



2 April, 2009  
Bali Indonesia  
Part II, Session IV

Employment in Tourism  
Industries: Canadian  
National Policy Issues

**Wendy Swedlove,  
President,  
Canadian Tourism Human  
Resource Council**

Thank you Mr. Chair,

It is an honour to be presenting at this important event.

In this presentation I would like to demonstrate how an extension of the TSA can support policy development and implementation.

The Canadian Tourism Human Resource Council, is a national government policy response to employment and labour market issues within the Canadian tourism sector. And the Canadian TSA HRM has had an important role to play.



## CANADA'S SECTOR COUNCIL PROGRAM

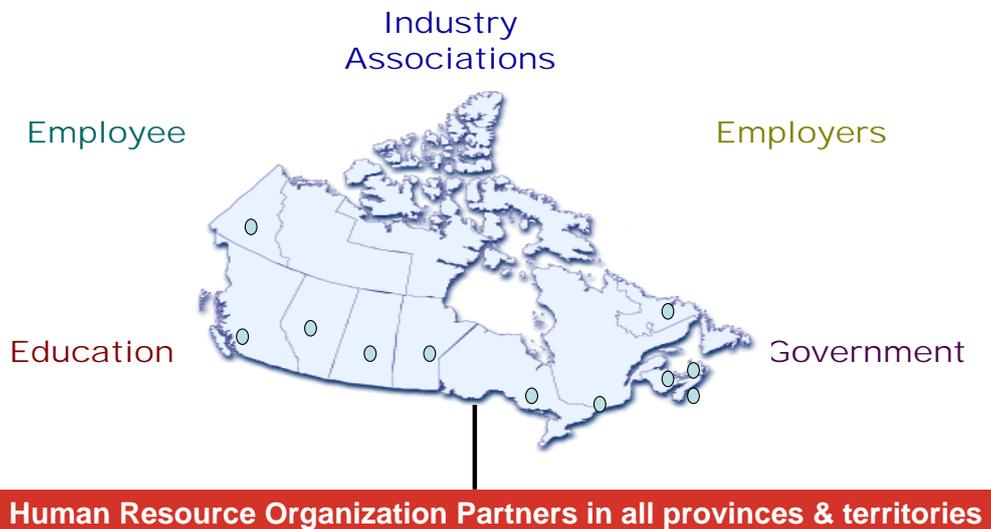
- A government assisted organizational platform for public-private sector cooperation & partnership
  - Business
  - Labour
  - Education
  - Government
- To identify and address common human resource issues
- 34 national sector councils in Canada
- TOURISM - 7<sup>th</sup> Council formed - 1993

In the Canadian federation, there is a constitutional division of responsibility between federal and provincial or territorial governments. Labour, education and licensing of regulated occupations, such as doctors and accountants, fall primarily under the responsibility of the ten provinces and three northern territories.

But there is a federal responsibility for proactive measures that address unemployment, labour mobility, and workplace skills upgrading. These have been persistent policy issues affecting the development of tourism industries in Canada.

