

TOURISM WORKFORCE STRATEGY AND
LABOUR MARKET PLAN – RTOs 4 & 7
FINDINGS AND RECOMMENDATIONS

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Outline of presentation

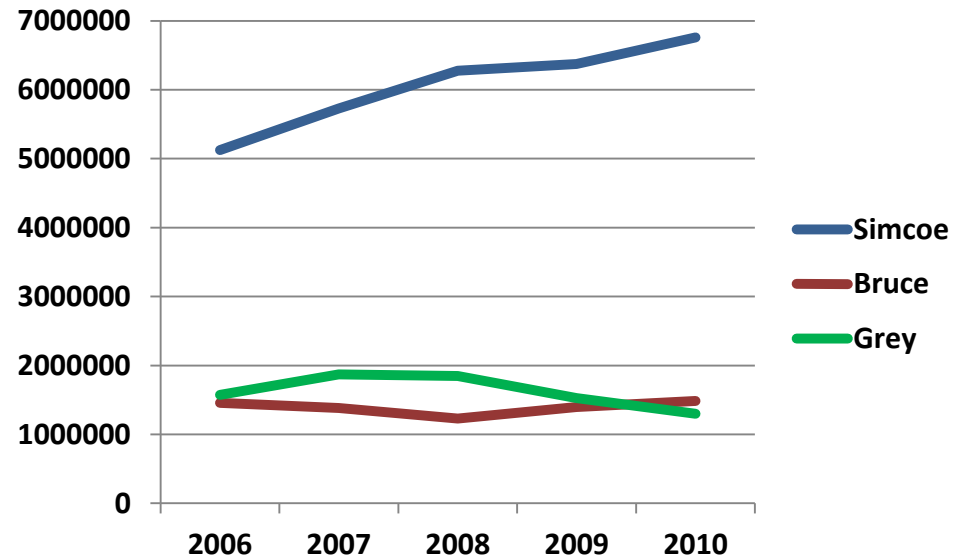
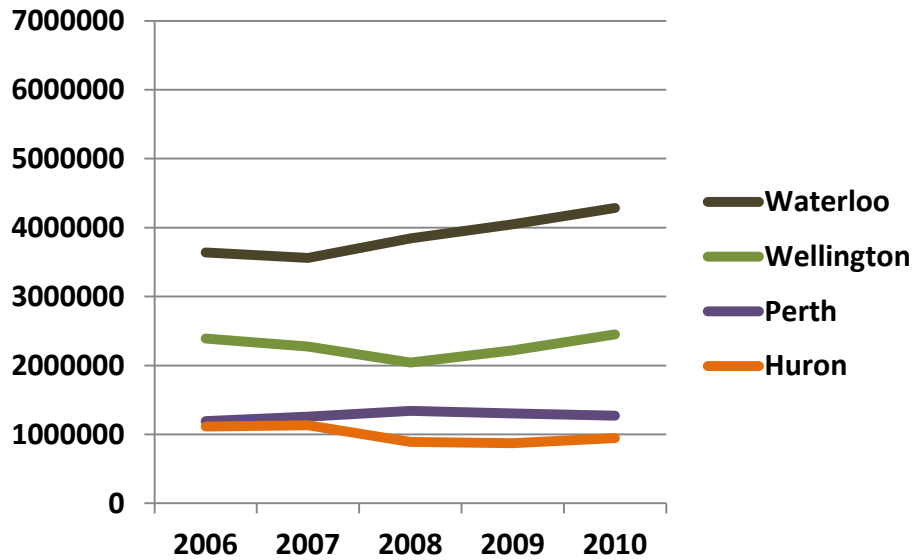
- Objectives of assignment
- Tourism visitor data
- Labour market data
- Employer survey results
- Findings
- Recommendation themes

Objectives of assignment

- Identifying and addressing workforce labour shortages
- Identifying and addressing skills gaps (essential skills, vocational skills and soft skills)
- Creating high-performing workplaces
- Enhancing recruitment and retention strategies for employers
- Aligning local workforce development systems to meet the needs of the tourism industry
- Proposing specific projects to address particular challenges

