



CANADIAN TOURISM
HUMAN RESOURCE
COUNCIL

2007-2008 Annual Report

Great People. Now.





Message from the Co-Chairs

As the labour shortage intensified across the country, 2007-2008 saw the Canadian Tourism Human Resource Council continue to strengthen its focus on assisting the tourism sector in attracting and retaining skilled employees.

The Council continued to provide government and industry with the best possible labour market information, ensuring that they were able to be proactive and take targeted, specific action to address human resource issues on a long-term basis. Working with the Canadian Tourism Research Institute (CTRI) of the Conference Board of Canada, the groundbreaking Supply/Demand model was completed, estimating the gap between labour supply and demand up to 2025. A report on the findings from the model was released in the 2008-2009 fiscal year. Updating and disseminating these reports remains a priority, particularly in these changing economic conditions and tight labour market. The release of the first ever Canadian Tourism Compensation Study supplied operators and government with better data on the sector's wages and benefits. An updated Total Tourism Sector Employment study and new reports from the Tourism Satellite Account Human Resource Module (TSA HRM) provided demographic and productivity information.

A key component of the Council's overall strategy is to assist the sector in its efforts to ensure that there is a sufficient number of appropriately skilled workers to meet its needs. Part of that strategy is to expand attraction efforts beyond the traditional youth labour

pool. CTHRC further developed its Discover Tourism brand, which aims to attract non-traditional labour pools to the sector. Mature workers, Aboriginals, people with disabilities, and New Canadians have access to a wealth of information on working in the tourism sector, while their potential employers have the resources to reach and connect with these groups. To further assist these employers, the free online Employer of Choice program was launched. Businesses eager to raise the bar on human resource practices began the process to achieve this distinction and promote that they are committed to providing their employees with the best possible workplace.

The Canadian Academy of Travel and Tourism, another key part of the "attraction" strategy, is now operating in over 80 high schools in Canada. This dramatic increase in participating schools

THE RELEASE OF THE FIRST EVER CANADIAN TOURISM COMPENSATION STUDY SUPPLIED OPERATORS AND GOVERNMENT WITH BETTER DATA ON THE SECTOR'S WAGES AND BENEFITS.

expands its capacity to show youth the diverse career opportunities available in tourism and provide them with the essential skills they will need to enter the sector. Since its inception, the Academy has operated as an independent organization with financial contributions from its corporate partners (The American Express Foundation, Fairmont Hotels & Resorts, etc.). This year the Academy was incorporated

into the Council and significantly benefited from new funding from HRSDC and several new corporate partners (Royal Host Hotels, the Metro Convention Centre, and Delta Hotels).

The sector appreciated the federal government's announcement of improvements to the Temporary Foreign Workers (TFW) Program. The pilot program in British Columbia and Alberta and the addition of tourism occupations to several "Regional Occupations Under Pressure Lists" will ease the process by which employers hire foreign workers when there are no Canadian citizens or landed immigrants available to fill the positions. The Council and its partners have also been working to equip employers with the resources needed to navigate the TFW program, from the application process through to worker integration.

Ensuring the sector has access to the latest in training and development, the Council released the last in a suite of online *emerit* courses for occupations identified as benefitting from an online option. By providing these interactive, visual learning options, *emerit* increases its reach and makes it easier for employers to provide their staff with standardized, practical training. The *emerit* brand continued to gain recognition, not only within Canada, but internationally as well, as the Council and its partners made agreements with agencies in various countries to use *emerit* training products.

We would also like to acknowledge the exceptional contribution over the course of their careers of two individuals who retired from their positions in partner organizations this year: Bonnie Stevens, the founding Executive Director of the Canadian Academy of Travel & Tourism, and Rick Lemon, Vice President of Visitor Services at Tourism British Columbia. Rick and Bonnie were instrumental in the establishment of the institutions and programs that are the first in Canada to recognize and address labour market issues in the tourism sector. Both worked tirelessly throughout their careers, in very different roles, to promote professionalism, to attract the best to tourism, and to ensure that their work had the respect of their peers and of the entire workforce. We wish them all the best in their future endeavours.

Jean Lortie
Labour Co-Chair
Président
Fédération du
commerce inc. (CSN)



Graeme Barrit
Business Co-Chair
President
Coast Hotels & Resorts



Council Overview

The Canadian Tourism Human Resource Council (CTHRC) is a national non-profit organization that facilitates and coordinates human resources development activities which support a globally competitive and sustainable Canadian tourism sector. CTHRC conducts labour market research and develops HR strategies and tools to keep the tourism sector informed about HR issues.

