



# The Labour Market Group

Guiding partners to workforce solutions.

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## Labour Market Initiative (LMI) Implementation Work Book



# ACKNOWLEDGMENTS

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## Lead Partners



The Labour Market Group  
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## Supporting Partners



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## Funding Partners



# IMPLEMENTATION GUIDEBOOK

This step-by-step guidebook contains a series of recommended projects and programs that have emerged as a result of the research findings generated through the Labour Market Initiative (LMI). The actions identified in the guidebook incorporate the feedback received from the surveys, stakeholder consultations and recommendations outlined in the TNO Regional Tourism Workforce Training Strategy. The Tourism Workforce Training Strategy outlines six goals that are critical to the overall Workforce Training Strategy. This includes:

1. Foster awareness and knowledge of available resources, programs, and training opportunities.
2. Foster partnerships between educational organizations, community employment training programs, and industry.
3. Increase training capacity to meet the needs of operators.
4. Advance skills development and training to meet the needs of tourism operators and their staff.
5. Support operators to address human resources needs and future planning.
6. Promote employer investment in on-the-job training and skills development in employees.

To ensure forward momentum, the guidebook provides a detailed project scope for each action identified. The actions addressed identified gaps and challenges, aligns with the workforce strategy and strives to support the tourism labour market throughout Northern Ontario.

## HOW TO USE THIS IMPLEMENTATION GUIDEBOOK

This Implementation Guidebook outlines a series of recommended projects and programs for implementation over the short and medium term. The guidebook has been presented in a format designed to facilitate ease of use in finding and adding information, as well as monitoring the implementation process.

The guidebook contains the following elements:

- Introductory background information;
- Flow charts outlining the steps for implementation;
- A detailed description of each step including visual aids and templates; and
- Notes sections to develop action plans for implementation.

**Designed to provide a user-friendly and interactive experience, the guidebook includes supporting facts and reference details throughout the guide.**



References key goals within the TNO Regional Tourism Workforce Training Strategy



## WEIGHTED EVALUATION SYSTEM

The challenges identified as part of the Labour Market Initiative (LMI) research process represent workforce gaps within Northern Ontario's Tourism sector. Recommended actions were identified to mitigate the challenges and gaps which can be developed and implemented over the short-term. The weighted evaluation system tool located in the Resource section illustrates how the recommended actions have been measured and prioritized against a variety of factors. This process allows for a controlled method to evaluate and prioritize based on a set of standard criteria.

The weighted evaluation system provides an effective tool for assisting partners and stakeholders in identifying and streamlining priorities, while allowing for an objective, transparent and unbiased method to determine the viability and practicality of proposed initiatives. The criteria for prioritizing and measuring the recommended actions include:

- Cost to implement;
- Impacts identified shortages;
- Pan-Northern Ontario reach;
- Partnership opportunities with stakeholders;
- Addresses an identified challenge;
- Aligns with Workforce Planning Boards' Mandate;
- Potential to be developed as a best practice;
- Engages industry; and
- Aligns with Tourism Northern Ontario Workforce Strategy.



Weighted Evaluation Systems are used to define the level of importance of a variety of criteria to prioritize and compare factors.

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## SHORT-TERM ACTIONS

The following provides a summary of the prioritized top recommended projects and programs that were assessed through the evaluation process. The identified recommendations represent the highest scoring short-term action items based on a combination of alignment with identified opportunities and their ability to enhance existing programs and partnerships. Please refer to the Resource section for the completed weighted evaluation system tool identifying the proposed actions.

The actions listed within this document describe the recommended action, identifies whether the gap and activity is a recruitment & retention, skills & training or broad based challenge, indicates the alignment with TNO's Northern Ontario Workforce Development Strategy, identifies the challenge/gap, provides a description, describes the anticipated project deliverables, recommends partners for implementation and suggests ranking results from one to eight (with number one being the top priority). The solutions are intended to provide actionable and realistic initiatives that will be implemented in tandem with the Workforce Planning Boards' annual plans and TNO's Northern Ontario Workforce Development Strategy.

### SHORT-TERM ACTION DESCRIPTIONS:

**Priority Area:** indicates whether the gap and recommended activity is a recruitment & retention, skills & training or broad based challenge.

**Workforce Development Strategy:** indicates which goal(s) the action aligns with.

**Challenge / Gap:** indicates the actual challenge/gap that has been identified through the LMI research process.

**Description and Anticipated Outcomes:** describes the recommended action including its objective and what it comprises

**Anticipated Deliverables:** describes the project deliverables and action.

**Partners:** describes the proposed partners that could play a role in implementing the recommended actions.

Note that certain actions will require varying levels of participation from partners during the development and implementation phases.

**Rank:** indicates where the recommended action ranked using the weighting system.



## RECOMMENDED ACTIONS: Tourism Matters!

**Objective:** Increase awareness of tourism impact and career options.

Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Recruitment & Retention	Perception that tourism is not a viable career among youth.	Hybrid of the Northwestern Ontario Tourism Matters! Campaign and the Mining a Box Project developed by the Labour Market Group.	Structured information sharing between partners to ensure program alignment.	City of Kenora/ Labour Market Group to share past projects	1
Skills & Training			Training materials for educators including existing programs and customer service within tourism sector.	Workforce Planning Boards	
Broad Based	Lack of promotion of tourism careers at the high school level.	The focus is to educate and inform students about the viability of tourism as a career while creating awareness among residents, businesses and others regarding the positive economic, social and cultural impacts tourism has in the region.	Stakeholder toolkit including various sector based resources and templates.	Tourism Northern Ontario	
	Lack of government support for private sector tourism development.		Communication tools to increase tourism awareness for residents, community leaders and businesses.	Chambers of Commerce	
	No pride of place or understanding the importance of tourism as an economic driver.	Provide one-day youth certification training as part of program development.		Economic Development Corporations	
		Additional resources such as Destination: Apprenticeship! Developed by the Niagara Workforce Planning Board may be examined and customized for local market.	Develop online platform to distribute materials and resources to network.	First Nations/ Metis/Inuit Organizations	
				Municipalities	
				Schools Boards / Educators	
				Private Sector Operators	

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### Alignment with Northern Ontario WFD Strategy



**Goal # 2**  
Foster partnerships between educational organizations, community employment training programs, and industry.



**Goal # 3**  
Increase training capacity to meet the needs of operators.



**Goal #6**  
Promote employer investment in on-the-job-training and skills development in employees.

## RECOMMENDED ACTIONS: Youth Essential Skills Training Program

**Objective:** Increase employability of high school graduates while meeting employer needs.

Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Recruitment & Retention	Lack of Essential Skills.	Building on the First Time-Full Time Program model ( <a href="http://firsttimefulltime.sharpschool.com">http://firsttimefulltime.sharpschool.com</a> ), tourism specific essential skills training could be offered to youth.	Structured information sharing between partners.	Workforce Planning Boards	2
Skills & Training	Lack of Job Specific Skills.		Develop training program agenda utilizing existing programs (e.g. emerit/OTEC courses).	Tourism Northern Ontario	
Broad Based	Need to match job opportunities to unemployed / underemployed high school graduates.	Drawing from existing certification programs, training would be incorporated into the Northern Tourism Summit program as a means of directly exposing young people to the industry while acquiring key skills and certifications while at the event.	Promote program and manage application process.	NOTO	
	Youth out-migration.	Students will also benefit from summit content while gaining contacts in the industry.	Coordinate participation.	Employment Service Providers	
				Economic Development Corporations	
				First Nations/ Metis/Inuit Organizations	
				OTEC	
				Schools Boards / Educators	

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### Alignment with Northern Ontario WFD Strategy



**Goal # 2**  
Foster partnerships between educational organizations, community employment training programs, and industry.

