



TOURISM INDUSTRY ASSOCIATION OF THE YUKON
Spring Conference & AGM 2016

Optimistic Growth + Tightening Labour Market

Tourism Labour Needs: 5 Year Outlook

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Tourism **HR**
Canada



RH Tourisme
Canada



The following was presented at the TIAYukon 2016 spring conference & AGM.

Through a partnership of TIAYukon, YTEC and Tourism HR Canada, this report provides information on the five-year outlook for the Yukon labour market, with data collected from Yukon tourism operators. Please cite Tourism HR Canada as the source in any reference to the data contained in this report

For more information email, research@tourismhr.ca

Tourism HR Canada

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tourismhr.ca

Tourism HR Canada is a national organization working for the tourism sector in Canada, an \$88.5 billion industry employing over 1.7 million people including over 500,000 youth. Its main goals include improving the quality and mobility of the tourism workforce and supplying tourism businesses with the labour market intelligence they need to plan for and overcome their current and future human resource challenges.

Tourism HR Canada is recognized as a global leader in setting occupational standards, building competency frameworks, developing occupational training and certification programs, conducting research into the tourism labour market, and analyzing the resulting data to plan and implement HR strategies for the industry.

Tourism HR Canada seeks to improve the quality of the Canadian labour force by providing expert analysis of the latest compensation, labour supply, and productivity data. For more information, email research@tourismhr.ca or visit tourismhr.ca.



Optimistic Growth + Tightening Labour Market

Tourism Labour Needs: 5 Year Outlook

Current profile of the Yukon Tourism Labour Market

Most significant labour market challenges

Occupations in demand

Global trends

Some strategies

Tourism **HR**
Canada



RH Tourisme
Canada

Tourism HR Canada – Committed
to
Building a World Leading
Tourism Workforce

Tourism **HR**
Canada



RH Tourisme
Canada

Performance Matters.

Delivering on the 'Service Promise' Requires an Investment in People

Tourism is all about the **authentic,**
tailored, compelling, quality experiences
delivered by skilled tourism professionals

Tourism **HR**
Canada

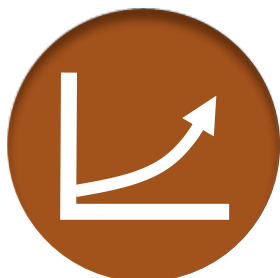


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Performance Matters.

TOURISM HR CANADA

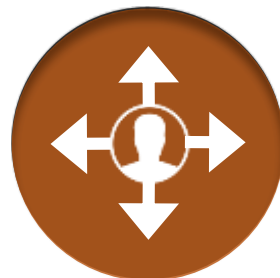
Committed to Building a World-Leading Tourism Workforce



