

**CTO Tourism Human Resources Think Tank Workshop
June 5-6, 2008, Barbados**

The Bahamas Experience:

**Public-Private Sector Approaches to Addressing
Human Resource Needs in the Tourism Sector**

A Private Sector Perspective

**Presentation by:
Frank J. Comito
Executive Vice President
Bahamas Hotel Association**





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What We Will Cover in This Session....(not necessarily in this order)

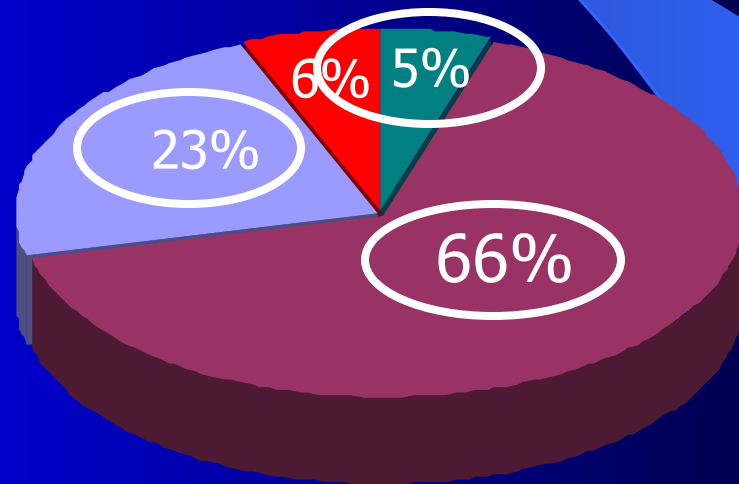
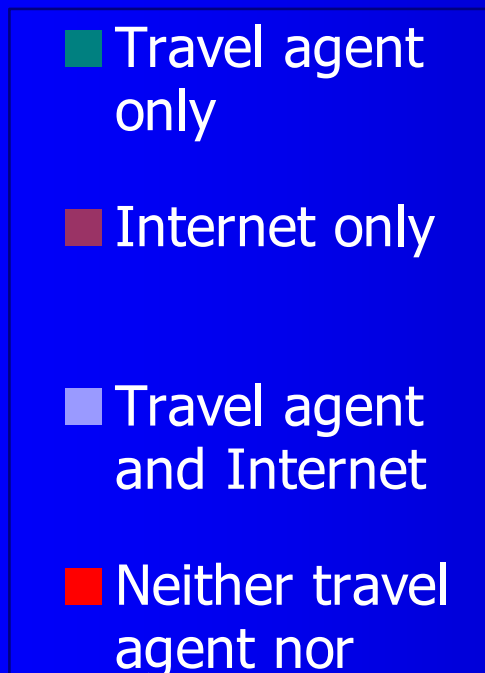
- ***The Talent Gap....***
- ***Competitive Realities...***
- ***A Changed Tourism Environment***
- ***Why it is Essential to Determine HR Needs***
- ***Implementation Strategies***
- ***Partnership Challenges & Success Factors***
- ***Open Discussion***

Backdrop

- *Today's visitor is well traveled, well educated, well connected*
- *Instant Customer satisfaction barometer ... the Internet*
- *Quality service is a competitive necessity*
- *We're not attracting the best and brightest*
- *The overwhelming majority of applicants for entry level positions in hotels in The Bahamas fail to demonstrate a fourth grade or higher math and literacy comprehension*
- *Far too many in industry still view training as an expense, not an investment*
- *19th Century Education model – slow inertia, resistance to change and outside influence, and insufficient emphasis on preparing students for the realities of the workplace and the range of job and career opportunities which exist today*
- *Workforce development efforts by the public/private sectors inadequate*
- *Failure to generate excitement about tourism and its vast opportunities*

Sources Of Information Used When Planning Travel

(Airline/Hotel Users, 2007)



Caribbean Hotel Rooms

- ▶ Over 140,000 rooms added between 1990-2006
- ▶ Capacity increase of over 100% to a total of 294,300 rooms
- ▶ Growth continues:
 - Over 50% of all new hotel rooms in Caribbean are concentrated in Cuba, Dominican Republic and the Mexican Caribbean
 - >55,000 hotel rooms currently being developed across the region
 - Room growth for the region is expected to reach >390,000 by 2012



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Backdrop...

Industry is Changing Rapidly – Globally and Locally

- Not Good Enough to Offer Just a Bed
- A Good Hotel Experience is Not Good Enough – the entire continuum of the visitor experience must be positive, preferably exceptional
- A Hotel is a Hotel....Not Anymore....Part of 'the Experience'

Competition Has Changed...

- There's More Regional Competition
- Property Upgrades and Transformations are the Norm
- New Destinations Are Emerging Throughout the World



Our Customer Has Changed...

- **More Educated – one in four is a college graduate**
- **More Independent – travel decisions and purchases are made on their own – increasingly via internet**
- **More Discerning - has Traveled Extensively – generally takes 2-3 smaller vacations a year**
- **Has Higher Expectations**
- **Lifestyle Experiences are Essential**
- **Good News Travels Fast – internet, word of mouth, referrals**
- **Bad News Travels Faster - internet, word of mouth, referrals**



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Our Challenges...just a few

- **Productivity and Service Levels Have Improved....Not Fast Enough**
- **Institutional Change is Occurring....But Not Fast Enough**
- **Education....the feeder systems to Higher Education and the Workplace...in Dire Need of Major Improvements**
- **Not Enough Emphasis To Ready More of Our People for Considerable Opportunities in Supervisory, Management and Business Ownership**
- **Need to Strengthen Linkages Between Tourism and Other Areas of Economy – for People to ‘Get It’**
- **Essential to Preserve and Protect Our Natural Resources**
- **Need to Better Integrate Tourism in a Sustainable Way – culturally, heritage, eco-nature**



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Developing a Plan and Strategies – Start with Determining HR Needs....

- ***What are People Saying About Us?***
- ***What are the Needs and Opportunities?***
- ***What are Employer Expectations?***
- ***Are Training Institutions Relevant?***
- ***Is Education Curriculum Relevant?***
- ***Facts --- Help to Breakdown Myths and Misunderstandings***
- ***Research – a Basis for a Road Map... Giving Direction and Focus to Public and Private Sectors***
- ***Research - Helps the Public to Know Their Challenges and Where Opportunities Exist***



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The Bahamas Approach

Our Basis....

