In collaboration w















## Growing a **Resilient, Competitive,** and **Inclusive** Workforce



The Role of the Private Sector in Skills Development: Driving Innovation and Impact

## Growing a Resilient, Competitive, and Inclusive Workforce



ATTRACTION, RETENTION



COMPETITIVE
HR PRACTICES
& human capital
investments

VALUED
EMPLOYMENT,
CAREERS



JOB AND CAREER IMAGE, PROFILE



KNOWLEDGE, INFORMATION

BUSINESS · ORGANIZED LABOUR · EDUCATORS · GOVERNMENTS · ADVOCACY BODIES





#### TOURISM HR CANADA LOGIC MODEL

June 2025 - Draft V3

	STRATEGIC, MANDATED ACTIVITIES						PUBLIC POLICY	OPERATIONAL PRIORITIES	
Broad Themes, Objectives	RELIABLE SUPPY of workers	SKILLED WORKERS that match demand	ACCESSIBLE EMPLOYMENT by reducing barriers	COMPETITIVE HR PRACTICES & HR investments	VALUED EMPLOYMENT, CAREERS	INFORMED LM/ WORKFORCE INTELLIGENCE	WORKFORCE COUNCILS AS PUBLIC POLICY	EFFECTIVE LEADERSHIP, INFLUENCE	GOOD GOVERNANCE, OPERATIONAL
	ATTRACTION, RETENTION	PRODUCTIVITY	MOBILITY	GOOD EMPLOYERS	JOB AND CAREER IMAGE, PROFILE	KNOWLEDGE, INFORMATION	PRIORITY ADVOCACY	ORGANIZATIONAL RESULTS	STABILITY ACCOUNTABILITY
SA Strategies/ Activities	Influence policy to benefit from quotas and referrals; foster increased retention strategies	Identify new and emergent skill demands; enhance skills and productivity	Improve mobility of learners and workers; reduce barriers to employment	Demonstrate benefits of strong HR practices and professional development	Improve employment image and reinforce value proposition	Increase knowledge of labour market issues and responsive actions	Demonstrate need for sustained investments in National Workforce Devi'pt Councils	Position Tourism HR Canada as the lead association to resolve workforce issues	Strengthen organization's capacity and sustainability
Outputs, Key Programs & Tools	DiscoverTourism.ca HR tools, training Emerit Certification CATT program	Emerit.ca Competency framework Propel	Belong initiative SMART+ Accreditation Propel	HR tools Emerit.ca Employer of Choice	DiscoverTourism.ca CATT program Propel	Research reports, articles, fact sheets, Insider newsletter, databases, analysis tools, notes	Advocacy strategies Labour Market Forum Joint initiatives with other National Workforce Councils	Information to inform advocacy & policy development Stakeholder os engagement	Governance committees Policies Technology os infrastructure
ST Short Term Outcomes	Increased awareness of good jobs and long-term career opportunities	Enhanced skills and professionalism within the tourism workforce	Reduced barriers to employment Added supports to enable access	Increased awareness of products and services	Increased awareness of good jobs and long-term career opportunities	Increased availability of labour market intelligence Increased awareness ste of issues	Increased awareness on governance, mandates, capacity, results, i.e. trusted gov't LM partner	Increased engage- ment and action of advocacy network Enhanced recognition	Seek diversified funding sources Increased stakeholder and partnership engagement
MT Medium Term Outcomes	Increased gov't programs and investments for tourism workforce strategies	Improved competitiveness and ability to adapt to new realities	Increased diversity and number of targeted demographic Reduced barriers	Improved capacity to invest in effective HR practices	Increased number of Canadian's seeking tourism jobs or careers	Stakeholder utilization of data and analysis to inform advocacy, investments	Inform labour market policy, strategies and program investments	Increased input into government policy, established as trusted information wts/r source	Secure new, stable funding sources Demonstrate results, accountability
<b>LT</b> Long Term Outcomes	Better match of supply and demand	Highly skilled, adaptable, mobile workforce Improved LT2 productivity	Inclusive, diverse workforce Improved learner and worker mobility	Increased number of accredited businesses Improved reputation	Tourism jobs and careers are valued and well-sought after	Elevated demand for trusted labour market intelligence to inform public policy	Prioritized by government for investments in workforce policy and programs	Organization produces results and creates effective change	Robust infrastructure and finances to support mandate
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Grow a competitive, inclusive and resilient tourism workforce