In partnership with tourism human resource organizations in each province/territory, CTHRC offers training and recognition under the *emerit* tourism training brand (www.emerit.ca), promotes the advantages of working in the sector through the **Canadian Academy of Travel & Tourism** in high schools across Canada (www.cattcanada.ca) and **Discover Tourism** (www.discovertourism.ca), and helps identify companies with positive HR practices through its employee-rated **Employer of Choice** program (www.employersofchoice.ca).

Canadian Tourism Human Resource Council

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Sincere Appreciation

The CTHRC's accomplishments in 2007-2008 were made possible thanks to the strong support of Human Resources and Social Development Canada (HRSDC) and the individuals, businesses, organizations, and governments from across the country who have volunteered countless hours to provide advice, input, validation, and testing of national products, and who are committed to professional certification and human resource development in the tourism sector.

This Annual Report is funded by the Government of Canada's Sector Council Program



Making Connections – Partnership Highlights from 2007-2008

During 2007-2008, the CTHRC shared its experience and expertise through a number of ongoing partnerships. Notably, it:

- moved forward on an agreement with the Tourism Industry Association of Canada (TIAC) to promote professionalism through the use of *emerit* products and programs as part of the Tourism Industry Identification Program (TIP) Card program; sponsored the TIAC Award for Excellence in Human Resources Development;
- collaborated with the Hotel Association of Canada (HAC) to promote and administer the Discover Tourism Win a Dream Job Contest; sponsored the Human Resources Award for HAC's Hall of Fame Awards of Excellence;
- continued to partner with Delta Hotels, administering and hosting their online Positive Corrective Action course;
- worked with Fairmont Hotels & Resorts and The Plaza in New York City to develop Five Star Standards training and validation standards which were informed by *emerit*, Richey, and MOBIL;
- partnered with the Association of Canadian Community Colleges (ACCC) on an exam pilot to determine where opportunities for reciprocity may exist: students from 22 colleges wrote the *emerit* Event Coordinator, Event Manager, Food and Beverage Manager, or Supervisor Knowledge Exam along with their course exam;
- worked with the Canadian Institute of Travel Counsellors (CITC) to administer certification testing for travel counsellors;
- created a licensing agreement with Contact Centre Canada (CCC) for use of the HR Tool Kit online and CD;
- continued to participate on the Ryerson University Advisory Council, the University of Guelph Advisory Board, the Association of Canadian Community Colleges' Tourism Affinity Group, the Canadian Tourism Commission's Research Committee, the Canadian Association for Prior Learning Assessment Board, and The Alliance of Sector Councils Board;

- developed Foreign Credential Recognition agreements with:
 - ~ Services SETA, South African Qualifications Authority, Service Skills Australia (South Africa, Australia)
 - ~ Canadian Immigration Integration Project (ACCC, Canada)
 - ~ World Education Services (Ontario)
 - ~ Federation of Dining Room Professionals (United States)
 - ~ Vancouver Community College (Canada)
 - ~ Verband der Koeche (Federation of Cooks, Germany)
 - ~ Event Management Body of Knowledge (International)
- volunteered on the following working committees:
 - ~ Canadian Aviation Maintenance Council's Standards for Quality Assessors Working Committee
 - ~ Canadian Ministers of Education/Canadian Information Centre for International Credentials' Working Committee on Pan-Canadian Standards for Credential and Competency Assessment
 - ~ The Alliance of Sector Councils' Working Committees on Foreign Credential Recognition, Career Awareness, Standards and Certification, Administration, and Workplace Training
 - ~ Construction Sector Council's Working Committee on Mapping Credentials
 - ~ Canadian Association for Prior Learning Assessment's Working Committee on Pan-Canadian Standards for Recognition of Prior Learning
 - ~ Events Management Body of Knowledge (International Committee).

In addition, CTHRC shared its experience and knowledge with new and emerging sector councils and with visiting organizations from other countries.

CTHRC Research Provides Valuable Labour Market Insights

The CTHRC continued to keep the tourism sector equipped with cutting edge labour market information and tools in 2007-2008. This information is vital to understanding the volatile labour market, and provides industry and government with information for planning and policy purposes.

