

TERMS OF REFERENCE
Tourism Recruitment, Retention, and Training Committee
January 2018

Tourism Industry Association of Yukon Mandate

The Tourism Industry Association of Yukon (“TIA Yukon”) is a non-governmental organization whose primary mandate is to be an advocate and voice for the Yukon’s tourism industry. TIA Yukon forges a common voice and undertakes programs and actions that influence, promote and assist the development of tourism in the Yukon. TIA Yukon works collaboratively with tourism stakeholders across the territory to promote, grow, and increase the capacity of the Yukon’s tourism industry.

TIA Yukon role in supporting the recruitment, retention, and training of tourism labour

TIA Yukon is committed to helping the Yukon’s tourism industry attract reliable, qualified workers to ensure that businesses and organizations are able to operate effectively. Tourism businesses across Canada are facing increased challenges finding the necessary workers to fill vacant jobs. The Yukon is no exception. To help better support Yukon tourism operations in hiring and keeping the staff that they need, and ensuring that they are equipped with the necessary skills to be effective in their roles, the TIA Yukon Board has struck the Tourism Recruitment, Retention, and Training Committee (TRRTC) as a committee of TIA Yukon.

1.0 Purpose

The purpose and mandate of the TRRTC is to provide strategic advice to the TIA Yukon Board. Specifically, the TRRTC provides industry perspectives and strategic advice on the following:

- 1.1 Identifying ways to assist tourism businesses in the Yukon to locate the right people with the right skills to meet the needs of the industry;
- 1.2 Identifying ways to assist tourism businesses in the Yukon with retaining qualified staff;
- 1.3 Helping ensure that employees in the tourism industry have the necessary skills to be effective in their roles; and
- 1.3 How industry stakeholders and government can work more collaboratively to effectively respond to issues that contribute to tourism labour shortages and to be proactive in developing tangible short term and long-term strategies that mitigate the challenges.

2.0 Roles and Responsibilities

The TRRTC is a committee of TIA Yukon and is accountable to TIA Yukon Board of Directors (the “Board”).

2.1 The TRRTC will:

- Provide advice, support and recommendations to the TIA Yukon Board on strategies, research, and leveraging of resources associated with the recruitment, retention, and training of the tourism labour force in the Yukon;
- Examine regional, national, and international best practices in regards to tourism recruitment and retention, to identify priorities, opportunities, and industry intelligence;
- Act as a sounding board to any government plans to modify existing programs related to recruitment, retention and training of tourism labour in the Yukon to ensure that they align with industry business objectives; and
- Assist to foster industry understanding of the Yukon government's objectives, priorities, and activities related to tourism recruitment, retention and training.

3.0 Composition and Selection Process

3.1 Composition

The TRRTC is comprised of up to a maximum of twelve (12) voting members and three (3) ex-officio, non-voting members. The committee will include:

- At least one TIA Yukon board member;
- The Executive Director of TIA Yukon;
- The Executive Director of Yukon Tourism Education Council (YTEC) will be invited to sit as one of the 12 voting members;
- Up to nine (9) other appointed members who are considered members of the Yukon's tourism industry, and up to three (3) of which may reside outside of the Yukon;
- Up to three (3) Ex-officio, non-voting members who are not members of the Yukon's tourism industry (this includes government officials, tourism representatives from other jurisdictions, etc.);
- Special guests, including experts and government officials may be invited to attend and/or make a presentation at a TRRTC meeting;
- Efforts will be made to ensure that the committee constitutes a good balance/combination of tourism sectors; and
- Efforts will be made to ensure that representation from Yukon communities will be on the committee.

3.2 TRRTC Member Experience and Qualifications

The TRRTC must be composed of members who are vibrant, collaborative, and committed strategic thinkers with relevant experience. Individuals chosen for the TRRTC should have the following experience and qualifications:

- Are collaborative and prepared to work for the benefit of tourism Yukon-wide (as opposed to the benefit of tourism in their region or for their business or sector only);
- Have an understanding of human resource (HR) issues, sectors and opportunities in the Yukon's tourism industry;
- Have a minimum of two (2) years experience in HR, and understand best practices in recruiting, retaining and training employees;
- Are willing to work collaboratively with others in a fully transparent and accountable

process; and

- Desire to contribute to TIA Yukon's objectives in a meaningful way, including prioritizing time for TRRTC meetings and review of materials.

3.3 Term of TRRTC Members

Members of the TRRTC are appointed by the TIA Yukon Board.

