

## **TOURISM LABOUR MARKET RESEARCH PROJECT**

# **Tourism Employment On Vancouver Island, British Columbia**

A report on the findings of the tourism employment survey  
Conducted as part of Phase II  
Of the Tourism Labour Market Research Project.

Submitted March 15, 2003

**Nicole L. Vaugeois**  
Principal Investigator  
Malaspina University-College

**Rick Rollins**  
Co-Investigator  
Malaspina University-College

The Government of Canada has contributed funding to this initiative.



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## Acknowledgements

Thank you to all of the individuals who participated in this study by taking time to complete the employment survey. The information you have provided is hopefully represented within this report, and will be useful to guide our communities in these changing times.

Thank you to the Human Resources Development Centre in Nanaimo for providing funding assistance for the Tourism Labour Market Research Project.

Thank you to Steve Wohlleben, Project Manager and Dave Petryk, CEO of Tourism Vancouver Island.



### **Further copies of this report can be obtained by contacting:**

Tourism Labour Market Research Project  
Tourism Vancouver Island  
203-335 Wesley Street  
Nanaimo, B.C. V9R 2T5  
Canada

Phone: (250) 754-3500  
Fax: (250) 754-3599  
Email: [Research@islands.bc.ca](mailto:Research@islands.bc.ca)

Or

Nicole L. Vaugeois  
Researcher, Recreation and Tourism Research Institute  
Malaspina University-College  
900 Fifth Street  
Nanaimo, B.C. V9R 5S5  
Canada

Phone: (250) 753-2345 Local 2772  
Fax: (250) 740-6488  
Email: [Vaugeois@mala.bc.ca](mailto:Vaugeois@mala.bc.ca)

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## Executive Summary

The tourism industry has become one of the Vancouver Island regions main employers. In 2001, tourism was estimated to have between 24,032 (winter) to 30,990 (summer) full time employees and 10,449 (winter) and 15,325 (summer) part time employees in the Vancouver Island region.

While these numbers are useful for labour market planning, they provide little indication of the quality of jobs generated by tourism. Tourism jobs are often viewed as “low paid, seasonal, and low skilled”. In fact, there has been a void in comprehensive tourism employment studies done, leaving the quality of tourism employment in question.

The Tourism Labour Market Research Project, co-organized by Malaspina University-College and Tourism Vancouver Island, was funded by HRDC to study the tourism labour market in the Vancouver Island region in the fall of 2002. The project included three complimentary research programs including; 1) a mail survey to tourism organizations, 2) follow-up in depth interviews, and 3) a series of visitor surveys. This report will summarize the findings of the mail survey portion of the research project, which sought the following objectives.

### **Objectives of the study:**

- a) To describe the demographic composition of the current tourism labour force in the Vancouver Island region;**
- b) To describe the types of jobs generated by the industry;**
- c) To report on the types of job tasks performed by those employed in the industry;**
- d) To investigate the origins of the current tourism labour market including individuals employment history and motivations for choosing to work in tourism;**
- e) To report on the job satisfaction of those working in the industry;**
- f) To compare the types of recruitment/job search and retention strategies used by employers and employees in the industry.**

The data contained in this report were collected in the fall of 2002. Data was collected using a self-administered questionnaire, which was sent to a randomly selected sample of individuals from 800 tourism organizations in the Vancouver Island region. The sample was generated from the tourism database developed in Phase I of the tourism labour market. 341 surveys were returned for a 45% response rate from organizations (n=766 valid organizations).

**The study findings include:**

- **Tourism provides employment for a heterogeneous population;**
  - Individuals of all ages were represented in the study, with 50% between the ages of 40-60 years.
  - Women (61%) were represented slightly higher than men (39%).
  - 67% of the sample had completed some form of post-secondary education.
  - Individuals from every region of the island were well represented in the study.
  
- **Tourism generates a diversity of different jobs, in a range of tourism sectors;**
  - Individuals reported identification with 11 sectors of tourism, plus others not mentioned in the survey.
  - 40.4% of the sample was owners or operators, 46.6% were in management or mid management level positions, and 12.8% were either employed at the department or entry level within their organization.
  - The majority of individuals were employed on a full time year round basis with and 11% shift in full time to part time employment in the fall and spring seasons, and a 25% shift in the winter months.
  
- **Individuals perform a range of job tasks at all levels of employment;**
  - There was a broad range of job tasks performed by those in the sample ranging from face to face customer service (for all levels in the organization) to administration and core management functions (financial management, marketing, research, strategic planning, human resources).
  
- **The majority of individuals enter the industry from other industries, and often have little or no background in tourism;**
  - Patterns of migration into tourism indicate that the current labour market is comprised of individuals who shifted into tourism after working in all other areas of the labour market.
  
- **Individuals choose to work in tourism for a range of positive reasons;**
  - The reasons why individuals choose to work in tourism are primarily positive in orientation. Tourism was seen as an industry where individuals could work in pleasant surroundings, with people and utilize existing business skills. For many, working in tourism was chosen because it was conducive to their lifestyle.
  
- **Overall job satisfaction within the industry is high;**
  - In all but a few items, individuals working in the industry reported high levels of job satisfaction.
  - Areas where individuals are less satisfied include the level of benefits provided, training and education opportunities and opportunities for advancement.

- Individuals using their job as their primary source of income were more satisfied with their level of income than those using it to supplement other forms of income.
- **Tourism provides jobs for local residents;**
  - Tourism has provided a range of employment options for “local residents”, but has required in migration of labour as well. 33% of individuals said they had to relocate for their job, and 46% of the sample had lived in their community for less than 10 years.
- **Organizations and employees were found to use similar job search strategies, but differed in their preferred retention strategies;**
  - Overall, organizations and employees in the region depend on a limited number of unsophisticated recruitment/job search strategies.
  - Employees were more motivated to remain working with their current organization if benefits, increases based on seniority and positive work environments are provided.
- **The training and education needs of those working in the industry are primarily in core management functions.**
  - The sample indicated a range of training and education needs, primarily in management functions such as marketing, financial management, human resource management, research and strategic planning.
  - Additional training in use of technology was a training priority for 33% of the sample.

**Recommendations emerging from this study include:**

1. Using information from the study to understand and advocate for the quality of tourism employment;
2. Sharing the findings with tourism organizations to refine recruitment and retention efforts and to increase levels of job satisfaction;
3. Encouraging educators to respond to training and education needs for individuals working within the industry;
4. Finding ways to get qualified applicants and employers connected, and
5. Developing a system to monitor issues in the labour market and continue further research.

## Background

The Vancouver Island region is one of Canada's top tourism destination areas. Located off the west coast of Vancouver, the area is both remote and accessible, providing a combination that attracts thousands of visitors annually. Visitors to the island region are able to take advantage of a diversity of experiences ranging from urban to rural, cosmopolitan to rustic, and relaxing to adventurous.

Once a region that supported its population with logging, fishing and mining jobs, there has been a shift towards more service based employment. From 1989 to 1999, employment in forestry, fishing, mining, oil and gas decreased by 10.1% (Statistics 2000). In 2001, a total of 267,000 (or about one in eight) people were employed in tourism related organizations, which represents an increase of 6% since 1997 (B.C. Stats, as cited in (Rollins 2001)). One of the leading service sector employers is tourism, which has been promoted as an economic diversification tool for many of the rural areas experiencing economic transition. With the increase in visitation to the island, tourism businesses in rural areas have flourished. Many tourism businesses have responded to visitor demands for eco and adventure, culture, botanical and agricultural experiences resulting in a diverse tourism employment base. Nothing however, is known about the impact of tourism employment in the Vancouver Island region.

As the majority of the destinations in the Vancouver Island region are in rural areas, federal and provincial labour market research figures have limited utility for regional labour market planning. Labour market research is needed for the island region to establish the prevalence and impact of tourism employment in rural areas, and to guide labour market planning efforts.

Tourism Vancouver Island and the Recreation and Tourism Research Institute at Malaspina University-College initiated the Tourism Labour Market Research Project with funding assistance by the Human Resources Development Centre in Nanaimo. The Project aimed to provide a better picture of the impact tourism was having on the employment scene in the Island region and included two phases. In Phase one, an inventory of all tourism related organizations in the Island region were developed (n=3483) and a short telephone survey was used to estimate number of individuals employed in each season. Phase II built upon this inventory by investigating the quality of tourism employment. In one portion of Phase II, a mail survey was sent to 800 tourism organizations in the Island region to describe the type of employment opportunities that exist, ascertain why individuals chose to work in tourism, and identify training needs. Another portion of Phase II was intended to investigate if tourism was attracting and providing meaningful employment opportunities to individuals in declining resource based industries like forestry, fishing and mining. This report will highlight the findings of the mail survey portion of the Tourism Labour Market Project.

## Methods

In order to describe the current tourism labour market in the Vancouver Island region, Malaspina University-College and Tourism Vancouver Island conducted a mail survey in the fall of 2002.

The purpose of the study was:

- a) To describe the demographic composition of the current tourism labour force in the Vancouver Island region;
- b) To describe the types of jobs generated by the industry;
- c) To report on the types of job tasks performed by those employed in the industry;
- d) To investigate the origins of the current tourism labour market including individuals employment history and motivations for choosing to work in tourism;
- e) To report on the job satisfaction of those working in the industry;
- f) To compare the types of recruitment/job search and retention strategies used by employers and employees in the industry.

In order to report on these items, the study used the survey method. A sample of 800 tourism organizations was selected from a database developed in Phase I of the Tourism Labour Market Research Project. The sample was sent a self-administered tourism employment mail survey in the fall of 2002 (Appendix E). The survey asked a series of questions about the individual's current job, work history, reasons for working in tourism, and job satisfaction.

Individuals were sent an initial letter of introduction to the project (Appendix A) first, to raise awareness of the project and forthcoming survey. A complete survey was sent one week after which included a cover letter (Appendix B), the survey(s) (Appendix E), and consent form (Appendix C). One week following the mail out of the survey, a reminder card (Appendix D) was sent to encourage individuals to respond. Two weeks following, a complete second mail out was sent to any organizations that had not returned their survey to the project office. This method produced 341 surveys, for a 45% response from organizations.

All data received by the project office were opened, and coded by the research coordinator and then placed in a secure filing cabinet. Consent forms were kept separately from the returned surveys to protect the confidentiality of the participants.

Once all data was received in mid January, the research coordinator entered all data into Excel. Data was later imported into SPSS at Malaspina University-College. Faculty in the Recreation and Tourism Research Institute analyzed this data. Tables were developed in Excel and imported into this report. Additional analysis may be undertaken by request at a later date.

## **I.8 Definition of terms:**

This study defined the following terms as such:

### **Rural:**

- ✓ Communities with a population of fewer than 10,000 full time residents.

### **Tourism organization**

- ✓ An organization that is directly or indirectly involved in tourism in the following sectors:

Transportation, travel trade, tour operators, adventure tourism, accommodations, food and beverages, arts and culture, recreation and entertainment, education and training.

### **Tourism employee/er**

- ✓ An individual employed either part time or full time, seasonal or permanently in a tourism organization.

### **Local resident**

- ✓ An individual who has lived in the community where they are employed for 10 or more years.

### **Core jobs**

- ✓ Jobs that are full time, permanent, and in mid-management and management levels of the organization.

### **Peripheral jobs**

- ✓ Jobs that are part time, seasonal, and in entry level of the organization.

### **Emerging tourism sectors**

- ✓ Adventure tourism, cultural tourism and agricultural tourism, which are all sectors that are a) growing in significance in the study region, and b) not represented in most labour market data.

### **Traditional tourism sectors**

- ✓ Sectors commonly reported in tourism labour market data such as, accommodations, transportation, travel trade, tour operators, food and beverages.

## Findings

This section will outline the findings of tourism employment survey. The study received 341 useable surveys representing a 45% response rate from organizations. The sample was compared to the overall database of tourism organizations to see if it was representative of the industry in the region. Table 1 indicates that the sample contains 7 percent less organizations than the database from the South Island region, and 9 percent more from the Central Island region. Other than this, the sample is similar to the population of the database.

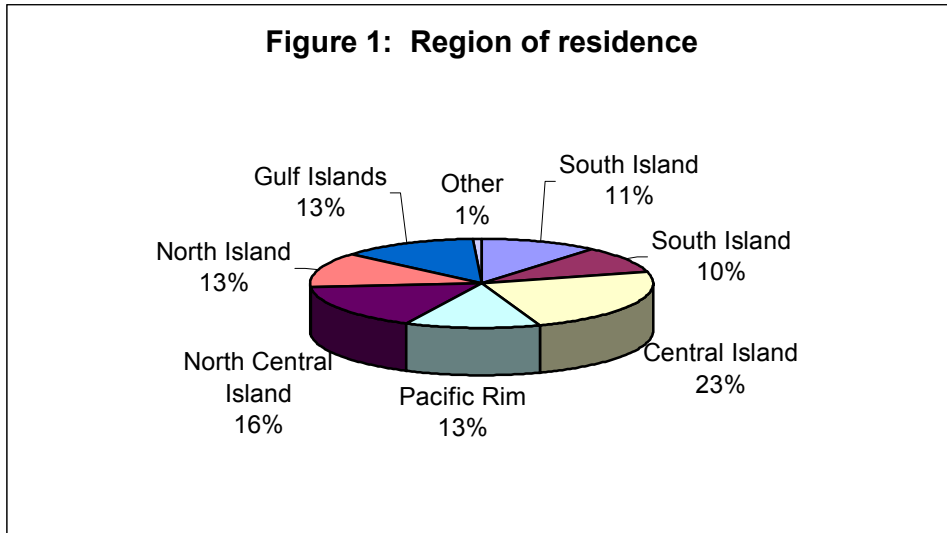
<b>Regions</b>	<b>Population</b>		<b>Sample</b>		
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Received</i>	<i>Result</i>
<b>South Island</b>	148	19%	40	12%	-7%
<b>Gulf Islands</b>	110	14%	44	13%	-1%
<b>South Central</b>	85	11%	34	10%	-1%
<b>Central Island</b>	120	15%	81	24%	9%
<b>Pacific Rim</b>	110	14%	44	13%	-1%
<b>North Central</b>	153	19%	54	16%	-3%
<b>North Island</b>	74	9%	44	13%	4%
	800	100%	341	100%	
<i>n=766 valid organizations</i>					

The sectors represented in the sample were also compared to the database. As shown in Table 2, the sample is quite consistent with the population with no more than +/- 5% difference in the sectors reported. Tourism and training education organizations are slightly higher in the sample than the database. It is important to point out that organizations usually report involvement in multiple sectors.

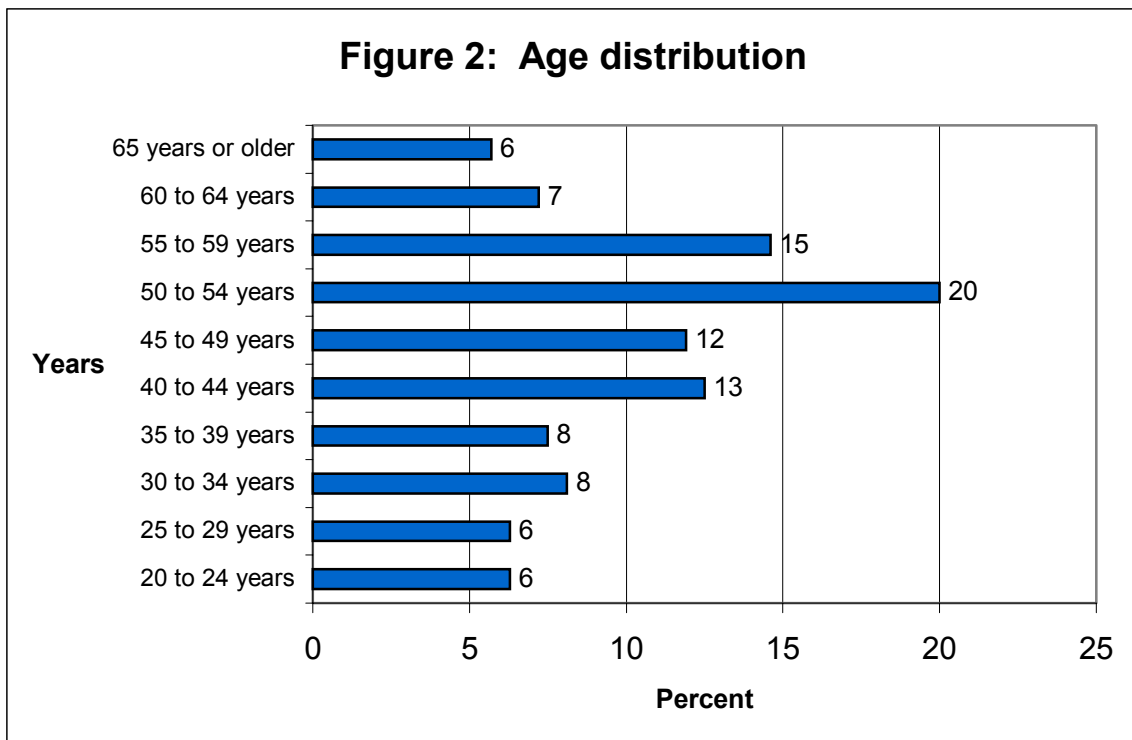
<b>Sector</b>	<b>Population</b>		<b>Sample</b>		
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Sample</i>	<i>Result</i>
Accommodations	1822	53%	376	49%	-4%
Bed and Breakfasts only	516	15%	80	10%	-5%
Food and Beverage	1135	33%	223	29%	-4%
Conferences and Meetings	653	19%	117	15%	-4%
Arts and Culture	825	24%	156	20%	-4%
Outdoor recreation/sport	1616	47%	327	43%	-4%
Adventure tourism only	722	21%	126	16%	-5%
Transportation	516	15%	87	11%	-4%
Attractions	550	16%	97	13%	-3%
Travel and Tour Operations	860	25%	164	21%	-4%
Training and Education	241	7%	98	13%	6%
Travel Trade	550	16%	126	16%	0%
Agricultural Tourism	172	5%	39	5%	0%
<i>n=766 valid organizations in sample, n=3438 in population</i>					

**1) What is the composition of the sample in this study?**

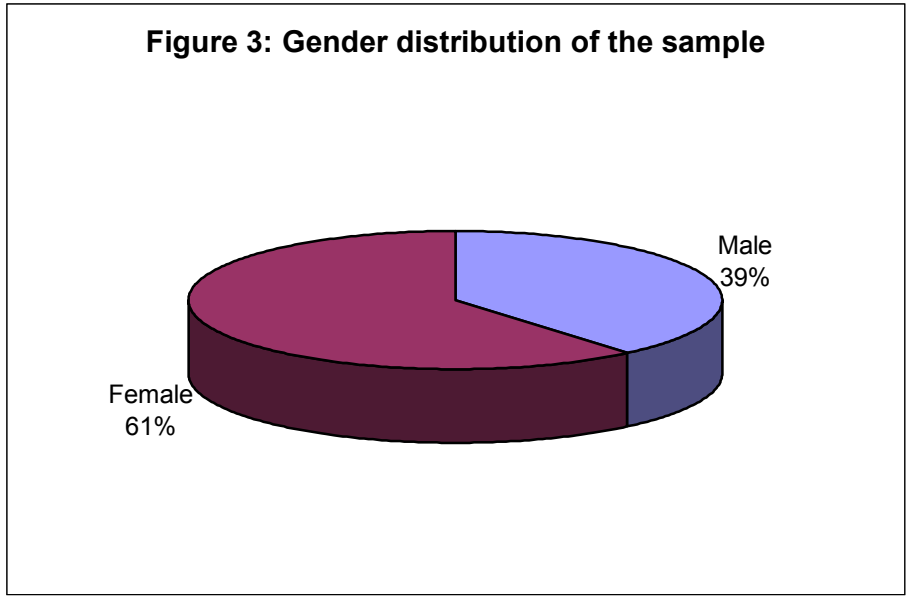
The participants in this study were living and working in all of the Vancouver Island regions as illustrated in Figure 1. With the exception for cities like Victoria, Nanaimo, Duncan and Courtenay and Campbell River, the majority of the sample are living and working in rural areas.