SKILLS,
PRODUCTIVITY



SUPPLY, ATTRACTION
AND RETENSION



LEARNER & LABOUR
MOBILITY



LABOUR MARKET/HR
STRATEGIES



EMPLOYER
INVESTMENTS
IN TRAINING



IMPROVED
CURRICULUM,
ACCREDITATION



LABOUR MARKET
ADJUSTMENTS



FACILITATE POLICY
DISCUSSIONS



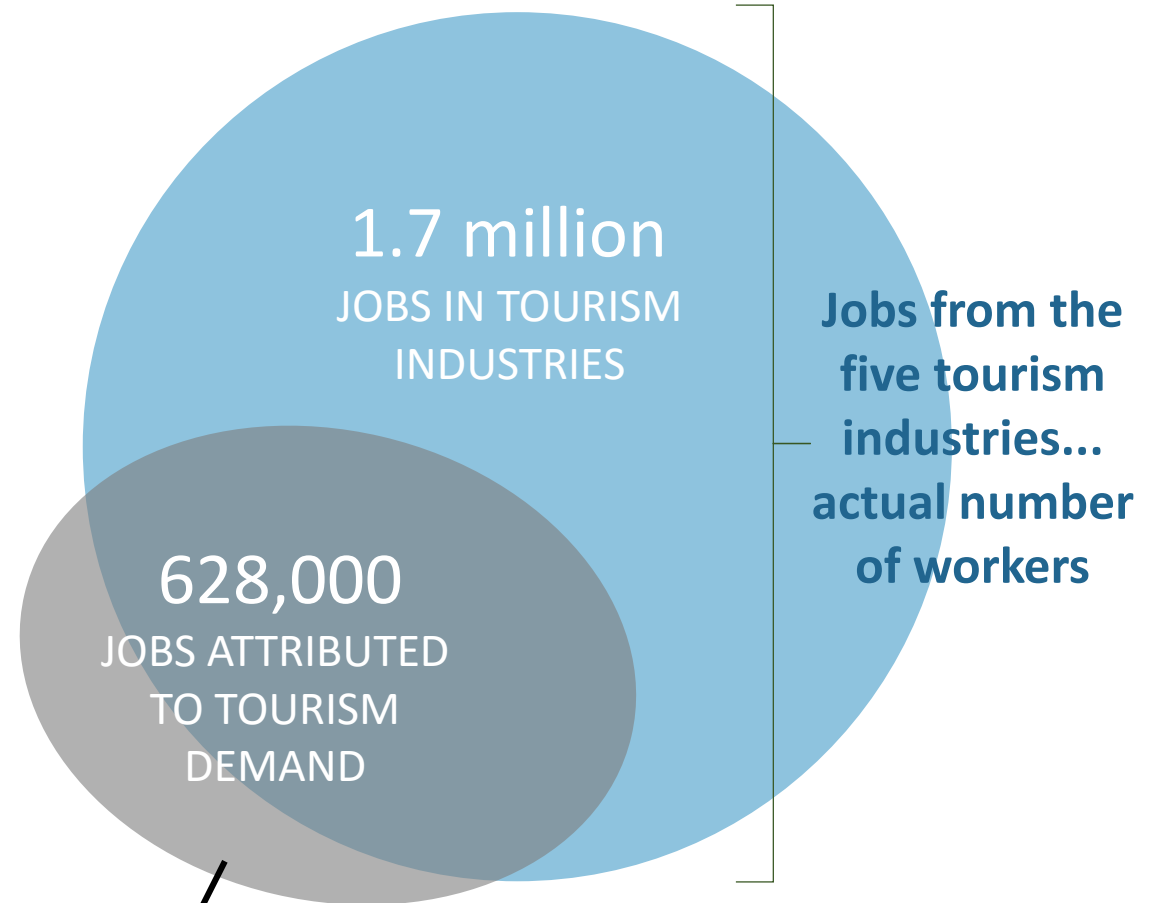
Programs, Services



1.7 million workers and growing

Jobs in the
Canadian
economy based
on tourists
spending

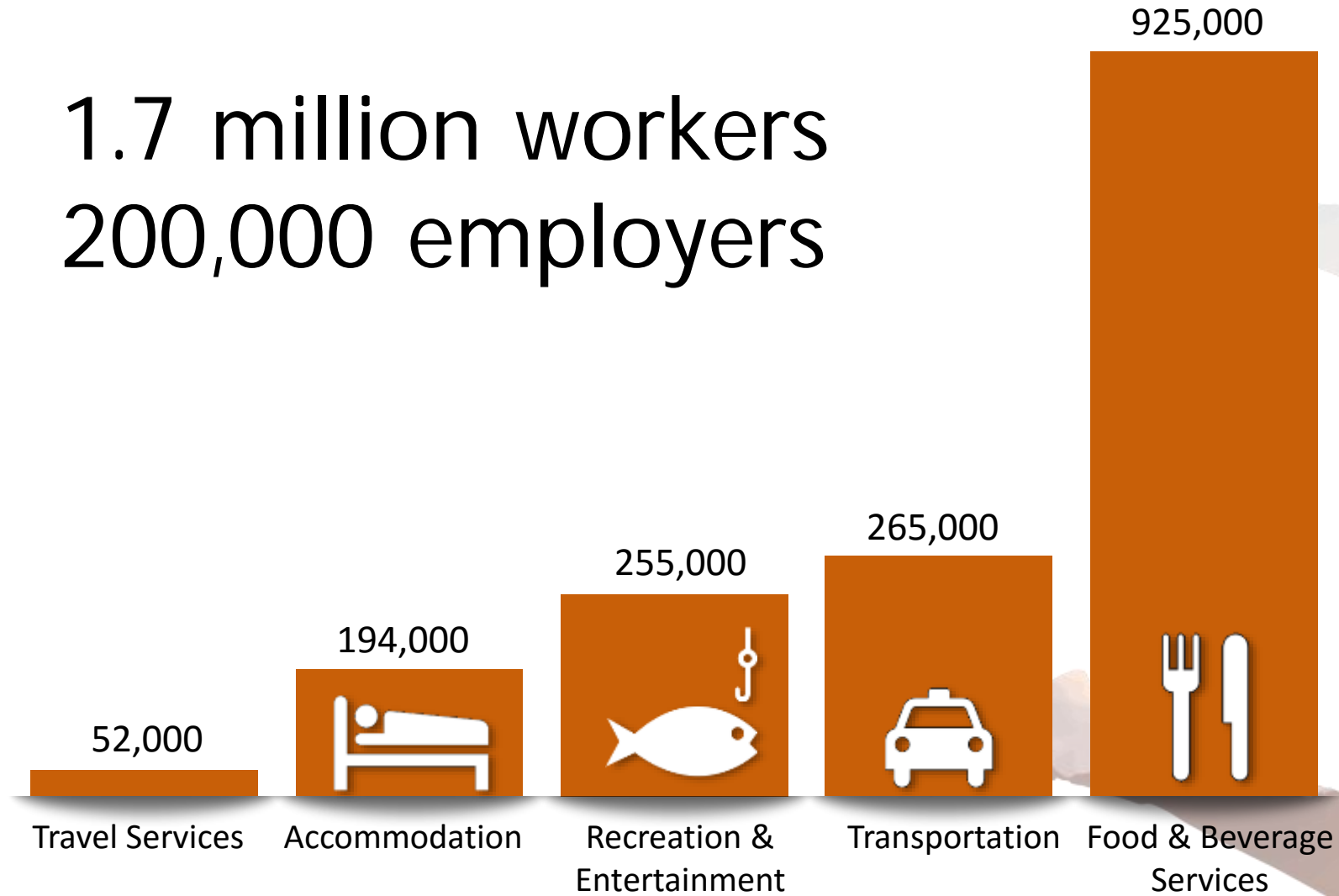
Includes retail (buying
of clothing, food)



