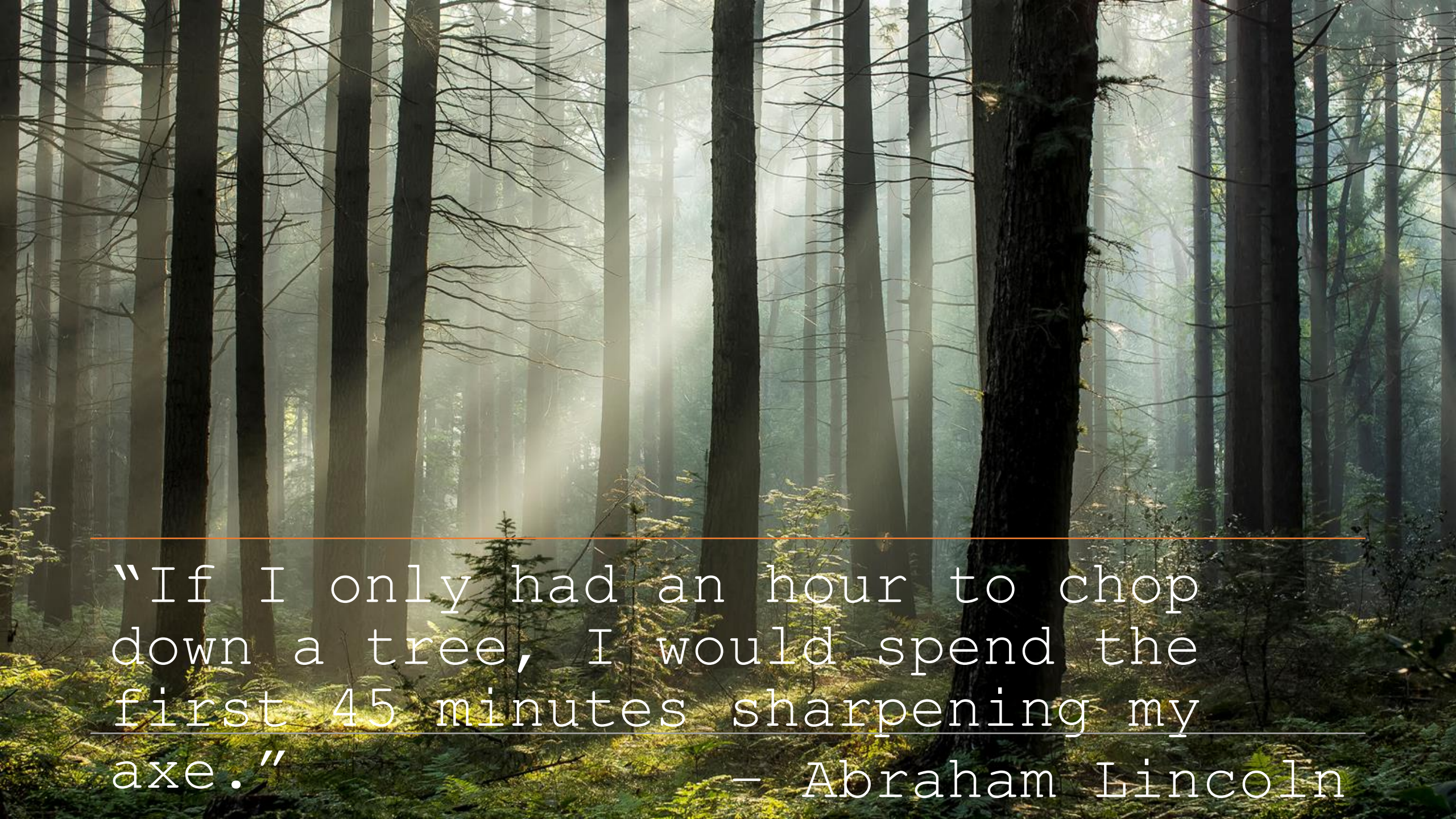

DESTINATION NORTHERN ONTARIO

Recruitment, Retention and Rethinking
Hospitality Human Capital

Northern Ontario Tourism Spring Training Week
April 12-14, 2022

