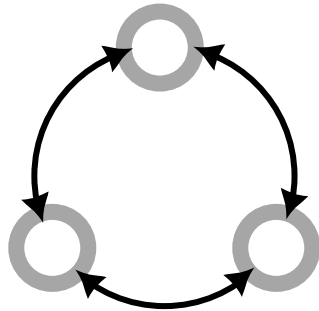
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“JOB SECURITY”**

**EDUCATIONAL INSTITUTION – AN
EDUCATION DESTINATION**



What About Compensation?

**MUST BE A
COMPETITIVE
PACKAGE**

WHICH IS NOT
NECESSARILY THE
PREVAILING WAGE RATE

**EMPHASIZE THE
TOTAL
COMPENSATION
PACKAGE**



**MONEY ALONE
IS NOT GOING
TO DO IT**

WELCOMING WORKPLACES
SECURITY, SAFETY, SUPPORTS
PERSONAL AND PROFESSIONAL
DEVELOPMENT

**MOST CITED REASON
FOR LEAVING:
THE MANAGER**

**YOU NEED A
COMPENSATION
PLAN**

DIFFERENT PLANS FOR
EACH TYPES OF WORKER
COMPENSATION POLICY

**DECISIONS ON
WAGES AND TOTAL
REWARDS MUST BE
'BUSINESS SOUND'**



DIRECT COMPENSATION

Annual Salary/ Hourly Wage

Hiring/Retention/Annual Bonus

Gratuities

LEAVE BENEFITS

Vacation Days

Statutory Holidays

Christmas Shutdown Days

Personal Emergency Leave

Family and Companionate Leave

Paid Birthday Off

Paid Time for Community Volunteering

INSURANCE BENEFITS

Medical Insurance

Dental Insurance

Life Insurance

Employee Health Tax

FINANCIAL SECURITY BENEFITS

SUMMARY

TOTAL COMPENSATION OFFER

Direct Compensation

Leave Benefits

Insurance Benefits

Financial Security Benefits

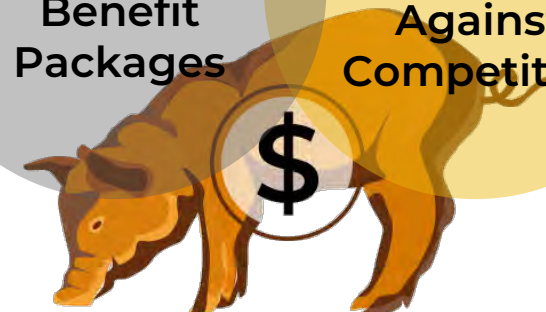
Professional Development Benefits

Company Perks

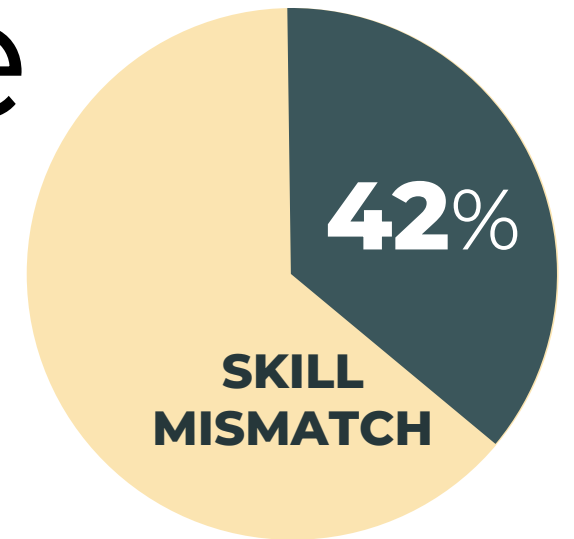
Can be
as much as
30%
premium

Offer
Personalized
Benefit
Packages

Benchmark
Practices
Against
Competitors



Better optimize the workforce you have