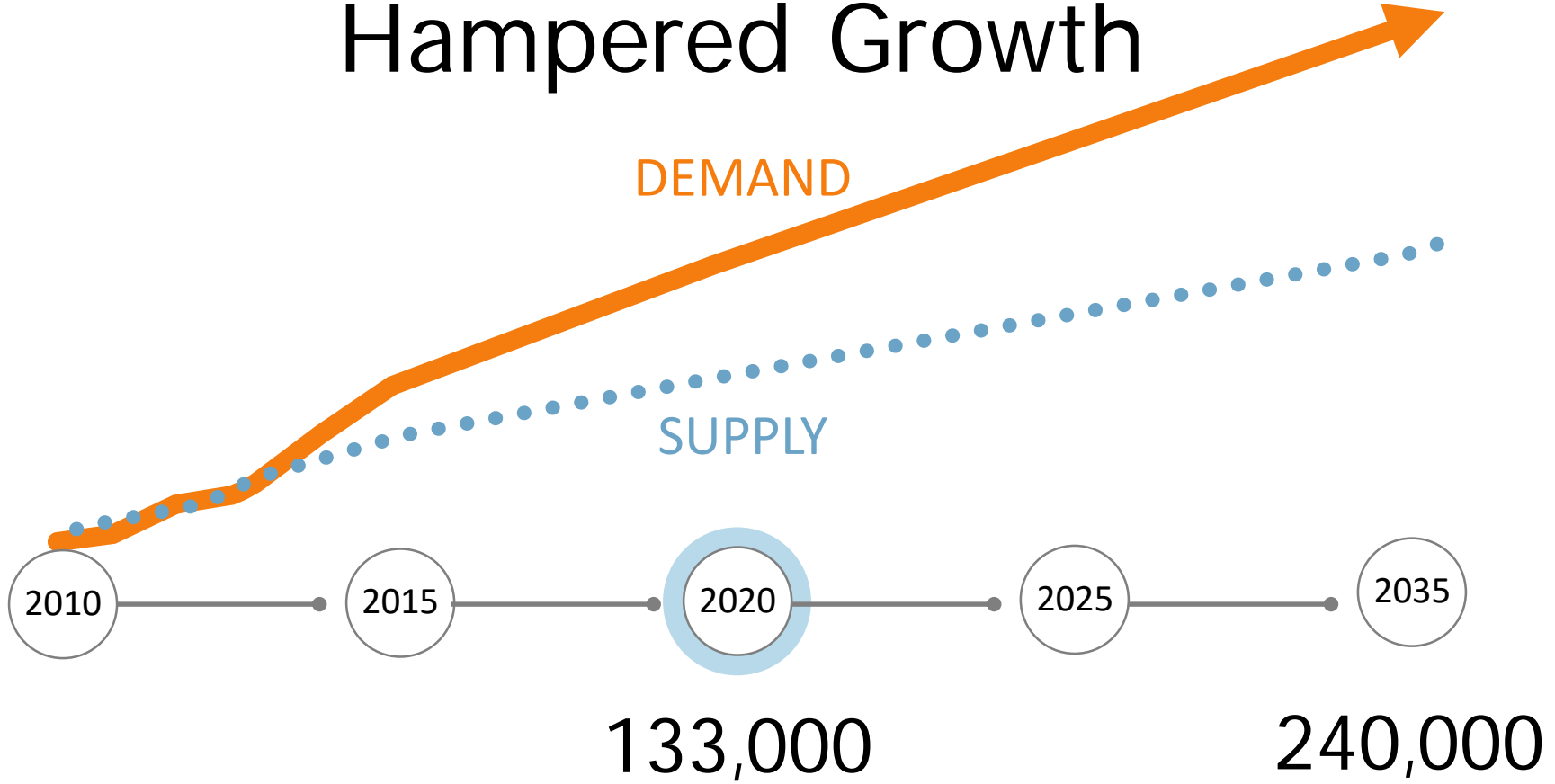
Non Tourism Industries



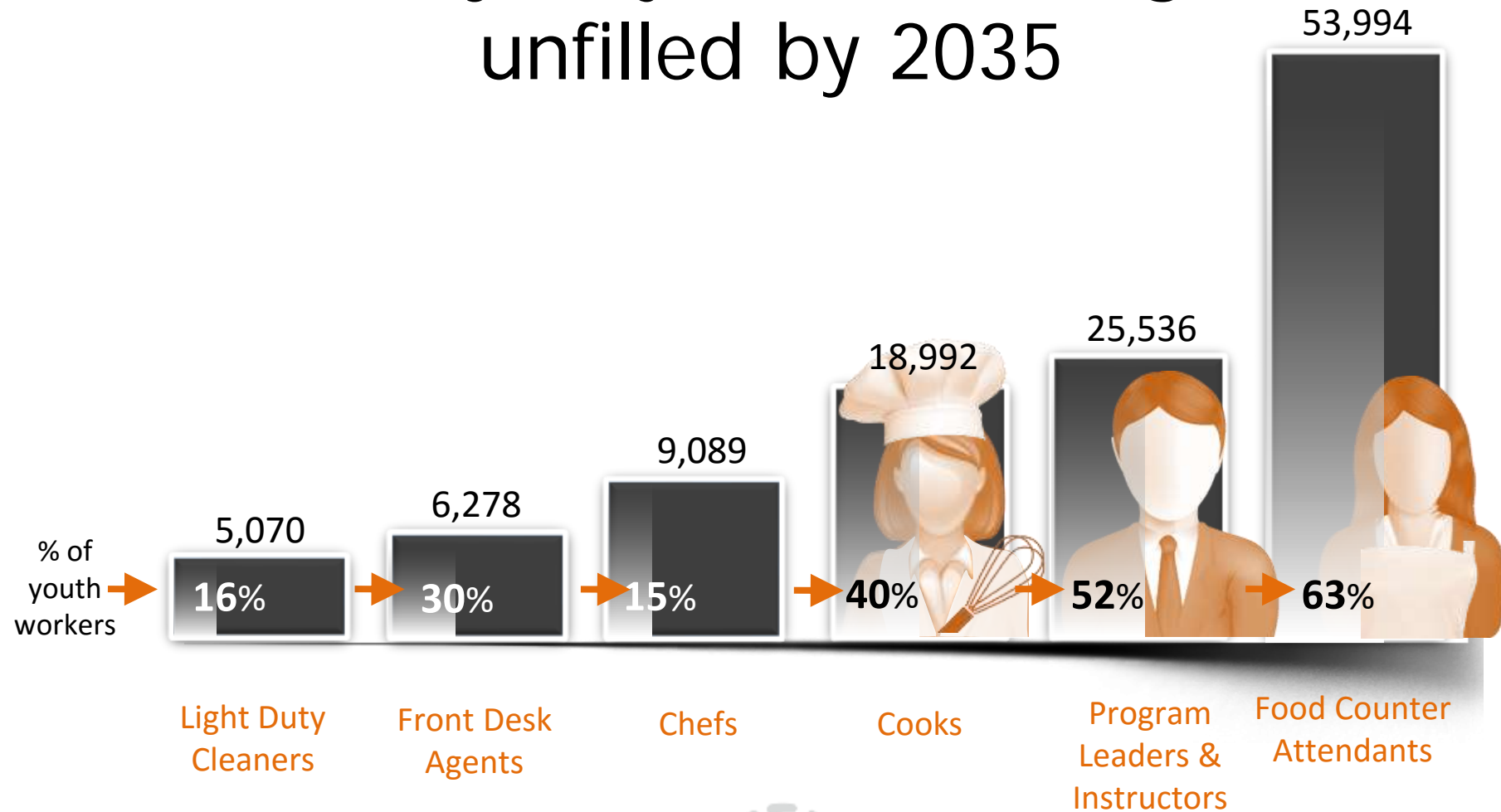
1.7 million workers
200,000 employers



Unfilled Jobs Hampered Growth



Full year jobs that will go unfilled by 2035



Spending up 56%
= \$287 Billion (2035)



...the potential demand that will not be met if restricted
by a lack of workers who can provide service



For every dollar spent,
3.2 dollars is generated
in the community



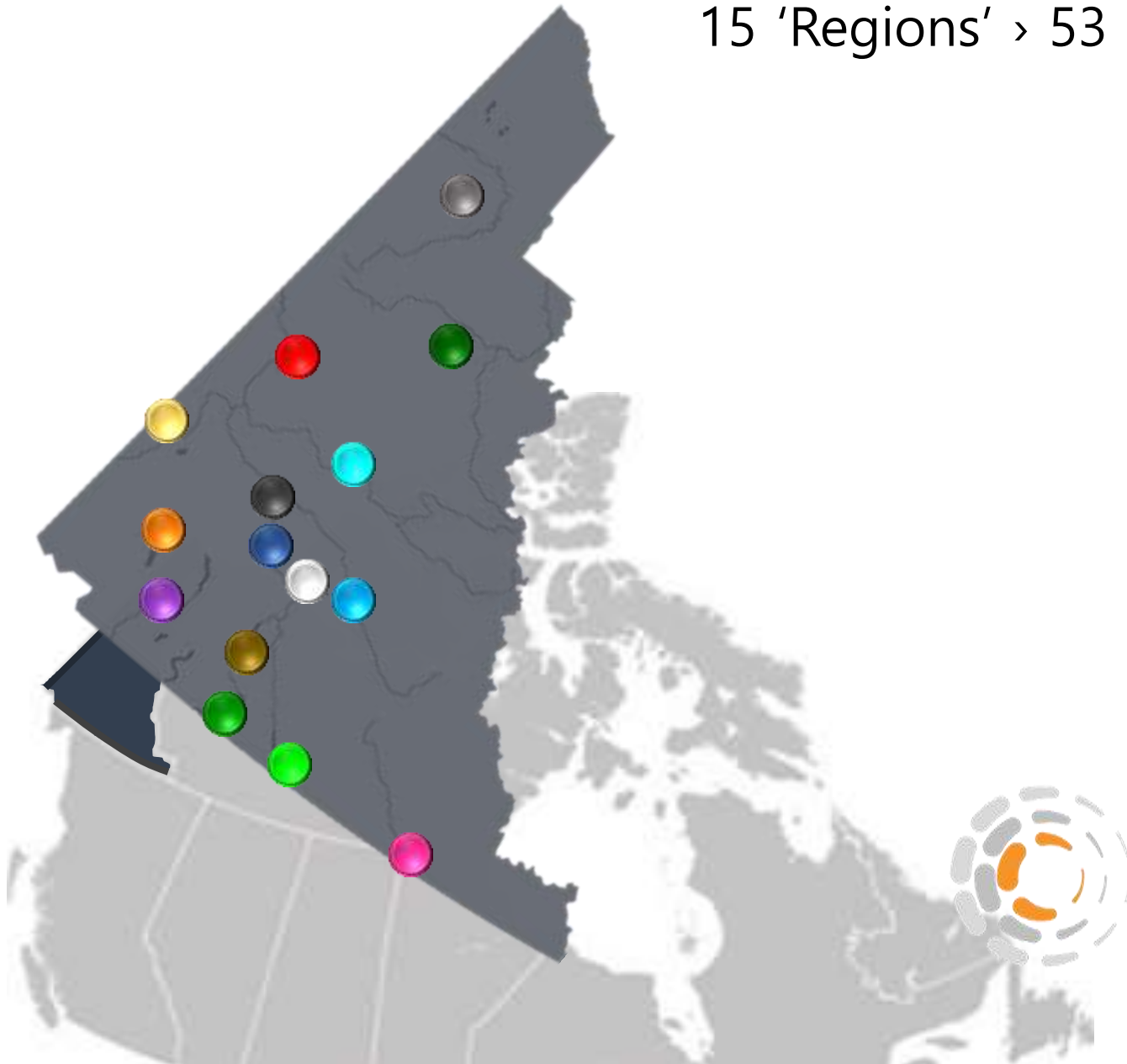
Tourism is vital to Canada's economy; it is a key driver of socio economic progress.

Tourism plays a significant role in future job creation.



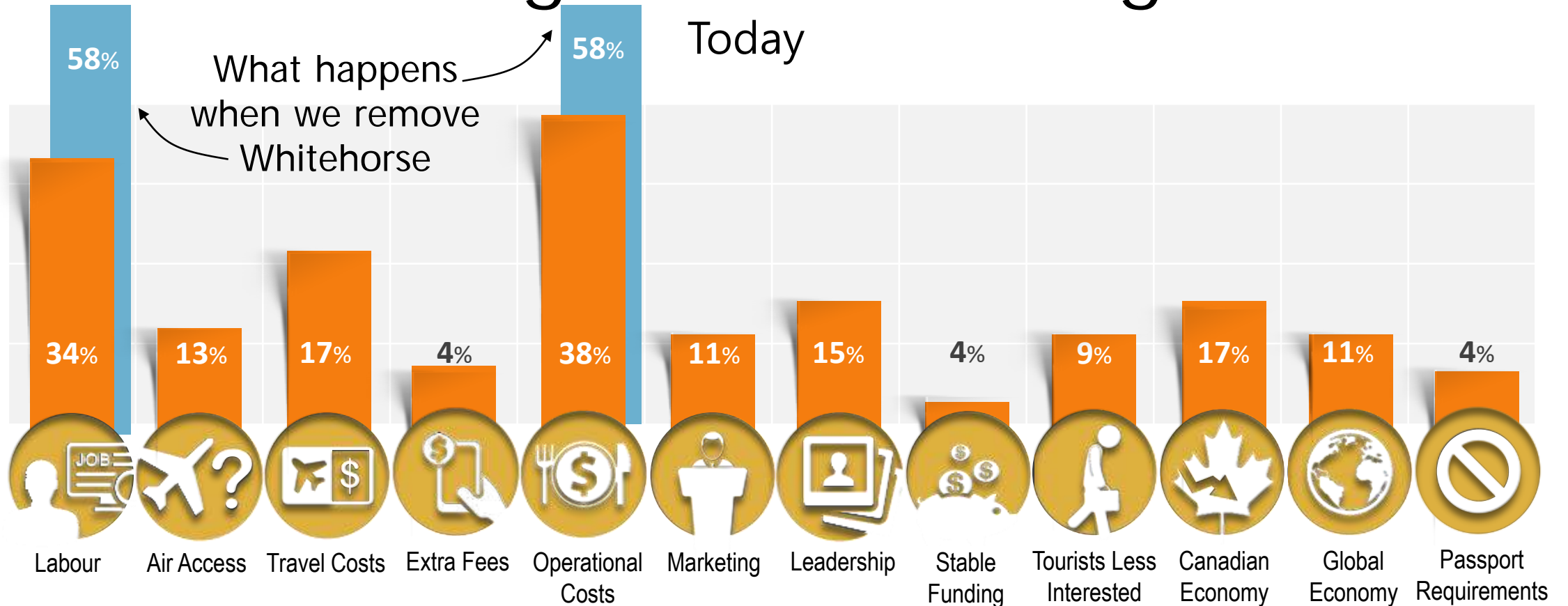
Yukon Territory

15 'Regions' > 53 Respondents




- BEAVER CREEK
- BURWASH LANDING
- DAWSON CITY
- WATSON LAKE
- HAINES JUNCTION
- CARMACKS
- FARO
- MAYO
- TESLIN
- CARCROSS
- YUKON (RURAL)
- WHITEHORSE
- OLD CROW
- PELLY CROSSING
- ROSS RIVER