## RECOMMENDED ACTIONS: Phased Cross-Sector Fast Track Training

**Objective:** Provide training and entry level job opportunities within the tourism sector to unemployed and underemployed individuals.

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Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Recruitment & Retention Skills & Training Broad Based	Lack of Essential Skills.  Lack of Job Specific Skills.  Need to match job opportunities to unemployed / underemployed high school graduates.  Youth out-migration.	Development of a phased training program focusing on a combination of essential skills, specific occupation based skills certifications & job placements.  Support, facilitate, and coordinate specific training initiatives in employability and soft skills including: - Communication, personality, enthusiasm, appearance and first impressions - Literacy and numeracy training - Customer service - Food Safety - Regional awareness - Mentorship/job shadowing - Tourism essentials - Occupational certification  Based on the LMI results, target occupations include: - Skilled trades, small engine/ equipment mechanics - Chefs & Cooks - Light Duty Cleaner/Room Attendants - Janitors - Food Counter Attendants/ Kitchen Helpers - Food & Beverage Managers	Design the program for unemployed individuals and staff of tourism operators.  Develop the following model:  Phase 1 – Essential Skills  Phase 2 – Stream Identification & Compatibility Testing (e.g. FAST program)  Phase 3 – Job Shadowing  Phase 4 – Certification Process  Phase 5 – Job Placement with transitional mentoring	Workforce Planning Boards Tourism Northern Ontario Ontario Works Employment Agencies Service Canada A local delivery agent(s) - e.g. Chamber of Commerce, Community Future Development Corporations, Small Business Enterprise Centres First Nation/ Metis/Inuit Organizations OTEC Lac Seul Seventh Gen Training Institute Post-Secondary	3

### Alignment with Northern Ontario WFD Strategy



**Goal # 3**  
Increase training capacity to meet the needs of operators.



**Goal # 4**  
Advance skill development and training to meet the needs of tourism operators and their staff.



## RECOMMENDED ACTIONS: Tourism Rescue! Program

**Objective:** Increase quality of product and customer service levels.

Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Skills & Training	Poor customer service.	Based on the Hotel Rescue concept, develop a "secret shopper" assessment program utilizing post-secondary tourism students. The information gathered through the process will be incorporated into the Visit program as a first phase.	Build assessment criteria based on industry service standards.	Workforce Planning Boards	4
Broad Based	Overall product quality.	<p>Present the findings to the operators and provide recommendations on potential enhancements and/or improvements.</p> <p>Provide workshops and training programs for operators following the presentation of results to assist with identified gaps.</p> <p>Offer opportunities for networking and relationship building among students and operators to support future human resource needs.</p>	<p>Completion of assessments and findings presentations.</p> <p>Host operator/staff workshops based on the gaps presented in the findings.</p> <p>Learning opportunity for students and opportunity to facilitate relationship development with industry.</p>	<p>Tourism Northern Ontario</p> <p>EDCs/ Municipalities</p> <p>OTEC</p> <p>Chamber of Commerce</p> <p>Small Business Enterprise Centres</p> <p>Community Futures Development Corporations</p> <p>First Nation/ Metis/Inuit Organizations</p>	

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### Alignment with Northern Ontario WFD Strategy



**Goal # 4**  
Advance skill development and training to meet the needs of tourism operators and their staff.



**Goal # 5**  
Support operators to address human resource needs and future planning.

## RECOMMENDED ACTIONS: Employer recruitment / retention training and HR Support tools

**Objective:** Increase employer recruitment and retention knowledge and ability.

Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Recruitment & Retention Skills & Training Broad Based	Lack of recruitment capacity among employers.  Issues with retention and staff turn-over.  Remote locations of certain operators.  Lack of management skills and tools at the employer level.	Online and in-person workshops for employers on the following: - How to recruit qualified people from traditional/ non-traditional sources. (e.g. mothers with school aged children seeking flexible hours, aboriginals, retirees, empty-nesters, etc.). Includes training on how to properly position job opportunities.  -How to retain staff via traditional and non-traditional methods (e.g. incentives, flex hours, discounts for friends and family, profit sharing, etc.).  -Benefits of investment in staff through skill and knowledge development.  Provide affordable access to existing tools, training and templates for employers by utilizing existing and creating new resources.	Host workshops  Include information on employment / hiring support services, tools and programs in the TNO resource database. Communicate its existence to employers.  Develop "How-To" manual & interactive training tools.  Develop or source short "how to" training videos for staff training. Examples include: - Bed making; - Cleaning washrooms; - Waiting on tables; and - Greeting a customer.	Workforce Planning Boards Tourism Northern Ontario OTEC EDCs/ Municipalities Chamber of Commerce Small Business Enterprise Centres Community Futures Development Corporations Post-Secondary Institutions Operators First Nation/ Metis/Inuit Organizations	5

NOTES: \_\_\_\_\_

### Alignment with Northern Ontario WFD Strategy



**Goal # 1**  
Foster awareness and knowledge of available resources, programs and training opportunities.



**Goal # 3**  
Increase training capacity to meet the needs of operators.



**Goal # 5**  
Support operators to address human resource needs and future planning.



**Goal # 6**  
Promote employer investment in on-the-job-training and skills development in employees.



## RECOMMENDED ACTIONS: HR North

**Objective:** Provide training and entry level job opportunities within the tourism sector to unemployed and underemployed individuals.

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Priority Area	Challenge / Gap	Description	Anticipated Deliverables	Partners	Rank
Recruitment & Retention	Need to match job opportunities to unemployed people.  Seasonality.	Purchase and/or buy into HR North platform as a recruitment tool to match job seekers with jobs. Tool can include requirements and opportunities.  Utilize online platform to increase awareness about recruitment and retention issues/barriers to support human resource needs.	Purchase and/or buy into HR North platform.  Expand tool to include sorting based on seasonality.  Promote opportunity to employers and job seekers.  Provide assistance with future human resource needs/planning.	Workforce Planning Boards  Tourism Northern Ontario  Ontario Works  Employment Agencies  HR North	6

### Alignment with Northern Ontario WFD Strategy



**Goal # 1**  
Foster awareness and knowledge of available resources, programs and training opportunities.



**Goal # 5**  
Support operators to address human resource needs and future planning.

**Objective:** Increase employer recruitment options.

**Objective:** Increase employer recruitment options.

[illegible]

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**Objective:** Fostering entrepreneurship and retention of existing businesses.

[illegible]

 **Goal # 3**  
Increase training capacity to meet the needs of operators.

## PROCESS MAPPING

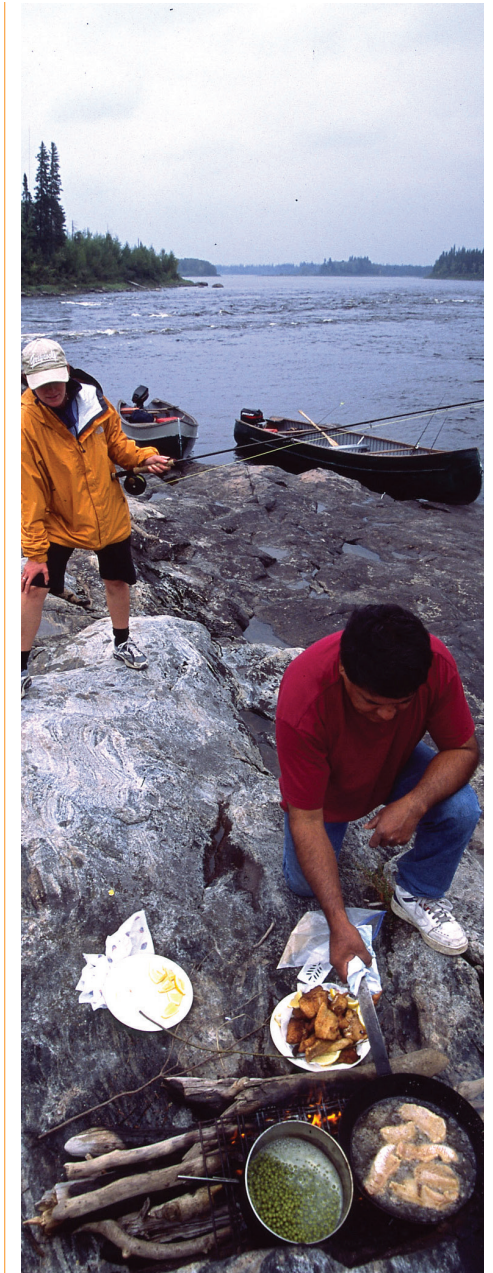
A five-step process has been established to aid in the implementation of the identified action items. This process will enable partner organizations to focus on leveraging existing resources and capitalize on the foundation that has been set. Process mapping uses a flow chart system consisting of general symbols and arrows that identify the progression from point A to point B. It is an effective tool to measure the advancement of a given initiative.