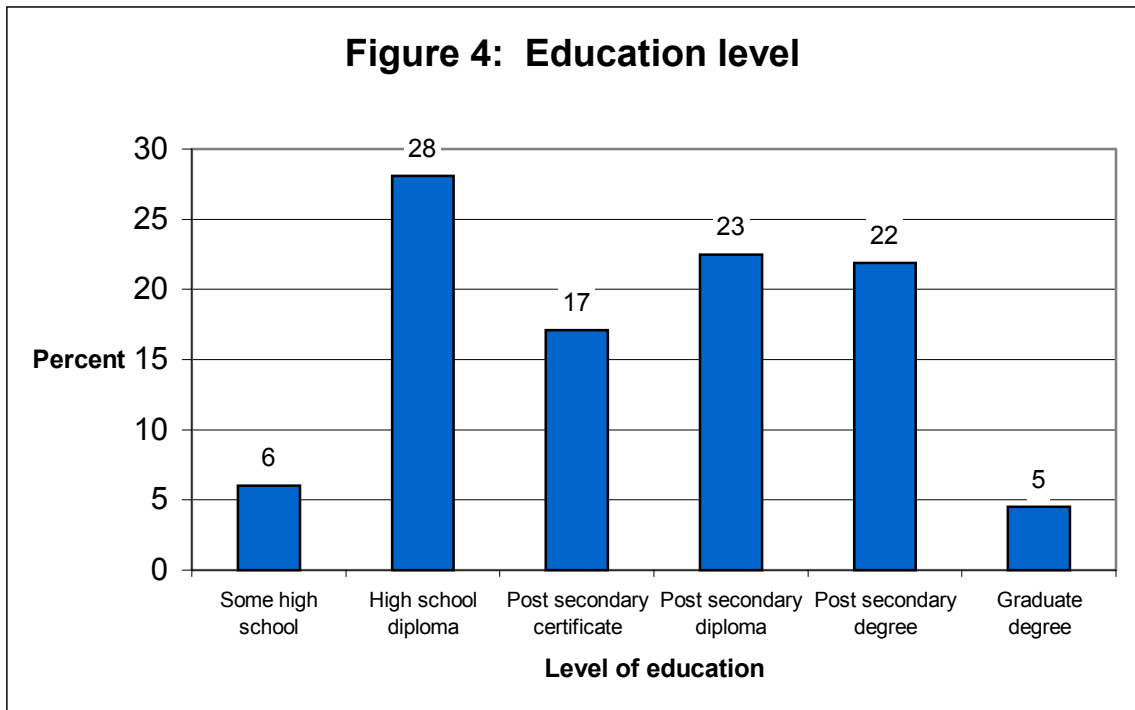
Individuals who participated in the study range in age as shown in Figure 2. The highest percentage of respondents was between 40 to 60 years in age.



The study generated responses from men and women participants. Figure 3 indicates that 61% of the respondents were female while 39% were male.

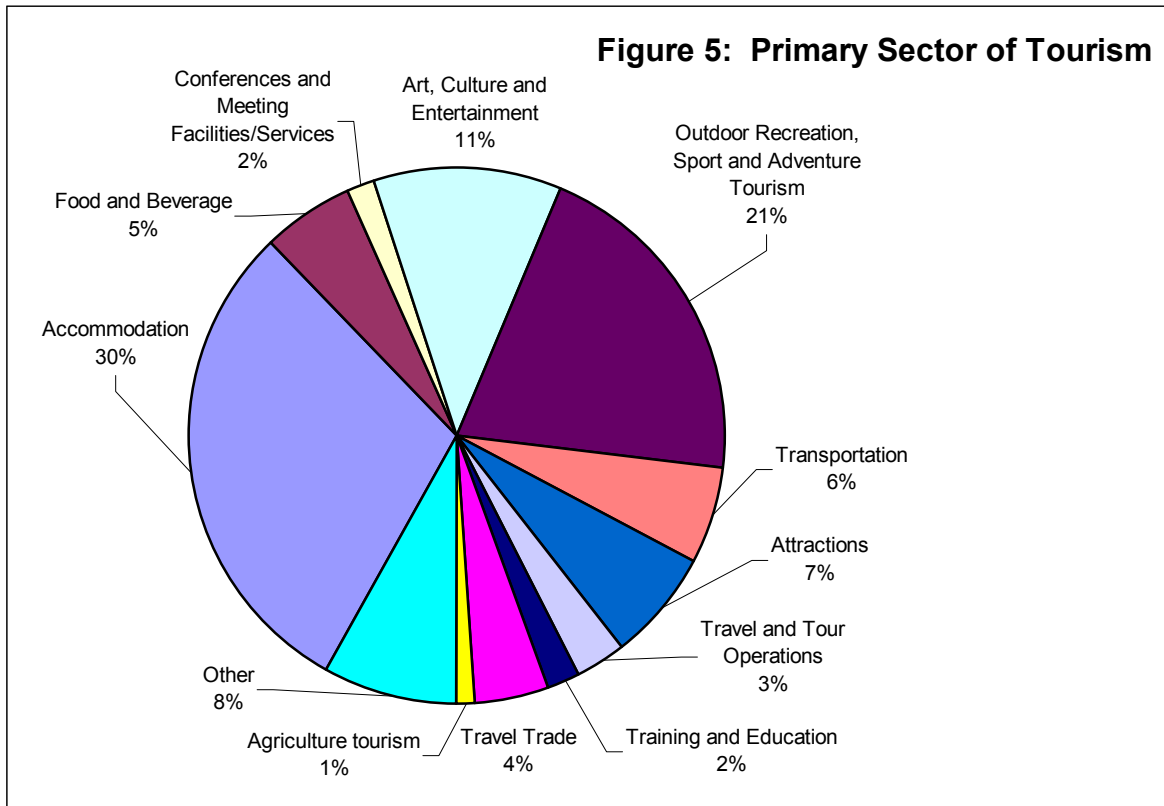


The majority of individuals in the study had either completed a high school diploma (28%) or went on to some form of post secondary education (67%). Figure 4 provides the breakdown of the highest level of education obtained by the sample.



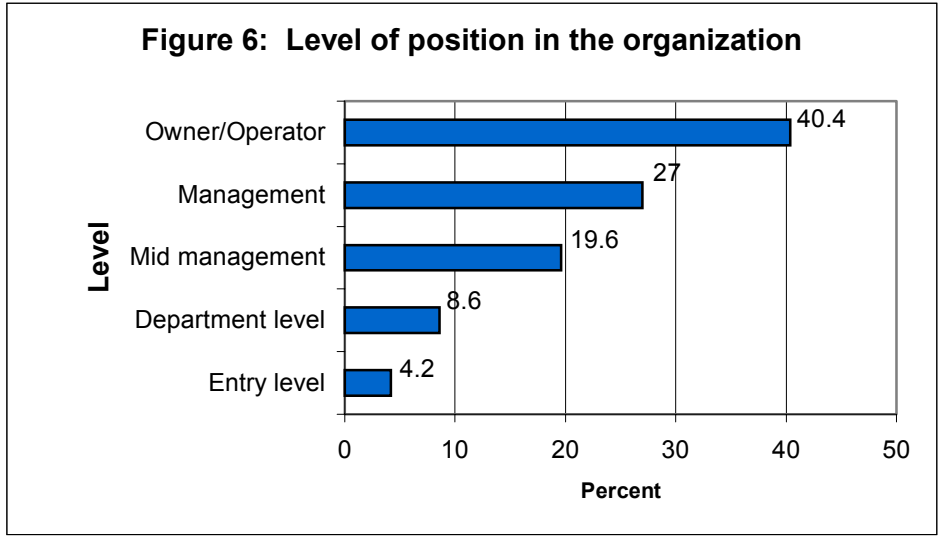
## 2) What types of jobs are generated by tourism?

Tourism generates employment in a variety of sectors in the industry. Figure 5 shows the primary sector of tourism reported by the sample. The accommodation sector accounted for 30%, Outdoor Recreation, Sport and Adventure Tourism 21%, Arts Culture and Entertainment 11%. 8% of the sample identified with a sector of the industry other than those provided. Some of the responses included marine, wilderness based tourism, tourism services, which could be included in other categories. In order to protect the integrity of the responses provided, these were left coded as "other" to illustrate the diversity of sectors that individuals in the industry identify themselves with.

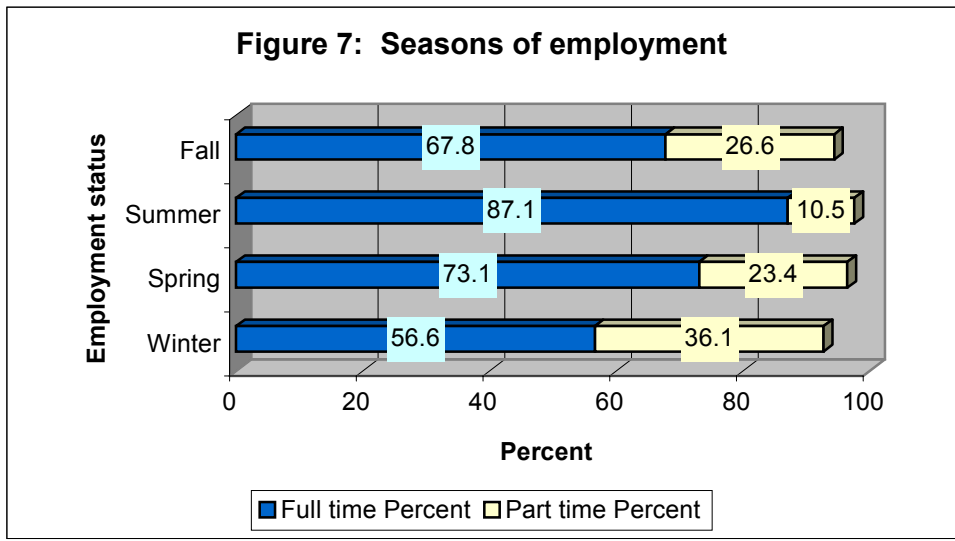


The level of position held by individuals in the study is represented in Figure 6. The highest percentage of respondents reported to be an owner or operator (40.4%), while an additional 27% were in management or mid-management (19.6%). An additional 8.6% reported they worked at the department level and 4.2% in an entry-level position.

These figures are likely to shift from season to season, as the study was done in the fall when the majority of temporary, part time and entry level positions are working. While the numbers represent more core level jobs in tourism, they are also in keeping with the findings of Phase I of the Tourism Labour Market Research Project, which found that the majority of tourism organizations in the region ranged between 2-5 employees, where 2.2 were in owner/management level positions on a year round basis.

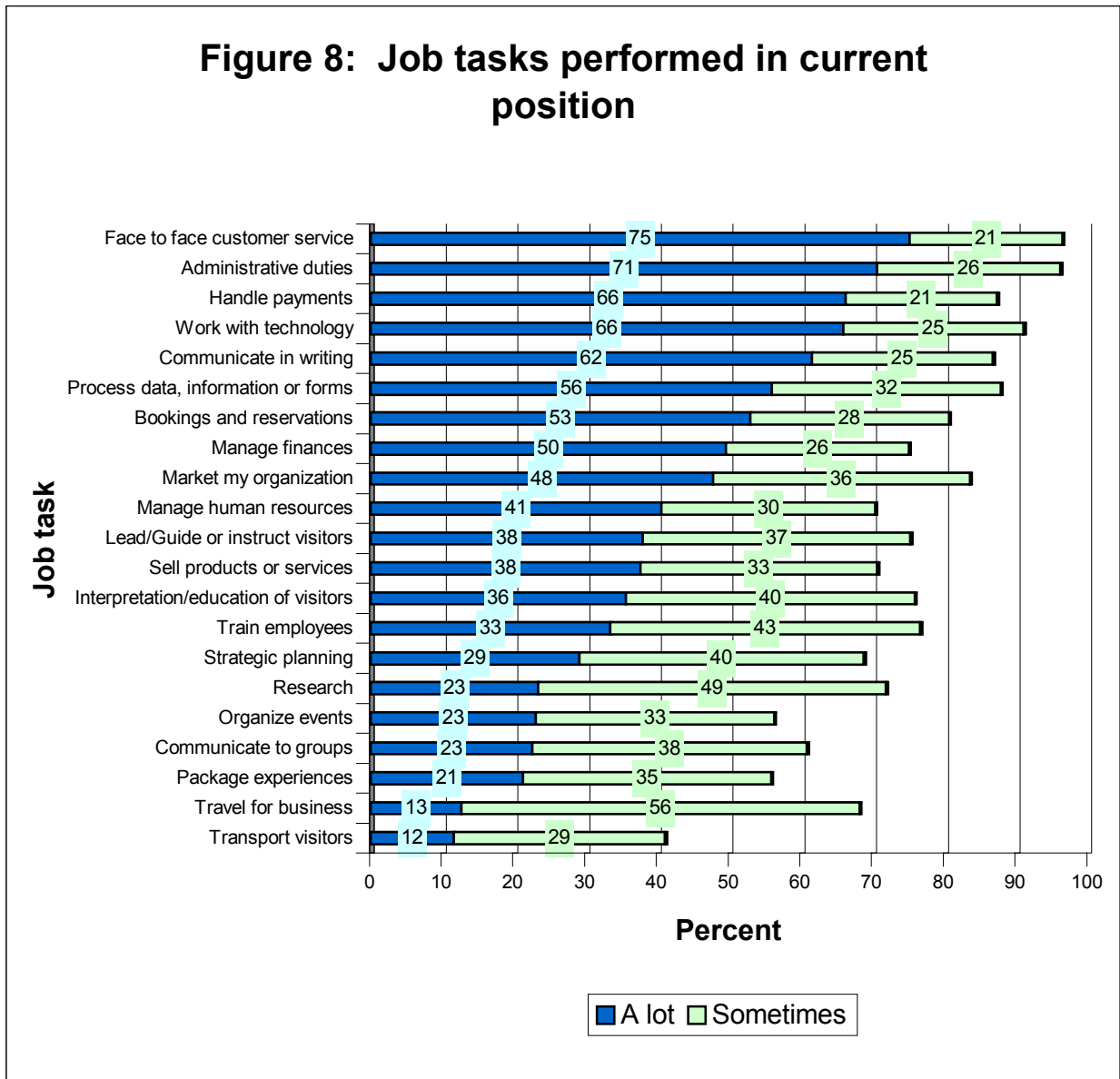


The seasons that individuals reported working are shown in Figure 7. The figures demonstrate a high percentage of individuals who are employed year round in full time employment. The findings indicate that 56.6% of the sample work full time in the winter, increasing to 87.1% in the summer season. Part time employment status ranged from 36.1% in the winter, decreasing to 10.5% in the summer season. There appears to be an 11% shift in full time to part time employment in the fall and spring seasons, and a 25% shift in the winter months.