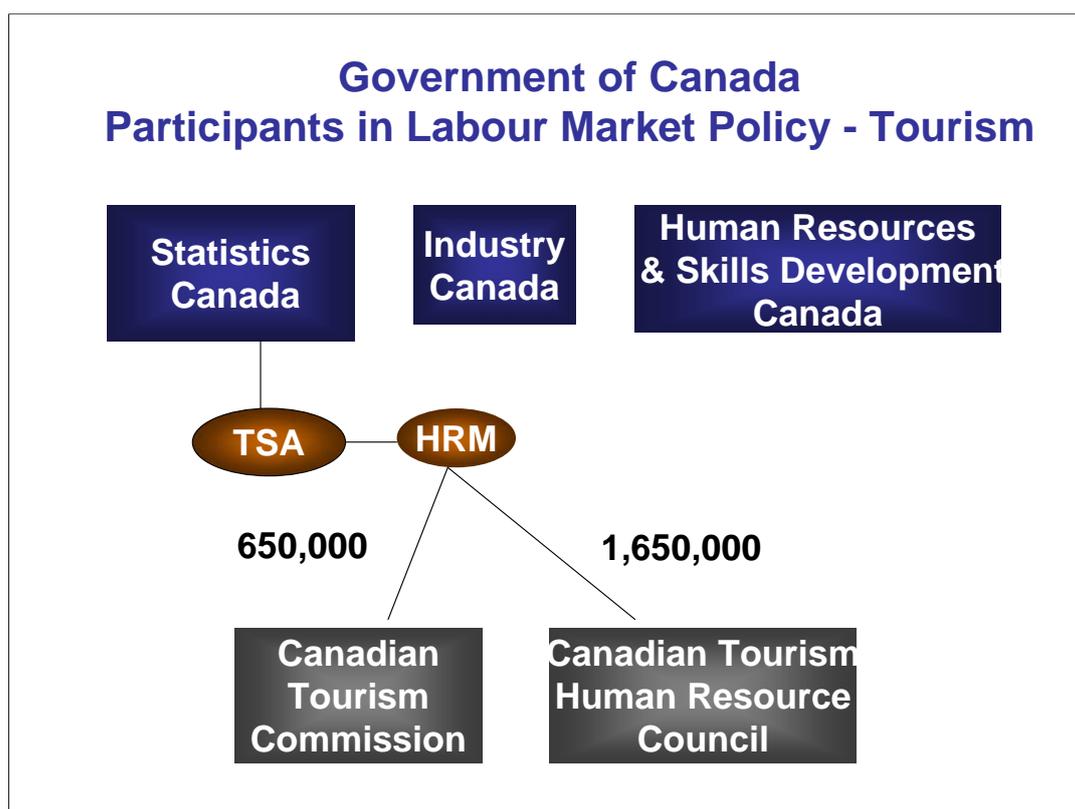
In the early 1990's the Government of Canada introduced a sectoral approach to more effectively identify and address the specific labour market issues of an industry or group of industries. National Sector Councils were formed, partly supported by the Government of Canada's Sector Council Program. The Canadian Tourism Human Resource Council is now one of 34 Councils where business, labour, education and government come together to work on these issues.

## Canadian Tourism HR Council



The Council's Members and its Board of Directors include pan-Canadian businesses, labour unions, educational institutions, the Canadian Tourism Commission, and other national organizations such as the Hotel Association of Canada and the Tourism Industry Association of Canada.

The Board of Directors also includes one organization with a similar mandate from each province and territory. These "tourism human resource organizations" play a fundamental role in involving industry in developing and testing new national resources. They are also the "delivery mechanism" to bring those resources back to the industry.



When the first Tourism Satellite Account was released in Canada in 1994 it revealed for the first time that tourism was a significant creator of employment in the Canadian economy. But, it still did not show the full employment effect of tourism industries. And it contained relatively limited information of relevance to labour market policy and program development.

For those purposes, we needed more information on the characteristics of tourism jobs and the holders of those jobs such as specific occupations, personal characteristics, education, skills, etc. We also needed additional information on the characteristics of the employers and the jobs themselves.

Michel Dubreuil of the Canadian Tourism Commission spoke of the Canadian TSA Human Resources Module on Monday. In 2006 the first results from the HRM were released. This represented the culmination of several trial projects and more than 5 years of sustained research and development to provide tourism human resource policy makers and professionals with another new integrated source of qualified and credible tourism labour market information. It also aided and supported the recognition of a tourism specific labour force and the significance of the work of the Council itself.

The Canadian TSA indicates that employment related to tourism is approximately 650,000. A total of approximately 1.6 million are employed in the tourism industries. We needed to have both numbers – tourism employment, and total employment in tourism industries – come from the TSA HRM. It was important to ensure the credibility of the larger number in particular, as labour market policies and programs must consider and target total employment in tourism industries.



Some of the new insights about tourism employment in Canada that emerge from the TSA HRM are the following.

The 1.6 million jobs in tourism industries in Canada represent 10.7% of all jobs in the Canadian economy, an increase of 19.2 % from 1997

The number of jobs due directly to tourism demand, represents about one third of all jobs in tourism industries.