Process mapping can be particularly helpful in the following areas:

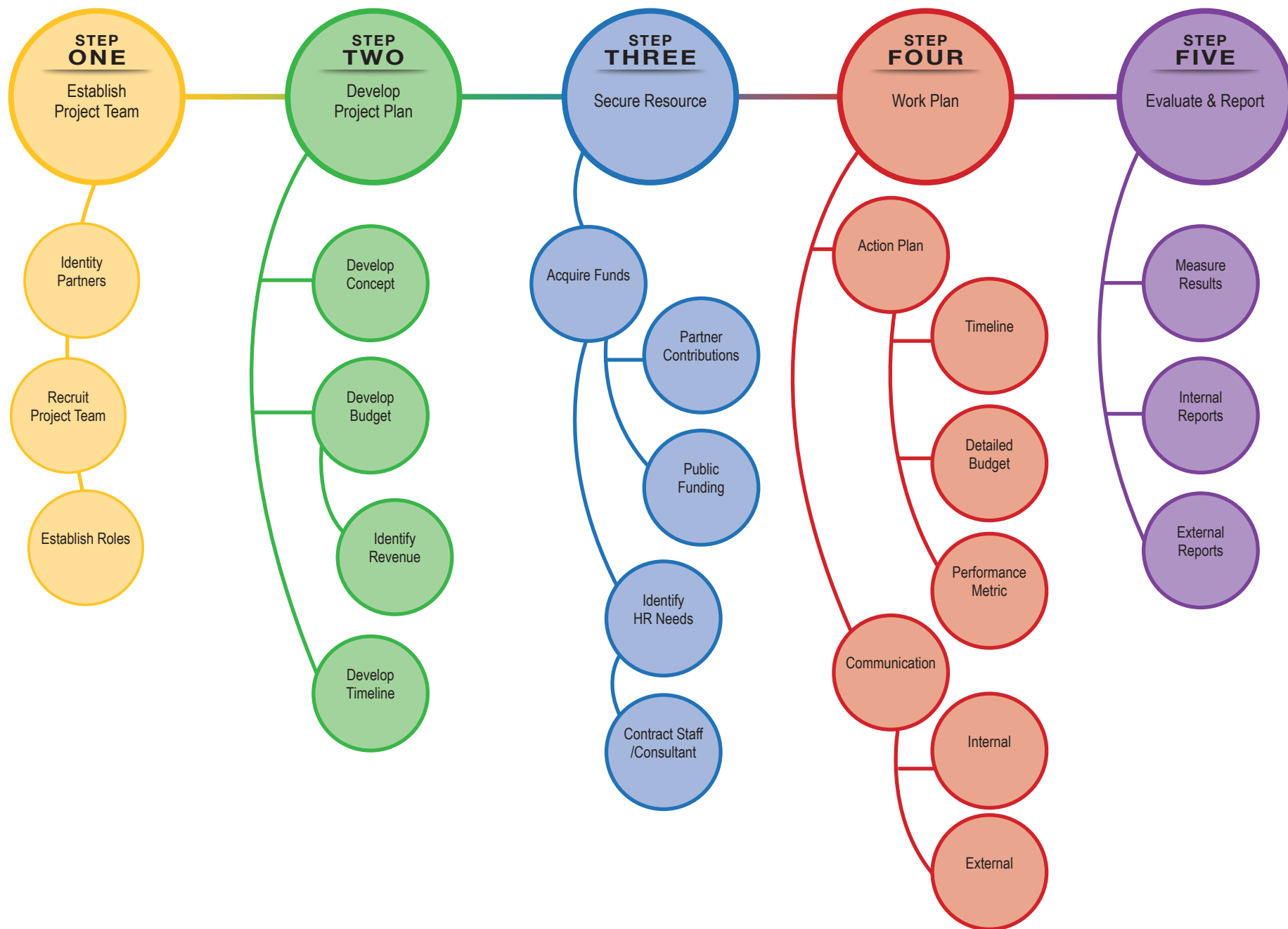
- **Training Material:** Process mapping can be utilized as training material to assist new staff, board members or partners in familiarizing themselves with any given initiative. They can be utilized as “classroom lessons” about the tasks that need to be performed and/or the roles and responsibilities as they relate to a given initiative. The documentation serves as the training manual and covers the “syllabus” as well as provides notes to educate new team members.
- **Marketing & Communications:** Process maps can also be used to provide a clear picture of the organization’s past and present initiatives. This knowledge helps the board and staff to enlist partners, educate industry, inform media and apprise funders regarding the details of their successes.
- **Monitoring and Measurement:** Process maps are essentially “dashboards” which provide details such as projected timelines, budget and actions items. This will allow partners to quickly scan a chart to monitor the progress of an initiative as and when required. Setting performance metrics within all partner development and implementation process maps will allow for comparative analysis and a true understanding of the resources required to undertaking future projects.

Key principles for developing the mapping process include the following three components:

1. Process steps describe work activities or action items (e.g. recruit staff).
  2. Process steps are drawn as circles.
  3. Maps are drawn hierarchically, with “drill-downs” indicating lower levels of detail
- \* Refer to Process Mapping template for a visual illustration.



