

# *go2 TOURISM INDUSTRY TRAINING*

## *MANDATE STATEMENT*

**Prepared by go2 – the Resource for People in Tourism**

**Submitted to the Industry Training Authority**

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## **1. Purpose**

The go2 Tourism HR Society is sanctioned by the Industry Training Authority (ITA) under the *Industry Training Authority Act* (ITAA) as the industry training organization (ITO) for the tourism industry in British Columbia. This will be done in partnership with other industry groups and the ITA.

The purpose of this Mandate Statement is to define an industry-driven training leadership and coordinating division of go2 for the BC tourism industry. This is consistent with the industry's goal of creating and sustaining an association that is mandated to coordinate and implement the industry's Human Resources strategic plan.

This Mandate will be implemented over the next 3-6 months with the go2 training division being officially launched no later than April 1, 2007.

## **2. Mission**

go2 is the BC tourism industry's human resources association. Its mission is:

*To be the essential resource to BC's tourism industry for advancing strategic solutions to industry Human Resource challenges.*

## **3. The BC Tourism Industry**

### **3.1 British Columbia's Tourism Industry**

Tourism itself has been defined by the World Tourism Organization as the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes.

The BC tourism industry is an extremely important contributor to BC's economy. The tourism industry is growing faster than ever, and with \$9.8 billion generated in revenue in 2005, its growth outpacing mining, agriculture and fishing as a leading industry for the province. It generates \$1 billion annually to the Provincial Treasury, and its growth strategy envisions the sector to reach \$19.6 billion by 2015.

BC's tourism employment goals are equally as impressive. There are approximately 117,500 direct tourism jobs in the province, a number that is targeted to grow to 200,000 by 2015. With the anticipated opening of 84,000 new tourism jobs over this period, the increasing threat of future shortages of skilled and unskilled labour is recognized and short and long term strategies are needed.

In addition to BC's natural beauty, the province is building a reputation for great tourism attractions and destinations. From zip-trekking to hot stone spas and culinary tourism, BC's tourism businesses are giving the province's 23 million overnight visitors a very special experience.

Other facts about the BC tourism industry....

- Tourism is an export industry. It is the second largest earner of export income for the provincial economy, after Wood Products. Foreign visitors travel to BC to purchase the product - the BC tourism experience. The money they spend exceeds the amounts brought into the province by other export industries such as oil and gas, mining, agriculture and fisheries.
- There are nearly 18,000 tourism-related business establishments in BC. Between 300 and 500 new tourism businesses are started each year. These include accommodation, restaurants, resorts, attractions and tour operators.
- Four out of every 10 jobs in tourism created over the next 10 years will be outside the Lower Mainland/Southwest BC.
- The Food and Beverage sector will need more than 44,000 new workers by 2015; Accommodation will need 19,000 new workers; Adventure Tourism will need 13,000 new workers; and Attractions will need 8,000 new workers.

### **3.2 go2 Tourism HR Society**

An 18-month tourism industry task force involving more than 100 industry representatives and stakeholders around the province, completed its work in the Spring of 2003 and issued a five-year human resource development strategy for BC's tourism industry (*The British Columbia Tourism Human Resources Development Task Force Action Plan*). Part of this strategy included the establishment of an industry-led and demand-driven HRD coordinating organization to oversee the implementation of recruitment, retention and training initiatives.

A small, tourism industry association called the Hospitality Industry Education Advisory Committee (HIEAC) sponsored and participated actively in this HR strategic planning. HIEAC had been in existence since 1976 and had a sole mandate to support industry training. As a stable organization with 100% industry Board of Directors, stable revenue streams and widespread industry respect, HIEAC was deemed to be the ideal organization to take on this new, expanded human resources mandate. The new mandate would still include training & development, but focus on serving the training and HR needs of industry as its primary customer.

In 2003, HIEAC underwent a major re-organization including changing its constitution, bylaws, governance structure, mission, mandate, organizational structure and key staff. It also went through a re-branding exercise and came up with a new name – go2 – The resource for people in Tourism. This new name was to promote the organization's vision as being THE resource for any human resource issues in tourism. Very specific principles regarding the industry-driven mandate were incorporated into the structure, governance and operations of go2 from the very onset.