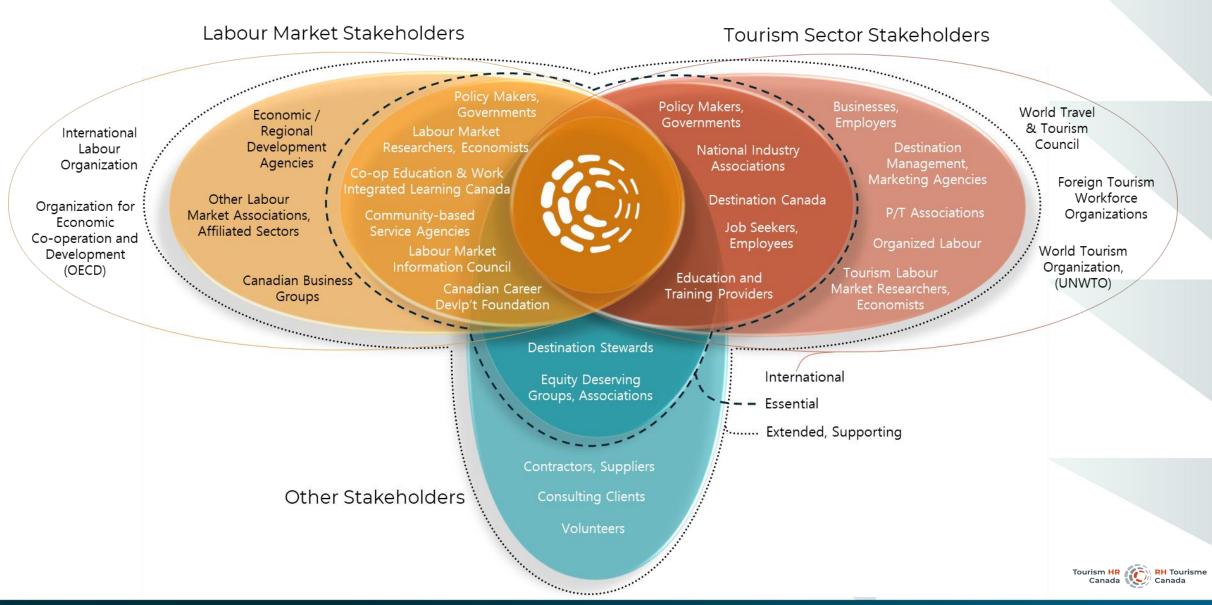




Outcomes

#### **CANADIAN TOURISM WORKFORCE**

## A COMPLEX ECOSYSTEM





## Key Lessons Learned



APPROPRIATE GOVERNANCE

Trust Influence



## PERFORMANCE, IMPACTS

Effective and timely metrics

Accountability

Responsiveness



## **ADVOCACY**

Public policy priority

Emphasis on valid, reliable, trusted information



## **LEADERSHIP**

Collaboration

Stakeholder engagement





#### **CANADA'S NATIONAL SECTORAL**

## WORKFORCE DEVELOPMENT COUNCILS

Mobilizing talent. Accelerating productivity. Creating a stronger Canada

### **National Workforce Councils Get Results**

- Non-profit organizations with a unique a unique representative- and results-based governance model.
- Represent 50 percent of Canada's workforce and more than 1.58 million employers
- The link between government and industry/employers, and between government and Canada's complex education and training system.
- Focus on achieving timely, specific, measurable and sustainable labour market solutions.

## **Smart Labour Market Policy, Efficiencies**

- Workforce policy is foundational to achieving the Government of Canada's priorities.
- Key drivers of socio-economic progress; they coordinate, facilitate and enable actions that engage all stakeholders and bring coherence to labour market strategies.
  - National Workforce Councils stand for:
    - greater accountability
    - technology innovation
    - strengthening partnerships across sectors
    - facilitating an all-of-government response to labour market issues.



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