

A woman with dark hair, wearing a grey pinstriped blazer and a pearl necklace, is smiling and pointing her right hand towards the camera. The background is a soft, out-of-focus light blue.

**A COMPETITIVE WORKFORCE
LEADING ECONOMIC
PROSPERITY**

nsthrc
Nova Scotia Tourism Human Resource Council
ANNUAL REPORT



NSTHRC Chairman's Message

As Chairman of the Nova Scotia Tourism Human Resource Council (NSTHRC), I am pleased to present the 2014/15 Annual Report.



The Nova Scotia Tourism Human Resource Council has been leading the way in addressing labour market issues in the tourism sector for the past twenty-six years. As the provincial leader in bringing stakeholders together to develop a strong tourism workforce, NSTHRC partners with provincial and national organizations; providing education, training and professional development opportunities for Nova Scotians. We are the certifying body for national occupational designations, adding to the quality and professionalism of the tourism workforce.

Today, there are 1.6 million Canadians working in the tourism industry in more than 159,000 tourism businesses across the country. According to Statistics Canada almost 40,000 people are employed in one of the five tourism sectors in Nova Scotia.

The Conference Board of Canada predicts that growth in demand for tourism goods and services is expected to bolster demand for labour. According to the study, done in conjunction with the Canadian Tourism Human Resource Council (CTHRC), the potential shortage by 2025 in Nova Scotia's tourism sector could grow to over 6,300 full time jobs unfilled. Labour productivity is expected to increase over the coming years as labour shortages intensify; however, productivity gains for tourism are expected to lag behind other industries.

In order to prepare for these ongoing challenges, the Council has continued to focus on key areas to ensure Nova Scotia operators can compete on the labour-front. During 2014, we commissioned a new labour market strategy that will guide

our work over the next three years and ensure tourism businesses have access to a stable, professional workforce.

The report, *NS Tourism Labour Market Strategy: A Competitive Workforce, Leading Economic Prosperity* has identified key areas of focus including: *Helping Businesses Thrive, Investing in Skills and Job Growth, Providing Timely Labour Market Intelligence, Raising the Standard and Connecting Workers to Jobs.*

This past year has been a pivotal one for NSTHRC, as we put greater emphasis on leadership training and mentorship opportunities for tourism businesses. The MasterClass Series continues to enable senior leaders to take advantage of world renowned, professional development opportunities.

NSTHRC continues to work with the underemployed, as well as older and immigrant workers, as we move away from traditional labour pools. This year, more than 75 participants have successfully begun tourism careers and another 4,500 have taken service training tailored for the tourism industry.

Our work with the secondary education system is making a difference with enrollments at the post-secondary level. We are making progress in integrating national standards into the post-secondary tourism curriculum with Cape Breton University announcing the incorporation of merit certification into their program options.

During 2015, NSTHRC will continue to enhance efforts to deliver programming that builds on our reputation for excellence in tourism education. If we are to achieve the Now or Never target of \$4 billion in tourism revenue by 2024; an integral part of our success will be formed by the quality of the tourism workforce.

I encourage each of you to continue to make Human Resource investment a pillar of your business plan and to take advantage of the many programs and products available to you through the Nova Scotia Tourism Human Resource Council. Thank you.

Scott Travis
Chairman, NSTHRC



Industry Development

Training – Workshops and Online Programs



The Nova Scotia Tourism Human Resource Council and Labatt Breweries continue to partner in the delivery of the Council's Service Excellence programs. Offerings include: Service 1st – Making the Connection, Serve Right – *It's Just Good Business* Responsible Beverage Service for managers and servers, customer service and diversity workshops, occupation specific training and customized training.

Industry's usage of online training continues to increase – 30% this year. The Council's online campus offers a range of programming including WorldHost – Customers with Disabilities and Communication Skills for Service Professionals, Service Excellence in the Global Village, responsible beverage service, and safety training (Tourism WHMIS and Food Safety).

Over the last decade, the Council has developed a number of models for entry level skills programs that provide training to people who are facing employment barriers. The flexibility of the program content allows for incorporation into other programs. Programs can range in length from five to fourteen weeks depending on the specific needs of the participants. Successful participants earn at least two National Certificates and up to 12 provincial certificates. Workshops include customer service and diversity training as well as occupation specific training. During the past year programs were held in Halifax, Liverpool, Berwick and Digby.

2014/2015 PROGRAMS & PRODUCTS



4,561 participants – 12% increase in Industry training

Service Excellence – Professional Development

In March 2015, the Council hosted a Professional Development Day for 27 tourism teachers, trainers and educators from across the province. This year was the second consecutive year for the event which has been developed to provide participants with enhanced facilitation skills and techniques.