### 3) What types of job tasks are performed in tourism?

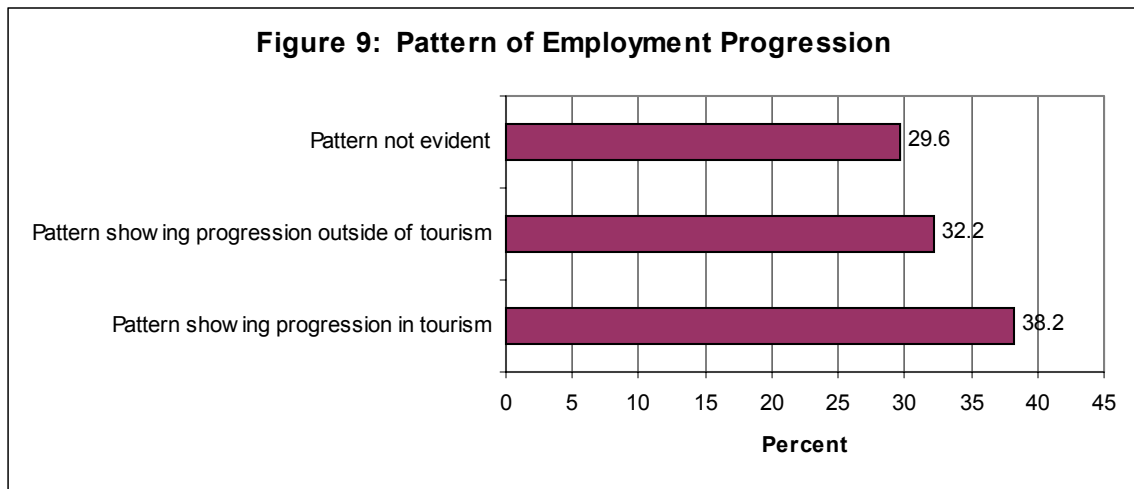
The types of job tasks performed in the positions held by the sample are provided in Figure 8. The results indicate a high level of complexity in the number and types of job tasks performed ranging from face to face customer service (75%) to administrative duties (71%) to different management functions like financial management (50%) or human resource management (41%). Regardless of level of employment within the organization, individuals were required to perform a range of duties in their job. This is perhaps reflective of the number of small organizations/businesses, which make up the industry of the region.



#### 4) Where did the current tourism labour force come from?

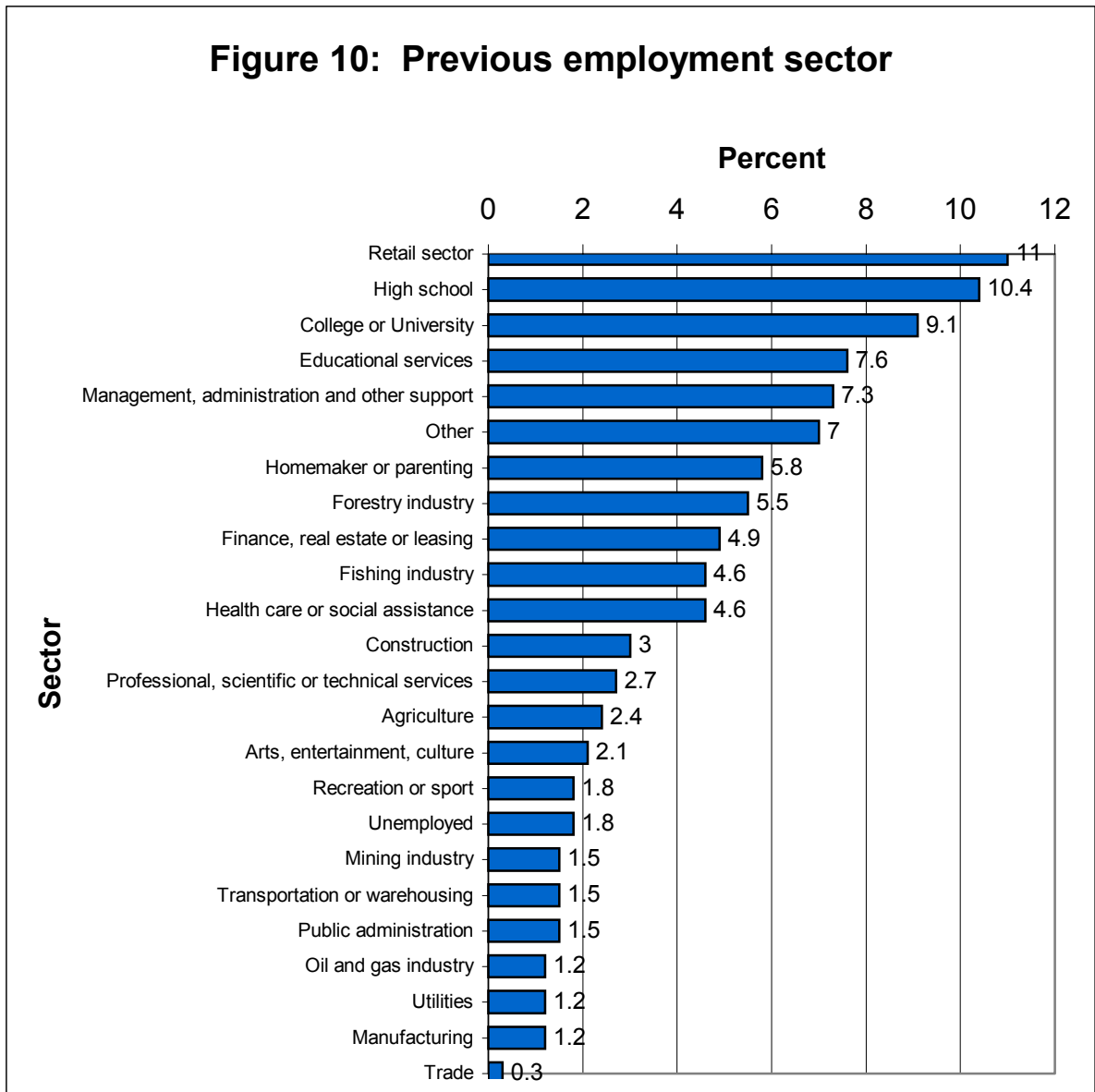
One of the most important aspects of the study was to trace where the current labour market comes from. Often neglected as part of labour market research, it is vital for industries like tourism to know where employees originate from and what motivates them to enter the labour market. This can assist in identifying patterns of labour movement into the industry, and can potential assist in attracting the most suitable individuals for a career in tourism.

Figure 9 shows the patterns of employment progression for this study. The data was developed after analyzing a table completed by each participant, which asked for the type of employer and position title in the last three jobs. The data reveals that 38.2% of individuals were shown to have a progression of tourism related jobs. 32.3% showed a pattern of progression outside of tourism, while there was no discernible pattern of employment activity in 29.6% of the sample.

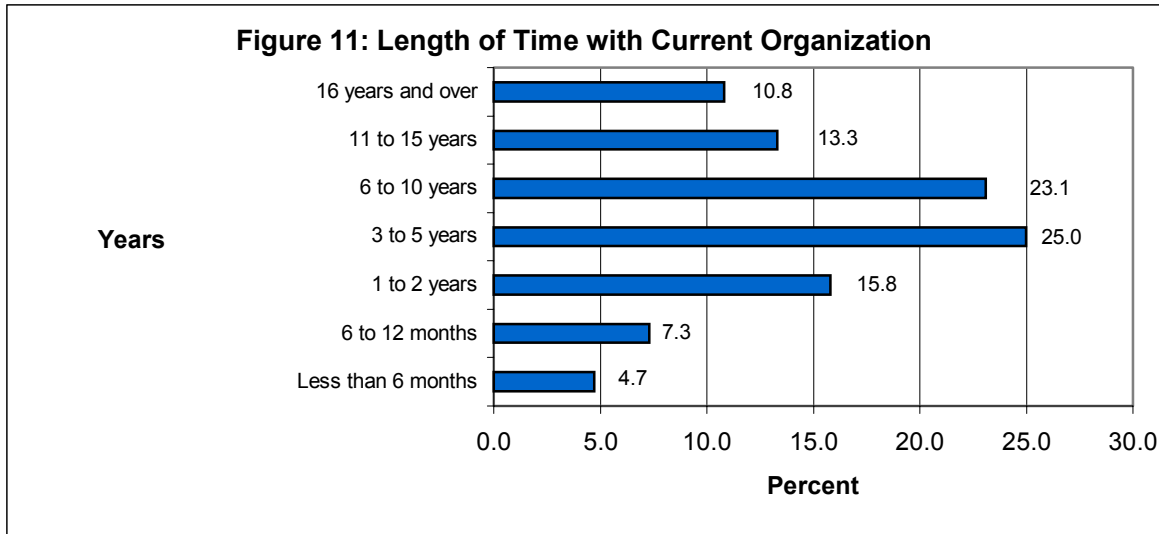


The survey also asked individuals to identify what they were doing immediately preceding their first job in tourism. Figure 10 shows the pattern of migration into tourism. Approximately 20% of participants entered their first tourism job immediately following high school or College/University. Individuals also migrated into tourism from virtually all other industries including retail (11%), educational services (7.6%), management and administration (7.3%). Approximately 14% of individuals in the study previously worked the resource-based industries (fishing, forestry, mining and agriculture).

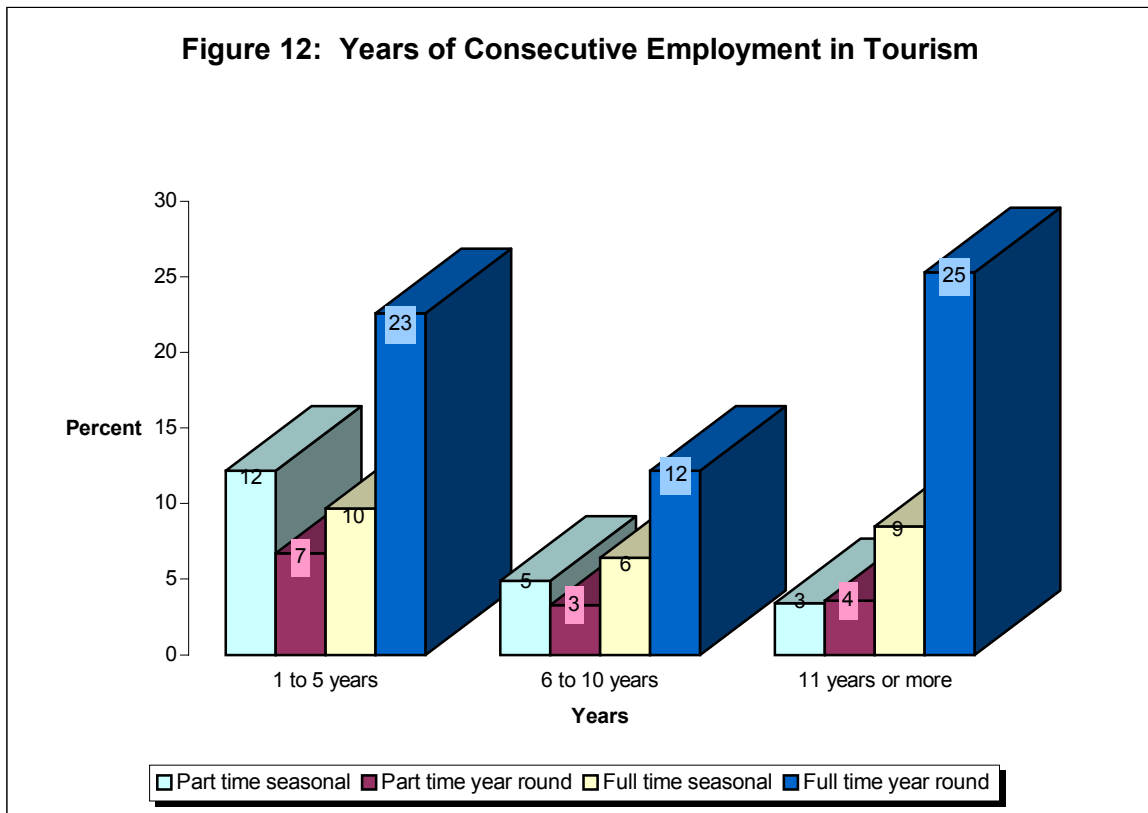
The patterns emerging from this study suggest that tourism is an accessible industry for individuals who work their way up through the industry, enter after developing skills elsewhere, and for those “drifting” between different jobs.



After migrating into tourism employment, the study sought to determine how long individuals remained in the industry. Figure 11 shows the length of time the individuals in the sample were employed with their current organization. 12.1% of the sample had just started work with their employer, having worked for less than 12 months. An additional 15.8% had worked with the same employer for 1 to 2 years, 25% for 3 to 5 years, 23.1% for 6 to 10 years and the remaining 24.1% had worked for 11 or more years with the same organization. This data suggests that individuals in core tourism jobs are remaining employed with the same employer for extended periods of time.

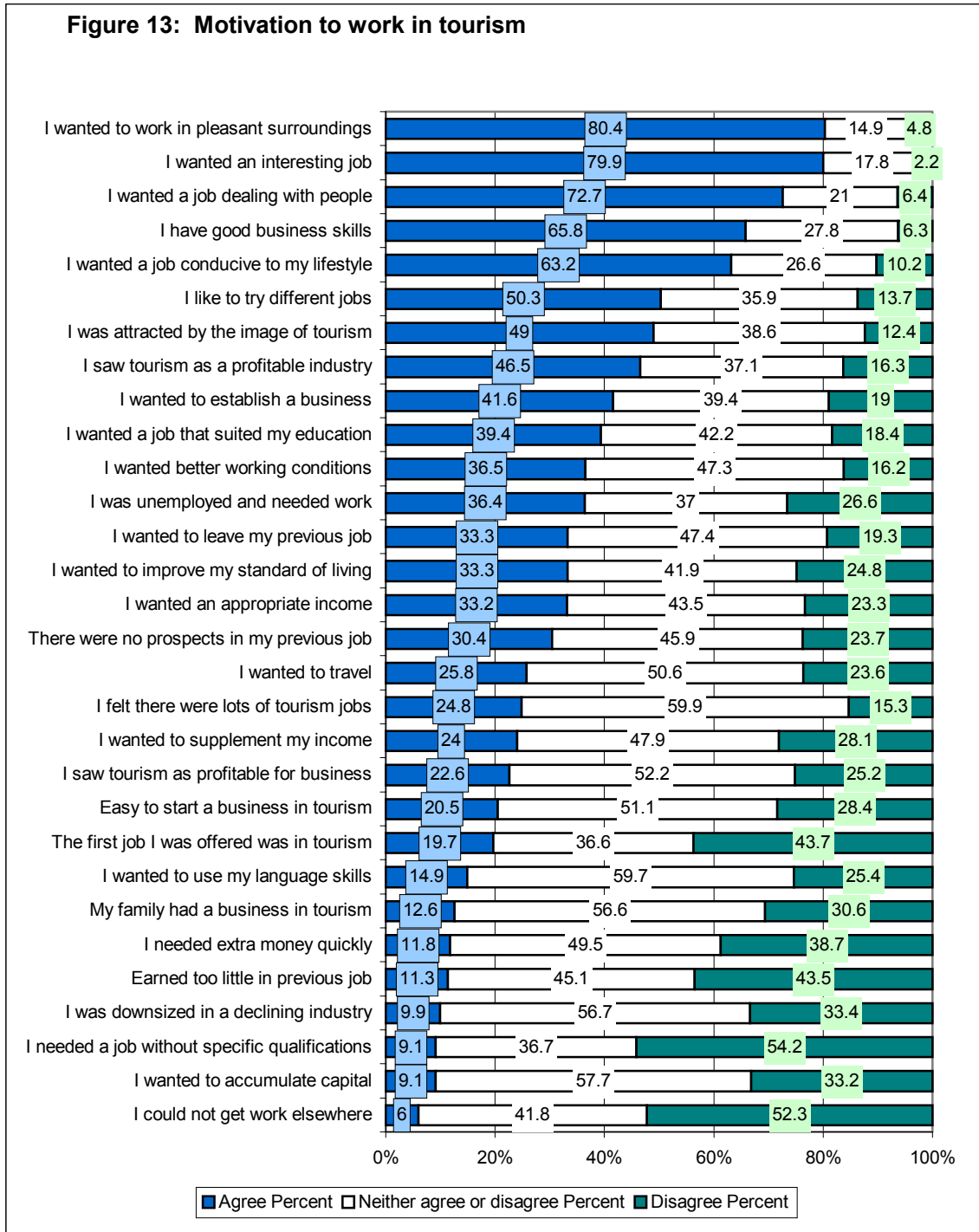


Beyond the length of time employed with the current organization, individuals were asked how long they were consecutively employed in tourism. Figure 12 shows that the majority of the sample (60%) reported working full time in consecutive tourism employment. Of these, 23% had worked 1 to 5 years, 12% worked 6 to 10 years and 15% worked 11 years or more. An additional 25% reported working on a full time seasonal basis in tourism. 14% of the sample reported working in tourism on a part time year round basis, while 20% indicated they had worked on a part time seasonal basis.



### 5) Why did individuals choose to work in tourism?

Beyond learning the origins of the tourism labour market, the study sought to determine the motivations behind individuals choosing to work in tourism. Individuals were asked to rate how strongly they agreed or disagreed with 30 statements. Figure 13 shows the results of why individuals in the study chose to work in tourism.



The results clearly indicate that individuals in this study chose to work in tourism for a host of positive reasons. 80.4% wanted to work in pleasant surroundings, 79.9%

wanted an interesting job, 72.7% wanted to work with people, 65.8% felt their business skills would be useful in tourism, and 63.2% wanted a job that was conducive to their lifestyle. On the reverse, there was very little agreement that a shift into tourism was due to downsizing in other industries, the fact that they didn't need any qualifications or that individuals could not get work elsewhere.