The Council released the first ever national *Canadian Tourism Sector Compensation Study* in June. Produced with the assistance of the Hay Group, this much anticipated study provides an analysis of compensation and benefits data for 28 different occupations, from frontline to senior management. Over 1,150 tourism establishments in three key industry groups (food & beverage, accommodation, and recreation & entertainment) were surveyed. The National Report and individual Provincial/Territorial Reports are available through the *emerit* website (www.emerit.ca). The study provides tourism operators and managers with invaluable information that will help them plan their human resources needs in a competitive manner, given such factors as increased labour shortages. Work on a follow-up study will take place in 2008-2009.

The CTHRC and the Canadian Tourism Research Institute (CTRI) of The Conference Board of Canada developed the Tourism Labour Supply/Demand Projections Model, which estimates the gap between labour supply and demand. This unique macroeconomic model projects national and provincial supply and demand data for 37 key occupations in tourism industries up to 2025. The resulting report, *The Future of Canada's Tourism Sector: Long on Prospects...Short on People*, details the potential labour shortages by industry, by province, and by occupation, and their effects on the size and profitability of the tourism sector over the next twenty years. This information will allow key stakeholders to identify where shortages will be more acute and make informed decisions to minimize them. The model will be updated annually to ensure the most current information is available to the sector.



The *Total Tourism Sector Employment (TTSE): 2006 Update* was released, providing updated details on employment statistics. The sixth such study to be conducted, it includes demographic profiles of the tourism labour force, by industry group and select occupations. Smaller brochure-style summaries for each industry group can be downloaded free of charge at www.cthrc.ca/research, while the full document containing data on the whole tourism sector is available at www.emerit.ca. The next major revision of the *TTSE* will include 2006 Census and 2007 Labour Force Survey data.

Statistics Canada, in partnership with CTHRC, made significant progress with the Tourism Satellite Account - Human Resource Module (TSA HRM). The TSA is a world-leading economic account of tourism activity, and the aim of the HRM is to provide timely and reliable statistics on the human resource dimension of tourism. Several new reports from the Module were released, containing detailed annual and quarterly employment data by tourism industry group or occupation from 1997 to 2005. The reports allow for a broader insight into tourism's role in the economy and provide employers, trainers, and tourism analysts with relevant information to apply to projects and planning strategies. Plans to continue to build on the HRM in 2008-2009 will ensure timely information, better use of existing data, and improved communication about what information the HRM can provide.

Further work was also completed on a Return on Training Investment (ROTI) tool, which measures the return on investment gained from training staff and demonstrates how training contributes to the success of a business. In 2007-2008, the CTHRC developed a generic, self-administered tool that measures the impact training has on such aspects as sales, staff turnover, customer satisfaction, position knowledge, and product knowledge. A number of tourism establishments will continue to pilot test the tool in 2008-2009.

For more information on CTHRC research initiatives, please visit www.cthrc.ca/research.

Attraction and Retention

Canadian Academy of Travel & Tourism

For 13 years, the Canadian Academy of Travel & Tourism (CATT) has been an essential part of the tourism sector's efforts to attract and educate the young people who will continue to build a vibrant, world-class Canadian tourism workforce. A strategic alliance of travel and tourism companies and Canadian high schools, CATT offers educational and training programs to students across Canada. The Academy is at the forefront of initiatives to introduce and promote tourism careers to youth. A major announcement in 2007-2008 was founding Executive Director Bonnie Stevens' retirement. Ms. Stevens championed CATT and worked tirelessly to integrate tourism studies into the high school curriculum. Under her guidance, the program has seen 1807 students earn national academy certificates and 72 schools join the Academy. Ms. Stevens helped transition CATT from a charitable organization to a part of CTHRC programming, and saw it secure stable three-year federal funding from HRSDC and gain industry-funded commitments.

Additional highlights of 2007-2008 include:

- New partnerships were formed with Royal Host Hotels, the Metro Toronto Convention Centre, and Delta Hotels.
- Some 300 businesses supported the CATT initiative internationally, nationally, provincially, and locally.
- A total of 510 certificates were awarded to CATT graduates in June 2007.
- There were six academic scholarship recipients.
- Canadian students contributed a case study to the International Global Travel & Tourism Partnership (GTTTP).
- A dual credit program was piloted in Ontario and BC, giving CATT students the opportunity to attend a college course and receive credit at both the high school and college levels.

For more information on the CATT program, please visit www.cattcanada.ca



Canadian Academy of
Travel & Tourism

Académie canadienne
du voyage et du tourisme

Discover Tourism

The Discover Tourism brand entered its second year in 2007-2008, continuing efforts to attract and retain both youth and non-traditional labour pools to the tourism sector. With the labour shortage becoming more acute across the country, promoting tourism as both a great place to work and to build a career is essential to assist tourism employers in retaining a competitive advantage.