## PROCESS MAPPING TEMPLATE:



## IMPLEMENTATION:

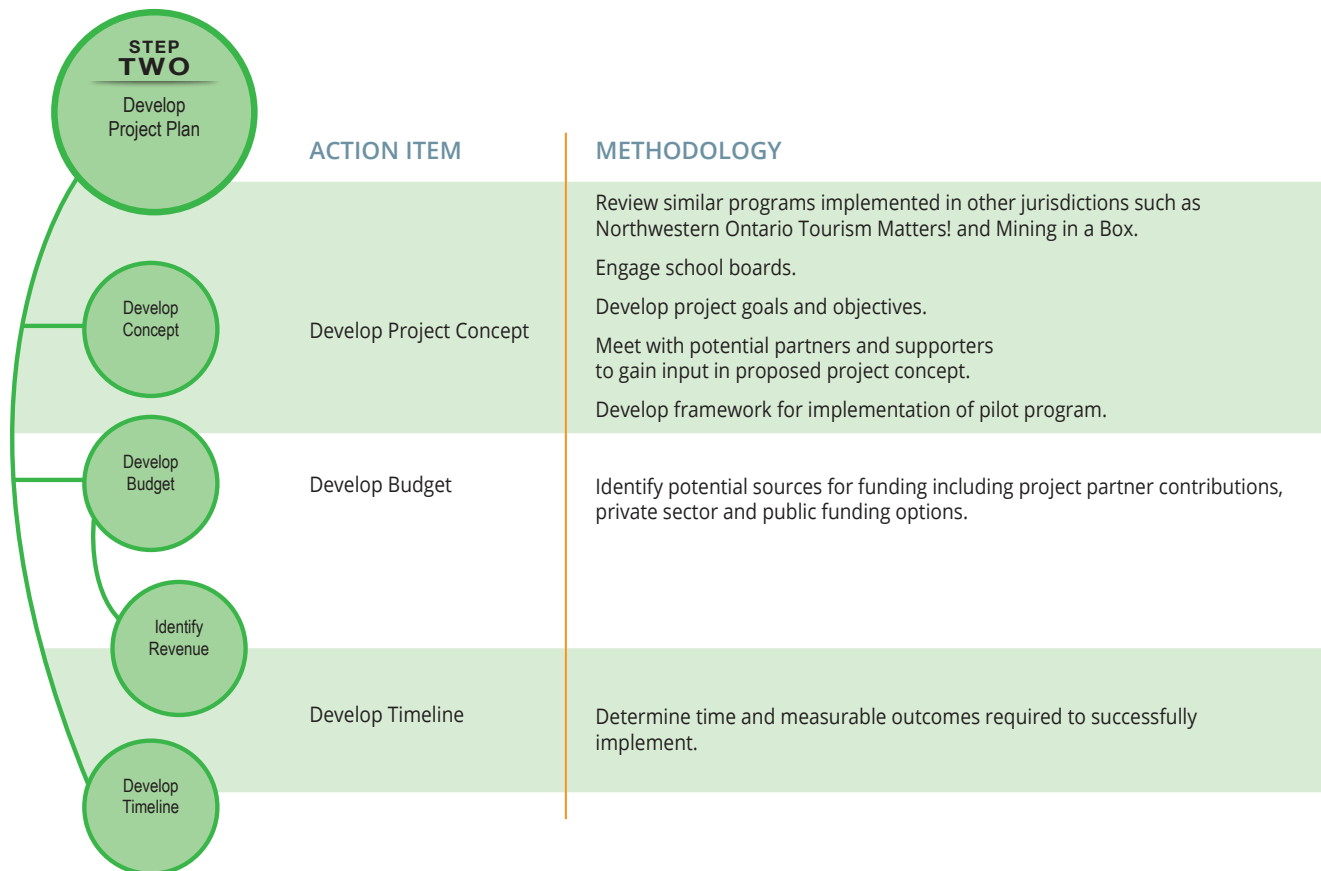
An implementation plan should be developed for each recommended action item using the Process Mapping method. The following provides step-by-step examples of how the process mapping method works.

