

REALITY CHECK

HOW ARE
OUR
PEOPLE?

IMPACT[®]
SUSTAINABILITY
TRAVEL & TOURISM

Tourism **HR**
Canada



RH Tourisme
Canada

REALITY CHECK

HOW ARE
OUR
PEOPLE?

IMPACT[®]
SUSTAINABILITY
TRAVEL & TOURISM

- 1 Current shortfall and what to expect this summer
- 2 A little bit more about the structure of the tourism workforce
- 3 What's happening to address the crisis
- 4 Unique value proposition – something we need to build on

Tourism **HR**
Canada



RH Tourisme
Canada

MANDATE

Building a **Resilient, Competitive,** and **Inclusive** Workforce

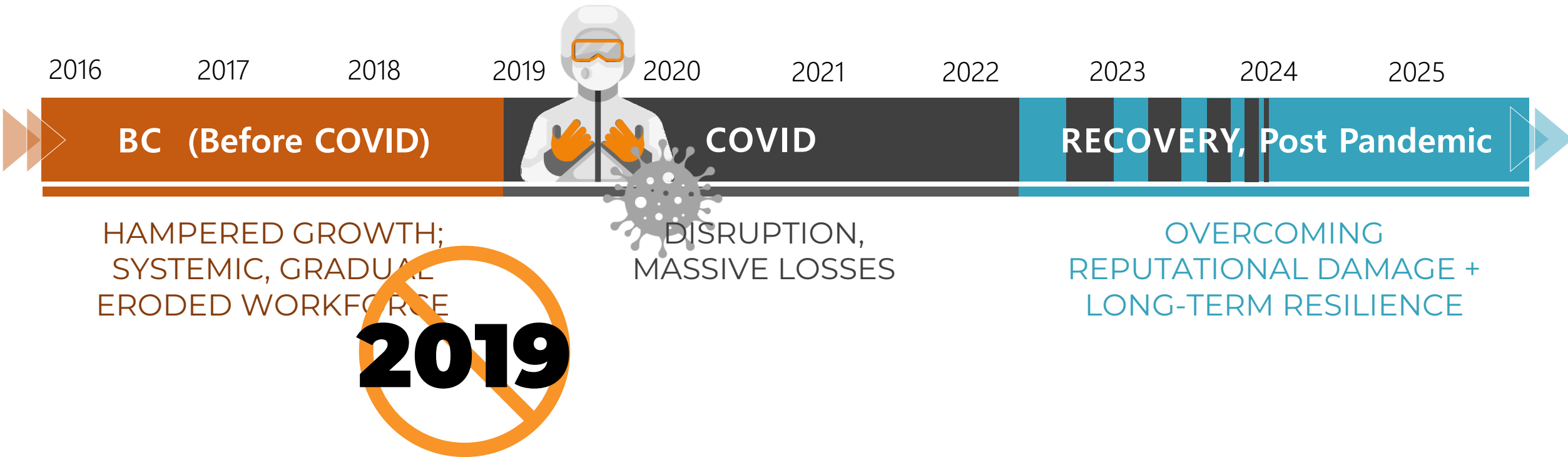
Tourism **HR**
Canada



RH Tourisme
Canada

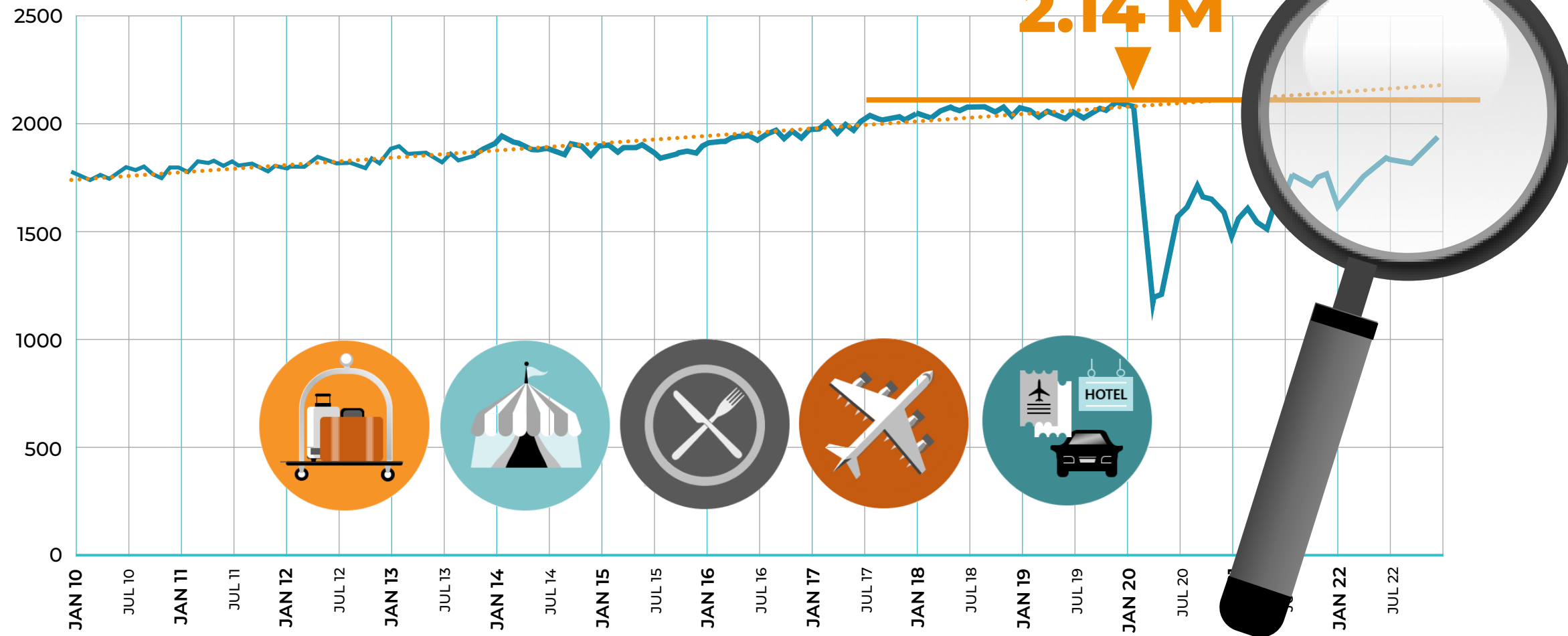
Exponential Shortfall

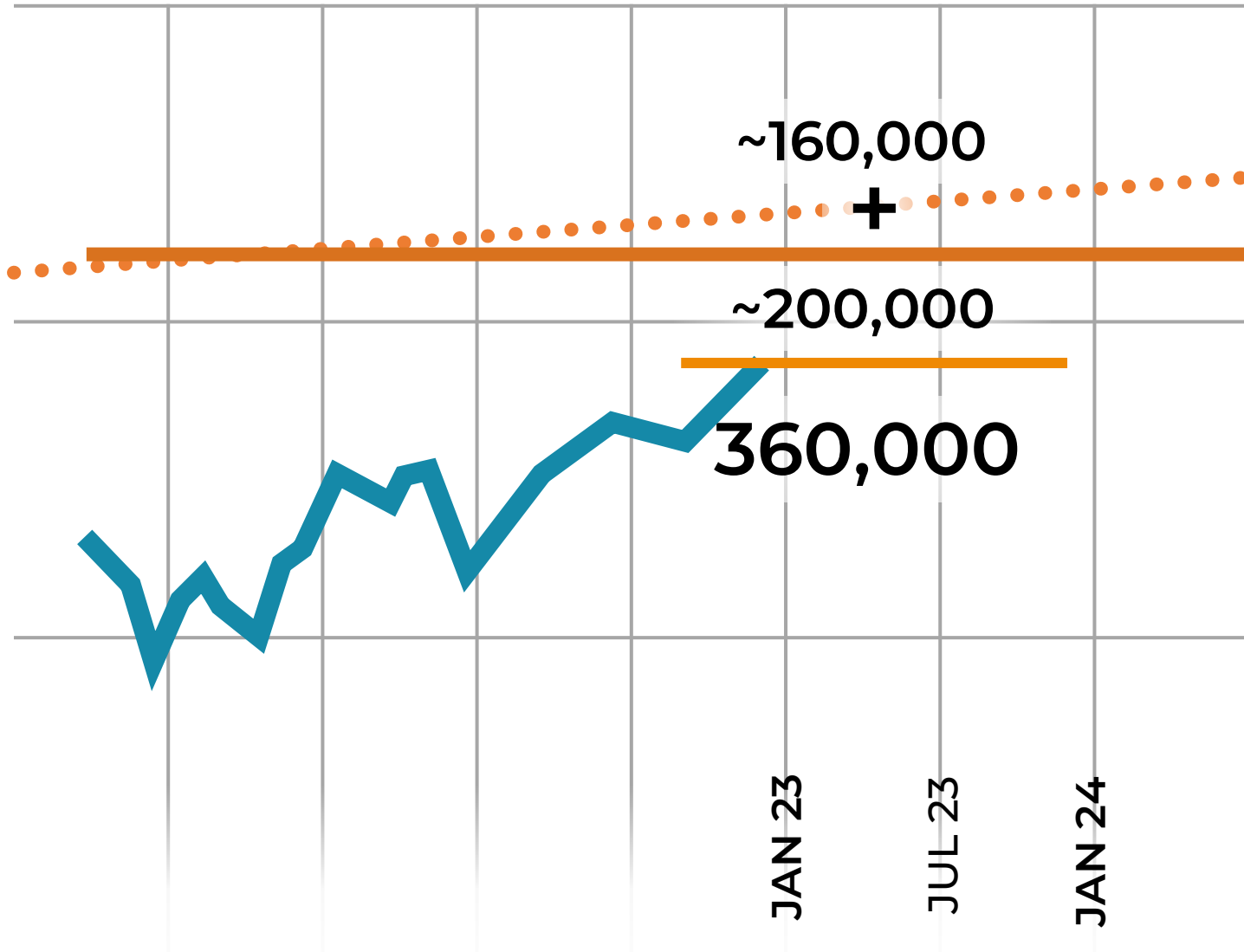
A TOURISM WORKFORCE IN CRISIS



FEB 2019 =
HIGH WATERMARK

2.14 M





SUMMER
2023

360,000
-107,000

-253,000

LATEST MONTHLY DATA

DECEMBER 2022

Although 'recovery' has been volatile; now starting to look like a *slow and steady* pace