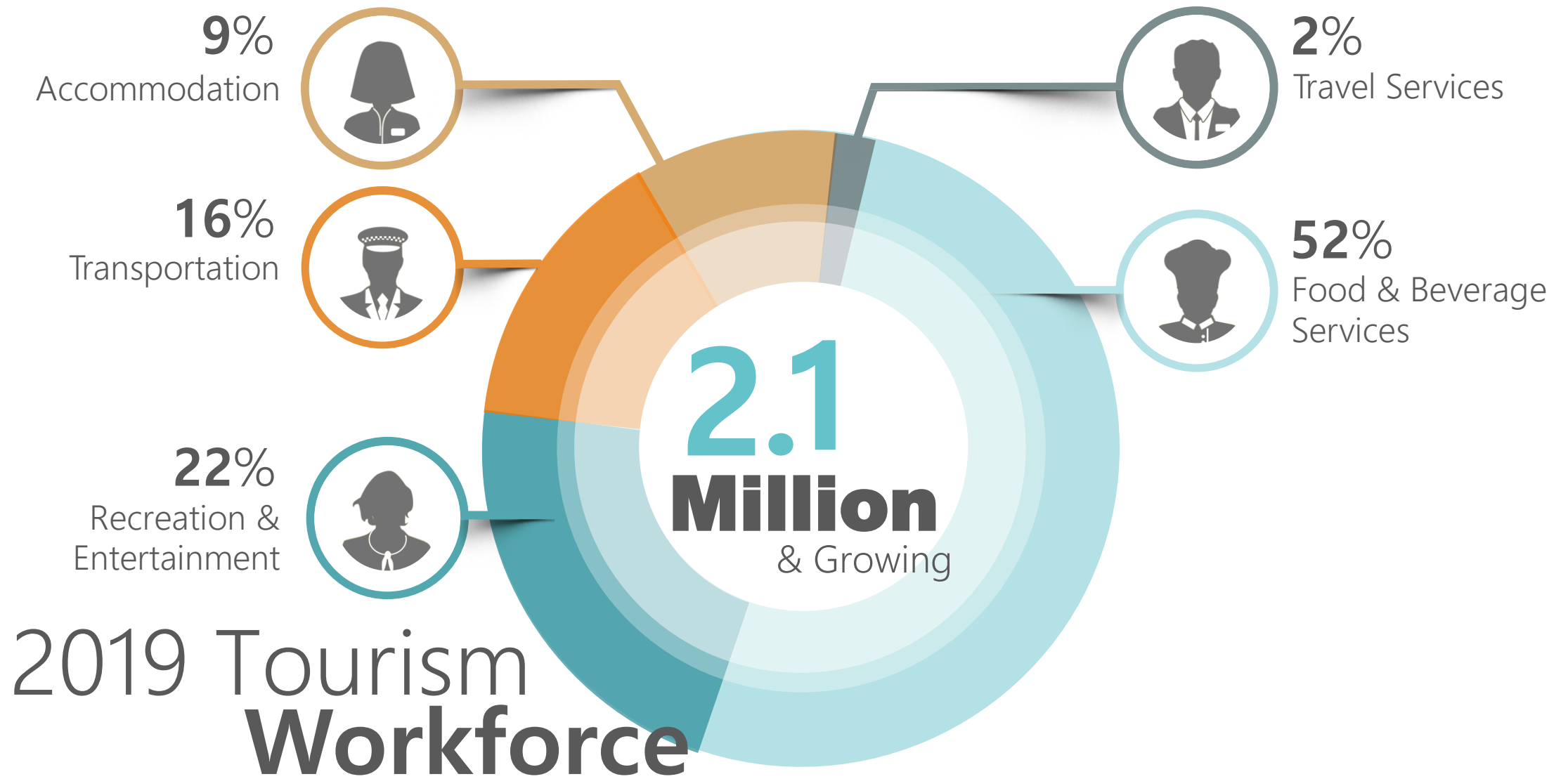
Joe Baker, M.Ed
Director, Tourism HR Canada





“If I only had an hour to chop
down a tree, I would spend the
first 45 minutes sharpening my
axe.”

