



*Caribbean Tourism Human Resources
Think-Tank*

**“Developing a World Class
Tourism Workforce”**

**An Integrated HR Strategy
(draft)**

Professor Nigel Hemmington

6 Key themes identified by Think -tank

1. Re-define and enhance the profile of tourism and hospitality
2. Creation of a new enabling environment
3. Continuous education, training and development
4. Recruitment, retention and recognition
5. Leadership
6. Research



A new approach to HR in tourism

- Staff as cast, as performers
- Create challenging aspirational jobs
- Create 'flow' working experiences
- Recruit outgoing, enthusiastic people (emotional labour)
- Leadership is critical – inspiration not control
- Avoid scripts – use screenplay and scenarios
- Empower – lots of little surprises
- Promote industry as challenging, creative and inspired



An Integrated HR Strategy

1. Raise the Profile of Tourism and Redefine Tourism Jobs
2. Upskill Tourism Jobs
3. Reward and Recognition
4. Productivity
5. Leadership Development
6. Education and Training

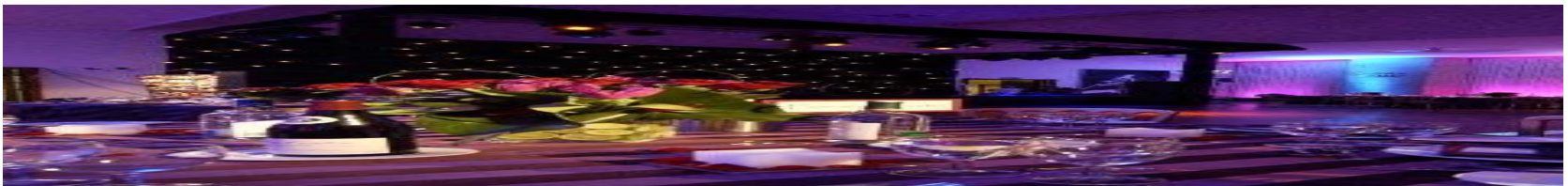


1. Raise the Profile of Tourism and Redefine Tourism Jobs

Aim: To raise the profile of tourism as an employer and to shift the focus from production outcomes to experience outcomes that more truly reflect the skills and competences required to deliver world class experiences.

Objectives:

- 1.1 Raise the profile of Tourism as the employer of first choice
- 1.2 Job Titles
- 1.3 Job descriptions & Person specifications



2. Raise the game

Aim: To raise the level of skills (expert, performance, emotional) in the tourism workforce to enhance the tourist experience.

Objectives:

- 2.1 Upskill Jobs
- 2.2 Recruitment and selection
- 2.3 Performance appraisals



3. Reward & Recognition

Aim: To encourage and inspire colleagues to deliver world class performance and to reinforce shift from productivity to experience focus.

Objectives:

- 3.1 Leaders
- 3.2 Productivity
- 3.3 Best Practice



4. Productivity

Aim: To improve productivity to increase margin and to provide the opportunity to improve rewards for high performing staff.

Objectives:

- 4.1 Measuring productivity.
- 4.2 Explore and Test Methods
- 4.3 Recognise Productivity Improvements



5. Leadership Development

Aim: To develop leaders who can drive forward the new experience/performance agenda and who can inspire people to world class performance.

Objectives:

- 5.1 Leadership Academy
- 5.2 Leadership Programmes



6. Education and Training

Aim: To create a system of education and training that will build the foundations for long-term world class excellence in HR in the tourism industry in the Caribbean

Objectives:

- 6.1 Accreditation
- 6.2 Industry-Education Links
- 6.3 Education and Training Roadshow



Defining, measuring and monitoring “world class tourism workforce”

Input or Output Based Measures?

Experience, Satisfaction or Loyalty?

Using emotional loyalty as an output to monitor the tourism workforce.

Objectives

1. Develop “tell your friends” survey instrument
2. Identify “world class tourism workforce” benchmark in terms of % of visitors who identify people as the positive element that they will tell their friends about.
3. Establish and implement “tell your friends” visitor survey and monitoring system to enable evaluation of progress against development world class tourism workforce.