2015 Professional Development Day Participants

Professional Development

emerit[®].ca emerit National Certification is the pinnacle credential available to tourism professionals in Canada. Based on Industry developed standards and processes, emerit training products are coordinated in Nova Scotia through NSTHRC. Successful candidates are awarded trademarked designations in 27 occupations.

On May 14th, 2014, the Nova Scotia Tourism Human Resource Council hosted the 19th Annual Recognition of Excellence Dinner at Casino Nova Scotia. This event honours those who earned their national certification in the preceding year. Nova Scotia continues to maintain the highest number per capita – one third of all certifications were earned in Nova Scotia.

During the 2014 Recognition of Excellence Dinner, 196 Nova Scotians earned their emerit national designation; 155 were awarded the Tourism Certified Professional (TCP) designation, and 24 earned the Tourism Certified Supervisor (TCS) certification. This was the second certification for many of the candidates who had previously achieved the TCP designation. The Council also recognized 17 Tourism Certified Managers/Specialists.

During 2014/2015, the highest number of Tourism Certified Manager (TCM) designations were awarded to Industry professionals in Nova Scotia.

“The national certification proves to employers and colleagues that I have the abilities to manage a large-scale tourism event.”

– Laura Simmons, Certified Event Management International (CEMP)



2014 Recognition of Excellence Dinner – 196 Nova Scotians earned their National Certification

Hotel General Manager (CHGM)

Six General Managers earned the prestigious national designation during the past year. At the May 2014 Recognition of Excellence dinner, the Council announced a new credential recognition agreement between the Canadian Tourism Human Resource Council and the American Hotel & Lodging Educational Institute (EI). This joint partnership provides hotel administrators the opportunity to hold credentials from both organizations.



Phyllis Stephenson, Certified Hotel General Manager with Glenn Squires, NSTHRC Chair

Director of Housekeeping (DIH)

Eight Directors of Housekeeping earned their designation in the past year. Participating in a study group, the successful candidates varied in experience ranging from five years to twenty-five years and represented independent as well as chain properties.

Food and Beverage Manager (FBM)

The Council has continued to offer a study group option to Food and Beverage Managers pursuing national certification. During the past year, four additional professionals have earned their TCM designation. One study group participant has been certified in two additional certifications.

Heritage Interpreter (HEI)

The Council worked with five Heritage Interpreters during the past year to achieve this specialist designation. Candidates represented Parks Canada Fortress of Louisburg, Grande-Pré National Historic Site and Four Directions Aboriginal Lifestyle Centre.



Leadership

2014 Human Resource Leadership Award

The Human Resource Leadership Award is presented annually by the Nova Scotia Tourism Human Resource Council during the Gala Dinner at the Tourism Summit. In 2014, we awarded this Leadership Award to Ms. Wendy Swedlove, President of the Canadian Tourism Human Resource Council, in recognition of her outstanding achievements in building a sustainable and healthy tourism workforce.



2014 Human Resource Leadership Award recipient
Ms. Wendy Swedlove, President, CTHRC

IHG Academy

In 2012, the first InterContinental Hotels Group (IHG) Academy in Canada was established at Cape Breton University. The first four students from the program graduated during the October 2014 convocation. In addition to a Bachelor of Hospitality Tourism Management (BHTM) degree, graduates have an international certificate providing them with a competitive edge when applying for tourism positions within the accommodation sector. The IHG Academy is a global

network of educational and community organizations allied with local IHG-branded hotels to provide hospitality knowledge and training to the community to drive economic growth. Nova Scotia's partnership with IHG, which represents some of the world's finest hotel companies, has enhanced the province's reputation as a centre of excellence for tourism education.



Chengzi Li, Paulette Jolley – Manager, Holiday Inn Sydney, Jie Yang, MaryJane Morrison – Instructor, BHTM program – Cape Breton University

MasterClass Executive Development

During 2014, the Council coordinated the 8th Annual MasterClass Executive Program. Specialized programs provided executives an opportunity to develop their skills for specific business issues facing them as operators and leaders. The Council offered learning programs for businesses through the Cornell University Hospitality Program. Participants selected from in-person sessions at the Cornell campus or accessed online programs using the e-Cornell online program option. This year, industry completed certificates in strategic hospitality management and advanced certificates in strategic hospitality marketing.



Industry Investment

National Business Recognition Program

The Nova Scotia Tourism Human Resource Council was pleased to honour eight properties at the 2014 Recognition of Excellence award dinner. The Canadian Tourism sector's business recognition program demonstrates that an employer has committed to certifying at least 60% of their staff in available occupations.