The agency is the first point of contact or the "go to" place for any tourism industry recruitment, retention and training issues. It is also the organization that was tasked with the mandate to implement the industry's HR strategy. The official name that is registered per the Society Act of BC is the go2 Tourism HR Society.

### **3.3 Tourism and the Industry Training Authority**

In 2005, the ITA launched three ITOs:

- Automotive Industry Training Association (3,700 trainees);
- Horticulture Education BC (350 trainees); and,

- Residential Construction Industry Training Organization (350 trainees).

In November 2005, the ITA issued a policy framework paper indicating that it would support the establishment of 10-15 ITOs with major sectoral stakeholders. The ITA and the Industrial/Commercial/Institutional construction sector have agreed to form an ITO, and active discussions are underway with other industries (e.g. transportation and heavy industries) to possibly form ITOs in the near future.

In its latest Service Plan (2006/07 - 2008/09), a key ITA strategic goal is to “provide the infrastructure – primarily in the form of effective ITOs – which will assure active and effective leadership of industry training by industry itself.” The ITA has a target of launching three additional ITOs this fiscal year and another four to nine in 2007/08.

Early in 2006, the go2 Tourism HR Society submitted a formal Expression of Interest in creating a tourism ITO under its umbrella by creating a new training division within the go2 organization. This Expression of Interest was approved in May 2006.

## **4. *Tourism Training Industrial and Occupational Scope***

### **4.1 Industrial Scope**

The tourism industry in Canada has historically been known and divided by 8 tourism sectors. These sectors included Accommodation; Adventure Tourism and Recreation; Attractions; Events and Conferences; Food & Beverage; Tourism Services; Transportation; and Travel Trade.

Recently, changes were made to how we refer to the industry and its sectors. Tourism as a whole is now categorized as a “sector” and the categories of its component sectors have been changed. Formerly, there were eight tourism “sectors.” Now, there are five industry groups within the sector. The new “industry groups” are: Accommodation; Food and Beverage Services; Recreation and Entertainment; Transportation; and Travel Services.

The trigger for restructuring the tourism sector was the negotiation of a single North American Industry Classification System under NAFTA. Consequently, the system allows Canada, the US and Mexico to gather consistent tourism statistics to build their Tourism Satellite Accounts, which measure the national economic impact of tourism. Statistics Canada, the Canadian Tourism Commission and the Canadian Tourism HR Council were instrumental in this work.

With a change of this nature, it will take some time for the labour market statistics to become aligned. Hence, the only statistics that are available at this time are from the old system. go2 will incorporate the new framework into its planning as soon as reliable data is available.

go2’s training mandate focuses on the core skills as utilized by five sectors. Initially, its industry training activities will target workers in Food & Beverage, Accommodation and Recreation, which are its largest sectors.

### **4.2 Occupational Scope**

go2’s industry training activities will initially concentrate on the cooking programs, research and planning.

There has been considerable work done already on reviewing the cook training program standards and go2 would conclude this work and provide recommendations to the ITA on the delivery of training.

Research within the industry in the form of a training needs assessment will be followed by the development of an industry training plan. This plan will form the basis and provide the business case for the development and implementation of new and/or improved industry credentials in many general and sector-specific occupations ranging from food and beverage servers to front desk agents to ski patrollers to sales and marketing and management personnel. Core employability programs such as Tourism Essentials, Serving It Right™, Food Safe, SuperHost, WHMIS etc. would also be included in the needs assessment and training plan. It is important to note that go2 is currently in the process of conducting regional labour market research and HR planning, which will refresh the provincial strategy in a much more focused manner. The tourism training needs assessment and training plan will align with these regional HR studies and will be integrated into the execution of the strategies.

## **5. Training Division Strategic Direction**

### **5.1 Strategy**

It is not necessary, practical, sustainable nor desirable for the tourism industry of BC to set up a separate, legal entity for its ITO. It already has an existing organization with a mandate that perfectly aligns with the vision and mandate that the ITA has for the ITOs. As such, it will model itself as best it can to the ITA policy by creating a new Board Committee and a separate division of the Society (hereafter referred to as the Training Division) to lead the ITO activities whilst at the same time working in partnership with other areas of go2 on programs of joint interest (eg. career awareness, labour market analysis etc.).