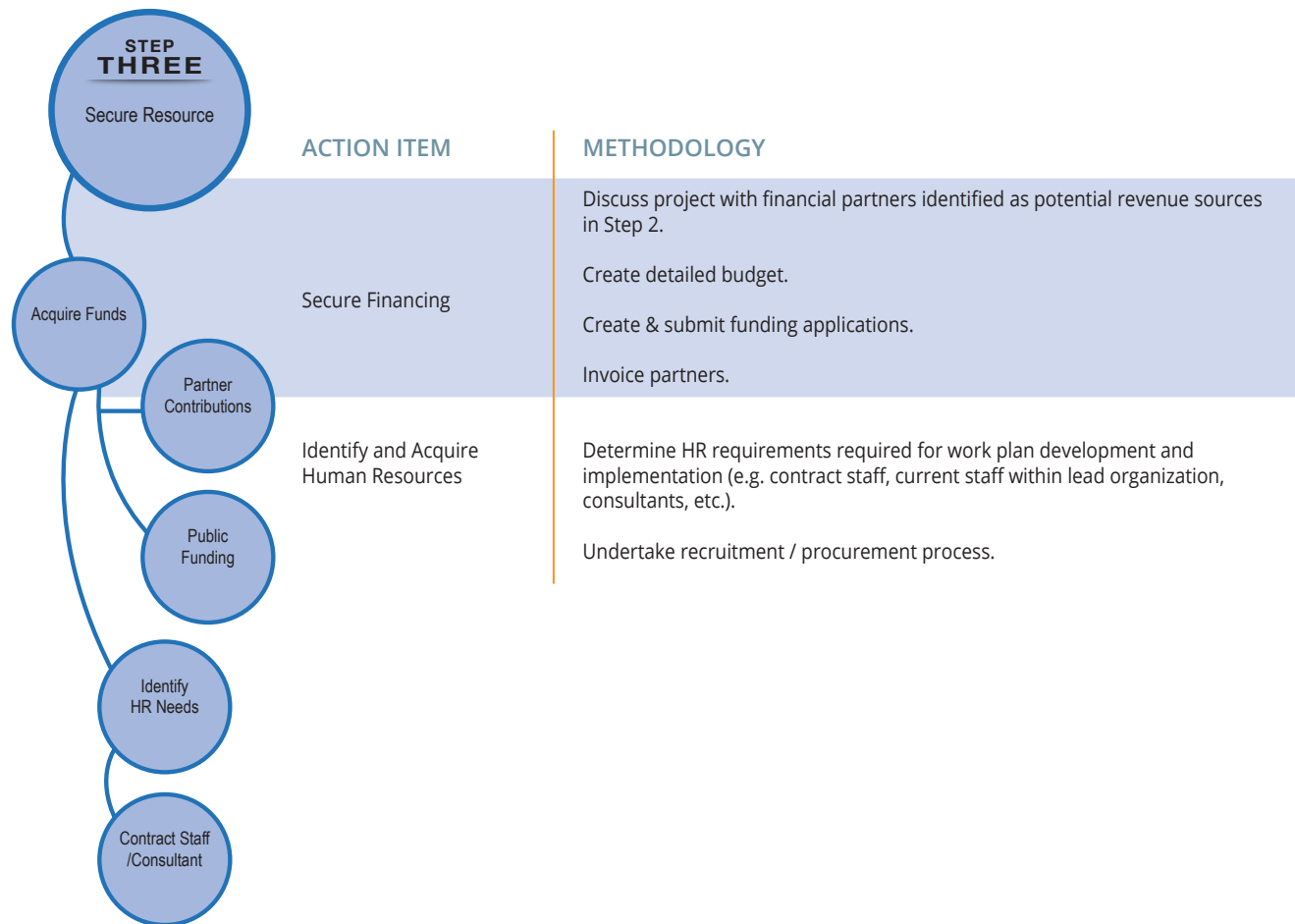
### SAMPLE PROJECT 1

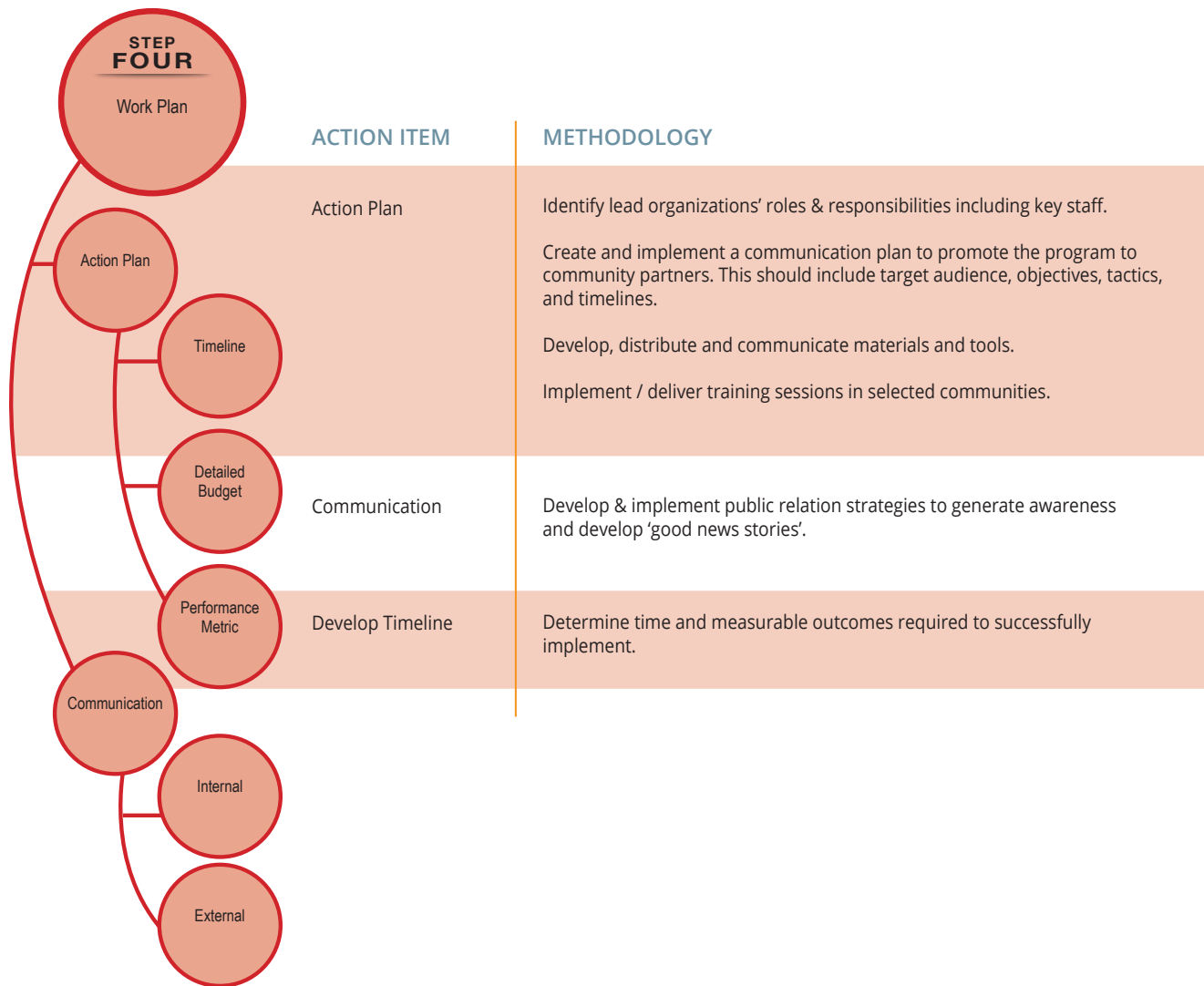
**Gap / Weakness:** Lack of awareness of importance of tourism / viability of tourism careers

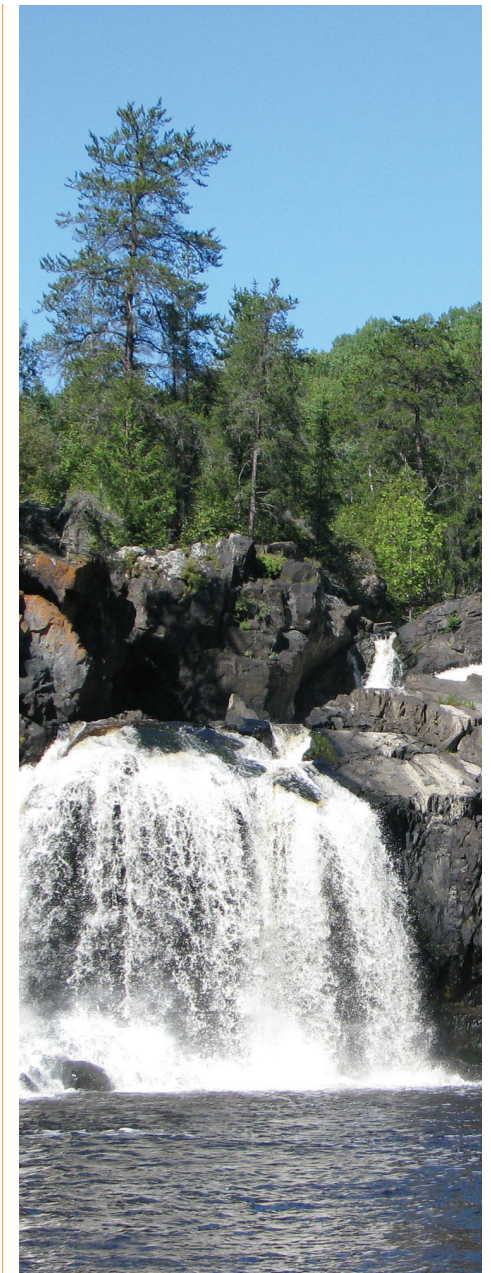
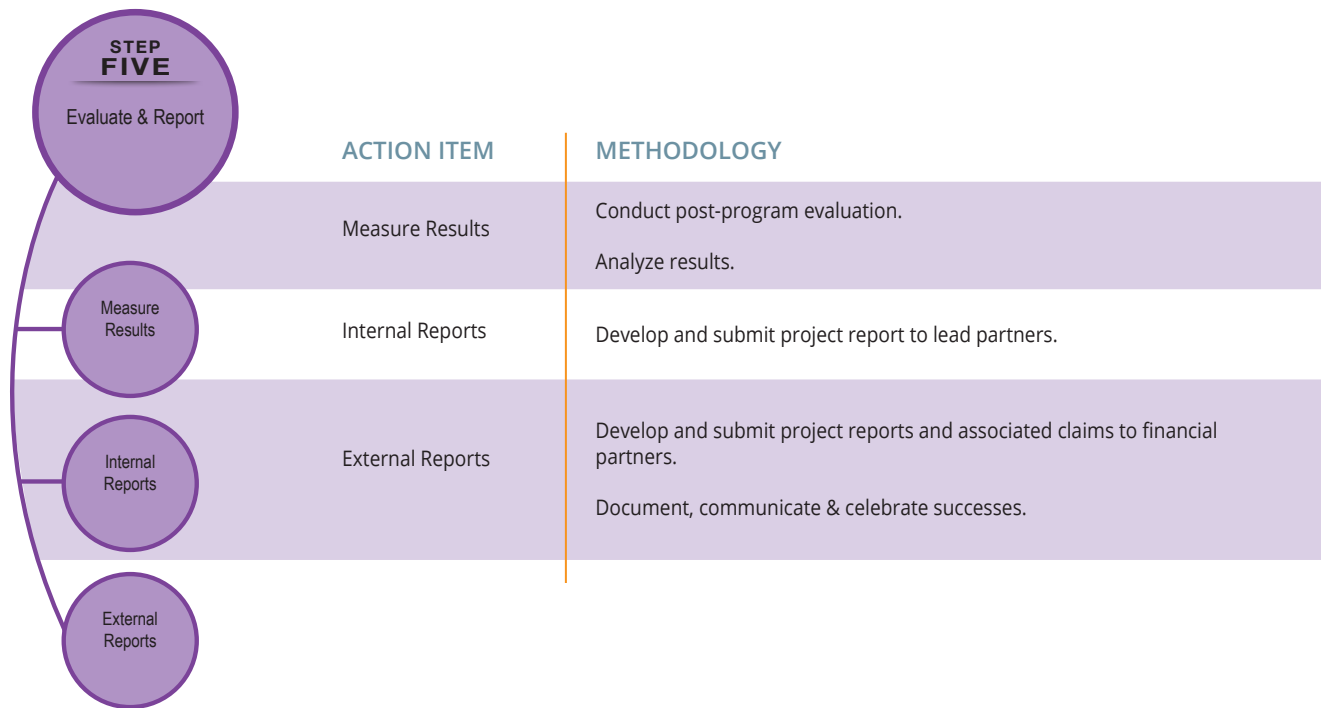
**Recommended Action:** Tourism Matters! Program