The Discover Tourism website provides youth, New Canadians, persons with disabilities, Aboriginals, and mature workers with a plethora of resources on working in tourism. The site aims to dispel myths surrounding tourism jobs by showing the vast opportunities available, the flexibility the sector offers, and the industry bonuses available to tourism employees. Clear career paths show where an entry-level position can lead, and interactive quizzes highlight how a career in tourism can align with an individual's interests and skills. A search tool for post-secondary tourism programs and links to tourism job websites invite users to take the next step in considering tourism as a career. New in 2007-2008 was the addition of success stories related to all the target groups.

An employers' section provides tourism operators with the resources to find and connect with each of the labour pools, and encourages the adoption of great human resources practices as a means to encourage top performance from their staff. The launch of the employee-rated Employer of Choice program further supports businesses in their efforts to develop a desirable workplace.

For more information on Discover Tourism, visit www.discovertourism.ca

discover
TOURISM

Ready-to-Work

Since 1994, the Canadian Tourism Human Resource Council (CTHRC) has provided job readiness training and career planning to over 10,000 unemployed young people through Ready-to-Work (RTW), an internship program funded by Human Resources and Social Development Canada and provincial/territorial governments. Delivered through tourism



Human Resource Organizations (HROs) across Canada, the program assists participants in developing essential and transferrable job skills, and then transitions them into the tourism workforce. With the labour market's changing demographics, the program has been broadened from a focus on youth to including under-represented groups such as new immigrants, Aboriginal peoples, social assistance recipients, disabled persons, and mature workers. This project is a vital recruitment and retention strategy, as it addresses an important human resource issue facing the tourism sector: the lack of clear career paths at the entry level.

With the generous partnerships provided by Aboriginal band councils, social assistance employment agencies, and new immigrant supporting agencies, 747 individuals took part in the program, with 414 of these completing the training component and secured employment in the sector. Several of the CTHRC's provincial partners also reported the following success stories:

- The Nova Scotia Tourism Human Resource Council (NSTHRC) has partnered with Feed Nova Scotia since 2005 to deliver the Learning Kitchen program to 77 participants. The fourteen-week program incorporates the National Ready-to-Work curriculum with the *emerit* Entry Level Cooks learning system and includes a two-week work placement. The Learning Kitchen and NSTHRC partnership is an innovative solution that directly addresses the root cause of poverty by helping individuals to earn a living wage as a result of culinary training and

job placement. Those enrolled will learn basic meal preparation, food safety and sanitation, kitchen systems, nutrition, and other skills necessary for entry-level jobs in the food service industry.

- Hospitality Newfoundland and Labrador (HNL) partnered with the Association for New Canadians and Fortis Properties' Delta St. John's to introduce *emerit* Tourism Essentials to a group enrolled in an English for Work Program. HNL provided Career Awareness presentations and other information sessions, along with delivering a SuperHost workshop. Meetings with the Delta St. John's and the Association for New Canadians to arrange interviews, site inspections, and job shadowing resulted in 5 of the 7 people interviewed gaining employment at the hotel. Delta's management team is so pleased with this endeavor that it has agreed to extend the partnership.
- The Tourism Industry Association of New Brunswick (TIANB) has created partnerships with local multicultural organisations, YMCAs, Correctional Service of Canada, Family & Social Services, the University of New Brunswick, Enterprise CEDA, Options Employment outreach, Canadian Council on Rehabilitation, post-secondary education offices, and local businesses. One highlight was a young woman suffering from a mental disability referred to the Ready-to-Work program through Options Employment outreach. Despite past difficulties securing employment as a result of her disability, she completed the program and is now working productively with the Delta Hotel.



Employer of Choice – Recognizing Excellence in Human Resources

As businesses face a shrinking labour pool, it is more important than ever for them to be exemplary employers. The Discover Tourism employee-rated Employer of Choice program makes a vital contribution to the industry by helping tourism employers understand what they need to do in order to build and retain a skilled workforce.

Developed by human resource experts, the Employer of Choice (EOC) program is designed to be easily used and understood by employers of every size and type. The program is based on the Employer of Choice Initiative developed by Canadian Manufacturers and Exporters - Manitoba Division in partnership with the Province of Manitoba and the Government of Canada.

