

Working in Play: Planning for a Career in the Recreation and Leisure Industry in Canada

WORKING IN PLAY: PLANNING FOR A CAREER IN THE RECREATION AND LEISURE INDUSTRY IN CANADA

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Fanshawe College Pressbooks
London, Ontario



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CONTENTS

Acknowledgements	ix
Introduction	1
Lands Acknowledgement	3

Chapter 1: Recreation and Leisure Becomes an Industry

1.1 The People Industry!	7
1.2 Historical Timeline	9
1.3 The History of Recreation and Leisure Becoming an Industry	10
1.4 Defining the Recreation and Leisure Industry	12
1.5 The 4 Areas of the Recreation and Leisure Industry	15
1.6 Enhancing Wellbeing	21
1.7 Knowledge Check	25
1.8 Chapter Sources	26

Chapter 2: Trends in the Recreation and Leisure Industry

2.1 Say Yes!	31
2.2 Trends	32
2.3 Demographics	34
2.4 Emerging Trends	37
2.5 Entrepreneurship - Be Your Own Boss	41
2.6 Knowledge Check	42
2.7 Chapter Sources	43

Chapter 3: The Job Market

3.1 So Many Avenues!	47
3.2 Job Market	48
3.3 Projecting Job Growth in Canada	52
3.4 Job Titles	58
3.5 Knowledge Check	61
3.6 Chapter Sources	62

Chapter 4: Job Skills for the Future

4.1 Transferable Skills!	67
4.2 Seven Job Skills	68
4.3 Global Citizenship	69
4.4 Self-Directed Learning	71
4.5 Social Intelligence	73
4.6 Resilience	75
4.7 Novel and Adaptive Thinking	77
4.8 Implementation Skills	79
4.9 Complex Problem Solving	81
4.10 Making a Difference	83
4.11 Knowledge Check	84
4.12 Chapter Sources	85

Chapter 5: Career Development

5.1 You Never Know!	89
5.2 Stages of Career Development	90
5.3 Career Planning	92

5.4 Career Services at Fanshawe College	95
5.5 Post-Secondary Educational Paths	96
5.6 Certifications	99
5.7 Knowledge Check	100
5.8 Chapter Sources	101

Chapter 6: Job Search and Networking

6.1 Be Passionate!	105
6.2 Hidden job market	106
6.3 Online Job Search Strategy	108
6.4 Online Job Search Safety	111
6.5 What to do if you suspect an Employment Scam?	113
6.6 Networking	114
6.7 Tap into your personal and professional networks	117
6.8 Conduct informational interviews	118
6.9 Use social networking websites	122
6.10 Gain Experience	123
6.11 LinkedIn	125
6.12 Using LinkedIn for Your Job Search	128
6.13 Professional Digital Footprint	132
6.14 Networking Tips	133
6.15 Managing Your Job Search	135
6.16 Knowledge Check	138
6.17 Chapter Sources	139

Chapter 7: Interviews

7.1 Good Communication is Key!	143
--------------------------------	-----

7.2 Master your interview skills	144
7.3 Common Types of Interviews	146
7.4 Before the Interview	148
7.5 Practice your interview skills	151
7.6 During the Interview	152
7.7 Professional Image and Attire	154
7.8 Types of Questions	161
7.9 Sample Questions and Answers	166
7.10 Unlawful Questions	173
7.11 After the Interview	174
7.12 Thank You Letter Sample	176
7.13 Mock Interview Checklist	177
7.14 Knowledge Check	181
7.15 Chapter Sources	182
 Appendix: Organizations that Host Placement Students	 183
Appendix: Expanded Examples of the 4 Areas	192
Appendix: Video List	203
Versioning History	204

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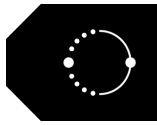
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Chapter 6 & 7

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Collaborators

This project was a collaboration between the author and the team in the OER Design Studio at Fanshawe. The following staff and students were involved in the creation of this project:

- Michelle Halle-Shook – *Instructional Design*
- Shauna Roch – *Project Lead*
- Robert Armstrong – *Graphic Design*
- Maddy Richard, *Video Editor*
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- Paula Parlette – *Librarian*

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About this Book

Working in Play: Planning for a Career in the Recreation and Leisure Industry in Canada – First Edition provides a thorough introduction to the career possibilities in the Recreation and Leisure Industry through use of a detailed explanation of where jobs can be found and job statistics. First and foremost it defines the industry through a job's perspective lens. The topic is anchored by a historical review of recreation and leisure in Canada and the book includes how to job search, the importance of networking and types of interviews with interview tips for success. Throughout the book are first-person accounts from graduates of Fanshawe College's Recreation and Leisure Services program on their career journey.

About the Author

Linda Whitehead, BA, M Ed, MBA, is a professor at Fanshawe College where she teaches in the Recreation and Leisure Services program. Prior to teaching at Fanshawe College, Linda was a professional soccer coach for 25 years, coaching in the CIS and NCAA D1 as well as with the Canadian Women's Soccer National program. Upon retiring from coaching, Linda attended the University of Liverpool attaining her MBA in Football Industry and then returned home to London ON to teach at Fanshawe College. Her first introduction to OER textbooks was when she adopted the Fundamentals in Business OER textbook for her Introduction to Business Management in Recreation course. Using a free online textbook was extremely well received by the students and motivated Linda to write this book.

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LANDS ACKNOWLEDGEMENT

We acknowledge and honour the Anishanaabe, Huadenoshaunnee, and Lanape people of Southwestern Ontario as the traditional owners and custodians of the land and waterways on which Fanshawe College is located. Further, we acknowledge the cultural diversity of all Indigenous peoples, and pay respect to the Elders past, present, and future. We celebrate the continuous living cultures of the original inhabitants of Canada, and acknowledge the important contributions Indigenous people have, and continue to make, in Canadian society. The College respects and acknowledges our Indigenous students, staff, Elders, and Indigenous visitors who come from many nations.

We acknowledge the 3 reserves in close proximity to London, Ontario: Munsee-Delaware Nation, Chippewas of the Thames First Nation and Oneida Nation of the Thames.

The more I learn of cultures other than my own, the more I am struck by our overwhelming similarities. The language and experiences are different, sometimes profoundly so, but we share common principles. As practitioners in the Recreation and Leisure Industry, we serve to provide wellbeing to individuals, communities, and the environment. Wellness is a holistic endeavor of the physical, emotional, mental, and spiritual, coming together in alignment. These elements exist in traditional FNMI knowledge, often depicted on Healing and Medicine Wheels, expressed as ingredients for a healthy, well-balanced life. Art, music, games, play and sport – all recreation and leisure – I hope that we use these to promote understanding, assist in healing and aspire to wellness for all.

Linda Whitehead



Paddling by Allison
Menegoni [CC-BY-NC-SA](#)

CHAPTER 1: RECREATION AND LEISURE BECOMES AN INDUSTRY

Learning Objectives

- Recall the history of recreation in Canada and the development of recreation as an “industry” (creator of paid work)
- Understand the difficulties in defining the Recreation Industry
- Define the Recreation and Leisure Industry in Canada

1.1 THE PEOPLE INDUSTRY!



Jeff Sadler

Faculty, Fanshawe College



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Fanshawe College

Current Employer

Job Description: Faculty, Program Co-coordinator for the Recreation and Leisure Services program: Collaborating with Faculty in oversight and delivery of the program contributing to curriculum design, program promotion, building community partnerships, field placements, and supporting students

Skills you use Professionally

Leadership, Ability to communicate and build relationships, Team building, Teaching, Program Planning, Public speaking, Professional Development – Life long learning

Favourite Memory from time at Fanshawe

My overall favourite recollection is the empowering experience of being in an educational program that valued, taught and nurtured leadership skills by providing countless opportunities to work and learn from extremely socially oriented, outgoing and creative peers. Many memories of class trips and placements to test your skills and learn from professionals.

Credentials

1979 Recreation and Leisure Services Diploma Graduate

Additional credentials: Pools Operation, Lifeguard Certification, Behaviour Management, College Educator Development Program

1.2 HISTORICAL TIMELINE

Below is a Timeline highlighting many of the important developments that contributed to recreation and leisure becoming an industry in Canada.



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1.3 THE HISTORY OF RECREATION AND LEISURE BECOMING AN INDUSTRY

Play and games have always been an important part of human life. Archaeologists have shown that people have been living and playing on what we now call the North American continent for over 500 generations. The dominant European-centric view does not recognize the oral histories of the First Nations, Metis, and Inuit's (FNMI) peoples so Canada's written history is lacking in detail of life prior to the arrival of European settlers on Turtle Island. However, through Truth and Reconciliation, FNMI's history is slowly being restored to public knowledge so hopefully in future years a richer accounting of recreation and leisure for Turtle Island will be available to students.



In a painting by George Catlin, he shows how a Choctaw lacrosse game in 1834 had hundreds of players on the field at the same time. (Public Domain)

The growth and development of recreation and leisure post-Confederation did not happen in a bubble, but rather paralleled the evolution of modern capitalism. As such, it has reflected the contours of social and cultural change that accompanied the industrial revolution. So, the initial emergence of organized sport forms in the mid-19th century has everything to do with the rise of industrial enterprise, the growth of wage labour, the expansion and increasing demands of the marketplace, the rapid growth of urban areas, the proliferation of industrial technology (especially advances in transportation), the invention of “leisure time,” and the growing confidence and recreational desires of the middle-class.

1.4 DEFINING THE RECREATION AND LEISURE INDUSTRY

The Recreation and Leisure industry is often seen as a very narrow field, but the reality is just the opposite. It is as diverse and fascinating as play itself, creating a vast landscape of job opportunities. It is complex because it consists of stakeholders from a multitude of businesses and organizations. It crosses all 3 economic sectors: Public, (government) Private (commercial/business) and Not-for-Profit (social & charitable organizations). Many other industries incorporate parts of recreation into their own industry. All of this makes it very difficult, to recognize where the jobs are.



[Click to enlarge](#)

In 2015, the Canadian Parks and Recreation Association (CPRA) published [The Framework for Recreation in Canada 2015, Pathways to Wellbeing](#). It was created as a guiding document for recreation providers. Defining recreation and creating common priorities for delivering services that lead to individual, community, and environmental wellbeing. Recreation is defined as:

“The experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing” – (Canadian Parks and Recreation Association, 2015).

The concept of leisure is culturally determined and therefore defined by the society it exists in. In Canada, Leisure is commonly understood as what you do with your free time. Like recreation, it is a reflection of our freedom and is why recreation and leisure is cherished in Canadian society. Leisure can be structured (photography club) or unstructured (a walk in the park). In either form, it often results in creating jobs.

The [2020 Alberta Recreation and Parks Labour Market Project](#) defined the Recreation Industry to identify labour market needs specific to Alberta. An industry is a group of organizations classified together based on their common delivery of services or goods. In this textbook, we will expand the Alberta project definition to include leisure and adapt it to a more jobs orientated perspective. In other words, identifying where individuals with a Post Secondary education in Recreation and Leisure Services work.

The Recreation and Leisure Industry

The Recreation and Leisure Industry is defined as: work that enhances wellbeing through providing and facilitating services and programs, leading personnel and operations, and allocating organization resources in the areas of:

- Active Living (Health, Wellness and Fitness)
- Community Recreation
- Amateur/Recreational Sport and Leisure
- Outdoor Recreation and Parks



1.5 THE 4 AREAS OF THE RECREATION AND LEISURE INDUSTRY

The 4 areas of the Recreation and Leisure Industry can be further broken down into organization types and job titles that are associated with those organizations.



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Active Living – Health, Wellness and Fitness

Organizations that offer services focused on improving and maintaining healthy living. The examples listed are found in London and/or Ontario region.

Types of Organizations	Examples
Community service organizations	<ul style="list-style-type: none"> Boys and Girls Club London Youth Opportunities Unlimited N'Amerind (London) Friendship Centre
Health related organizations	<ul style="list-style-type: none"> Canadian Mental Health Assoc. (CMHA) Alzheimer Society Southwest Partners Parkwood Institute (SJHC)
Educational organizations	<ul style="list-style-type: none"> Fanshawe College Western University Therapeutic Recreation Ontario (TRO)
Corporate fitness services and facilities	<ul style="list-style-type: none"> Fitness Forum GoodLife Fitness Movati Athletic
Long Term Care and Retirement Residences	<ul style="list-style-type: none"> McCormick Home Kensington Village Oneida Long Term Care Centre
Manufacturing, retail, and wholesale trade related to active living (e.g. swimming pools, home-based exercise equipment, active apparel etc.).	<ul style="list-style-type: none"> Mountain Equipment Company (MEC) Sport Chek Hollandia Pools and Spas



Community Recreation

Organizations that offer community-based spaces and programming. The examples listed are found in London and/or Ontario region.

Types of Organizations	Examples
Public and community-based organizations, spaces, and centres that offer active and passive recreation opportunities	<ul style="list-style-type: none"> • Stronach Community Recreation Centre • Earl Nichols Arena • YMCA of Southwestern Ontario
Commercial organizations that offer recreational opportunities	<ul style="list-style-type: none"> • East Park London • The Factory • Western Fair District
Manufacturing, retail, and wholesale trade related to community recreation (e.g., suppliers of playground equipment, etc.).	<ul style="list-style-type: none"> • Little Tikes Playground Equipment



Sports and Leisure

Organizations that offer sporting and leisure activities, excluding professional athletes, musicians, artists etc. The examples listed are found in the London and/or Ontario region.

Types of Organizations	Examples
Community and Provincial sport organizations	<ul style="list-style-type: none"> • EMSA (Elgin and Middlesex Soccer Association) • West London Minor Hockey Association • Athletics Ontario
Community and Provincial leisure organizations	<ul style="list-style-type: none"> • Ontario Field Ornithologists • London Community Orchestra • London Camera Club • Gateway Casinos London
Non-profit and Commercial offering access to sport and physical recreation to the public	<ul style="list-style-type: none"> • BMO Centre • Sunningdale Golf & Country Club • Boler Mountain
Community and Provincial cultural organizations (museums, heritage sites, community theatres, community orchestra and music organizations)	<ul style="list-style-type: none"> • The Grand Theatre • Museum London • Aeolian Hall • Museum of Ontario Archaeology • Fanshawe Pioneer Village
Manufacturing, retail, and wholesale trade related to amateur sport and leisure pursuits (e.g. equipment manufacture, sales, rentals, etc.).	<ul style="list-style-type: none"> • Herm's Sport Exchange • London's Source for Sport



Outdoor Recreation and Parks

Organizations that provide outdoor spaces, and activity opportunities in outdoor spaces. The examples listed are found in the London and/or Ontario region.

Types of Organizations	Examples
Public, voluntary, and commercial parks, open spaces, and facilities for individual and group involvement in active and passive outdoor pursuits (e.g., picnics, hiking, camping, climbing, rafting, etc.).	<ul style="list-style-type: none"> • Pinery Provincial Park • Lower Thames Valley Conservation Authority • Springbank Park
Guides and outfitters	<ul style="list-style-type: none"> • Thames Valley Trail Association • Hike Ontario • Reelpro Fishing Charters
Provincial Recreation Associations	<ul style="list-style-type: none"> • Ontario Parks Association • Ontario Camps Association • Ontario Recreational Canoeing and Kayaking Association
Tourism-related organizations around outdoor recreation & parks	<ul style="list-style-type: none"> • Grand River Rafting Co. • Cotton Co ATV Snowmobile Tours (Burlington) • Backcountry Tours (Muskoka)
Manufacturing, retail, and wholesale trade related to outdoor recreation and parks (e.g., camping equipment, recreational vehicle trade - snowmobiles, RVs, etc.).	<ul style="list-style-type: none"> • Nova Craft Canoe • London's Paddle Shop • Pelee Wings Nature Store

1.6 ENHANCING WELLBEING

As practitioners in the Recreation and Leisure Industry we strive to enhance wellbeing for our participants. The activities vary but result in engaging the entire being to achieve wellness. One of the best depictions of this holistic approach is found within many FNMI communities through their medicine or healing wheels.



[Medicine Wheel](#) image by [ManidooWilkie](#) CC BY-SA 4.0
Adapted to include text.

Wellbeing in FNMI communities is visually represented in a medicine or healing wheel. The medicine or healing wheel is a circle split into four quadrants with everything being pulled towards the center. The center represents balance. Different FNMI communities will vary on the different meanings and colours of each of the quadrants and it is important to note that not all First Nations, Métis, or Inuit people use the medicine wheel. One commonality of the wheel, across FNMI communities who use it, is the representation of the 4 aspects of being: Intellect, Emotional, Spiritual and Physical. For good health and a happy life, these 4 aspects pull to the centre in balance. Many wheels also depict this holistic approach towards communities and the environment. The circle represents the continuity of connection to all aspects of one's being, one's community and the environment.

In 1992, Parks and Recreation Ontario in partnership with Canadian Parks and Recreation Association, produced the 8 Benefits of Recreation:

8 BENEFITS OF Recreation

1 essential to personal health

balanced human development

2

3 improves quality of life

reduces anti-social behaviour

4

5 builds strong families

essential to ecological survival

6

7 significant economic generator

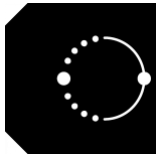
reduces health & social costs

8

[click to enlarge](#)

The 8 benefits of recreation are: essential to personal health, balanced human development, improves quality of life, reduces anti-social behaviour, builds strong families, is essential to ecological survival, provides economic benefits, and reduces health and social costs. The 8 Benefits speak to wellbeing for the individual, community, and the environment. You can find each of the 4 aspects of being (Intellect, Emotional, Spiritual and Physical) represented throughout the 8 Benefits.

Creating opportunities for people to participate in recreation and leisure activities, activities that lead to improved health and happiness – enhanced wellbeing – is at the core of what recreationists do and why we do it.



(TK CR)



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1.7 KNOWLEDGE CHECK

Test your Knowledge



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CHAPTER 2: TRENDS IN THE RECREATION AND LEISURE INDUSTRY

Learning Objectives

- Define current trends
- Understand the importance of considering trends when planning a career
- Understand the power of demographics as a predictive tool for future needs of a community
- Identify the impact of present and potential future trends on the recreation field

2.1 SAY YES!



Julie Valeriote

Director Entertainment Operations, Norwegian Cruise Lines



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Norwegian Cruise Lines

Current Employer	Job Description: responsible for building and delivering the strategic entertainment vision for the company's global fleet, via leadership in strategic planning; shipboard programming and experiences; budgeting; guest and hotel experience product innovations.
Skills you use Professionally	Leadership, Managing people, Program Planning, Volunteering, How to go that extra mile as it always pays off.
Favourite Memory from time at Fanshawe	I met my best friend in the Rec & Leisure program at Fanshawe, was in her wedding party and continue to be in touch with her regularly to this day.
Credentials	1999 Recreation and Leisure Services Diploma <i>Additional Credentials:</i> Educational Assistant

2.2 TRENDS



East Park Golf Course Aerial View

A trend is a prevailing common preference within a group for something that is transforming or moving in a direction. The movement of a trend can be upwards, lateral, or downwards. It is ‘what’s hot’ now and into the future.

Trends can point you toward new opportunities, inform your job search and career-planning activities, and establish new directions for organizations to meet the changing needs of their clients. By identifying relevant and changing trends, and forecasting future trends, you can detect patterns. This enables you to make better choices in a career path and assists you in predicting the education and training required to maintain a competitive edge in the job market. It also helps industries and organizations to stay relevant to their clientele, anticipating their needs and being able to plan for meeting those needs.

Determining if a trend will stay relevant means looking into the future. It means analyzing people’s

behaviour today to try to accurately predict if this behaviour will remain constant or change tomorrow. Humans have always been eager to look into the future. In many ways it is part of our survival instinct and leads us to be proactive in directing our way forward. As an example, in business class you learned how strategic planning and SWOT analysis are key components to running any successful business. However, planning for what may occur in the future is very difficult. At best we can only make educated guesses on what might occur. Therefore, we need to be cautious in what information we use to do this. We need to ensure that our information is based on current facts, statistics, and evidence-based research. The more quality information we have the better chance our predictions will be accurate, leading to more successful outcomes.

Trends research and analysis is not a one-time thing, but something you must embed into your daily professional activities. You need to constantly pick up information from various sources, create a picture of patterns relevant to you and/or your organization, and then use this data to move forward. Personally, trend research is one of the best ways of future-proofing your career and securing your job and income (we will talk more about career planning in Chapter 5). For an organization, trend research is a vital component to staying in business.