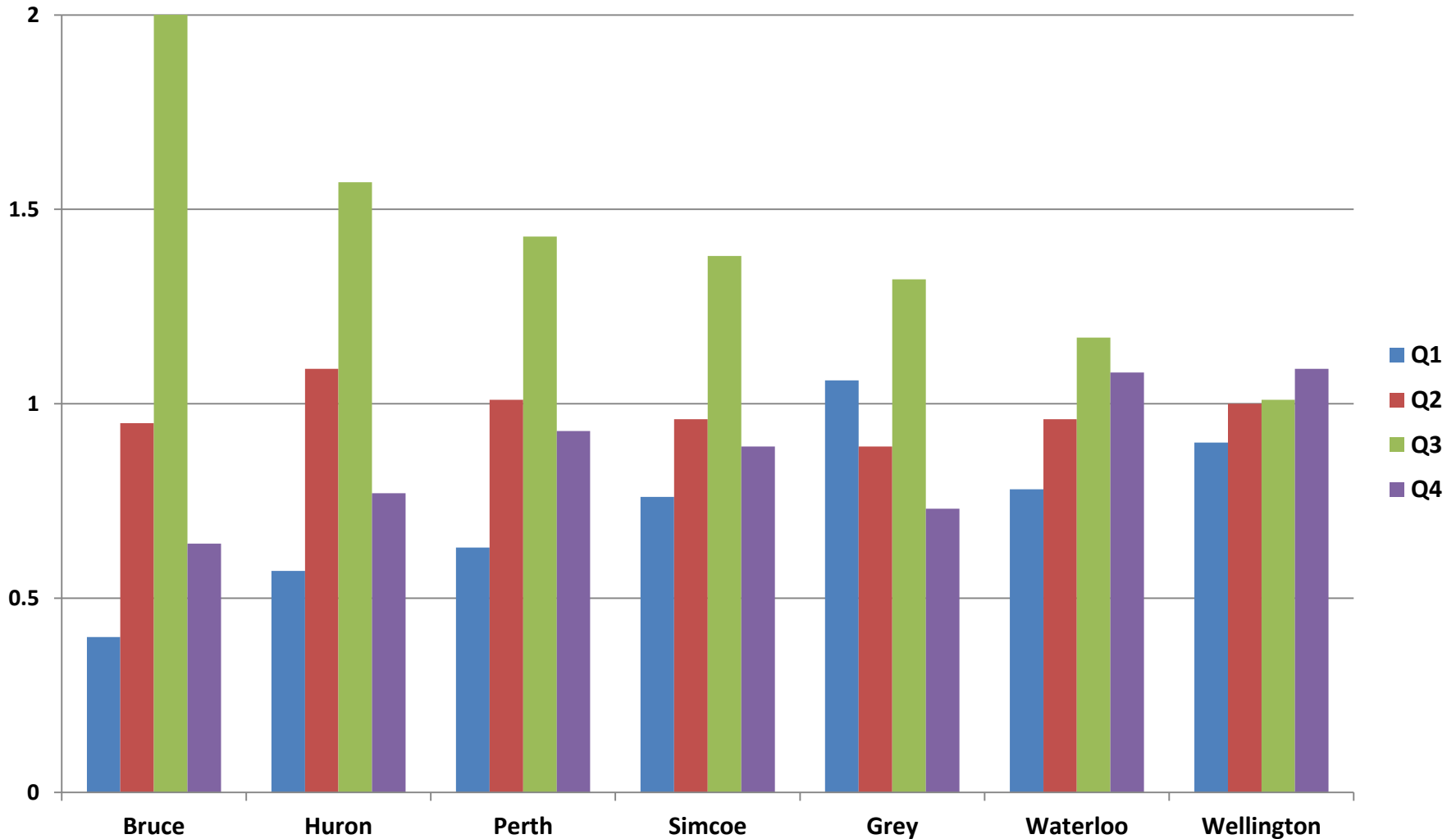
TOURISM VISITOR DATA

Number of person-visits, RTOs 4 & 7

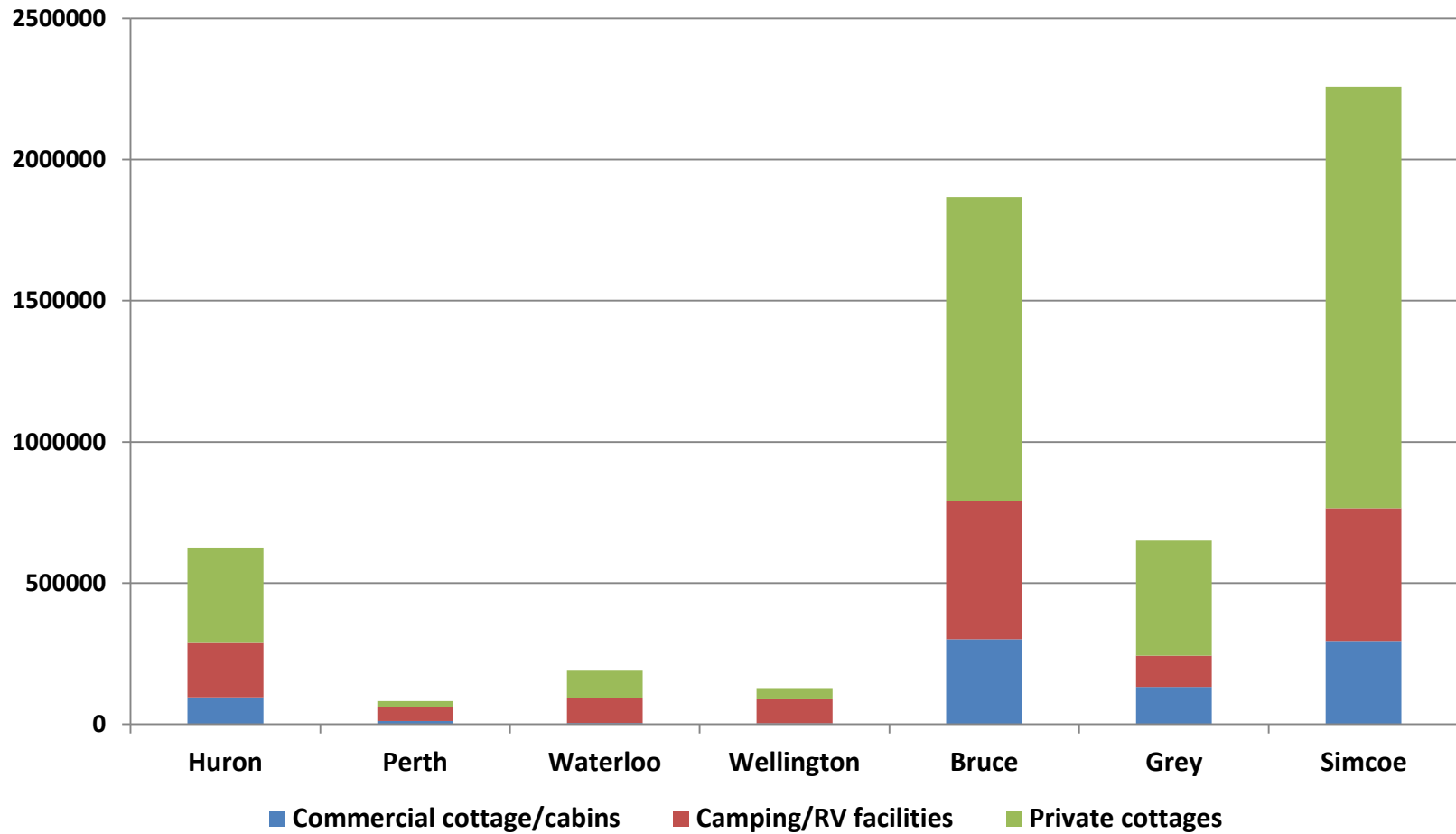


Seasonality ratios for each county, 2006-2010

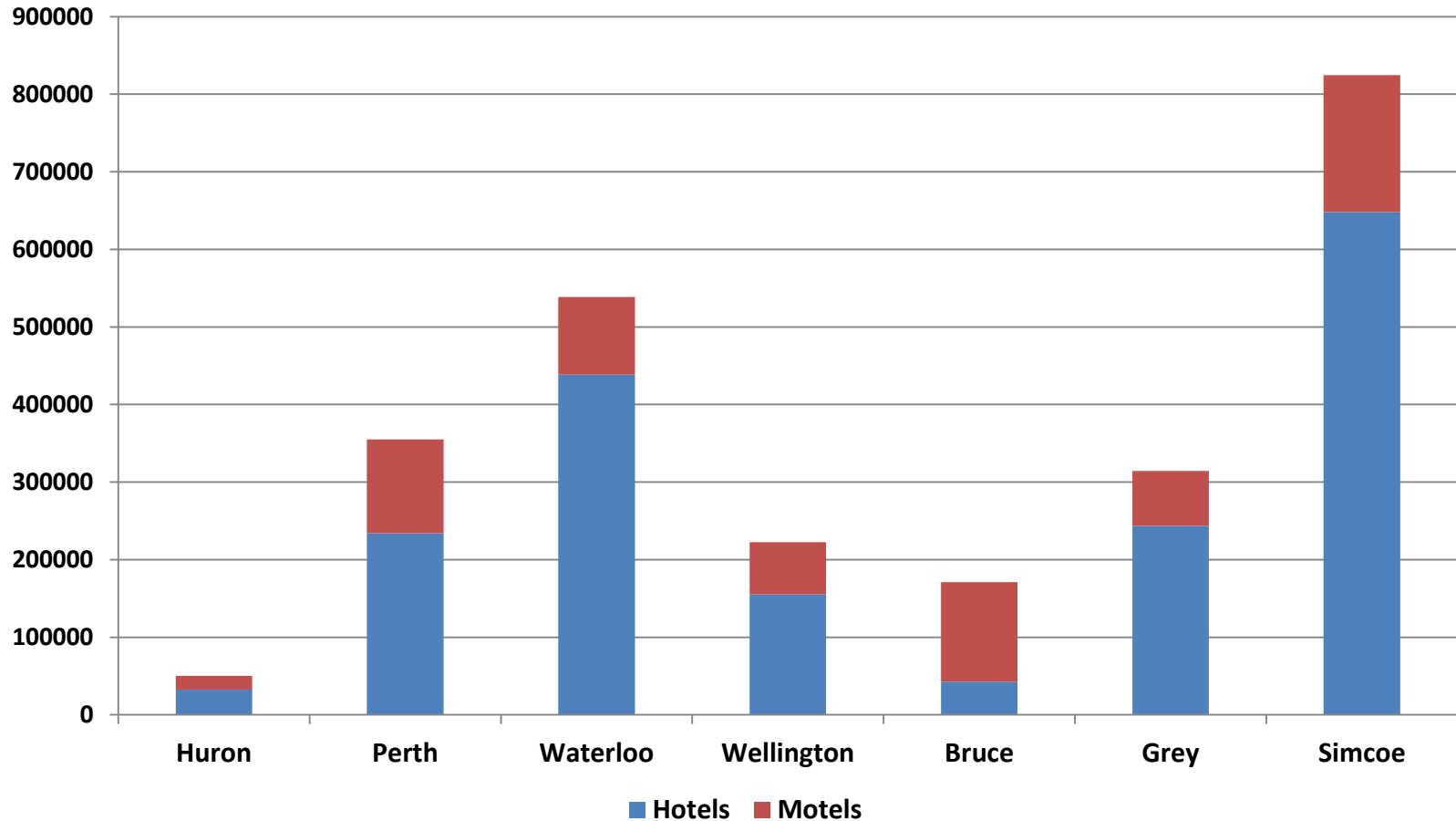
Seasonality ratio (each Quarter compared to annual average), for period 2006-2010



Average annual nights spent in commercial cottages, RV parks + camps, private cottages for each county, 2006-2010