Launched in 2007, the free EOC online assessment tool evaluates employers against established employee satisfaction standards in today's workplace. Company managers and employees complete online questionnaires and rate their employer on nine criteria. The evaluation is quick and easy; once completed, it provides a basis for improvement in the areas of attraction, retention, and employee development. Successfully becoming an EOC-designated business allows employers to identify their operation as a great place to work based on the experiences of their own staff, giving them a competitive recruiting edge.

In 2007-2008, 65 firms signed up for the EOC program, citing a desire to attract and retain the best possible calibre of staff, be recognized as a great place to work, and engage their team members. To assist these companies in evaluating their HR practices, the EOC program was expanded to allow chains to have the ability to assess individual companies and companies the ability to assess departments. Further developments to the program are being added in 2008-09, ensuring that all businesses will have the opportunity to benefit from being recognized as an Employer of Choice.

The Employer of Choice program is available at www.employersofchoice.ca.

employee-rated
EMPLOYER
OF
Choice



Foreign Credential Recognition

As part of the goals outlined in its Strategic Plan, the CTHRC has been assessing ways in which the tourism sector can address the worsening labour shortage by successfully attracting and integrating immigrants and new Canadian workers.

Last year, the CTHRC was awarded a three-year contract from Human Resources & Social Development Canada to continue to work on Foreign Credential Recognition projects. Now into the second year of this contract, the Council has been working with strategic partners such as colleges, foreign standards-setting bodies, and credential assessment bodies. The aim is to increase labour and learner mobility and facilitate the employment integration of internationally-trained workers into the Canadian tourism workforce. The projects' objectives are to implement fair, coherent, transparent, and equitable credential assessment and recognition, to reduce barriers to entry into the labour market by foreign-trained workers, to improve the ability of employers and regulators to assess and recognize the skills of foreign-trained workers, and to increase awareness on issues related to international workers.

Among the projects in 2007-2008:

- Worked with some of Canada's top chefs, employers, and educators to develop a Draft Cooks Qualifications Framework to improve the ability to attract and retain qualified workers. The draft framework supports learner and worker mobility, aiding in the recognition of qualifications earned outside of Canada.
- Conducted research to define employers' expectations while making hiring decisions on new recruits from an immigrant

pool. The information gained from this research is being used to create the Canadian Workplace Experience training program and certification, which will be a supplement to the *emerit* Tourism Essentials training program. It will assist internationally-trained workers in acquiring the soft skills deemed essential by tourism employers in Canada for entry level positions and help create a faster and smoother integration into the workforce.

- Developed an International Event Management Competency Framework (IEMS). Event management practitioners, lecturers, professional events associations, and leaders from eight countries and four continents participated in the development and validation of an International Event Management Standard and competency framework. This furthers event management as a profession, creates labour mobility, and serves as a benchmark for other national standard setting bodies.
- Piloted a program with the Canadian Immigrant Integration Project (CIIP) to provide information on tourism occupations to prospective immigrants who had been approved for immigration to Canada under the skilled worker category. The CIIP centres counsel immigrants before they arrive in Canada to assist in their faster integration, and presented opportunities in the tourism sector as an alternative career/stop gap arrangement while they upgrade their credentials, or as an option for family members who might not be as highly qualified. Further work is underway to produce a one-stop online resource for potential immigrants looking to work in the tourism sector in Canada.

Work on these and other projects will continue into 2008-2009, as the Council continues to develop and implement tools and strategies, and looks to create a systemic model for non-regulated professions.

Temporary Foreign Worker Program

Every year over 90,000 foreign workers enter Canada to work temporarily in jobs that help Canadian businesses address skill shortages. As tourism employers face increasing challenges to fill positions, these workers provide them with much-needed staff where Canadian workers cannot be found. To help businesses navigate the process to participate in these initiatives, the CTHRC and its partners worked to provide the tourism sector with information on how to access temporary foreign workers through several programs. The foremost of these is the Temporary Foreign Worker Program, a partnership between three government agencies, Human Resources and Social Development Canada (HRSDC)/Service Canada, Citizenship and Immigration Canada (CIC), and the Canadian Border Services Agency (CBSA). Improvements to this program in 2007-2008 have expedited the application process for pre-authorized employers in British Columbia and Alberta, and included tourism occupations on Regional Occupation Under Pressure lists in provinces where the shortage is most acute.

The Council will continue to distribute information to explain the application process for these programs and to share best practices surrounding the retention and integration of temporary foreign workers through their experience in Canada, including health and safety issues, fair compensation and benefits, education and training, and managing their return to their home country or their application for permanent residence status. Also in development are resources for individuals looking at working in Canada as temporary foreign workers.