2.3 DEMOGRAPHICS

One important tool we can use when predicting the future is demographics. The term demographics refers to descriptive data about people and their lives. Some examples of demographics are:

- Gender
- Age
- Income
- Education level
- Presence of children
- Geography
- Residence environment (urban, rural, suburban)
- Ethnicity
- Sexual orientation
- Family composition
- Marital status
- Religion
- Years of work experience

Dr David Foot, professor emeritus in the Department of Economics at the University of Toronto, stated that demographics can explain two-thirds of everything. He recognized that populations have predictable life cycles. For example, in Canada, most people get married between the ages of 20–30 yrs., most people start families between ages of 25–35 yrs., and most people retire at 65 yrs. of age. Awareness of these life cycles, combined with an area's demographic data, gives us a very accurate insight into predicting future needs of a population.

Example: Impact of Demographics on Recreation and Leisure Industry

The population in Ontario has a growing number of retirees and is driving a need for more

retirement residences and long-term care homes. Ontario legislated that these facilities must employ recreationists to deliver recreational programming and that these individuals must hold a minimum of a college diploma in Recreation and Leisure Services. This knowledge leads us to accurately predict that there will be job growth for recreationists in retirement residences and long-term care homes.

Demographic data is a powerful tool for predicting future needs in any given population and for any industry, including recreation and leisure. We know that age, gender, race, and family status are all factors that influence participation in recreation and leisure activities. Therefore, it stands to reason that we can use demographic data to assist in predicting future recreation and leisure needs. One of the tools we can use to examine Canada's demographics is a population pyramid; a specialized bar chart that looks at the size of each age group by gender. This chart can reveal information about past experiences and future prospects for the given population. Canada's population pyramid gives a very vivid picture of Canada's aging population as the pyramid changes its shape from pyramid to more of a rectangle as we move up into the future. Take a look at the [Historical Age Pyramid](#) created by Statistics Canada – it projects population up till 2036.

A new census for Canada was done in 2021. Here is a link to the most current Statistics Canada [Population and Demography Statistics](#).



East Park Waterpark – London, Ontario

2.4 EMERGING TRENDS

1. Increasing Use of Parks and Recreation Spaces for Positive Mental and Physical Health in Individuals and Communities

In a 2020 survey, 94% of Canadian cities reported increased awareness among elected officials of the value of parks to public health and crisis resiliency during COVID-19 (Stark et al, 2021). The pandemic of 2020 has only accelerated the realization of the importance that outdoor spaces play in the physical and mental health of humans. Parks and natural areas saw dramatic increases in usage and most experts are predicting that this will continue beyond the end of the pandemic as mental health is a predominant concern in today's society. People have an enhanced appreciation for connecting with nature and being physically active outdoors.

Research has shown that the “greening” of urban settings has decreased feelings of depression in the population. One of the main conclusions from the Alberta Recreation Labour Report (2020) is the recognition of movement towards partnership and collaboration between recreation organizations and health organizations towards the betterment of the physical and mental wellbeing of community members.



Petting a frog

2. Building an Inclusive Community

People in municipal recreation have always understood that part of their job is community-building. Recreation and leisure are great tools for bringing diverse people together in a common pursuit. Inclusiveness is now at the forefront of this community-building as recreation leaders focus on providing equitable access to facilities and opportunities. One example of this is municipal advisory committees that are formed to provide input from diverse members into planning of parks and recreational spaces. This growing public participation reflects the importance the public puts on recreation and recreational spaces, and recreation's capacity to bring people together.



Covent Garden Market Skating – London, Ontario

3. Technology

Advances in technology are influencing every aspect of our society and its influence is only going to grow. It is now an expectation that technology will be available in even the most remote areas. Booking and scheduling software is improving the efficiency with which recreational organizations can manage people and capacity. Online payment methods increase convenience for the consumer while decreasing expenses for the organization. There is an expectation of Wi-Fi access, charging stations and digital information at facilities. We are seeing the emergence of augmented-reality walks, games and exhibits in public spaces such as museums, parks and libraries. Virtual reality spaces are becoming available that allow individuals to interact with others whether while virtually traveling the world or attending a virtual concert. Esports are becoming more popular and need to be included into recreational spaces to create safe places for youth to gather and socialize.



East Park Go Karts – London, Ontario

4. Social Media

Mobile phones have opened the opportunity to take photos anywhere and share them on social media. Organizations are looking to optimize “photogenic” spots, encouraging people to take and share photos on their social media accounts. Parks are using QR codes to disseminate information at environmentally or historically significant spots in the park. It is starting to become understood that recreation and leisure activities are perfectly suited for social sharing, and this is a great way to market activities, facilities and community building.



Rainbow

Other trends

- An aging population: seniors are more active and demanding equal access to recreational opportunities and facilities
- Increased immigration
- Growing awareness of FNMI contributions, concerns and needs
- Climate change has increased environmental activism and the 'Green' movement
 - Parks and green spaces are effective tools against extreme urban heat
- Movement toward informal & individual activities: as people have less time they do what is convenient and less scheduled, this also leads to increasing participation in leisure activities
- Decrease in volunteerism: many recreation and leisure organizations are dependent on volunteers to operate
- Increasing need for revenue generation: public funding is decreasing and forcing recreation and leisure industry organizations to find alternate revenue sources.

The one constant throughout the trends mentioned in this chapter is the need for continual innovation. The Recreation and Leisure industry needs to consistently create realistic, sustainable solutions for the societal challenges in personal and community wellbeing that lie ahead.

A good source for keeping up to date on trends can be found at [Wunderman Thompson Insights website](#). Every year they publish a Future Trends report for marketers. It is an in-depth look at the upcoming year and includes multiple markets found in the Recreation and Leisure Industry.

2.5 ENTREPRENEURSHIP - BE YOUR OWN BOSS



Kelsey Watkinson

Co-owner and Special Events Coordinator, Curley Brewing Company



One or more interactive elements has been excluded from this version of the text. You can view them online here: <https://ecampusontario.pressbooks.pub/workingatplay/?p=1289#oembed-1>

Current Employer

Curley Brewing Company

Job Description: As co-owner, I do a lot of everything, with an emphasis on organizing on site entertainment events, and manage social media sites.

Skills you use Professionally

Strategic Planning, Break Even Analysis, SWOT analysis

Favourite Memory from time at Fanshawe

Winter and Pinecrest Camping

Credentials

2017 Recreation and Leisure Services Diploma

2.6 KNOWLEDGE CHECK

Knowledge Check



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<https://ecampusontario.pressbooks.pub/workingatplay/?p=1159#h5p-11>

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CHAPTER 3: THE JOB MARKET

Learning Objectives

- Examine current and projected job statistics as they pertain to the Recreation and Leisure Industry
- Reference NOC, COPS and NAICS on Canadian Government websites.
- Recognize job titles found in the Recreation and Leisure Industry

3.1 SO MANY AVENUES!



Jessica Diniz

Customer Experience Specialist, Fresh Tracks Canada



One or more interactive elements has been excluded from this version of the text. You can view them online here: <https://ecampusontario.pressbooks.pub/workingatplay/?p=861#oembed-1>

Fresh Tracks Canada

Current Employer

Job Description: book tours, create travel itineraries and provide needed documentation, process travel insurance, process payments, answer questions and concerns from clients.

Skills you use Professionally

Computer Skills – Excel, Time Management, Professionalism, Problem Solving, Teamwork.

Favourite Memory from time at Fanshawe

Planning our event in the Special Events class – having the passion for learning something new and then given the opportunity to utilize those skills in a real-life event. On event day, I felt so proud of myself and our team with the result.

Credentials

2019 Recreation and Leisure Services Diploma

Additional Credentials: Masters Boat Captain License, Certified to sell Travel Insurance

3.2 JOB MARKET

The job market is where people search for jobs and organizations seek out employees. It is not an actual place rather a concept that tracks job availability and job seekers. Over the last century, the Canadian economy has evolved through being an agriculture-based economy to a manufacturing economy to what is now considered a service economy. This means that most available jobs are found in the ‘Service Industries’ which includes the Recreation and Leisure Industry.



The Grand Theatre – London, Ontario

It is common to see the terms job market and labour market used as interchangeable and for most purposes this is fine. However, in the way governments define and use the term labour market, it considers more factors than just supply and demand of jobs. It also considers wages and industry types.

Recall

As stated in [Chapter 1](#), an industry

Governments collect data on occupations and industries and combine this data to create projections for job growth.

To understand the type of jobs available, the Government of Canada has created the National Occupational Classification (NOC) system. Using this system anyone can learn where a job/occupation has been classified. You can use the NOC to learn about the main duties of an occupation, average salaries, educational requirements, and other useful information.

There are over 40,000 job titles categorized into 516 unit groups. Each unit group is given a 5-digit NOC code. These classifications are used to support career and job decisions by individuals, and support government policy development, and program design to enhance service delivery to Canadians. The NOC system starts with 10 broad occupational categories.

is a group of organizations classified together based on their common delivery of services or goods.

10 Broad Occupational categories of NOC

Code	Broad occupational category
0	Legislative and senior management occupations
1	Business, finance, and administration occupations
2	Natural and applied sciences and related occupations
3	Health occupations
4	Occupations in education, law and social, community and government services
5	Occupations in art, culture, recreation, and sport
6	Sales and service occupations
7	Trades, transport and equipment operators and related occupations
8	Natural resources, agriculture, and related production occupations
9	Occupations in manufacturing and utilities

To create the full NOC code, there is a hierarchical structure that further breaks down jobs into categories until you get the 5-digit code. You can find the full explanation of the hierarchy at [National Occupational Classification](#)

As you can see from the Broad Categories chart, Code 5 is ‘Occupations in art, culture, recreation, and sport’. So, it stands to reason that you would find all the jobs in the Recreation and Leisure Industry under Code 5. However, as we stated in Chapter 1, our industry is not that simple or narrow. In fact, jobs in the Recreation and Leisure Industry span multiple occupational categories.

NOC Recreation Codes

Below are some of the NOC codes that result from a search for “Recreation” under job title on the [National Occupational Classification](#) website.

[NOC 31204](#) = Kinesiologists and other professional occupations in therapy and assessment

[NOC 32109](#) = Other technical occupations in therapy and assessment

[NOC 33109](#) = Other assisting occupations in support of health services

[NOC 41406](#) = Recreation, sports and fitness policy researchers, consultants and program officers

[NOC 50012](#) = Recreation, sports and fitness program and service directors

[NOC 54100](#) = Program leaders and instructors in recreation, sport and fitness

[NOC 64322](#) = Outdoor sport and recreational guides

[NOC 65211](#) = Operators and attendants in amusement, recreation and sport

[NOC 70012](#) = Facility operation and maintenance managers

It is interesting to note that the same search for job title with ‘Leisure’ shows less results, but the results it does show are captured in the above ‘recreation’ list.

From the above codes, you see that the Recreation and Leisure Industry spans 6 of the 10 Broad Categories resulting in 9 different occupational unit groups. Remember, each unit group has multiple job titles attached to it. For example, there are 88 job titles attached to NOC 54100. This is further proof of how broad the Recreation and Leisure Industry is.

On the [Ontario Labour Market – Search Job Profiles](#) website, you can use these NOC codes to look up information such as average incomes, job growth rates, job titles, and projected job openings. On the page shown for the NOC code you selected, you will also find a link to the Government of Canada Job Bank. This link will search the Job Bank for available jobs under that NOC Code in Ontario.



Wester Fair District – London, Ontario

3.3 PROJECTING JOB GROWTH IN CANADA

The Canadian government uses the NOC codes and industry statistical information to project job growth in a system called the Canadian Occupational Projection System. The Canadian Occupational Projection System (COPS) combines assessment of recent labour market conditions and projections of labour supply and demand to project future job shortages or surplus.

In the projections for a period from 2019 to 2028, COPS created 293 occupational groupings from 500 different occupations (from NOC). If an occupation with a NOC code had less than 10,000 workers in 2019, they were not used for the projection. COPS projects over the next 10 years, 1.7 million new jobs, will be created which is on average 174,000 jobs per year.

Note as of May 2023, COPS have not yet incorporated the new 2021 NOC codes. Therefore the data below is not changed from the first edition of this book and refers to the 2016 NOC codes. By referring to the COPS code name, you will be able to connect this data to the 2021 NOC codes listed earlier in this chapter.

Projected Employment Growth 2019 – 2028

COPS Code & Name	Employment (2018)	Employment Growth (2019-2028)	Future Labour Market Conditions (2019 - 28)
O510 Managers in art, culture, recreation and sport (incl NOC 0513)	15400	600	Balance
3143 Occupational therapists & Other professional occupations in therapy and assessment	26800	8000	Shortage
4166 Education, Recreation, Sports and Fitness Policy Researchers, Consultants and Program officers (incl NOC 4167)	31400	3700	Balance
5250 Athletes, coaches, referees, and related occupations (incl NOC 5254)	148800	20100	Balance
6530 Tourism and amusement services occupations (incl NOC 6532)	16800	300	Balance
6720 Support occupations in accommodation, travel and amusement services (incl NOC 6722)	52100	5900	Balance
Total	291300	38600	

Definitions:

Balance	means balance between job openings and job seekers
Shortage	means more job openings than job seekers
Employment	persons 15yrs and over who had a job
Employment Growth	annual change of employment (projected for 2019 – 2028)

Source: COPS Summary 2019 – 2028

Statistics Canada also uses the COPS data to examine and predict job growth by industry as industry is used to examine global trade. In Canada we use the North American Industry Classification System. This is a standardized classification for US, Canada and Mexico (NAICS 2022 version 1.0) originally created for the North American Free Trade Agreement. For more information on NAICS, you can go to <https://www.statcan.gc.ca/en/subjects/standard/naics/2022/v1/introduction>

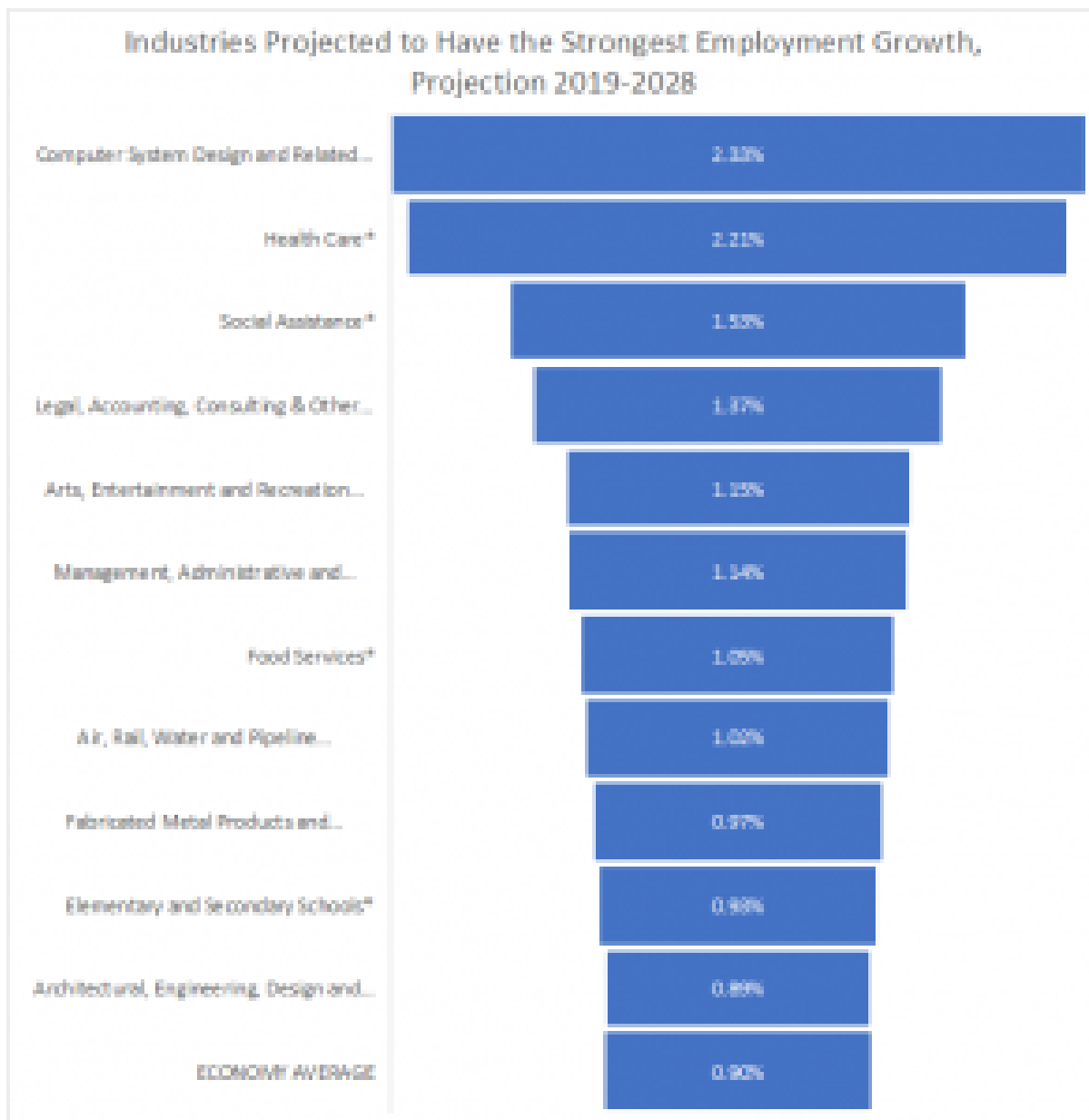
The NAICS consists of 20 sectors which represent 695 industries. The industries are identified by their principal activity defined as their main profitable endeavour. For a list of the 20 sectors with their definitions go to [NAICS – Canada 2022](#)

Of interest to the Recreation and Leisure Industry is Code 71: Arts, entertainment, and recreation:

“This sector comprises establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons. These establishments produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; preserve and exhibit objects and sites of historical, cultural or educational interest; and operate facilities or provide services that enable patrons to participate in sports or recreational activities or pursue amusement, hobbies and leisure-time interests. There are establishments engaged in activities related to arts and recreation that are classified in other sectors of NAICS” (Statistics Canada, 2022).

As you can see by the above description, even NAICS notes that jobs in Recreation and Leisure cross multiple industries.

Employment Growth Projections

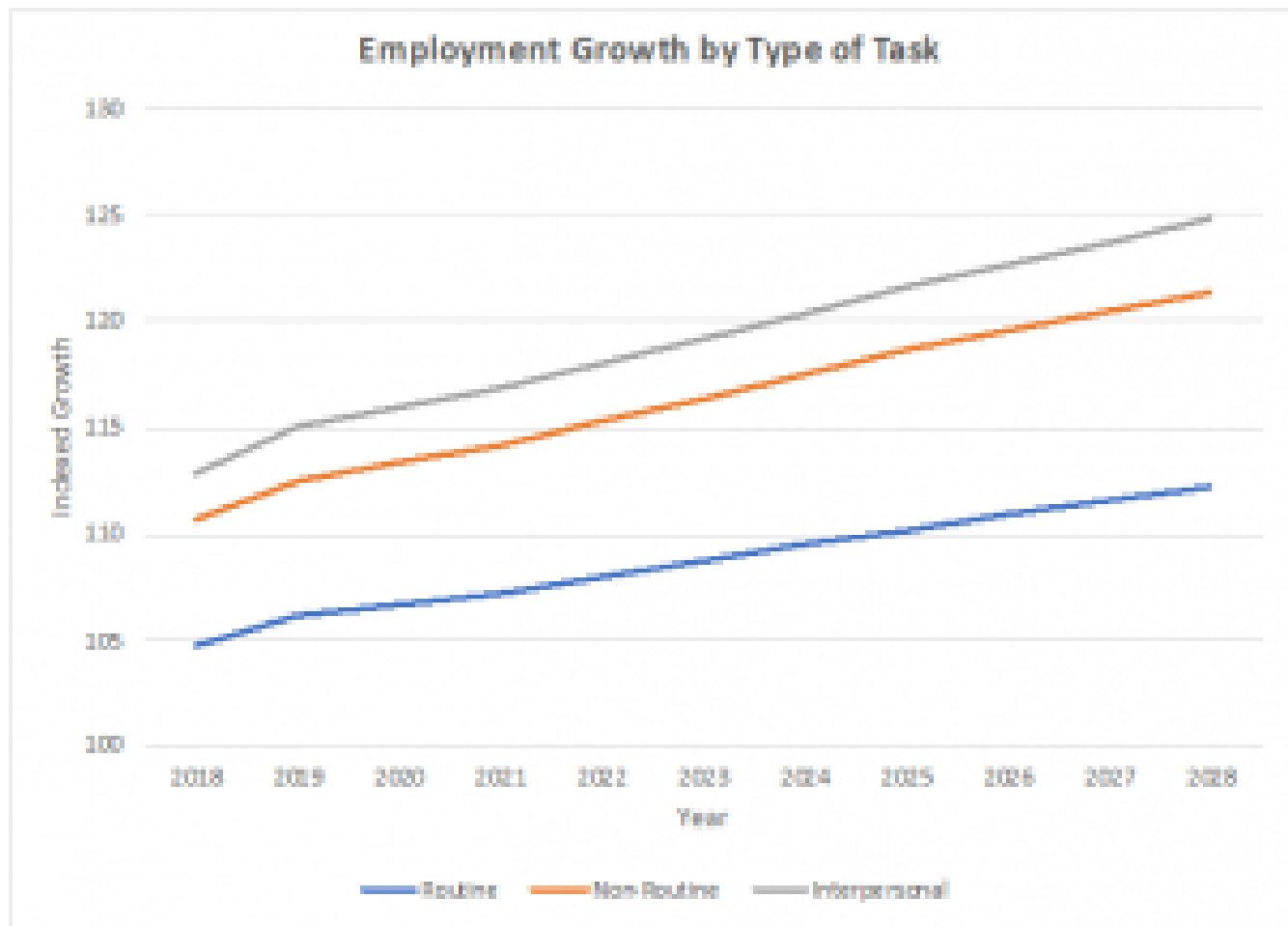


Source: ESDC 2019 COPS industrial projections.

