go2

Request for Proposal – Tourism and Hospitality Industry Training Needs Assessment Phase II

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Table of Contents

Background

About go2

go2 is an independent, non-profit industry association with a mission to assist BC's tourism operators to attract, recruit, and retain employees to support industry growth. go2 provides information and resources to employers on a wide range of recruitment, retention, management, and training issues. Long-term strategic initiatives include compensation and other HR related research, a campaign to improve the public perception of working in tourism, career awareness activities, foreign worker issues, and ensuring training and educational programs are congruent with industry's priorities.

Industry Training Mandate

In late 2006, go2 was appointed by the Industry Training Authority ("ITA") to serve as the Industry Training Organization ("ITO") for British Columbia's ("BC's") tourism, hospitality and foodservice industry.

The mandate of this new division of go2 will be to provide an effective industry-driven training function by defining training needs, setting industry training and occupational standards, measuring industry training results, and directly interfacing with public, private and K-12 training providers.

As per the ITA's requirements, go2's work is guided by an Industry Training Service Plan. A priority goal within the Service Plan that will provide a foundation for implementing subsequent goals is the following:

> *"Establish appropriate training and certification programs for key professions in the tourism industry, through the development and implementation of a training needs assessment and strategy".*

The Industry Training Needs Assessment and Strategy will consist of three key Phases, as outlined below.

Phase I (complete):
Phase I involves the development of a Strategy to Guide Implementation of a Tourism Industry Training Needs Assessment (Phase II) and Training Plan (Phase III).

Phase II:
Phase II involves the execution of a Tourism Industry Training Needs Assessment that will entail conducting comprehensive research and analysis regarding new tourism industry training programs leading to a provincial credential for the three primary industry groups – Accommodation, Food and Beverage, and Recreation and Entertainment.

<u>Phase III:</u>
Phase III involves the preparation of a Tourism Industry Training Plan that will address key industry credentials, specifically through new or expanded industry training programs that define occupational standards that, when met, lead to provincial certification (Certificate of Qualification).

Phase I Findings

The scope of work in Phase I to support this project included the following tasks.

- Reviewing relevant information related to existing tourism training and credentialing programs in BC and Canada.
- Researching needs assessments conducted elsewhere.
- Developing summary profiles for the three primary industry groups to be assessed: Accommodation, Food and Beverage, and Recreation and Entertainment.
- Conducting high-level stakeholder consultation regarding priority industry training needs for each of the three primary industry groups.
- Preparing strategies to guide Phases II and III.
- Preparing preliminary cost structures and timelines for Phases II and III.
- Preparing a report documenting the results of Phase 1.

A complete copy of Phase I findings is available for review by qualified vendors. See contact information at the end of this document. Following is a summary key findings.

Overall growth in demand for tourism-related occupations is projected to be high over the next eight years, particularly for the food and beverage occupations, but also in other occupations. While there are a range of vocational and training programs available in BC to help individuals prepare for and develop within specific occupations and careers, there are currently only two recognized training programs for trades that pertain to the tourism industry: Chefs and Bakers.

There is an opportunity to address some key industry training needs through the development of new accredited training programs that meet the ITA program requirements.   However, it is first important to understand the range of industry training needs and ascertain those that can best be addressed through an accredited training program based on a sound understanding of:

- Employer/business needs with regard to certified positions that meet industry standards; and,
- Potential demand from the labour force to obtain these credentials.

A key objective of Phase II is to gain a better understanding of these needs through sound industry research. As a precursor to Phase II, preliminary interviews with key industry representatives were conducted in Phase I.

Tourism sectors and businesses face similar challenges, based on two very prominent causal factors:

- The seasonal nature of many tourism businesses; and,
- The ever-intensifying labour shortage that applies to entry-level positions, as well as supervisory and managerial level positions.

There are two broad types of programs that appear to be required across all types of tourism industry groups.

