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*Building a Competitive Caribbean Tourism Workforce*



Caribbean Tourism Human Resource Council

2002-2004 Strategic Plan

**3<sup>rd</sup> Draft: May 2002**

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*The Caribbean Tourism Human Resource Council (CTHRC) has been established to address the human resource needs of a globally competitive tourism environment. It promotes the development of a highly skilled regional tourism workforce, through a coordinated and systematic approach to human resources planning, research, education and training.*

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## 1. The Plan at a Glance

This document is the Strategic Plan for the Caribbean Tourism Human Resource Council (the Council) for the period January 1, 2002 - December 31, 2004.

It is intended to be a multi-use tool for the Council. Secretariat staff, Council members and all other stakeholders and potential partners can find information in this document that will be beneficial in assisting the Council in meeting its mandate and goals.

After an introduction and acknowledgements, Section Three provides the reader with an overview of the Council's activities during the period 1999-2001. A snapshot of the current picture of the tourism industry in the Caribbean is presented in Section Four. Specific reference is made to the challenges and opportunities that face the Council today and for the next three years.

In Section Five, input obtained from Council Members and stakeholders during the planning process identifies further issues and challenges that need to be addressed during the period of the plan.

A renewed CTHRC vision, mission and mandate are highlighted in Section Six – from the information and suggestions obtained by Members and others. A set of Guiding Principles has been developed and is presented to guide Council activities relating to the Mission. Next, the detailed components of the Plan are laid out. These include Goals, Objectives, Strategies, Results, Performance Indicators and Workplan Tactics for the three-year period.

The four broad Goals for the Council in its next three years of operation are to:

1. *Improve the quality, relevance and access to human resource development in the tourism sector* through the development of a Caribbean Tourism Learning System.
2. *Promote the pooling/sharing and accessibility of tourism information and training resources among human resource practitioners* through the development of a Tourism Human Resources Centre and Clearinghouse.
3. Build regional consensus regarding the *role and benefits of "Sector Councils"*, and *gain recognition and acceptance of the CTHRC as the Tourism Sector Council*.
4. *Strengthen the Council both operationally and financially* so that it can successfully achieve its stated objectives and targets.

In this plan, new opportunities have been identified which should be pursued. Undoubtedly, many more opportunities will arise over the duration of this plan, which will require that adjustments be made to ensure that the plan remains relevant and achievable. It is recommended that the Council re-visit the plan at least annually to ensure that it still serves as a useful tool and roadmap to the future.



## 2. Introduction

### 2.1 About this Strategic Plan

The Caribbean Tourism Human Resource Council is a relatively new entity, established in 1997. The first four years have been a busy period of:

- 
1. Better understanding the range of regional tourism human resource development issues, needs and challenges.
  2. Developing the organizational structure, resources, partners and contacts necessary to operate successfully as a small non-profit service organization.
  3. Undertaking a range of initial projects and activities.
- 

As the first four years of activity were concluding, the Council Members and Secretariat, with input from a variety of partners and stakeholders, engaged in a series of discussions to chart the course for the future. In addition, the Council organized two sessions with regional tourism educators to determine their opinions on Council activities and desired future services.

This Strategic Plan incorporates the results of those abovementioned discussions as well as seeks to address the human resource development challenges and issues presented to the Caribbean Heads of Government Tourism Summit in December 2001 in The Bahamas.

This second Strategic Plan of the Council makes a concerted effort to demonstrate how both tourism's public and private sectors benefit from the Council's activities, which have as their underpinning the goal of making the region's tourism sector more competitive globally, using human resource development strategies. This plan has also been developed to significantly increase the Council's profile and effectiveness with all stakeholders.



## 2.2 Acknowledgements and Current CTHRC Members

This Strategic Plan has been developed with the input of many. Thanks are extended to the following for their active analysis, review and creative thoughts that will lead to a strengthening of Council efforts for this second three-year period:

### Current CTHRC Council Members

**Chairman**

**Mr. Jean S. Holder**, Secretary General  
Caribbean Tourism Organization

**Mrs. Bonita Morgan**

Director of Human Resources, Caribbean  
Tourism Organization

**Mr. George De Peana**

General Secretary, Caribbean Congress of  
Labour

**Mrs. Norma Holder**

President, Association of Caribbean tertiary  
Institutions (ACTI)

**Dr. Lucy Steward**

Registrar, Caribbean Examinations  
Council (CXC)

**Mr. Alex Titcombe**

Director of Human Resources, Caribbean  
Hotel Association (CHA)

**Ms. Myrna Bernard, M. Ed.**

Senior Programme Officer - Education  
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**Mr. Tony Greene**

President, Council of Heads of Caribbean  
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Chancellor  
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**Mr. Stephen A. Nielsen**