Food and beverage services, the largest industry group in terms of employment, accounts for 46% of these jobs.

Most of the employers in the tourism sector are small businesses with 79% of tourism businesses in Canada employing fewer than 20 employees.

A Sector Council must have good labour market information as a base for its decision-making and program development. The TSA HRM provides that base and has resulted in a high level of confidence on the part of the Canadian Government, which translates into a solid funding base for the Council.



## STRATEGIC GROWTH ISSUE: TOURISM WITHOUT WORKERS (2006-2007)

- **Canadian labor force growth rate decreasing to zero:**
  - lower fertility
  - fewer young people entering labor force
  - longer periods of education & training
  - baby boomers retiring
- **By 2015 all labor force growth from immigration**
- **Labor shortages already felt by many tourism employers**
- **Increasing competition for labour from other sectors**
- **Poor tourism sector competitive offer & image**

Because of this, the Council has been able to undertake various other labour market information initiatives.

One of the most important was to understand the labour supply/demand gap in light of growing labour shortages in tourism.

A new Labour Supply & Demand Forecasting Model was built on the conceptual framework and time series data base provided by the TSA:HRM.

The results were produced in 2007 and projected serious shortages to 2020. The emerging global financial and economic crisis will temporarily change that picture, but our ability to use this model will allow us to adjust supply/demand gap projections going forward.



## TOURISM LABOUR POLICY ISSUES (1993)

- Lack of definition and recognition of the sector
- Lack of measurement of a sector-specific labour force
- Poor image of tourism jobs and careers
- Lack of a training culture
- Low skill levels

The issues facing the tourism sector in 1993, when the Council was formed, were:

A lack of definition, measurement and recognition of the sector and its associated labour force,  
a poor image of tourism in terms of the “good jobs” or career opportunities;  
lack of a training culture;  
low skill levels;  
and high turnover rates.

The issues related to definition and measurement, have largely been resolved, with the HRM. The issues of poor career image, training culture, retention rates and low skill levels, persist. And new policy issues have emerged for tourism which include:

a long-term tight labour market with potentially serious labour shortages;  
a lack of preparedness of the sector which currently relies on a decreasing pool of young labour market entrants;  
and relatively poor human resource management practices.



## COUNCIL PROGRAMS

- Career Awareness and Career Planning
- Canadian Academy of Travel & Tourism
- Ready-to-Work internship program
- *Emerit* national professional recognition, certification and occupational standards
- Occupation-specific training
- Labour Market Information



The Council's response to the issues originally identified was to focus on career image, skill requirements, skill recognition, and transitions into employment in tourism.

[Youth](#) | [New Canadians](#) | [Persons with disABILITIES](#)  
[Mature Workstyles](#) | [Contact Us](#) | [Home](#)

**discover**  
TOURISM

---

**About Tourism**

- > Accommodation
- > Food & Beverage
- > Recreation & Entertainment
- > Transportation
- > Travel Services

Search  >

---

**Education & Training**

---

**Careers**

---

**Find**  
A Job / An Employee

---

**Links**  
Tourism Resources

---

Français  
 English



**Youth**



**New Canadians**

**Is tourism right for you?**



**Persons with disABILITIES**



**Mature Workstyles**

Working in tourism means different things to different people: flexible part time or seasonal jobs, full time positions, or rewarding careers. The right opportunity is waiting for you in one of Canada's fastest growing industries - Discover Tourism!

---

**Contest** >

---

**Myth or Fact?** >

Tourism jobs are found only in hotels, airlines and travel agencies.

---

**Join Our Online Forum** >

Through a Career Awareness program, and a Career Planning web site and campaign called “Discover Tourism”, the Council provides students, career seekers of all ages and specific under-represented target groups, with an introduction to the tourism industry.

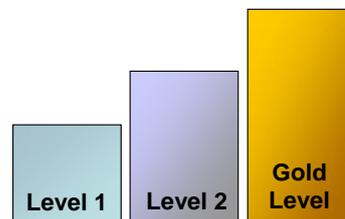
# Canadian Academy of Travel and Tourism



## INTRODUCING TOURISM CAREERS IN SECONDARY SCHOOLS



Career education  
Work Placement  
High school credits  
Industry certificates  
Portfolio  
10 employability skill outcomes



Another initiative, the Canadian Academy of Travel & Tourism, offers an introduction to tourism in over 100 secondary schools across Canada. A more comprehensive program is delivered in 26 schools. This program adds tourism-specific projects and activities to the regular curriculum throughout grades 10, 11 and 12.