A NOW HIRING ESSENTIAL

Focus on advocacy

OUR COLLECTIVE MOMENT OF INFLUENCE



DISCOVER TOURISM®



**TOURISM CAN
TAKE YOU THERE®**

This project is funded in part by
the Government of Canada

Canada 

Tourism **HR**
Canada



RH Tourisme
Canada



propelcareers.ca



Launching **Careers** in Tourism

POWERED BY TOURISM HR CANADA

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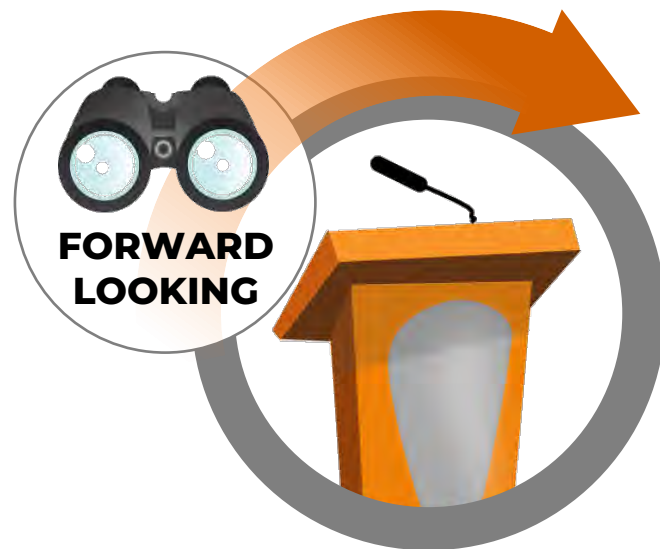


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RH Tourisme
Canada

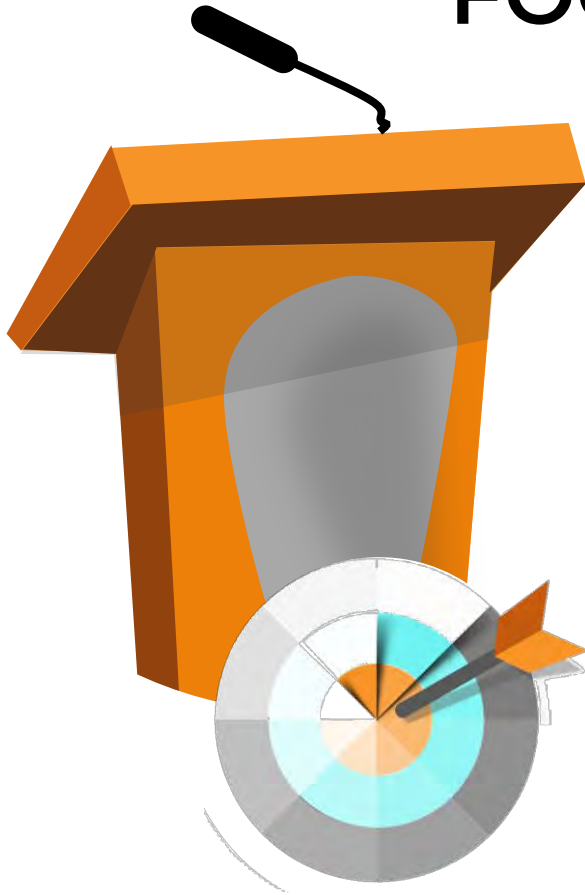




LONGER TERM **STABILITY, GROWTH**



CONTINUED FOCUS



Inform Policy and Advocacy Efforts

IMMIGRATION

EMPLOYMENT INSURANCE

WORKPLACE PRACTICES

PSE POLICIES



- 1 | Employer supports, practices
- 2 | Coordination, coherence:
'strategies'
- 3 | Leveraged resources to amplify
Discover Tourism
- 4 | Federal Tourism Strategy

NEW SPOTLIGHT





JOIN US

EMPLOYER WORKFORCE WEBINAR SERIES



**Building a
seasonal
workforce**

MAR 21

**Building a
team that
stays**

APR 11

**How much
should I
pay?**

MAY 2

**Attracting,
building and
retaining an
Indigenous
workforce**

MAY 16

**A blended
workforce**

JUN 13



**TOURISM CAN
TAKE YOU THERE™**



THANK YOU



Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is your source for current human resources issues and solutions, and works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

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