2019 benchmark -22%; currently -8%

Strong performance in Food & Beverage

Accommodations still lagging

Workforce is increasingly PT over FT

Total hours worked steadily increasing but not yet at pre-pandemic levels

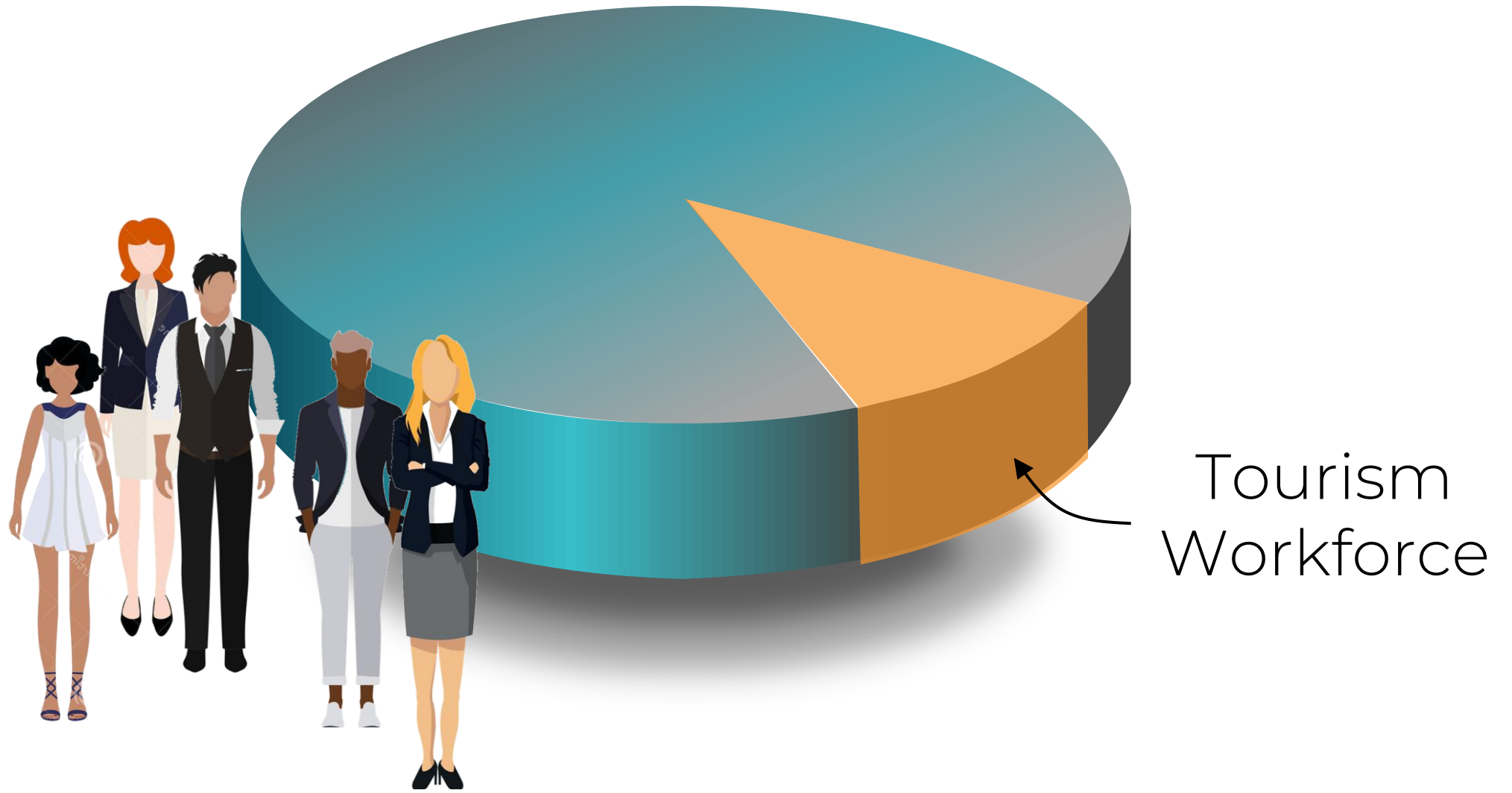
Sector's unemployment at 4.4%, on par with the Canadian economy (compared to 12-18% rates earlier in the pandemic)