Graduates of the comprehensive program receive a certificate and advanced standing in post-secondary tourism programs.



The Ready-to-Work program is a national, sector-based internship program that assists individuals by preparing them for work in tourism.

The program offers a mix of classroom and on-the-job training and links participants to employment, and hopefully careers, in tourism.

During recent shortages, this program focussed on under-represented groups in the workforce such as recently retired workers, new immigrants, people with disabilities, and aboriginals.



Under the [emerit](#) brand, national professional recognition, based on national standards, is available at various stages in the career of a tourism employee.

Recognition is a way for employers to show their commitment to their employees and a way for employees to acquire new skills and to have those skills formally recognized. It enhances the image of tourism occupations and raises overall skill levels.

The pinnacle of recognition is National Professional Certification, an industry-recognized credential granted to candidates who successfully demonstrate competence as defined in the National Occupational Standards. Currently, there are 26 tourism occupations for which professional certification is available.

## Practical Training Resources

EMERIT ON-LINE, PAPER-BASED

emerit.ca

There is Profit in People.  
Les vraies ressources sont humaines.

- HR Tools
- Business Builders
- Occupational Skills Training

To facilitate skills acquisition and to prepare for professional certification, the Council has developed occupation-specific training under the [emerit](#) brand.

Workbooks, and accompanying trainer's guides, assist employers by offering flexible, practical and comprehensive learning tools that can be used in the workplace or independently by employees.



## Self-Directed, Interactive On-line Learning

- 24/7
- Practical
- Self-paced
- Affordable, Accessible
- Modular, Tailored Options
- 14 key occupations



**emerit**  
www.emerit.ca

*emerit* training is also available on-line for 14 occupations and offers employees and other learners even greater flexibility in their training options.

employee-rated  
**EMPLOYER**  
OF  
*Choice*

- Strategic Leadership
- Frontline Management
- Workplace Culture
- Work-Life Balance
- Compensation/Benefits
- Job/Work Design and Structure
- Learning and Development
- Workplace Diversity
- General



The Council still struggles with achieving a strong awareness of the role played by good human resource management practices in improving employee attraction and retention.

A new program assists employers in identifying how staff feel about their employer's human resource practices in the categories shown on the slide.

This free on-line program also identifies any related issues and suggests resources to assist employers to rectify those issues. Companies that are rated highly by their employees are identified as "Employee Rated – Employers of Choice". This rating makes these organizations more attractive to future employees, and will help the better employers compete for workers when labour shortages return.



## LABOUR MARKET INFORMATION



- **Custom-built statistical instruments and analysis tools** – e.g., HRM, LS&D Model
- **Specialized surveys** – e.g. compensation study
- **Industry issue studies** – eg. Productivity

Because of the recently-experienced labour shortages and the current uncertainties due to the economic crisis, there will be a new emphasis on improving the quantity, quality and accessibility of Labour Market Information that businesses can use to manage their human resources, and improve the skills and productivity of their employees.

The industry has a special interest in understanding competitive compensation rates and more work will be done there.

We are beginning to try to understand productivity and how to achieve productivity growth as we anticipate returning to serious labour shortages when the economic crisis is over.

And we will continue to support the evolution of the TSA-HRM and the labour supply/demand model as the fundamental framework on which to develop relevant labour market information for the tourism industry in Canada.

The Council has become the organization to “go to” for tourism labour market information and assistance in advocating for changes in government labour market policy. The Council has significantly raised the profile of labour market issues within the tourism sector.

Other countries have adapted the Council standards for their tourism industries and the Canadian model has been studied frequently.

The Council is one of the largest and most successful sector councils in Canada. A large part of its success lies in the credibility of its labour market information and that in part comes from the TSA-HRM.

Thank you.