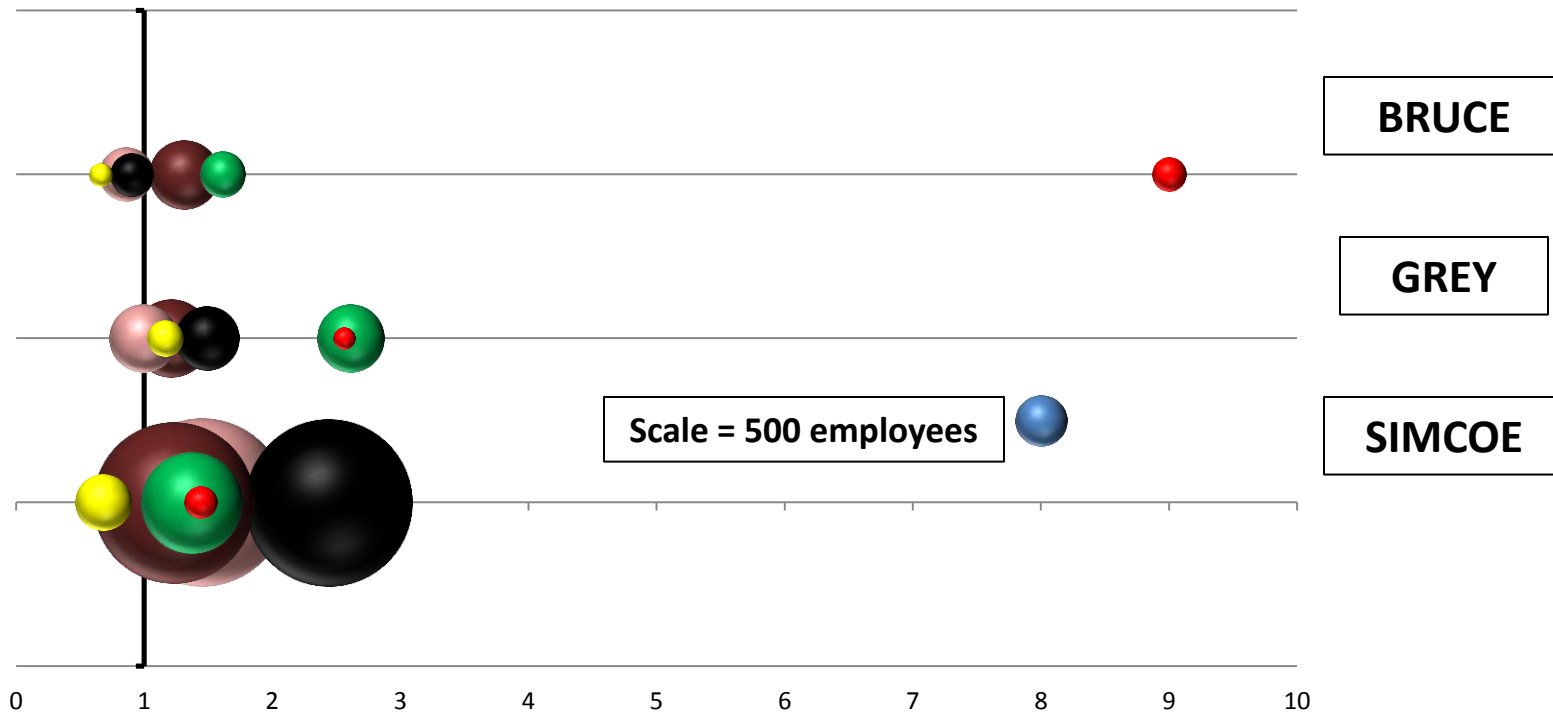


Average annual nights spent in hotels and motels for each county, 2006-2010



LABOUR MARKET DATA

Number of jobs and location quotient for tourism industries, RTO 7, 2006

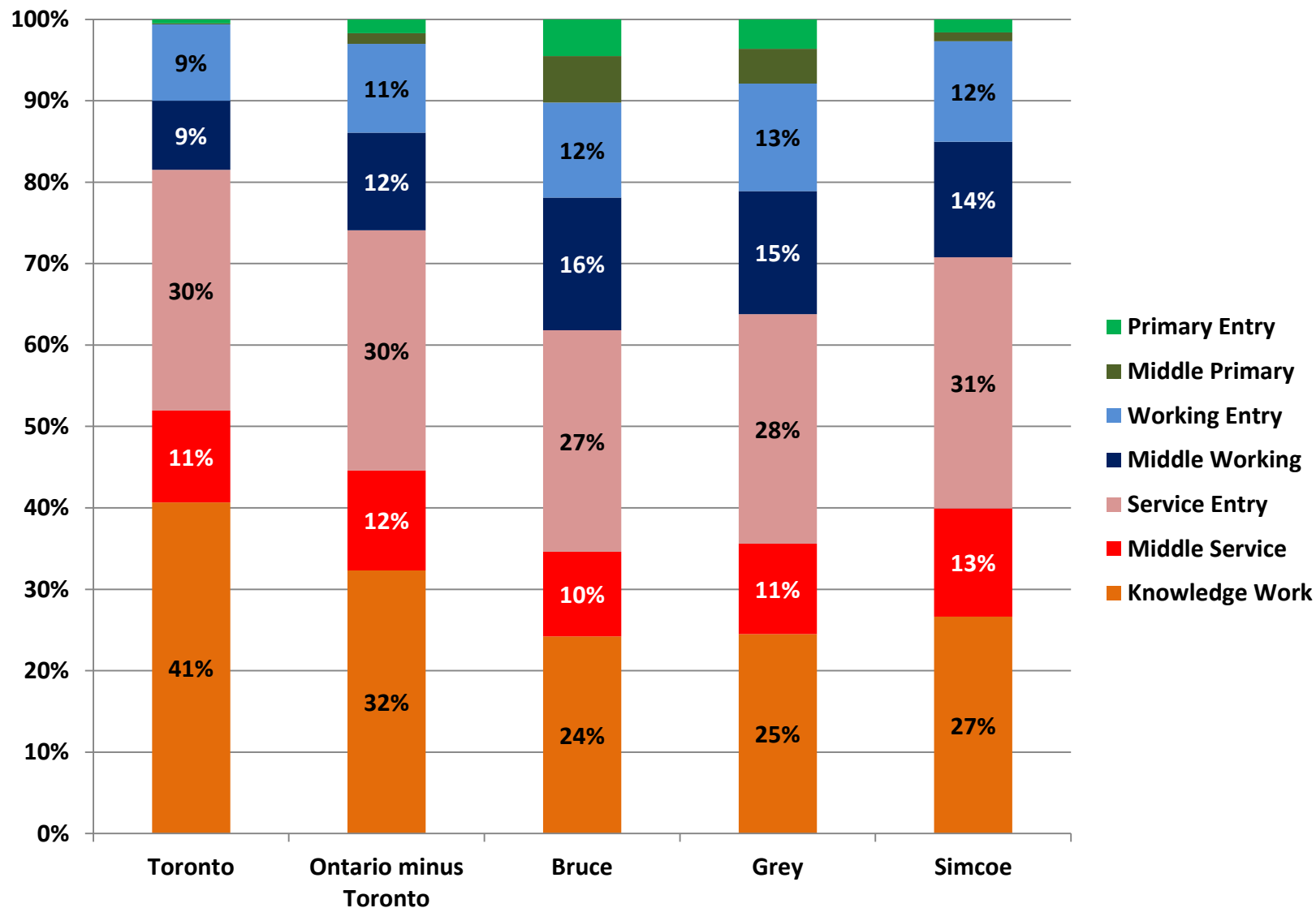


LEGEND	
Performing arts, spectator sports and related industries	Yellow
Amusement, gambling and recreation industries	Black
Traveller accommodation	Green
RV parks and recreational camps	Red
Full-service restaurants	Brown
Limited service eating places	Pink
Scale = 500 employees	Blue