- ***Research by Private Sector***
 - ***Employer Survey***
 - ***Review of Planned Developments***
 - ***Detailed Analysis of Student Standardized Tests Results***
 - ***Ministry of Tourism Visitor Satisfaction Surveys***



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The Bahamas Approach – cont'd

Initial Assessment Resulted in Immediate Tasks –

- ***Understand the Landscape***
- ***Educate the Educators Workshops & Internships***
- ***Educate the Industry Workshops & Visitations***
- ***Conduct a Human Resources Needs Assessment***



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***The Hospitality Industry Human Resources Needs Assessment
Approach and Methodology***

- ***Formation of HIHRNA Public-Private Sector Task Force***
 - ***To Guide and Advise on the Needs Assessment***
 - ***To Garner Stakeholder Support***
- ***Engaged College of The Bahamas Research Unit and Regional Labour Economist to Assist with Designing and Delivery of Assessment***
- ***Conducted Series of Stakeholder Meetings to Frame the Issues and Needs***
- ***Surveyed the following:***
 - ***Representative Groups of Small, Medium and Large Hotels***
 - ***Developers for Approved Tourism-Related Projects***
 - ***Employees***
 - ***Educational Institutions***



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The Hospitality Industry Human Resources Needs Assessment

Expected Outcomes

- ***Provide data and information by job classification on the number of persons, competencies and skills anticipated by the private sector over the short and long term***
- ***Assess Perceptions of Career and Job Opportunities in the Industry by Existing Employees***
- ***Conduct Inventory of Strengths and Shortcomings of Educational Institutions which Support Hospitality-Related Workforce Development***
- ***Identify strategies to meet the anticipated needs***



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Areas of Greatest Employment Demand....

- 1. Food Service**
- 2. Aquatic Life and Marina Activity**
- 3. Food Preparation**
- 4. Security and Surveillance**
- 5. Landscaping**
- 6. Operations Management**
- 7. Transportation Services**
- 8. Engineering**
- 9. Information Technology**
- 10. Accounting and Finance**
- 11. Health and Medical Care**
- 12. Housekeeping and Laundry**
- 13. Front Office Operations**
- 14. Guest Services**

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Needs Assessment:

Determining Education Requirements by Job Classification

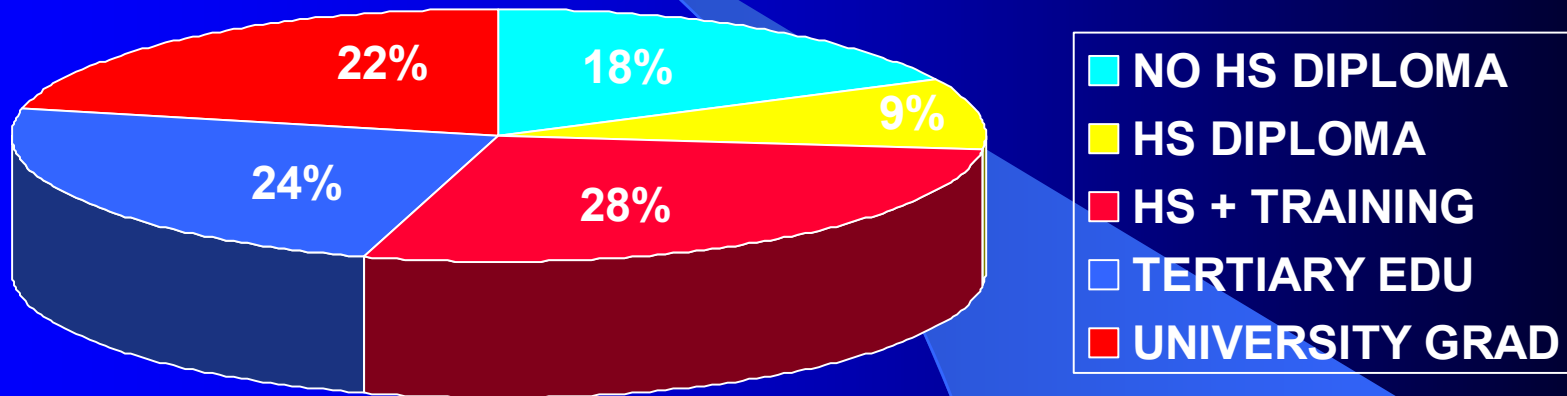
Table 5.19 Training Levels Used in the Research

Training Levels	
Level 1	Requires education that leads to a university or postgraduate degree or the equivalent.
Level 2	Requires tertiary education which leads to an award not equivalent to a first university degree.
Level 3	Requires high school education supplemented by on-the-job training, vocational or technical training
Level 4	Requires high school education
Level 5	Does not require high school education but requires some basic skills training

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Needs Assessment: Key Findings

EDUCATION AND TRAINING REQUIREMENTS





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Needs Assessment: Key Findings

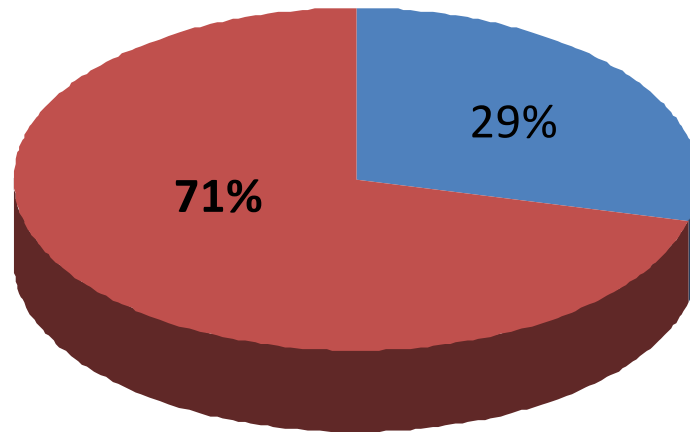
Table 5.18 Distribution of Hotel Workers Based on Job Level

Job Level	Percentage of persons in the industry
Chief Officers	1%
Executive	3%
Middle Management	15%
Supervisory	10%
Line Staff	71%

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Needs Assessment: Key Findings

Supervisory & Management Positions



■ Supervisory/Management Positions

■ Other

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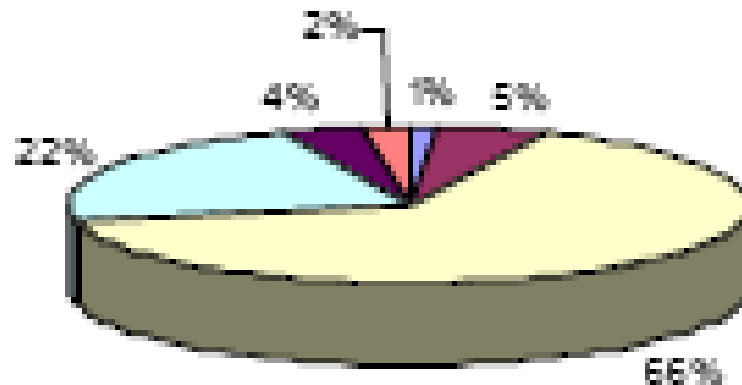
Needs Assessment: Key Findings – Needs by Classification by 2011