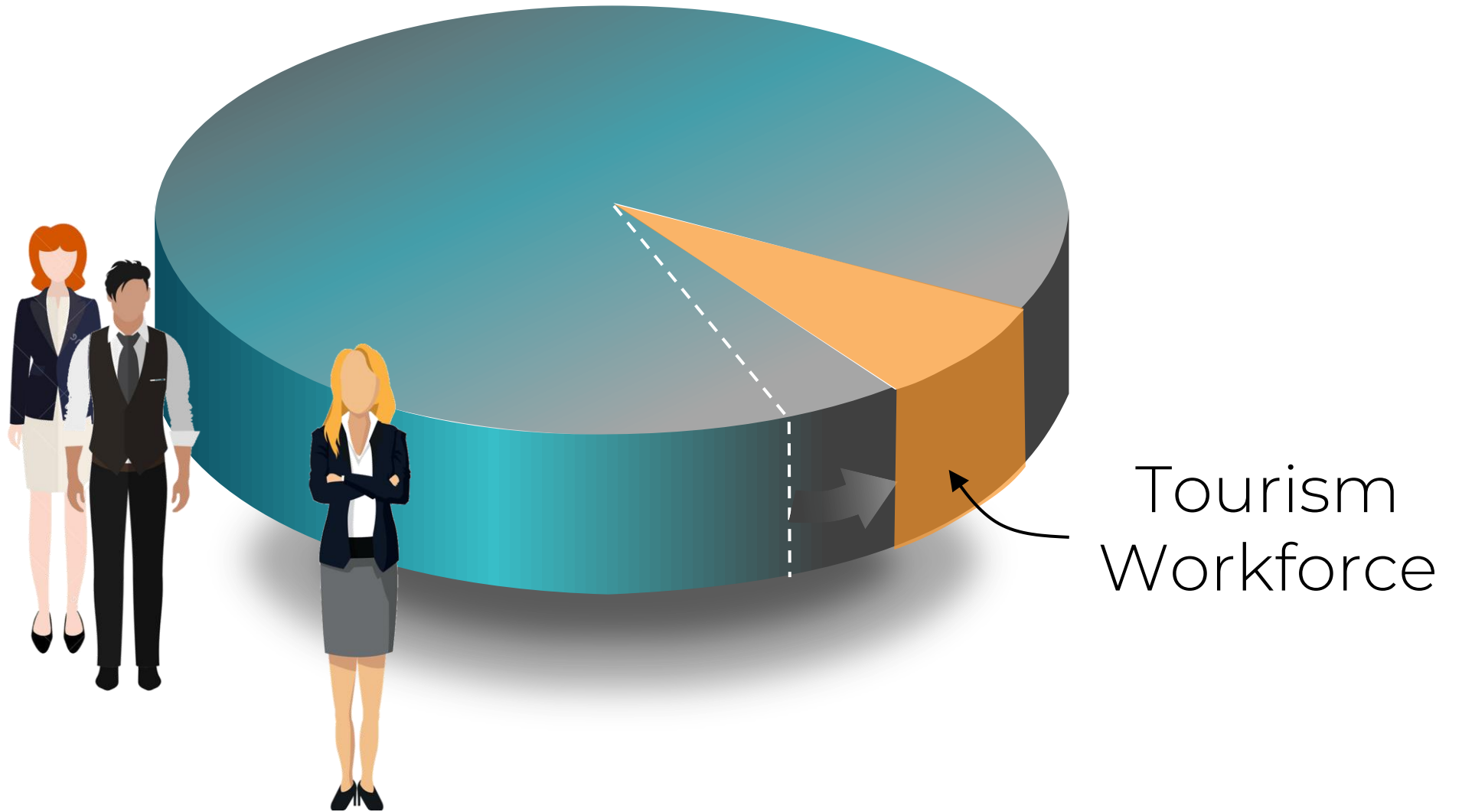
News Tab at

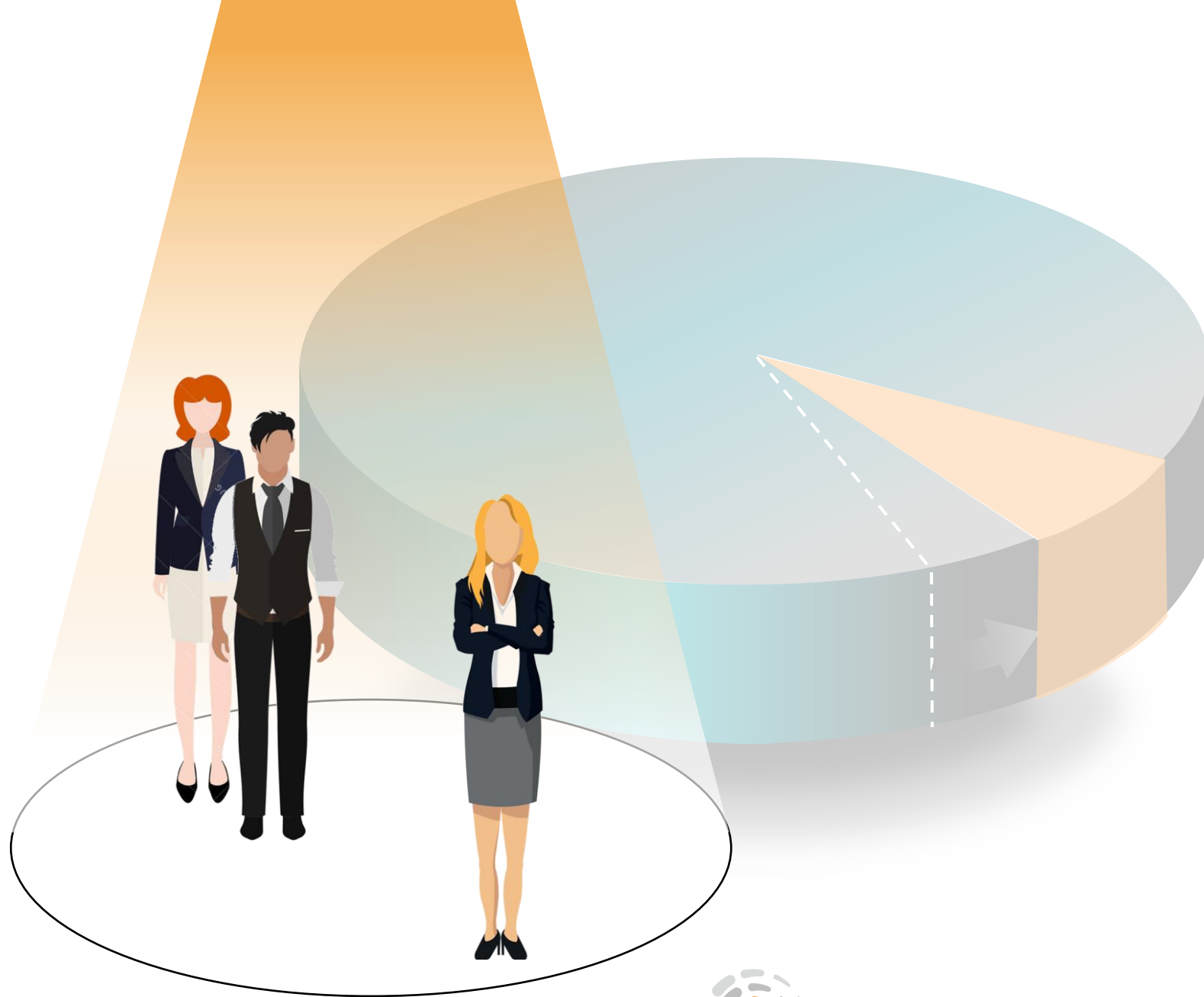
TourismHR.ca

or get news every two weeks from:

Tourism HR Insider







Tourism **HR**
Canada



RH Tourisme
Canada

ECONOMIC, SOCIAL, AND POLITICAL IMPACTS OF THE WORKFORCE

A critical shortage of skilled labour **hampers growth** and recovery and contributes to **higher operating costs** and **reduced profits**. Without