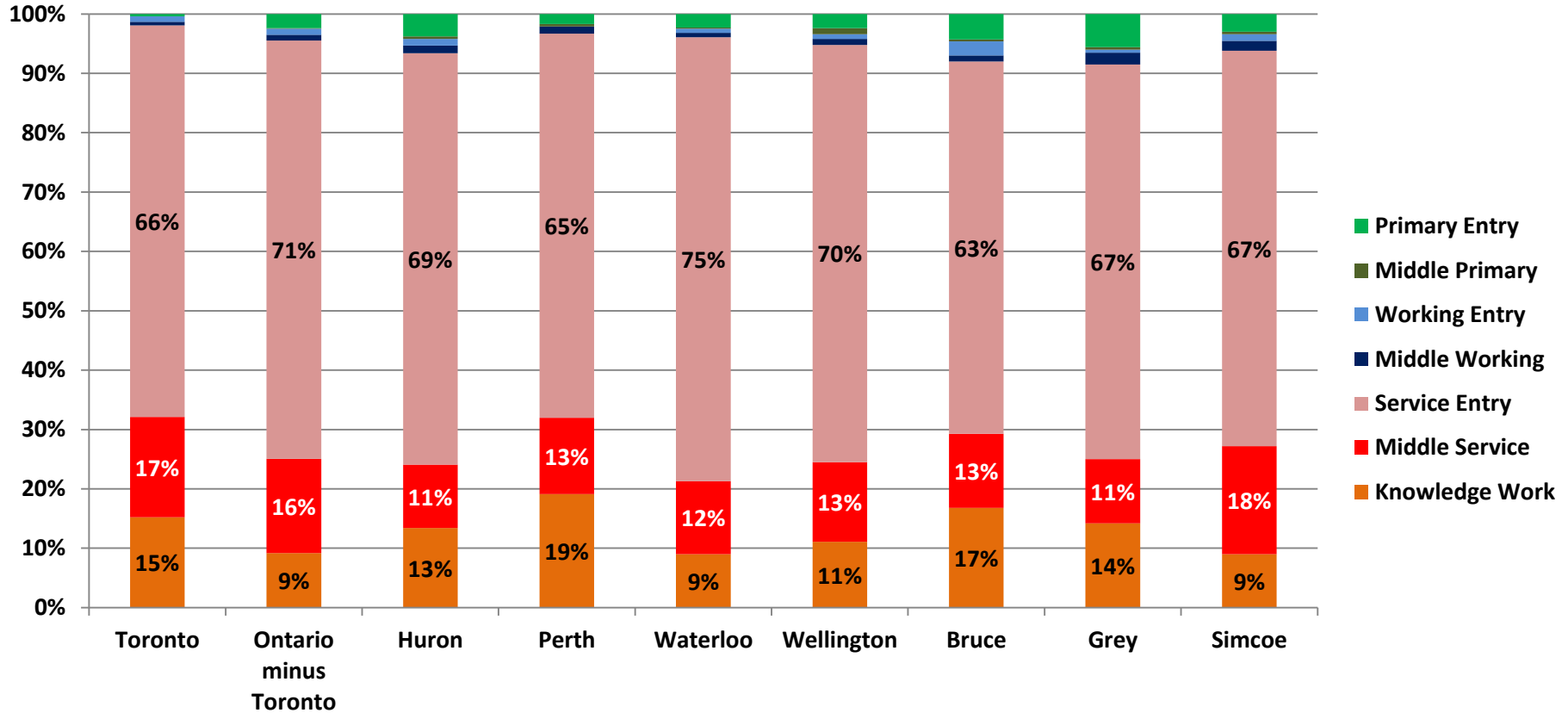
<p>KNOWLEDGE WORK</p>	<p>QUALIFICATION:</p> <p>University degree, or Three-year college diploma, or A highly specialized skill</p> <p>Senior managers; doctors; engineers; accountants; teachers; registered nurses; legal secretaries</p>
<p>MIDDLE JOBS</p>	<p>QUALIFICATION:</p> <p>Do not require a university degree, maybe two-year college or trade certificate; Or requires the accumulation of experience and skills acquired in the workplace</p> <p>Supervisors; food or retail managers; payroll clerks; secretaries; dental assistants; chefs; tradespeople</p>
<p>ENTRY-LEVEL JOBS</p>	<p>QUALIFICATION:</p> <p>At most a high school diploma and some on-the-job orientation</p> <p>General office clerks; cooks; retail salespersons; cashiers; cleaners; labourers</p>

KNOWLEDGE WORK	K-WORK	
MIDDLE JOBS	MIDDLE SERVICE	
	MIDDLE WORKING	
	MIDDLE PRIMARY	
ENTRY-LEVEL JOBS	SERVICE ENTRY	
	WORKING ENTRY	
	PRIMARY ENTRY	

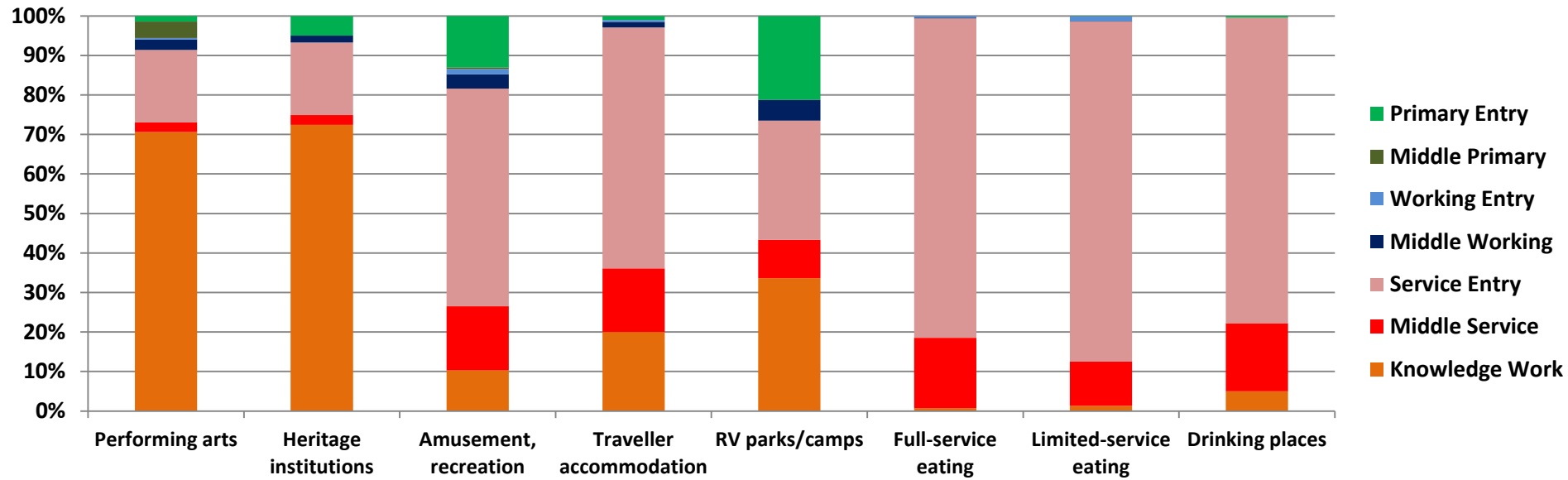
Distribution of all employed residents by skills/sector framework, Toronto, Ontario minus Toronto, and RTO 7, 2006