The motivations behind individuals wanting to work in tourism paint a positive image of the industry and the perceptions individuals from a variety of backgrounds have of what it would be like to work within it.

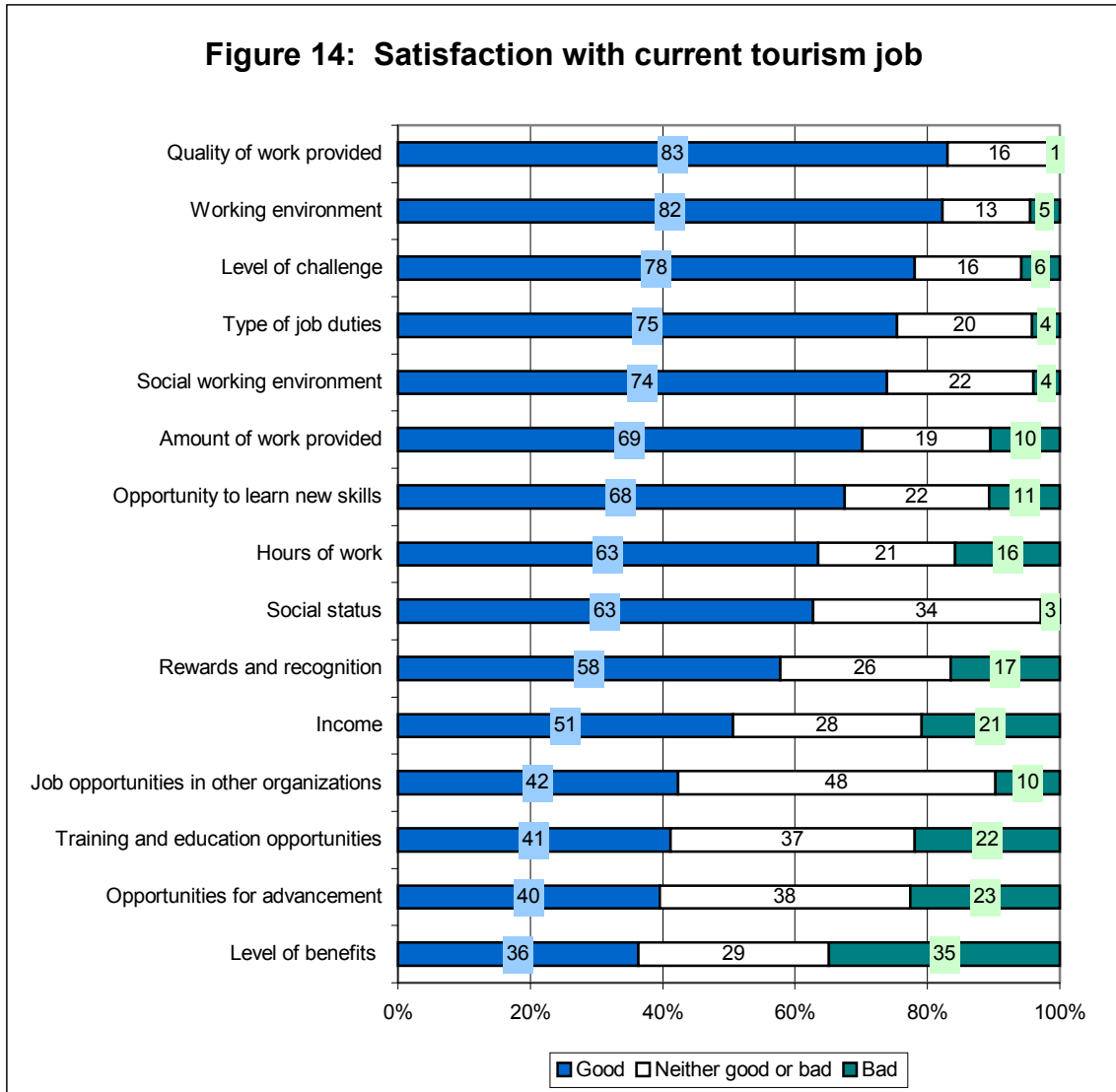
## **6) How satisfied are individuals with their tourism job?**

Of course, determining what motivates an individual to do something can often differ from how satisfied individuals are with their decision. The study also questioned individuals about how satisfied they were with a range of items about their current job. Figure 14 indicates the level of satisfaction with these items. 83% of the sample were satisfied with the quality of work provided, 78% were satisfied with the level of challenge and 75% with the type of job duties. The working environment was rated as good by 82% of the sample, and an additional 74% rated the social working environment positively.

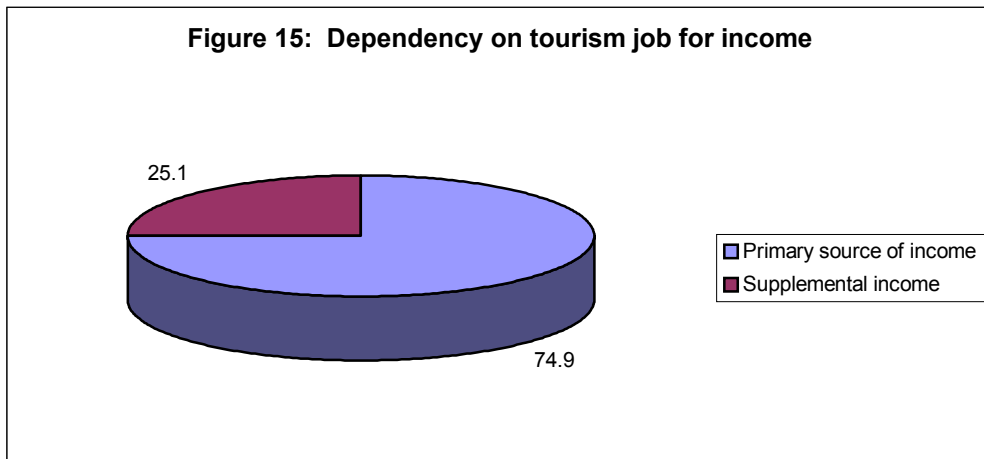
The data also indicates areas where those employed in tourism are not as satisfied. An equal number of individuals reported that they were satisfied with the level of benefits provided (36%) and 35% indicated they were not. 23% of the sample were not satisfied with the number of opportunities for advancement within their organization, and 22% were dissatisfied with training and education opportunities provided.

Tourism is often viewed as a low paying employer. When asked to rate how satisfied individuals in the study were with the level of income, 51% indicated they were satisfied while 21% were not. A similar pattern exists for non-financial rewards and recognition where 58% indicated that they were satisfied, and 17% were not.

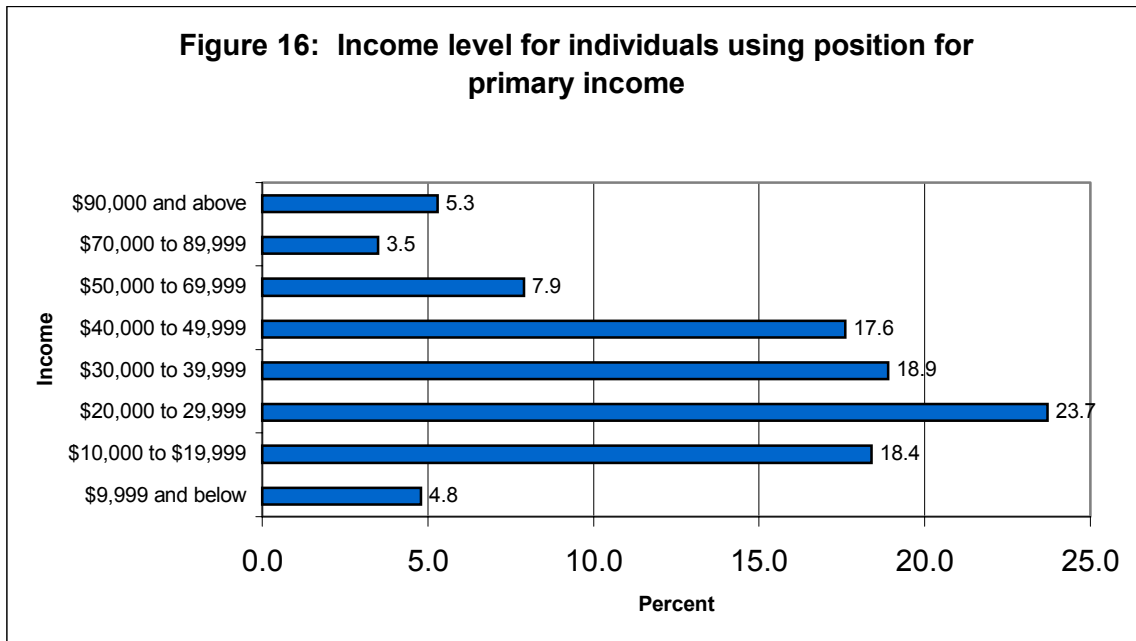
The areas where low levels of satisfaction have been identified may merit further attention by tourism organizations, particularly those concerned with high rates of turnover, employee morale or productivity.



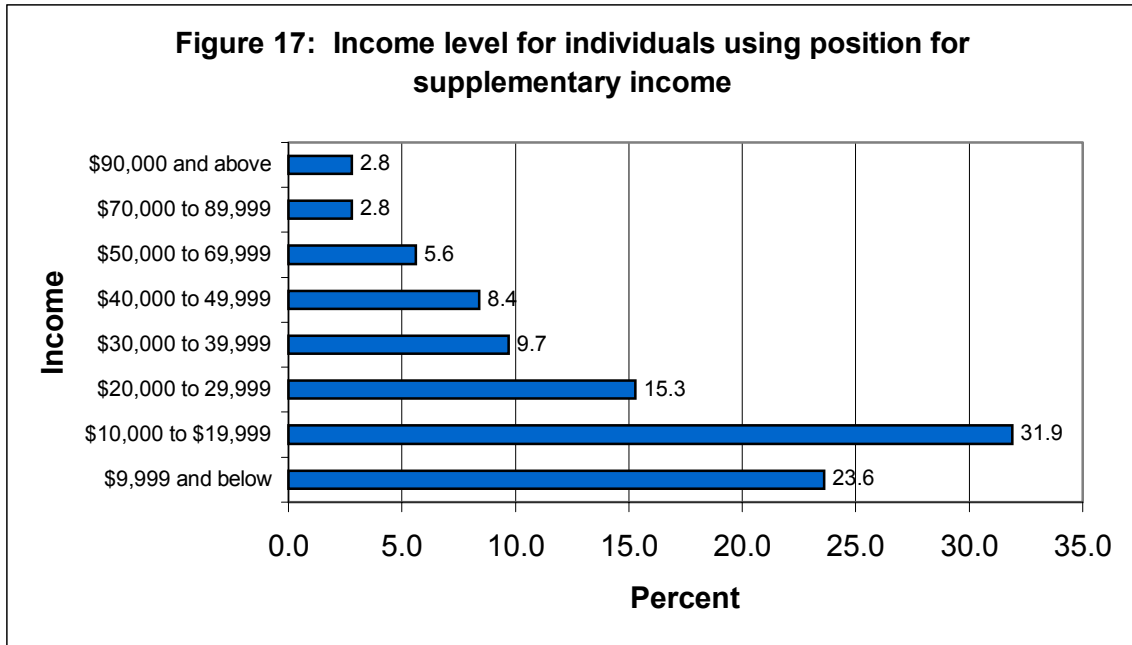
In order to get a better understanding of who was satisfied with the level of income generated by their tourism job, the sample was split into those who indicated that their job was their primary source of income, and those that use it for supplemental income. Figure 15 indicates that 74.9% used their position as their primary source of income.



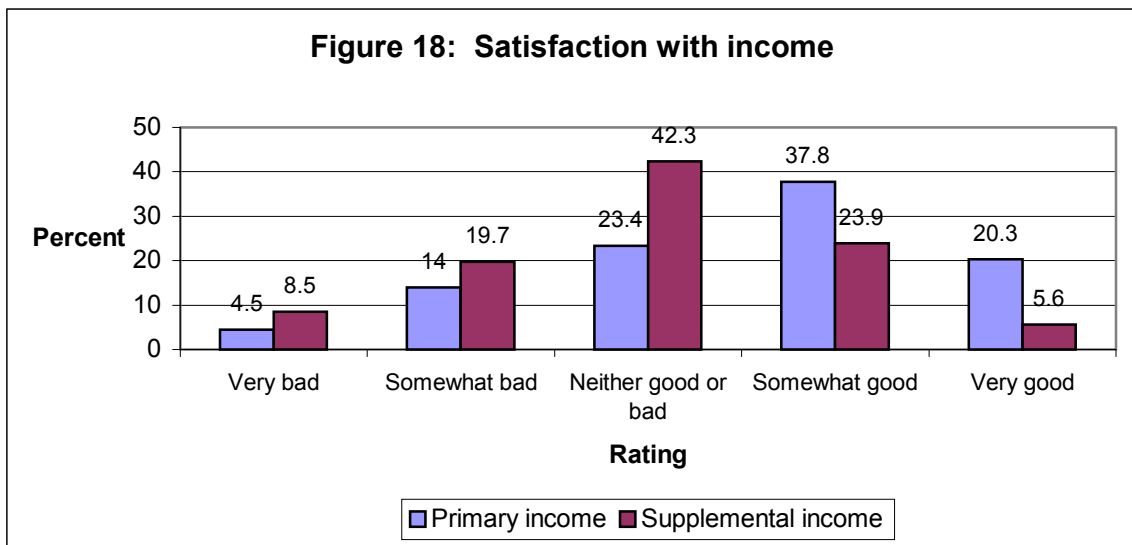
The level of income earned by those reporting that their job provided their primary source of income is shown in Figure 16. There appears to be a wide range in the level of income reported by individuals ranging from \$9,999 and below to over \$90,000. It is important to note that these figures do not control for those working part time and full time. 23.7% of the sample indicated that they earned between \$20,000 to \$29,999, 18.9% between \$30,000 and \$39,999, and 17.6% between \$40,000 to \$49,999. 16.7% of the sample reported earning \$50,000 and above, while 23.2% earned \$19,999 or less.



Individuals who reported using their job to provide supplemental income reported earnings as shown in Figure 17. 31.9% reported earning \$10,000 to \$19,999, 15.3% \$20,000 to \$29,999, 9.7% \$30,000 to \$39,999, and 8.4% \$40,000 to \$49,999.

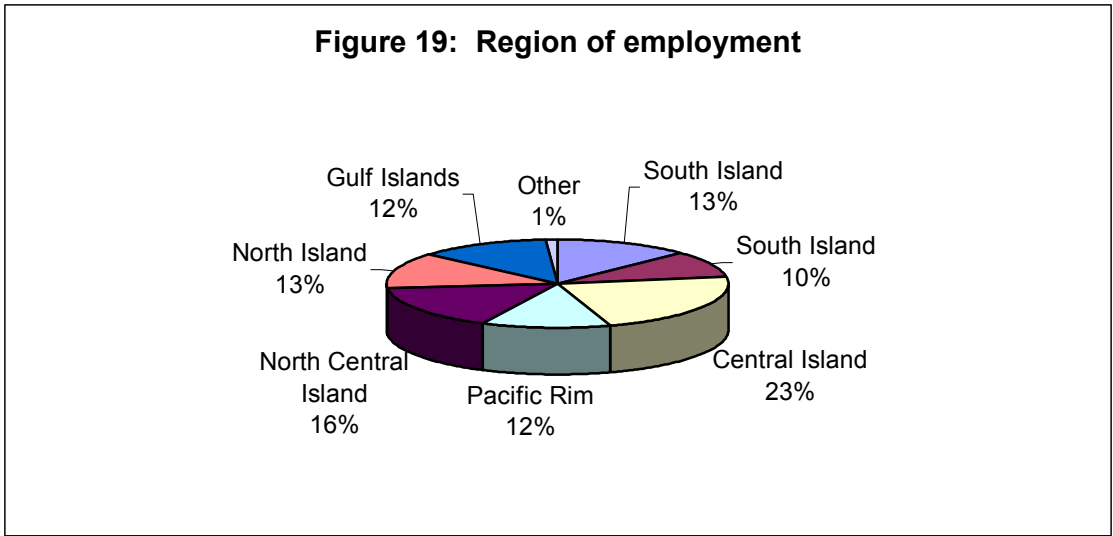


When satisfaction with income was controlled for primary or supplemental income, a pattern emerged. Figure 18 demonstrates that those using tourism for their primary form of income are more satisfied with the level of income earned. Those who are using tourism to supplement other forms of income are more dissatisfied or neutral about the level of income earned in their current job.