– Abraham Lincoln



Latest Employment Numbers

CANADIAN TOURISM LABOUR MARKET SNAPSHOT

March 2022—Overall, tourism employment sees an uptick as the industry builds momentum toward recovery in the coming months; however, growth is hindered by employment losses in the accommodations industry and a higher than anticipated unemployment rate in transportation.

LABOUR FORCE

The number of people
available or
looking for work

MARCH 2022

1,886,900

MARCH 2019

2,117,700

Tourism **HR**
Canada



RH Tourisme
Canada

AGENDA

How did we get here?

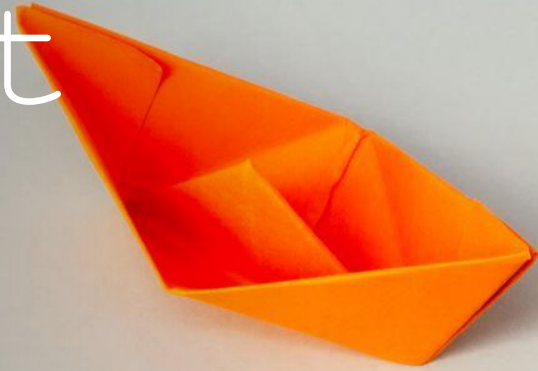
Early Talent

International Talent

Reinvention Refresh



How did
we get
here?



Notes from an address by Four Seasons Hotels and Resorts founder Isadore Sharp at The Conference Board of Canada's Tourism Outlook Conference

"Both the hotel and restaurant sector will face a semi-skilled labour shortage, and greater labour mobility will aggravate the turnover problem."

"I think we have been making some headway convincing colleges and career advisors that hotels can be a worthwhile career. But building a hotel image is not like creating a political image - we're dead if we don't deliver on our promise."

"Service will be the battleground of hotels. And finding, keeping and developing employees will be a major preoccupation. A recent Horwath survey points

CIRCA 1989

Ideas from a
Canadian hotel
mogul that
ring true today

By Joe Baker

Not everyone has the privilege of knowing what they want to do for a living at a young age. Or even the means to choose a path that includes higher education. And most of us have experienced a learning and career journey that more resembles a ball of butcher's twine than any straight line. I certainly know I have. I recognize that my journey has been a gift and I've always owned the responsibility of setting inspiration, knowledge and wisdom free through sharing stories like these. But this, for me, was just the beginning.

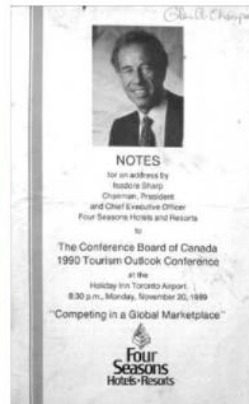
I shared my story as the publisher of STAY in our premiere issue—I was inspired at an early age by my family's roots in Canada's hotel and restaurant industry, so I knew right away that my goal coming out of high school was to study hospitality and tourism management.

I decided to attend Ryerson University for a couple of reasons. Firstly, the school and its residence were built into a retired Ibis hotel in an urban setting in downtown Toronto. Secondly, its alumni had gone on to great success within the industry so I was hopeful.

I had a professor by the name of Gabor Forgacs, an international hotelier who always found a way to ground his teachings in industry best practices. He shared his experience and artifacts he'd collected along the way to inspire his students. He recently retired from the university and we still stay in touch. His was the first perspective I sought when shaping a publication that was aspiring to become truly additive for hoteliers and aspiring hoteliers alike. He was radically candid and reminded me to look back before I looked forward.