Distribution of all residents employed in tourism by skills/sector framework, Toronto, Ontario minus Toronto, RTO 4 and RTO 7, 2006



Distribution of residents employed in tourism by skills/sector framework, by select subsectors, RTO 4 and RTO 7, 2006



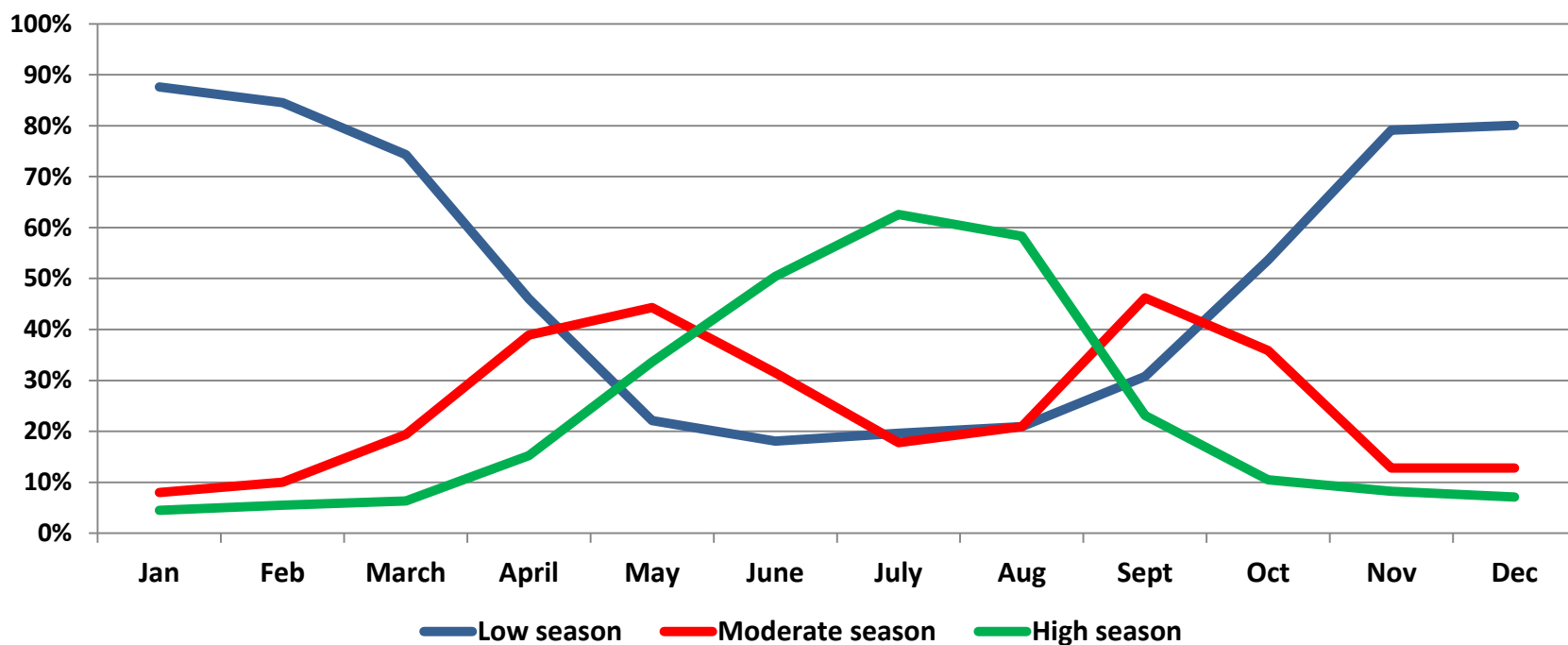
EMPLOYER SURVEY RESULTS

Overview of survey

- On-line survey open from Aug 14 to Oct 8
- 360 employers started the survey
 - 86 dropped out, no relevant answers
 - Of remaining 274, some 200 completed
- Representative cross-section in terms of geography, industry and size
- Approximately 80% of respondents came via RTO links

Designating months by level of hiring

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Low	88%	85%	74%	46%	22%	18%	20%	21%	31%	54%	79%	80%
Medium	8%	10%	19%	39%	44%	32%	18%	21%	46%	36%	13%	13%
High	5%	6%	6%	15%	34%	50%	63%	58%	23%	11%	8%	7%



Impact of workforce issues on business

All responses

	Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly	Rating
More customers.	53	89	55	8	18	0.68
Better product/service.	81	95	35	9	14	0.94
Expand size of operations.	34	64	75	21	26	0.27
Expand hours.	36	46	74	21	35	0.13
Increase revenues.	56	94	47	11	15	0.74

+2	Agree strongly
+1	Agree somewhat
0	Neither agree nor disagree
-1	Disagree somewhat
-2	Disagree strongly

Priority workforce initiatives – All

	Total	Highest	Rank
Customer service training	5.71	41%	1
Pre-employment programs	5.27	34%	2
Seeking funding for training	5.19	27%	3
Career awareness for high school students	5.19	21%	4
Work experience for community college students	5.01	17%	5
Survey of local wage rates	4.93	20%	6
Making workforce system more effective	4.93	17%	7
Cross-training for flexible workforce	4.90	16%	8
Help finding entry-level staff	4.83	23%	9
Helping management with employee engagement strategies	4.83	16%	10
Work experience for university students	4.80	19%	11
Improving management HR skills	4.79	18%	12
Work experience for high school students	4.79	18%	13
Guides to relevant resources	4.73	13%	14
Advice on employee engagement strategies	4.71	17%	15
ROI evidence on workforce solutions	4.65	13%	16
Training for specific work-related skills	4.64	15%	17
Work experience for private vocational college students	4.53	12%	18
Partnerships to share training costs	4.46	11%	19
Partnerships to share employees across seasons	4.39	9%	20
Advice on non-wage benefits	4.31	12%	21
Training in literacy and essential skills	4.26	14%	22
Help finding intermediate or senior-level staff	4.04	11%	23
Career advancement programs	3.99	8%	24
Recruiting from less traditional population groups	3.75	4%	25
Improving access to foreign workers	2.95	4%	26