Basic Employability Training

There is a need for programs that provide basic employability skills for workers to support the full range of tourism businesses. While such programs need to be available to many segments of the population, programs also need to be adapted (content and delivery) to seasonal, foreign and mature workers, given the intensifying labour shortage.

While there is a need for basic tourism skills training, it will be determined in Phase II as to whether this need is best met through the development of a new, or adaption of an existing industry training program leading to a provincial credential.

Supervisory Training

There is a need for programs that provide sound supervisory and in-house trainer skills to support the full range of tourism businesses. Given that there appears to be deficiencies in the ability to provide effective in-house training to junior employees, programs geared toward the supervisory level could include the development of basic in-house trainer skills.

While there is a need for supervisory skills training, it will be determined in Phase II as to whether this need is best met through the development of a new, or adaption of an existing industry training program leading to a provincial credential.

Requirements for Sector-Specific Training

The interview process to support Phase I did not seek detailed information from stakeholders regarding training needs for specific skilled occupations that could be addressed through the development of standards and a "recognized training program" that leads to a provincial credential within the operating scope of the ITA. Preliminary, informal discussions between go2 and members of the industry suggest that there are several skilled occupations for which employers/businesses are seeking employees with accredited training. These needs will be further explored in Phase II.

Occupations with Projected High Demand

According to projections prepared by COPS and presented in the previous report section, occupations within the food and beverage industry group will comprise the largest number of new job openings over the next several years. There may be an opportunity to design new, apprentice-style training programs for the food and beverage industry group for occupations that currently do not have such programs. The objective would be to increase the level of training available, increase training standards, and, ultimately, attract more people to the specific occupations. This will need to be further explored in Phase II.

Project Terms of Reference

Project Management

To set strategic direction, go2's Director of Industry Training works with a standing sub-committee of go2's board – the Training Advisory Committee. The successful project manager will work closely with the Director of Industry Training for go2 and the Training Advisory Committee.

Industry Training Definition

Given the ITA's mandate, it is important to understand the role of go2's Training Division with regard to other training. The Training Division's role is to direct and develop tourism industry training, rather than vocational training. The latter involves diploma and degree programs offered by post-secondary institutions and funded by the Ministry of Advanced Education. The former, which falls under the Ministry of Economic Development through the ITA, has four key characteristics that will be fundamental when conducting Phases II and III of this project:

- Industry – through the go2 Training Division – defines the occupational standards.
- When standards are met, a provincial qualification (Certificate of Qualification) is issued by the Province (through the ITA), rather than by an institution.
- Work-based learning forms a significant portion (at least 50%) of the training.
- A provincial qualification (Certificate of Qualification) is not issued unless the employer is involved in the process.

Any new credentialed programs proposed must meet the above criteria.

Phase II Overview

Purpose of Phase II

Based on the findings of Phase I, in consultation with the Training Advisory Committee, Phase II should be conducted in two parts:

Project A: Assess Industry Demand for a Supervisory Industry Training Program and Credential for Tourism

Project B: Assess Industry Demand for Other Tourism and Hospitality Industry Training Programs and Credentials.

Inherent in both parts of the project will be the following:
- The perspective of a cross section of tourism business owners/employers regarding the need industry training program, i.e., "recognized training programs" that lead to a certificate of qualification;
- Estimated existing and potential demand from business owners/employers for industry training programs;

- Estimated existing and potential demand from the labour force for structured training in specific occupations.

It is critical that the work of Phase II supports the subsequent work in Phase III. Ultimately, there is a need to identify the most appropriate tourism industry occupations for which a "recognized industry training program" and industry credential issued, as defined by the ITA, is the most effective model for meeting the industry's needs.

Project A: Assess Industry Demand for a Supervisory Industry Training Program Leading to a Credential for Tourism

Scope

The need for supervisory training for tourism was identified as far back as 2001 in process of developing the BC Tourism Human Resources Development Task Force Action Plan. This part of the project is a validation of that need, particularly around whether an industry training program leading to a credential is the best solution.