Job Classification	Job Level					Sum
	Chief Officer	Executive Officer	Middle Manager	Supervisor	Line Staff	
Chief Officer	1					1
Operations Management & Administration		1	1			2
Human Resources Management		2	50	100	500	652
Counselling		2	2	5	10	19
Accounting & Finance		1	10	15	50	76
Purchasing & Supplies		5	6	15	40	66
Sales & Marketing		2	4	30	100	136
Front Office Operations		2	4	32	100	138
Guest Services		2	20	100	203	325
Housekeeping & Laundry			10	31	220	261
Food Preparation		5	22	74	510	611
Food Services		5	32	70	180	287
Transportation Services		2	20	60	70	152
Security and Surveillance		4	30	100	250	384
Engineering		2	5	20	100	127
Landscaping		2	10	30	155	197
Aquatic Life		1	30	100	200	331
Health and Medical Care		4	4	4	10	22
Safety & Quality Inspection		1	5	5	5	16
Total		43	265	791	2,703	3,803

Needs Assessment: Key Findings – Employee Surveys

Figure 5.2 Education Status in (%)

Employees' Education Status

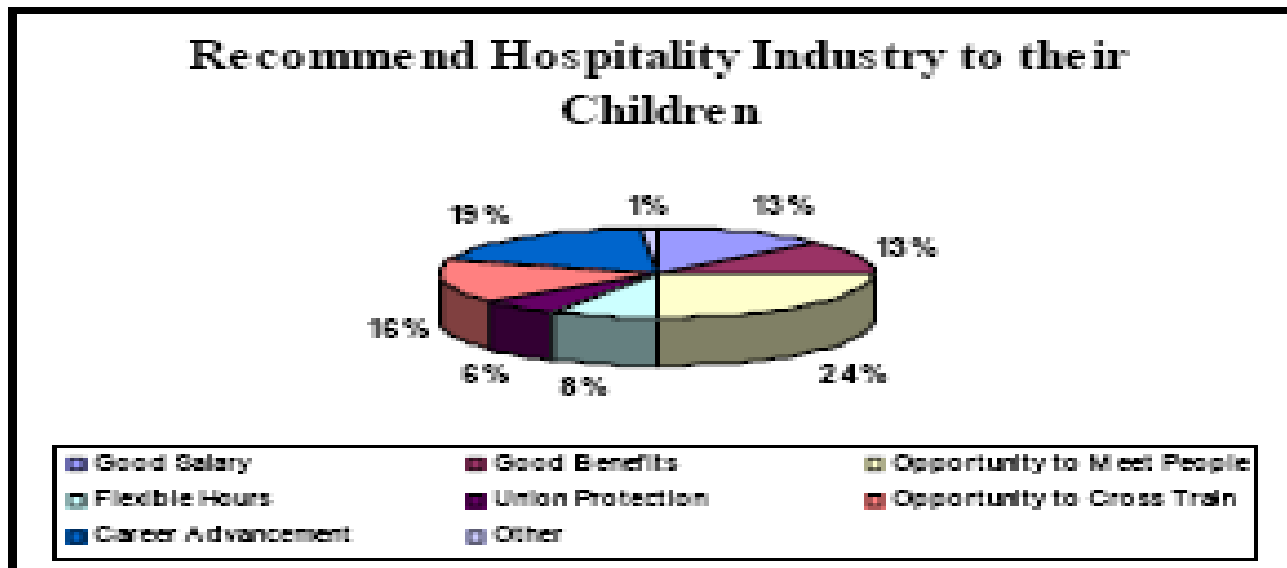


- | | | |
|------------------------------|-----------------------------|-----------------------------|
| Elementary | Junior High School | High School |
| College/University 1-2 years | College/University 3+ years | College/University 4+ years |

Needs Assessment: Key Findings – Employee Surveys

A Surprising 78 Percent of Employees Would Recommend a Career in the Hospitality Industry to their Children....

Figure 5.4 Recommend the Hospitality Industry (%)





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Using the Data....Implementation Strategies....

Establishment of a collaboration body, informal ad hoc to start, representative of key stakeholder interest to:

- Guide long-term planning***
- Collaborate on the implementation of near-term activities***
- Assess the effectiveness of efforts***
- Advocate for the necessary resources and agreed upon approaches to address problems and support important programs***
- Morphed into Tourism Task Force for Education***
- Key Players: BHA/Industry, Ministry of Education, Ministry of Tourism, Bahamas Vocational Technical Institute, College of The Bahamas Culinary & Hospitality Management Institute***



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The Private Sector Role....

BHA and its member hotels have been engaged in education and training efforts at many levels over the years. As an indication of its further commitment, in 2006 BHA established a Workforce Development Unit, dedicating full-time professional staff resources, supported by volunteers from industry, aimed at advancing greater industry involvement in education and training related activities.

OBJECTIVES OF WORKFORCE DEVELOPMENT UNIT AND RELATED ACTIVITIES

- Help to Address Immediate Needs**
- Advance Long-Term Strategies**
- Influence Policy Re: Education Reform; School Programs and Curriculum; Government's Approach to Workforce-Related Matters**



The Workforce Development Continuum

Our Approach....

- **Education Strategies**
- **Pre employment and workplace readiness strategies**
- **Skills training, credentialing, licensing, and certification**
- **Leadership development**
- **Scholarships; internships; apprenticeships; academies**
- **Public Awareness and Public Education**



**OTC Tourism Human Resources Needs Think Tank Workshop
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Implementation Efforts – Education

- **Educator Summer Internship Program**
- **Guidance Counsellor Workshops**
- **Support MOT-Led Certified Hospitality Educator Program**
- **Orientation at Educator Meetings, Workshops and In-Service Programs**
- **Pilot Junior Hotelier Program in Primary Schools**
- **Curriculum Development Support**
- **Magnet Program Development**
- **Bridge Program – to Support School-to-Work Transition**



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Implementation Efforts – Education Continued....