Recreation and Leisure Industry jobs can be found across 3 of the above industries: Health Care, Social Assistance, and Arts Entertainment and Recreation. All 3 of these industries are above average in predicted employment growth 2019 – 2028. This means that there are currently jobs available for graduates of Recreation and Leisure Services programs and as there is predicted job growth across nearly all the areas of the industry, there will be a demand for graduates in the future.

For example, in NOC 3143, Occupational therapists & Other professional occupations in therapy and assessment (includes recreational therapist), there is a 2.6% predicted growth rate 2019 – 2028. This is higher than the general industry of Health Care.

This chart shows the highest expected job growth predicted is in jobs that entail interpersonal tasks (jobs in the Recreation and Leisure Industry fall under interpersonal tasks).



Source: ESDC 2019 COPS Projections.

Routine = repeating of same manual or cognitive tasks

Non-Routine = cognitive analytical and interpretation tasks, thinking creatively

Interpersonal = establishing and maintaining relationships, guiding, coaching, directing, motivating others

For more in depth and up to date information on the labour market trends in Ontario go to <https://www.jobbank.gc.ca/trend-analysis/job-market-reports/ontario>

Based on the data collected by Statistics Canada and their job growth projections, choosing a career in the Recreation and Leisure industry is an excellent career path with expanding opportunities for employment.

3.4 JOB TITLES

Below are examples of job titles associated with the 4 areas of the Recreation & Leisure Industry. These job titles come from a scan of current job postings on virtual job boards.



Active Living



The YMCA of Southwestern Ontario [\[Click to Enlarge\]](#)

- Recreation programmer
 - Recreation aide
 - Recreation worker
 - Recreation coordinator
 - Recreation facilitator
 - Recreation therapist & Recreation therapist aide
 - Music Therapist
 - Art Therapist
 - Active Living manager
 - Activity aide
 - Life enrichment aide
 - Events coordinator
 - Volunteer coordinator
 - Equipment operator
 - Facility manager
 - Camp counselor & Camp Leaders
 - Recreation leader
 - Recreation Attendant
-



Sport and Leisure



BMO Centre London [\[Click to Enlarge\]](#)

- Coach
- Instructor
- Community Arts programmer
- General Manager
- Sport Administrator
- Sport Director
- Sport Information Officer
- Guide
- Interpreter
- Engagement Officer
- Supervisor Visitor Experience
- Events Planner
- Volunteer Coordinator



Outdoor Recreation and Parks



Algonquin Park, ON. [\[Click to Enlarge\]](#)

- Information Officer
- Park Communicator
- Park Resource Officer
- Parks Maintenance/Parks Crew
- Conservation Area Technician
- Forestry Technician
- Park Interpreter
- Program Leader
- Park Administrative Supervisor
- Wilderness Instructor
- Campground Manager
- Outdoor Programming Leader
- Trails Supervisor, Trail Technician
- Adventure Course Guide



Community Recreation



East Park Pool. [\[Click to Enlarge\]](#)

- Recreation Programmer
 - Recreation Development specialist
 - Director of Parks, Recreation and Culture
 - Operator – recreation/parks
 - Facility Manager
 - Facility Clerk
 - Recreation Attendant
 - Day Camp Director
 - Aquatic Supervisor
 - Lifeguard
 - Aquatic Staff
-

3.5 KNOWLEDGE CHECK

Test your Knowledge



An interactive H5P element has been excluded from this version of the text. You can view it online here:

<https://ecampusontario.pressbooks.pub/workingatplay/?p=688#h5p-7>

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CHAPTER 4: JOB SKILLS FOR THE FUTURE

Learning Objectives

- Define the 7 Job Skills for the Future
- Identify personal skills and knowledge as it pertains to Job Skills of Future
- Relate the 3 Job Skills emphasized in Fanshawe Recreation and Leisure program to knowledge and skills gained while in the program

4.1 TRANSFERABLE SKILLS!



Megan Loucks

Market Development Specialist



One or more interactive elements has been excluded from this version of the text. You can view them online here: <https://ecampusontario.pressbooks.pub/workingatplay/?p=951#oembed-1>

Current Employer	<p><u>Ontario Parks</u></p> <p>Job Description: Strategic planning and implementation of Ontario Parks tourism initiatives.</p>
Skills you use Professionally	<p>Leadership, Time Management, Accountability, Professionalism, Program Planning, Networking.</p>
Favourite Memory from time at Fanshawe	<p>The committees, boards and volunteers class (currently called Special Events and Board Governance). I remember directly applying what I learned in class to the real world. It pushed our limits as students and showed us what we were capable of. It really gave us a taste for what was to come after graduation.</p>
Credentials	<p>2017 Recreation and Leisure Services Diploma</p>

4.2 SEVEN JOB SKILLS

Fanshawe College has identified 7 Job Skills for the Future that all programs in the college embed into their curriculum. These Job Skills are generic to all industries. Competence in these job skills is regarded as required for those seeking to build successful careers. It is important that soon-to-be-graduated students can identify these skills in themselves and understand how they can exhibit competence in these skills when meeting with potential employers. To this end, in this chapter, each of the Job Skills is defined.

All the 7 Job Skills for the Future are woven into the curriculum of Fanshawe College's Recreation and Leisure Services program with an emphasis on 3 of the skills identified as most relevant to the Recreation and Leisure Industry:



- **Resilience**
- **Implementation Skills**
- **Social Intelligence**

4.3 GLOBAL CITIZENSHIP



Create an awareness of the wider world and your place in it.

Global citizenship is having a worldview grounded in civic responsibility and ethics. Global citizens think both in a structural level (e.g., how does my consumption affect people around the world?) and an individual level (e.g., how should I greet my international peers in a way appropriate to their cultural norms?).

A global citizen will learn from and with others who are different from themselves. They will examine ideas such as privilege and relative positions of power. They are committed to social justice and to breaking down global inequities.

Excelling in Global Citizenship as a Job Skill means:

You can:

- Think critically within a larger worldview
- Reflect on political, cultural, and historical influences on yourself and others
- Treat people as individuals while respecting their culture and beliefs

Others see you as:

- Committed to civic responsibility & social justice
- Respecting cultural norms of others
- Learning from people with diverse backgrounds and beliefs

4.4 SELF-DIRECTED LEARNING



Identify and achieve personal learning goals

Being a self-directed learner is being autonomous, organized, and self-disciplined. They are able to communicate effectively, accept constructive feedback and engage in self-evaluation and self-reflection to learn. Self-directed learners are lifelong learners as they continue to grow and adapt to complex social and technological changes throughout their careers. They are self-motivated.

Excelling in Self-directed Learning as a Job Skill means:

You can:

- Take initiative to learn
- Work towards solving real-world problems trying to find efficient solutions
- Adapt and learn as needed
- Not fear change
- Be accountable

- Be punctual

Others see you as:

- Acting without being told to
- Assessing your own abilities – strengths and weaknesses
- Adapting to new technology
- A motivated/driven person

4.5 SOCIAL INTELLIGENCE



Build and nurture mutually beneficial relationships

Social Intelligence is being able to interact positively with others, building strong healthy relationships and thriving in social environments. It is having the self-awareness to effectively apply the knowledge of social dynamics and team building to create positive outcomes for everyone involved. Individuals that demonstrate the skill of Social Intelligence have excellent communication skills and are empathic. We often refer to Social Intelligence as ‘people skills’ or ‘interpersonal skills’.

Excelling in Social Intelligence as a Job Skill means:

You:

- Have a passion for working with others towards positive outcomes
- Are curious about the world and the people in it
- Care about others
- Have good emotional control (Emotional Intelligence)

- Listen with intent and exhibit strong conversational skills

Others see you as:

- Having respect for diverse opinions, values, belief systems and the contributions of others
- Having a constantly renewed sense of curiosity and wonder
- Having a willingness towards helping others
- A good listener and communicator

4.6 RESILIENCE



Succeed through adversity

Resilience is the ability to thrive while overcoming obstacles. It is the ability to accept difficult situations and adapt in order to move forward. An individual with Resilience skill is capable of coping with stress, emotional upheaval, and pressure. They have the mindset that their skills and abilities are dynamic, not fixed allowing them to work through hard times to a better future.

Excelling in Resilience as a Job Skill means:

You are:

- Self-reliant
- Responsible
- Self-Driven
- Mature
- Someone who will admit their mistakes and own their problems

- Positive/optimistic
- Able to work through difficult situations to find positive solutions

Others see that you:

- Earn respect from your peers and colleagues
- Are regarded as mature
- Stay calm under pressure
- Know when to ask for help
- Find answers
- Are successful

4.7 NOVEL AND ADAPTIVE THINKING



Find innovative, creative, and unconventional relationships between things or concepts

Being a Novel and Adaptive Thinker means being creative in analysis and solutions. They address complex and sometimes controversial issues with a humble and open-minded attitude. They think ‘outside the box’ in response to unique or unexpected situations attempting to find unique but effective answers. They thrive when challenged and are willing to adapt or change a solution when circumstances change, or other options present themselves.

Excelling in Novel and Adaptive Thinking as a Job Skill means:

You are good at:

- Synthesizing data and information
- Analyzing
- Evaluating

- Making sound, ethical decisions
- Thinking innovatively and creatively
- Not getting too attached to outcomes

Others see you that have the ability to:

- Apply a logical, systematic approach to solving problems
- Create solutions that balance facts and feelings
- Inspire increased trust from others

4.8 IMPLEMENTATION SKILLS



Manage projects to achieve key milestones and outcomes

Excelling in Implementation skills means an individual has a “get er done” attitude. They can design, manage, and execute projects, initiatives or plans in an organized, timely fashion. They can guide a project from idea to completion while managing themselves and others effectively. They are action orientated and enjoy a ‘hands-on approach’.

Excelling in Implementation Skills as a Job Skill means:

You:

- Think and plan ahead
- Manage logistics easily
- Apply logic & common sense
- Have superb organizational skills
- Demonstrate a high level of personal responsibility

- Enjoy working with templates and systems
- Have the capacity to develop and implement 'systems' when needed

Others see that you can:

- Roll with the punches
- Easily act on new information
- Have a 'Plan B' (and a 'Plan C' and 'D'...)
- See both the big picture & also the minute details
- Play a strong role as a DOER, rather than a passive Observer
- Turn problems into 'plot twists'

4.9 COMPLEX PROBLEM SOLVING



Find solutions to real-world problems

Complex Problem Solving is the skill of applying a method to a problem, often not seen before, to obtain a satisfactory solution. It requires a creative combination of knowledge and strategies to arrive at an answer. Rapid technological change, the increasingly global exchange of ideas, and the proliferation of easy-to-access information – some of which is decidedly unreliable – all contribute greater complexity to the problems that they will need to solve.

Excelling in Complex Problem Solving as a Job Skill means:

You are:

- Engaged in 'big picture' thinking
- Flexible & adaptable to change
- Creative
- Highly detail-oriented

- Someone who sees patterns
- Someone who works efficiently

Others see you:

- Demonstrate self-reliance
- Achieve your dreams and ambitions
- Capable of higher-order thinking (not just memorizing facts, but demonstrating the ability to deeply understand, apply, analyze, and evaluate information)
- Achieve increased status & responsibility at school or work
- Create solutions that balance the facts, but with new insight

4.10 MAKING A DIFFERENCE



Justin Temple

Recreation Therapist



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Child and Parent Resource Institute (CPRI)

Current Employer

Ministry of Children, Community and Social Services Government of Ontario.
Job Description: provide assessment, consultation, education and treatment for children and youth with complex mental health and developmental challenges.

Skills you use Professionally

A strong component of the program was working with in groups and teams. My current role has me working with in a several inter-disciplinary teams. The Fanshawe program prepared me for the challenges and rewards of working with group dynamic.

Favourite Memory from time at Fanshawe

My favourite memory of the Fanshawe Recreation & Leisure program was going out into the community and getting practical, hands-on learning for how the recreation field actually works in it's diversity.

Credentials

2006 Recreation and Leisure Services Diploma

Additional Credentials: Honours Degree in Sociology, University of Western Ontario

4.11 KNOWLEDGE CHECK

Knowledge Check



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<https://ecampusontario.pressbooks.pub/workingatplay/?p=1043#h5p-8>

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CHAPTER 5: CAREER DEVELOPMENT

Learning Objectives

- Describe the stages of career development
- Recognize continuing education paths for Recreation & Leisure Services Diploma graduates
- Identify the importance of certifications in Recreation and Leisure Industry

5.1 YOU NEVER KNOW!



Bill Williams

Executive Director, Nunavut Economic Developers Association



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Nunavut Economic Developers Association (NEDA)

Current Employer

Job Description: provides administrative and operational leadership to the NEDA, actively promoting its mission and financial objectives, plans, organizes, directs and controls the delivery of NEDA services.

Skills you use Professionally

Grant writing, team building, facilitation, program planning, large event planning, budgeting, forecasting, risk management, and collaboration.

Favourite Memory from time at Fanshawe

The Pinecrest trips, and driving to Pinecrest with Jeff Sadler in 2nd year.

Credentials

2009 Recreation and Leisure Services Diploma

Additional Credentials: Bachelor of Recreation and Leisure Studies, Brock University; Master of Business Administration, University of Fredericton (Expected Graduation July 2022)

5.2 STAGES OF CAREER DEVELOPMENT



Trust dive on a high ropes course

See if you can remember a time in your childhood when you noticed somebody doing professional work. Maybe a nurse or doctor, dressed in a lab coat, was listening to your heartbeat. Maybe a worker at a construction site, decked in a hard hat, was operating noisy machinery. Maybe a cashier at the checkout line in a grocery store was busily scanning bar codes. Each day in your young life you could have seen a hundred people doing various jobs. Surely some of the experiences drew your interest and appealed to your imagination. If you can recall any such times, those are moments from the beginning stage of your career development.

What exactly is career development? It's a lifelong process in which we become aware of, interested in, knowledgeable about, and skilled in a career. It's a key part of human development as our identity forms and our life unfolds.

There are **five main stages of career development** as developed by Super (1990). Each stage correlates with attitudes, behaviors, and relationships we all tend to have at that point. As we progress through each stage and reach the milestones identified, we prepare to move on to the next one.

Which stage of career development do you feel you are in currently? Think about each stage. What challenges are you facing now? Where are you headed?

# Stage	Description
Growing	This is a time in early years when you begin to have a sense about the future. You begin to realize that your participation in the world is related to being able to do certain tasks and accomplish certain goals.
Exploring	In this stage you find that you have specific interests and aptitudes. You are aware of your inclinations to perform and learn about some subjects more than others. You may try out jobs in your community or at your school. You may begin to explore a specific career. At this stage, you have some detailed “data points” about careers, which will guide you in certain directions.
Establishing	By now you are selecting or entering a field you consider suitable, and you are exploring job opportunities that will be stable. You are also looking for upward growth, so you may be thinking about an advanced degree.
Maintaining	This stage is typical for people in their mid-forties to mid-sixties. You may be in an upward pattern of learning new skills and staying engaged. But you might also be merely “coasting and cruising” or even feeling stagnant. You may be taking stock of what you’ve accomplished and where you still want to go
Reinventing	In your mid-sixties, you are likely transitioning into retirement. But retirement in our technologically advanced world can be just the beginning of a new career or pursuit—a time when you can reinvent yourself. There are many new interests to pursue, including teaching others what you’ve learned, volunteering, starting online businesses, consulting, etc.

Keep in mind that your career development path is personal to you, and you may not fit neatly into the categories described above. Perhaps your socioeconomic background changes how you fit into the schema. Perhaps your physical and mental abilities affect how you define the idea of a “career.” And for everyone, too, there are factors of chance that can’t be predicted or anticipated. You are unique, and your career path can only be developed by you.

Career experts say that people will change careers (not to mention jobs) five to seven times in a lifetime. So, your career will likely not be a straight and narrow path. Be sure to set goals and assess your interests, skills, and values often. Seek opportunities for career growth and enrichment. Take advantage of the rich set of resources available to you and plan.

5.3 CAREER PLANNING

Through career planning a person evaluates their abilities and interests, assesses their values and personality, considers alternative career opportunities, establishes career goals, and plans realistic professional development. The goal is to be 'employment ready'. Career planning requires you to understand yourself and your skills. It is an ongoing process, which should be repeated with changes in employment and life circumstances. As you gain more experience and knowledge, you reassess and begin again. (Westcott & Anderson, 2020)

Passion, Values, and Strengths

As you start your career planning, consider this – a meaningful career has three parts Passion, Values and Strengths.

Passions: What drives you to do work with joy? A passion for helping others, a passion for enriching the lives of people through recreation, a passion for watching people grow and develop under your leadership...

Values: Values reflect your sense of right and wrong, and strongly influence your attitudes and behaviour. Example: If you value women employees, and the company you work for does not value women employees, chances are, you will choose to work for a place more aligned with that value.

Strengths: The things you are good at, or skilled at. These can be hard skills and/or soft skills.

When you work in a place whose values are aligned with your own, you are going to be happier and more productive. It feels like a fit. When you add in your own passions and strengths, it feels like coming home.

Careerpreneurship



Cave entrance in Ovens, Nova Scotia

You need to create your own successes and generate new opportunities. You need to take a practical approach to the direction of your future by being a “careerpreneur.” This is an idea presented by the Career Professionals of Canada in which you independently manage your own career path. Instead of waiting for your future to magically fall into your lap, it becomes imperative that you take a more assertive approach to finding valuable experiences and engaging in growth opportunities. By gaining a broader range of experience through different roles, you will diversify your skill sets while becoming more adaptable to new challenges. Consider your placement experience while a student, your first step on this road!

The Career Professionals of Canada suggest some ideas that will help you to make that happen:

- **Be prepared and well-researched.** Know your market and develop a strategic job search plan according to your goals, interests, market, and industry.
- **Be a persuasive communicator.** Be able to explain the skills and competencies that make you stand out from your competition.
- **Be up to date with industry requirements and cultural trends.** Lifelong learning and continual skills development will leave your options open as you progress through your career.
- **Be strategic about developing your network and seek out mentorship opportunities.** Don't just get connected, maintain your connections and don't be afraid to ask for information or advice.
- **Be flexible when faced with roadblocks.** Don't attribute blame to yourself if you experience rejection, let this fuel your motivation to succeed.
- **Be creative.** Think outside the box and propose solutions while incorporating others' feedback.
- **Be responsible.** Consider other sources of income in order to sustain yourself in an unstable job market.
- **Be smart.** Take advantage of the resources that are available to you in your career centre and community.

5.4 CAREER SERVICES AT FANSHAWE COLLEGE

As a student, you can obtain invaluable career planning assistance at Career Services at Fanshawe College. To access support and resources and to learn more, go to their website at www.fanshawec.ca/career.

Video: Career Services at Fanshawe College

Watch the video: Career Services at Fanshawe College [1:30]. Transcript available on YouTube.



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5.5 POST-SECONDARY EDUCATIONAL PATHS



Nico Wright

Therapeutic Recreation Facilitator, Alzheimer Society Southwest Partners



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Alzheimer Society Southwest Partners

Current Employer	Job Description: design programs to provide cognitive stimulation and social interaction for the person living with dementia, care partners are also welcomed to participate providing support, coordinating with the community and resources.
Skills you use Professionally	Leadership Facilitation – understanding how to interact with individuals whether they are classmates, clients, or friends Being able to lead effectively goes hand in hand with facilitating and I have Rec & Leisure to thank for allowing me to hone my skills.
Favourite Memory from time at Fanshawe	My favourite memory was being a 2nd year student and assisting in facilitating the YMCA Pinecrest camp for the 1st year students, making lasting friendships that I still have today.
Credentials	2014 Recreation and Leisure Services Diploma <i>Additional Credentials:</i> Bachelor of Arts Sports Management Degree, Brock University

The Recreation and Leisure Industry is very diverse. Depending on your career aspirations, you have a multitude of choices on whether to enter the workforce immediately upon graduation or whether to further your Post-Secondary Education.