Digging through old digital files had me stumbling across something from the icon himself, Four Seasons founder, Isadore Sharp.

The following are notes from Sharp's address to The Conference Board of Canada in 1989 at its Tourism Outlook Conference. The speech was entitled Competing in a Global Marketplace. There are lessons still relevant today in these assertions.



Notes from an address by Isadore Sharp to The Conference Board of Canada 1990 Tourism Outlook Conference

“Competing in a Global Marketplace”

NOVEMBER 20, 1989

- We all know the importance of service and the employees who deliver it. Look at the hotel ads in any current magazine. They're all selling a quality service image, all claiming employees are their most valued resource.
- But the fact is, according to a recent Horwath & Horwath survey, our image as an employer is not perceived as being attractive. To quote the survey “There are other more appealing industries competing for diminishing number.”
- Our labour pool is going to shrink in the 90s. Less than half as many people will enter the labour force every year as entered in the 1970s. Both the hotel and restaurant sectors will face a semi-skilled labour shortage, and greater labour mobility will aggravate the turnover problem.
- I think we've been making some headway in educating colleges and career advisors that hotels can be a worthwhile career. But building a hotel image is not like creating a political image—we're dead if we don't deliver on our promise.
- Service will be the battleground of luxury hotels in the 90s and finding, keeping and developing employees will be a major preoccupation. But here the Horwath survey points out another problem, and I quote “The issue of the more efficient use of existing labour...has largely been ignored by the hotel industry...Management has been more concerned with controlling labour than developing it”.
- When I was a young builder, I worked side by side with my crew, digging ditches and pouring concrete in the rain. If I had to leave, they'd still go on working as if the business was theirs, an attitude highly conducive to productivity.
- When I thought about it later it was simple, we had mutual respect and trust. We had worked together by the Golden Rule: treat others as you would want to be treated. I knew if I could get those values down to the bottom of our pyramid—to all the people who make or break a reputation for service—Four Seasons could compete with the best in the world.
- I think this will be the industry's biggest single future challenge: convincing managers who still believe in the military model that by giving employees responsibility they're not giving up control, they're letting the genie of initiative out of the bottle. We have to have employees who use their heads as well as their hands. Employees who see a guest's problem as a service opportunity. And I don't know how you command or supervise people into thinking.
- All we can do is win their trust...Success in the global market will depend on our entrepreneurship and even more on our managerial priorities.

“Both the hotel and restaurant sectors will face a semi-skilled labour shortage, and greater labour mobility will aggravate the turnover problem.”



Early Talent



propel

Launching **Careers** in Tourism

POWERED BY TOURISM HR CANADA



This project is funded in part by
the Government of Canada



propelcareers.ca



Employers

Acquire
much-needed talent

Work-Integrated Learning (WIL)

Co-operative Education and Work-Integrated Learning Canada (CEWIL) is the lead organization for work-integrated learning in Canada. They define work-integrated learning as a form of curricular experiential education that formally integrates a student's academic studies with quality experiences within a workplace or practice setting. WIL experiences include an engaged partnership of at least: an academic institution, a host organization, and a student. WIL can occur at the course or program level and includes the development of student learning objectives and outcomes related to: employability, personal agency, knowledge and skill mobility, and life-long learning.

<https://tourismhr.ca/2021/09/15/where-theres-wil-theres-a-way/>

Types of Work-Integrated Learning (WIL)

**Co-operative
Education**

Field Placement

Internships

Work Experience

<https://tourismhr.ca/2021/09/15/where-theres-wil-theres-a-way/>


Student Work Placement Program (SWPP)

The Student Work Placement Program gives post-secondary students across Canada paid work experience related to their field of study.

<https://www.canada.ca/en/employment-social-development/programs/student-work-placement-program.html>

Propel Online Portal

EN | FR



Email





Password

Remember Me

Log in

[forgot password?](#)

Log in with Social Media

OR

Create an Account



Tourism HR Canada  RH Tourisme Canada

This project is funded in part by the Government of Canada | 

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<https://magnet.whoplusyou.com/lp/propel>



Employers

1

Post a WIL
opportunity

2

Apply for a wage
subsidy

3

Hire a student

Who Qualifies?