- **Careers in Tourism Series of Brochures**
- **Speakers Program in Schools**
- **Career Fairs Support**
- **COB Culinary & Hospitality Management Institute Recruitment Support**
- **Support Development of Ministry of Tourism Careers Website**
- **Student Speech and Essay Contest**
- **Adopt-A-School Program**
- **Grade 12 Tourism Careers Boot Camp**
- **Support for Coalition for Education Reform**



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Implementation Efforts – College of The Bahamas CHIMI

- **Annual Industry Grant**
- **Program Review and Recommendations**
- **Reorganization and Improvement Plan**
- **New Leadership**
- **New Course Offerings**
- **Teacher Training and Credentialing**
- **Student Recruitment and Increased Enrollment**
- **Established Two Advisory Boards**



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Implementation Efforts – Culinary Support

- **Apprenticeship Chefs Program**
- **Recertification Efforts**
- **Pastry Chefs Training**
- **Asian Cuisine Training**
- **Training in Better Use of Beef, Port, Cheese, Wines**
- **Support for Culinary Competitions**



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Implementation Efforts – Training and Credentialling

- **Customer Service Training**
- **Caribcert Credentialling**
- **Food Health and Safety Training**
- **Occupational Specific Certification – Pool Operators, Bartenders**



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Implementation Efforts – Scholarships

- **Industry Partners Scholarship Program**
- **Caribbean Hotel Foundation Scholarships**
- **Junior Minister of Tourism Scholarship**
- **Plan Being Developed for Significantly Larger Program**