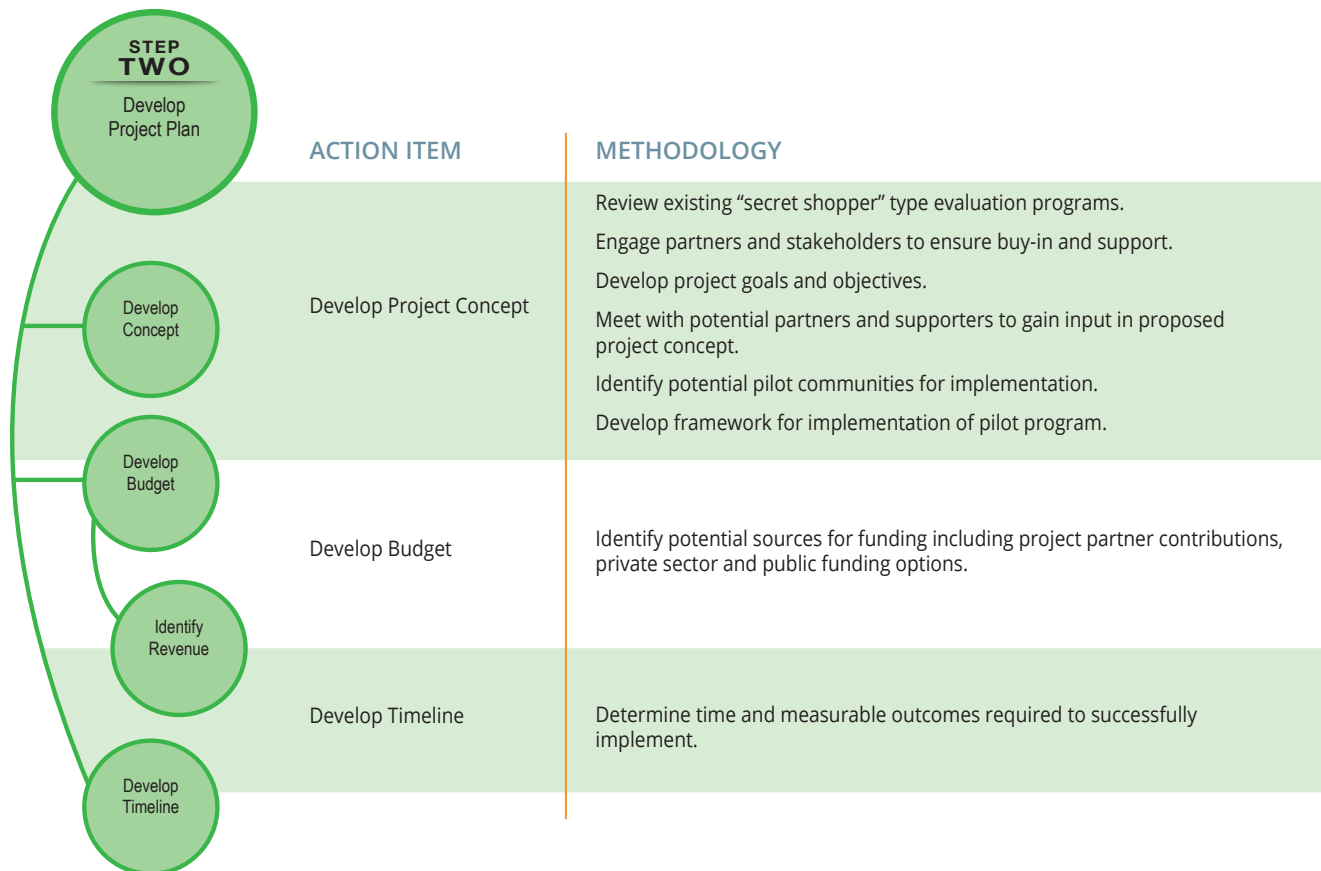
## SAMPLE PROJECT 2

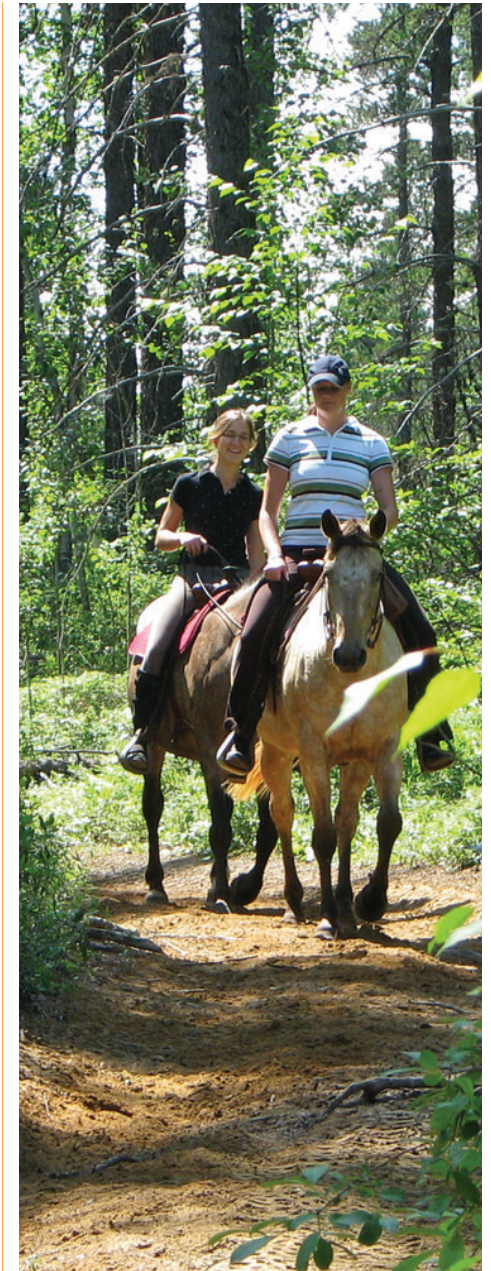
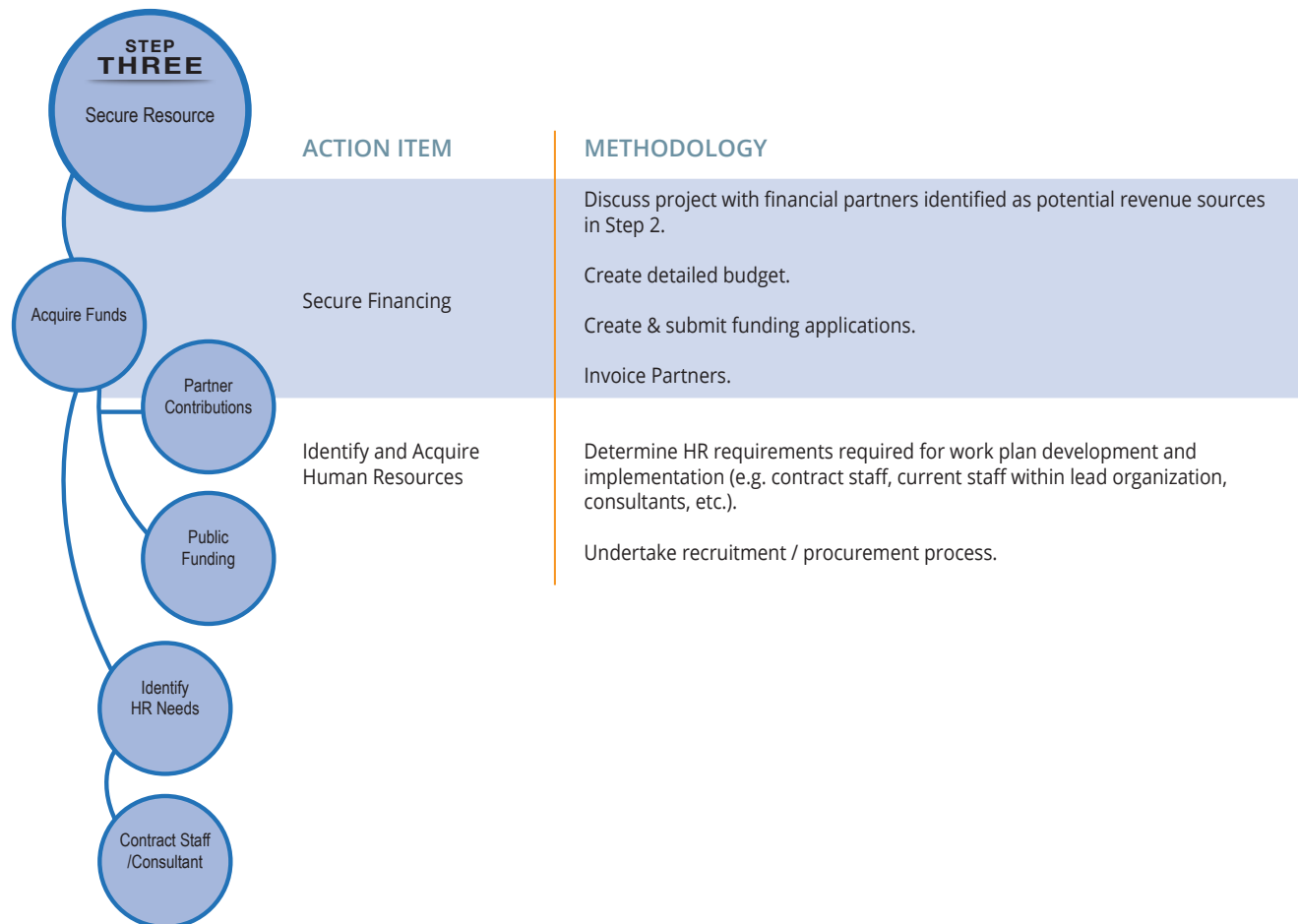
Gap / Weakness: Poor customer service

