

Caribbean Tourism Human Resources Think Tank

June 5-6, 2008
Accra Beach Hotel
Barbados

WELCOME!!



Caribbean Tourism Human Resources Think Tank

“Preliminary Findings of the 2008 CTO Human Resources Questionnaire”



BACKGROUND INFORMATION

- Wanted to collect some background data linked to tourism human resource issues that could feed into the discussions of the Think Tank
- Created an electronic questionnaire which was sent out in early May 2008 to over 600 persons working in a variety of tourism businesses and establishments across the Caribbean – just over 95 responses and more coming in
- Fifteen (15) Caribbean countries were targeted: Anguilla, Antigua & Barbuda, Bahamas, Barbados, Belize, British Virgin Islands, Dominica, Grenada, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago, Turks & Caicos Islands and the U.S. Virgin Islands.
- Response has been slow and we feel the necessity to commit more time to collect more data so that the final results can be treated as definitive, meaningful and truly representative of the Caribbean

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Question # 3

What are your company's greatest human resource challenges over the next 3-5 years?

Top 3 answers (27.7% of responses) in order of importance:

- **Managing Change (9.4%)**
- **Attracting and Retaining talented managers and employees (9.4%)**
- **Motivating employees (8.9%)**

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Question # 4

What are your company's greatest overall challenges over the next 3-5 years?

Top answers (55% of responses) in order of importance:

- Difficulty in predicting future trends (14.8%)
- Containing costs (14.2%)
- Eliciting and using customer feedback (13.0%)
- Adequate financial resources (13.0%)

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Question # 5

List your company's most important training needs, for the next 3-5 years at the **technical level**, in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top 3 answers (27.6% of responses) at the **MANAGEMENT** level:

- **Human Resource Management/Training (10.6%)**
- **Supervisory/Operations Management (8.7%)**
- **Sales/Marketing/Public Relations (8.3%)**

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Question # 5

List your company's most important training needs, for the next 3-5 years at the technical level, in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top answers (37% of responses) at the SUPERVISORY level:

- Supervisory/Operations Management (10.4%)
- Human Resource Management/Training (8.9%)
- Management Information Systems/Computers (6.2%)*
- Front Office Operations (6.2%)
- Sales/Marketing/Public Relations (6.2%)

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Question # 5

List your company's most important training needs, for the next 3-5 years at the technical level, in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top 3 answers (32.1% of responses) at the **FRONTLINE** level:

- **Front Office Operations (13.9%)**
- **Food & Beverage Services (9.4%)**
- **Guest Services (8.8%) ***

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Question # 6

Select your company's most important training needs, for the next 3-5 years with respect to generic skills in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top answers (48.6% of responses) at the
MANAGEMENT level:

- **Employee Development/Performance Enhancement (13.9%)**
- **Leadership and Visioning (12.5%)**
- **Interpersonal Skills/Teamwork (11.1%)**
- **Communication Skills (11.1%)**

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Question # 6

Select your company's most important training needs, for the next 3-5 years with respect to generic skills in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top answers (38.3% of responses) at the SUPERVISORY level:

- Employee Development/Performance Enhancement (13.1%)
- Communication Skills (13.1%)
- Interpersonal Skills/Teamwork (12.1%)

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Question # 6

Select your company's most important training needs, for the next 3-5 years with respect to generic skills in the following 3 levels in the organization: Management, Supervisory, Frontline.

Top answers (38.3% of responses) at the
FRONTLINE level:

- **Employee Development/Performance Enhancement (13.1%)**
- **Communication Skills (13.1%)**
- **Interpersonal Skills/Teamwork (12.1%)**

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Question # 7

List the areas of employment demand for your company over the next 3-5 years.

Top 3 answers (23% of responses):

- **Food & Beverages Services (7.8%)**
- **Front Office Operations (7.8%)**
- **Sales/Marketing/Public Relations (7.4%)**

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Question # 8

What job categories do you currently have difficulty in filling in your company?

Top answers (41.4% of responses):

- Supervisory/Operations Management (13.8%)
- Engineering/Maintenance (10.6%)
- Management Information Systems/Computers (8.5%)
- Food & Beverage Services (8.5%)

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Question # 11

Who/What is (are) the main provider(s) of training that your company relies on?

Top answers (90.5% of responses):

- In house Trainer(s) (31.0%)
- Local Training Consultant(s) (27.5%)
- Overseas Training Consultants (16.0%)
- Local Training Institution (16.0%)

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Question # 12

Which training provider(s) best meet your company's needs for training?

Top answers (72.9% of responses):

- In house Trainer(s) (28.0%)
- Local Training Consultant(s) (24.7%)
- Overseas Training Consultant(s) (20.2%)

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Question # 13

Indicate the areas that you consider are the most important to the development of tourism in a sustainable manner in your country.

(17 areas to choose from – asked them to list their top 7):

- National commitment to tourism (8.5%)
- Education for tourism at primary and/or secondary school level (8.1%)
- Adequate supply of skilled labour locally (7.8%)
- Public attitudes to and awareness of tourism (7.4%)
- Quality standards and qualifications equivalencies in tourism education (7.4%)

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YOUR (FURTHER) INVOLVEMENT:

We want a greater response to this questionnaire so we are asking for your help to:

- (1) fill out a questionnaire if you have not already done so and
- (2) encourage at least one tourism business to fill out the electronic questionnaire

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ANY COMMENTS/QUESTIONS???

- I can be reached at:
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THANK YOU!!