The Leadership Training Institute

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graph TD; A["The Leadership Training Institute"] --- B["Awareness"]; A --- C["Institute"]; A --- D["Shipshape"]; A --- E["Funding Source"]; B --- B1["• Schools"]; B --- B2["• Public"]; B --- B3["• Parents"]; B --- B4["• Community"]; B --- B5["• Industry"]; C --- C1["• Bridge program"]; C --- C2["• Credentialing"]; C --- C3["• Certification"]; C --- C4["• Leadership"]; C --- C5["• Customer Service"]; C --- C6["• Technical skills"]; D --- D1["• Scholarships"]; D --- D2["• Apprenticeships"]; D --- D3["• Internships"]; D --- D4["• Stewardship"]; E --- E1["• Government"]; E --- E2["• Private Sector"]; E --- E3["• Existing Businesses"]; E --- E4["• Sponsors"]; E --- E5["• Participants"];
```

Awareness

- Schools
- Public
- Parents
- Community
- Industry

Institute

- Bridge program
- Credentialing
- Certification
- Leadership
- Customer Service
- Technical skills

Shipshape

- Scholarships
- Apprenticeships
- Internships
- Stewardship

Funding Source

- Government
- Private Sector
- Existing Businesses
- Sponsors
- Participants

Issues preventing greater progress

- Insufficient coordination primarily with government
- Leveraging support and engagement for developers, industry stakeholders, and relevant government institutions
- An ‘Old World’ mindset
- Overcoming the “silo” mentality
- Not a Sense of urgency
- Need to Broaden Recognition on value of training and credentialing
- Need Greater Allocation of Resources to support training, scholarships, etc.



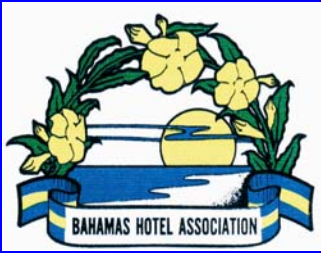
Success Factors.....

- **Must be Sustainable Effort by Public and Private Sectors**
- **Base Efforts on Fact, Not Myth or Unfounded Assumptions**
- **Telling the Needs and Opportunities Story**
- **Showcasing the Successes....Emphasis on the People**
- **Commitment of Stakeholders**
- **Tangible Goals to Measure Progress**
- **To God and the Politicians be the Glory**
- **Communicate...Communicate...Communicate**
- **Recognize that Change is a Process, Change is Incremental and that You Never Know from Where or When Your 'Tipping Point' May Occur**
- **Persistency**



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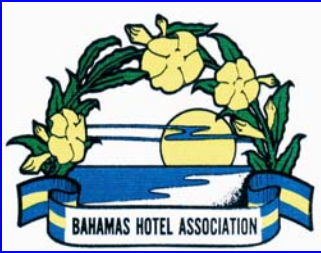
***Tourism....
the Opportunities are Endless***



Accommodations Industry Overview....

CAREERS & JOBS IN TOURISM in The Bahamas Today.....

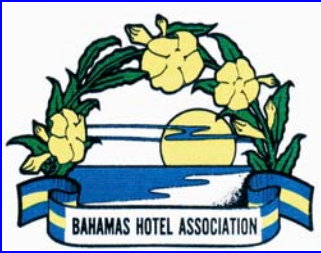
ACCOUNTANT, ACCOUNTING CLERK, ACCOUNTING MANAGER, ACCOUNTING SUPERVISOR, ACCOUNTS PAYABLE CLERK, ACCOUNTS PAYABLE SUPERVISOR, ACCOUNTS RECEIVABLE CLERK, ACCOUNTS RECEIVABLE SUPERVISOR, ACCTS REC INC/EXP AUDITOR, ACCTS. DEV INC/EXP AUDITOR, ACCTS. PAYABLE SUPERVISOR, ACTIVITIES COORDINATOR, ACTIVITIES MANAGER, ADMINISTRATIVE ASSISTANT, AIRPORT KIOS ATTENDANTS, AIRPORT REPRESENTATIVE, ANALYST , AQUARIST, ASISTANT STAGE MANAGER, ASSIST. DIRECTOR OF FOOD & BEVERAGE, ASSIST. FOOD & BEVERAGE CONTROLLER ASSIST.RECVBLE./PAYABLE SUPERVISOR, ASSISTANT ACCOUNTANT, ASSISTANT BAR MANAGER, ASSISTANT BEVERAGE MANAGER, ASSISTANT CASINO MANAGER, ASSISTANT CHEF, ASSISTANT CHIEF ENGINEER, ASSISTANT CHIEF SECURITY OFFICER, ASSISTANT CHIEF STEWARD, ASSISTANT CREDIT MANAGER, ASSISTANT DIRECTOR OF FINANCE, ASSISTANT DIRECTOR OF PERSONNEL, ASSISTANT DIRECTOR OF SECURITY, ASSISTANT EXECUTIVE HOUSEKEEPER, ASSISTANT FINANCIAL CONTROLLER, ASSISTANT GENERAL MANAGER, ASSISTANT GOLF PRO, ASSISTANT GREENSKEEPER, ASSISTANT LAUNDRY MANAGER, ASSISTANT MANAGER COMMUNICATIONS, ASSISTANT MANAGER FOOD & BEVERAGE, ASSISTANT MANAGER GUEST SERVICES, ASSISTANT OFFICE MANAGER, ASSISTANT OFFICE SUPERVISOR, ASSISTANT PAYMASTER, ASSISTANT PRORAM MANAGER, ASSISTANT RECEIVING MANAGER, ASSISTANT RESERVATIONS MANAGER, ASSISTANT RESIDENT MANAGER, ASSISTANT RESTAURANT MANAGER, ASSISTANT ROOM MANAGER, ASSISTANT ROOM SERVICE MANAGER, ASSISTANT SALES/MARKETING MANAGER ASSISTANT SECURITY SUPERVISOR, ASSISTANT STOREROOM MANAGER, ASSISTANT SUPERVISOR MAINTENANCE, ASSISTANT TENNIS PRO, ASSISTANT UNIFORM SERVICE MANAGER, ASST BEVERAGE MANAGER, ASS'T CHIEF TELEPHONE OPERATOR, ASST DESKTOP PUBLISHER, ASST DIR CASINO SECURITY, ASST DIR LABOUR RELATIONS, ASST DIRECTOR OF ENGINEERING, ASST DIRECTOR OF FACILITIES, ASST DIRECTOR OF FINANCE, ASST DIRECTOR OF PURCHASING, ASST DIRECTOR OF ROOMS, ASST DIRECTOR OF SECURITY, ASST DIRECTOR OPERATIONS ITD, ASST DIRECTORS GUEST RELATIONS, ASST DOCK MASTER, ASST F & B AUDIT MGR, ASST FINANCIAL CONTROLLER, ASST GUEST SERVICE MANAGER, ASST HEAD PASTRY CHEF, ASST MANAGER SPACE CLEANING, ASST MANAGER SPORTS CENTER, ASST MANAGER VIP SERVICES, ASST MANAGER WATER PLANT, ASST OPERATION MANAGER, ASST PAY MISTRESS, ASST PROJECT MANAGER, ASST REEF CLUB MANAGER, ASST REHAB MANAGER, ASST SUP GENERAL CASHIER, ASST TECHNICAL MANAGER, ASST TOWER MANAGER, ASST TRANSPORTATION MANAGER, ASST UNIFORM SERVICE MANAGER, ASST. BANQUET MANAGER, ASST. BUTCHER ASST. CHINESE CHEF, ASST. DIR HOUSEKEEPING,