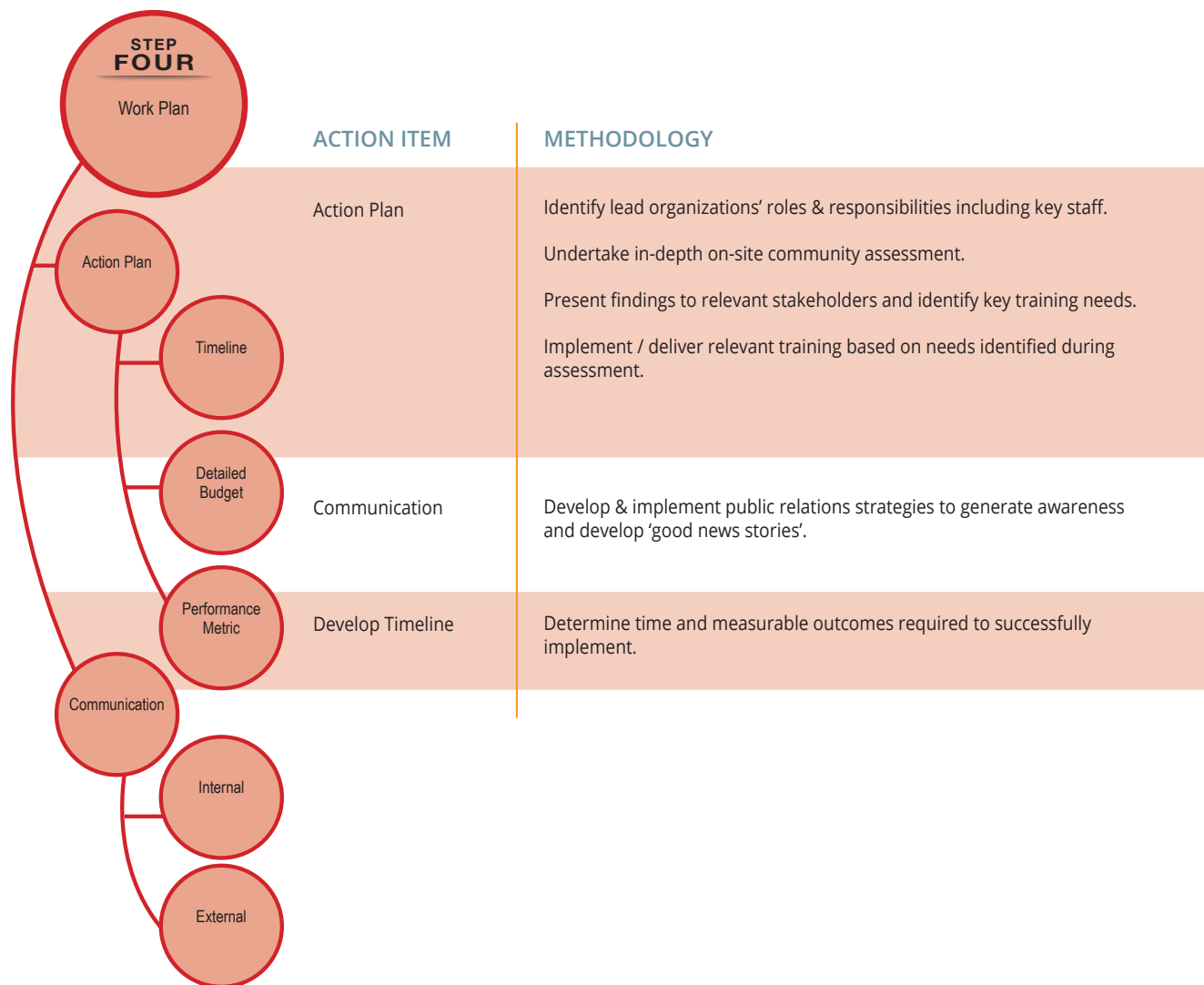
Recommended Action: Tourism Rescue! Program

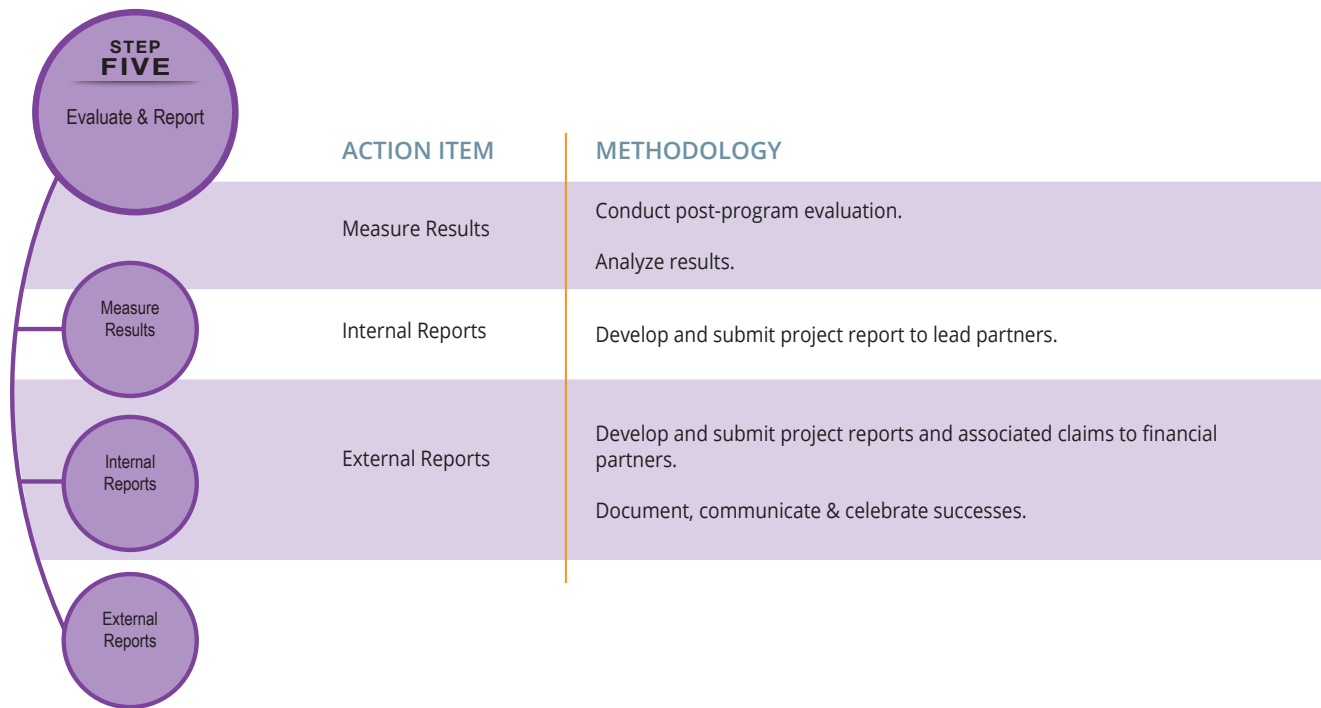
<b>STEP ONE</b> Establish Project Team	ACTION ITEM	METHODOLOGY
Identity Partners	Identify Partners	Identify potential project partners for development of program.
Recruit Project Team	Recruit Project Team	Explain proposed project to potential partners to determine appetite for participation and support.  Enlist representatives from various relevant organizations to be part of the project team working group.
Establish Roles	Establish Roles	Host meeting with project team partners to identify roles. Determine who will lead the project.