Most Significant Challenges




Significance of Labour Issues

- 
- 75% Difficulty finding qualified, reliable employees
 - 69% Shortage of skilled labour in local area
 - 67% Recruitment difficulties: seasonal nature of business
 - 63% Wage expectations of potential employees are too high
 - 60% High competition for staff from government industries

high

med Young people uninterested/unaware of jobs in sector

low


- 85% Difficulty managing cultural diversity among workers
 - 82% Shortage of unskilled labour in local area
- 

high / medium

- Lack of resources for attracting qualified workers
- Changes in Yukon Nominee Program
- Difficulty retaining qualified, reliable employees
- Employees do not possess necessary skills that are ideally suited for position

medium / low

High competition for staff in sector and in other sectors



Occupations in Demand



ACCOMMODATION

Service Managers



FOOD & BEVERAGE

**Chefs, Executive Chefs,
Kitchen Managers**

Cooks

Bartenders

Servers

Counter Attendants

Front Desk Reception

**Cleaners,
Housekeepers**

Bakers



RECREATION & ENTERTAINMENT

**Museums Workers
Heritage Interpreters**

Tour Guides

Guides

Horse Wranglers



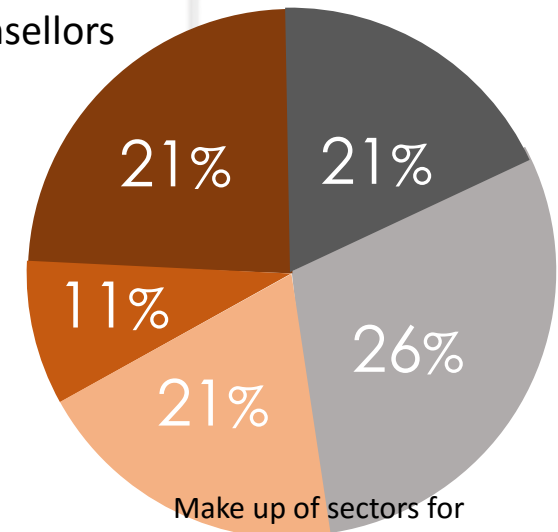
TRAVEL SERVICES

Marketing Managers
Retail Travel Managers
Travel Counsellors



TRANSPORTATION & 'OTHER'

Retail Salespeople



Make up of sectors for those that responded

Looking ahead... most significant business challenges

53%

31%
Reported job vacancies either currently or during the previous high season

LABOUR ISSUES
(RECRUITMENT,
RETENTION, PAY)

51%



INCREASING
OPERATIONAL
COSTS

35%



WEAKNESS OF
GLOBAL
ECONOMY

30%



LACK OF
LEADERSHIP

Cost of travel
Air access
Lack of stable government funding
Weakness in Canadian economy