### **5.2 go2's Training Mandate**

The mandate of go2's training division is to provide an effective industry-driven training coordinating function by defining industry training needs, setting industry training and occupational standards, measuring industry training results, and directly interfacing with public, private and K-12 training providers. It will achieve its mandate by both taking on direct ITO responsibilities as well as aligning and integrating with other divisions in go2 which are simultaneously addressing other areas critical to the ITO. (such as labour market research, career awareness, marketing etc.)

### **5.3 go2's Training Vision**

*To be a tourism industry training service that advances an integrated, growing and sustainable British Columbia tourism industry where training systems and outcomes effectively match the supply of skilled workers with industry demand.*

## 5.4 Values

- Industry leadership and coordination
- Shared funding among those who benefit
- Customer-focused on trainees, workers and employers
- Accessible programs and services
- Industry relevance and responsiveness
- Industry capacity and sustainability of service
- Stakeholder inclusiveness and partnership
- Operational efficiency, flexibility and streamlined administration
- Quality training that includes provincial and national skill standards and qualifications
- Cost-effectiveness programs and services for industry, workers and the taxpayer

## 5.5 Strategic Outcomes

- Contribute to the growth and economic success of the BC tourism industry
- Increase the tourism industry's contribution to the provincial revenues
- Increase the industry's ability to attract and retain qualified workers
- Increased awareness of tourism careers as a career of choice in the minds of young people, parents, educators, employers and the general public
- Partnerships to promote tourism industry training programs and career paths
- Increased number of individuals entering and completing tourism education, training and occupational certification programs
- New tourism industry training programs which meet the needs of industry in growth areas of the economy
- Improved bridging and laddering among tourism occupations and industry training programs
- Increased employer engagement in tourism education, training, career development and recruitment

## ***6. Roles and Responsibilities***

The following roles and responsibilities of the ITA and go2 are defined as per ITA legislation and ITO guidelines and go2's understanding of the tourism industry's needs and structure.

### 6.1 ITA Roles

ITA's responsibilities as they relate to industry training and go2's activities are as follows:

- Maintain industry training policy and standards framework
- Approving programs/standards recommended by industry
- Registering, tracking and certifying trainees (through its Industry Training Centre)
- Funding industry training (based upon industry developed plans and priorities)
- Participating in an ex-officio capacity in the go2 governance structure

## 6.2 go2 Roles

go2's roles, as they relate the ITA mandate and the ITAA, are as follows:

- Identify current and future skills and training needs
- Develop an industry training strategy
- Design and develop training programs
- Establish occupational and program standards
- Promote industry training and recruit trainees
- Promote careers in tourism
- Market/promote programs to employers
- Promote industry participation/engagement in training opportunities

Other roles (such as designing & overseeing challenge exams; accrediting training providers; coordinate and facilitate program delivery, train the trainer, mentors and workplace assessors; and facilitate the assessment of trainee competency) will evolve and be refined as both parties learn from the initial implementation of the tourism and other sector ITOs.

## 6.3 go2 Responsibilities

go2's specific responsibilities include the following:

- *Information and advice* – Providing advice and information on industry training and programs and services to the ITA, trainees and employers
- *Standards* – Identifying and defining industry competencies in consultation with industry, providing advice to provincial occupational standards
- *Industry tracking and monitoring* – Monitoring and forecasting industry training needs and skill shortages and other gaps, track supply of training programs and identify gaps in programming
- *Planning* – Developing a three-year rolling industry training plan, providing advice to ITA on training providers, developing and implementing annual business/operational plans

- *Program development* – Ensuring the developing and coordination of new training programs, development of learning resource materials, delivery of on and off the job training and defining selection and entry requirements for trainees
- *Promotion and marketing* – Building the profile of go2 and the tourism industry, promoting within the industry to maximize uptake among employers, promoting and marketing industry training to employers, trainees and others, promoting careers in the industry
- *Program monitoring* – Ensuring program content, quality, delivery and outcomes meet industry needs, assessing progress of trainees; providing information, tools and support to trainees and employers
- *Performance measurement* – Developing performance indicators and measurements for industry training programs and services, measuring results, reporting results to ITA

#### **6.4 go2's Contribution to the Industry Training System**

The tourism industry, through go2, will contribute to the BC secondary and post-secondary education and training system by coordinating the skill needs of employers, workers and trainees in tourism with training and education programs and services delivered by the education system. go2 will also determine industry skill standards and qualifications in consultation with training providers, and support employers and training providers in delivering training that meet provincial standards.