workers, businesses **forego investments**, lose their **ability to compete**, **burn out staff** and ultimately **anger and turn off customers**.



(This is not the image we want for Canadian tourism.)



THEY ARE NOT COMING BACK

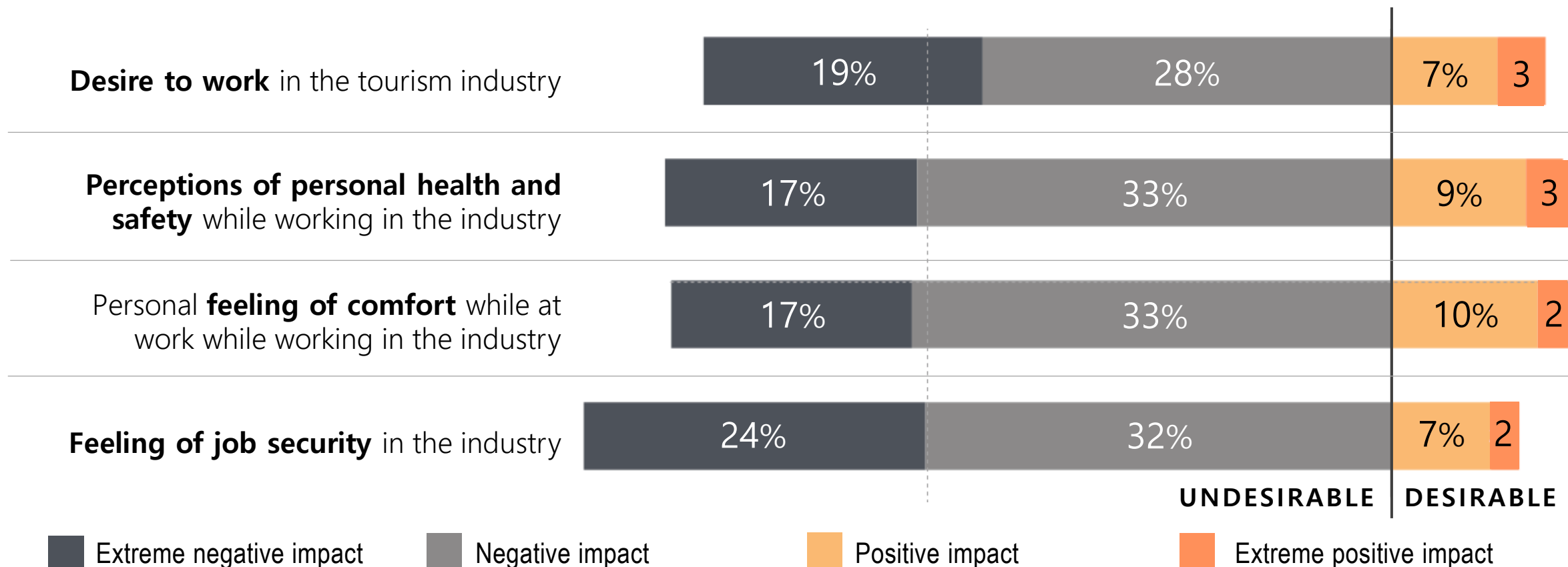
Many workers are not going to return to jobs once they are restored, causing some of the greatest labour shortages ever seen and hampering recovery.