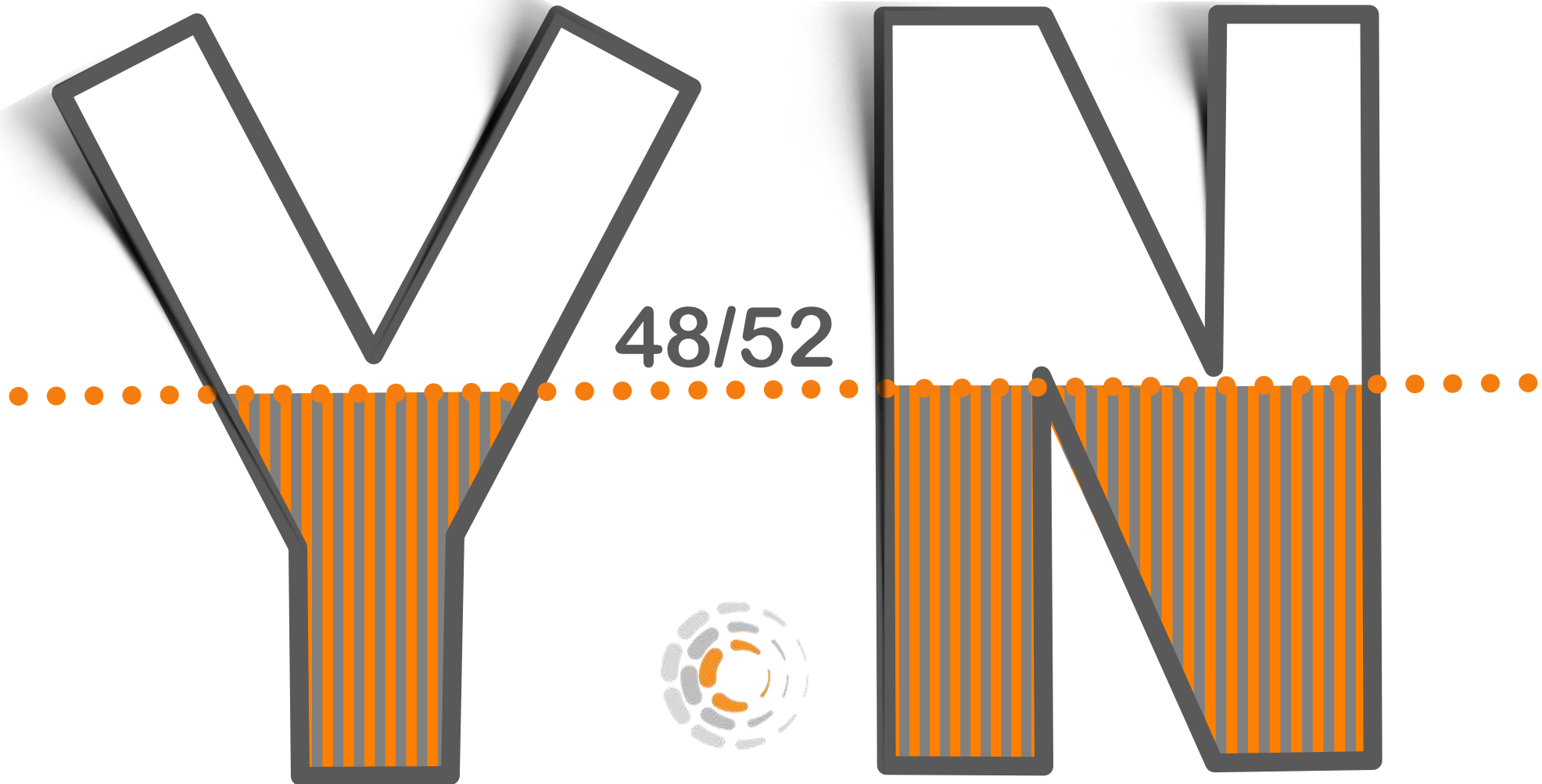
21%



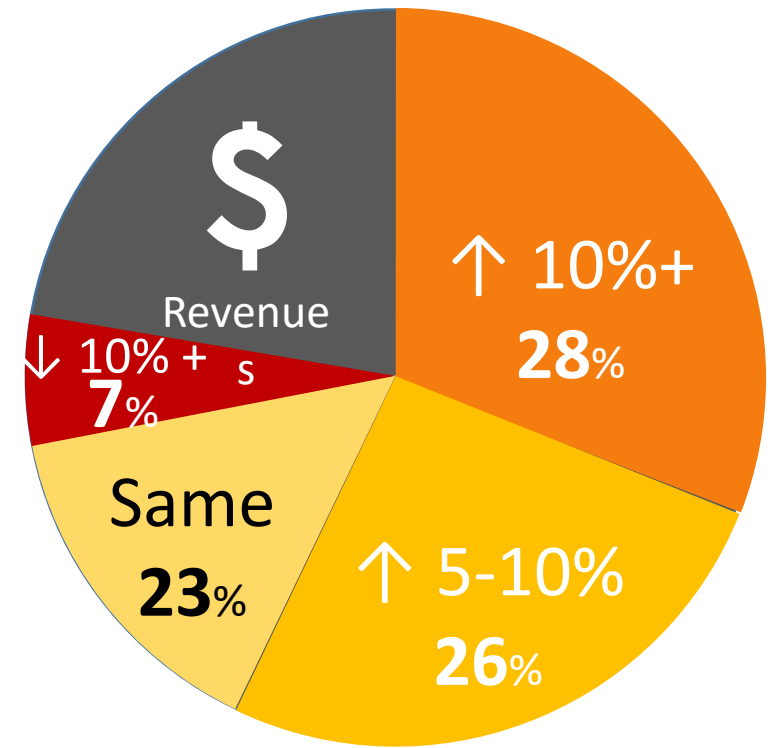
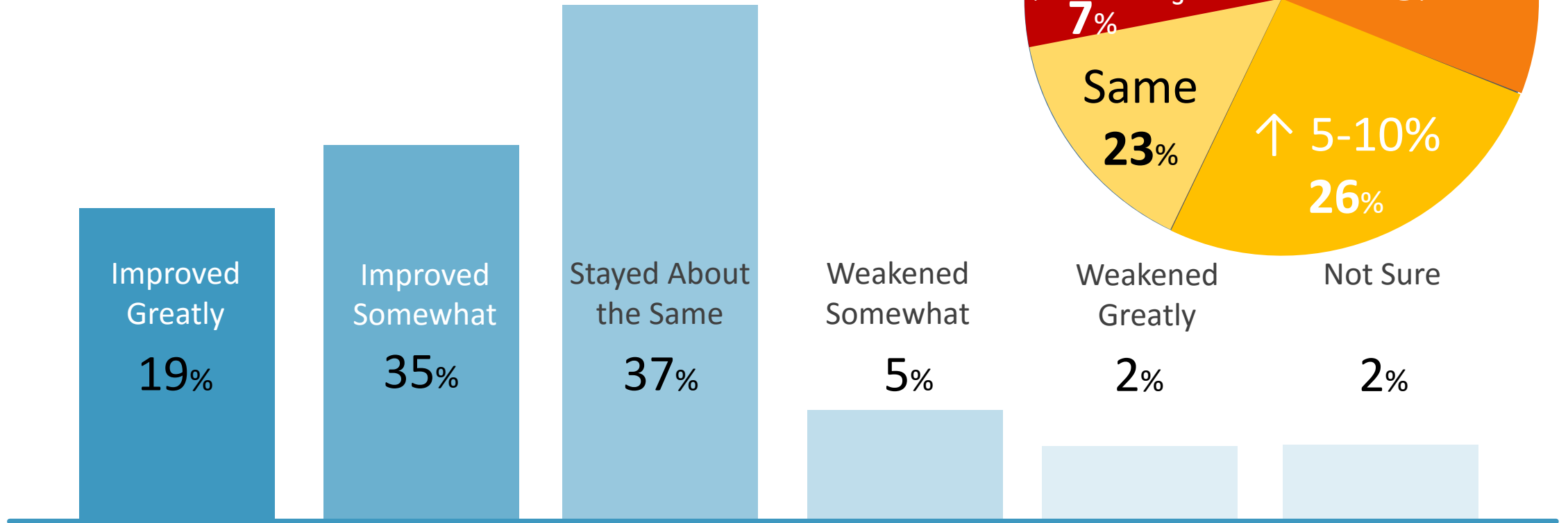
WEAKNESS OF
YUKON
ECONOMY



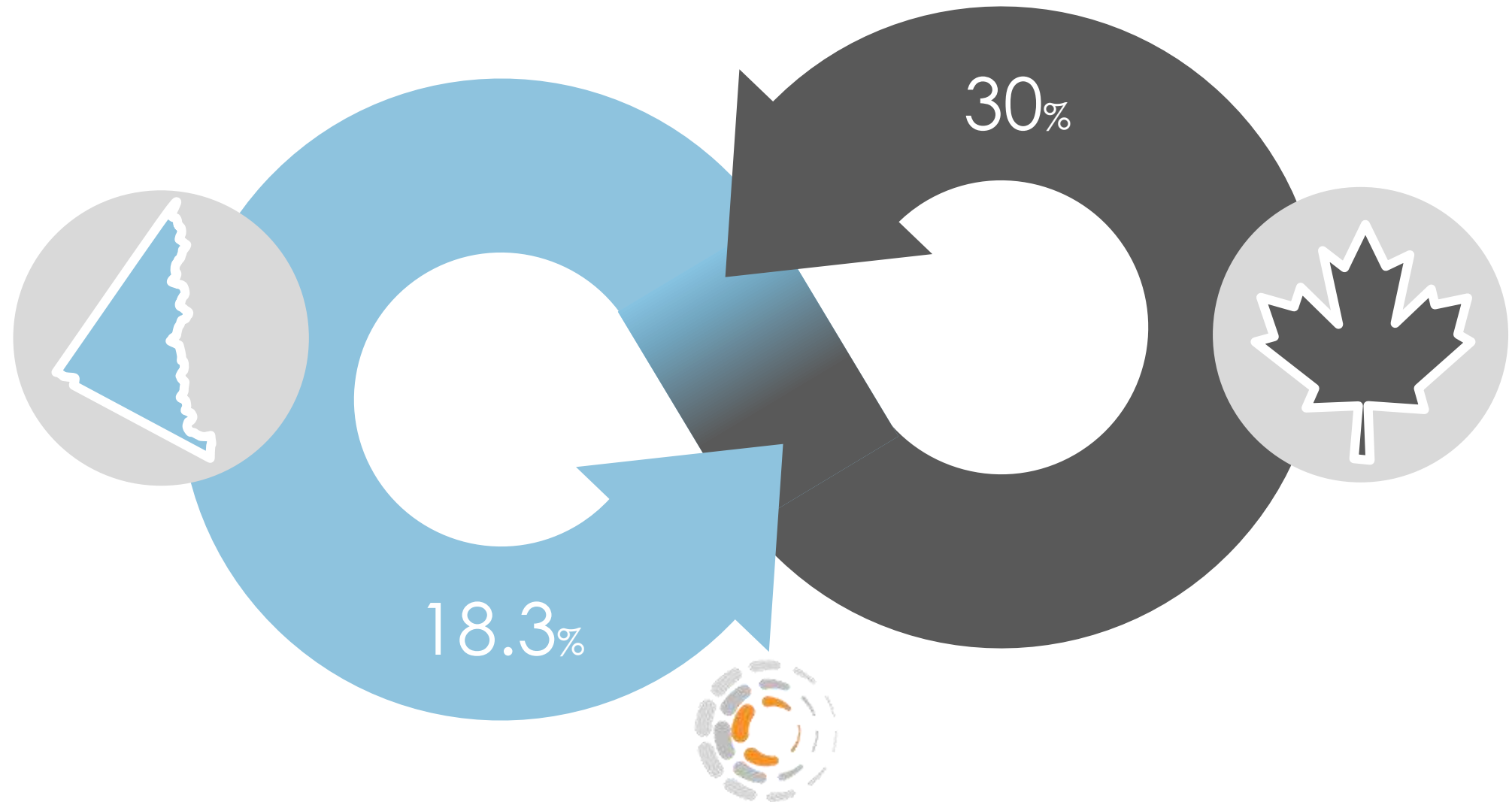
Is tourism experiencing a
labour shortage?