### **7. Legal Status, Membership, Governance and Structure**

#### **7.1 Legal status**

go2 is an independent, non-profit industry association that works with BC tourism employers, employees, career seekers, educators and government on human resources issues impacting the tourism industry in the Province. It is registered under the Society Act of BC, and has been in existence since 1976. It is industry-driven, is financially stable and accountable, is operationally efficient and is widely respected in the tourism industry as well as within the government.

#### **7.2 Membership**

As per the Society's bylaws, the go2 voting members are comprised of BC not-for-profit organizations that have as their members businesses, organizations, individuals or educational bodies whose mandate and major interest is directly involved in the tourism industry.

In keeping with its industry-led mandate, go2's Voting Members are composed of a broad array of key tourism industry groups, including: Tourism BC; BC Yukon Hotels Association, Alliance of Beverage Licensees, Canada West Ski Areas Association, Canadian Restaurant & Foodservices Association, Council of Tourism Associations, Tourism Vancouver, Tourism Whistler, Tourism Kootenay Rockies, Vancouver Coast & Mountains Tourism Association, Tourism Richmond, Tourism Victoria, Tourism Kelowna, BC Restaurant & Foodservices Association, BC Human Resource Management Association, Tourism Educators Consortium and the BC Career Colleges Association.

### **7.3 Governance**

As per the Society's governance policies, the majority of the Board of Directors must be comprised of tourism employers or their representatives and must ensure a balance between the major regions of the province and the major sectors of tourism.

The go2 board of directors operates within a policy governance model that distinguishes between strategic leadership and operations/management. The Board and the CEO have distinct and complementary responsibilities in advancing the mission of the organization.

The Board of Directors is responsible for defining strategic direction, approving and monitoring go2 strategic goals, business plans, budgets and performance measures, setting macro policies of the organization (Ends/outcomes policies; Executive limitations Policies; Board/CEO Policies and Board Governance policies) providing financial and legal stewardship, monitoring and evaluating organizational effectiveness and hiring and evaluating the CEO.

The CEO is responsible to oversee the implementation of the Board's policies, effective and efficient management of the organization, including full authority over the organization's operating activities and resources, responsibility for achievement of go2's strategic goals, and accountability for go2's results.

go2 governance policies allow for the establishment of Board Statutory Committees to aid in achieving its goals. Board Statutory Committees shall have the authority and responsibilities assigned to them by enabling legislation, the Bylaws or the Board. The Board may establish such committees as it may deem necessary and desirable and the Board may confer such powers upon such committees as it may deem expedient. Members of the committees shall be appointed by go2's Chair, need not be members of the Board and may or may not be members of go2. go2's Chair shall be an ex-officio member of all committees and shall appoint all committee Chairs. If non-members or non-directors are selected to serve on committees, those individuals must agree to adhere to the Society's policies and procedures as outlined in its policy manual.

The Board of Directors is accountable to its members and to the government of BC under the BC Society's Act and the Industry Training Authority in regards to funding and authorities assigned by the ITA. The Statutory Committees are accountable to the Board of Directors. The CEO is accountable to the Board of Directors.

The current go2 Board represents a cross-section of BC's tourism industry including tourism operators, industry associations, and educational associations from a variety of regional areas of the province. The go2 Board provides leadership to support go2's mandate of assisting BC's tourism industry with human resources issues, tourism career awareness programs, and working with educators to ensure training and educational programs are congruent with industry's priorities.