Accommodations Industry Overview....

CAREERS & JOBS IN TOURISM in The Bahamas Today...cont'd

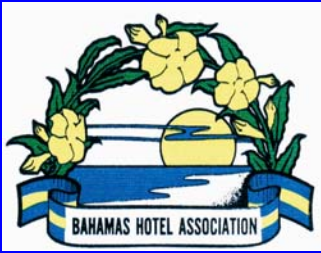
ASST. DIR OF CONVENTION SERVICES, ASST. DIRECTOR OF F&B; ASST. DIRECTOR OF HUSBANDRY, ASST. DIRECTOR ROOM SERVICE, ASST. EXECUTIVE STEWARD, ASST. FRONT DESK MANAGER, ASST. HEAD BAKER, ASST. LOGO SHOP MANAGER, ASST. MANAGER, ASST. MANAGER (HOTEL), ASST. MANAGER SPACE CLEANER, ASST. MGR. ENTERTAINMENT/ACTIVITIES, ASST. RESTAURANT MANAGER, ASST. ROOM SERVICE MANAGER, ASST. STAFF MEALS MANAGER, ASST. SUSHI CHEF, ASST. UNIFORM SERVICE MANAGER, ASST. EXEC OF HUMAN RESOURCES, AUTO MECHANIC, BANQUET PORTER, BANQUET STEWARDING, MANAGER BANQUET/CATERING, ASST. MANAGER BANQUET/CATERING, MANAGER, BAR MANAGER, BARTENDER, BEACH CAPTAIN, BEACH GUARD, BEACH MANAGER, BED & BREAKFAST OPERATOR, BENEFITS CO-ORDINATOR, BEVERAGE MANAGER, BOILERMAN, BOX OFFICE AGENT, BUDGET PURCHASING MANAGER, BUS/TRUCK DRIVER, BUTCHER SUPERVISOR, BUTLER, BUYER, CAGE CASHIER, CAGE MANAGER, CAGE SUPERVISOR, CAMP GUEST RELATIONS AGENT, CAMP COUNSELOR, CAMP COUNSELOR BUYOUT, CAMP MANAGER, CARPENTER, CASINO ACCOUNTANT, CASINO MANAGER, CASUALTY CLAIMS, CATERING MANAGER, CHANGE CASHIER, CHEF, CHEF DE PARTIE, CHEF TOURNANT, CHIEF AUDITOR, CHIEF CONCIERGE, CHIEF ENGINEER, CHIEF ENGINEER LAUNDRY, CHIEF MECHANIC, CHIEF NIGHT AUDITOR, CHIEF OPERATOR, CHIEF SECURITY OFFICER, CHIEF STEWARD, CHIEF SUPERINTENDENT, CHIEF TELEPHONE OPERATOR, CLAIMS ADMINISTRATOR, CLERICAL STAFF, COMMUNICATION ASSISTANT, COMMUNICATION COORDINATOR, COMPENSATION & BENEFITS MGR, COMPTROLLER, COMPUTER MANAGER, COMPUTER OPERATOR, COMPUTER OPERATOR SUPERVISOR, COMPUTER PROGRAMMER, COMPUTER TECHNICIANS, CONCIERGE, CONCIERGE VIP SERVICES, CONCIERGE/DOORMAN, CONFERENCE SERVICE HOST, CONFERENCE SERVICE MANAGER, CONFIDENTIAL SECRETARY, CONVENTION COORDINATOR, CONVENTION MANAGER, CONVENTION SERVICE MANAGER, CO-ORDINATOR ENTERTAINMENT/ACTIVITY, CO-ORDINATOR OF HOUSEKEEPING SVS., CREDIT CLERK, CREDIT EXECUTIVE, CREDIT MANAGER, CREDIT MANAGER (CASINO), CREDIT MANAGER (HOTEL), CREDIT OFFICE ADMINISTRATOR, CREDIT OFFICER, CREDIT SUPERVISOR, CRIME PREVENTION SPECIALIST, CROUPIER, CULINARY TRANSPORTATION MGR, CULINARY TRANSPORTATION SUPER, CURATOR, CURRENCY COUNTER, DATA BASE ADMINISTRATOR, DECK MANAGER, DESKTOP PUBLISHER, DINNER RESERVATIONS SUPERVISOR, DIR CAMP PARADISE, DIR OF WAREHOUSE OPERATIONS, DIR OF WATER FEATURES, DIR PUBLIC AREAS (HOUSEKEEPING), DIR RESERVATIONS & INV. CON, DIR RESORT PROGRAM ACTIVITIES, DIRECTOR /PROCESS IMPROVEMENT, DIRECTOR CONFERENCE SERVICES, DIRECTOR OF BEVERAGE, DIRECTOR OF CAGE, DIRECTOR OF CASINO SERVICES, DIRECTOR OF DELI OPERATIONS, DIRECTOR OF DISCOVER ATLANTIS, DIRECTOR OF ENGINEERING, DIRECTOR OF ENTERTAINMENT, DIRECTOR OF ENTERTAINMENT/ACTIVITY, DIRECTOR OF FOOD & BEVERAGE, DIRECTOR OF GOLF, DIRECTOR OF GUEST, DIRECTOR OF GUEST RECEPTION, DIRECTOR OF HOTEL OPERATIONS, DIRECTOR OF HOUSEKEEPING, DIRECTOR OF ITD, DIRECTOR OF LABOUR RELATIONS, DIRECTOR OF LANDSCAPING, DIRECTOR OF LAUNDRY, DIRECTOR OF MAIN. OPERATIONS, DIRECTOR OF ORGANIZATION DEV., DIRECTOR OF PERSONNEL, DIRECTOR OF PUBLIC RELATIONS, DIRECTOR OF PURCHASING, DIRECTOR OF RECREATION, DIRECTOR OF RECRUITMENT, DIRECTOR OF ROOMS, DIRECTOR OF SALES / MARKETING, DIRECTOR OF SECURITY, DIRECTOR OF SLOTS, DIRECTOR OF STEWARDING, DIRECTOR OF STORES, DIRECTOR OF TENNIS, DIRECTOR OF TRAINING, DIRECTOR OF TRANSPORTATION, DIRECTOR OF VIP SERVICES, DISC JOCKEY, DISPATCHER, DIVE OPERATIONS MANAGER,



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CAREERS & JOBS IN TOURISM in The Bahamas Today...cont'd

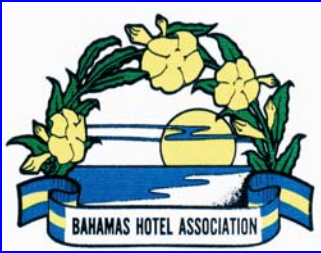
DIVE SUPERVISOR, DUTY MANAGER, EMERGENCY PREPAREDNESS MANAGER, ENGINEER ASSISTANT, ENGINEER SUPERVISOR, ENTERTAINMENT TECHS MANAGER, EXEC. ADMINISTRATIVE ASSISTANT, EXECUTIVE CHEF, EXECUTIVE DIRECTOR, EXECUTIVE HOUSEKEEPER, EXECUTIVE HOUSEKEEPER, EXECUTIVE HOUSEKEEPING ASST, EXECUTIVE PASTRY CHEF, EXECUTIVE PERSONNEL ASSISTANT, EXECUTIVE SECRETARY, EXECUTIVE SOUS CHEF, EXECUTIVE SOUS CHEF TRAINER, EXECUTIVE STEWARD, EXECUTIVE VICE PRESIDENT, EXTERIOR FACILITIES SUPERVISOR, F & B ARTIST, F & B COST CONTROLLER, F & B SYSTEM MANAGER, F& B AUDIT INC/EXP AUDITOR, F/B CASHIER SUPERVISOR, FIELD SUPPORT SUPERVISOR, FINANCIAL ANALYST, FINANCIAL CONTROLLER, FOOD & BEVERAGE CASHIER SUPERVISOR, FOOD & BEVERAGE CONTROLLER, FOOD/BEVERAGE CASHIER, FOREMAN – ELECTRICAL, FOREMAN – ENGINEER, FOREMAN – MAINTENANCE, FOREMAN – PAINTER, FOREMAN – PLUMBER, FOREMAN - REFRIGERATION / AC, FOREMAN – UTILITY, FRONT DESK CASHIER, FRONT DESK MANAGER, FRONT DESK SUPERVISOR, FRONT OFFICE MANAGER, GAMING INSPECTOR, GAMING SUPERVISOR, GARDENER, GEN CASHIER, INC/EXP AUDITOR, GENERAL ACCOUNTS CLERK, GENERAL CASHIER, GENERAL CASHIER MANAGER, GENERAL CLERK, GENERAL MANAGER, GENERAL MANAGER OCEAN CLUB, GOLF COURSE ASSISTANT, GOLF COURSE SUPERINTENDANT, GOLF COURSE SUPERVISOR, GOLF PRO, GOLF SHOP CASHIERS, GREENSKEEPER, GROUP