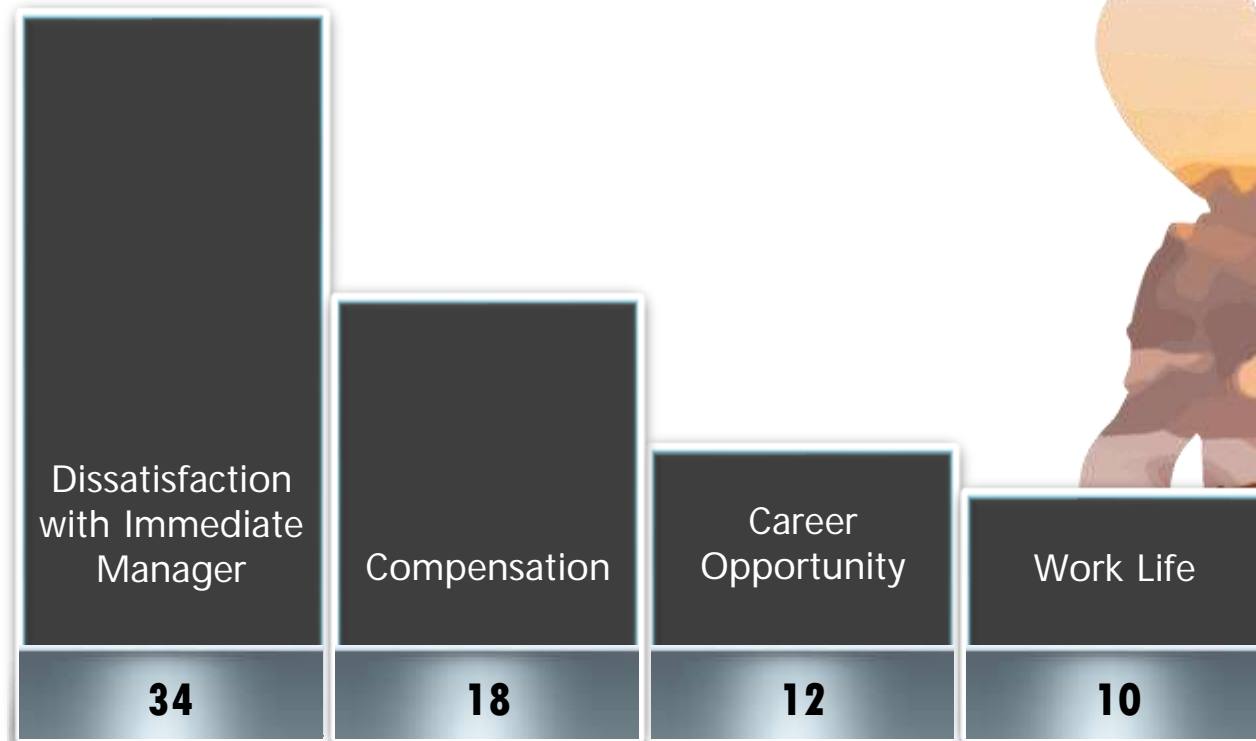
Positive Tourism Business Conditions over the Past Year



Turnover Rates



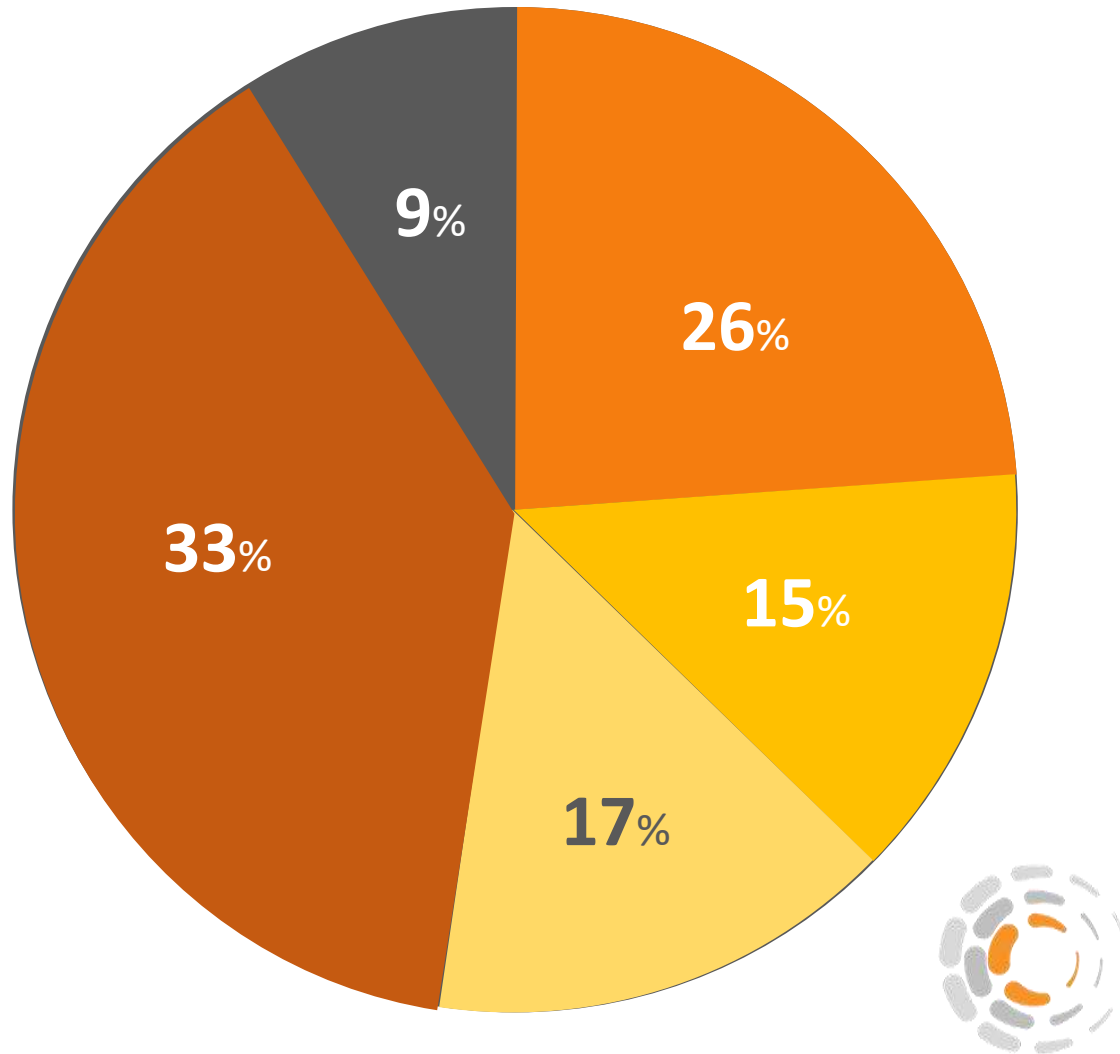
Top Reasons for Voluntary Turnover



Percentage of Respondents



Where do the customers come from?



- Local community (non tourists)
- From Canadian provinces
- From United States
- International Visitors
- Other regions of Yukon, Territories and Alaska

Highly seasonal = 90% 'significant customer traffic' (59% = Summer; 23% = Winter)

Anticipated growth in all markets except local community



YUKON

Optimistic Growth +
Tightening Labour Market



'Global Workforce Crisis'