### **7.4 Structure**

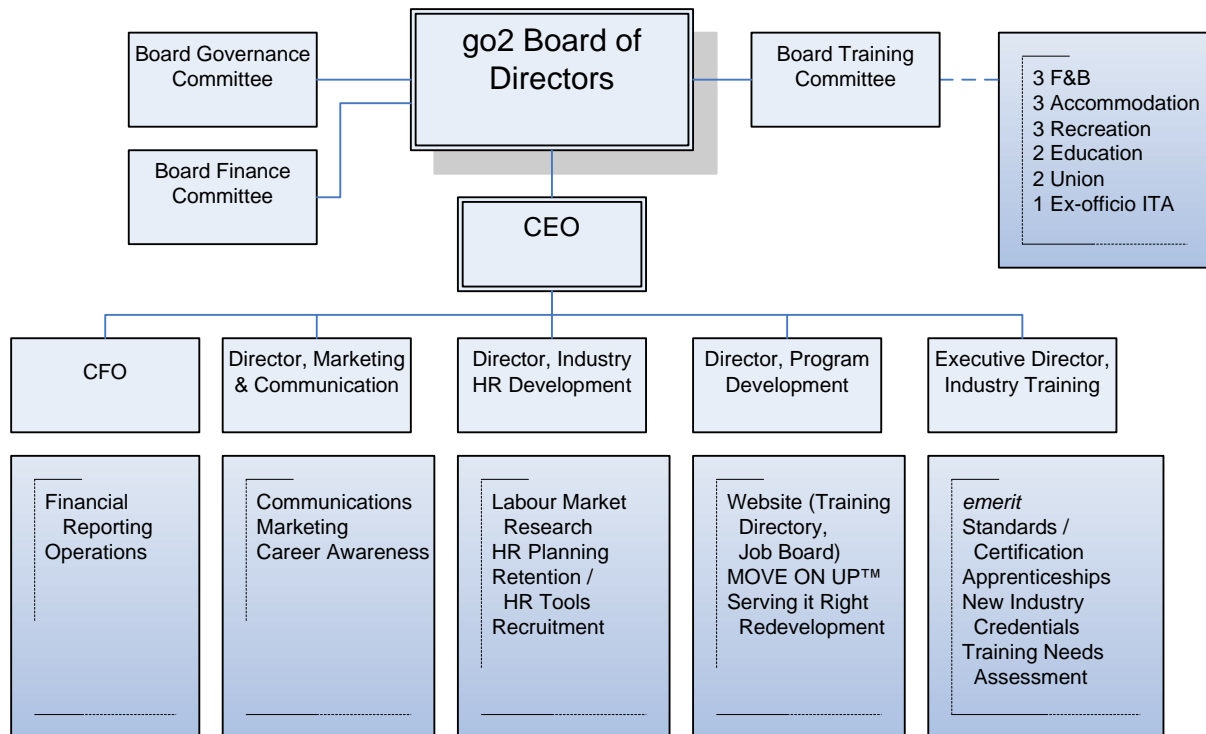
As stated earlier, the go2 Board of Directors is a Policy Board, which is a model of governance that distinguishes between strategic leadership and operations/management. The Board provides the overall leadership and strategic direction for go2, and delegates authority and responsibility to the CEO in a manner that provides a broad degree of freedom to exercise creativity and judgment to

achieve the goals of the organization. As a means to provide more involvement and input, the Board has the ability to create Statutory and Working Committees as it deems necessary or desirable to achieve the goals of the Society.

These committees, which report to the Board, have the ability to become more “hands on” in specific areas such as finance and governance matters and now, with training priorities. Such Statutory committees must be Chaired by a Board member but do not have to be comprised of Board members only.

A Statutory Committee of the Board of Directors has been formed (hereafter referred to as the Training Committee), and this committee will take on the structure, duties and responsibilities envisioned by the ITA for industry leadership. This Training Committee is chaired by an industry Board member and we have recruited from both inside and outside the Board qualified, enthusiastic industry representatives from all regions and all major sectors who will have the time to devote to the responsibilities of the ITO.

An Executive Director for the go2 Training Division will be recruited, and that individual will report to the CEO and have a dotted-line, working relationship with the Training Committee.



## **8. Stakeholder Involvement**

### **8.1 Industry Involvement**

The Board Training Committee is comprised as follows:

Food & Beverage employers reps	3
Accommodation employer reps	3
Recreation employer reps	3
Entertainment/Transportation/Travel Services	2
Educators	2
Union	2

### **8.2 Other Stakeholder Involvement**

The Training committee will target a membership of 15. This may be expanded to include additional members from other tourism sector groups (e.g. attractions) and ex-officio members (e.g. Federal Government).