ACCOUNTS SUPERVISOR, GROUP ACCTS/EXP AUDITOR 1, GROUP COORDINATOR, GUEST SERVICE MANAGER, H/R INFORMATION SYSTEM, HARD COUNT SECURITY, HEAD (EXECUTIVE) CHEF, HEAD BUTCHER, HEAD BUTLER, HEALTH & SAFETY COORDINATOR, HELPDESK SUPERVISOR, HOTEL ASSISTANT MANAGER, HOUSEKEEPER, HR WARDROBE MANAGER, HVAC MANAGER, INC/EXP AUDITOR GR 1, INC/EXP AUDITOR GR 2, INCOME AUDITOR, INCOME AUDITOR INC/EXP AUDITOR, INFLIGHT COORDINATOR, INSPECTOR/INSPECTRESS, INTERNAL AUDITOR, JR ASST HEAD BUTCHER, JR RECEIVING MANAGER, JR. ACCOUNTANT, JUNIOR FLOOR MANAGER, KITCHEN BUFFET ATTENDANT, KITCHEN FOREMAN, KITCHEN MANAGER, KITCHEN MECHANIC, KITCHEN TECHNICIAN, LAB ASSISTANT, LABOUR ANALYST, LABOUR RELATIONS ASSISTANT LABOURER/MAINTENANCE, LANDSCAPING MANAGER, LAUNDRY ASSISTANT ENGINEER, LAUNDRY CLERK, LAUNDRY LINEN ATTENDANT, LAUNDRY MANAGER, LAUNDRY SUPERINTENDENT, LAUNDRY SUPERVISOR, LEGAL COUNCIL, LIBRARIAN, LOBBY COORDINATOR, LOGO SHOP ASSISTANT, LOGO SHOP MANAGER, MACHINE OPERATOR, MAIL ROOM COORDINATOR, MAITRE D', MAKE READY TEAM, MANAGER COMMUNICATIONS, MANAGER DISCOVER ATLANTIS, MANAGER ENTERTAINMENT /ACTIVITIES, MANAGER FOOD & BEVERAGE, MANAGER GUEST SERVICES, MANAGER MOTOR POOL, MANAGER TRAINING, MARINA ADMINISTRATOR, MASSEUSE, MESSENGER, MISCELLANEOUS MS OFFICE SUPPORT & TRAINING NAVIGATOR, NETWORK MANAGER, NIGHT AUDITOR, NIGHT MANAGER, NURSE, OFFICE MANAGER, OFFICE SUPERVISOR, OPERATIONS ANALYST, OPERATIONS MANAGER, P.M. ROOM MANAGER, PARKING GARAGE SUPERVISOR, PARKING LOT ATTENDANT, PASTRY CHEF, PAYMASTER, PAYROLL MANAGER, PC TECHNICIAN, PC/NT MANAGER, PC/NT SUPERVISOR, PERSONNEL ADMINISTRATOR, PERSONNEL ASSISTANT, PERSONNEL CLERK, PERSONNEL MANAGER, PERSONNEL OFFICER, PERSONNEL SUPERVISOR, PIDA SECURITY MANAGER, PIT BOSS, PITDA DISPATCHER, PITDA INVESTIGATOR, PITDA K-9 SECURITY, PITDA SECURITY GUARD, PLANT MECHANIC, PLUMBING MANGER, POINT OF SALES TECHNICIAN, POOL & BEACH SERVICE MANAGER, POOL & BEACH SUPERVISOR, POOL MAINTAINER MANAGER



Accommodations Industry Overview....

CAREERS & JOBS IN TOURISM in The Bahamas Today...cont'd

POOL/BEACH ATTENDANT, POOL/BEACH MANAGER, POWER PLANT MANAGER, PRESIDENT, PRINT SHOP MANAGER, PRIVATE SECRETARY, PRODUCTION CHEF, PRODUCTION MANAGER, PROGRAM ADMINISTRATOR, PROJECT MANAGER, PROMPT RESPONSE AGENT, PROVISIONS COORDINATOR, PUBLIC AREAS MANAGER, PUBLIC RELATIONS ASSISTANT, PUBLIC RELATIONS COORDINATOR, PUBLIC RELATIONS MANAGER, PURCHASING AGENT, PURCHASING MANAGER, QUALITY CONTROL MANAGER, REAL ESTATES SALES ASSOCIATE, RECEIVING MANAGER, RECEPTIONIST, RECREATION MANAGER, REEF CLUB MANAGER, RESERVATIONS MANAGER, RESERVATIONS SUPERVISOR, RESIDENT MANAGER, RESTAURANT MANAGER, RESTAURANT MANAGER TOURNANT, RETAIL FLOOR MANAGER, RETAIL GENERAL MANAGER, ROOM MANAGER, ROOM P.M. ASSISTANT MANAGER, ROOM SERVICE MANAGER, ROOMS COORDINATOR, RUNNER SUPERVISOR, S/P SERVICE MANAGER, S/P SERVICES SUPERVISOR, SAFETY TECHNICIAN, SALES ADMINISTRATOR, SALES COORDINATOR, SALES MANAGER, SALES/MARKETING COORDINATOR, SALES/MARKETING MANAGER, SATAY CHEF, SCHEDULING ASSISTANT, SCHEDULING COORDINATOR, SCUBA DIVER, SCUBA DIVER MANAGER, SECRETARY, SECRETARY CASINO, SECRETARY HOTEL, SECURITY GUARDS CASINO, SECURITY GUARDS HOTEL, SECURITY INVESTIGATION, SECURITY MANAGER, SECURITY OFFICER, SECURITY SUPERVISOR, SECURITY SUPERVISOR CASINO, SECURITY SUPERVISOR, HOTEL, SECURITY SUPERVISOR PITDA, SENIOR ANALYST, SENIOR CLOSING COORDINATOR, SENIOR VICE PRESIDENT, SERVI BAR MANAGER, SERVI BAR SUPERVISOR, SERVICE AGENT, SHIFT ENGINEER, SHIFT MANAGER SECURITY, SLOT ATTENDANT, SLOT MECHANIC, SLOT MECHANIC SUPERVISOR, SLOT TECHNICIAN, SOCIAL HOST/HOSTESS, SOCIAL HOST/HOSTESS, SUPERVISOR, SOFT COUNT SECURITY, SOUS (ASST. EXEC.) CHEF, SOUS CHEF, SOUS CHEF (CHINESE), SPACE CLEANER, SPACE CLEANER SUPERVISOR, SPECIAL EVENTS COORDINATOR, SPECIAL EVENTS MANAGER, SPECIAL PROJECT MANAGER, SPECIALIST GAMING & HOTEL, SR AQUARIST, SR ASST PUBLIC AREA MANAGER, SR ASST WAREHOUSE MANAGER, SR ASST. UNIFORM SERVICE MGR, SR BUYER, SR CAMP COUNSELLOR, SR COLLECTOR, SR CREDIT CLERK, SR DIR CATERING & CONVENTIONS, SR DIR IN ROOM DINING, SR DIR OF LANDSCAPING & PITDA, SR DIRECTOR CULINARY CPS, SR DIRECTOR ENGINEERING, SR DIRECTOR OF F&B, SR DIRECTOR OF LAUNDRY, SR HEAD BUTCHER, SR INTERNAL AUDITOR, SR LOGISTICS MANAGER, SR PC TECHNICIAN, SR POS TECHNICIAN, SR RECEIVING MANGER, SR SUPERVISOR SECURITY, SR V/P ADMINISTRATION, SR V/P FACILITIES, SR V/P FOOD & BEVERAGE, SR V/P HUMAN RESOURCES, SR V/P OPERATIONS, SR V/P SECURITY, SR VP/GENERAL MANAGER, SR WAREHOUSE MANAGER, STAFF ACCOUNTANT, STAFFING MANAGER, STAGE MANAGER, STARTER, STEWARDING MANAGER, STOCKROOM ASSISTANT, STOCKROOM MANAGER, STORE CONTROLLER, STORE ROOM MANAGER, STOREKEEPER, STOREROOM MANAGER, STOREROOM SUPERVISOR, SUPERINTENDANT OF GROUNDS, SUPERINTENDANT OF LANDSCAPING, SUPERINTENDANT OF MAINTENANCE, SUPERINTENDENT OF SERVICE, SUPERVISOR CHARTERS, SUPERVISOR HOTEL, SUPERVISOR OF GROUNDS, SUPERVISOR OF MAINTENANCE, SUPERVISOR OF SLOTS, SURVEILLANCE MONITOR, SURVEILLANCE OPERATOR, SURVEILLANCE TECHNICIAN, SUSHI CHEF, SYSTEMS ANALYST, SYSTEMS COORDINATOR, SYSTEMS SPECIALIST, TAKE OUT WAITRESS/WAITER, TECHNICAL MANAGER ITD, TECHNICAL SYSTEM MANAGER, TEEN COORDINATOR, TELECOMMUNICATIONS MANAGER, TENNIS PRO, TIME EDIT AUDITOR, TIME EDIT SUPERVISOR, TIME KEEPER, TOWER MANAGER, TRADESMAN, TRAINING ADMINISTRATOR, TRAINING COORDINATOR, TRAINING MANAGER,