For more information, please visit www.discovertourism.ca/temporaryforeignworker.



CTHRC-Endorsed National Awards Recognise Outstanding HR Practices

TIAC National Awards for Tourism Excellence

Ottawa's Brookstreet Hotel received the CTHRC Award for Excellence in Human Resources Development during a gala dinner at the Fairmont Empress Hotel in Victoria, BC. The award was part of the Tourism Industry of Canada's (TIAC) National Awards for Tourism Excellence presented by the *Globe and Mail* at Canada's Tourism Leadership Summit 2007. Brookstreet was recognized for having demonstrated a commitment to professionalism in the Canadian tourism workforce through professional recognition, training, and excellence in human resource management.



TIAC National Awards for Tourism Excellence
presented by The Globe and Mail



Left to right: Wendy Swedlove, President, CTHRC, and Chantal Smitheram, Casting Director, Brookstreet Hotel, who accepted the award.

Hotel Association of Canada's Hall of Fame Awards of Excellence



Tigh-Na-Mara Seaside Spa Resort and Conference Centre of Parksville, BC received the Hotel Association of Canada's Hall of Fame Award of Excellence, winning in the Human Resources division. Laurie Sagle, Director of Human Resources, accepted the award during a banquet at the Hilton Toronto Hotel. The Human Resources Award is given to an individual, team, or property that has developed a climate conducive to new or repeat business, creates goodwill among guests, or provides special

services. Their initiative and success must rank them among the "new generation of leaders" in Canada's lodging industry.



Left to right: Laurie Sagle, Director of Human Resources, Tigh-Na-Mara Seaside Spa Resort and Conference Centre, who accepted the award, and Wendy Swedlove, President, CTHRC.

CATT/CTC Educator's Award

Bob Thompson of Highland Secondary School in Comox, BC was presented with the Best Practice Educator's Award at the Canadian Academy of Travel & Tourism (CATT) Annual Meeting in Ottawa. The Canadian Tourism Commission, in partnership with CATT, offers this yearly award to recognize an educator in Canada who has demonstrated exemplary leadership and support for tourism education in the secondary school system, and who has played an instrumental role in the development of the Academy program across the country.

Foodservice News Award

The CTHRC was voted as top editorial contributor for 2007 by the readers of FoodService News, a trade publication to which it contributes a regular column on HR issues, advice, and best practices.

Sixth Annual HR Forum Targets Labour Shortage Challenges

CTHRC's annual Tourism HR Forum has established itself as the "must attend" event for HR professionals, educators, and business leaders looking to discuss and find solutions to HR issues facing the Canadian tourism sector.

The sixth Tourism HR Forum was held April 30 to May 2, 2007 at the Coast Plaza Hotel & Suites in Vancouver, BC. The event theme, *Can tourism deliver? Responding to the HR Crisis*, attracted a record 250 delegates looking for solutions to human resource challenges. Keynote presentations, panel discussions, and breakout sessions provided them with new insights into critical issues related to the labour shortage, staff recruitment, retention, and development. Strong support by close to thirty sponsors ensured the event was the most successful to date.

A central theme of the past few Forums has been the labour shortage, and how best to combat it. The event's move to western Canada this year highlighted the importance of finding solutions to the shortage, given the region's labour climate. Operators are now desperately looking for innovative and effective ways to combat this HR crisis. By 2010, there is the



potential for the Canadian tourism sector to be short employees for over 73,000 jobs. As a result, recruitment and retention practices have never been more important to the future success of tourism businesses.

This year's Forum featured sessions specifically geared to assist tourism operators compete for the shrinking available pool of talent, and highlighted important subjects like the Temporary Foreign Workers Program and the Tourism Satellite Account Human Resource Module. Topics of discussion included being an employer of choice, tapping into alternative labour markets, attracting and retaining youth, seasonal staffing solutions, and managing intergenerational and multicultural workplaces.

Keynote speaker Leonard Brody, best-selling author and one of Canada's leading technology forecasters and business strategists, gave a dynamic presentation on the trends affecting our businesses and lives today, and how these trends will affect competitiveness and productivity. Further energetic sessions included international business speaker, humorist, trainer, and author Michael Kerr on creating healthier and more productive working environments, and Jim Carroll, a leading international futurist, trends and innovation expert, on how organizations can cope with a world that continues to witness constant, relentless, dramatic change.