### **8.3 Stakeholder Relationships**

go2 has built and is maintaining strong relationships with key stakeholder groups identified as being critical to long-term success. Continuing the industry approach of unity and consultation, communication with stakeholder groups will continue to be a keystone activity of go2. These key stakeholder groups will include, but are not limited to:

- Tourism employers, managers and entrepreneurs in all tourism sectors
- Tourism employees
- Prospective tourism employees
- Secondary and post-secondary public and private institutions and trainers that deliver or wish to deliver tourism training
- Government agencies that work closely with the tourism industry (e.g. Ministry of Tourism, Ministry of Economic Development, Service Canada etc.)

These groups will continue to be engaged in go2 activities and provide input through a process of two-way communication (e.g. advisory councils, research, forums and issue-specific consultation).

## **9. Operations**

### **9.1 Management**

go2 is an established organization with governance, management, facilities and all infrastructure already in place. The existing policies and business plan define clear responsibilities for board members, CEO and staff as well as budget details and related revenue streams. It will be extremely easy to add new responsibilities and services that come with the ITO mandate, and thus go2 will be able to “hit the ground running” when the official ITO mandate is established.

The first priority for go2 will be to restructure its operations and move some current training related activities (such as *emerit* national certification programs) into a centralized Training Division and identify new activities that will be added to the new division. Because go2 is already doing a number of tasks that overlap with the ITO mandate (such as labour market research, career awareness, training & education), go2 will ensure a clear role definition for the Executive Director so that there is optimum efficiency and effectiveness in achieving results. The next priority will be to hire an Executive Director for the Training Division.

The Executive Director will be a member of the go2 Senior Management team and, working with other team members, will be responsible for strategic development and operational management of the activities identified in the new role description taken on with the ITO mandate. The Executive Director will be supported initially by a part-time administrative staff member (already in place) with other required resources identified in the business planning and budgeting process.

### **9.2 Business Model**

go2 is an established non-profit Society that has been in existence for 30 years. It has revenue-generating programs which produce surplus funds that are used for non-revenue generating programs and services.

go2 has already invested in the costs associated with establishing the Society and, in anticipation of taking on the ITO role, in providing the facility and support staff for its additional mandate. The new Training Division, in taking on the ITO mandate, will be launched through a contribution agreement with ITA and go2 will continue to generate industry funding to support the long term viability of the Society.

go2 does not anticipate any difficulty in meeting the industry funding requirements under the proposed ITA formula.

ITA funding will support planning, start-up, and administration of the activities under the ITO mandate. Additionally, ITA funds will be made available through separate contribution agreements for the development of curriculum changes required by in-place training programs (i.e. cooking programs). go2 will work in concert with the ITA to identify and develop other potential government sources of funding, whether on an on-going or project basis.

Subject to ITA policies, go2 industry revenue streams will be established from a range of activities including but not limited to, fees for industry certification, workshops, accreditation of training providers, corporate sponsorship, licensing of materials and service tools, and stakeholder partnership and sponsorship funding.

### **9.3 Financial Accountability**

go2 has extensive experience in working on funded projects with exacting levels of financial accountability and reporting. For many years go2 has received project funding from federal sources such as HRSDC, WED and the CTHRC as well as from provincial sources such as Ministry of Economic Development and the Ministry of the Solicitor General.

In the case of the ITO, go2 will create a separate cost centre and would get pre-approval from the ITA on centralized or cost-sharing expenses such as overhead, common projects or governance. go2 and the ITA will also determine where such contributions would better be considered as “in kind” in order to meet the requirements of the funding formula after the third year of operation.

go2’s financial statements are audited annually by a professional accounting firm.

### **9.4 Key Programs**

Currently, there are four industry training occupations that the ITA lists under tourism and hospitality: chefs and cooks, bakers, meat cutters, and food and beverage servers. Of these, cooking is the largest with 1,213 trainees. Baking (123 trainees) and meat cutting (53 trainees) are peripherally associated with tourism and hospitality. The food and beverage server apprenticeship currently has seven registered participants. go2 recently completed an industry survey that found little support for the server apprenticeship program. However, this program will be revisited as part of the much larger training needs analysis that will be undertaken.