STUDENTS

- Domestic (Canadian Permanent Resident or Citizen)
- Registered at a recognized Canadian post-secondary institution in a program that includes a work placement
- Program has Work-Integrated Learning (WIL) Component

Who Qualifies?

EMPLOYERS

- Tourism and hospitality employer and/or related to a tourism/hospitality job function
- On-site, remote, and hybrid placements all eligible
- Not funded by other federal grants or programs (including Canada Emergency Wage Subsidy [CEWS] and Canada Recovery Hiring Program [CRHP])
- Student must be hired as an employee of the company (not as an independent contractor)



You can email us at
propel@tourismhr.ca
or visit our webpage
PropelCareers.ca

International
Talent

VISA APPLICATION

PASSPORT

Five key policy changes will be implemented in the coming weeks as part of the Temporary Foreign Workers Program Workforce Solutions Road Map to respond to current labour and skills shortages.

Effective immediately:

▶ To address seasonal peaks, there will no longer be a limit to the number of low-wage positions that employers in seasonal industries, such as fish and seafood processing, can fill through the TFW Program. This makes permanent the Seasonal Cap Exemption that has been in place since 2015. In addition, the maximum duration of these positions will be increased from 180 days to 270 days per year.

▶ Labour Market Impact Assessments (LMIA's) will be valid for 18 months, an increase from 9 months. (Prior to COVID-19, LMIA's were valid for 6 months).

▶ The maximum duration of employment for High-Wage and Global Talent Streams workers will be extended from two years to three years. This extension will help workers access pathways to qualify for permanent residency, enabling them to contribute

Effective April 30:

- ▶ For seven sectors with demonstrated labour shortages, such as Accommodation and Food Services, employers will be allowed to hire up to 30% of their workforce through the TFW Program for low-wage positions for one year. All other employers will be allowed to hire up to 20% of their workforce through the TFW Program for low-wage positions until further notice, an increase from the former 10% cap for many employers.
- ▶ The Government will end the current policy that automatically refuses LMIA applications for low-wage occupations in

All of these changes are occurring alongside the Government's ongoing work to strengthen worker protections. Minister Qualtrough also announced that she will convene the inaugural TFW Program Ministerial Consultative Roundtable in June 2022 to hear directly from worker representatives and other stakeholders on how to make the program stronger and more effective for workers, employers and their communities.

[More Detail Here](#)