The seventh Annual Tourism HR Forum, *Great People. Now.*, will take place at the Fairmont Winnipeg from November 17 to 19, 2008. Discussing cutting-edge HR practices, speakers and attendees will further examine the labour shortage and share the latest strategies for employers to attract and retain the finest employees. For more information on this or past HR Forums, please visit www.cthrc.ca/hrforum.



emerit Tourism Training



All **emerit** products and assessment tools are reviewed, revised, and developed on a three- to five- year cycle to ensure they remain relevant and current, and that they accurately reflect the sector's needs. As demand dictates, new products and assessment tools are created to support the sector in its training and assessment initiatives. In 2007-2008, the **emerit** brand continued to generate interest and demand, not only across Canada, but internationally as well. The completion of a suite of online courses and the availability of two Human Resources and Business Tools, *HR Tool Kit* and *Business*

Builders, in the more cost-effective online and CD formats have made accessing training and resources more convenient than ever.

The following products were developed, updated, or enhanced in 2007-2008:

emerit Professional Certification:

- Tour Guide
- Tour Director

emerit Training:

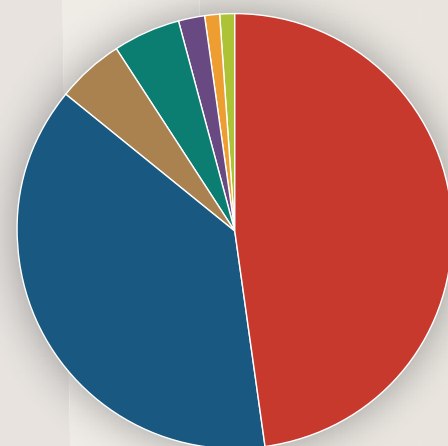
- Line Cook Workbook
- Line Cook Online Training
- Food & Beverage Manager Online Training

emerit Product Distribution and Sales

For the second consecutive fiscal year, national sales were strongly influenced by sales patterns reported by the Council's partner in Alberta, the Alberta Hotel and Lodging Association (AHLA). Specifically, AHLA's work in the Philippines in support of the Temporary Foreign Worker Program has impacted both Workbook and Recognition Registrations considerably over the past two fiscal periods. Last fiscal, the CTHRC reported healthy increases in overall sales, largely due to increases in these two product categories. The slow-down in sales to the Philippines in 2007-2008 was a contributing factor to this fiscal's decrease in sales.

In total, 9446 products were distributed nationally in 2007-2008. Despite a decrease in Workbook sales (largely due to the shift in sales to the Philippines), domestic sales of online training witnessed their greatest year over year increase, a 48% jump over last fiscal. The release of the first ever National Compensation Study had a very positive effect on sales in the Research category, increasing these by more than 700% over last fiscal. Another product category, Human Resources and Business Tools, saw a 27% increase in sales over the previous year. Recognition registrations exceeded forecasts by 17%, and the total number of people professionally certified nationally now exceeds 11,000.

Products Sold – April 2007 to March 2008



Workbooks	48%
National Occupational Standards	38%
On-line	5%
Human Resources and Business Tools	5%
Train-the-Trainer	2%
Trainer's Guides	1%
Career Planning / Aboriginal / Videos / Research	1%

Balance Sheet as of March 31, 2008

From audited financial statements approved by the Board of Directors:

	2007-2008	2006-2007
Current Assets		
Cash	\$ 619,305	\$ 112,203
Accounts receivable	169,416	241,689
Due from HRSDC	2,191,914	2,646,257
Inventory	22,804	31,374
Prepaid Expenses	19,840	28,246
	3,023,279	3,059,769
Investments	998,713	940,612
Capital Assets	184,317	222,397
	4,206,309	4,222,778
Current Liabilities		
Accounts Payable	2,031,221	2,174,808
Current portion of long-term debt	12,031	11,017
Deferred Revenue	80,460	184,581
	2,123,712	2,370,406
Long-Term Debt	39,104	51,135
	2,162,816	2,421,541
Deferred Contributions		
Related to Capital Assets	137,655	162,363
Net Assets (Liabilities)		
Invested in capital assets	(4,473)	(2,118)
Unrestricted	1,910,311	1,640,992
	1,905,838	1,638,874
	4,206,309	4,222,778

Board of Directors 2007-2008 | Conseil d'administration 2007-2008

Business Members (voting) Membres issus des entreprises (votants)

Barrit, Graeme

*Business Co-Chair / Coprésident – Entreprises
President / Président*

Coast Hotels & Resorts

Clark, Carolyn

*Senior Vice President, Human Resources /
Première vice-présidente aux ressources humaines*

*Fairmont Hotels & Resorts / Hôtels et centres de
villégiature Fairmont*

Pallett, William J.