Vice President, Caribbean & Atlantic Shore  
Operations, Princess Cruises

**Mr. Royston Hopkin, CMG**

Chairman & Managing Director  
Spice Island Beach Resort

**Mr. Garry Cullen**

Chief Executive Officer  
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Deputy Director of Human Resources  
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**Ms. Berthilde Nouaille**  
Ministry of Tourism, Haiti

**CTHRC Secretariat**

Ms. Merlene McDonald, CTHRC (up to June 2002)  
Ms. Yvonne Armour-Shillingford, CTHRC (as of Feb. 2003)  
Ms. Marvella Benn, CTO

**Strategic Plan Facilitators**

Mr. John Stafford, Mr. Terry Hood, Ms. Marcela Mandeville, Mr. Geoffrey Bird;  
Tourism Training Canada

**The Caribbean Tourism Organization and the Caribbean Tourism Human Resource Council gratefully acknowledge the support of the Commonwealth Secretariat in the development of this strategic plan**



### 3. Looking Back

#### 3.1 Review of 1999-2001 CTHRC Three Year Plan: WorkPlan Accomplishments and Lessons Learned

At the 2001 planning session of the Council held in Cozumel, members were asked to identify the accomplishments to date of this young entity. The following were identified. These achievements provide a solid base of activity and success upon which to start reflecting upon the current issues and challenges:

- A forum for regional tourism discussions on human resource issues has now been established
- Collaboration between government, tourism educators and industry has been strengthened by CTHRC efforts; goodwill amongst Members is strong
- Initial funding/support was secured for the Council Secretariat and the first set of projects
- Two successful Caribbean Tourism Educators' Forums have been organized (over 90 participants in total from countries)
- Tangible support from industry partners has been obtained (discount airfares for Council-related travel etc.)
- Two CTHRC newsletters have been produced and distributed
- CTO/CHA linkages have strengthened in the HRD field
- A CTHRC Information brochure has been produced
- A Directory of Caribbean Language Training Institutions has been developed
- Tourism Training Modules for primary schools were completed (700 copies printed)
- A series of Tourism Workbooks to complement the modules (primary) have been produced (four out of six complete)
- A *Resource Manual on Tourism for Teachers* at the secondary school level has been produced and distributed
- A four-day Tourism Workshop for secondary school teachers to introduce the secondary school manual was developed and five have been conducted to date in Belize, Trinidad, Tobago, Grenada and St. Vincent and the Grenadines
- Tourism Modules for Secondary School Students ages 12 to 14 have been developed and published
- In total, in the first four years of existence, the Council has provided program and information services to an estimated 250 persons throughout the Caribbean.



## 4. The Current Picture: Caribbean Tourism Workforce Development and the Council

### 4.1 Caribbean Tourism Industry and Labour Market Projections

The travel and tourism industry includes businesses in transportation, accommodation, food and beverage, adventure tourism and recreation and numerous other sectors and continues to be the world's largest industry and generator of jobs. According to the World Tourism Organization, in 2000, spurred on by a strong global economy and special events held to commemorate the new millennium, world tourism grew by an estimated 7.4 percent in 2000, the highest growth rate in nearly a decade and almost double the increase of 1999. Receipts from international tourism reached an estimated US\$476 billion. In spite of the recent global downturn as a result of the September 2001 terrorism attacks, long term projections suggest an underlying strength to the industry and continued long-term growth.



In 1999 the Caribbean Region, embracing the Mexican Caribbean coast in the north, all the islands in or bordering the Caribbean Sea and the South American mainland countries of Venezuela, Suriname and Guyana, received a total of 32.46 million visitors, comprising 20.32 million tourist arrivals and 12.14 million cruise passenger visits. Caribbean tourist arrivals increased by 3.9 percent in 1999 and the number of cruise passenger visits decreased by 2.2 percent. Gross expenditure by all visitors (tourists, cruise passengers and other same-day visitors) to the Caribbean in 1999 reached an estimated US\$18,687.7 million, an increase of 8.6 percent over 1998.

An industry of this size requires a significant workforce to keep it healthy. According to the conservative estimates of the Caribbean Tourism Organization, approximately 1 million people in the region are directly or indirectly employed in the tourism sector.



## 4.2 Current Challenges for the Region

In order to effectively compete in a global marketplace, the region has to be knowledgeable about trends and developments in the international tourism industry. This is essential in helping to develop appropriate human resource strategies to address the changing needs of the international traveller. At the same time attention must be paid to regional and international concerns addressing social, sustainability, cultural and environmental issues.