- Best Western PLUS Chocolate Lake Hotel
- Cambridge Suites Hotel Halifax
- Coastal Inn Concorde
- Glooscap Heritage Centre
- Holiday Inn Harbourview
- Nova Scotia Department of Economic and Rural Development and Tourism
- The Lord Nelson Hotel & Suites
- White Point Beach Resort

At the awards dinner, the Council announced the development of a new provincial business recognition program – People First. This new program will increase industry engagement in employee professional development and provide opportunities for operators that would otherwise not qualify for a recognition program.



Wayne Somers, General Manager – Coastal Inn Concorde
with NSTHRC Chair, Glenn Squires

Business Quality Mentorship

During the past year, 25 Tourism businesses participated in Quality Business Mentoring coordinated through NSTHRC. These individualized mentoring sessions provided specialized focus and feedback on business issues facing operators. Mentors reviewed the business issues, met with the operator/manager and developed reports outlining recommendations and resources, tools and suggestions for bridging the gaps.

Quality Business Mentorship support included expertise in the following areas:

- Business Strategy and Succession Planning
- Property Acquisition and Financial Forecasting
- Social Media Strategy Development
- Human Resource Development and Training Plans
- Experiential Product Development
- Google Search Engine Optimization and ad word campaigns
- Operations & Quality Control
- Legislation and Labour Law

“We had an excellent experience with the mentoring program. We have already used some of the material that came out of our session for our marketing materials and that guidance will play a large part in our 2015 business plan. We had set some lofty goals and I believe having the mentorship program will help us achieve them. Thank you for offering this opportunity.”

– 2014 Quality Business Mentoring Participant



Management Skills Development Program

Early in 2015, the Council coordinated Management Skills Development programming for 33 Industry leaders. Sessions featured specialized curriculum focused on enhancing supervisory and management skills specifically for the tourism industry. Participants included Hotel General Managers, Directors of Housekeeping, Food and Beverage Managers and Tourism Supervisors. Topics ranged from Communication & Leadership Skills, Operations and Quality Control, Managing Employee Performance and Legislation and Labour laws.

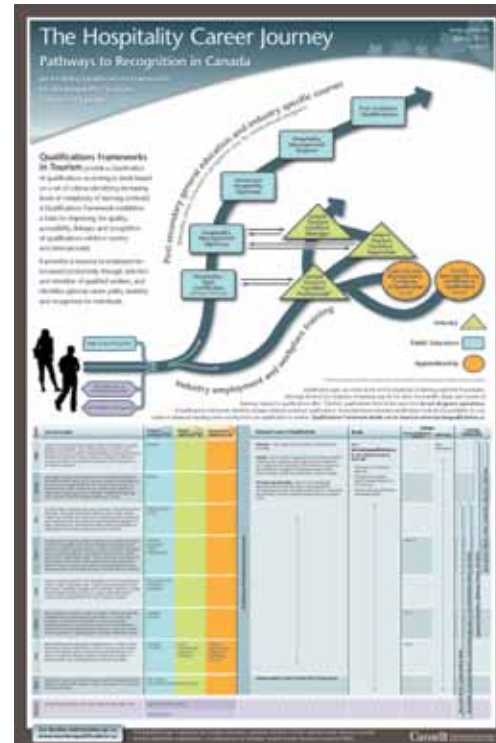
Participants' evaluations revealed that over 95% of respondents felt they had gained new information and skills to better manage their respective responsibilities and to help develop quality focused operations.

Qualification Frameworks

During the past year, the Council has promoted two Hospitality Qualification Frameworks to Industry. The *Tourism Executive Development Framework* promotes a variety of relevant programs and certifications providing opportunities to owner/operators and managers looking for professional development. It highlights programs offered through NSTHRC and has been used to guide presentations to industry, post-secondary students and faculty and other relevant venues including the Tourism Summit.

The second, the national *Qualification Frameworks in Tourism – The Hospitality Career Journey*, is an interactive online tool which provides a classification of qualifications according to levels based on a set of criteria. Hospitality professionals can compare individual qualifications to certificates, diplomas, and degrees across education and industry. It includes links between qualifications earned during post-secondary education, industry training, and apprenticeships. Employers and

employees can see where qualifications fit in relation to specific goals and can tailor professional development for needs and qualifications. The framework was introduced this year to supervisory and management study groups.



Communication Strategy

The Change the Conversation communication primer developed last year identifies the tourism labour force as one of three key pillars towards advancing tourism in Nova Scotia. The Council has strategically worked on raising awareness of the variety of jobs and successful career opportunities available in the industry through presentations to stakeholders, education partners, and the general public. Information has been circulated at all management programs offered by NSTHRC. By communicating a consistent HR message the Council will continue to promote and educate on the importance of the tourism labour force in Nova Scotia.