The needs assessment:
- should focus on a broad cross section of industry groups within the tourism industry;
- is not intended to address all training needs;
- should address training needs where there is:
  - high demand from business owner/employers;
  - high demand from the labour pool;
  - a good fit with the types of certified training programs that the ITA supports.

Note that time is of the essence with respect to this part of the project. Ideally, the goal is to complete the assessment prior to the end of February in order to inform the go2 Service Plan for the upcoming year.

Objectives

The objectives of Project A are defined in the following seven steps.

STEP 1:
Document Research Objectives and "Detailed Workplan"
Based on the results of Phase I, in addition to other research and discussions with the go2 Training Division, document the research objectives and detailed workplan for Phase II.

STEP 2:
Define Business Owner/Operator Sample Type and Size
Define the most effective (in terms of valid research results, and time constraints) research sample type and size. This may be done in consultation with the go2 Training Division and/or senior representatives of relevant tourism sector associations.

STEP 3:
Define the Most Appropriate Data Collection Methods for the Intended Audience
Methods/instruments may include any one or any combination of the following:

- Telephone surveys;
- Questionnaires (mail, fax, and/or web-based);
- Determine the most appropriate data analysis tools.

STEP 4:
Design the Data Collection Instrument(s)
Prepare a succinct introduction to the project.   Note that many respondents may not be familiar with the role of the ITA and go2's Training Division, nor some of the terminology used. There may be a need to manage expectations with regard to the outcomes of this project; all training needs may not be addressed through the subsequent Industry Training Plan or they could be addressed in the more distant future. The introduction should include the following:
- Describe the role of the ITA and go2's Training Division;
- Describe the purpose, intended outcomes and timelines for the part of the project as well as the overall project;
- Indicate how the results of the data collection will be used;
- Indicate that not all expressed needs will result in new training programs;
- Indicate that evaluation criteria will be used to determine priorities for new training programs that will best meet industry's needs at this time; and
- Indicate how go2's Training Division will communicate the outcomes of this project to respondents.

Design the questions for the data collection instrument(s). Note that there may be a need to design the data collection instrument(s) with input from key stakeholders (such as the go2 Training Division Advisory Committee and/or representatives from relevant industry associations).

STEP 5:
Conduct the Data Collection
Using the methods defined in STEP 3, conduct the data collection

STEP 6:
Manage and Analyze the Data
Analyze the data, ensuring that the analysis supports the objectives for developing the Tourism Industry Training Plan (Phase III)

STEP 7:
Prepare a Succinct Report Documenting the Results of the Data Collection
- Prepare a draft report documenting the results of the data collection. Note that the final report should address the following:
    o Clear definition of any required industry training program;
    o Documented industry support for a new industry training program;
    o Clear understanding of why existing supervisory/management programs have not met the needs of industry;
    o Estimated demand for the proposed industry training program.
- Present and discuss the draft results to go2's Training Division and Advisory Committee
- Prepare a final report

Project B: _Assess Industry Demand for Other Tourism and Hospitality Industry Training Programs Leading to Credentials_

Scope
The needs assessment:
- should focus on specific industry groups and sectors (further defined in the objectives below), rather than the entire industry (other industry groups and sectors may be addressed in the future);
- is not intended to address all training needs;
- should address training needs where there is:
  - high demand from business owner/employers;
  - high demand from the labour pool;
  - a good fit with the types of certified training programs that the ITA supports;
- should consider needs specific to the 2010 Games, where possible;
- should consider the concurrent work of the Aboriginal Tourism Association of British Columbia ("ATBC") as this organization implements training initiatives identified in the ATBC Blueprint Strategy.

Objectives
 The objectives of Project II are defined in the following eight steps.

STEP 1:
Document Research Objectives and "Detailed Workplan"
Based on the results of Phase I, in addition to other research and discussions with the go2 Training Division, document the research objectives and detailed workplan for Phase II.

STEP 2:
Define Business Owner/Operator Sample Type and Size
For each of the selected industry groups or sectors, define the most effective (in terms of valid research results and budget constraints) research sample type and size. This may be done in consultation with the go2 Training Division and/or senior representatives of relevant tourism sector associations.