To assist you in furthering your educational qualifications, Fanshawe Recreation and Leisure Services program has Transfer Agreements with several institutions. These agreements allow the transfer of credits from Fanshawe College's Recreation and Leisure Service program to another institution's program, allowing a student to complete their program in less time.

Fanshawe Recreation and Services Transfer Agreements

Fanshawe Recreation and Services program has Transfer agreements with the following programs:

- Fanshawe College [Fitness Health & Promotion](#), (we have an agreement that allows graduates of the Fanshawe Recreation & Leisure Services program to complete 1 year of study to receive the 2 year diploma in Fitness Health and Promotion).

Degree programs at other Post-Secondary Institutions in Ontario

- [Brock University Recreation and Leisure Studies](#)
 - Majors in Community Recreation, Therapeutic Recreation, Outdoor Recreation
- [University of Waterloo Recreation and Leisure Studies](#)
 - Majors in Recreation and Leisure Studies, Therapeutic Recreation, Recreation and Sports Business

You can access specific information on the above pathways and more here – [Transfer Agreements at Fanshawe](#)

Another option for further education is the choice of Graduate Certificate programs that are available at many Colleges across Ontario and beyond. Fanshawe College has many such programs, and you can learn more about them on Fanshawe College's website – [Graduate Studies](#).

Fanshawe College's School of Community Studies offer three Graduate Certificate programs that would be an excellent continuation of education for Recreation and Leisure Services graduates.

- [Gerontology](#)
- [Retirement Residence Management](#)
- [Addictions and Mental Health](#)

5.6 CERTIFICATIONS

Due to the breadth of diversity in the Recreation and Leisure industry, many niche fields require specific certifications to work in the field. They vary from short 4-hour courses to 30+ hours courses to gain a certification. Some certifications last a lifetime while others require recertification every few years.

Below is a list of certifications offered in Ontario, and often required in niche sectors of the industry. This list is only a small example of certifications available.

Common required certifications across many sectors of Recreation and Leisure Industry

- [Smart Serve – AGCO](#)
- Food Handler Certification – [ON Ministry of Health](#)
- National Lifeguard – [Lifesaving Society](#)
- [Mental Health First Aid](#)

Other possible more specialized certifications:

- Recreation and Parks – [CPRA Professional Development Certification](#)
- Recreation Programming – [High Five](#)
- Dementia Care – [Gentle Persuasive Approaches \(GPA\)](#)
- Dementia Care – [Dementiability](#)
- Recreation Facilities – [Ontario Recreation Facilities Assoc \(ORFA\) Professional Certifications](#)
- Camps/Outdoor Recreation – [Ontario Recreational Canoeing and Kayaking Assoc Courses](#)
- Camps/Outdoor Recreation – [Challenges Unlimited training](#)
- Sports – [National Coaching Certification Program \(NCCP\)](#)

Remember upon graduating from Recreation and Leisure Services program, furthering your education is always a choice open to you – whether now or in the future.

5.7 KNOWLEDGE CHECK

Test your Knowledge



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<https://ecampusontario.pressbooks.pub/workingatplay/?p=272#h5p-2>

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CHAPTER 6: JOB SEARCH AND NETWORKING

Learning Objectives

- Learn how and where to look for a job.
- Recognize the value of using multiple methods of job searching.
- Create and utilize an effective networking strategy.
- Use online profiles to expand your network and increase your job search success.
- Identify ways of gaining practical experience.
- Recognize how to manage your job search and reduce your stress.

6.1 BE PASSIONATE!



Allie Vansteelandt

Supervisor Recreation and Sport, City of London



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City of London

Current Employer

Job Description: Recreation program delivery and community enablement/engagement. The Supervisor contributes recreation skills, expertise, and assets to the goal of building healthy/strong communities and neighbourhoods. Currently I oversee the Adult and Older Adult programs for the City of London.

Skills you use Professionally

Program Planning, Event Management, Time Management, Networking, Communication.

Favourite Memory from time at Fanshawe

The people I met, the camping experiences (both fall and winter) we had together and lastly travelling out west with 7 other students, living together, and experiencing our last placement of the program.

Credentials

2006 Recreation and Leisure Services Diploma

6.2 HIDDEN JOB MARKET



Boys and Girls Club of London

Chances are, you've tried your hand at job searching at one time or another and (to your dismay) you've come to the conclusion that finding a job isn't an easy task! People want to hire you, but you need an organized and targeted approach. Instead of focusing on the quantity of applications, start focusing on the quality of applications you're sending out. Without a clear understanding of the hidden job market, the importance of using a variety of job search methods, and a tailored approach, you are at risk for increasing your frustrations and decreasing your motivation to find work.

The hidden job market, which according to Statistics Canada accounts for 65-80% of available jobs, suggests that an unprecedented number of jobs are no longer being publicly posted. More often than not, positions are being filled internally, by referral or through direct contacts. This is because employers prefer to fill vacancies by

- Word of Mouth
- Friend of a friend

- Filling vacancies from volunteers
- Filling vacancies with an existing part-time employee

You need to tap into the hidden job market by diversifying your job search. This means opening the door to a more responsive market and expanding additional opportunities, resulting in a shorter, more successful search.

In the following sections, job searching has been divided into two major approaches – your online job search strategy and your networking strategy.

6.3 ONLINE JOB SEARCH STRATEGY

Fanshawe Career Centre Job Board

Fanshawe Career Centre offers an online job board exclusive to Fanshawe students and graduates. You can visit this website through FOL – Resources – Career/Co-op/CCR to view a variety of current full-time, part-time, and summer employment opportunities. You can set up alerts to be notified when opportunities in your field are posted. Furthermore, you can also find out about job fairs, networking events, and employer information sessions on your Dashboard.



Fanshawe Online Screenshot

Employer Websites

Make a list of target employers and visit their websites often. Employers often receive so many resumés that they don't always need to post their positions to a job board to attract interest. Therefore, by creating a list of

employers that you may be interested in working for and frequently visiting their “Careers” section, you will ensure that you are seeing any available positions. If their websites have a resumé bank, be sure to upload your resumé. There are several different resources to help you develop a list:

- Business directories, such as the [Yellow Pages](#)
- [LinkedIn company directory](#)
- Professional associations

Online Job Boards and Search Engines

Although online postings are among the most highly populated job search methods used by job seekers, they only account for a small percentage of available jobs. Nonetheless, they are still a convenient way to look for employment and for certain companies this may be the only option. Once you have entered a site, you would typically use a search engine to find advertised jobs by inputting a keyword and location. Most of these online sites allow you to post your resumé directly with the idea that an employer or recruiter may match you to a position and contact you directly. Review the following recommendations to improve your response rate:

- While setting up and receiving targeted email alerts may be helpful, ensure that if you’ve posted your resumé, you are updating your information regularly, as many recruiters are looking at resúms according to how recently they were posted.
- Jobs are often listed by a range of different titles; remember to change your search criteria frequently to maximize your search results.
- Lastly, don’t wait until the closing date to apply; the early bird catches the worm. If looking to fill an opening immediately, employers may start reviewing applications before the position closes.
- For an up to date list of common websites visit [Job Search](#) found on FOL – Career/Co-op/CCR site.

Professional Association Websites

Many industries and occupations have professional associations and these can be a valuable resource in your job search. Becoming a member of a professional association links you to members who have similar interests and qualifications. Typically, on a professional association website, you will find information about relevant job listings, upcoming conferences and events, career development opportunities, industry trends, publications, and newsletters. Attending conferences and events may lend favour to potential networking opportunities. Learning industry trends could prove useful in your next job interview, and accessing member directories may assist you in setting up an informational interview to gain valuable industry-specific career advice.

Remember as a student of Fanshawe College Recreation and Leisure Services program, you are a member of Parks and Recreation Ontario, giving you access to [PRO Job Mart](#), their jobseekers website.

Links to Professional Associations:

- [Parks and Recreation Ontario](#)
- [Therapeutic Recreation Ontario](#)
- [Canadian Parks and Recreation Association](#)
- [Ontario Recreation Facilities Association](#)
- [Ontario Camps Association](#)
- [Ontario Recreational Canoe & Kayak Association](#)
- [Coaching Association of Canada](#)
- [Canadian Intramural Recreation Association of Ontario](#)
- [Festivals and Events Ontario](#)

6.4 ONLINE JOB SEARCH SAFETY

The [Canadian Competition Bureau](#) reports that “thousands of Canadians of all ages and from all walks of life are defrauded each year” (Gregory, 2022). Learn to recognize employment scams to protect yourself from financial loss, wasted time, and energy.

How to Protect Yourself

Be an informed and proactive job seeker. Research and assess every job posting, company, and employment agency to which you apply. Contact them yourself directly if necessary. When in doubt about the job posting, company, or any interactions with an employer proceed with caution!

- Do not accept a job offer without being interviewed in person, over the phone, or via Skype.
- A legitimate employer typically requests personal information only after an interview has been completed, references have been verified, and an offer of employment has been made and signed. Personal information includes:
 - SIN number
 - date of birth
 - driver's license
 - banking information
- Do not use your own money to pay suppliers or transfer funds.
- Never accept payment in advance of starting a job or for services that have not been



Be wise!

completed.

- Sounds too good to be true? Seek advice from a trusted source, such as a parent, a professor, or the Fanshawe Career Centre.

6.5 WHAT TO DO IF YOU SUSPECT AN EMPLOYMENT SCAM?

Employment Scams: What to do

- End all communication with the employer and if personal information was disclosed, change all of your passwords and monitor your accounts to be on the safe side.
- If you have sent money to a fraudulent employer, contact your bank or credit card company immediately for further instructions.
- Gather all records of the fraud and contact the police to report it to your local authorities.

To learn more take a look at:

- [Consumer Protection Ontario](#)
- [The Little Black Book of Scams](#)

6.6 NETWORKING



Joanne Evangelista

Recreationist, Linhaven Long-Term Care



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Linhaven Long-Term Care

Current Employer

Job Description: assists in the planning, implementing and evaluation of activity programs to meet the physical, social, emotional, intellectual, spiritual, and cultural needs and interests of the residents.

Skills you use Professionally

Program Planning – for every program we deliver, which there are many, there needs to be a thorough program plan created for each.

Favourite Memory from time at Fanshawe

I felt a great deal of satisfaction and pride when it came time to the delivery our community event as part of the special events and governance course. Recognizing that everyone in the class worked together to put this event on, and seeing it all come to fruition so smoothly, it was very rewarding for ourselves, as well as for the community.

Credentials

2020 Recreation and Leisure Services Diploma
Additional Credentials: Recreation Therapy Diploma (2022)

For many of us, just thinking about networking can make us break out into a cold sweat. However, networking is the simple act of exchanging information, specifically for the purpose of cultivating productive, organic, and lasting relationships. When you develop and maintain strong and productive relationships across many different facets of your life, you increase your chances of those relationships positively impacting your career goals. It is important to recognize that engaging in networking opportunities will not lead to results overnight; it is a long-term strategy that will allow you to build a strong community of individuals and professionals that, when accessed properly, can support you in your career development journey.

When you learn how to network effectively, you bypass the internet job application gatekeepers and increase your chances of getting interviewed. It's about leveraging the connections you already have, who can confidently attest to your past performance and future potential. Furthermore, it's also about putting yourself out there and using your connections to expand your networks. Even though we know that networking is a necessary component of uncovering the hidden job market, many of us still find it uncomfortable and question whether what we are doing is right. Next, you will learn how to prepare yourself for both planned and unplanned networking interactions, as well as identify many different networking activities that you can incorporate into your overall job search strategy.



“Allow me to introduce myself”

6.7 TAP INTO YOUR PERSONAL AND PROFESSIONAL NETWORKS

There is no better place to start than with the people in your life that already know you. Develop a broad list of contacts including family, friends, neighbours, classmates, professors, current and previous coworkers and managers, and people you have met through various extracurricular, social, religious, and business activities. After you've developed your list, spend time talking to the people in your network and inform them that you are looking for work and let them know what kind of work you are looking for. Organize your network contacts and communicate regularly about your current needs, so that they can assist you better.

Here are some ways that you can utilize your existing networks:

- Ask your network contacts for information or referrals to companies or industries and job leads.
- Research your network contacts' connections and inquire about people who are of interest to you.
- Ask if you can use their name when contacting the referrals.
- Always keep your networks informed of how they have helped you and thank them often for their efforts.
- Help your network too. Share any contacts, advice, or job leads that would be of interest to them.

6.8 CONDUCT INFORMATIONAL INTERVIEWS



“I am here for the interview”

Informational interviewing involves speaking to people who work in the field that you want to learn more about. To be clear, you are not interviewing for a job, you are interviewing to gather more insight about the field you are interested in. This will allow you to make more informed career choices, gather the information necessary to write more effective cover letters and resumés, and be better prepared for future job interviews. Informational interviews can also be a great way to make valuable industry contacts and many people in the workforce are open to sharing information about their careers – especially if it can help someone else map out their own career path. If you leave a good impression, your name may later be passed along to someone else who is in a position to interview you, however, don’t go in expecting this to happen. To leave the best impression possible, you must be prepared and act professionally. Here are some steps to consider before, during, and after your informational interview:

Before the interview

- Conduct research on different companies or individuals and identify who you would like to interview.
- Request an informational interview and explain how you obtained their information.
- Call or send them an email, explaining why you are interested in setting up the interview and what you hope to gain from it, be clear about what you're requesting, such as more information about a job or profession.
- Begin with a professional salutation, "Dear Ms. Grayson."
- Briefly introduce yourself, your program or credentials, career interests, and goals.
- If you want to meet them in person or speak by phone, tell them how much time you'll need, for example, 15 to 20 minutes.
- Confirm the time and location.
- Ask them to recommend other people or sources of information if they can't speak with you directly.

During the interview

- Similar to an actual interview, arrive early and dress in professional attire.
- Be clear that you only want information; you can discuss your skills and experience, but do not fish for opportunities, let the employer initiate any conversations regarding available opportunities.
- Come prepared by doing some background research on the person you're interviewing, the organization they work for, and the work they do. Use your list of questions to guide your conversation.
- Have your resumé on hand in case your contact wants to see it.
- Manage your time and respect their time; only take as much time as you've scheduled.

After the interview

- Send a thank you letter right away
- Identify what worked well and what you will change for next time.
- Connect on LinkedIn and reach out to your contact and let them know how they assisted you.

Possible informational interview questions

Here is a list of potential questions that you can ask the person that you will be meeting with. Questions can vary in topic from advice, to information on qualifications, job duties, organizational structure, industry trends, and work culture. Since your meeting is intended to be brief, select around five questions in advance

that reflect the information you are most interested in gaining. Keep track of the time in your meeting and use your discretion on how many questions you ask.

- What suggestions do you have for someone trying to get a job in this field?
- What are the personal qualities of people who are successful in this field?
- What are the core skills you look for on a resumé?
- What education and training is needed? What kinds of backgrounds do people in this organization have?
- How would you describe a typical week in terms of percentages spent on different duties?
- What do you enjoy most about this position or organization?
- What are some tasks or projects that you are currently working on?
- What skills can I focus on to help me prepare or excel for work in this field/industry/job?
- What would entry-level work involve in this field?
- How does one advance in this field? What does the typical career path look like?
- What advice would you give to someone with my educational/professional background?
- What is the work culture like in your organization/industry?
- Are there any resources, such as websites, industry associations, or organizations that I should use?
- What is the most effective way to stay connected to current events and industry news?
- What kinds of experience, paid or volunteer, would you recommend for someone pursuing a career in this field?
- Can you suggest any other ways to obtain relevant experience?
- Given my background, is there anyone else or any other organizations that you would recommend that I talk to?

Informational interview example:

Hello, my name is _____ and I understand that you work as _____. I'm currently exploring this line of work as a possible career in the future. I wonder if I could take about 10 minutes of your time to find out more about what you do?

Example 2 – Formal request

Dear

My name is _____, a mutual acquaintance of ours, _____, has recommended that I call you to speak with you about your position as an Education Programmer with Ontario Parks. I am currently studying Recreation and Leisure Services at Fanshawe College. Recently, I have been researching your organization, as I am very interested in working with youth in outdoor education programs, but there is only so much you can learn without talking to someone who is actually doing the job. I'd really appreciate it if you could answer some questions I have about what it is like to do this job on a day-to-day basis. Would you have 15-20 minutes to speak over the phone or meet in person?

Thank you for your consideration. I look forward to hearing from you soon.

Sincerely, Chen Lee

What to say when an information interview is declined:

"Thank you for taking my call. I realize I've caught you at a bad time. Would there be a more convenient time when I could call back?" or "Would there be anyone else I could speak with?" If they give you the name of someone else, you can ask "Would you mind if I tell them that you suggested I call?" If there are no other leads, reiterate your thanks again.

6.9 USE SOCIAL NETWORKING WEBSITES

Social media and the ability to network through various online platforms have opened a whole new world of opportunities that you didn't have access to through traditional networking methods. Social networking websites allow you to easily connect with people you may not have otherwise known. It allows you to update your contacts more efficiently on your current employment status and it is seen as a more convenient and acceptable way to exchange information on a regular basis. More employers are using LinkedIn to search for, pre-screen, and evaluate candidates. Among the most common social media sites are LinkedIn, Facebook, and Twitter.

Use these platforms to:

- Research companies and people of interest.
- Reach out to your networks, exchange information, and maintain regular contact.
- Post status updates or send messages that indicate you are looking for a work or information.
- Search for jobs that are being advertised and apply directly through the platforms.
- Connect with people you don't already know.
- Participate in discussions or follow companies and groups.
- Create and post content.

6.10 GAIN EXPERIENCE

An excellent way to build your professional reputation, obtain references, refine your career goals, and build long-term networks is by gaining practical experience, especially if you have limited networks to begin with. Each of these opportunities will provide you with a solid network of contacts and valuable industry advice even before you start searching for your career.

- **Part-time and summer employment:** Employers are looking past the knowledge and skills you've gained in school, they are interested in seeing that you have obtained real-world experience. Securing a summer or part-time job while completing your studies will demonstrate to the employer that you have developed the employment readiness skills they are looking for. Gaining experience in different interest areas will also help to solidify your career goals and expand your connections.
- **Job shadowing:** Job shadowing is an opportunity for you to observe working professionals in their environment throughout their typical work day or week. This allows you to process information about an occupation and clarify your job goal. You are able to see hands-on how your learned skills translate into a particular work environment and job. To inquire about job shadowing opportunities, reach out to people in your network or contact companies of interest.
- **Volunteer opportunities:** Volunteering your time allows you to directly impact your community, meet new people, learn new valuable skills, advance your career, and increase your confidence. Additionally, volunteering introduces you to different environments and roles within an organization that will help you identify your interests within the field. You have the chance to cultivate valuable leadership opportunities through rewarding experiences. If you are interested in volunteering visit the Volunteer Centre, contact specific companies of interest, search their websites, or connect with community volunteer organizations like [Volunteer London](#).
- **Mentorship:** Last, but not least, a good way to gain quality advice and industry know-how is by finding yourself a mentor. A mentor is someone who willingly shares their skills, knowledge, expertise, advice, and professional contacts with you throughout your career journey. A mentor can assist you in setting realistic career goals and making smart career decisions. Their wisdom can be beneficial, from finding a job after you graduate to moving up the company ladder. You can look within your current network for a mentor; this could be a professor, work or volunteer supervisor, or a family friend. If no one in your immediate network is in a position or industry that might interest you, research professionals on LinkedIn, reach out to your Alumni and Friends Network, or ask for referrals and contact them directly.



Mentorship

6.11 LINKEDIN

[LinkedIn](#) is a social networking website with the largest online professional network in the world, the fastest-growing demographic being students and recent graduates. LinkedIn provides you with the resources to access various professional networks, key decision-makers, recruiters, and learning opportunities that will help you in your search for meaningful work. Just having a LinkedIn account will not guarantee you a job, however, many recruiters have successfully hired using a social network and, the largest percentage hired using LinkedIn. As this tool continues to evolve, creating a captivating profile is essential to effectively self-market, generate connections, identify leads, grow your professional brand, and make a professional online impression.