Sector Advancement

Career and Public Awareness

The Council has a number of programs and resources available to raise the awareness around employment in the tourism industry. Our One-to-One Mentorship Program links industry leaders with specific areas of expertise with other industry leaders who are looking for guidance. The TourismOpportunity.com library showcases success stories within the sector.

TourismTalent.com



TourismTalent.com is a unique recruitment tool which was developed specifically for tourism employers and job seekers in Nova Scotia. Since its inception, the website has been extremely popular in streamlining both the job search and the applicant selection. The 'Job Pager' feature is a no-cost, notification tool that sends out emails as new jobs are added to the site; subscribers can customize their preference to be notified of all new postings to TourismTalent, or only those in their sector of interest. In the past year there were more than 500 tourism related jobs advertised on TourismTalent, and the recruitment site had close to 500,000 hits – more than 171,000 of those unique visits. In 2014, NSTHRC and TIANS partnered with Boomerswork.com, to help industry address short-term or contract assignments at all management levels; the Tourism Talent site was updated to provide information and a direct link to their website.

Tourism Scholarships

In support of higher education within tourism, the Council has expanded the current scholarship offerings to include a new scholarship specifically for post-secondary students. Five scholarships totaling over \$5,000 were awarded during 2014/15 including three to high school graduates pursuing post-secondary education in tourism & hospitality and culinary programs. Housekeeping Manager Gregory Shepshevich, received the Judith B. Cabrita Professional Scholarship to support his pursuit of the National Director of Housekeeping designation.



Kennedy Hutchinson
Gold Scholarship Winner



Geneva MacLachlan
Silver Scholarship Winner



Aidan Wallebeck
Culinary Scholarship Winner



2015 NSTHRC Chairman,
Scott Travis presenting to
Brianna Shaw, Post-Secondary
Tourism Scholarship Winner



Tourism Education

The Council, in partnership with the Hospitality Human Resource Committee (HHRC) and other industry guest speakers, delivered 100 presentations to secondary and post-secondary institutions, employment agencies working with underrepresented groups and career resource centres. The “tourism as a career” message was incorporated into all relevant meetings and at 79 job/career fairs across the province. The Council targeted Aboriginal groups, persons with disabilities and new immigrant organizations as well as community services.

Tourism education in Nova Scotia remains consistent; close to 50 schools offer Tourism 11 and 12 academic electives and there are 20 Canadian Academy of Travel and Tourism (CATT) schools in the province. High school students graduating with Tourism 11 and 12 are given preferential standing when applying for tourism scholarships and are awarded a credit with a number of post-secondary institutions in the province.

In support of tourism in provincial high schools, the Council provides two annual professional development opportunities for teachers. These sessions provide teachers with the latest industry trends, resources and ideas to bring back to the classroom, while creating a networking opportunity with their peers.

Culinary Advancement – Ready Set Cook Competition

The 10th Annual Ready Set Cook competition took place on April 25th, 2014. Thirty-five students from seven high schools participated in the black box competition. Five new volunteer chefs mentored the participating high schools and the 2014 Gold Medal

was awarded to Horton High School – a first time recipient. The successful event is a partnership between the Nova Scotia Community College, the Nova Scotia Association of Chefs and Cooks, the Hotel Association of Nova Scotia and the Nova Scotia Tourism Human Resource Council. All four organizations have partnered in the event since its inception in 2004. The competition provides students with a hands-on learning opportunity in the Cooks trade while working alongside Red Seal Chefs. Many of the students pursue post-secondary education in the culinary arts.




Horton High School – Gold Winner



Cool Cooking Campaign

During the past year the Council launched a new Cool Cooking Campaign to rebrand a number of current initiatives that foster interest in culinary. Working with the Nova Scotia Community College, Apprenticeship, Nova Scotia Association of Chefs and Cooks and the Hotel Association of Nova Scotia, the Cool Cooking Campaign will kick off annually at the Ready Set Cook high school culinary competition. The RSC logo has been redesigned to incorporate the campaign and encourage a greater awareness and interest in culinary careers.



Sincere Appreciation We would like to recognize the Industry leaders and the Canadian Tourism Human Resource Council who work hard to ensure the development of a strong and professional tourism workforce. We would also like to extend our sincere appreciation to the Nova Scotia Tourism Agency, ACOA Nova Scotia and the Department of Labour and Advanced Education for their ongoing commitment to the development of a highly-skilled workforce for the Nova Scotia tourism industry.