Accommodation
- Focus on hotels, motels, resorts, lodges and campgrounds
- Ensure representation from BC's six tourism regions
- Determine the most appropriate sample size, which accounts for the different types of accommodation properties and representation from the six tourism regions

Food and Beverage
- Focus on food and beverage establishments that rely heavily on tourists for their patron base (this will entail devising selection criteria
- Focus on a cross-section of food and beverage establishments:

Type of Service	Type of Business
Quick Service	Independent
Casual Family	Establishment
Fine Dining	Franchise
Pub	Chain
Upscale Casual	

- Ensure representation from BC's six tourism regions
- Determine the most appropriate sample size, which accounts for the different types of food and beverage establishments and representation from the six tourism regions

Recreation and Entertainment
- Focus on the ski, golf and outdoor adventure sectors
- Ensure representation from the BC tourism regions that offer significant ski, golf and outdoor adventure tourism products
- Determine the most appropriate sample size, which accounts for representation from the BC tourism regions that offer significant ski and golf tourism product

STEP 3:
Define the Most Appropriate Data Collection Methods for the Intended Audiences
It is important to employ data collection methods that are appropriate for each of the industry groups. This may be done in consultation with senior representatives of relevant tourism sector associations.
- Define the most appropriate data collection methods/instruments for each industry group/sector sample defined during STEP 1. Collection methods should be identified and designed to suit the specific characteristics of each industry group and/or sector, such as size, maturity, availability of the audience, level of internet use, etc., and to fit within budget limitations. Methods/instruments may include any one or any combination of the following:
  - Telephone surveys;
  - Questionnaires (mail, fax, and/or web-based); and/or
  - Focus groups for a selection of representatives form a particular industry group/sector.
- Determine the most appropriate data analysis tools.

STEP 4:
Design the Data Collection Instrument(s)
Prepare a succinct introduction to the project. Note that many respondents may not be familiar with the role of the ITA and go2's Training Division, nor some of the terminology used. There may be a need to manage expectations with regard to the outcomes of this project; all training needs may not be addressed through the subsequent Industry Training Plan or they could be addressed in the more distant future. The introduction should include the following:
- Describe the role of the ITA and go2's Training Division;
- Describe the purpose, intended outcomes and timelines for the overall project;
- Indicate how the results of the data collection will be used;
- Indicate that not all expressed needs will result in new training programs;

- Indicate that evaluation criteria will be used to determine priorities for new training programs that will best meet industry's needs at this time;
- Indicate how go2's Training Division will communicate the outcomes of this project to respondents; and,
- Possibly provide an appendix with a glossary that defines key terms (some respondents may interpret certain terms differently).

Design the questions for the data collection instrument(s). Based on Phase I, preliminary direction regarding the types of questions that Phase II will need to address is summarized below. Depending on the unique features of and the types of data collection methods identified for each industry group/sector, data collection instruments may need to be tailored to each industry group/sector. Note that there may be a need to design the data collection instrument(s) with input from key stakeholders (such as the go2 Training Division Advisory Committee and/or representatives from relevant industry associations).

Preliminary Direction Regarding Types of Questions	Further Considerations
What are business owners'/employers' most critical training needs?	Identify critical training needs: ▪ At the foundation level/basic knowledge levels ▪ At the front line/entry level ▪ For specific skilled occupations ▪ At the managerial and supervisory levels ▪ At the executive and leadership levels
For critical training needs at the foundation level/basic knowledge levels, would business owners/employers: ▪ Recognize existing training programs in their current form or in a modified form? ▪ Support the development of a completely new program?	Ascertain industry interest in different options. Potential options may Include: ▪ Developing a new foundation program that fits within the parameters of ITA programs (with industry input) ▪ Adapting existing programs to fit within the parameters of ITA programs (with industry input)
For critical training needs at the supervisory level, would business owners/employers: ▪ Recognize existing training programs in their current form or in a modified form? ▪ Support the development	Ascertain industry interest in different options. Potential options may include: ▪ Modifying existing programs to better meet industry needs, while fitting within the parameters of ITA programs ▪ Developing new certified tourism supervisory programs, that fits within the parameters of ITA programs* (with industry input)