LinkedIn Profile Essentials

Aim for an All-Star rating. There is nothing more disappointing to your audience than an incomplete or poorly maintained profile. Make sure you have completed all the suggested sections to generate an All-Star rating; this will increase your visibility and encourage other professionals to connect with you. If you want to be 40x more likely to be viewed, pay attention to your Profile Completion Meter and ensure the following sections are complete:

- Skills (+5), current position, two past positions, photo, location, summary, education, industry, and location
- At least 50 connections

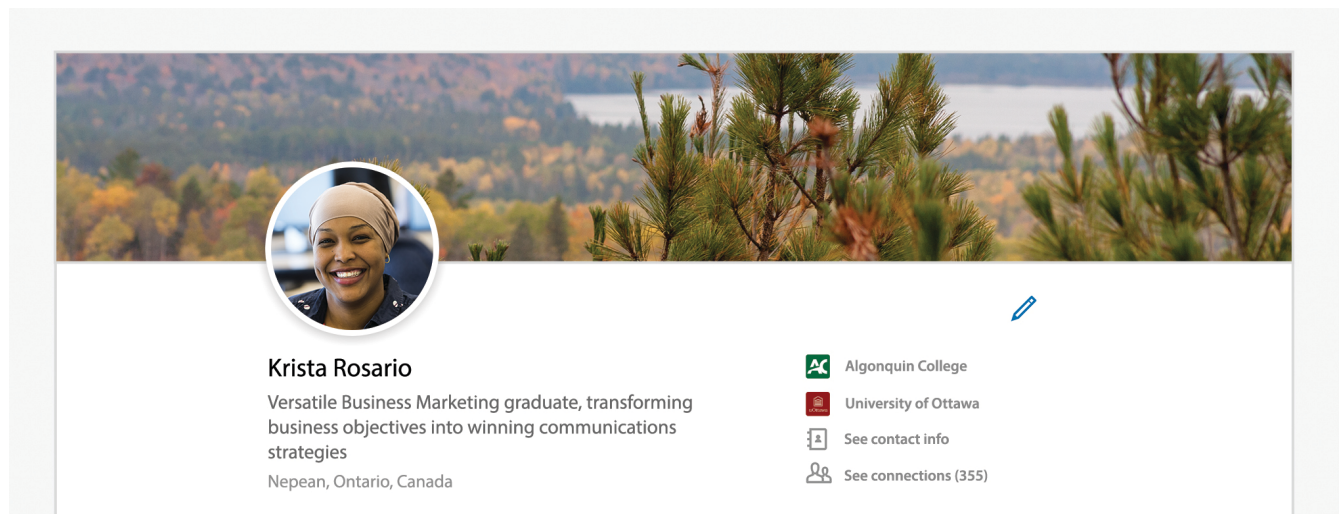
Tips to Stand Out

Use the following tips to create an effective profile that will help you stand out:

- **Come up with a targeted and attractive headline.** Don't fall into the mistake of using your automatically generated job title and company name as your headline. You must stand out and grab the attention of the reader by describing what you do, and what added benefits you can offer the reader. Try to be rich with key words when possible, as well as clear, intentional, and succinct in order to fit within

the 120-character limit.

- **Increase your views with a good photo.** This is often a person's first glimpse of your profile; if you don't have a photo that represents your personal brand, you may be leaving the wrong first impression. With access to high-resolution phone cameras these days, you don't necessarily have to get a professional photo taken. When taking your own headshot: Ensure that the quality of the image is clear, you are in a well-lit space, and that the background is not distracting.
 - Look directly at the camera and smile.
 - Avoid wearing accessories like hats or sunglasses that may hide your face.
 - Avoid using a cropped photo from a group picture.
 - Dress appropriately for your career goal.
- **Build a conversational and informative summary.** Ask yourself what you want your target audience to know about you. A well-crafted summary is an opportunity for you to highlight your skills, experience, and your future career aspirations while characterizing elements of your personality in the tone you are writing in. When writing your summary consider:
 - Making your first two lines captivating as this is all that is displayed at first glance.
 - Writing in first or third person, keeping in mind first person is seen as more direct and intimate.
 - Incorporating industry keywords in order to be more visible in recruiter searches.
 - Including information on your background, what you can offer, your professional goals and a call to action.



- **Show your experience.** Always add rich descriptions to your experience sections. These can reflect the STAR technique you used to develop your resumé descriptions. In addition, emphasize the skills you gained in your day-to-day tasks and include details of your various accomplishments from your paid or unpaid part-time, full-time, or summer work experience. Listing in bullet points is often the preferred

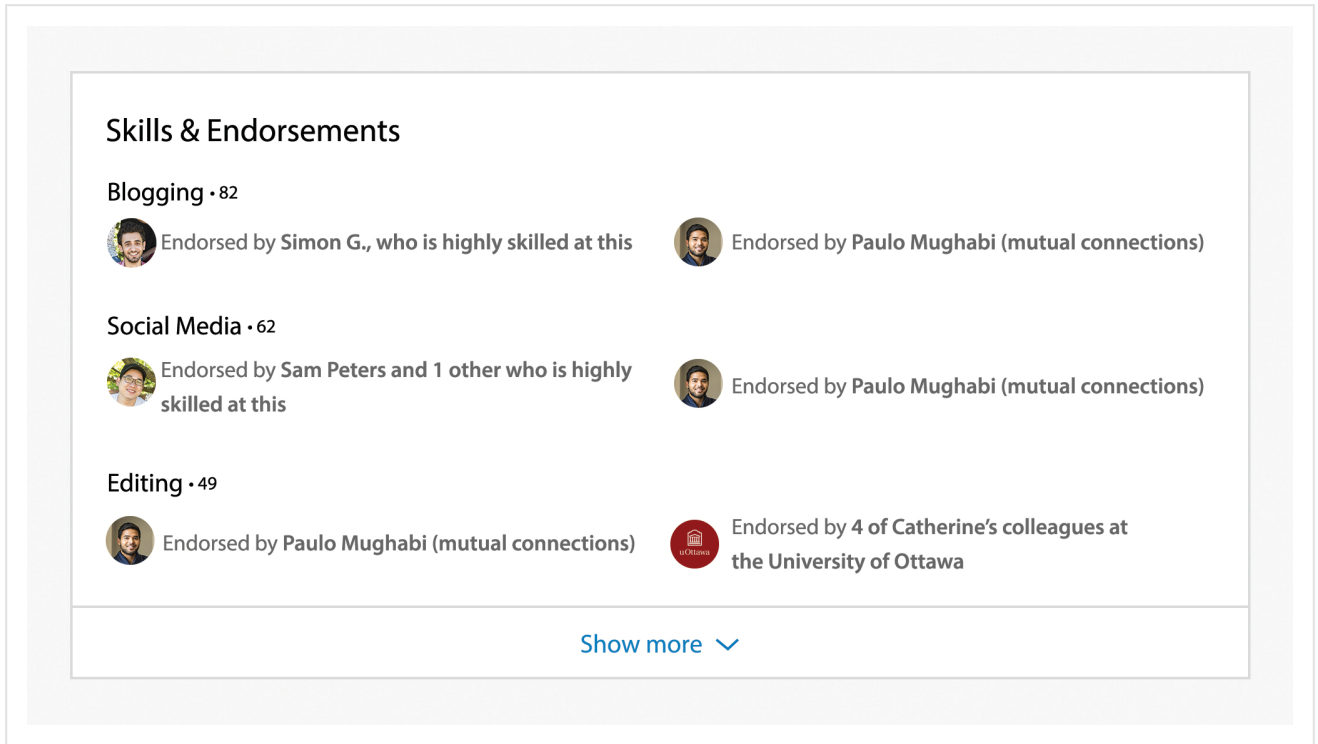
format.

- **Share your accomplishments.** Add in additional sections to showcase some of your other accomplishments that might set you apart from your competition. Including information on additional certifications or awards received can be impressive. Highlight your project work. Don't minimize your project experience; describe the practical experience you gained so that readers can see how this translates into on-the-job skills. You can provide a relevant URL to the project and connect your team members who are also LinkedIn members.
- **Showcase your education.** List all of your post-secondary education. Typically after you have completed post-secondary you would not need to list your high school education here. Some employers and recruiters may have a preference for seeking out candidates that graduated from a specific school or program. Notable accomplishments such as achieving a high GPA, or relevant courses can be included in the description to show that you are a high-performing candidate.
- **Promote your skills.** Paint a picture of what you can offer a recruiter or an employer. Start by listing at least five skills you have learned throughout your academic, volunteer, and work experiences. As you develop more skills, update your profile to reflect this. Identify both soft skills that are transferable from one field to another and hard skills that you learned during formal training or on the job and ensure that they relate to your job goal. When your connections endorse you for your skills, you increase your credibility and improve your search ranking.
- **Personalize your URL.** By default, when you start your LinkedIn account you are given a public URL. With the increase in LinkedIn's popularity, you may want to use your URL to promote yourself in the signature of your email address, on your resumé, and on your business networking cards. Personalizing your URL allows you to make it shorter and more memorable and ultimately enhances your personal brand.
- **Include Multimedia.** Make your profile more visually appealing by adding photos, videos, or slideshow presentations. This gives a reader an opportunity to see examples of your work, similar to an online portfolio.
- **Build your connections by common interests and community.** Don't wait until you graduate to build up your connections, spend time increasing your contacts now. Aim for 50 as you're starting out, but the more connections the better! You can connect with friends, classmates, professors, or people that you've volunteered and worked with. Be proactive in your approach, you can start by syncing your email contacts to create a list of suggested connections. Only send invitations to those you are comfortable connecting with; avoid randomly adding people that you don't know so that you can keep up-to-date and help each other through recommendations and information about opportunities that are relevant to you.

6.12 USING LINKEDIN FOR YOUR JOB SEARCH

Tips for your job search:

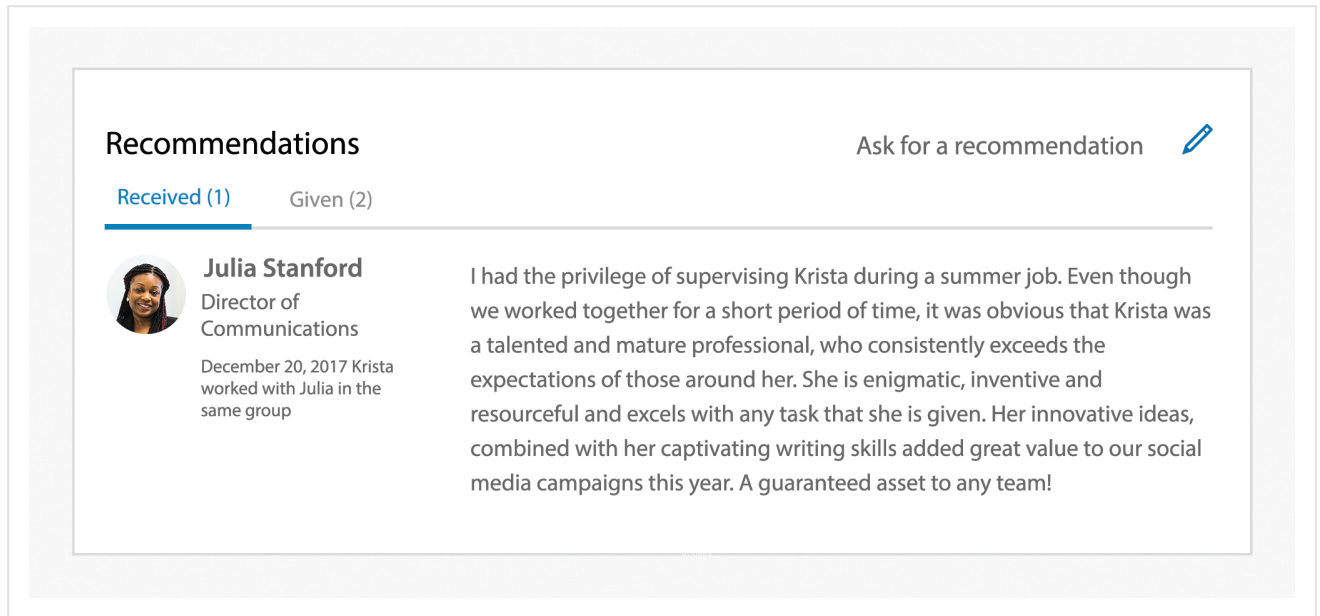
- **Customize your LinkedIn invitations and connect in a timely manner.** Always send a personalized message when you're interested in connecting with someone. If you've met them before, make sure to place yourself by reminding them of when and where you've met. If you haven't met before, let them know why you would like to connect (i.e. I see that you are a graduate from the same program, I was wondering what advice you might have for a new graduate looking for work in the field?). After you've met someone, don't wait too long before sending an invitation, your timeliness will ensure that they remember who you are and show your interest.
- **Ask people for endorsements and recommendations and endorse and recommend others.** There is no better way to build your credibility than to have your connections attest to what you can do. Don't be afraid to ask your connections for endorsements and recommendations, and always offer to reciprocate your request for them. People will be more likely to follow through with your request when they are gaining something out of it too. By having others authenticate your skills and qualifications, you are seen as a more credible professional to your network. When making a request you should be polite, personalize your invitation, and provide ideas of what you would like them to write about. Always send a thank you note afterwards to show your appreciation.



- **Search for jobs.** Look through LinkedIn's job bank and search for jobs of interest; some employers post exclusively on LinkedIn. Make a note of any existing connections that you have that work at the company you are applying to. Pay particular attention if you are connected to a hiring manager. For instance, are they a 1st or 2nd-degree connection? If so, get in touch with them to show your interest in the role, and find out more about the job and company. Use the knowledge gained from your connections to tailor your job application and make yourself stand out. Under the Jobs tab, don't forget to set your career interests and let recruiters know you're open so recommendations will be more tailored to your goal.
- **Find alumni.** Narrow your search by date and program and explore where other graduates are working and what types of jobs they are in. This can be a good way to identify companies that have hired previous graduates from your program. Reach out to alumni to connect and ask them to provide you with advice on how they were successful in finding work in their field.
- **Conduct a people search.** Use LinkedIn to find professionals, and track the career paths of employees before they started working at the company that you're interested in. This information might give you a better idea of what kind of experience or skills the company wants in a new hire.
- **Follow companies.** Search for and follow companies of interest to learn more about a company and the people that they employ. Company Pages give you an excellent overview of an organization, list job openings, and indicate products and services. For instance, the "Careers" tab allows you to see job postings and testimonials from current employees. This is a great way to get an "insider's perspective" on a particular company. By following a company, updates about new jobs, products, or events will appear

in your news feed on your LinkedIn home page. Use the company pages to help prepare you for your next interview.

- **Stay active.** It's not just about who you know; it's about who knows you. Stay on your network's radar by updating your LinkedIn status often; you can talk about what you're reading, working on, and more. Additionally, you can create original content and publish articles on LinkedIn Publisher, you can actively post status updates that are relevant to your target market, and engage in conversations with your network about all kinds of different topics. React to other people's posts, share, and like regularly.



- **Don't be a passive participant.** LinkedIn is meant to be a conversational platform where information and advice can be shared freely. When you create a post or share an article, engage with your network by posing open-ended questions that they can respond to in the comments section. Continue the conversation by replying to as many messages as possible. People want to get to know you, when you engage with them this will increase your visibility and result in more followers. Similarly, spend time reacting and responding to other people's content as well, and thank them for sharing.
- **Join Groups.** The obvious benefits of joining groups include sharing knowledge and learning from other professionals with similar interest areas or expertise. A useful "Groups" feature is that group members can message each other for free, without being connected (with the exception of certain privacy settings). In building rapport with group members by participating in collaborative discussions, you can invite them to connect on LinkedIn and continually grow your network.
- **Be reachable.** Include other ways you'd like to be contacted, such as an email address or phone number. If you are active on other social media platforms, such as Twitter, you can sync your account. If you have your own website, indicate this in the Contact and Personal Info section as well.
- **Know when to go public.** You want to show your readers as much as possible to entice them to view your profile and make a connection. Make sure that you have adjusted your settings to show your readers

the most important information. That being said, if you're revamping your profile and you want to launch when it's fully complete, think about going into private mode until you've made the changes.

- **Stay connected with the apps.** Most of LinkedIn's website traffic comes from their mobile apps. In addition to the LinkedIn Mobile app, they include a suite of other apps that help you target your approach. Here are some that may be helpful:
 - Job Search – Search and apply for jobs
 - Lookup – Find, learn about and contact coworkers
 - Learning – Personalized recommendations and courses taught by industry experts
 - SlideShare – A selection of presentations, infographics, and videos about any topic
 - Groups – Access to groups of likeminded individuals
 - Pulse – Top industry news

Additional Resources

- [LinkedIn Help Centre](#)
- [LinkedIn Student Blog](#)

6.13 PROFESSIONAL DIGITAL FOOTPRINT

With all the different social media options out there, managing your web presence and maintaining a professional digital footprint becomes essential in ensuring your job search success. More and more often, employers are googling potential candidates as an informal way of prescreening them. This can be a very quick and easy alternative to find out about a person's professionalism or lack thereof. It can directly impact your chances of finding employment. Ensure that your information is up-to-date and that the images and content you are publicizing across your social media platforms reflects you in a positive and professional light. Spend time virtually cleaning up your accounts before you start your job search!



6.14 NETWORKING TIPS

Networking tips:

- **Do your homework.** Before attending networking events and job fairs, think about what you would like to achieve out of them. Research organizations or professionals attending and decide which are most appealing to you.
- **Wear interview attire.** Remember you are trying to leave a lasting and positive impression on your professional contacts. Help them to visualize the professional that you are, by wearing business or business casual attire. Jeans or athletic wear is not appropriate for this type of setting.
- **Turn your cell phone ringer off.** When you're in the middle of speaking with an employer or industry contact, any interruption can leave a negative impression. Put your device on vibrate and don't take it out of your pocket until you have left the event.
- **Have a strong introduction.** A smile and firm handshake can be effective; however, take your cue on handshaking from the employer. Some people do not shake hands due to cultural norms or illness/flu season. Introduce yourself and be ready with your 30-second elevator pitch. Be specific; outline your education, skills, experience, and the type of job that interests you. Be prepared to let the employer or industry contact know what value you will bring to their organization.
- **Prioritize your interests and take your time.** Map out a strategy to visit the industry contacts and employers you are most interested in. Allow yourself enough time to visit with employers at a comfortable pace. Running in and out quickly may not produce the job search results you are looking for.
- **Ask open-ended questions.** Ask questions that can be answered with more than just a "yes" or "no". You are trying to gain as much information as possible, while maintaining a meaningful conversation with the individual. Don't be afraid to ask questions about their organization and about their industry in general. Ask questions such as: "What is it like to work for your organization?" "What skills do you look for in a potential candidate?" "What is the hiring procedure for your organization?"
- **Bring your resumé.** Bring several copies of your most up-to-date resumé with you to a networking event. If you are targeting certain employers or you are aware of a position that is available, tailor your documents accordingly.
- **Always follow up.** Ask for business cards and convey that you enjoyed meeting the individual and that you look forward to seeing them again soon. Encourage a future meeting or discussion to further communicate and share ideas or send a customized request on LinkedIn. At this time, you can also provide the individual with your personalized business card as well.

- **Keep an open mind.** Think outside the box! Consider all employers as a potential contact, no matter what the industry. You never know where a potential opportunity may come up and who the people that you are talking to might be able to connect you with in the future.
- **Build and maintain relationships.** The goal is to meet people and create connections. Meet fewer people, but invest more energy in each connection. You cannot expect to gain something from someone you just met. Develop a relationship before you start asking about opportunities and ask how you can help them.

6.15 MANAGING YOUR JOB SEARCH

The job search process can certainly feel like you are riding an emotional rollercoaster. While there may be times when you receive a positive response and feel excited, it is more common and normal that you will experience frustration, anxiety, or general disappointment. These feelings can result from a lack of responses, failing to meet the expectations you had for yourself or the expectations that you feel others had for you, or the weight of being continually rejected. When you experience negative feelings associated with your job search, not only do you tend to become less productive, but your negativity can seep into your interactions with employers. Fortunately, there are some useful strategies you can employ to maintain your motivation and better manage your stress throughout your search.

Job Search Tips

- **Set goals.** It can be difficult to maintain momentum in your job search. To ensure that you stay motivated, consider setting daily and weekly goals. Set goals for different job searching efforts, for example, “I will aim to submit two online job applications per day” or “I will make two to four new connections on LinkedIn each week.” Setting and meeting daily goals will help you to believe that you are capable of finding a job and breaking down tasks will help you feel less overwhelmed.
- **Create structure.** Additionally, it can also be helpful to create a job search routine by scheduling specific times during your day or week that are dedicated specifically to searching for work. You should focus on hours of the day that you have the most energy and the least distractions. While you do want to commit yourself to a reasonable block of time, avoid staring at the computer for too long or you may notice your productivity declining.
- **Stay organized.** Document your job search efforts as you go. Write down the jobs you’ve applied to, the dates in which you applied, and save a print or electronic copy of the job postings in case you need to refer to them in the future. Similarly, when attending job fairs or networking events, gather the names and contact information of those you spoke with. It is often helpful to use a spreadsheet to track the details of all of the information so that you can follow up. Not only is it good for a point of reference, but it creates a level of accountability. By tracking your efforts, you will notice that you’ve done a lot of work and this will make you feel proud and fuel your motivation. On the other hand, it might also give you an indication that you haven’t been doing as much as you should and make you more responsible in getting back on track.