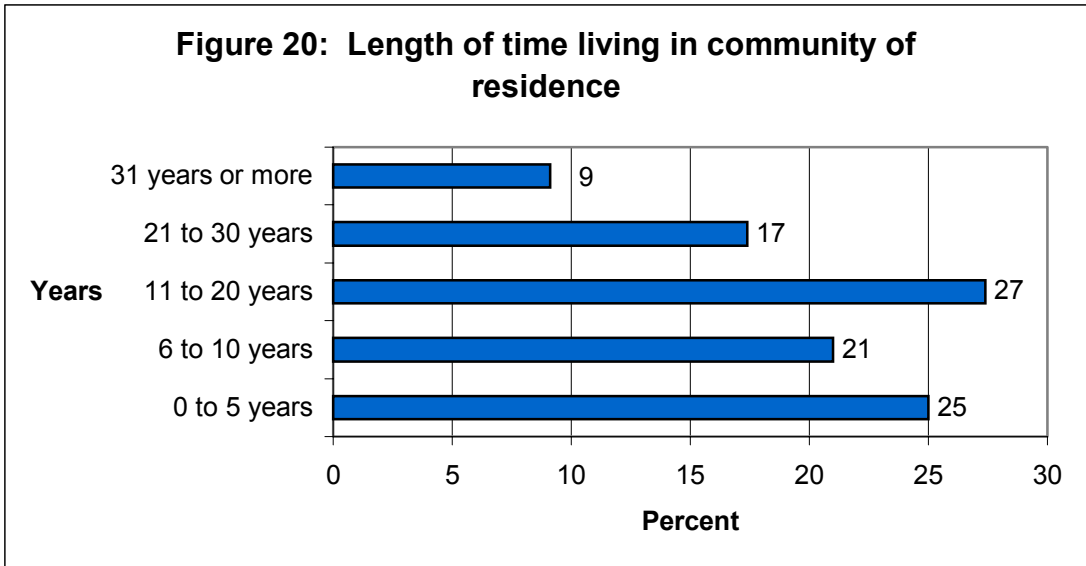


**7) Does tourism provide jobs for local residents?**

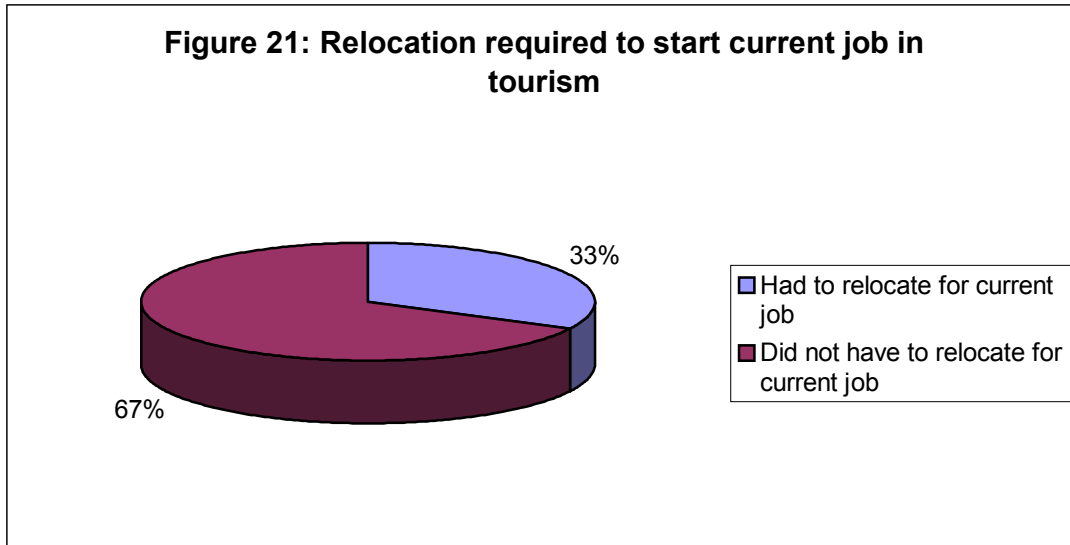
One of the criticisms of tourism in developing or rural regions is that it provides limited employment options for local residents. The study intended to determine the extent that tourism provides locals in a few different questions of the survey. First, the sample reported working in all of the Vancouver Island regions as shown in Figure 19.



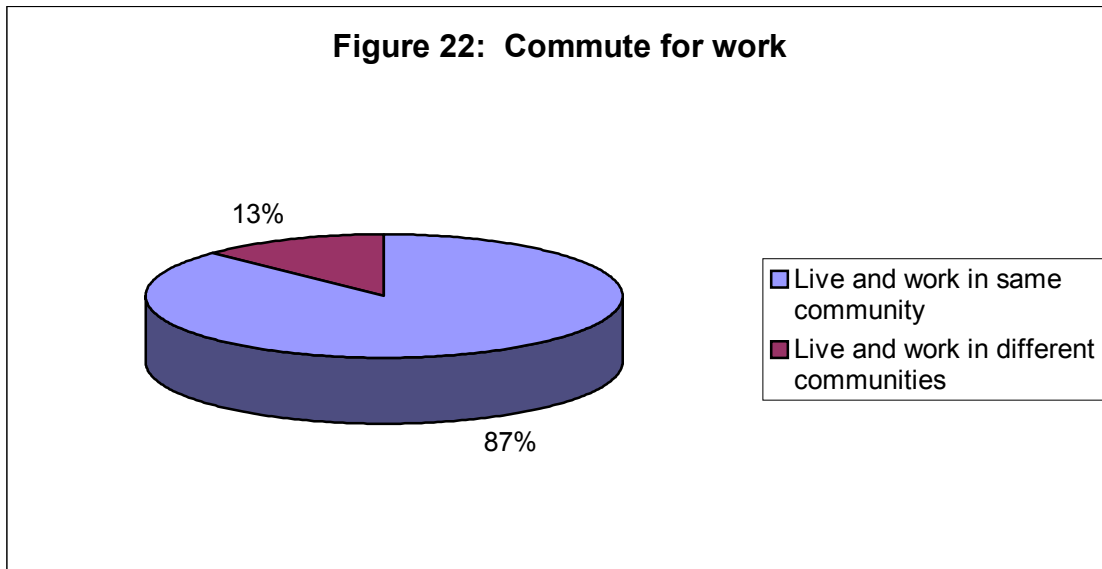
Individuals were also asked how long they had lived in their current community. Figure 20 shows that 25% of the sample had lived in their current community for 5 or less years, 21% for 6 to 10 years, 27% for 11 to 20 years and 26% for 21 or more years. This data suggests that, depending on the number of years used to determine who is “local” to a community, it appears that tourism provides jobs for longer term and more recent residents.



To explore migration associated to tourism employment further, the study asked individuals whether or not they had to relocate in order to start their current tourism job. Figure 21 indicates that only 33% of the sample had to relocate for work.



Whether or not individuals have to commute for work was determined by checking to see if individuals lived and worked in different communities. Figure 22 shows that only 13% of the sample had to commute for work.



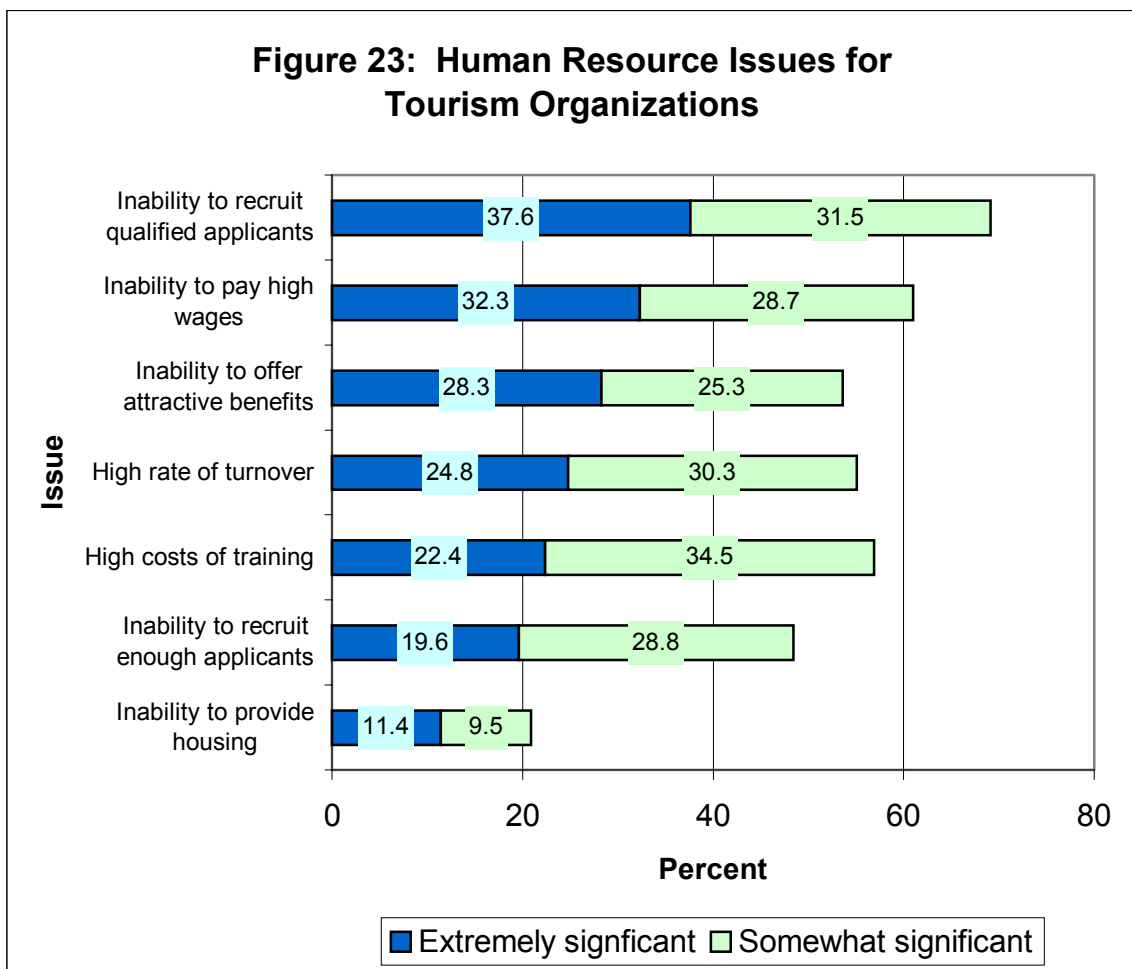
**8) What are the main human resource issues faced by tourism organizations?**

Individuals who were knowledgeable about the human resource strategies used in organizations were asked to rate how significant a range of human resource issues were for their organization. Figure 23 shows the issues that were extremely or somewhat significant for tourism organizations in the Island region. While 48.4% of organizations indicated that finding enough applicants for positions was an issue, 69.1% indicated that locating qualified applicants for positions was a more significant issue. 61% felt that a significant issue was their inability to pay high wages to employees and an additional 53.6% felt their inability to offer attractive benefits was an issue.

High rates of staff turnover are often viewed as one of the most significant human resource challenges for the industry. 55.1% of the organizations identified turnover as a significant issue, but numerous comments indicated “only with some jobs”, although these were seldom provided.

Related to turnover, the costs of training new and existing staff has been highlighted as an issue for tourism in other contexts. In this study, 56.9% of organizations identified the high costs of training as a significant issue.

Tourism organizations in remote locations often struggle with attracting employees due to limited housing options available. When asked how significant an issue housing was for the Vancouver Island region, 20.9% indicated it was. These responses were primarily concentrated in the West Coast region of the island.



**9) Do organizations use the recruitment and retention strategies preferred by employees?**

Tourism, like all areas of the labour market, is forecasted to experience significant labour shortages in the upcoming decade. This is due to two factors. First, more baby boomers are expected to retire resulting in an increase in demand for leisure products and services, such as tourism experiences. Second, as numerous baby boomers leave

the workforce, including jobs in tourism, there will be less labour supply to accommodate the increase in demand.

In order to deal most effectively with attracting and retaining employees, organizations need to have more information on how employees are searching for positions and what is effective to keep them employed with the same organization for a period of time.

The study asked employees to identify the job search strategies that they used to find their current job, and later which one they felt was most effective. Individuals who were knowledgeable about the recruitment strategies used in their organization were asked to identify which job search strategies were used to locate potential employees. Figure 24 demonstrates the differences between the job search/recruitment strategies used by organizations and employees.

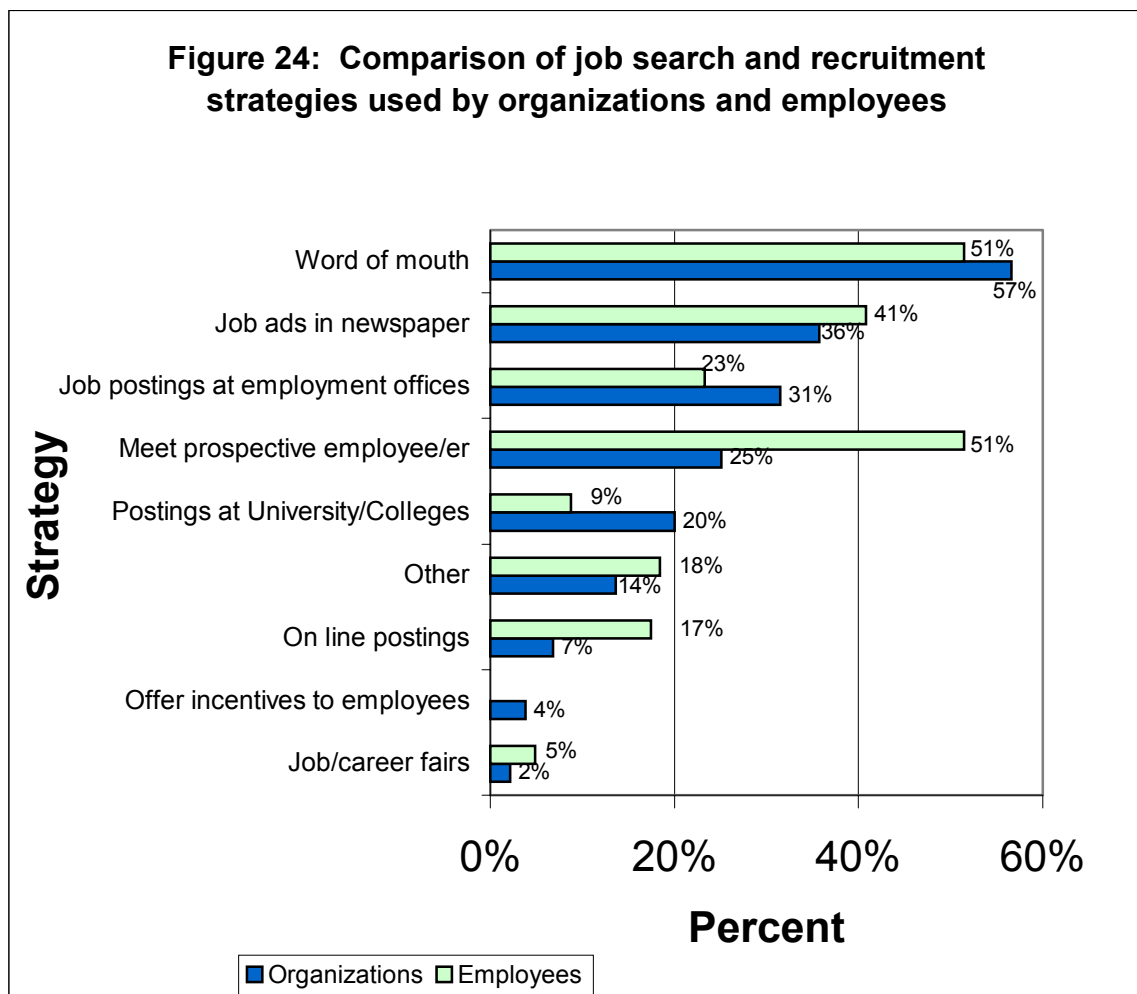
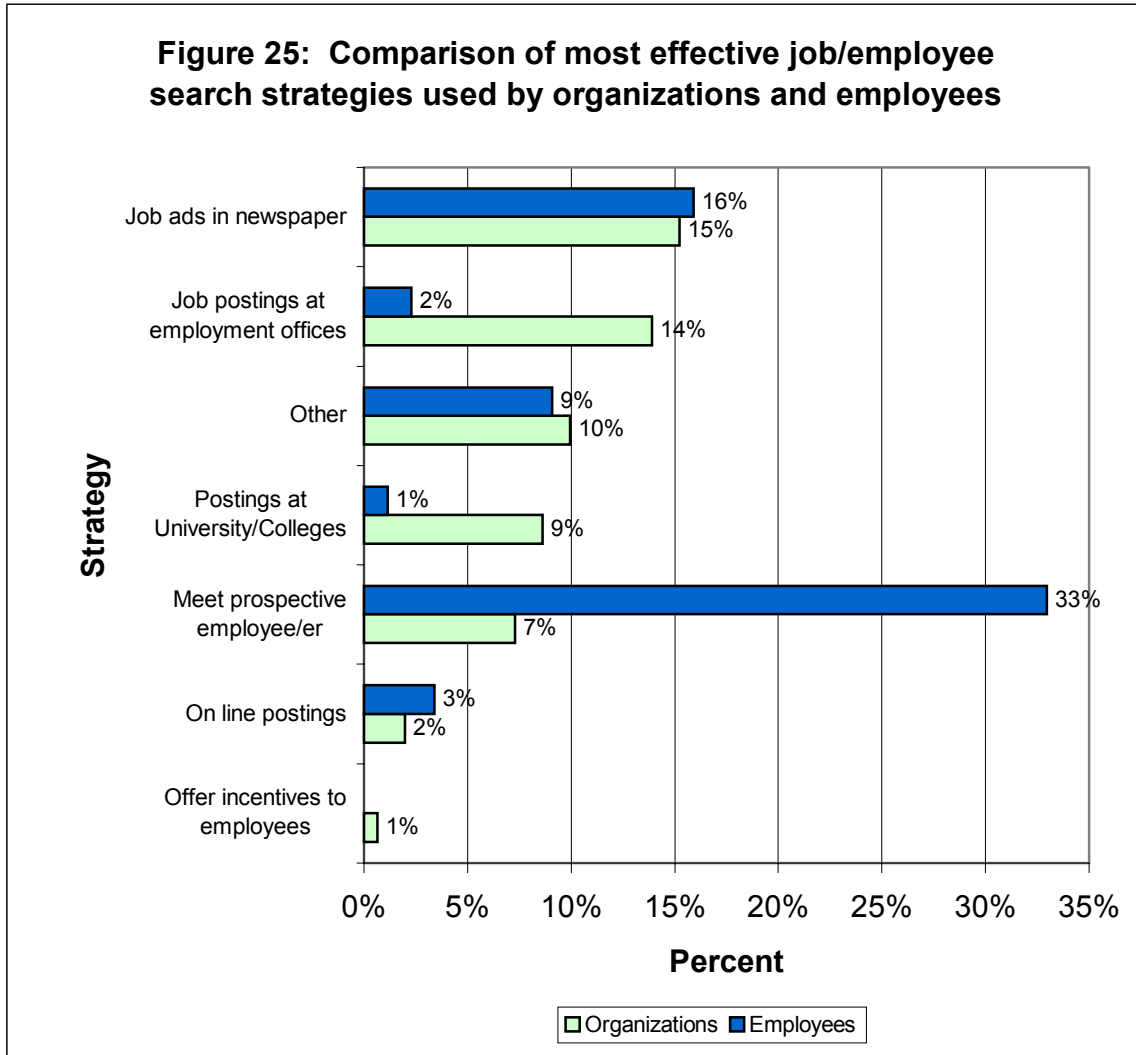