Preliminary Direction Regarding Types of Questions	Further Considerations
of a completely new program?	
Within each industry group/sector, are there specific, skilled occupations that require more structured training in the form of a formalized program that results in a provincial credential?	Identify specific skilled occupations where the development of a new certified training program, that fits within the scope of ITA programs*, would meet critical industry training needs Ask questions that will enable the analysts to: ▪ Estimate demand by business owners/ employers for individuals who receive this type of credential ▪ Gauge whether this demand is projected to decline, remain stable or increase over the next 10 years Ask questions that will enable the analysts to: ▪ Estimate demand by the workforce for this type of credential ▪ Gauge whether this demand is projected to decline, remain stable or increase over the next 10 years
What are business owners'/employers' most critical concerns with regard to industry training in relation to the 2010 Games?	During the lead-up to the Games During the Games Following the Games (note that these concerns would likely be addressed through the longer-term initiatives that would respond to the above-noted needs)

* Programs must entail a specified amount of "work-place" training and successful completion programs must result in a provincial credential.

STEP 5:
Pilot Test and Refine Data Collection Instrument(s)
▪ Conduct a pilot test for the data collection instrument(s)
▪ Analyse the test data
▪ Refine the data collection instrument(s) based on the test

STEP 6:
Conduct the Data Collection
Using the methods defined in STEP 3, conduct the data collection

STEP 7:
Manage and Analyze the Data
- Prepare a plan for managing the data and, that identifies how the data will be organized and archived
- Analyse the data, ensuring that the analysis supports the objectives for developing the Tourism Industry Training Plan (Phase III)

STEP 8:
Prepare a Succinct Report Documenting the Results of the Data Collection
- Prepare a draft report documenting the results of the data collection
- Present and discuss the draft results to go2's Training Division and Advisory Committee
- Prepare a final report

Project Deliverables

The vendor is required to deliver an electronic copy, and two hard copies (except where otherwise noted) of acceptably written and formatted document detailing the following:

Scope and proposed approach
Include your understanding of the project and proposed approach.

Deliverables
Include your understanding of the final deliverables as well as interim deliverables go2 can expect (i.e. scope of work and schedule/timeframes in accordance with the project timeline shown below).

Detailed and itemized pricing
Included estimated pricing for project including hourly rates as appropriate.

References
Three (3) current references, including company name, contact name, title, address, telephone number, and client relationship synopsis. Ideally these references would be for similar types of projects.

Company Background
Please include company background, including size, lines of business, capacity and bio(s) of people who will work on the project.

Selection Criteria

All proposals will be evaluated under the following criteria:

- Proponent's overall technical capabilities based upon demonstrated experience, past performance, reliability and project team qualifications. (30%)
- Project methodology (30%)
- Proponent's costs, including labour, travel, expenses and materials (20%)
- Client references for project of a similar nature (10%)
- Proposal preparation, thoroughness and responsiveness to the requirements of the RFP. (10%)

Contact Information

Any questions concerning this request for proposal should be directed to:

Name: Debbie Yule, Director of Industry Training, go2
Phone: 604-633-9787 ext. 228
Email: dyule@go2hr.ca

Process and Timelines

Letters of intent delivered to go2	January 16, 2008
Proposals delivered to go2	January 21, 2008
Selected vendor contacted by go2	January 23, 2008
Part A final recommendations delivered to go2	February 29, 2008
Part B final recommendations delivered to go2	TBD

Letters of intent must be submitted by email to dyule@go2hr.ca no later than 5 p.m. January 16, 2008.

Proposals must be submitted by email to dyule@go2hr.ca no later than 5 p.m. January 21, 2008.