= Lack of Competitive Advantage

Specialty

Management

Supervisor,
Mid Level
Manager

Frontline,
Production



Global Workforce Crisis

Labour Shortage/ Surplus

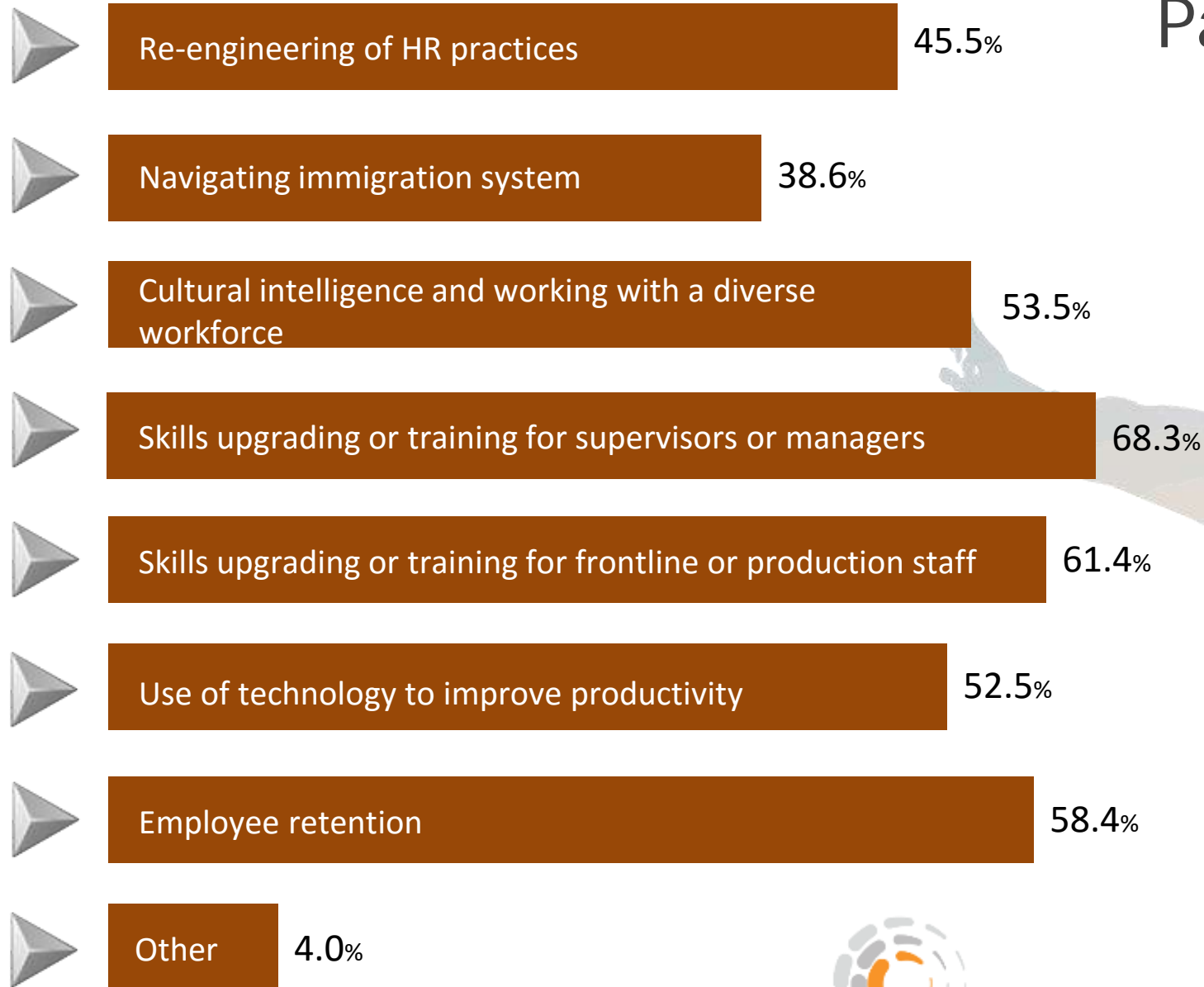


| | 2020 |
|----------------|------|
| FRANCE | 6 |
| GERMANY | - 4 |
| ITALY | 8 |
| SPAIN | 17 |
| UNITED KINGDOM | 6 |
| RUSSIA | - 5 |
| BRAZIL | - 7 |
| CANADA | 3 |
| MEXICO | 6 |
| USA | 10 |
| CHINA | 7 |
| INDIA | 6 |
| INDONESIA | 5 |
| JAPAN | 3 |
| SOUTH KOREA | - 6 |

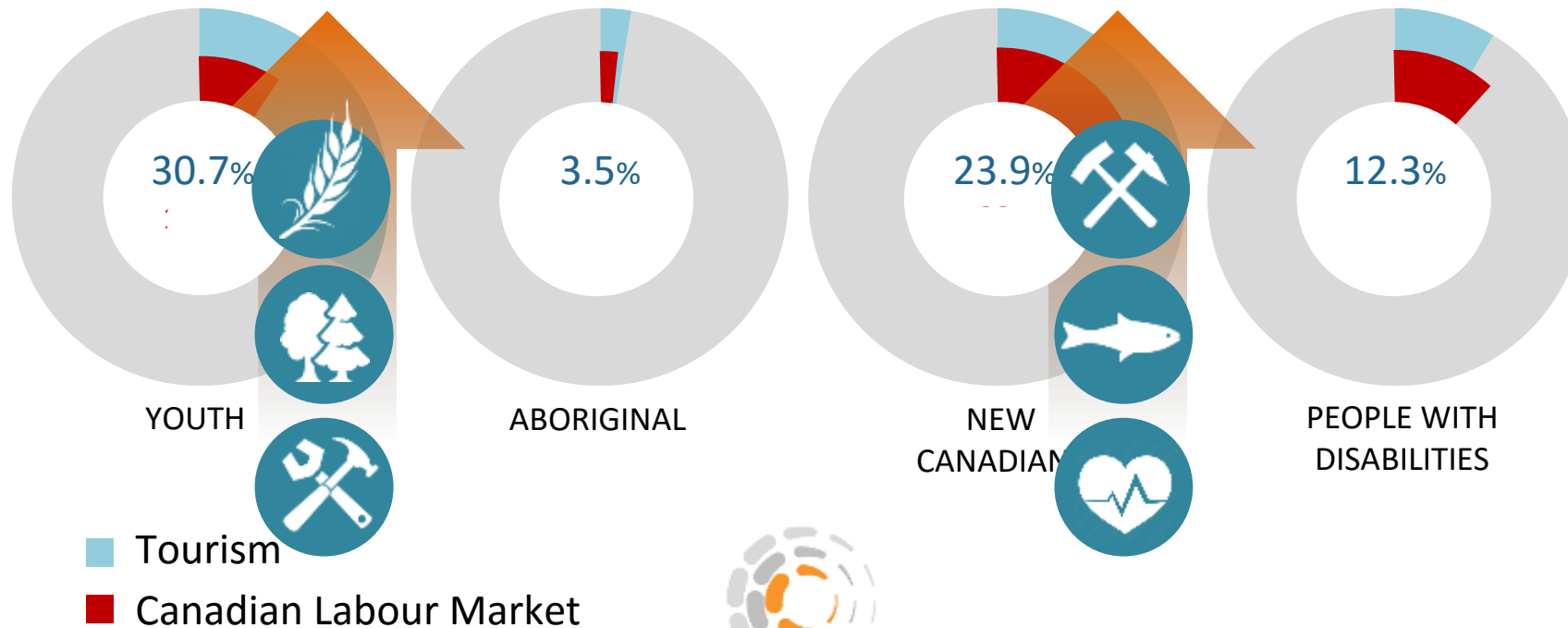
Pan Canadian Survey 2016

Priority for you or your organization over the next three to five years?

Select all that apply.



Focused Strategies, Current Priorities



What Skills are we talking About?

Environmental/
Sustainable
Practice,
Corporate Social
Responsibility

Social / Cultural
Intelligence

Business
Technology and
Managing
and Analysis of
"Big Data"

Export & Market-
Readiness

Product
Development &
Innovation



Safety
and Security

Policy,
Partnerships,
Managing
Business
Relationships

Increasing complexity



Tourism is a Growth Industry



Global Trends

Tourism Labour Market



Social and Cultural Context



- › Workforce diversification strategy
- › Flexible work, and work re engineered
- › Investment in automation
- › Investment in training, education: cultural intelligence