Here is an example of a job search tracking tool that you could use to track your online applications:

- **Figure out what’s not working and seek help.** People often spend months job searching and wonder

why they aren't receiving a response. If you're not generating responses, there is probably something about your current strategy that isn't working. Evaluating your strategy and trying something different might be the answer you are looking for. Ask those around you for constructive criticism, identify where you are struggling, and improve it. Take advantage of your resources; book an appointment with the Employment Support Centre to discuss and evaluate your current approach.

- **Take care of yourself.** Looking for a job can be draining. Make sure you maintain a healthy diet and get enough rest to maintain your drive. You will reduce your stress and increase your positivity by making time for things you like to do, whether this is playing sports, reading a book, watching a movie, or anything else that keeps you motivated.
- **Reach out to your support network.** When you're feeling really defeated, don't bottle up your job search stress. Instead, share your experiences with a close friend or family member. Chances are they have been in a position where they can relate to your experience. Sometimes a trusted friend can help you challenge your negative beliefs by offering encouragement and support, which can boost your confidence in yourself and the job search process.

Additional Resource

[Fanshawe Career Services Job Search Workbook](#)



Take a moment to breathe

6.16 KNOWLEDGE CHECK

Knowledge Check



An interactive H5P element has been excluded from this version of the text. You can view it online here:

<https://ecampusontario.pressbooks.pub/workingatplay/?p=1223#h5p-12>

6.17 CHAPTER SOURCES

References

Gregory, A. (2022). *Fraud prevention month: Medicine Hat Police Service*. Fraud Prevention Month . Retrieved February 25, 2022, from <https://www.mhps.ca/posts/post/2920>

Text Sources

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- **Changes:** removed charts from chapter, removed “services shout out”, removed Algonquin College and Ottawa references, added Fanshawe College Career Center information, added links for Recreation industry, removed sections on networking, job search checklist.

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CHAPTER 7: INTERVIEWS

Learning Objectives

- Identify the various types of interviews and interview questions.
- Understand what is required before, during, and after your interview.
- Be aware of your non-verbal communication skills.
- Learn about professional interview attire.
- Recognize and prepare effectively for common interview questions.

7.1 GOOD COMMUNICATION IS KEY!



Colin Galloway

General Manager, Centre Branch YMCA London, Ontario



One or more interactive elements has been excluded from this version of the text. You can view them online here: <https://ecampusontario.pressbooks.pub/workingatplay/?p=228#oembed-1>

Centre Branch YMCA London, ON

Current Employer

Job Description: Oversee all operations for the multi-service charity that provides opportunities for growth in spirit, mind and body for people of all backgrounds, beliefs and abilities.

Skills you use Professionally

Ability to communicate and build relationships, Team building, Giving presentations, Organizing events in collaboration with others.

Favourite Memory from time at Fanshawe

I have multiple great memories of my time in Fanshawe's Rec and Leisure Services program. What stands out the most is the group projects we had, in particular business class, we went through the steps of creating a business as a group and doing an offsite facilitation as a class working to complete a well-rounded assignment.

Credentials

2020 Recreation and Leisure Services Diploma

7.2 MASTER YOUR INTERVIEW SKILLS

Congratulations, your resumé, cover letter, and job search strategy worked! You’ve landed a job interview. You’re excited, and maybe even a little nervous, as you ask yourself, now what? How do I ensure I have the best possible chance of coming out ahead of my competitors?

This section will provide you with a thorough understanding of what you need to know at every stage of the interview process. We will explain the different types of interview formats and provide you with sample questions and answers that will be crucial in increasing your chances of securing your next job. Remember that the interview is a chance for the employer to learn more about you, your skills and experiences, but it is also an opportunity for you to learn more about the company and whether or not this opportunity will be a good match to your current goals and future career aspirations.



Maple View Terrace- London, Ontario

There are two major categories that employers are looking to evaluate in a candidate during an interview.

- **Qualifications:** Do you have the required credentials, skills, and abilities to perform the job?
- **Personal and career fit:** Do your personal qualities, attributes, and career goals match with what the company is seeking?

7.3 COMMON TYPES OF INTERVIEWS

There are many different types of interviews being used in today's job market. Understanding the most common interview formats will help you manage your expectations and prepare better.

- **Structured or formal:** This type of interview is very common and is used as a standardized method of comparing multiple candidates. The candidate is invited to attend a face-to-face meeting with the hiring personnel. In this format, an employer develops questions that will help assess the skills and experiences they are seeking to fulfill the requirements of the position. Many employers will have a rubric or scoring system for each question. A score is given based on the appropriateness of the candidates' answers and then these scores are compared as a method of determining the most suitable candidate.
- **Unstructured or informal:** This type of interview is more casual, and may have some prepared questions, but is typically less structured. The questions may be determined or changed depending on the candidate's responses or the direction of the conversation. In this method, the candidate can discuss their skills and qualifications more openly, emphasizing more of what they feel is important.
- **Prescreening, video, or telephone:** To narrow the candidate pool, a telephone or video interview may be used for initial screening purposes. This interview format may also be used to interview candidates who don't reside in the same area. When taking part in a video or telephone interview, always remember to ensure your technologies are working and are charged in advance. Remove any distractions from the background. Dress and prepare as you would for an in-person interview. Preparation is essential in being successful in the interview process. Your research will show the interview committee your initiative, interest, motivation, and resourcefulness.
- **Panel:** In a panel interview, a group of interviewers, typically two to five people from various positions and roles in the company, will take turns asking questions to one candidate. By having multiple opinions involved in the hiring decision, the employer will have a broader, more objective viewpoint when making a decision on which candidate will be most suitable. During your interview, it is important to engage all the panelists, therefore, as you answer each question, ensure that you are shifting your eye contact to address each one of them.
- **Group:** Often the group interview is used in order for an organization to save on time and resources by screening a larger number of candidates at the same time. The structure of a group interview may look different from employer to employer, but typically includes a series of questions to observe how candidates communicate, interact with people, and react under pressure.
- **Performance, testing, or presentation:** This type of interview can be arranged during a separate time or as part of a face-to-face interview. During this time, an interviewer asks the candidate to perform

specified tasks related to the job within a limited timeframe. Employers cannot always make a hiring decision solely based on interview performance, therefore, depending on the job requirements, they may decide to test an individual's ability as part of the hiring process. For example, for an administrative assistant position, you may be tested on your ability to use Microsoft Excel, for a hairdressing position you may be asked to perform a haircut, or for a teacher you may be asked to give a presentation.

7.4 BEFORE THE INTERVIEW

For those of you who are bravely saying to yourself, “I’m just going to wing it!” our advice to you would be to do the opposite. Though it may be exhilarating to take this approach, it will not be the approach that gives you the upper hand in getting the job. Preparation is essential in being successful in the interview process. Your research will show the interview committee your initiative, interest, motivation, and resourcefulness. Before your interview, take a look at the following five suggestions to properly prepare.

Confirm all the details:

- Verify the details of your interview, ensuring that you have recorded the correct date and time.
- Map out the location and address of the interview in advance to ensure that you will arrive on time.
- Record the names (with correct punctuation) and the titles of the people you will be meeting with and research them beforehand, when possible.
- Ask about the amount of time being allocated for the interview.
- Inquire about whether there will be employment tests and the duration of these tests.

Review the job description and understand the job requirements:

- Understand the job requirements and be able to demonstrate how your skills and experiences match these requirements.
- Review the Accomplishment Statements on your resumé and prepare additional examples of your achievements from previous work, volunteer, or academic studies that relate to the job requirements.

Research the position and the company:

- Use the company’s website to learn about and understand their mandate, mission, vision, values, products, services, and market and be able to relate this to why you want to work with them.
- Use news sources and social media (Twitter, Facebook, and LinkedIn) to research the recent organizational activity, view discussions, and updates from the company.
- Familiarize yourself with the facts: How long have they been in operation? Who are their clientele? What are their products? Are they a local or international organization?

- See if you know anyone who works at the company, or ask people in your network if they know about the organization.

Review sample questions, prepare answers, and rehearse:

- Plan and practice your answers as well as your delivery in advance and it will increase your confidence, allow you to articulate more clearly, and will make you overall more comfortable during the interview process.

Build your confidence and reduce your anxiety:

- Before your interview, practise visualizing yourself performing well, imagine that the interviewers are impressed by your professionalism and your ability to answer the questions with a sense of ease and competency.
- Sit up straight, put your feet flat on the floor, breathe deeply, and exhale through your mouth to slow your heart rate down, this will allow you to focus more clearly on your answers while reducing your nervousness.
- Use positive self-talk, believe in your own awesomeness by repeating to yourself things like, “I’m prepared,” “I’m the best candidate for this job,” and “I can do this.”

Don’t Forget to Bring!

- Interview details including the address, phone number, and interviewer names.
- The original job posting to review while you’re waiting.
- Additional copies of your resumé and cover letter.
- A pen and paper for taking notes.
- Your portfolio and samples of your work, when applicable.
- A list of prepared questions to ask at the end of your interview.
- Your references, neatly typed on a single sheet of paper.



BMO Centre – London, Ontario

7.5 PRACTICE YOUR INTERVIEW SKILLS

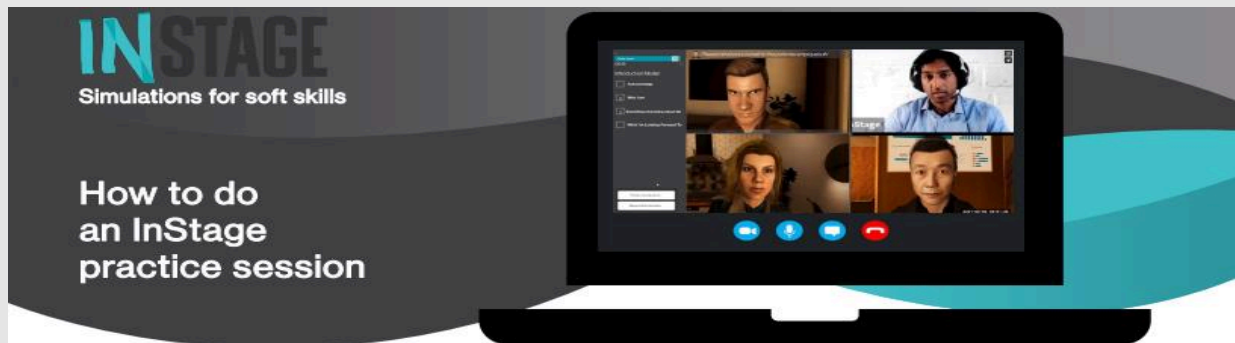
PRACTICE + PRACTICE + PRACTICE = SUCCESS

Build confidence and reduce stress! Rehearsing for an interview allows you to respond to questions with ease and communicate effectively. Why not practice your answers to typical interview questions in video format? If you have access to a webcam you can practice your interview skills using [Interview Stream](#).

Start by watching the tutorial, select questions and conduct a video interview. See and hear what you look and sound like in an interview setting. You can even customize your own video.

InStage Resource

Click the image to go to the [InStage](#) website where you can practice for interviews through a simulation.



7.6 DURING THE INTERVIEW

Just like a good story, you want to have a “hook,” a memorable and compelling piece that will capture the interviewer’s attention and keep them engaged. Your “hook” or in this case, your first impression, should spark the interviewer’s interest within minutes of your initial meeting. Comparatively speaking, if the interviewer(s) are interested in the first couple of paragraphs, they’re going to continue reading. Therefore, in the first couple of minutes, there are many different things you can do to make a confident first impression. Consider these valuable suggestions on body language, verbal communication skills, and interview etiquette:

- **Be punctual** – Arrive for your interview 10-15 mins before your scheduled interview time. It’s important to show that you’re prepared. If you feel that you might be running late, be courteous and contact the interviewer to let them know; this will give them the opportunity to reschedule if it is more convenient.
- **Give a firm handshake** – Introduce yourself with a solid handshake. Remember not to grip too hard or too soft. If your hands perspire when you’re nervous, be sure to keep a tissue on hand to absorb the moisture while you’re waiting to be introduced.
- **Be friendly, smile, and maintain eye contact** – You’re not just concerned about making an impression on your interviewers; ensure that you are friendly to any individual you are in contact with from the moment you walk in the door to the moment you leave. Smiling will create a warm and positive impression, and maintaining eye contact will demonstrate your self-confidence, focus, and respect.
- **Be aware of your posture** – Sit up straight with your feet flat on the floor, hands on your lap, and your back against the chair. This open position will convey interest and engagement. Poor posture, such as slouching may come across as too casual, and may imply disinterest or even defensiveness. Avoid closed body language, such as crossing your arms or sitting angled away from your interviewer(s).
- **Just like a good story, you want to have a “hook”** a memorable and compelling piece that will capture the interviewer’s attention and keep them engaged. Your “hook” or in this case, your first impression, should spark the interviewer’s interest within minutes of your initial meeting. Comparatively speaking, if the interviewer(s) are interested in the first couple of paragraphs, they’re going to continue reading. Therefore, in the first couple of minutes, there are many different things you can do to make a confident first impression. Consider these valuable suggestions on body language, verbal communication skills, and interview etiquette:



The Factory – London, Ontario

7.7 PROFESSIONAL IMAGE AND ATTIRE

Your professional image and visual presentation weighs heavily on an employer's impression of you. It is important to note that different employers and environments will have differing expectations of formality when it comes to dress codes, for example, a construction company may be much more casual than a law office. As a general rule, focus on dressing one step above what they would wear to work. This may involve researching the company beforehand or asking the person who has called to schedule the interview what the dress code is. Use the images below to help you to prepare.

- Avoid any clothing that is too tight, revealing, or uncomfortable.
- Have polished, clean shoes and avoid shoes that may be difficult to walk in.
- Choose solid colours and subtle patterns, avoid distracting patterns or bright colours.
- Avoid noisy or distracting jewellery, watches, and heavy makeup.
- Make sure your clothes are clean, ironed, and not wrinkly.
- Ensure you are well-groomed by having clean and neat hair.
- Be aware of scent-free policies.

Feminine Business Professional



- **TOP:** Light coloured, collared blouse, tucked in
- **SUIT:** Typically two pieces in black, charcoal or navy
- **BOTTOMS:** Skirts are not shorter than two fingers above the knee with minimal slits, pants are wrinkle-free and fitted
- **ACCESSORIES:** Minimal and conservative jewellery can be worn, avoid anything that's dangling or distracting.
- **SHOES:** Matching, closed toe, polished shoes with a low to moderate heel
- **HAIR:** Clean & neat
- **MAKEUP:** Natural and conservative
- **HOSIERY** Wear black or neutral hosiery with a skirt
- **NAILS:** Neutral polished nails or none at all, avoid bold colours and remove if chipping

Feminine Business Casual



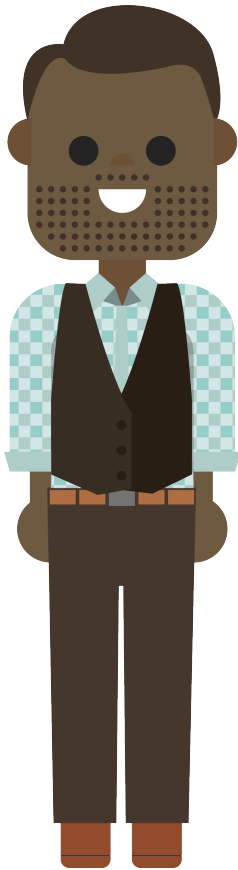
- **TOP:** Tailored shirts, blouses or sweaters with a conservative neckline
- **BOTTOMS:** Skirts are not shorter than two fingers above the knee with minimal slits, pants are wrinkle free and fitted. Khaki or other colours are appropriate
- **ACCESSORIES:** Several pieces of jewellery can be worn, avoid being flashy. Belt should match shoes
- **SHOES:** Matching, closed or opened toe, polished shoes with a low to moderate heel
- **HAIR:** Clean & neat
- **MAKEUP:** Natural and conservative
- **HOSIERY** Wear black or neutral hosiery with a skirt
- **NAILS:** Neutral polished nails or none at all, avoid bold colours and remove if chipping

Masculine Business Professional



- **TOP:** A solid coloured, button up dress shirt, tucked in
- **TIE:** Conservative pattern or solid colour, hang to belt line
- **SUIT:** Typically two to three piece suit in black, charcoal or navy
- **BOTTOMS:** Wrinkle free and fitted pants that break just above your shoe
- **SOCKS:** Dark colours that match attire
- **HAIR:** Clean & neat
- **FACIAL HAIR:** Neatly trimmed & well-groomed
- **ACCESSORIES:** A belt that matches the colour of your shoes
- **NAILS:** : Trimmed and clean
- **SHOES:** Black or brown, polished, closed toe shoes

Masculine Business Casual



- **TOP:** Subtly coloured or patterned button up shirt, tucked in
- **TIE:** Optional, conservative pattern or solid colour, hang to belt line
- **BOTTOMS:** Dress pants, khaki or other coloured fitted pants
- **SOCKS:** Colours that match attire
- **HAIR:** Clean & neat
- **FACIAL HAIR:** Neatly trimmed & well-groomed
- **ACCESSORIES:** A belt that matches the colour of your shoes
- **NAILS:** : Trimmed and clean
- **SHOES:** Black or brown, polished, closed toe shoes

Gender Neutral Business Professional



- **TOPS:** Sweater, subtly coloured or patterned collared shirt, tucked in
- **SUIT:** Typically two to three piece suit in black, charcoal or navy
- **BOTTOMS:** Wrinkle free and fitted pants that break just above your shoe
- **HAIR:** Clean & neat
- **MAKEUP:** Natural and conservative
- **FACIAL HAIR:** Neatly trimmed & well-groomed
- **ACCESSORIES:** A belt that matches the colour of your shoes
- **SOCKS:** Colours that match attire
- **NAILS:** : Trimmed and clean
- **SHOES:** Black or brown, polished, closed toe shoes
- **TOPS:** Sweater, subtly coloured or patterned collared shirt, tucked in

Gender Neutral Business Casual



- **TOPS:** Sweater, sweater vest, subtly coloured or patterned button up shirt, tucked in
- **BOTTOMS:** Dress pants, khaki or other coloured fitted pants
- **HAIR:** Clean & neat
- **MAKEUP:** Natural and conservative
- **FACIAL HAIR:** Neatly trimmed & well-groomed
- **ACCESSORIES:** A belt that matches the colour of your shoes
- **SOCKS:** Colours that match attire
- **NAILS:** : Trimmed and clean
- **SHOES:** Black or brown, polished, closed toe shoes

7.8 TYPES OF QUESTIONS

Preparation is essential for a successful interview! You want to ensure that you are able to convey to the employer that you are the most suitable candidate for the position. You are the interviewer's main source of information concerning your qualifications. Do not assume that the interviewer knows all of your qualifications and accomplishments; you must clearly spell them out as you answer the questions during an interview.

Introductory Questions

Introductory questions give you an opportunity to describe yourself and your accomplishments as they pertain to the job you are applying for. These questions are used to assess your background, your experience, and your organizational fit. Being that they are open-ended questions, they give you an opportunity to sell yourself.

Examples of common introductory questions include:

- Tell me about yourself.
- How has your education prepared you for this role?
- What do you know about our organization?
- Why are you interested in working for our company?
- What experience do you have that relates to this position?
- What are your strengths?
- What are your weaknesses?
- Where do you see yourself in five years?

Behavioural questions

Behavioural questions will ask you to describe a specific situation or experience and require you to provide

an example of how you handled it in the past. Behavioural interviews are founded on the idea that the best predictor of future behaviour is based on evaluating past behaviour. The key is not to get the “right” answer but to demonstrate how you came to an appropriate result. To answer these questions well and completely, you need to be prepared with specific examples or experiences.

Examples of common behavioural questions include:

- Give an example of a situation where you had to deal with conflict, either with a customer or coworker. How did you handle it?
- Describe a situation where a coworker or supervisor had expectations that you felt were unrealistic. How did you deal with that?
- Give an example of a goal you reached and tell me how you achieved it.
- Describe a stressful situation at work and how you handled it.
- Tell me about a time when you made a mistake? What did you learn from it?
- Describe a situation in which you had to balance multiple priorities.
- Provide a situation in which you managed a tight deadline?
- Give an example of a time when you collaborated as part of a team.
- Give an example of an occasion when you used logic to solve a problem.
- Share an example of how you were able to motivate employees or coworkers.
- Tell me about a time you have gone above and beyond the call of duty? If so, how?