(COVID has heightened and accelerated systemic issues and barriers to employment in this sector.)



Impact of COVID-19 on Working in Tourism

To what extent has COVID-19 impacted each of the following:



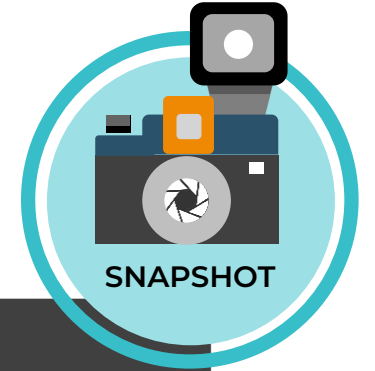
CONCERN FOR VULNERABLE WORKERS

The economic and social implications
of an unequal and slow recovery
will impact tourism disproportionately
(with more persistent underemployment of vulnerable workers)



Canadian Tourism Workforce

DEMOGRAPHIC PROFILE: 2 MAIN GROUPINGS



15 – 24 years old

25 – 65 years old

JOBS

First jobbers
PSE/International Students
Women
New Canadians
Indigenous youth

- **Often, little or no prior work experience, credentials**

CAREERS

Tenured professionals, entrepreneurs
Large range of occupations – i.e., professions, careers
Increased number of roles in areas of specialization

- **For some, aspects of work that is regulated**
- **Formalized education/credentials required in some cases; preferred in all others**
- **Need for continuous learning; focus on career advancement**

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

1

**Structural
and Systemic
Workforce
Issues**

2

**Institutional
Policies and
Practices**

3

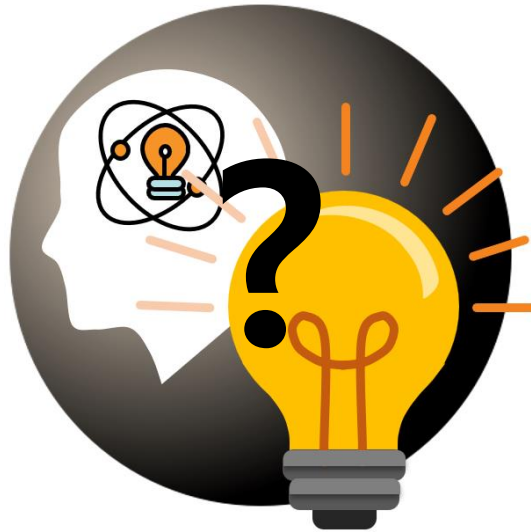
**Image
Liability**
(Devalued Value
Proposition)

COMPLEX WORKFORCE CHALLENGES

Structural and Systemic Workforce Issues



**SHORT SUPPLY
OF WORKERS**



**GROWING
SKILL MISMATCH**



**MOBILITY &
EMPLOYMENT
BARRIERS**

Build a Supply of Workers

IMMIGRATION POLICY



Temporary Foreign Workers

International Students

International Experience Canada

Provincial Nominee Programs

PILOT INITIATIVES

National Francophone Initiative

Languages Canada

Destination Employment

Economic Class Project



Build a Supply of Workers

INDIGENOUS WORKFORCE STRATEGY



Public campaign – ‘Real Jobs and Real Opportunities’

Key challenges: housing, transportation, mental health, accommodating cultural practices

Prioritize skill development in cultural knowledge areas

Workforce strategies must promote career progression

Must have emphasis on employer practices, supports





SUSTAINABILITY CITIES
AND COMMUNITIES



DECENT WORK AND
ECONOMIC GROWTH



GENDER
EQUALITY



QUALITY
EDUCATION



PARTNERSHIPS
FOR THE GOALS



THE ORIGINAL ORIGINAL

1. Community Engagement and Support
2. Visitor Experience
3. Health, Safety and Comfort
4. Sustainable Indigenous Tourism
5. Marketing and Visitor Services
6. Business Acumen/Practices