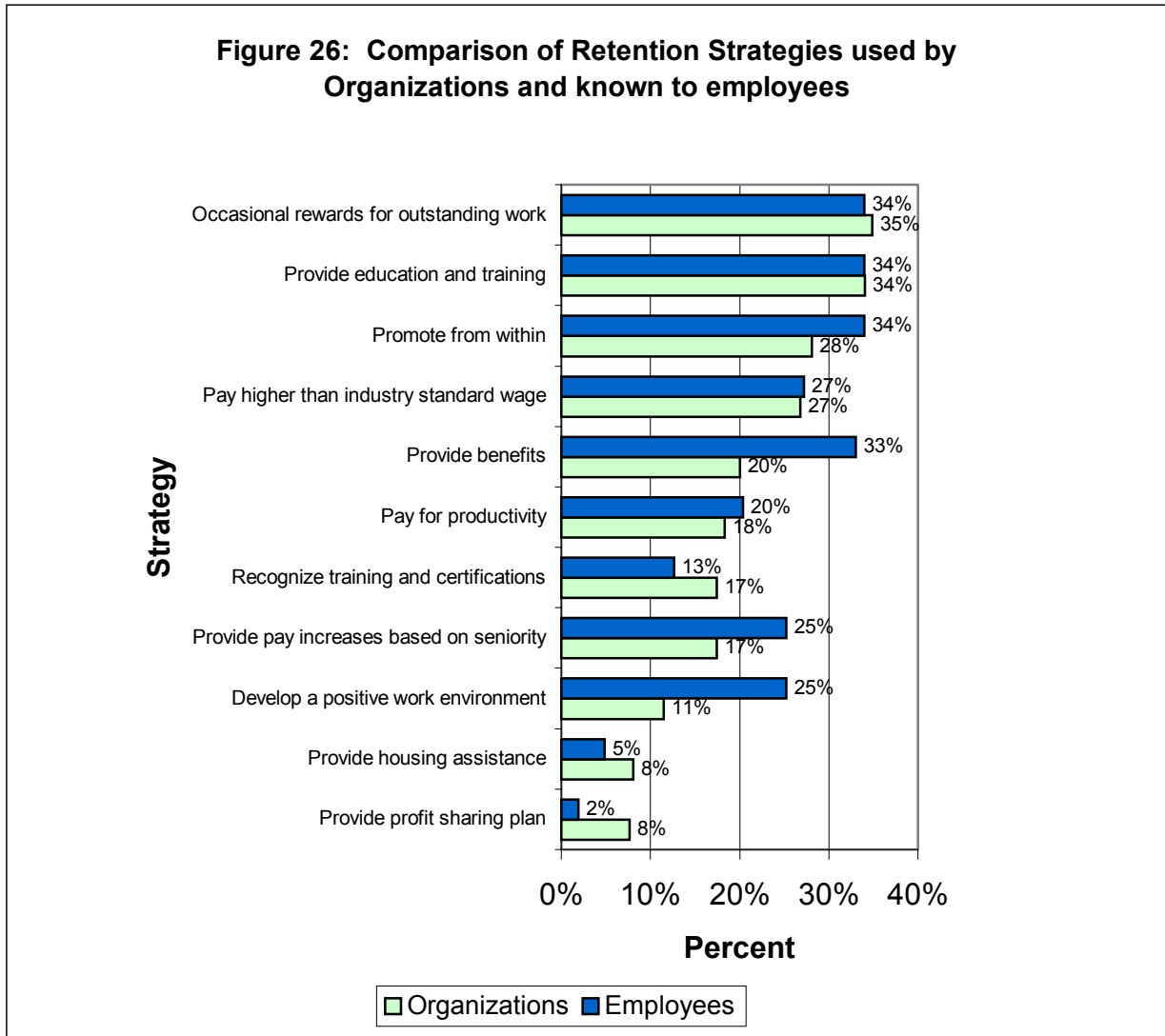
Figure 24 demonstrates that both employees (51%) and organizations (57%) rely heavily on word of mouth to locate potential employees/jobs. At the same rate, employees met with prospective employers (51%) while only 25% of organizations reporting using face-to-face meetings as a recruitment strategy. Traditional job ads in newspapers was used by both employees (41%) and organizations (36%). Organizations placed job postings at employment offices and Universities or Colleges

more than employees used them. Similarly, employees used on line postings and job/career fairs more than organizations.

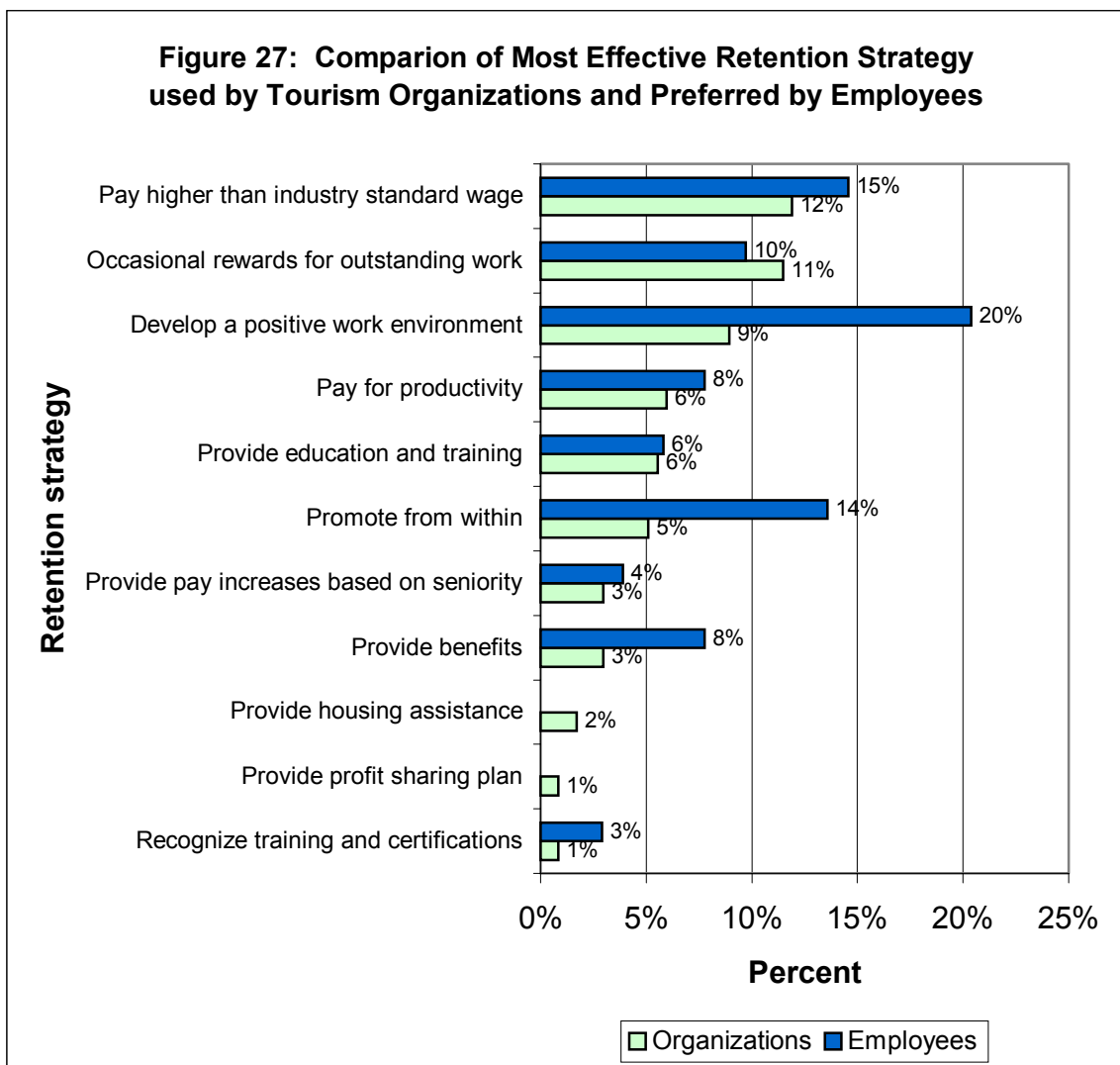
Both employees and organizations were asked to identify which recruitment or job search strategy was the most effective. Figure 25 demonstrates that a strong difference exists between employees and organizations when it comes to a few strategies. 33% of employees felt the most effective job search strategy was to meet the potential employer, whereas only 7% of organizations felt it was the most effective. Similarly, organizations felt that posting jobs at Employment Centers (14%) or Colleges/Universities (9%) was the most effective recruitment strategy, only 1-2% of employees agreed.



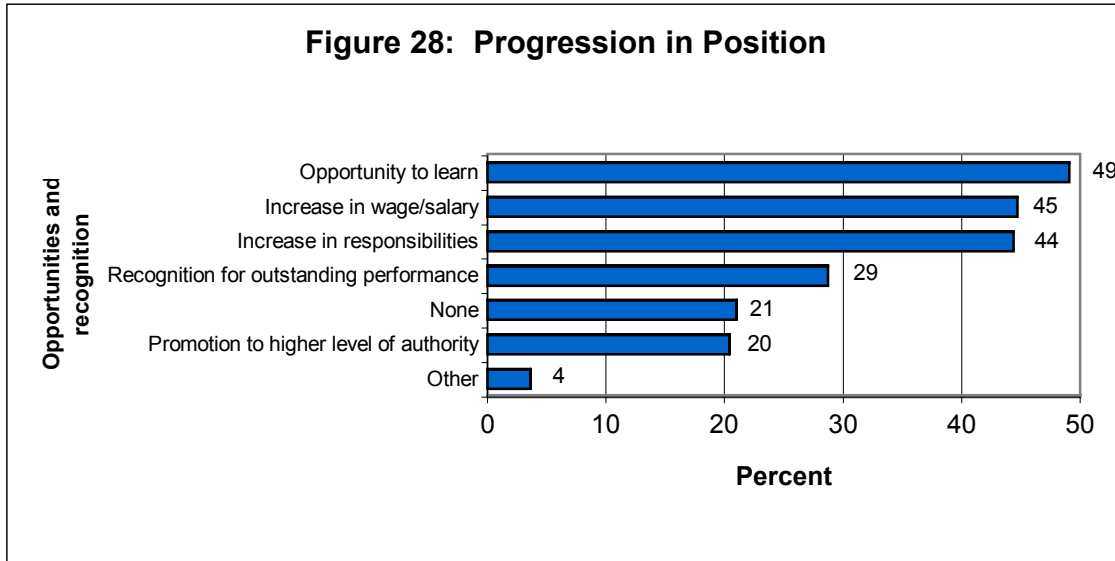
Locating suitable employees is only one step to building a sustainable human resource component in an organization. Employees and organizations were also asked how organizations were attempting to retain individuals over a period of time. Figure 26 illustrates that there is a fair amount of consistency in the responses between employees and organizations. Both groups indicated that occasional rewards for outstanding work, education and training, and higher than industry standard wages are working to retain employees. Employees reported that a few retention strategies are keeping them around more than was identified by organizations. 33% of employees felt that attractive benefits were important motivators to remain employed with the organization, whereas only 20% of organizations reported using the strategy. Similarly, 25% of employees were motivated by increases based on seniority, and the development of a positive work environment whereas only 17% and 11% of organizations indicated using these strategies to retain employees.



The study also asked organizations and employees which of the retention strategies was the most effective for them, or for the organization. Figure 27 shows that while organizations reported a broad range of strategies as most effective, employees concentrated more strongly on a few. 20% of employees felt that the development of a positive work environment was the most effective motivator to remain working with an organization whereas 9% of organizations indicated the same. 14% of employees felt motivated to stay working with organizations that promoted from within, whereas 5% of organizations determined it to be the most effective strategy employed. A smaller difference between employees and organizations occurred with benefits, where 8% of employees were motivated by the provision of benefits, and 3% of organizations felt it was most effective.



The study sought to determine the types of rewards or recognition that individuals have experienced in their current organization within the last three years. A list of items was provided and participants were asked to circle all those that they have received. Figure 28 shows that 21% of the sample indicated they had received none of the rewards or recognition in the past three years. 49% of the sample indicated they had opportunities to learn new things, 45% had experienced an increase in their salary, 44% an increase in responsibilities, 29% recognition for outstanding performance, and 20% received a promotion.

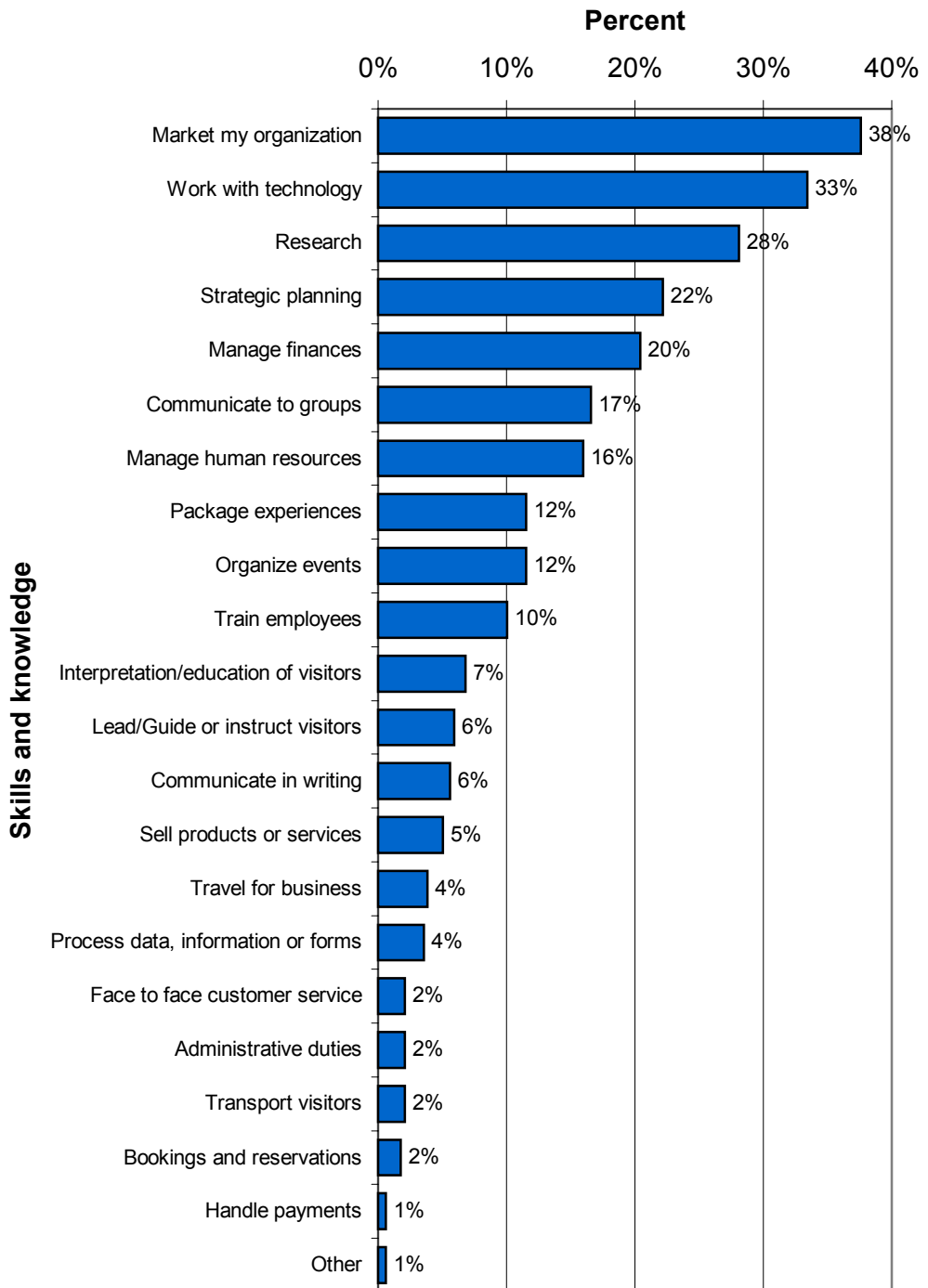


**10) Where is additional training and education needed?**

In a previous section, the job tasks performed by the sample were discussed. The study also sought to determine where additional training and education was needed in the industry. Figure 29 shows the skills and knowledge that the sample felt they would like to have more training or education on.