The KEY to Answering Behavioural Questions, S.T.A.R.



Technique

When answering behavioural questions, you should use the STAR technique to ensure you've included the appropriate amount of information and detail.

- **Situation** – Briefly describe the event or situation and include information on the who, what, where, and when.
- **Task** – Give a clear explanation of the task you had to complete and any challenges that accompanied it.
- **Action** – Speak about the actions you took to complete the task, purposefully mentioning qualities or traits that the interviewer is looking for.
- **Result** – In summary, emphasize what the result of your efforts was and quantify it when appropriate.

Situational questions

Situational questions are focused on hypothetical scenarios, and they require you to demonstrate sound judgment with a response or solution to a problem that you may not have experienced before. Sometimes these questions require you to think outside the box, and carefully consider what is really being asked.

Examples of situational questions include:

- If you discovered your supervisor was breaking the company's code of conduct, what would you do?
- As the team leader, you are faced with a situation where two team members are arguing, how would you deal with the situation?
- If you had two important deadlines coming up, how would you prioritize your tasks?

More unconventional questions an employer may ask:

- If you were a tree, what kind of tree would you be?
- If you had to sell this pen, what would you say?

Job knowledge or technical questions

These questions typically assess the technical or professional skills and knowledge you will need to perform a job. Hands-on tests, simulations, and questions are phrased to find your level of experience with specific equipment, software, processes, procedures, etc.

Examples of technical questions include:

- How would you use mail merge to send an email confirmation of attendance for our program?
- What is the process to create a Risk Management Plan for an event?
- What are the 12 steps in the 12 Step Event Plan?
- Adapt a physical activity for a specific client with a cognitive disability

Your turn! Questions to ask the employer

When an employer asks you at the end of the interview, “Do you have any questions for us?” you want to avoid saying, “no.” Having a lack of questions prepared may suggest to an employer that you’re uninterested in the opportunity. It is your responsibility to come up with some well thought out and engaging questions. The questions that you ask can be about the roles and responsibilities of the job, the organizational structure of the company, general interest, or the next steps in the hiring process. Be conscientious of the interviewer’s time, choose no more than three questions to ask.

Examples of questions you **SHOULD** ask include:

- What skills make the most successful employees here?
- What is the top priority of someone who accepts this job?
- Can you describe recent projects of someone in this position?
- What does a typical day/week look like in this role?
- How large is the team I would be working with?
- Is there any advice you can provide that would help me prepare for my first three months in this role?
- What is your favourite part about working for this organization?
- What are the next steps in the hiring process?
- When should I expect to hear back?

Examples of questions you **SHOULD NOT** ask include:

- How much will I get paid? What is the salary? Is this negotiable?
- How many weeks’ vacations will I be entitled too?
- What does the benefits package include?
- How long until I can become a manager?
- Can I apply to other jobs once I’m working here?

7.9 SAMPLE QUESTIONS AND ANSWERS

Question 1: Tell me about yourself.

This question is often used at the beginning of the interview as a way for the interviewers to get to know you. When answering this question, avoid being too general and don't go into irrelevant personal details. Use your resumé to guide you in providing an outline for the employer to understand your work history. Focus on describing your related education, experience, personal traits, and emphasize your interest in this position or company.

Example answer:

"I am in my final term of the two-year Recreation and Leisure Services Diploma program at Fanshawe College. Through my program, I had the opportunity to complete two placements in recreational settings where I gained practical experience in providing various programs to a diverse clientele. Additionally, I have previously worked in customer service environments including Sport Chek and Loblaws. I wanted to pursue this line of work because I have a passion for helping people live healthy lives. This has always been obvious in my previous work experiences, as I have often been regarded by my managers and colleagues as welcoming, approachable, and kind. I believe I bring many qualities to the table, for example, having successfully balanced my school schedule and maintained two part-time jobs, I know my time-management skills will be an added benefit to your team. I am excited for an opportunity to work with a team that is committed to making a positive impact on the community."

Question 2: What are your strengths?

This question tests your self-knowledge. The interviewer is looking for you to describe some of your core

skills or traits that would make you an excellent candidate for this job. You should be able to identify your strengths clearly and concisely as if you were a product that you were trying to sell to the employer. The best strategy is to speak confidently and relate your strengths to the requirements of the job. Simply listing a number of qualities is not sufficient. Focus on identifying three strengths and add value to your responses by expanding your answers and providing concrete examples from your work, school, or volunteer experiences.

Example answer:

“In all of my past jobs, I’ve always considered myself to have a strong work ethic. For example, I remember a situation that occurred during my field placement when I was working with a chef who had my team on a strict timeline. Unfortunately, there was some confusion, and we did not receive a delivery of items that we needed to prepare for an upcoming event. After calling the supplier, we learned that the shipment would arrive later that evening, after the time in which everything should have been ready to go. Rather than go home, I volunteered to stay late and finish everything, ensuring that we would be prepared well before the event started.”

Question 3: What are your greatest weaknesses?

We all have weaknesses, that is why an interviewer will ask you about yours to see if you have a realistic picture of your own limitations. In your response, discuss a weakness that doesn’t directly affect your ability to do the job you are applying for and then follow up by demonstrating what you are doing or have done to improve upon this weakness. A thoughtful response shows self-reflection and initiative in overcoming your weaknesses. Avoid overused clichés, such as “I work too hard” or “I am a perfectionist,” which come across as insincere and does not actually answer the question.

Example answer:

“When delivering presentations to large groups of people or speaking in front of crowds, I sometimes feel nervous, and I have a hard time getting my words out. However, while completing my Diploma Program, I have taken many opportunities to voluntarily present information during my group projects, which involved speaking in front of 30-40 classmates. As a result, I feel more comfortable presenting, however, I know I need to continue to improve my skills further – this is why I have decided to attend a Toastmasters group once a week.”

Question 4: Why should we hire you?

This question provides you the opportunity to give your sales pitch. Reiterate to the employer what benefits they can expect from you. It is your opportunity to show your confidence and to highlight to an employer what specifically differentiates you from other candidates.

Example answer:

“I believe there are many reasons why you should hire me. For one, I meet the education and experience qualifications you are seeking for an individual to succeed in this role. I understand that there are likely other candidates that meet those criteria too, which is why I want you to know what sets me apart is my passion and commitment to motivate my team members to achieve their goals. For example, in my past work experiences, I have always exhibited a positive attitude and made it a point to lend a helping hand whenever opportunities presented themselves. My relationships with my team members have always been extremely collaborative and, as a result, we were more productive and efficient in completing our daily tasks.”

Question: 5 Where do you see yourself in the next five years?

This question is asked to address what your future goals or career aspirations are and how you intend to achieve them. Employers may also be looking to get a sense of your long-term commitment to their

organization. Avoid speaking about unrelated ideas or ideas that would make the employer question your interest in working for them, such as mentioning your real goal is to start your own business or return to school full-time.

Example answer:

“In the next five years, I would like to become the very best Equipment Operator your company has on staff. I would like to take opportunities to learn and grow so that in the future, I become the expert that others rely on. My goal is to learn from the talented team of professionals at this company and continue to gain my ORFA certifications. In the long-term, I feel like this will prepare me to take on greater responsibilities as those opportunities present themselves.”

Question 6: Tell me about a time when you experienced a conflict with a coworker/supervisor/manager. How did you handle it?

This question is often asked to see how you are able to manage conflict and work cohesively as part of a team. The interviewers are seeking examples of real-life scenarios that have occurred and how you have handled them. Your ability to demonstrate appropriate problem-solving skills in resolving conflicts, while dealing with different personalities, will give the employer confidence that this is something you will be able to effectively deal with in the future. Avoid saying that you’ve never had a conflict or using negative language to describe others in the situation. Your answer should not include relying on your manager to solve the problem – employers want to know that you are able to overcome small conflicts and move forward without interrupting the flow of the workplace.

Example answer:

Situation: “When I was working as a recreation leader, the organization was experiencing some staffing changes and I was asked to support one of the other managers that I had not previously worked with. My previous manager had been very

diligent in providing me feedback on my work, so I knew what was expected of me. The new manager provided less feedback, which I was finding challenging. This caused a few disagreements because of not understanding what the other person wanted.”

Task: “I knew that I needed to clarify the manager’s expectations of me and identify how I could support him better.”

Action: “I suggested that we meet so that we could have more of a conversation about this. In the meeting, I acknowledged the disagreements and asked for specific feedback on what was and was not working. Being able to have an honest discussion regarding work styles and expectations led to a much better understanding on how we could work together more effectively. Listening and understanding each other’s point of view was helpful in coming up with a solution.”

Result: “After we had this conversation, we successfully worked together for several months. Since that experience, whenever I start a new job, I always take the opportunity at the beginning to discuss expectations.”

Question 7: Tell me about a time when you experienced an angry customer. How did you handle it?

Similar to the previous question, this is often asked to see how you are able to appropriately manage conflict and use sound judgment when faced with difficult situations. Again, the interviewers are seeking examples of real-life scenarios to demonstrate how you were able to think on your feet, find a solution, and maintain your professionalism. Avoid saying that you’ve never had this happen, but rather, relate it to a situation in which you exercised conflict resolution. Show how you took the initiative to implement a solution without having to escalate it to your manager.

Example answer:

Situation: “When I was working as a sales representative at Sport Chek, a customer came in looking for a specific product that was currently on promotion. Because it was a busy time of year, we did not have any of that product left in the store. The client

appeared agitated and verbalized her frustrations towards me and several other employees.”

Task: “I knew that I had to calm the customer down and find out what I could do to help.”

Action: “I took the customer aside, listened to her concerns, validated her frustrations, and apologized for the inconvenience. Through our conversation, the customer disclosed that finding transportation was very challenging for her and she was upset because she knew she wouldn’t be able to get to another store to purchase this product. I then presented a solution by calling other stores to locate the product and offered to have the product delivered straight to her house the following day.”

Result: “As a result, the customer felt understood and made sure to tell me how much she appreciated my efforts, despite her initial concerns. Later on that day, my manager pulled me aside to recognize my excellent interpersonal skills and my ability to handle a difficult situation with such professionalism.”

Question 8: What is your target salary? What do you feel this position should pay?

In this question, the employer could be interested to see if you have a realistic expectation of your salary based on your skills and experiences. They may also be evaluating whether or not your expectation fits within what the company can realistically offer you. Make sure to conduct your own research and show your flexibility by providing a salary range rather than a concrete number. You can research this information ahead of your interview using the following resources:

- [Government of Canada Job Bank](#)
- [Payscale.com](#)

Example Answer:

“In my research, I have seen salaries ranging from \$42,000-\$46,000 based on positions

requiring my level of education and experience. However, I am very flexible to discuss the salary that you had in mind for this position.”

The interviewers are seeking examples of real-life scenarios that have occurred and how you have handled them.

7.10 UNLAWFUL QUESTIONS

The Law in Ontario prohibits discrimination in employment on the basis of: age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status (including single status), gender identity, gender expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding), and sexual orientation. The Ontario Human Rights Commission protects job seekers against unlawful questions. For more information, check out: [Ontario Human Rights Commission](#)

Employers' questions must be related to the job for which you are applying. However, use your discretion when answering, as questions could be asked unintentionally.

Here is how you might respond if asked an inappropriate question:

- Ask the interviewer to clarify the meaning of the question.
- Ask the interviewer in what circumstances does the question apply to the job.
- Politely decline to answer.

7.11 AFTER THE INTERVIEW

You made it through the interview! You're almost at the finish line, but before you decide to congratulate yourself with a big, delicious meal or night out, follow these three valuable steps to leave a lasting impression.

- **Evaluate and reflect** – After the interview, it is a good idea to reflect on your performance and consider what questions you answered well and what questions could have used more information or preparation. A best practice is also to write down the questions that were asked so that you can prepare better for next time.
- **Ask for feedback** – If you were not the chosen candidate, don't sweat it! Look at your experience as a practice round and take the opportunity to ask the employer for feedback on your interview. You may find that not all employers will provide you with this specific information or that the response you receive is vague. However, if you do receive feedback, this information could be very valuable in increasing your chances of successfully passing your next interview.
- **Send a thank you letter** – After your interview, differentiate yourself by showing your appreciation and reiterate to the employer your interest in the position by sending a thank you letter in an email format to those who took the time to interview you. Your thank you letter should be sent within a 24 hour period of when the interview was held. If you have agreed to provide additional information or samples of your work, be sure to do this as soon after the interview as possible. Remember to always proofread your email to ensure there are no spelling or grammatical errors!



Victoria Park – London, Ontario

7.12 THANK YOU LETTER SAMPLE

Below you will find an example of a Thank You letter. This example contains all the essentials needed, however when you create your own Thank You letter, you should add a personalized highlight of the interview so the letter doesn't sound generic or impersonal. For example, after the first paragraph, the candidate could add: "I very much enjoyed hearing about your upcoming Fit-For-Care fundraising campaign happening this November. Your ideas around how you plan to involve both the residents and their caregivers are very exciting". Alluding to a specific part of the interview conversation adds a small, but important personal touch to the letter.

Letter Example

Dear Mr./Ms. Last Name, (if multiple, list all the interviewers' names)

Thank you for meeting with me today to discuss the _____ position with your company. I really appreciate the time you took to get to know me and hear about my skills, experiences, and qualifications.

After speaking with you (or the interview panel), I am confident that I would be an ideal candidate for this role, offering the quick learning and adaptability that is needed to succeed with your diverse clientele. In addition to my enthusiasm and strong work ethic, I would bring the technical and analytical skills necessary to get the job done.

I am very interested in working with your talented team and I look forward to hearing from you once the final decisions are made. Please feel free to contact me at any time. If you require any further information, I can be reached at (519) ***-****.

Thank you for your time and consideration.

Sincerely,

Your Name

7.13 MOCK INTERVIEW CHECKLIST

Mock Interview Checklist

Name of Candidate: _____

Date: _____

Time: _____

Job ad Selected: ☐ Seniors Activation Director ☐ YMCA Youth Programmer ☐ Special Events Coordinator

CRITERIA	YES	NO
Relaxed – sitting position, not fidgeting, engaging posture, etc	<input type="checkbox"/>	<input type="checkbox"/>
Positive Voice – expression and tone is professional and appropriate	<input type="checkbox"/>	<input type="checkbox"/>
Warmth – smiles, eye contact	<input type="checkbox"/>	<input type="checkbox"/>
Greeting – introduces themselves	<input type="checkbox"/>	<input type="checkbox"/>
Enthusiasm – degree of energy demonstrated in body language, answers and tone of voice	<input type="checkbox"/>	<input type="checkbox"/>
Proper appearance – clothing is modest, hygiene, not chewing gum, no hat, etc. good lighting, uncluttered & professional background	<input type="checkbox"/>	<input type="checkbox"/>
Relates answer to organization – demonstrates research – links skills to the organization some how	<input type="checkbox"/>	<input type="checkbox"/>
Uses examples in answers from course work – knowledge/skills demonstrated	<input type="checkbox"/>	<input type="checkbox"/>
Clarity – answers are clear, make sense, understandable, not confusing	<input type="checkbox"/>	<input type="checkbox"/>
Use of specifics in answers: Uses specific examples from past when answering using short stories	<input type="checkbox"/>	<input type="checkbox"/>

Potential Job Interview Questions

1. Tell us a little about yourself.

2. If you could give us just one word to describe yourself, what would it be?
3. Describe a weakness you have and how you work to overcome it.
4. Describe one example from your past in which you demonstrated initiative.
5. Can you give us an example of a time you demonstrated inspired leadership?
6. Describe one incident from your past where you managed conflict effectively.
7. Describe your most successful or rewarding moment in recreation.
8. What would you do if you didn't agree with an Agency policy or directive?
9. Why did you choose this particular job opportunity and this Agency?
10. How do you see yourself making a unique contribution to this Agency?
11. Where do you see yourself in 5 years?
12. Tell us what you know about us (this Agency).
13. So... Why should we hire you?
14. Can you talk about a time where you worked well under pressure?
15. (FINAL QUESTION) Do you have any questions for us?

Job Options

JOB ONE:

Seniors Activation Director – Chelsey Park Nursing Home

312 Oxford St. West, London Ontario

You will oversee the creating, leading and evaluating of all recreation programs for the residents with Alzheimer's disease at Chelsey Park. You will recruit and manage volunteers, manage a unit budget, and be part of a "care team" ensuring quality of life for all residents. This position is responsible for overseeing all recreation programming including weekly regular programs and special events. Program promotion and preparation of event calendars is also required. Candidate must be highly organized.

Hours: 40 hours/week (hours are flexible)

Salary: \$24.85 an hour

This full-time position begins April 30

JOB TWO:

YMCA Youth Programmer – YMCA of Southwestern Ontario, London Centre Branch

382 Waterloo St, London Ontario

A creative and resourceful worker is required to create, lead and evaluate youth programs for ages 7-16 years. This position involves recruiting and supervising volunteers, managing a program budget, developing new, innovative programs to respond to community needs and generating revenue through increased enrollment. Position also includes the development of a youth leadership program and London youth council. Candidate should be comfortable working with challenging behaviours.

Hours: 40 hours/week (hours are afternoon, evenings and weekends)

Salary: \$19.00 an hour

This full-time position begins April 30

JOB THREE:

Special Events Coordinator, Heart and Stroke Foundation of Ontario

150-633 Colborne St, London Ontario

Creative and independent worker required to create, run, and evaluate special fundraising events for the London, Middlesex, Elgin regions for Heart and Stroke. Managing volunteers will be involved related to the special event. The ability to carry out traditional successful events and to create and run new innovative ones will be included in this position. You will manage a unit budget and develop promotional materials for your events. Candidate must be comfortable working some weekends.

Hours: 40 hours/week, plus some weekend work required for special events

Salary: \$21.00 an hour

This full-time position begins April 30

7.14 KNOWLEDGE CHECK

Test Your Knowledge



An interactive H5P element has been excluded from this version of the text. You can view it online here:

<https://ecampusontario.pressbooks.pub/workingatplay/?p=162#h5p-1>

7.15 CHAPTER SOURCES

Attributions

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- **Changes:** Changed examples of job knowledge and technical questions, edited sample questions, changed mock interview checklist.

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- Used in 7.5 and knowledge check.