*Senior Vice President, People Resources and
Quality / Premier vice-président aux ressources
humaines et à la qualité*

Delta Hotels / Hôtels Delta

Sockett, Dean

*Director of Human Resources /
Directeur des ressources humaines*

*The Keg Restaurants Limited /
Keg Restaurants Ltd.*

Labour Members (voting) Membres issus des syndicats (votants)

Lortie, Jean

*Labour Co-Chair /
Coprésident – Syndicats*

*Président
Fédération du commerce inc. (CSN)*

Jones, Susan

*Canada Union Representative / Représentante
syndicale canadienne*

*United Food & Commercial Workers Union
Canada / Union internationale des travailleurs
et travailleuses unis de l'alimentation et du
commerce, chapitre du Canada*

Worhaug, Nick

*Canadian Director / Directeur canadien
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National Association Members (voting) Membres issus des associations nationales (votants)

Pollard, Anthony

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*Hotel Association of Canada / Association des
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*Canadian Institute of Travel Counsellors / Institut
canadien des conseillers en voyage*

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Première vice-présidente aux affaires
gouvernementales*

*Canadian Restaurant and Foodservices Association
/ Association canadienne des restaurateurs et des
services alimentaires*

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*Vice President - Professional Development /
Vice-présidente – Perfectionnement professionnel*

*Canadian Association of Foodservice Professionals
/ Association canadienne des restaurateurs et des
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*President & Chief Executive Officer /
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*Tourism Industry Association of Canada /
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Education (voting) Membres issus du milieu éducatif (votants)

Clarke, Michèle

*Director of Corporate and Community Relations
/ Directrice des relations d'entreprise et
communautaires*

*Association of Canadian Community Colleges /
Association des collèges communautaires du
Canada*

Cookson, Jeannine

Representative / Représentante

Canada CHRIE / CHRIE Canada

Joppe, Marion

*Director, School of Hospitality and Tourism
Management / Directrice, School of Hospitality
and Tourism Management*

University of Guelph

Stevens, Bonnie

Executive Director / Directrice générale

*Canadian Academy of Travel & Tourism / Académie
canadienne du voyage et du tourisme*

National Tourism Authority (non-voting) Autorité nationale en matière de tourisme (non votante)

McKenzie, Michele

President and CEO / Présidente-directrice générale

*Canadian Tourism Commission / Commission
canadienne du tourisme*

Federal Government (non-voting) Gouvernement fédéral (non votant)

Johnson, Mackenzie A.

*Sector Council Program / Programme des Conseils
Sectoriels*

*Human Resources and Social Development
Canada / Ressources humaines et Développement
social Canada*

Provincial/Territorial Governments/Tourism Authorities (non-voting) Gouvernements provinciaux et territoriaux / Autorités en matière de tourisme (non votants)

Banfield, Lloyd

Executive Director / Directeur général

*Nova Scotia Department of Tourism, Culture and
Heritage / Nova Scotia Department of Tourism,
Culture and Heritage*

Copet, Wayne

*Manager, Product and Market Development /
Directeur du développement des produits et des
marchés*

Travel Manitoba / Voyage Manitoba

Dillon, Barb

*Manager, Tourism Programs and Services /
Directrice des programmes et services touristiques*

*Department of Industry, Tourism and Investment,
Government of the NWT / Ministère de l'Industrie,
du Tourisme et de l'Investissement, gouvernement
des Territoires du Nord-Ouest*

Haverstock, Lynda

President & CEO / Présidente-directrice générale

Tourism Saskatchewan

Keel-Ryan, Juanita

*Director, Tourism Product Development Division /
Directrice, division de l'élaboration des produits
touristiques*

*Department of Tourism, Culture and Recreation
Tourism Visitor Information Centres*

Lemon, Rick

*Vice President, Visitor Services / Vice-président
des services d'accueil aux visiteurs*

*Tourism British Columbia / Ministère du Tourisme,
Colombie-Britannique*

McNevin, Shannon

*Product Development Officer / Agente de création
de produits*

Tourism Yukon

Rondeau, Marc

*Director, Tourism Policy and Research Branch
/ Directeur, direction de la recherche et des
politiques en matière de tourisme*

*Ontario Ministry of Tourism / Ministère du
Tourisme, Ontario*

Tourism Suppliers (non-voting) Fournisseur de l'industrie (non votant)

Stoneman, Christine

Principal / Directrice

Chemistry Consulting Group Inc.