

Attracting & Retaining Internationally-Trained Workers in Tourism:



A Toolbox

Government, industry, immigrant-serving agencies, and credential-granting institutions have been working in collaboration to successfully match internationally-trained workers (ITWs) with the staffing needs of employers in the Canadian tourism sector.

This process can be seen as a continuum involving several stages: helping ITWs find information on opportunities in the tourism sector; improving the collective capacity to assess the skills, competencies, and credentials of ITWs; supporting a culture of

skills training, upgrading, and certification; and encouraging employers to promote employee engagement and share successes.

All in all, the degree to which the Canadian tourism sector effectively hires and retains employees, including ITWs, depends on whether employers exhibit a welcoming attitude and provide adequate support to create an inclusive and productive environment for everyone at the workplace – that is, by being an employer of choice.

Matching ITWs with Employers: A Continuum



[The Canadian Tourism Human Resource Council](http://cthrc.ca) (CTHRC) offers programs, products, and tools designed to help improve the collective capacity of all stakeholders to

match the skills of ITWs with the human resource needs of tourism employers – each and every step of the way.



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Information: Working in Tourism

[Working in Canada in Tourism](#)

This online tool on [DiscoverTourism.ca](#) provides information on employment and training opportunities in Canada's tourism sector. This site describes jobs available across the country and can help newcomers begin planning a career in tourism.

[Labour Market Information](#)

The Council releases publications with employment statistics, labour market projections, and detailed compensation information for the tourism sector on [cthrc.ca](#). These resources can help newcomers with career planning and understanding what jobs are in demand now and in the future.

[emerit Occupational Standards](#)

Occupational standards are an excellent resource for those who are seriously considering a career in one of the occupations for which standards exist. They can be used to help individuals determine

their own level of competency before applying for a position, and they can help to identify career paths within the sector.

[Qualifications Frameworks for the Tourism Sector](#)

The Culinary Qualifications Framework and the Hospitality Qualifications Framework depict types of qualifications offered by public academic institutions, industry, and apprenticeship in the culinary and hospitality fields. The frameworks show how one type of qualification can lead onto another and help create different learning and career paths.

[emerit Business Builders](#)

Ideal for entrepreneurs, this CD explores the basics of business planning, development and management. Business Builders includes practical, tourism business management information, tools, resources and templates.

Assessment & Recognition of Competencies

[Tourism Career Quizzes](#)

These online tools on [DiscoverTourism.ca](#) provide a *basic* understanding of the different aspects of a career in tourism. By taking a Tourism Career Quiz (in English or French), newcomers are able to assess what type of job would potentially match their interests, or whether or not a tourism career could be right for them.

[How Much Do You Know about Your Dream Job?](#)

An online quiz on [DiscoverTourism.ca](#) that provides *enhanced* career awareness about opportunities and skill requirements for 15 tourism occupations. The assessment tool

can help both newcomers and employers articulate specific skill requirements for particular positions during the job interview process.

[Finding & Applying Your Skills in Tourism - FAST](#)

The FAST online tool on [DiscoverTourism.ca](#) helps job-seekers explore and self-assess a range of skills, from *transferable* to *occupation-specific*. By helping newcomers identify and communicate their transferable skills, employers will be able to identify employees who have not necessarily worked in tourism before, but have the right skills for the job.

Skills Training & Certification

Ready-to-Work: *emerit* Tourism Essentials

Ready-to-Work (RTW) is a national skills development and bridging program that offers a mix of classroom and on-the-job training and provides participants with the competencies and experience required for employment in tourism.

Upon completion of RTW, participants are awarded the *Tourism Essentials Certificate* – a foundation credential granted to learners who demonstrate mastery of the knowledge and skills required to obtain an entry-level, frontline job in the tourism sector.

Canadian Workplace Essentials

The *Canadian Workplace Essentials (CWE)* training module is designed to inform newcomers about nine critical soft skills Canadian employers look for in new hires. A combined Tourism Essentials and Canadian Workplace Essentials exam is also available.

Occupational Language Analyses (OLAs)

Occupational Language Analyses are documents that describe the English language skills needed for a specific occupation. Job-seekers and employers can find OLAs for 14 tourism occupations on the www.itsessential.ca site and use them as checklists to establish a benchmark of language capability and progress in learning.

emerit Training and Certification

Based on Canadian industry-defined occupational standards, the *emerit* tourism brand provides flexible *online* and *paper-based* training options, as well as professional certification programs for prospective and current employees working in the tourism sector.