The key program that go2 would manage is the cook training, which includes overseeing the review and maintenance of program standards for this program and provide recommendations to the ITA on the delivery of training.

In addition to existing industry training programs, go2 has had discussions with the ITA about establishing a pre-employment Tourism Essentials program as an ITA “Foundation” program. Tourism Essentials forms an integral part of the Ministry of Education’s new Tourism 11 and 12 curriculum recently introduced and could be a popular program for secondary schools to deliver under the ACE-IT (Accelerated Credit Enrolment in Industry Training) program. Overseeing the implementation of Tourism Essentials and approval of ACE-IT delivery of the program would be another important program role for a Tourism ITO.

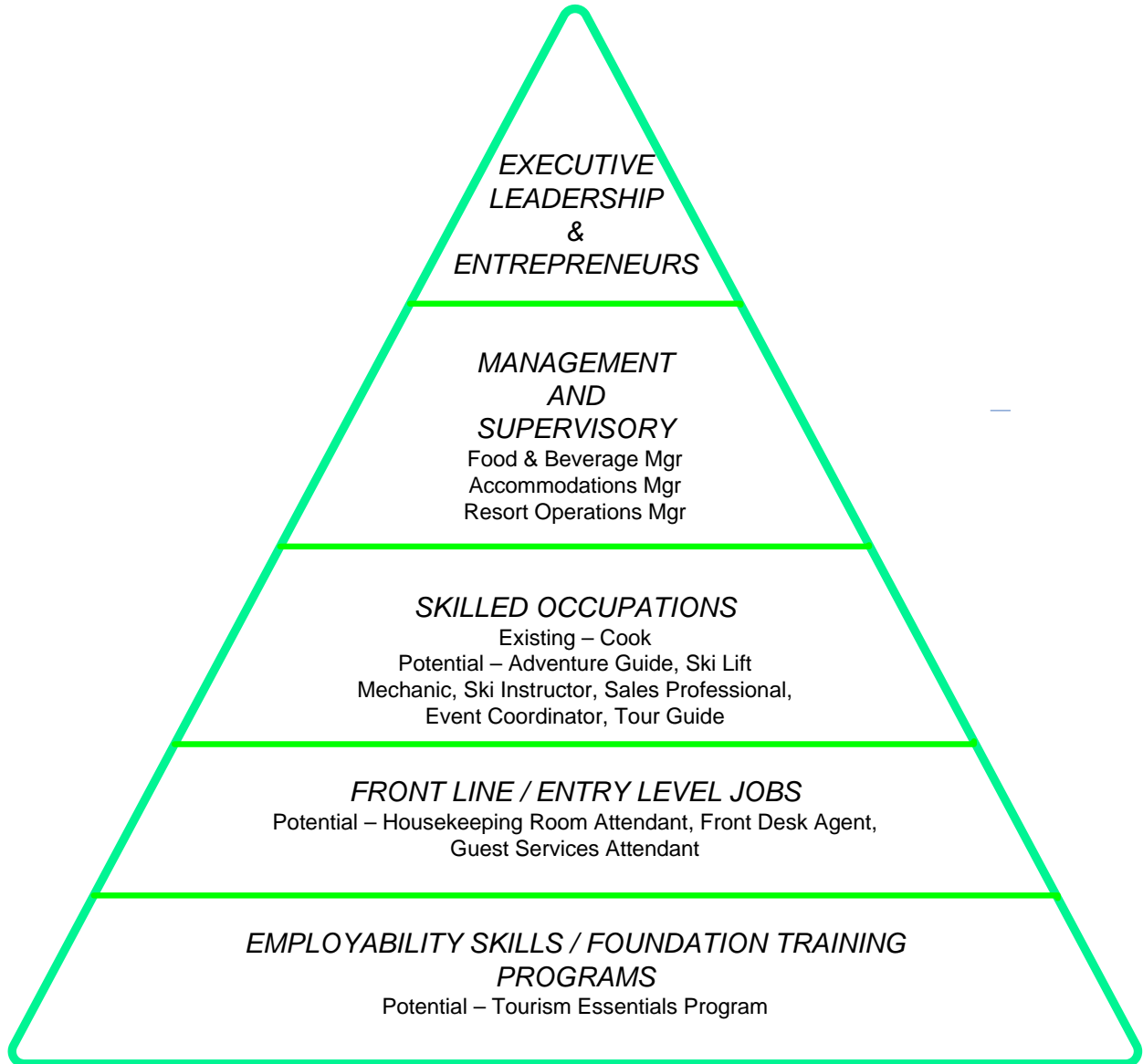
There are over 200 tourism training and education programs of varying durations, qualifications, and certifications delivered by public and private deliverers. The potential to develop and deliver new programs to meet the demands of the five sectors is enormous, and based upon labour market demand projections for the industry over the next decade, coordination of the development and delivery process is crucial.