A FEW KEY MESSAGES

Workforce recovery is at the starting gate

Shifting our collective emphasis to
employer practices and supports is critical

POLICY / ATTRACTION / SUPPLY – DEMAND / RETENTION / EMPLOYERS

Coherence, collaboration and coordination is key to
maintaining visibility and landing several efforts: we
have a small window to make a difference

Our value proposition must be better communicated;
the aim: knowledge/understanding, persuasion, urgency



BUILDING CAREERS WITH PURPOSE

IMPACT[®]
SUSTAINABILITY
TRAVEL & TOURISM

Tourism **HR**
Canada



RH Tourisme
Canada

VALUE PROPOSITION

**Tourism is synonymous with Canada's identity:
it emphasizes social capital and cohesion,
promotes inclusion and diversity, and contributes
to cultural and heritage preservation,
Indigenous reconciliation, and overall wellbeing.**

- Tourism HR Canada

VALUE PROPOSITION

The tourism sector can provide decent jobs, helping to build resilient, sustainable, gender-equal, inclusive economies and societies that work for everyone.

-- UN Secretary-General Antonio Guterres

High intensity of labour within the industry makes it a significant source of employment and places it amongst the world's top creators of jobs that require varying degrees of skills and allow for quick entry into the workforce [by under-represented groups]. -- ILO

BUILDING
CAREERS
WITH
PURPOSE
**DEEPER
DIVE**

IMPACT[®]
SUSTAINABILITY
TRAVEL & TOURISM

Tourism **HR**
Canada



RH Tourisme
Canada



1

How do we transition from low pay to a higher pay? In addition to wage or salary, what other benefits or perks can we offer our people? What is our value proposition?



2

What responsibility does the industry have to take actions on human rights violations?



3

What opportunities do we have to recruit and develop/train underrepresented groups (e.g., Indigenous, newcomers)?



4

What tools and resources are needed to help colleagues/team members with their personal and professional development goals?

Time for a
change in mindset
and practice

COST

INVESTMENT

BOTTOM LINE

You are in the business of human capital

~~COST~~

INVESTMENT

Investing in human development (individually, collectively)
results in a net positive benefit to people, places, and the planet

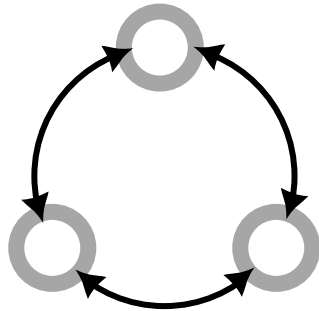
THE ESSENTIALS

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”

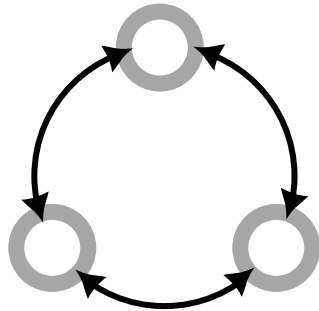
EDUCATIONAL INSTITUTION – AN
EDUCATION DESTINATION

THE ESSENTIALS

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”

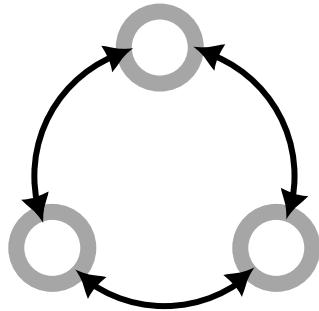
EDUCATIONAL INSTITUTION – AN
EDUCATION DESTINATION

THE ESSENTIALS

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**

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'

SUMMARY TOTAL COMPENSATION OFFER

Direct Compensation

Leave Benefits

Insurance Benefits

Financial Security Benefits

Professional Development Benefits

Company Perks

Direct Compensation	Available	YE Actual	Value
Annual Salary - as per Payroll Statements			
Annual Bonus			
Total Direct Compensation			
Leave Benefits	Available	YE Actual	Value
Vacation Days			
Statutory Holidays			
Christmas Shutdown Days			
Personal Emergency Leave			
Family and Compassionate Leave			
Total Leave Benefits			
Insurance Benefits	Available	YE Actual	Value
Medical Insurance			
Dental Insurance			
Life Insurance			
Employer Health Tax			
Total Insurance Benefits			
Financial Security Benefits	Available	YE Actual	Value
RRSP Contributions			
Canada Pension Plan Contributions			
Employment Insurance Premiums			
Total Financial Security Benefits			
Professional Development Benefits	Available	YE Actual	Value
Professional Development - % of annual salary			

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

FINANCIAL SECURITY BENEFITS

RRSP Contribution

Canada Pension Plan Contribution

Employment Insurance Premiums

PROFESSIONAL DEVELOPMENT INVESTMENT

Tuition Reimbursement

Training

Mentor Program

Career Services Supports

PERKS

Fitness/Wellness Subsidy

Free Membership to Company Services (e.g. Pool, Golf)