Accommodations Industry Overview....

CAREERS & JOBS IN TOURISM in The Bahamas Today...cont'd

TRAINING OFFICER, TRANSPORTATION MANAGER, UNIFORM SERVICE COORDINATOR, UNIFORM SERVICE MANAGER, V/P CATERING & CONVENTIONS, V/P FOOD & BEVERAGE, V/P GM OF CONVENTION OPERATION, V/P INFORMATION TECH, V/P OPERATIONS, V/P PRES F & B SPECIALTY REST., V/P PUBLIC AFFAIRS, V/P ROOMS OPERATIONS, V/P SPECIAL EVENTS, V/P SUPPORT SERVICES, V/P VIP SERVICES, VICE PRESIDENT FINANCE, WARDROBE ASSISTANT, WARDROBE MANAGER SHOWROOM, WAREHOUSE ASST MANAGER, WAREHOUSE MANAGER, WATER FEATURE MANAGER, WATER , PRODUCTION MANAGER, WIRELESS SPECIALIST, CONCESSION ATTENDANT, GOLF CLUB MANAGER, GOLF COACH, LIFEGUARD, MARINE ATTENDANT, POOL ATTENDANT, SCUBA INSTRUCTOR, WATERSPORTS CRAFT OPERATOR, SNORKEL TOUR OPERATOR, WATERSPORTS MANAGER, YACHTING SERVICES, ACCOUNT, ACCOUNTS SUPERVISOR, CASHIER SUPERVISOR, ADMINISTRATIVE ASST, GUEST SERVICE MGR, GUEST SERVICE REP, BOAT CAPT CLASS A , BOAT CAPT CLASS B, MATES , DECK HANDS, LIFE GUARD, CHEF, COOK, ENTERTAINER, INTERPRETER, OM MANAGER CASINO, TOUR GUIDES, VISITOR SERVICES REP, VISITOR SERVICES MANAGER, CATERER (FOOD & BEVERAGE), MEETINGS AND EVENTS PLANNER, ENTERTAINMENT COORDINATOR, EXHIBIT DESIGNER, FUNDRAISING CONSULTANT, GROUP SALES AGENT, PUBLIC RELATIONS MANAGER, REGISTRATION CLERK, SALES REPRESENTATIVE, TRANSLATOR, TRADE SHOW GUIDE, SALESPERSON, ASST MANAGER, MANAGER, STOCKROOM PERSONNEL, STOCKROOM SUPERVISOR, ADMINISTRATIVE MANAGER, ASSISTANT DIRECTOR, ASSISTANT PHOTO LIBRARIAN, ASSOCIATE PUBLIC INFORMATION, BUSINESS CONSULTANTS, DIRECTOR OF FINANCE, DIRECTOR OF MARKETING, DIRECTOR OF PLANNING, RES/STATS, DIRECTOR OF PUBLIC RELATIONS, ECONOMIST, EXECUTIVE OFFICER, FINANCIAL CONTROLLER, GENERAL OFFICE POSITIONS, GROUP SALES MANAGER-OVERSEAS, IMMIGRATION OFFICER, INFORMATION CENTERS, MARKETING MANAGER, OVERSEAS REPRESENTATIVE, PERSONNEL MANAGER, PHOTOGRAPHER, PROJECT MANAGERS, PUBLIC AWARENESS OFFICER, PUBLIC RELATIONS OFFICER, PUBLICITY OFFICER, RESEARCHER, SENIOR EDITORIAL CLERK, SENIOR TRAVEL PROMOTION AGENT, STATISTICS OFFICER, TOURISM ANALYST, TOURISM DEVELOPMENT OFFICER, TOURIST INFORMATION OFFICER, TRAVEL INFORMATION AIDS, TRAVEL PROMOTION AGENT, TRAVEL PROMOTION CONSULTANTS, TRAVEL WRITER, ACCOUNTANT, AIR TRAFFIC CONTROLLER, AIRLINE CHARGE REPRESENTATIVE, AIRLINE CHARTERS REPRESENTATIVE, AIRLINE CHARTERS SASLESMAN, AIRLINE PASSENGER SALES REP, AIRLINE TOURS AGENT, AIRPORT MANAGER, AUTOMATION EXPERTS, BAGGAGE HANDLERS, BUSINESS MACHINE OPERATORS, CABIN SERVICES, CATERING COMPANIES, COMPUTER EXPERTS, CRUISE DIRECTOR, CUSTOMER SERVICE AGENT, DISTRICT SALES MANAGER, ENGINEERS, FARE EXPERTS, FERRY BOAT ATTENDANT, FERRY BOAT CAPTAIN, FILE CLERK/BOOKKEEPER, FLIGHT ATTENDANT, FLIGHT CATERING PERSONNEL, FLIGHT OPERATIONS, GENERAL MANAGER, GENERAL OFFICE POSITIONS, GROUP DESK AGENT, LEGAL SERVICES, MAINTENANCE CREW, MANAGING DIRECTOR, MARKETING/SALES, METEOROLOGIST, OPERATIONS, OPERATIONS MANAGER, OPERATIONS PERSONNEL, PASSENGER SERVICE AGENT, PERSONNEL, PILOT, PORTER, PUBLIC RELATIONS MANAGER, PUBLIC RELATIONS REPRESENTATIVE, PURCHASING, RADIO OPERATIONS, RAMP AGENTS, REGIONAL SALES MANAGER, RENTAL AGENT, RESERVATION AGENT, RESERVATIONS AGENT, SECRETARY, STENOGRAPHERS/TYPIST, SURREY DRIVER, TAXI DRIVER, TELETYPE COMMUNICATIONIST, TICKETING AGENT, TOUR BUS OPERATOR, TRAFFIC TRAINING INSTRUCTORS, TRANSFER AGENT, RESERVATION AGENT, BUSINESS MACHINE OPERATORS, BAGGAGE HANDLERS, FILE CLERK/BOOKKEEPER, TICKETING AGENT, SECRETARY, COMPUTER EXPERTS, ACCOUNTANT, OPERATIONS, MARKETING/SALES, DISTRICT SALES MANAGER, OPERATIONS PERSONNEL, ENGINEERS, OPERATIONS MANAGER, MANAGING DIRECTOR, AGENCY MANAGER, ASSISTANT OPERATIONS MANAGER, COMMERCIAL ACCOUNTS SPECIALIST, FIELD SERVICE REPERESSENTATIVE, FIT/DIT SPECIALISTS, GROUP SALES AGENT, GROUP SALES HEAD, GROUP SALES SPECIALISTS, HEAD OF BROCHURES AND FOLDERS, INCENTIVE TRAVEL SPECIALIST, INSIDE SALES AGENT/ACC EXECUTIVE, LOCAL TOUR GUIDE, OFFICE MANAGER, OPERATIONS MANAGER, OUTSIDE ACCOUNT EXECUTIVE, PACKAGE COORDINATOR, RESERVATION AGENTS, RESERVATIONS CLERK, RETAIL TRAVEL AGENCY SALES MANAGER, SALES PROMOTER, SALES PROMOTION HEAD, SALES PROMOTION TRAVEL, WRITER, SALES REPRESENTATIVE- OUTSIDE, SALES REPRESENTATIVE-INSIDE, TOUR ESCORTS, TOUR MANAGER, TOUR OPERATOR/REPRESENTATIVE, TOUR PLANNER, TOUR PROMOTIONS MANAGER, TRAVEL AGENCY, TRAVEL CONSULTANT, WHOLESALE TRAVEL AGENCY POSITIONS.



**CTO Tourism Human Resources Needs Think Tank Workshop
June 5-6, 2008**

Thank You