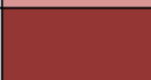
Priority workforce initiatives – By size

ALL RESPONDENTS = 205	"0"	1-4	5-19	20+
Responses→	48	81	43	28
1. Customer service training	1	1	1	1
2. Pre-employment programs	2	3	4	4
3. Seeking funding for training	4	2	2	21
4. Career awareness for high school students	5	6	3	2
5. Work experience community college students	12	4	8	7
6. Survey of local wage rates	6	5	11	16
7. Making workforce system more effective	7	12	5	13
8. Cross-training for flexible workforce	9	13	6	9
9. Help finding entry-level staff	3	8	20	14
10. Help managers employee engagement	15	14	7	3
11. Work experience for university students	16	7	15	5
12. Improving management HR skills	13	17	9	7
13. Work experience for high school students	8	9	16	11
14. Guides to relevant resources	10	10	14	15
15. Advice on employee engagement strategies	14	10	13	6
16. ROI evidence on workforce solutions	17	18	12	11
17. Training for specific work-related skills	11	21	10	18
18. Work experience private college students	20	14	19	10
19. Partnerships to share training costs	18	14	23	24
20. Partnerships to share employees seasonally	19	19	22	23
21. Advice on non-wage benefits	23	20	20	17
22. Training in literacy and essential skills	22	22	17	19
23. Help finding intermediate or senior-level staff	24	23	24	20
24. Career advancement programs	25	24	18	21
25. Recruiting less traditional population groups	21	25	25	26
26. Improving access to foreign workers	26	26	26	25

LEGEND	
Rank: 1-6	
Rank: 7-13	
Rank: 14-20	
Rank: 21-26	





Priority workforce initiatives – By sector

ALL RESPONDENTS = 205	B&Bs	HOTELS	RV PARKS	OTHER RECREATION	FULL-SERVICE RESTAURANTS
Responses→	19	30	16	21	23
1. Customer service training	1	1	1	1	1
2. Pre-employment programs	3	2	2	2	3
3. Seeking funding for training	5	16	11	9	2
4. Career awareness for high school students	4	5	5	3	3
5. Work experience community college students	15	12	17	4	7
6. Survey of local wage rates	2	3	7	18	16
7. Making workforce system more effective	9	12	6	11	12
8. Cross-training for flexible workforce	17	4	8	12	5
9. Help finding entry-level staff	11	20	8	5	11
10. Help managers employee engagement	16	6	3	22	10
11. Work experience for university students	17	20	22	7	17
12. Improving management HR skills	12	8	11	20	8
13. Work experience for high school students	14	15	19	10	8
14. Guides to relevant resources	10	8	3	12	21
15. Advice on employee engagement strategies	22	7	13	14	15
16. ROI evidence on workforce solutions	6	10	14	15	19
17. Training for specific work-related skills	13	11	21	16	6
18. Work experience private college students	23	18	19	6	13
19. Partnerships to share training costs	6	22	14	18	20
20. Partnerships to share employees seasonally	6	23	16	20	23
21. Advice on non-wage benefits	19	17	23	22	18
22. Training in literacy and essential skills	19	18	18	8	22
23. Help finding intermediate or senior-level staff	23	24	8	17	14
24. Career advancement programs	21	12	24	24	24
25. Recruiting less traditional population groups	25	25	25	25	25
26. Improving access to foreign workers	26	26	26	26	26

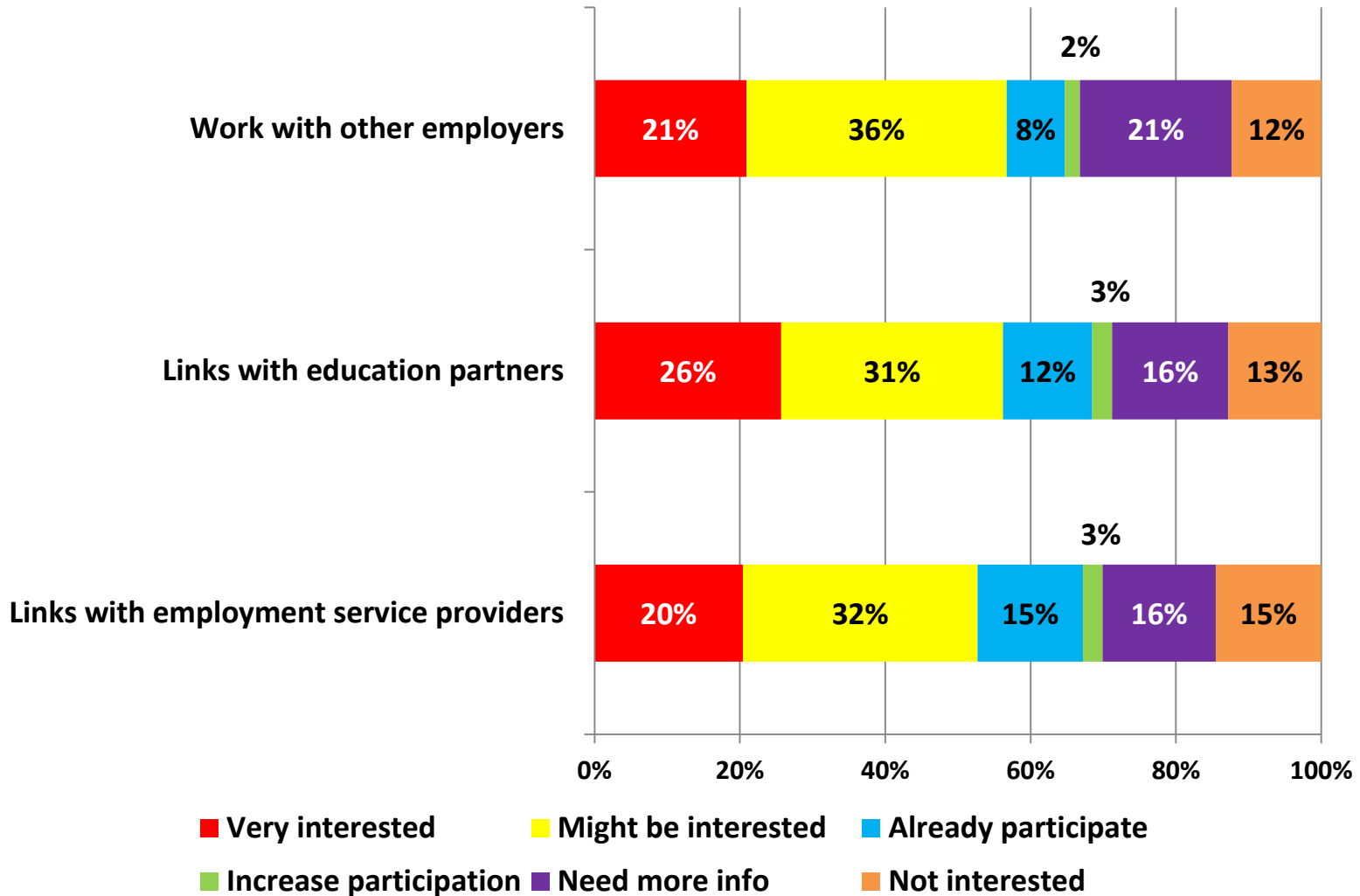
LEGEND	
Rank: 1-6	
Rank: 7-13	
Rank: 14-20	
Rank: 21-26	