Daily Food Allowance

Transportation Subsidy

Event Tickets, Gift Cards

Discounts in Company Store

Free Tokens/Credit for Business Product/Services

Uniform Allowance

Equipment Allowance (e.g. knives)

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
Competitor

propelcareers.ca



Launching **Careers** in Tourism
POWERED BY TOURISM HR CANADA

Post Secondary
Students

CLICK HERE



Employers

CLICK HERE



Post Secondary
Institutions

CLICK HERE

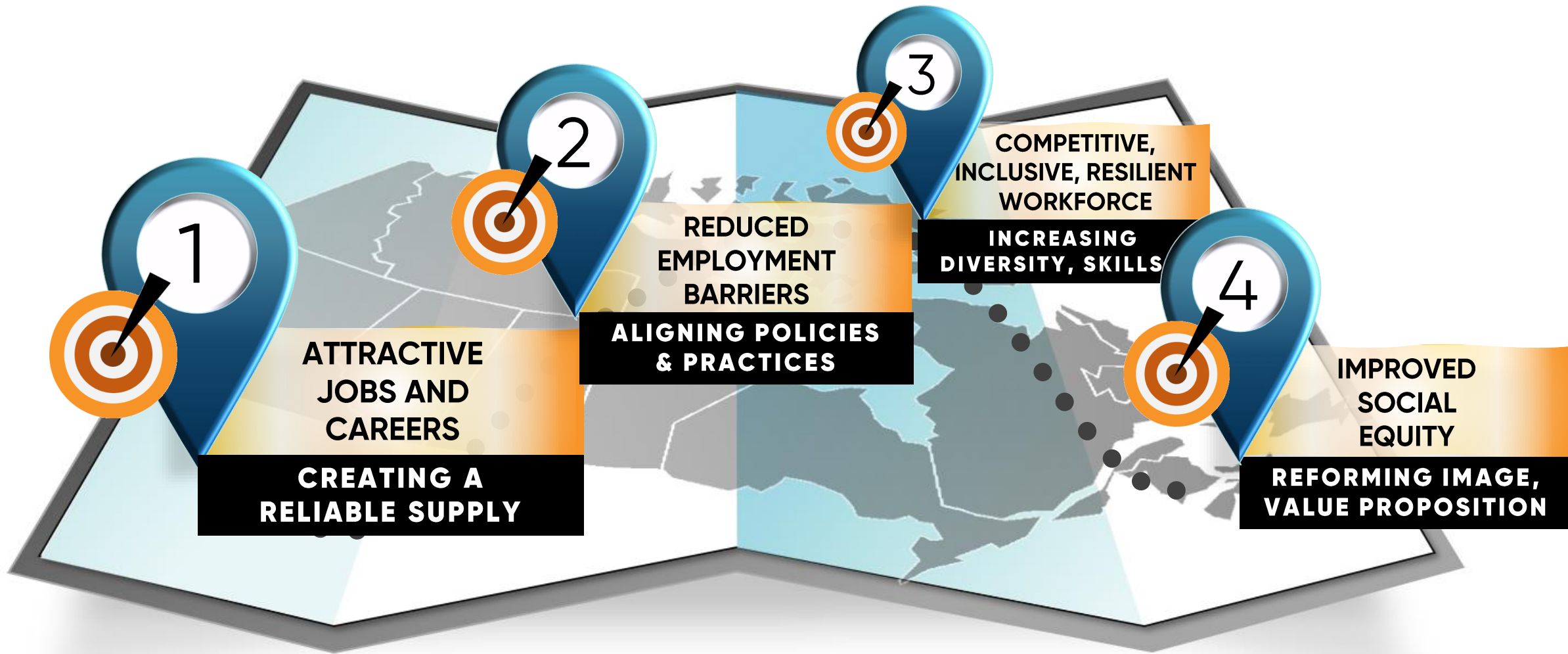


Government
of Canada

Gouvernement
du Canada

SUMMARY

Our Collective Path Forward



1

3-min Survey

INFO TO
HELP US HELP YOU



2

Our Gift to You

PRACTICAL TIPS TO
**HELP YOU FIND AND
KEEP WORKERS**



Now Hiring

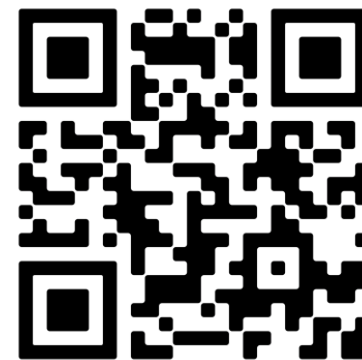
A guide to help employers
attract and retain workers
in a post-pandemic
environment



3

Free Sign-Up

E-NEWSLETTER TO BE ON
TOP OF THE LATEST
**WORKFORCE TRENDS
AND SOLUTIONS**



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.

Tourism HR Canada
4-71 Bank Street • Ottawa Ontario K1P 5N2
TourismHR.ca
Info@TourismHR.ca



Mandate slide

Reinforce principle of the