Therefore, a key component of a Tourism ITO program role would be to conduct a comprehensive training needs assessment for the industry. This would involve consulting employer and industry groups and proposing and developing new industry training programs, building on national standards, growing tourism occupations such as housekeeper, front desk clerk, tour guide, etc. One of the priorities in this needs assessment would be canvas the industry on training priorities and gauge the level of commitment of employers to training and certification in such occupations.

The visual on the next page illustrates the range of possibilities for training and certification in BC's tourism industry.

In addition to industry training programs, go2 would continue to promote awareness and participation in industry training careers and programs, facilitate and promote employer hiring, retention and certification of trainees, foreign credential recognition, and bridging and laddering among tourism industry training programs.

*BC Tourism Careers and Industry Training Programs*



## **10. Implementation**

### **10.1 Implementation Steps**

As indicated in preceding sections, the implementation of go2's new ITO mandate will start immediately upon receiving formal approval and recognition from the ITA.

First responsibilities will be to restructure the organization, document the role of the Training Division Executive Director, Recruit the ED, amend the 2006/2007 business plan and budget, commence the training needs assessment and re-instate work on the cook standards project which has been on hold pending the establishment of the tourism ITO.

### **10.2 Critical Success Factors**

In order to achieve the desired levels of success, go2 will focus on a number of critical success factors as follows.

#### **Understand Industry Needs**

Given that the purpose of go2s ITO mandate is to provide training of sufficient quality and quantity to ensure an adequate supply of the skilled workers required by the tourism industry, go2 will need to update its understanding of industry training needs by conducting an industry training needs assessment. These needs will change over time and go2 will need to be able to monitor the evolution of needs as it occurs.

#### **Suitable Human Resources**

go2 already has an excellent staff, strong credibility with the industry and government, good track record and wide-reaching programs and services. The new Executive Director for the training division will need to be a first-class professional, a true team player and must have the ability to take a strategic, holistic approach to HR generally and training specifically.

#### **Strong Industry Buy-in**

Tourism industry firms and individuals will need to continue to actively participate in the planning and implementation of go2's additional mandate, particularly at the Board, Training Committee and financial contribution levels.

#### **Effective Leadership**

go2 has been very successful because of strong leadership both by its Board and its CEO. In taking on a new ITO mandate that brings forth new political issues, this leadership must not only continue, but must be added to by the selection of a strong ED and new Board Training Committee members.

### **Viable Business Plans**

go2 annually develops business plans, but with the additional ITO mandate, its plan will to be adapted and fleshed out to meet ITA standards as related to funded activities. During the initial phases of the new mandate, while go2 proceeds up 'the learning curve', flexibility and adaptability in the plans will be critical. Comprehensive review mechanisms will be required to keep progress towards objectives clearly in sight.

### **Professional Project Management**

Much of the success of the ITO activities will be dependent on effective project management, particularly by the Executive Director and administrative staff. This approach will require the use of go2's management information systems with appropriate project management information, tracking and reporting. Much of the ongoing work of go2's ITO activities will be project based and will have to be managed accordingly.

### **Clear Roles and Responsibilities**

Because many activities in go2's current mandate overlap with the ITO mandate, it is not necessary to segregate the organization and undermine the achievements and talent that already exists with its staff. As such, it is critical to have ITO activities clearly identified with corresponding clarity in assigning responsibility to current and new staff.

Signed on behalf of go2 by:

Signed on behalf of the ITA by:

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Simon Evans, Chair, go2

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Bev Briscoe, Chair, ITA

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Arlene Keis, CEO, go2

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Brian Clewes, CEO, ITA