Priority workforce initiatives – By county

ALL RESPONDENTS	Huron	Perth	Waterloo	Wellington	Bruce	Grey	Simcoe
1. Customer service training	1	2	1	1	1	1	1
2. Pre-employment programs	8	4	2	15	3	2	2
3. Seeking funding for training	5	1	17	4	2	8	4
4. Career awareness for high school students	4	6	3	3	8	3	3
5. Work experience community college students	15	12	4	2	7	5	9
6. Survey of local wage rates	2	3	7	7	16	16	12
7. Making workforce system more effective	5	9	11	20	5	4	8
8. Cross-training for flexible workforce	13	10	6	10	10	10	6
9. Help finding entry-level staff	14	5	15	21	4	9	9
10. Help managers employee engagement	3	14	8	9	14	17	7
11. Work experience for university students	17	16	5	5	6	19	19
12. Improving management HR skills	7	12	9	11	17	11	5
13. Work experience for high school students	22	11	10	6	13	5	16
14. Guides to relevant resources	10	18	14	17	8	7	17
15. Advice on employee engagement strategies	10	19	15	16	10	13	11
16. ROI evidence on workforce solutions	16	14	11	13	18	14	15
17. Training for specific work-related skills	20	16	21	8	12	15	13
18. Work experience private college students	18	21	18	12	15	19	14
19. Partnerships to share training costs	9	7	20	17	22	12	22
20. Partnerships to share employees seasonally	10	8	24	13	20	21	20
21. Advice on non-wage benefits	20	20	19	19	23	25	18
22. Training in literacy and essential skills	19	23	13	22	21	18	21
23. Help finding intermediate or senior-level staff	23	24	23	22	19	24	24
24. Career advancement programs	24	25	21	24	24	21	23
25. Recruiting less traditional population groups	25	22	25	25	25	23	25
26. Improving access to foreign workers	26	26	26	26	26	26	26

LEGEND	
Rank: 1-6	
Rank: 7-13	
Rank: 14-20	
Rank: 21-26	

Views on partnerships for workforce development



FINDINGS

Findings – employment picture (1)

- Tourism sector: poor pay, bad hours, demanding employers
- If choose under-employed, that person is gone at 1st chance; if choose under-employable, then skills/attitude challenges
- EO and OW clients have limited skills, require support that employer doesn't have time for
- Youth: issues about work ethic; don't quite understand employer's expectations; don't have good sense of career options; expect too much

Findings – employment picture (2)

- For many, work in tourism is just a passing job
- Hardly anyone advocates about careers in tourism
- Hesitation to invest in workers who will likely move on (especially seasonal positions)
- Foreign temp workers – costly, but high quality
- In many places, transportation is a great barrier

Findings – other issues (3)

- Customer service training is a major issue
- Some employers weak on HR skills
- High proportion of those already employed score low on foundational skills
- Most initiatives would require fair amount of coordination, while there is a limited willingness across the sector for cooperation

RECOMMENDATION THEMES

Recommendation theme (1)

CUSTOMER SERVICE TRAINING

- Customized customer service training, reliant on employer input, with local focus
- Emphasis on evaluation (measure outcomes), feedback (for improvement) and publicize (value impact)
- Could piggyback on existing initiatives
- Try to seek funding support

Recommendation theme (2)

PRE-EMPLOYMENT PREPARATION

- Would need to involve employment services
- Would require involvement of employers to guide program
- Would need on-going job coach and support
- Might possibly accommodate seasonality
- Possible candidates: larger employers to develop the model

Recommendation theme (3)

LINKS WITH HIGH SCHOOLS

- RTO strategy for engagement with high school students
- Including career nights, speakers, co-op placements, summer job fairs
- Make clear for students what are employer expectations
- Identify career opportunities, through education as well as through entrepreneurship

Recommendation theme (4)

EMPLOYEE ENGAGEMENT/CAREER ADVANCEMENT

- Focus on mid-sized hotels
- Would seek external funding
- Pitch it as a pilot project to test several strategies
- Involve a broad consortium of partners

Recommendation theme (5)

ADVOCACY WITH EMPLOYERS

- Publicity directed at employers, highlighting workforce issues
- Could highlight:
 - Best practices in HR
 - Relevance and application of employee engagement strategies
 - Dealing with Millennium Generation
 - Customer service training approaches
 - Opportunities for placements, engagement with high schools

Recommendation theme (6)

CONDUCT SURVEY DIRECTED AT RESIDENTS

- The incomplete survey of residents carried out during this assignment highlighted the value of such a survey
- Should aim to do a more complete one, in particular targeting high school students and youth
- Use it to advocate with employers as well as to help shape workforce development strategies

Recommendation themes

- Customer service training
- Pre-employment preparation
- Links with high schools
- Employee engagement/career advancement
- Advocacy with employers
- Conduct survey directed at residents