

TERMS OF REFERENCE
Yukon Recruitment and Retention Taskforce
March 2022

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 and retention of labour

Tourism has reliably been the Yukon’s largest private sector employer. According to the Yukon Government, the tourism industry was responsible for 9% of all jobs in the Yukon’s labour market in 2019.

Tourism businesses across Canada are facing increased challenges finding the necessary workers to fill vacant jobs. The Yukon is no exception. In 2018, over two-thirds of Yukon businesses identified challenges finding qualified workers – the largest number of job vacancies were in the tourism industry.

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. 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, TIA Yukon has struck the Yukon Recruitment and Retention Taskforce. This joint taskforce is created with the support of the Yukon Chamber of Commerce and other Yukon organizations that have a focus on labour related issues.

TIA Yukon is an umbrella organization directly connected to the various tourism sectors in the territory, and with long established partnerships with local, regional, national, and international entities that work to enhance the human resource capacity in the tourism industry. As such, TIA Yukon is well positioned to be a central juncture to facilitate dialogue on this topic in a collaborative and cohesive way. Recruitment and Retention is also a key part of the Yukon Tourism Development Strategy (YTDS), which speaks to the need for a focus on staffing issues pertaining to the tourism industry, but which could also be applied to other parts of the Yukon economy. The Yukon Chamber of Commerce, as a key part of the YRRT will help to identify these links and also identify/address labour issues that may be unique to certain Yukon non-tourism businesses/industries.

1.0 Purpose

The purpose and mandate of the YRRT is to provide industry perspectives and strategic advice to the Yukon Government, the Yukon’s tourism industry, and the larger business community, in order to help inform decision making and to reduce duplication of efforts. Specifically, the YRRT provides industry perspectives and strategic advice:

1.1 To identify ways to assist businesses in the Yukon to locate the right people with the right skills to meet the needs of the tourism industry and larger business community;

1.2 To identify ways to assist businesses in the Yukon with retaining qualified staff;

1.3 To identify ways to support employers and employees in the Yukon to obtain the necessary skills to be effective in their roles;

1.4 To identify ways that industry stakeholders and government can work more collaboratively to effectively respond to issues that contribute to labour shortages;

1.5 To develop a Yukon Recruitment and Retention Action Plan that will propose short term and long term solutions to mitigate current and anticipated challenges and outline how and when these solutions are implemented; and

1.6 To contribute and connect to the work being conducted at the national level by the Pan Canadian Tourism Workforce Recovery & Growth Taskforce being led by Tourism HR Canada.

2.0 Composition and Selection Process

2.1 Composition

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

- The Executive Director of TIA Yukon;
- The Executive Director of the Yukon Chamber of Commerce or designated representative will be invited to sit as one of the 12 voting members;
- Up to ten (10) other appointed members from the private sector and NGOs who have a significant experience in the field of attracting and retaining labour; up to three (3) of whom may reside outside of the Yukon;
- Up to three (3) Ex-officio, non-voting members who will take the role of advisors based on their expertise in a specific field that will add more insight to discussions;
- Special guests, including experts and government officials may be invited to attend and/or make a presentation at a YRRT meeting;
- Efforts will be made to ensure that the committee constitutes a good balance/combination of industry/sectoral representation; and
- Efforts will be made to ensure that representation from Yukon communities will be on the committee.

2.2 YRRT Member Experience and Qualifications

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

- Are collaborative and prepared to work to address recruitment and retention issues that are territorial and multi-sectoral in scope;
- Have an understanding of human resource (HR) issues, sectors and opportunities in the Yukon's tourism industry and/or industries that provide services to the Yukon's

tourism industry;

- Have a minimum of two (2) years experience in HR, and understand best practices in recruiting and retaining employees;
- Are willing to work collaboratively with others in a fully transparent and accountable process; and
- Prioritizing time for YRRT meetings and review of materials.

2.3 Recruitment of YRRT Members

Qualified individuals are invited to sit on the taskforce by the YRRT Chair.

2.4 YRRT Chair

The TIA Yukon Executive Director, who reports directly to the TIA Yukon Board, will serve as the YRRT Chair. The Yukon Chamber of Commerce representative will serve as the YRRT Vice Chair.

The YRRT Chair and Vice Chair will guide the effective governance and administration of the YRRT. With support from the YRRT Vice Chair, the YRRT Chair will:

- Schedule meetings and develop meeting agendas;
- Ensure that adequate notice and advance materials are provided to YRRT 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 YRRT for review and approval; and
- Ensure that YRRT Recommendations are shared with the TIA Yukon Board and Yukon Chamber of Commerce Board.

2.5 Recruitment of YRRT Members

- The recruitment process will be coordinated and administered through the TIA Yukon Office;
- Filling vacant positions on the YRRT will be an on-going activity and may be undertaken at any time; and
- The YRRT Chair and Vice Chair will ensure that a clear mandate is given with respect to authority, timelines, attendance, conflict of interest, and communication expectations.

3.0 Operations of the YRRT

The YRRT is a committee of TIA Yukon and is supported by secretariat services provided by TIA Yukon.

3.1 Administration

- The Executive Director of TIA Yukon/YRRT Chair will support the effective functioning of the YRRT;
- TIA Yukon staff will provide administrative support to the YRRT; and
- Travel expenses to attend YRRT meetings are the responsibility of individual

members; meeting participation by teleconference or videoconference will be made possible.

3.2 Meeting Schedule and Agendas

The YRRT will meet on a regular basis, on a schedule determined by the YRRT.

- The YRRT will meet a minimum of six (6) times a year;
- Members may attend meetings virtually; and
- Meeting agendas will be developed by the YRRT Chair and Vice Chair and distributed to all members of the YRRT at least two (2) business days prior to the meeting date.

3.3 Minutes

Minutes of the meeting will be recorded by TIA Yukon Office staff. Minutes will be distributed to all YRRT members following review by the YRRT Chair and Vice Chair.

3.4 Recommendations

The recommendations of the YRRT shall be arrived at via consensus and shall be reported back in writing to the TIA Yukon Board, the Yukon Chamber of Commerce Board, and to the Minister responsible for Tourism and Culture and Economic Development. This will include any background information and/or reports that have been provided to the YRRT. The goals recommended by YRRT will be measurable, actionable, relevant and time-bound.

3.5 Communications

The YRRT does not communicate publicly. Public communications are handled by the YRRT Chair in consultation with the TIA Yukon Board Executive and in coordination with TIA Yukon staff. Participation in the Committee shall not be used or referred to by any individual for any purpose other than Committee business in dealings with members of the public, government or media.