OTEC partners with ACCES Employment to provide innovative training solutions for newcomers

While many new Canadians have completed post-secondary education and training and have years of experience in their fields, they may not possess the soft skills required to impress prospective employers or to integrate successfully into the Canadian workplace.

Since 2005, the Ontario Tourism Education Corporation (OTEC) has been working with ACCES Employment to deliver Ready-to-Work training to ACCES clients. ACCES Employment is a Toronto firm that helps internationally-trained job seekers find employment and integrate into the Canadian workplace. They offer a suite of programs geared toward professionals in the Human Resources, Sales and Marketing, Financial Services, Information Technology, and Engineering fields.

When the Canadian Workplace Essentials (CWE) program was released in 2009, OTEC successfully implemented the program with ACCES Employment. The CWE is a modular program designed to provide a clear understanding of the values and attitudes that Canadian employers seek, ultimately helping new Canadians secure employment in the Canadian tourism industry.

Seeing an opportunity to provide added value to ACCES Employment clients, OTEC helped the agency integrate a modified version of the CWE curriculum into two non-tourism programs: Sales and Marketing Connections and Human Resources Connections. OTEC took a unique approach to developing and delivering CWE content in the two programs. By taking the perspective of a manager assisting their diverse teams in successful integration into the Canadian workplace, the training takes into account the level of experience and expertise that ACCES clients already possess. “As an added benefit, this approach really enhanced the inter-cultural elements of the programs,” says Adam Morrison, Director of Project Development at OTEC.

Using the flexible CWE program, OTEC enhanced ACCES Employment’s Sales and Marketing Connections training by assigning CWE modules to curriculum features that were already in place. They also designed the orientation based on the new curriculum and trained facilitators for effective delivery. The revamped Sales and Marketing Connections program was a success with participants and OTEC set out to design a generic CWE program that would be applicable to other industries.

Employee Engagement & Sharing Success

[Good Employer Practices Compendium](#)

Designed as a peer-mentoring tool, the compendium presents 12 case studies that describe how tourism businesses across Canada have applied their diversity practices to successfully recruit, integrate, and retain internationally trained staff.

[Employer of Choice](#)

A free employee-engagement survey tool on [DiscoverTourism.ca](#) that employers can use to take the pulse of their organization. The main benefits of becoming an Employer of Choice (EOC) include being recognized as an “Employer with Excellent HR Practices” and getting feedback on ways to hone organizational attraction and retention strategies.

[emerit HR Tool Kit](#)

The HR Tool Kit is a comprehensive resource that gives employers of small- and medium-sized enterprises everything they need to select, recruit, hire, train, coach, and manage employees effectively. The Tool Kit also provides user-friendly, customizable templates and forms for job offer letters and training plans, plus manuals with tips on managing diversity/cultural differences. It is available on CD and online in English and French.

[emerit Workplace Training](#)

emerit training products can help employers effectively plan, deliver, and evaluate training for their employees. By becoming *emerit*-trained trainers, workplace supervisors can become skilled at adapting to new situations, communicating clearly, motivating employees, and adjusting training methods to suit different learning styles.



The benefits of hiring newcomers speak for themselves. “The turnover rate is almost nil,” says Dean Fuller, Restaurant Franchisee responsible for four A&W restaurants in Winnipeg, who was profiled in the compendium.

[CTHRC's Annual Tourism HR Forum](#)

The Tourism HR Forum is a national event that brings tourism employers together with industry association representatives and educators. The discussion centres on the challenges, issues, and opportunities faced in the sector, including those associated with tapping into internationally-trained workers, with a clear focus on sharing successful experiences, ideas, and solutions.

[CTHRC and Discover Tourism Websites](#)

[cthrc.ca](#) and [DiscoverTourism.ca](#) provide information on programs, products, and tools that employers can use to effectively recruit and retain internationally-trained workers. The CTHRC site offers a [Community Area](#), including a [Collaboration Portal](#) that serves as an online collaboration forum for on-going dialogue and debate, and as a reference for relevant information, projects, and expertise.