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London and Area Organizations That Have Hosted Fanshawe College Recreation and Leisure Services Placement Students

Legend: Economic Sectors

P = Public

C = Private (Commercial)

NP = Not for Profit

Areas of Recreation & Leisure Industry

AL = Active Living – Health Wellness and Fitness

S&L = Amateur/Recreational Sport & Leisure

OR= Outdoor Recreation and Parks

CR = Community Recreation

Delivery	Labour Market	Agency Name	Location	Link
C	AL	Afton Park Place	Sarnia, ON	http://ltc.srgroup.ca/aftonparkplace_sarnia.htm
NP	AL	Alzheimer Society of Elgin-St. Thomas	St. Thomas, ON	https://alzswp.ca
NP	AL	Alzheimer Southwest Partners	London, ON	https://alzswp.ca
NP	AL	Anago - Community Participation Support Program	London, ON	www.anago.on.ca/
C	AL	Arbor Trace	London, ON	https://www.sunshineretirementliving.com/arbor-trace-memory-care-london-on/
C	AL	Bluewater Rest Home	Zurich, ON	https://westhuroncarecentre.com/services/long-term-care/blue-water-rest-home/
NP	S&L	BMO Centre London	London, ON	https://www.bmocentrelondon.com
P	AL	Bobier Villa Long Term Care Home	Dutton, ON	https://www.elgincounty.ca/homes-seniors-services/bobier-villa/
C	S&L	Boler Mountain	London, ON	www.bolermountain.com/
NP	CR	Boys & Girls Club of London	London, ON	www.bgclondon.ca
NP	AL	Canadian Cancer Society	London, ON	www.cancer.ca
P	AL	Canadian Centre for Activity and Aging	London, ON	www.uwo.ca/ccaa/
NP	AL	Canadian Mental Health Association - Middlesex	London, ON	www.cmhamiddlesex.ca
NP	AL	Canadian Mental Health Association, Elgin Branch	St Thomas, ON	www.cmhaelgin.ca
NP	AL	Canadian Mental Health Association, Strathroy	Strathroy, ON	www.cmhamiddlesex.ca
C	AL	Chartwell Riverside Retirement Residence	London, ON	https://chartwell.com/en/retirement-residences/chartwell-riverside-retirement-residence/overview
C	AL	Chartwell Royalcliffe Retirement Residence	London, ON	https://chartwell.com/en/retirement-residences/chartwell-royalcliffe-retirement-residence/overview
C	AL	Chelsey Park Retirement Community	London, ON	https://chelseyparkrh.ca
NP	AL	Childcan	London, ON	https://childcan.com

Delivery	Labour Market	Agency Name	Location	Link
NP	AL	Children's Connection	London, ON	www.lcc.on.ca/
C	CR	Circle R Ranch	Delaware, ON	www.circlerranch.ca/
P	CR	City of Brantford	Brantford, ON	www.brantford.ca/govt/CorporateStructure/Pages/ParksRecreation.aspx
P	AL	City of Brantford, Community Services and Social Development	Brantford, ON	www.brantford.ca
P	CR	City of London	London, ON	www.london.ca
P	CR	City of London Aquatics	London, ON	www.london.ca/aquatics
P	CR	City of London Dearness Home	London, ON	https://london.ca/living-london/community-services/senior-supports/dearness-home
P	CR	City of London Recreation Department	London, ON	www.london.ca/residents/Recreation/Registration/Pages/Registration.aspx
P	CR	City of London- North London Optimist Community Centre	London, ON	www.london.ca/residents/Recreation/Community-Centres/Pages/North-London-Optimist-Community-Centre.aspx
P	CR	City of St Thomas Parks and Recreation	St Thomas, ON	www.stthomas.ca/content/parks-and-recreation
P	CR	City of Waterloo: Waterloo Memorial Recreation Complex	Waterloo, ON	www.waterloo.ca
P	CR	City of Woodstock	Woodstock, ON	www.cityofwoodstock.ca/en/index.asp
P	AL	Clarke Road SS. TVDSB	London, ON	http://clarkeroad.tvdsb.ca/en/index.aspx
NP	AL	Community Living London	London, ON	https://www.cllo.on.ca/
NP	AL	Community Living Sarnia-Lambton	Sarnia, ON	www.communitylivingsarnia.org
NP	AL	Community Outreach Services - Milverton	Milverton, ON	www.knollcrestlodge.com
NP	AL	County of Brant	Paris, ON	www.brant.ca
P	AL	CPRI - Child and Parent Resource Institute	London, ON	https://www.ontario.ca/page/child-and-parent-resource-institute-cpri

Delivery	Labour Market	Agency Name	Location	Link
NP	AL	Craigwood Children, Youth & Family Services	London, ON	www.craigwood.on.ca
NP	AL	Craigwood Youth Services	Ailsa Craig, ON	http://craigwood.on.ca/
NP	AL	Criagwiel Gardens	Ailsa Craig, ON	https://craigwielgardens.on.ca
C	CR	CTC Obstacles	London, ON	https://ctcobstacles.ca
NP	AL	Dale Brain Injury Services	London, ON	https://www.daleservices.on.ca/
C	AL	Dorchester Terrace	Dorchester, ON	https://sifton.com/retirement/dorchester-terrace/
C	AL	Earls Court Village Long Term Care Home	London, ON	https://svch.ca/long-term-care/earls-court-village/
C	CR	East Park Gardens	London, ON	www.eastparkgolf.com
P	AL	Elgin Manor	St Thomas, ON	https://www.elgincounty.ca/homes-seniors-services/elgin-manor/
C	AL	Elmwood Place Long Term Care Home	London, ON	https://www.reveralliving.com/long-term-care/locations/elmwood-place
NP	AL	Epilepsy Southwestern Ontario	London, ON	https://epilepsyswo.ca
C	AL	Exeter Villa Retirement Living and Long-Term Care Home	Exeter, ON	http://atkcare.com/exetervilla.html
P	S&L	Fanshawe College Athletics	London, ON	www.fanshawefalcons.ca
P	CR	Fanshawe College Recreation	London, ON	https://www.fanshawefalcons.ca/recreation/campusrec
P	S&L	Fanshawe College Student Union	London, ON	https://www.fsu.ca
P	OR	Fanshawe Conservation Authority	London, ON	www.fanshaweconservationarea.ca/
P	CR	Fanshawe Pioneer Village	London, ON	www.fanshawepioneervillage.ca/
C	AL	Fitness Forum	London, ON	www.fitnessforum.ca

Delivery	Labour Market	Agency Name	Location	Link
P	AL	Forest City Kiwanis Seniors Centre	London, ON	https://london.ca/living-london/parks-facilities/community-centres/kiwanis-seniors-community-centre
C	CR	Forest City Sport & Social Club	London, ON	www.fcssc.ca
C	AL	Glendale Crossing	London, ON	www.schlegelvillages.com
C	AL	Goodlife Fitness	London, ON	www.goodlifefitness.com/locations/ontario/london/king-wellington
C	S&L	Grand Theatre	London, ON	https://www.grandtheatre.com
C	AL	Greenwood Court	Stratford, ON	https://tcmhomes.com
NP	AL	Growing Chefs! Ontario	London, ON	https://growingchefsontario.ca
P	AL	Hamilton Rd Seniors Centre	London, ON	https://london.ca/living-london/parks-facilities/community-centres/hamilton-road-seniors-community-centre
C	AL	Henley Place	London, ON	https://www.primacareliving.com/henley-place
C	AL	Highview Residence	London, ON	http://highviewres.com/
C	AL	Horizon Place Revera Retirement Living	London, ON	https://horizonplace.ca
NP	AL	Humana Community Services	London, ON	https://www.humanacs.org
NP	AL	Hutton House Association for adults with disabilities	London, ON	https://huttonhouse.com
C	CR	Ichabod's Escape (Escape Canada)	London, ON	https://ichabodsecape.com
C	AL	Inspirit Residences	London, ON	https://oxfordinspirit.com
C	AL	Kensington Village Retirement Home and Long Term Care Home	London, ON	https://svch.ca/long-term-care/kensington-village/
P	OR	Kettle Creek Conservation Authority	St. Thomas, ON	www.kettlecreekconservation.on.ca
C	AL	Kingsway Lodge	St. Marys, ON	www.kingswaylodge.com

Delivery	Labour Market	Agency Name	Location	Link
P	CR	Komoka Wellness and Recreation Centre	Komoka, ON	https://www.middlesexcentre.on.ca/facilities/komoka-wellness-recreation-centre
NP	AL	London Children's Museum	London, ON	www.londonchildrensmuseum.ca/
P	S&L	London Convention Centre - RBC Place	London, ON	www.londoncc.com
C	S&L	London Knights	London, ON	http://londonknights.com/
C	S&L	London Sharks Volleyball - Supreme Courts Volleyball	London, ON	www.londonvolleyball.ca
C	AL	Maple View Terrace Trillium Retirement Residence	London, ON	https://oxfordmapleview.com
C	AL	Masonville Manor Retirement home	London, ON	https://www.siennaliving.ca/retirement/ontario/masonville-manor-retirement-residence-sabra
NP	AL	McCormick Dementia Services	London, ON	https://www.mccormickcaregroup.ca/mccormick-dementia-services-2-2/caregiverscorner/
NP	AL	McCormick Home	London, ON	www.mccormickhome.ca
C	AL	McGarrell Place	London, ON	www.reveralliving.com/long-term-care/locations/mcgarrell-place
C	AL	Meadow Park Care Centre	London, ON	https://www.jarlette.com/long-term-care/meadow-park-london
NP	AL	Merrymount Children's Centre	London, ON	www.merrymount.on.ca/
NP	AL	Merrymount Family Crisis Centre	London, ON	www.merrymount.on.ca
C	AL	Metcalf Gardens Retirement Residence	St. Thomas, ON	https://www.southwesthealthline.ca/displayservice.aspx?id=13757
P	CR	Municipality of Central Elgin	St Thomas, ON	www.centralelgin.org
P	CR	Municipality of Middlesex Centre - Komoka Wellness Centre	Komoka, ON	www.middlesexcentre.on.ca
P	CR	Municipality of Strathroy-Caradoc	Strathroy, ON	www.strathroy-caradoc.ca
P	CR	Municipality Of Thames Centre	Dorchester, ON	www.Thamescentre.on.ca

Delivery	Labour Market	Agency Name	Location	Link
NP	AL	N'Amerind Friendship Centre	London, ON	www.namerind.on.ca/
P	AL	North Meadows Public School	Strathroy, ON	https://northmeadows.tvdsb.ca/en/index.aspx
NP	AL	Northwest London Resource Centre	London, ON	https://nwlrc.ca
NP	AL	Participation House	London, ON	https://www.phsscommunity.com
NP	AL	PHSS Medical & Complex Care in Community (Participation House Support Services)	London, ON	https://www.phsscommunity.com
P	OR	Pinery Provincial Park	Grand Bend, ON	http://www.pinerypark.on.ca/
C	CR	Playgrounds Movement Training Centre	Kitchener, ON	www.kwplaygrounds.ca
P	CR	Port Stanley Arena	Port Stanley, ON	https://www.elgintourist.com/business-directory/port-stanley-arena-community-centre
C	AL	Queens Village for Seniors	London, ON	www.queensvillage.ca
C	AL	Richmond Woods by Sifton	London, ON	https://sifton.com/retirement/richmond-woods/
NP	AL	Salvation Army London Village	London, ON	www.salvationarmyvillage.ca
C	AL	Secord Trails Care Community	Ingersoll, ON	https://www.siennaliving.ca/long-term-care/ontario/secord-trails-care-community
NP	AL	South London Neighbourhood Resource Centre	London, ON	https://slnrc.org
C	S&L	Spikes	London, ON	www.spikes.on.ca/
C	AL	Sprucedale Care Centre	Strathroy, ON	https://sprucedale.ca
P	AL	St Joseph's Health Care - Parkwood Institute	London, ON	https://www.sjhc.london.on.ca/patients-and-visitors/our-locations/parkwood-institute
P	CR	St Thomas Seniors Recreation Centre	St Thomas, ON	www.stthomasseniorscentre.com/

Delivery	Labour Market	Agency Name	Location	Link
P	AL	St.George Catholic Elementary School	London, ON	https://geo.ldcsb.ca
P	AL	STHC - Third Age Outreach Services (SJHC)	London, ON	https://www.thirdageoutreach.ca
P	AL	Strathmere Lodge	Strathroy, ON	www.middlesex.ca/departments/long-term-care
C	S&L	Supreme Courts Volleyball Corp	London, ON	http://supremecourtsvolleyball.com
C	CR	The Factory	London, ON	https://thefactorylondon.ca
C	AL	Thearpy Moving Foward	Welland, ON	https://therapymovingforward.ca
C	S&L	Total Package Hockey	London, ON	www.totalpackagehockey.ca/
P	CR	Town of St. Marys Senior Services	St. Marys, ON	www.townofstmarys.com
P	CR	Town of Tillsonburg Aquatics	Tillsonburg, ON	https://www.tillsonburg.ca/en/Recreation-and-Culture.aspx
NP	AL	Tri-County Mennonite Homes- Greenwood Court	Stratford, ON	https://tcmhomes.com
NP	AL	United Way	London, ON	www.unitedwaylm.ca/
P	OR	Upper Thames River Conservation Authority	London, ON	www.thamesriver.on.ca
P	OR	Upper Thames River Conservation Authority, Wildwoond Conservation Area	St Marys, ON	www.thamesriver.on.ca
P	CR	UWO Campus Recreation	London, ON	www.westernmustangs.ca/index.aspx?path=ims
P	AL	Valleyview Home	St. Thomas, ON	https://www.stthomas.ca/living_here/valleyview
NP	AL	VON Oxford	Woodstock ON	https://www.von.ca/en/site/oxford
NP	AL	VON Strathroy	Strathroy, ON	https://www.vonme.ca/von-middlesex-strathroy
C	AL	Waverly Mansion Retirement Home	London, ON	

Delivery	Labour Market	Agency Name	Location	Link
C	CR	Western Fair District	London, ON	https://www.westernfairdistrict.com/western-fair-district-london-ontario
C	AL	Westmount Gardens Long Term Care Community	London, ON	http://ltc.srgroup.ca/westmountgardens_london.htm
C	AL	Wildwood Care Centre	St Marys, ON	https://omniway.ca/homes/wildwood/
P	OR	Wildwood Conservation Area	St Marys, ON	https://www.wildwoodconservationarea.ca
C	AL	Windermere on the Mount	London, ON	https://www.reveralliving.com/retirement-living/locations/windermere-on-the-mount
NP	AL	Women's Community House	London, ON	https://www.anovafuture.org
C	AL	X Events	London, ON	https://www.x.events
NP	CR	YMCA Bostwick	London, ON	www.ymcaswo.ca
NP	CR	YMCA Bob Hayward-	London, ON	www.ymcaswo.ca
NP	CR	YMCA Centre Branch	London, ON	www.ymcawo.ca
NP	CR	YMCA New Middlesex Centre - Komoka	Komoka, ON	www.ymcawo.ca/middlesex-centre
NP	CR	YMCA of St. Thomas-Elgin	St. Thomas, ON	https://www.ymcaswo.ca/locations/family-ymca-stthomas-elgin
NP	CR	YMCA St Thomas	St. Thomas, ON	http://ymcawo.ca/stthomas-contact/
NP	CR	YMCA Stoney Creek	London, ON	www.ymcaswo.ca
NP	CR	YMCA Strathroy-Caradoc	Strathroy, ON	www.ymcawo.ca
NP	AL	Youth Opportunities Unlimited	London, ON	https://www.you.ca

APPENDIX: EXPANDED EXAMPLES OF THE 4 AREAS



Active Living

Health, Wellness and Fitness Organizations that offer services focused on improving and maintaining healthy living.

Types of Organizations	Examples in London and Ontario	Examples of Job titles
Community service organizations	Boys and Girls Club London	Recreation programmer
	Youth Opportunities Unlimited	Recreationist
	Growing Chefs! Ontario	Recreation coordinator
	N'Amerind (London) Friendship Centre	Equipment operator
	Southwest Centre for Forensic Mental Health (SJHC)	Facility manager
		Camp Leaders
		Recreation leader
Health related organizations		Director Leisure programs
	Canadian Mental Health Assoc (CMHA)	Recreation therapist
	Alzheimer Society Southwest Partners	Recreation therapist aide
	Parkwood Institute (SJHC)	Music Therapist
		Art Therapist
Educational organizations		Volunteer coordinator
	Fanshawe College	Recreation Attendant
	Western University	Events coordinator
	Therapeutic Recreation Ontario (TRO)	Recreation facilitator
Corporate fitness services, and facilities		Program Coordinator
	Fitness Forum	Fitness Advisor

Types of Organizations	Examples in London and Ontario	Examples of Job titles
Long Term Care and Retirement Residences	GoodLife Fitness	Club Attendant
	Movati Athletic	Fitness Leader
	McCormick Home	Active Living manager
	Kensington Village	Activity aide,
	Oneida Long Term Care Centre	Life enrichment aide
Retail, and wholesale trade related to active living (e.g. swimming pools, home-based exercise equipment, active apparel etc.).	Mountain Equipment Company (MEC)	Salesclerk
	Sport Chek	Retail Customer Advisor
	Hollandia Pools and Spas	Customer Service



Sport and Leisure

Organizations that offer sporting and leisure activities, excluding professional athletes, musicians, artists etc.

Types of Organizations	Examples in London and Ontario	Examples of Job Titles
Community and Provincial sport organizations	EMSA (Elgin and Middlesex Soccer Association)	Coach
	West London Minor Hockey Association	Manager
	Athletics Ontario	Sport Administrator
		Sports Director
		Sport Information Officer
Community and Provincial leisure organizations	Ontario Field Ornithologists	Program Leader
	London Community Orchestra	Community Arts programmer
	London Camera Club	Administrator
	Gateway Casinos London	
	Non-profit and Commercial offering access to sport and physical recreation to the public	BMO Centre
Sunningdale Golf & Country Club		Administrator
Boler Mountain		Engagement Officer
		Facilities Worker
Community and Provincial cultural organizations (museums, heritage sites, community theatres, community orchestra and music organizations)	Grand Theatre	Guide
	Museum London	Interpreter
	Aeolian Hall	Events Planner
	Museum of Ontario Archaeology	Volunteer Coordinator
	Fanshawe Pioneer Village	Supervisor Visitor Experience

Types of Organizations	Examples in London and Ontario	Examples of Job Titles
Retail, and wholesale trade related to amateur sport and leisure pursuits (e.g. equipment manufacture, sales, rentals, etc.).	Herm's Sport Exchange	Salesclerk
	London's Source for Sports	Retail Customer Advisor
		Customer Service



Outdoor Recreation and Parks

Organizations that provide outdoor spaces, and activity opportunities in outdoor spaces.

Types of Organizations	Examples in London and Ontario	Examples of Job Titles
Public, voluntary, and commercial parks, open spaces, and facilities for individual and group involvement in active and passive outdoor pursuits (e.g., picnics, hiking, camping, climbing, rafting, etc.).	Pinery Provincial Park	Park Communicator
	Upper Thames River Conservation Authority	Park Resource Officer
	Springbank Park	Parks Maintenance
		Parks Crew
		Conservation Area Technician
		Forestry Technician
		Park Administrative Supervisor
		Trails Supervisor
		Trail Technician
Guides and outfitters	Thames Valley Trail Association	Information Officer
	Hike Ontario	Outdoor Educator
	Reelpro Fishing Charters	Park Interpreter
		Outdoor Educator
Provincial Recreation Associations	Ontario Parks Association	Program Leader
	Ontario Camping Association	Administrator
	Ontario Recreational Canoeing and Kayaking Association	Instructor

Types of Organizations	Examples in London and Ontario	Examples of Job Titles
Tourism-related organizations around outdoor recreation & parks	Grand River Rafting Co	Adventure Course Guide
	Cotton Co ATV Snowmobile Tours, Burlington	Outdoor Programming Leader
	Backcountry Tours, Muskoka	Campground Manager
	Algonquin Outfitters	
	Wendigo Lake Expeditions	
Retail, and wholesale trade related to outdoor recreation and parks (e.g., camping equipment, recreational vehicle trade - snowmobiles, RVs, etc.).	Nova Craft Canoe	Salesclerk
	London's Paddle Shop	Retail Customer Advisor
	Pelee Wings Nature Store	Customer Service



Community Recreation

Organizations that offer community-based spaces and programming.

Types of Organizations	Examples in London and Ontario	Examples of Job Titles
Public and community-based organizations, spaces, and centres that offer active and passive recreation opportunities	Stronach Community Recreation Centre	Program Facilitator
	Earl Nichols Arena	Recreation Development specialist
	YMCA of Southwestern Ontario	Director of Parks and Recreation
	City of London, Recreation and Sport	Operator – recreation/parks
		Facility Manager
		Day Camp Director
		Aquatic Supervisor, Aquatic Staff
	Commercial organizations that offer recreational opportunities	East Park London
The Factory		Recreation Attendant
Western Fair District		Operator
Retail, and wholesale trade related to community recreation (e.g., suppliers of playground equipment, etc.).	Little Tikes Playground Equipment	Salesclerk
		Retail Customer Advisor
		Customer Service

APPENDIX: VIDEO LIST

List of Videos from Graduates of the Fanshawe Recreation and Leisure Services program.

Transcripts are available on YouTube.

- [Diniz, Jessica](#) – Customer Experience Specialist, Fresh Tracks Canada
- [Evangelista, Joanne](#) – Recreationist, Linhaven Long-Term Care
- [Galloway, Colin](#) – General Manager, Centre Branch YMCA – London, Ontario
- [Loucks, Megan](#) – Market Development Specialist, Ontario Parks
- [Sadler, Jeff](#) – Professor and Program Coordinator, Recreation and Leisure Services, Fanshawe College
- [Temple, Justin](#) – Recreation Therapist, Child and Parent Resource Institute (C.P.R.I.)
- [Valeriote, Julie](#) – Director, Entertainment Operations, Norwegian Cruise Line
- [VanSteelandt, Allie](#) – Supervisor Recreation and Sport, City of London ON
- [Watkinson, Kelsey](#) – Co-owner & Special Events Coordinator, Curley Brewing Company
- [Williams, Bill](#) – Executive Director, Nunavut Economic Developers Association (NEDA)
- [Wright, Nico](#) – Therapeutic Recreation Facilitator, Alzheimer's Society Southwest Partners

VERSIONING HISTORY

This page provides a record of edits and changes made to this book since its initial publication. Whenever edits or updates are made in the text, we provide a record and description of those changes here. If the change is minor, the version number increases by 0.1. If the edits involve a number of changes, the version number increases to the next full number.

The files posted alongside this book always reflect the most recent version.

Version	Date	Change	Affected Web Page
1.0	29 May 2022	First Publication	N/A
1.1	13 June 2023	Edits to NOC Codes and information	3.2 Job Market 3.3 Projecting Job Growth in Canada