The majority of the skills where further training and education were required were in higher level management functions such as marketing (38%), working with technology (33%) research (28%), strategic planning (22%), financial management (20%) and management of human resources (16%).

**Figure 29: Training and education needs**



## Recommendations

The findings of this study assist in understanding more about the current tourism labour market in the Vancouver Island region. The data also suggests a number of areas where those involved in developing human capital in tourism may be able to refine strategies to supply higher quality employment experiences.

### 1. **Use information to understand and advocate for the quality of tourism employment;**

This study paints a broader picture of the types of employment generated by tourism, and provides a different perspective on the quality of that employment. This information should be shared with those working at various levels within the regional system to maintain and improve the number and quality of employment options.

#### **a) Employment assistance programs and centers**

Can use the information to better understand the diversity of tourism employment options and communicate with clients. Areas to highlight include the range of sectors employment in tourism can be obtained, the opportunity for upward mobility and management level positions, the types of job tasks performed, and the recruitment strategies used by employers in the industry.

#### **b) Small business development assistance programs and centers**

As a significant portion of the sample, and the regional tourism industry is comprised of small businesses, this information will be useful to share with those working to assist entrepreneurs develop sustainable business ventures. Areas to highlight include the types of training and education needed to be successful, motivations and preferences of potential employees, and human resource management issues faced within the industry.

Small business development programs will also benefit by encouraging entrepreneurs to obtain and review the visitor survey data portion of the Tourism Labour Market Research project as well. Accurate, local information on visitors to the region will assist in the development of sustainable tourism products and services.

#### **c) Various levels of government**

This study is useful for various levels of government to better understand the complexity of the tourism labour market, and be involved in more effective labour market planning efforts.

#### **Municipal and regional districts**

Can use the information to make decision makers more aware of the quality of tourism employment, and dispel myths and stereotypes surrounding the industry. This may be useful for those advocating for tourism development when faced with questions on the nature of employment generated by tourism.

**Provincial government**

This study, albeit for one region of the province, may assist the province reach its goals of increasing the number of jobs in tourism. Areas to highlight include information painting a more positive image of tourism employment to assist with the Human Resources Taskforce strategy and potential sectors of tourism employment to encourage inclusion, measurement and development of emerging sectors.

The information, coupled with the report on "Transitioning into tourism employment: the experience of resource-based workers in the Vancouver Island region" prepared by the Tourism Labour Market Research Project may provide assistance to various ministries to support the often neglected portion of economic impacts generated by tourism.

**National and International tourism organizations;**

Finally, the study should be distributed to the Canadian Tourism Human Resource Council and the Canadian Tourism Commission as an information item.

As the study fits into an emerging research avenue mostly in the UK, the results of the study should be disseminated to international audiences through either conference presentations or publications.

**d) Schools and Colleges/Universities**

The results of this study could assist students to consider a career in tourism. Results should be put into a useful format and distributed to schools and post-secondary institutions to help provide more information on the quality and type of employment opportunities for young professionals.

**2. Share with tourism organizations to refine recruitment and retention efforts and increase levels of job satisfaction;**

The results of this study can assist tourism organizations to increase levels of job satisfaction and refine recruitment and retention strategies. Results should be put into a useful format and get distributed to organizations either in hard copy or on line. Results could also be used to develop workshops or seminars for tourism organizations to improve human resource management practices. Areas to highlight would best practice examples of recruitment and retention being used elsewhere in the industry and highlights of what different generations are seeking in employment (i.e. younger generations motivated by quality of life factors, adults by security, etc.).

**3. Encourage educators to respond to training and education needs for individuals working within the industry;**

Those involved in training and education may find the results of this study useful to develop unique products and consider different delivery methods. Most importantly, the demand for labour in tourism emerged prior to the establishment of many training and education programs. In this sense, the origin of the existing labour market is from a range of other industries. Most individuals currently working in the

industry had little or no background in tourism prior to entry, and even after working within it for years, are requesting additional training and education support.

The content and delivery models currently used in the education system favour entry-level positions for people who can study full time. This study supports the development of management level skills for those currently working in the industry. Educators should consider using this study to develop a range of management level "courses" that can be offered on-line, via distance, or in short-term workshop formats at convenient times throughout the year. As access is often an issue for individuals in rural areas, efforts should be made to use outreach methods to reach individuals. Michigan State University has developed a similar training program for those working in the tourism industry where a range of courses are developed with and by leaders in the industry and are offered on-line at no cost. The courses can be accumulated for "certifications" by the University, and recognition within one's place of employment. This type of model is an example of the direction that tourism education and training should move towards, in order to increase the level of human capital in the industry.

As training and education costs were identified as an issue for a number of tourism organizations, there is a need for the development of partnerships with training and education providers. As training can be highly specific to each organization, new linkages between trainers/educators and organizations could be formed in all sectors of the industry. One example that emerged in this study, in comments provided by an employer in adventure tourism was that while there are a few "generic" entry level adventure tourism programs out there, there are none that provide intermediate skills. This employer commented that he, and other adventure tourism operators, often had to spend a significant period of time upgrading employee's skills before the season. Speaking on behalf of others in the industry, he felt there are opportunities for similar operators to work with existing education programs to provide this type of training in a more cost-effective way each spring.

#### **4. Find ways to get qualified applicants and employers connected;**

While tourism organizations were not finding it difficult to locate enough candidates for tourism positions, they were having difficulties finding qualified ones. At the same time, a variety of training and education programs in the province have been producing a range of qualified applicants in recent years. Whether or not these are the type of qualifications being sought by the industry, or if applicants are not applying to work in the Vancouver Island region is undetermined. This study supports however, that those producing qualified applicants and those looking for them become more connected.

#### **5. Develop a system to monitor issues in the labour market and continue further research.**

While the Vancouver Island region now has information on its current labour market, this information has an expiry date for application. Labour markets are dynamic, particularly in industries like tourism that are so susceptible to externalities. Further discussion should take place to look into some issues further, and to determine how the labour market can be monitored in the future.

## Appendices

- A. Letter of introduction to the study
- B. Cover letter for survey mailout
- C. Consent form
- D. Reminder Card
- E. Tourism Employment Survey

**TOURISM LABOUR MARKET RESEARCH PROJECT**

Appendix A

*A PARTNERSHIP  
BETWEEN*

203-335 Wesley Street, Nanaimo, B.C. V9R 2T5 Phone: (250) 754-3500 Fax: (250) 754-3599  
Email: [research@islands.bc.ca](mailto:research@islands.bc.ca)

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October 23, 2002

RE: Invitation to participate in the Tourism Labour Market Research Project for Vancouver Island

Dear MERGE NAME:

As an employer in an organization that provides products and services in tourism, you are probably aware of how important quality human resources are to the success of your organization, and to the viability of the regional tourism industry. Many organizations working in tourism experience a range of human resource issues such as an inability to recruit enough, or qualified applicants for positions and high turnover rates. Those in tourism education attempt to keep up with the training needs of an ever-changing and growing industry.

It is for these reasons that Malaspina University-College and Tourism Vancouver Island have formed a partnership to undertake Tourism Labour Market Research for Vancouver Island. One component of this study is to survey employers and employees in a broad range of tourism related organizations in the region. The goal of the research is to find out more about who is employed in tourism, in what capacity, how and why they came to work in the industry, and how satisfied they are with what employment in tourism has to offer. As well, the study will compare the job search strategies and retention strategies preferred by employees to those used by employers. In order to gain a true representation of the tourism employment picture on Vancouver Island, we are inviting the participation of your organization in this study.

In one week, you will be sent an envelop with two surveys – one for a tourism employer (someone familiar with recruitment and retention practices in your organization) and one for a tourism employee. All information received will be treated confidentially and used only for the purpose of this study. If you can take the time to assist in distributing the two surveys to individuals within your organization, they can take approximately 15 minutes to complete the survey and then return it in the self addressed stamped envelope that will be provided.

Your participation in this study will help to paint an accurate picture of the tourism labour market in the Vancouver Island region. The results will be useful to all organizations to better understand the needs of employees and to respond with effective human resource development strategies. If you have any questions with regard to this study, please contact the Project Manager – Steve Wohlleben at (250) 754-3500, or via email at [steve@islands.bc.ca](mailto:steve@islands.bc.ca)

Thank you for your time,

Steve Wohlleben  
Project Manager  
Tourism Labour Market Research Project

# TOURISM LABOUR MARKET RESEARCH PROJECT

Appendix B



*A PARTNERSHIP  
BETWEEN*



203-335 Wesley Street, Nanaimo, B.C. V9R 2T5 Phone: (250) 754-3500 Fax: (250) 754-3599 Email:  
[research@islands.bc.ca](mailto:research@islands.bc.ca)

November 1, 2002

Dear «Contact\_Name», «Name»:

As an organization involved in tourism, you are probably well aware of how important it is to have qualified, experienced people working in the industry. In order to maintain and strengthen the number and quality of tourism related jobs in the Vancouver Island region, employers and educators need to know more about the nature of tourism employment. Tourism Vancouver Island and Malaspina University-College are undertaking a tourism employment study to learn more about the background, responsibilities, and needs of those employed in tourism-related jobs in the region. The information obtained will assist in demonstrating the significance of tourism employment impacts in the Vancouver Island region, and will assist in the development of appropriate training and education.

Your organization has been selected to participate in this study, allowing you an opportunity to give your opinions on tourism related employment. It was drawn randomly from our database of tourism related organizations in the Vancouver Island region. To ensure that the results of the study truly represent the diversity of tourism related employment in the region, it is important that the enclosed survey be completed and returned in the envelope provided.

You may be assured of complete confidentiality in this study. Individual and organization names will never appear on the surveys, and all data will be reported in aggregate form to protect privacy. The survey is numbered for tracking purposes only, so that we may check off your organization when the survey is received. A Consent form is enclosed so that you can learn more about how the data will be handled.

I have tried to provide some answers to some expected questions below. If you have any other questions about this study, I would be more than happy to answer them. I can be contacted at (250) 754-3500 or via email at [steve@islands.bc.ca](mailto:steve@islands.bc.ca).

Thank you very much for your participation in this study,

Steve Wohlleben,  
Project Manager

**Question:** Our organization is small and does not employ anyone other than the owners/managers. Should we still participate?

**Answer:** Yes, please participate by completing the enclosed survey. We have taken this into consideration when mailing you this survey. Many organizations in the Vancouver Island region do not employ anyone other than the owners/managers. However, we still want to capture the perspectives of individuals employed at all levels, and in all sizes of organizations in tourism.

**Question:** I don't view what our organization does as tourism-related. Should I disregard this survey?

**Answer:** No, please don't! We are surveying organizations that are directly and indirectly involved in providing experiences for visitors to the island region. We have selected your organization because it falls into this category. The survey has been designed for a broad range of tourism related employment. Please do your best to complete the surveys and add additional comments if you like.

# TOURISM LABOUR MARKET RESEARCH PROJECT

Appendix C

## Consent Form Tourism Employment Survey

Tourism has become one of Vancouver Island's main employers. In order to maintain and strengthen the number and quality of tourism related jobs in the region, employers and educators need to know more about the nature of tourism employment. This study is being undertaken by Tourism Vancouver Island and Malaspina University-College to learn more about the background, responsibilities, needs and preferences of those employed in tourism related jobs in the region. The information obtained will assist employers to attract and retain quality employees, and educators to develop appropriate training opportunities.

This survey will assist us to obtain that information. As a willing participant in the study you will be asked to complete a survey with questions about your employment in tourism. The survey is easy to answer and should take approximately **15 minutes** of your time. Your employer has agreed to allow you time to complete this survey during work time.

Your participation in this study is **completely voluntary**. You have the right to withdraw at any time in the process, for any reason and without an explanation or penalty.

All responses that you provide will remain **confidential and individual names and organizations will not be used in reporting**. Your employer has agreed that you will not suffer any repercussions for responses you make about your current job.

After completing the survey, simply send it back in the self-addressed stamped envelope provided. Once we receive the survey, we will record the data in our computer system and retain the written copies in a secure location for one-year period after which time all surveys will be shredded.

By participating in this study, you will be contributing to our understanding of the quality of tourism employment. The responses you provide will assist us to learn more about what attracts and keeps quality tourism employees. Vancouver Island communities that are depending on tourism will benefit by having a better understanding of the size, scope and quality of tourism employment. The data will also allow tourism employers and educators to design responsive education and training products to keep up with the growth of the industry. There are no inherent risks in participating in this study; however during the process you may find that thinking about your career in tourism will make you focus on achievement of your professional goals.

We are asking for telephone numbers on this consent form as later in the study, we plan to contact a small selection of individuals for a follow-up in depth interview. If you are selected for this portion of the study you will have another opportunity to decline, should you have no interest in participating in the interview. Your information will also be entered into a draw for a range of tourism experiences in the Vancouver Island region.

If you should need to contact the research team with questions about this study, please contact Steve Wohlleben, the Project Manager at (250) 754-3500 or via email at [steve@islands.bc.ca](mailto:steve@islands.bc.ca)

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**I voluntarily agree to participate in this study.**

NAME: \_\_\_\_\_ PHONE: \_\_\_\_\_

**Please print clearly**

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

*Please complete this consent form and return it with your completed survey in the self-addressed, stamped envelope provided.*

## TOURISM LABOUR MARKET RESEARCH PROJECT

Appendix D



*A PARTNERSHIP  
BETWEEN*



203-335 Wesley Street, Nanaimo, B.C. V9R 2T5 Phone: (250) 754-3500 Fax: (250) 754-3599 Email:  
[research@islands.bc.ca](mailto:research@islands.bc.ca)

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November 8, 2002

Attention Managers/Owners:

Last week you should have received a package from us that contained a Tourism Employment Survey. The purpose of this study is to learn more about the size, significance and quality of tourism employment in the Vancouver Island region. Your responses are extremely valuable in the study, as they will shed more light on who is employed in small to mid-sized organizations in the region.

If you have already completed the survey and sent it back to us, thank you. We appreciate your time and responses. If have not yet had a chance to complete the survey, we hope you will find the time to do so by November 30, 2002.

Should you have any questions about the study, please feel free to contact me at the phone (250) 754-3500 or via email at [steve@islands.bc.ca](mailto:steve@islands.bc.ca)

The Government of Canada has contributed funding to this initiative.



Government  
of Canada

Gouvernement  
du Canada

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Appendix E
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Employees are one of the most important resources in a strong tourism system. In order to assist organizations involved in tourism to recruit and retain valuable employees, we would appreciate your input in this survey.

**ALL INFORMATION GATHERED IS CONFIDENTIAL.**

### About your current job...

Q.1 What is your **current position title**? (please specify)

---

Q.2 What **sector of tourism** are you currently employed in? Is it...(please circle **all** that apply)

- 1 ACCOMMODATION
- 2 FOOD AND BEVERAGE
- 3 CONFERENCE AND MEETING FACILITIES/SERVICES
- 4 ART, CULTURE AND ENTERTAINMENT
- 5 OUTDOOR RECREATION, SPORT AND ADVENTURE TOURISM
- 6 TRANSPORTATION
- 7 ATTRACTIONS (including special events and festivals)
- 8 TRAVEL AND TOUR OPERATIONS
- 9 TRAINING AND EDUCATION
- 10 TRAVEL TRADE (including tourism marketing organizations)
- 11 AGRICULTURAL TOURISM
- 12 OTHER (PLEASE SPECIFY): \_\_\_\_\_

Q.3 Which of the above is the primary sector of tourism that you identify with? (please indicate the most accurate response)

\_\_\_\_\_ PRIMARY SECTOR OF TOURISM

Q.4 Approximately **how long have you been employed** with your **current** employer? (please circle best response)

- 1 LESS THAN 6 MONTHS
- 2 6 – 12 MONTHS
- 3 1 – 2 YEARS
- 4 3 - 5 YEARS
- 5 6 - 10 YEARS
- 6 11 - 15 YEARS
- 7 16 YEARS AND OVER

Q.5 Which of the following have you received within the **last three years** from your current employers? (Please check **all** that apply)

- 1 A PROMOTION TO A POSITION OF HIGHER AUTHORITY
- 2 AN INCREASE IN WAGE/SALARY
- 3 AN INCREASE IN RESPONSIBILITIES
- 4 RECOGNITION FOR OUTSTANDING PERFORMANCE
- 5 AN OPPORTUNITY TO LEARN NEW SKILLS/KNOWLEDGE
- 6 OTHER (PLEASE SPECIFY): \_\_\_\_\_
- 7 NONE OF THE ABOVE

Q.6 How would you describe the **level of your position?** Is it ... (please circle best response)

- 1 ENTRY LEVEL (Positions requiring little experience to enter the organization)
- 2 DEPARTMENT LEVEL (Skilled positions requiring some experience, non supervisory)
- 3 MID-MANAGEMENT LEVEL (Positions supervising others, or assisting management)
- 4 MANAGEMENT LEVEL (Positions requiring a full range of management responsibilities)
- 5 OWNER/OPERATOR

Q.7 Thinking about your current tourism related job, what is your employment status in each of the following seasons? (please circle best response for each season)

- A WINTER (January to March)
  - 1 PART TIME (less than 29 hrs. per week)
  - 2 FULL TIME (30 hrs. per week and above)
- B SPRING (April to June)
  - 1 PART TIME (less than 29 hrs. per week)
  - 2 FULL TIME (30 hrs. per week and above)
- C SUMMER (July to September)
  - 1 PART TIME (less than 29 hrs. per week)
  - 2 FULL TIME (30 hrs. per week and above)
- D FALL (October to December)
  - 1 PART TIME (less than 29 hrs. per week)
  - 2 FULL TIME (30 hrs. per week and above)

Q.8 To what extent do you **perform each of the following activities** in your **current** position? (please circle the best response for each item)

	NOT AT ALL	SOME TIMES	A LOT	NOT SURE
A Provide face to face service to customers	1	2	3	4
B Administrative duties (answering phone, filing, fax, etc.)	1	2	3	4
C Handle bookings or reservations (trips, rooms, etc.)	1	2	3	4
D Handle payments from customers (cash, credit, etc.)	1	2	3	4
E Lead/guide/instruct visitors in activities	1	2	3	4
F Process data, information, forms	1	2	3	4
G Sell products or services (activities, souvenirs, etc.)	1	2	3	4
H Interpretation/education of visitors	1	2	3	4
I Work with technology (computers, equipment, etc.)	1	2	3	4
J Package experiences for visitors	1	2	3	4
K Organize events (conferences, festivals, etc.)	1	2	3	4
L Market my organization/region to potential visitors	1	2	3	4
M Manage human resources (recruit, hire, supervise, etc.)	1	2	3	4
N Train employees	1	2	3	4
O Communication to groups (presentations, meetings, etc.)	1	2	3	4
P Communicate in writing (emails, reports, memos, etc.)	1	2	3	4
Q Manage finances (accounting, payroll, etc.)	1	2	3	4
R Research (markets, visitors, destinations, etc.)	1	2	3	4
S Strategic planning (organization, destination area, etc.)	1	2	3	4
T Travel for business	1	2	3	4
U Transport visitors	1	2	3	4
V Other, please specify	1	2	3	4

Q.9 Which of the job activities listed above do you feel you would like more training or education in? (Please specify all that apply by indicating the letter (i.e. G, N, and S))

1 \_\_\_\_\_ 4 \_\_\_\_\_ If additional, please specify: \_\_\_\_\_  
 2 \_\_\_\_\_ 5 \_\_\_\_\_  
 3 \_\_\_\_\_ 6 \_\_\_\_\_

**How did you come to be employed in a tourism related job...**

This next set of questions will have you think back to how you came to be employed in your first tourism related job, not just your current job.