Reinvention
Refresh



RIIE INVENTE NON ON



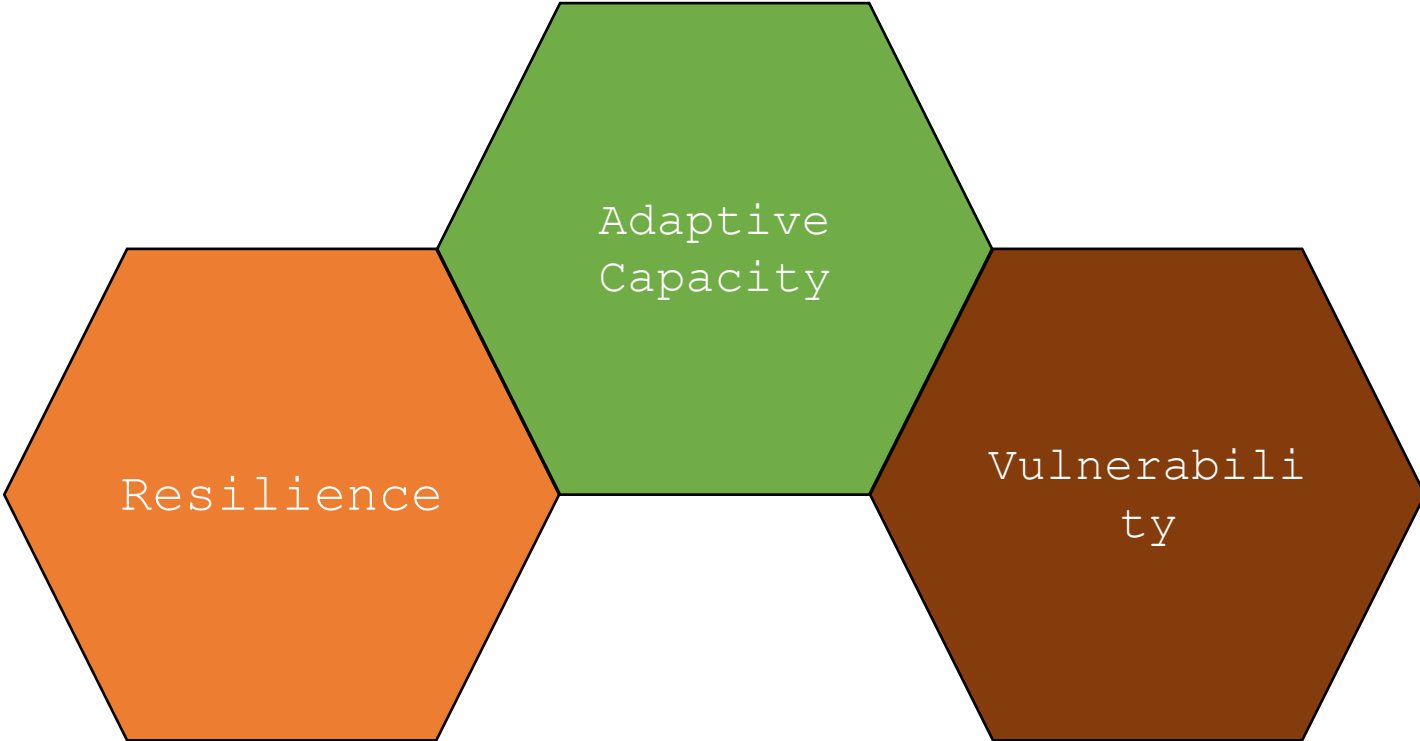
“

How do you thrive in an era of disruption? Reinvent. Change is everywhere and coming for us fast.

— Joe Jackman, author of The Reinventionist Mindset

”

**Three
Components of
Reinvention**



A small white flower with green leaves is growing out of a crack in a grey asphalt surface. The background is a blurred asphalt road. An orange rectangular box is overlaid on the image, containing text. Large white quotation marks are positioned on the left and right sides of the orange box.

“

***Resilience** is the
strength and speed of
our response to
adversity.*

– Adam Grant, author of Think Again

”

“

Adaptive Capacity is the ability of an individual or group to realize change.

— Joe Baker

”



“

*Vulnerability is
embracing uncertainty,
risk, and exposure.*

*— Brené Brown, author of Daring
Greatly*

”



Why
does this
matter for
Hospitality
and Tourism?





“

The surest way to stay true to who you are – company, brand or even individual – is to reinvent, so as to continually become the most powerful and relevant version of yourself.

– Joe Jackman, author of The Reinventionist Mindset

”



HOSPITALITY

HOSPITAL

ITY

CARE



TOURISM

TOUR

ISM

MOVEMENT

CARE MOVEMENT



A landscape of a deforested area with several tree stumps in the foreground and a line of trees in the background. The ground is covered in grey soil and debris. The sky is overcast and grey.

“The axe forgets, but the tree remembers.”

– African Proverb

A glowing lantern with a black metal cage and a glass enclosure is mounted on a wooden post. A thick, braided rope is wrapped around the post and the lantern. The background shows a sunset over a body of water with mountains in the distance. The sky is filled with soft, golden light and scattered clouds. The lantern's light is warm and bright, contrasting with the cooler tones of the sunset.

Find me
everywhere
@thejoebaker