## TEMPLATE: Weighted Evaluation System

	Score 3-Fully satisfies 2-Substantially satisfies 1-Partly satisfies 0-Does not satisfy	Cost to Implement	Impacts Identified Shortages	Pan-Northern Ontario Reach	Partnership opportunities with stakeholders	Addresses identified gap / challenge	Aligns with Workforce Planning Boards' Mandate	Potential to be developed as Best Practice.	Engages Industry	Fits with TNO Regional Tourism Workforce & Training Strategy	Total Score
Rank	Weight for each category W=Weight S=Score WD=Weighted TS=Total Score	3	4	2	3	4	3	2	3	3	

#	Recommendations	W	S	WD	W	S	WD	W	S	WD	W	S	WD	W	S	WD	W	S	WD	W	S	WD	TS			
1	Tourism Matters!	3	3	9	4	4	16	2	2	4	3	3	9	4	4	16	3	3	9	2	2	4	3	3	9	85
2	Youth Essential Skills Training Program	3	3	9	4	4	16	2	2	4	3	3	9	4	3	12	3	3	9	2	2	4	3	3	9	81
3	Phased Cross-Sectoral Fast Track Training	3	3	9	4	4	16	2	2	4	3	2	6	4	4	16	3	2	6	2	1	2	3	3	9	77
4	Tourism Rescue! program.	3	2	6	4	3	12	2	1	2	3	2	6	4	4	16	3	1	3	2	4	8	3	4	12	74
5	Employer recruitment / retention training and tools.	3	3	9	4	3	12	2	2	4	3	3	9	4	2	8	3	1	3	2	3	6	3	3	9	72
6	HR North	3	2	6	4	3	12	2	3	6	3	2	6	4	2	8	3	3	9	2	4	8	3	2	6	70
7	Virtual and in-person trade show / recruitment fairs.	3	3	9	4	2	8	2	2	4	3	3	9	4	2	8	3	3	9	2	2	4	3	3	9	69
8	Recruitment campaign for business retention / Fostering Entrepreneurship.	3	2	6	4	2	8	2	3	6	3	2	6	4	4	16	3	2	6	2	2	4	3	2	6	67

## SUMMARY

The recommendations identified within the guidebook are intended to offer strategies to help address Northern Ontario workforce development issues in the tourism sector. The actions have been developed based on the needs reflected from the research findings presented in the accompanying research reports.

Partnership development and stakeholder engagement is an essential component to delivering the outcomes associated with each action. The deliverables are intended to provide insight into the anticipated results that can be achieved when the actions are implemented. Pilot projects in each sub-region are recommended as a way to test new initiatives and expand gradually across Northern Ontario.

In addition to the recommended actions identified in this guidebook, consideration should be given to conducting annual surveys to assess the workforce development landscape on an ongoing basis. Based on the information gathered during the research phase of the LMI process and the Tourism Northern Ontario Regional Tourism Workforce & Training Strategy, the following findings are evident:

The top workforce priorities are:

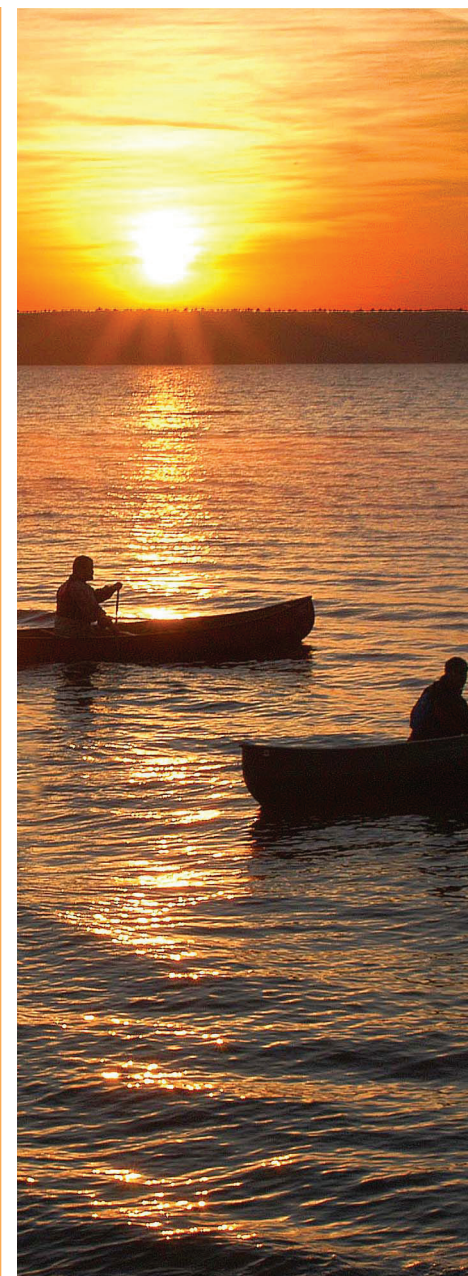
- Recruitment;
- Retention; and
- Skills training.

Identified skill gaps include:

- Customer service skills
- Business planning
- Succession planning
- Soft-skills, basic communication skills, management, entrepreneurial training
- Digital marketing/website/social media skills

Overall, a lack of communication continues to persist as a barrier for change. Despite attempts to implement new programs and initiatives, uptake is often limited. As identified in the Tourism Northern Ontario Regional Tourism Workforce & Training Strategy, careful attention should be placed on scheduling initiatives that correlate with shoulder seasons to ensure availability. Furthermore, a variety of approaches are required when increasing awareness and encouraging engagement from the sector. When programs are developed it is critical that they are accessible in remote areas. This can be done by creating train-the-trainer opportunities and partnering with local training facilities and service providers. To fulfill HR needs over the long term, training should be flexible and consider various challenges such as child care availability, transportation and timing. Attention should be placed on audience type and requirements in order to service different catchments of the population. This includes seniors, youth, people with disabilities, underemployed and stay at home parents.

When moving forward with implementation, it is strongly encouraged that partners are aware of the wide-spread challenges and potential strategies to mitigate these issues. Moreover, it is equally important that partners recognize the impact every small initiative can make towards the contribution of a vibrant and healthy Northern Ontario tourism sector.





The Labour Market Group  
Guiding partners to workforce solutions.

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