Q.10 Approximately **how long** would you say you have been consecutively employed in tourism related jobs? (please specify length of time for the most appropriate category)

- 1 \_\_\_\_\_ YEARS ON A PART-TIME AND SEASONAL BASIS
- 2 \_\_\_\_\_ YEARS ON A PART-TIME AND YEAR ROUND BASIS
- 3 \_\_\_\_\_ YEARS ON A FULL-TIME AND SEASONAL BASIS
- 4 \_\_\_\_\_ YEARS ON A FULL-TIME AND YEAR ROUND BASIS

Q.11 Thinking back to **before you were employed in your first tourism related job**, what were you doing immediately prior? (Please circle the best response)

- 1 Working in the **FISHING** industry
- 2 Working in the **FORESTRY** industry
- 3 Working in **AGRICULTURE**
- 4 Working in the **MINING** industry
- 5 Working in the **OIL AND GAS** industry
- 6 Working in **UTILITIES**
- 7 Working in **CONSTRUCTION**
- 8 Working in **EDUCATIONAL SERVICES**
- 9 Working in the **RETAIL** sector
- 10 Working in a **TRADE**
- 11 Working in **MANUFACTURING**
- 12 Working in **HEALTH CARE OR SOCIAL ASSISTANCE**
- 13 Working in **RECREATION OR SPORT**
- 14 Working in **ARTS, ENTERTAINMENT AND CULTURE**
- 15 Working in **TRANSPORTATION AND WAREHOUSING**
- 16 Working in **PROFESSIONAL, SCIENTIFIC AND TECHNICAL** services
- 17 Working in **MANAGEMENT, ADMINISTRATIVE AND OTHER SUPPORT**
- 18 Working in **PUBLIC ADMINISTRATION**
- 19 Working in **FINANCE, REAL ESTATE OR LEASING**
- 20 Studying in **HIGH SCHOOL**
- 21 Studying in **COLLEGE OR UNIVERSITY**
- 22 **HOMEMAKER OR PARENTING**
- 23 **UNEMPLOYED**
- 24 Other (please specify): \_\_\_\_\_

Q. 12 Thinking back on your **last three jobs**, fill in the table below starting with **your current job and working back in time**.

	TYPE OF EMPLOYER	DURATION OF EMPLOYMENT (SPECIFY START AND END DATE)	JOB TITLE
A		MONTH/YEAR to MONTH/YEAR	
B		MONTH/YEAR to MONTH/YEAR	
C		MONTH/YEAR to MONTH/YEAR	

## Why did you choose to be employed in tourism...

Q.13 Which of the following reasons best describe your reasons for choosing to work in your first tourism related job? (please circle the number that best describes your level of agreement to each statement)

I chose to work in tourism because...		STRONGLY DISAGREE	SOME WHAT DISAGREE	NEITHER AGREE OR DISAGREE	SOME WHAT AGREE	STRONGLY AGREE	N/A
A	I earned too little in my previous job	1	2	3	4	5	6
B	It was easy to start a business in tourism	1	2	3	4	5	6
C	I wanted to improve my standard of living	1	2	3	4	5	6
D	I wanted better working conditions	1	2	3	4	5	6
E	I wanted to work part time to supplement my income	1	2	3	4	5	6
F	I wanted an interesting job	1	2	3	4	5	6
G	My family had a business in tourism	1	2	3	4	5	6
H	I wanted to accumulate capital to establish my own business	1	2	3	4	5	6
I	I was unemployed and needed a job	1	2	3	4	5	6
J	I saw tourism as a profitable industry	1	2	3	4	5	6
K	I was attracted by the image of tourism	1	2	3	4	5	6
L	I wanted to travel more	1	2	3	4	5	6
M	I wanted to use language skills	1	2	3	4	5	6
N	I wanted a job that was conducive to my lifestyle	1	2	3	4	5	6
O	I needed extra money quickly	1	2	3	4	5	6
P	I was downsized in a declining industry	1	2	3	4	5	6
Q	I wanted an appropriate income	1	2	3	4	5	6
R	I wanted a job that suited my education	1	2	3	4	5	6
S	I did not see prospects in my previous occupation	1	2	3	4	5	6
T	I wanted to leave my previous job	1	2	3	4	5	6
U	I wanted a job where I could deal with people	1	2	3	4	5	6
V	I saw tourism as the most profitable industry for a business	1	2	3	4	5	6
W	I could not get a job elsewhere	1	2	3	4	5	6
X	I needed a job which did not require any particular qualification	1	2	3	4	5	6
Y	The first job I was offered was in tourism	1	2	3	4	5	6
Z	I wanted to work in pleasant surroundings	1	2	3	4	5	6
AA	I like to try different jobs	1	2	3	4	5	6
BB	I wanted to establish my own business	1	2	3	4	5	6
CC	I have good business skills and I thought I could use them well in tourism	1	2	3	4	5	6
DD	I felt that there were a lot of tourism jobs	1	2	3	4	5	6

Q.14 To what extent do you use your current job to provide for your income? (Please circle best response)

- 1 I USE THIS JOB AS MY PRIMARY SOURCE OF INCOME.
- 2 I USE THIS JOB TO PROVIDE ME WITH SUPPLEMENTARY INCOME (FOR OTHER PART TIME JOBS, PENSION, SEASONAL LAYOFF, ETC.)

**Your views on tourism-related employment...**

Q.15 Thinking about your **current job**, how would you rate each of the items? (Please circle the best response)

	VERY BAD	SOME WHAT BAD	NEITHER GOOD OR BAD	SOME WHAT GOOD	VERY GOOD
A Opportunities for advancement within this organization	1	2	3	4	5
B Quality of work provided by your employer	1	2	3	4	5
C Income (wages and tips)	1	2	3	4	5
D Level of benefits	1	2	3	4	5
E Rewards and recognition given	1	2	3	4	5
F Job opportunities in other organizations	1	2	3	4	5
G Amount of work provided (seasons, weeks, days)	1	2	3	4	5
H Opportunity to learn new skills	1	2	3	4	5
I Hours of work (times of the day)	1	2	3	4	5
J Type of job duties	1	2	3	4	5
K Level of challenge	1	2	3	4	5
L Social status	1	2	3	4	5
M Working environment (physical surroundings)	1	2	3	4	5
N Advanced training and education opportunities	1	2	3	4	5
O Social working environment (fellow workers)	1	2	3	4	5

Q.16 Which of the following statements best describes **your attitude towards your future in tourism employment**? (Circle the best response)

- 1 I PLAN TO CONTINUE WORKING IN TOURISM BECAUSE IT IS MY CHOSEN CAREER PATH.
- 2 I WILL WORK IN TOURISM JOBS UNTIL SOMETHING BETTER COMES ALONG.
- 3 I HAVE NOT FORMED ANY DECISIONS ON MY FUTURE IN TOURISM.

**Where do you work and live?**

Q.17 What city or town do you currently **live** in?  
 \_\_\_\_\_ CITY OR TOWN

Q.18 Approximately **how long** have you lived in this city or town?  
 \_\_\_\_\_ YEARS

Q.19 Did you have to **relocate your home** when you started your current job?  
 1 YES  
 2 NO

Q.20 What city or town do you currently **work** in?  
 \_\_\_\_\_ CITY OR TOWN

Included in employee version only

**Your job preferences...**

Q.21 Which of the following statements does your current employer use to keep you working with them?  
(Please circle **all** that apply)

- 1 PAYS ME ACCORDING TO MY PRODUCTIVITY (pay for performance)
- 2 PROVIDES OCCASIONAL REWARDS FOR OUTSTANDING WORK
- 3 PAYS ME WAGES THAT ARE HIGHER THAN INDUSTRY STANDARD
- 4 PROVIDES ME WITH ADDITIONAL BENEFITS (dental, health, pension plan, etc.)
- 5 PROVIDES ASSISTANCE WITH HOUSING (subsidized, accessible)
- 6 PROVIDES ME WITH PAY INCREASES BASED ON SENIORITY
- 7 PROMOTES ME TO A POSITION WITH HIGHER AUTHORITY OR RESPONSIBILITIES
- 8 PROVIDES ME WITH A PROFIT SHARING PLAN (shares or bonuses)
- 9 RECOGNIZES ADDITIONAL TRAINING AND CERTIFICATIONS WITH REWARD (pay or recognition)
- 10 PROVIDES TRAINING AND EDUCATION OPPORTUNITIES
- 11 Other (Please specify): \_\_\_\_\_

Q.22 Which of the above statements is the **most important motivator** for you to remain working with an employer? (Please specify)

\_\_\_\_\_ MOST IMPORTANT MOTIVATOR

Q.23 Which of the following **job search techniques** did you use when searching for your current tourism position? (Circle **all** that apply)

- 1 ON-LINE JOB SEARCH
- 2 ASKED MY FRIENDS AND ACQUAINTANCES ABOUT POTENTIAL EMPLOYMENT
- 3 CHECKED JOB POSTINGS AT EMPLOYMENT ASSISTANCE OFFICES
- 4 ATTENDED JOB AND CAREER FAIRS
- 5 VISITED EMPLOYMENT OFFICES AT REGIONAL COLLEGES AND UNIVERSITIES
- 6 CHECKED JOB ADS IN LOCAL NEWSPAPERS FOR OPENINGS
- 7 MADE PERSONAL CONTACT WITH INDIVIDUAL EMPLOYERS
- 8 Other (please specify): \_\_\_\_\_

Q.24 Which of the above job search techniques was the most effective for you when searching for your current tourism position? (Please specify)

\_\_\_\_\_ MOST EFFECTIVE JOB SEARCH TECHNIQUE

Q.25 Which of the following **programs/services did you utilize** when seeking a job in tourism?  
Circle all that apply.

- 1 CAREER COUNSELING SERVICES AT A HIGH SCHOOL OR EMPLOYMENT CENTRE
- 2 JOB SEARCH PROGRAMS AT AN EMPLOYMENT CENTRE
- 3 SMALL BUSINESS ASSISTANCE PROGRAM
- 4 TOURISM/HOSPITALITY/RECREATION RELATED CERTIFICATE PROGRAM.  
Please specify  
program: \_\_\_\_\_
- 5 TOURISM/HOSPITALITY/RECREATION RELATED DIPLOMA PROGRAM.  
Please specify  
program: \_\_\_\_\_
- 6 TOURISM/HOSPITALITY/RECREATION RELATED DEGREE PROGRAM.  
Please specify  
program: \_\_\_\_\_

Included in Employer version only

## Employment in your organization...

Q.20 Which of the following practices does your organization use to **recruit new employees**? (Please circle all that apply)

- 9 MAINTAIN JOB OPPORTUNITIES PAGE ON ORGANIZATIONAL WEB SITE
- 10 SEND JOB POSTINGS TO EMPLOYMENT ASSISTANCE ORGANIZATIONS
- 11 ATTEND JOB AND CAREER FAIRS
- 12 OFFER INCENTIVES TO EMPLOYEES TO RECRUIT FRIENDS
- 13 POST JOBS WITH REGIONAL COLLEGES AND UNIVERSITIES
- 14 POST IN NEWSPAPERS
- 15 WORD OF MOUTH
- 16 MAKE TIME FOR DROP IN VISITS BY JOB SEEKERS
- 17 Other (Please specify): \_\_\_\_\_

Q.21 Which of the above recruitment strategies is the most effective for your organization? (Please specify)

\_\_\_\_\_ MOST EFFECTIVE RECRUITMENT STRATEGY

Q.22 Which of the following practices does your organization use to **retain employees**? (Please circle all that apply)

- 12 PAY EMPLOYEES ACCORDING TO PRODUCTIVITY (pay for performance)
- 13 PROVIDE OCCASIONAL REWARDS FOR OUTSTANDING WORK
- 14 PAY WAGES THAT ARE HIGHER THAN INDUSTRY STANDARD
- 15 PROVIDE BENEFITS (dental, health, pension plan, etc.)
- 16 PROVIDE ASSISTANCE WITH HOUSING (subsidized, accessible)
- 17 PROVIDE PAY INCREASES BASED ON SENIORITY
- 18 PROMOTE FROM WITHIN THE ORGANIZATION
- 19 PROVIDE A PROFIT SHARING PLAN (shares or bonuses)
- 20 RECOGNIZE ADDITIONAL TRAINING AND CERTIFICATIONS WITH REWARD (pay or recognition)
- 21 PROVIDE TRAINING AND EDUCATION OPPORTUNITIES
- 22 Other (Please specify): \_\_\_\_\_

Q.23 Which of the above **retention strategies** is the most effective for your organization? (Please specify)

\_\_\_\_\_ MOST EFFECTIVE RETENTION STRATEGY

Q.24 How significant are each of the **human resource issues** for your organization? (Please circle appropriate number)

	NOT SIGNIFICANT	SOMEWHAT INSIGNIFICANT	EXTREMELY SIGNIFICANT	NOT SURE
A High rate of turnover in employees	1	2	3	4
B High costs of training	1	2	3	4
C Inability to recruit qualified applicants to positions	1	2	3	4
D Inability to recruit enough applicants for positions	1	2	3	4
E Inability to provide housing for employees	1	2	3	4
F Inability to pay high wages	1	2	3	4
G Inability to offer attractive benefits for employees	1	2	3	4

## About you...

Q.26 Which **age** category do you belong to? (Please circle the best response)

- 1 UNDER 19 YEARS
- 2 20 – 24 YEARS
- 3 25 - 29 YEARS
- 4 30 – 34 YEARS
- 5 35 - 39 YEARS
- 6 40 – 44 YEARS
- 7 45 - 49 YEARS
- 8 50 – 54 YEARS
- 9 55 - 59 YEARS
- 10 60 – 64 YEARS
- 11 65 YEARS OR OLDER

Q.27 What is the highest **level of education** that you have obtained? (Circle the best response)

- 1 SOME HIGH SCHOOL
- 2 HIGH SCHOOL DIPLOMA
- 3 POST-SECONDARY CERTIFICATE
- 4 POST-SECONDARY DIPLOMA
- 5 POST-SECONDARY DEGREE (i.e. Bachelors degree)
- 6 GRADUATE DEGREE (i.e. Masters or Ph.D.)

Q.28 What is your **gender**? (Circle response)

- 1 MALE
- 2 FEMALE

Q.29 What category best describes **your current income level, including gratuity, tips and commissions**? (Circle the best response)

- 1 \$9,999 AND BELOW
- 2 BETWEEN \$10,000 - \$19,999
- 3 BETWEEN \$20,000 - \$29,999
- 4 BETWEEN \$30,000 - \$39,999
- 5 BETWEEN \$40,000 - \$44,999
- 6 BETWEEN \$45,000 - \$49,999
- 7 BETWEEN \$50,000 - \$59,999
- 8 BETWEEN \$60,000 - \$69,999
- 9 BETWEEN \$70,000 - \$79,999
- 10 BETWEEN \$80,000 - \$89,999
- 11 \$90,000 AND ABOVE

## Any other comments you would like to share...

Q. 31 If you would like to comment on anything else regarding tourism employment, please do so on a separate sheet of paper and attach it to this questionnaire. We welcome your comments.

***Thank you for participating in this study. Your input will assist in the development of the tourism labour market in the Vancouver Island region.***

**Please return this completed questionnaire in the addressed, stamped envelope provided.**

**For processing only:**

Date received: \_\_\_\_\_

Entered by: \_\_\_\_\_ Survey number:

\_\_\_\_\_