- Appointments normally begin on January 1st when possible and end on December 31st of the calendar year following the year the appointment is made;
- Members are normally appointed to two (2) year terms;
- In some cases, members may be appointed to a one (1) year term to in order to stagger the expiration of member's term on alternating years in order to provide continuity on the TRRTC;
- No substitution of voting members is allowed;
- TRRTC members who miss two (2) consecutive meetings may be asked to resign;
- In exceptional circumstances, the Co-Chairs of the TRRTC, in consultation with the TIA Yukon Board, may grant extended leave to a member who will miss two or more consecutive meetings for reasons beyond the member's control;
- Members may serve up to two (2) consecutive terms;
- Ex-officio members may be appointed to the TRRTC by the TIA Yukon Board for up to one (1) year;
- The TIA Yukon Board may appoint members to the TRRTC for one (1), or two (2) year terms to fill vacant positions on the TRRTC; and
- If a TRRTC member is no longer part of the Yukon's tourism industry, the Co-Chairs of the TRRTC, in consultation with TIA Yukon Board, will decide whether to revoke participation on TRRTC or ask the member to complete his or her term.

3.4 TRRTC Co-Chairs

Whenever possible, two members will be appointed by the TIA Yukon Board to co-chair the committee. The Co-Chairs:

- Are members of the TIA Yukon Board;
- Will be appointed for a term of one (1) year;
- One of the Co-Chairs must represent a private sector tourism-related business;
- In addition to meeting the Experience and Qualifications criteria for a TRRTC member, the Co-Chairs ideally:
 - Have served on a similar tourism advisory committee for a period of two years or more; and
 - Have demonstrated experience/leadership in serving as an effective chair of a committee.

The TRRTC Co-Chairs assume a leadership role in guiding the effective governance and administration of the TRRTC.

The Co-Chairs shall accomplish this by working in collaboration with the TIA Yukon Executive Director to:

- Schedule meetings and develop meeting agendas;
- Ensure that adequate notice and advance materials are provided to TRRTC members;

- Invite guests to attend meetings when required;
- Guide the meeting in accordance with the agenda, including ensuring decision items result in a decision or action;
- Ensure that meeting minutes circulated to all members of the TRRTC for review and approval; and
- Ensure that regular reports are sent to the TIA Yukon Board to be tabled at regular meetings of the Board.

3.5 Recruitment of TRRTC Members

- The recruitment process will be coordinated and administered through the TIA Yukon Office on behalf of the TIA Yukon Board;
- Filling vacant positions on the TRRTC will be an on-going activity and may be undertaken at any time;
- The Co-Chairs in collaboration with the Executive Director will ensure that a clear mandate is given with respect to authority, timelines, attendance, conflict of interest, and communication expectations; and
- Once a list of qualified candidates is prepared by the Executive Director in conjunction with the TRRTC Co-Chairs, the TIA Yukon Board will review and subsequently appoint TRRTC members.

3.6 Removal of TRRTC Members

The Board may remove a member from the TRRTC at their sole discretion for:

- Missing two consecutive meetings of the TRRTC without being excused;
- If a TRRTC member is no longer considered a member of the Yukon's tourism industry;
- Violating the TIA Yukon Conflict of Interest or Communications Policy;
- Failing to adhere to a professional code of conduct (i.e. disrespectful behavior during meetings, dishonesty, theft, etc.);
- Declaring Bankruptcy; or
- Being convicted of an indictable offence.

Removal of a member of TRRTC requires an approved Board resolution citing cause and such decision is not subject to appeal by the member being removed.

4.0 Operations of the TRRTC

4.1 Administration

- The Executive Director of TIA Yukon will support the effective functioning of the TRRTC;
- TIA Yukon staff will provide administrative support to the TRRTC;
- In order to strengthen the information flow between the Board and the TRRTC, Directors from TIA Yukon have an open invitation to attend any TRRTC meeting as observers;
- Travel expenses to attend TRRTC meetings are the responsibility of individual members; meeting participation by teleconference or videoconference will be made possible; and

- The selection process, committee activities, and committee outputs will be jointly reviewed by the TIA Yukon Board each year in advance of calling for applications.

4.2 Conflict of Interest

- TRRTC members are expected adhere to the principles of the TIA Yukon Conflict of Interest Policy, which will be provided to each TRRTC member upon appointment to the Committee; and
- TRRTC members are expected to be aware of, and properly manage all conflicts of interest, and perceived conflicts of interest.

4.3 Orientation

Upon appointment, new TRRTC members will receive background and training on the mandate and activities of the TIA Yukon Board, and the TRRTC.

4.4 Meeting Schedule and Agendas

The TRRTC will meet on a regular basis, on a schedule determined by the TRRTC, and the Board.

- The TRRTC will meet a minimum of four (4) times a year in person;
- Members may attend meetings via teleconference; and
- Meeting agendas will be approved by the Co-Chairs and distributed to all members of the TRRTC at least five (5) business days prior to the meeting date.

4.5 Minutes

Minutes of the meeting will be recorded by TIA Yukon Office staff. Minutes will be distributed to all TRRTC members following review by the Co-Chairs and Executive Director.

4.6 Recommendations

The recommendations of the TRRTC shall be arrived at via consensus and shall be reported back in writing to the TIA Yukon Board for review and approval. This should include any background information and/or reports that have been provided to the TRRTC.

4.7 Communications

The TRRTC does not communicate publicly. Public communications are handled by the TIA Yukon Board in consultation with the TRRTC Co-Chairs and Executive Director.