Workers in short supply

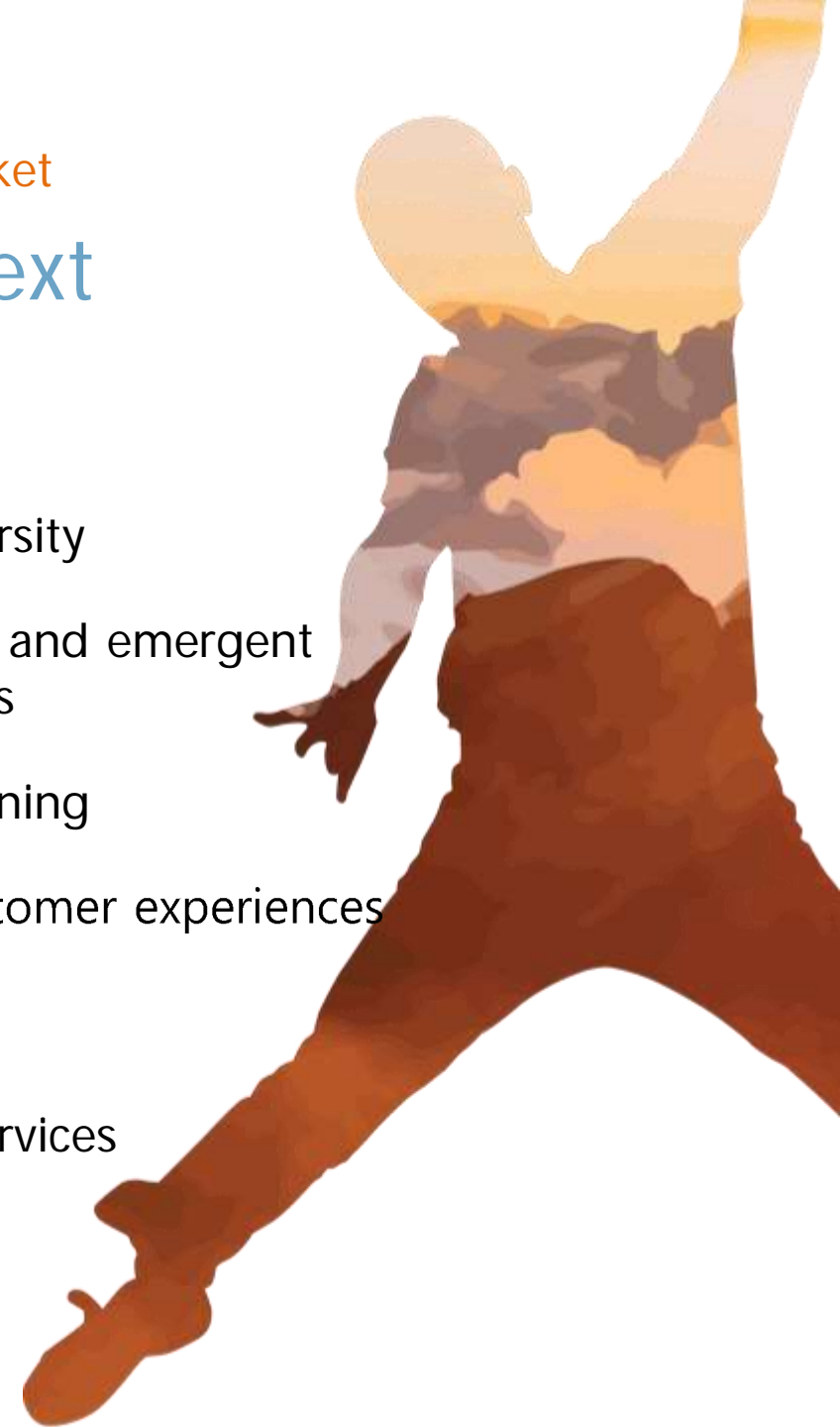
Rapid change in cultural diversity

Increased affluence with *new* and emergent economies: different travellers

Reform of education and training

Idea of 'service' or guest/customer experiences have changed

- › Authenticity
- › Quality
- › Tailored experiences and services



Political Context



- › Coalitions, partnerships, shared resources
- › Increased coordination

Governments operating with shorter planning cycles: little emphasis on long term

Increased policy and efforts to promote improved learner and worker mobility
[Paradox: tighter immigration rules]

Greater need for sustained public private partnerships



Historic Context



- › Places of employment = training institutions
- › Improved efforts to address image and 'professionalization' of sector

Tourism plays a strong socio economic role

Tourism as a growing economic driver:
increased competition, new products and services

'Unskilled' to increased need for a highly skilled: work has become more complex and specialized; image liability

Investment companies, less private ownership

Rise of a 'global workforce'



Economic Variables



- › 'New' business skills and continued professional development

Volatility is a new norm

Projected growth (globally, locally)

Companies invest less in their people; others invest more

- › Growing awareness or appreciation of the value of workers to tourism

Growth hampered by shortage of qualified workers

Investments in infrastructure mixed

Creep of added taxation / tariffs



Regulatory Influences

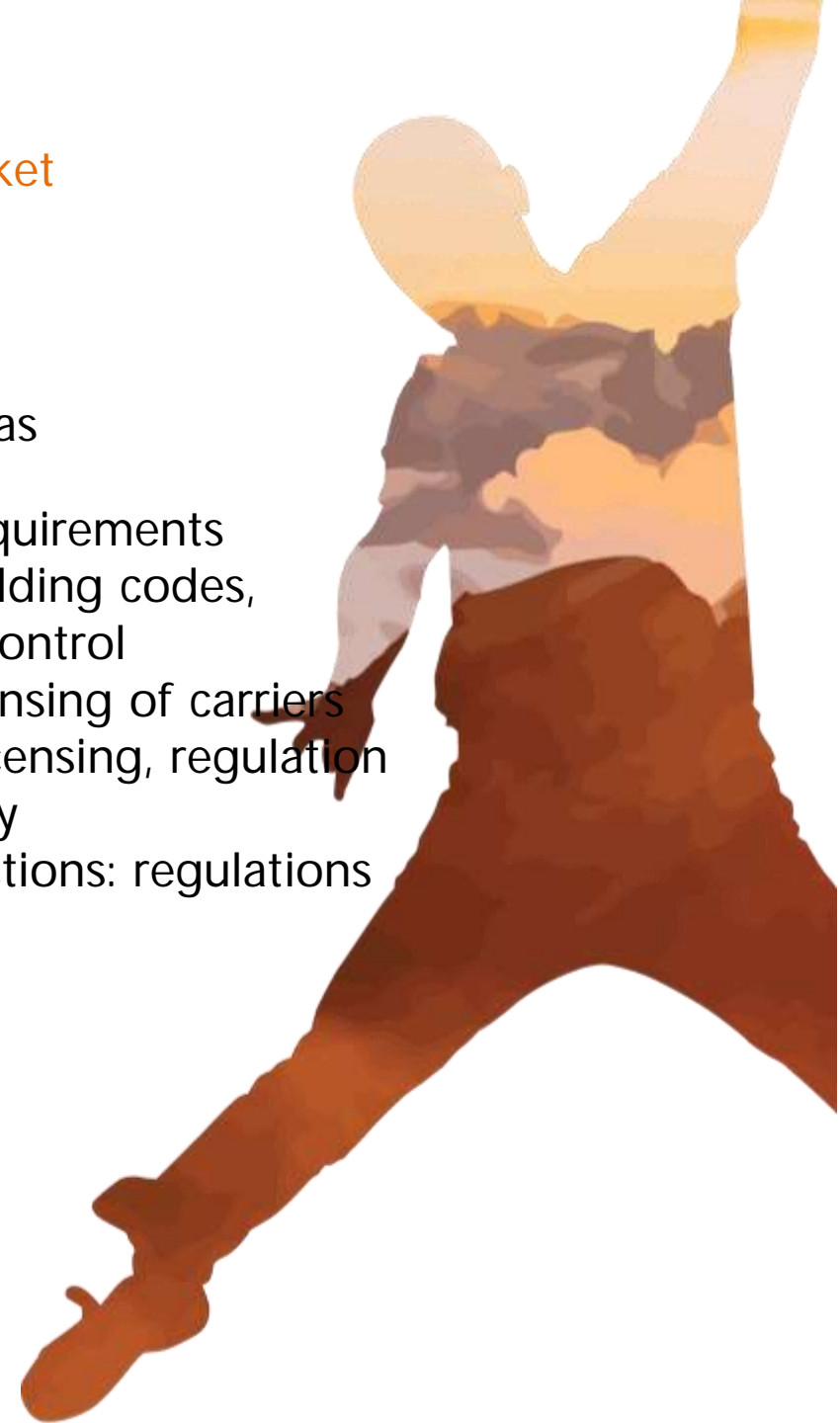


- › Standards of practice need to change
- › Tourism workers are on the 'front line': skills linked to security

Security concerns and agendas

Increased regulations and requirements

- › Accommodation/F&B: building codes, access, grading, gaming control
- › Transportation: tariffs, licensing of carriers
- › Tour operators, agents: licensing, regulation on promotion and delivery
- › Outdoor recreation, attractions: regulations on safety



Ecological Factors



- › Scheduling of seasonal operations
- › Ability to respond to climate events, risks, safety concerns

Weather, climate events and impact on ecosystems

- › Insurance
- › Natural resources, icons

Greater adoption and demand for sustainable practices

Growing interest and importance of corporate social responsibility, improved 'greening' practices



Influence of Technology



- › Adoption of new media and nimbleness to adapt: technology departments

Proliferation of direct marketing and use of social media

More informed consumers

Increased use and reliance by consumer, businesses, job seekers, educators... on communications, marketing, products and services driven by technology
[Paradox: More connected than ever, but less human contact]

Education and training through technology

'Big data' information: reliable, just in time



Employees stay for things
they get uniquely from you.

Tourism is more than a tourist
destination: it is an
employment destination.



Yukon Tourism Education Council

4141 4 Ave, Whitehorse, YT Y1A 1J1

Facilitates & co-ordinates development initiatives and activities to support the Northern labour force.

emerit[®].ca

Delivery of settlement, integration, language and foreign qualification recognition services.



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Thank You

Philip Mondor, President
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