At the second Caribbean Tourism Summit from December 8-9, 2001 in Nassau, The Bahamas, the Secretary General of the Caribbean Tourism Organization, Mr. Jean Holder, presented six key challenges for the region as presented in his paper "*Meeting the Challenge of Change*". These six challenges are:

- The reluctance of Caribbean people to embrace either change or the need to change
- How to create a proper understanding of the tourism industry in either economic or social terms
- The Caribbean lack of control over its tourism industry which is the main plank of its economy – there probably is no other region which is so completely vulnerable
- Marketing the countries of the Caribbean as a single tourism destination
- The Caribbean product, in recent times, has been described as non-competitive, unfashionable and unprofitable
- What is needed to make Caribbean tourism into a modern, scientific industry in which Caribbean governments would have more confidence – how can we move it from its "meet and greet" mode to "a scientific, analytical and information based" mode

### 4.2.1 Global Challenges and Key Issues Affecting the Industry

The main external and internal challenges, which impact on human resources in the tourism sector in the Caribbean, tourism workplace are outlined below:

- Increasing Global competition
- Forces of globalization
- Consolidation of companies
- Changing needs of visitors: implications for international standards development
- Difficulty in attracting motivated and dynamic employees
- Advances in modern technology and the rapid changes in the way business is conducted
- Lack of recognition by the industry of the importance of training



#### **4.2.2 Regional Challenges and Key Issues** *(Some referenced from Tourism Human Resources Summit Paper presented to Heads of Government December 2001)*

##### **Public Perception of Tourism:**

- Tourism often has problems attracting the right kind of prospective employees
- There is still a poor perception of the tourism industry as a career choice in the eyes of many

##### **THE TOURISM WORKFORCE:**

- More Caribbean workers are entering the tourism workforce
- The region has a high rate of unemployment or underemployment, creating the need for basic skills training and re-training
- The issues of employee retention and workforce sustainability must be addressed
- There are not enough opportunities for upward mobility amongst the local workforce
- There is a need to promote mobility of current workforce across the region

##### **TOURISM EDUCATION AND TRAINING SERVICES:**

- There is a need to give Caribbean nationals early exposure to tourism, at the primary and secondary education levels
- Local and regional tourism training institutions are often not perceived by the industry as important or effective in satisfying the required training needs.
- The region must create and nurture a vibrant tourism education and training culture and work together to better coordinate human resources initiatives and activities (Tourism Learning System development)
- The University of the West Indies (UWI) needs to seriously upgrade its teaching of tourism and hospitality
- The region is far behind regarding the application of multiple technologies to deliver education and training programmes
- There is a general lack of accessible and quality training resources and opportunities across the region.

##### **INDUSTRY ISSUES WITH EDUCATION AND TRAINING:**

- There is a need to raise standards to international levels in such areas as health and hygiene, environmental stewardship and tourism occupational standards
- Outmoded management styles in the region have overall negative impact on the performance of a number of tourism enterprises in the Caribbean



- There is a need to sell stakeholders on the importance of training and its impact . Training is often seen as a cost, not a benefit. There is not a positive correlation drawn between training, customer service and increased profitability
- Special attention needs to be paid to addressing the human resources needs of small, medium and micro tourism businesses in the region

### **4.3 Current Education and HRD Activity: A Regional Inventory**

There is a significant amount of tourism education and training activity currently being provided throughout the region. While many countries spearhead their own tourism education and training initiatives and programmes, the value of sharing, pooling resources and working collaboratively is still widely recognized.

One of the Council's challenges, as outlined in this Plan, is to assume the key role of neutral tourism HRD "information broker." This is an important role for the Council – it can assist to ensure that:

- scarce resources are being spent wisely through increased sharing and collaboration;
- tourism curriculum is, to a large extent, consistent throughout the region;
- effective partnerships for development and delivery of programs and resources are identified;
- the wheel doesn't get reinvented by well meaning agencies, institutions, donors etc.

In the appendix, the reader will find a condensed inventory of Caribbean tourism education and HRD activity. This listing illustrates the diversity of current regional programming and project activity. It is likely not complete but serves to show the scope of opportunity for the Council to play this brokerage role amongst these schools and/or organizations.



#### 4.4 Key Issues and Opportunities for Strengthening the CTHRC: What the Board and Other Stakeholders Have Identified

The CTHRC is pleased with the initial accomplishments noted earlier in this document. The full potential of the Council has not yet been realized, however, and in discussions leading to the development of this second three-year plan, a number of issues and opportunities have been identified that now need to be addressed. The following were identified in two Board planning sessions:

ISSUES	OPPORTUNITIES
<p><b>4.4.1</b> <i>Clearer Mandate/Goals and Objectives</i></p> <ul style="list-style-type: none"> <li>■ The language of the Council's mission/mandate/goals/objectives needs to be revisited</li> <li>■ The Council's important role as a co-ordinator/facilitator for tourism human resource development in the region is still weak and not clearly defined</li> <li>■ The Council's purpose and value is not yet known and recognized by industry employers, educators and tourism human resource development personnel in the region</li> <li>■ The CTHRC needs to be more clearly defined as a regional agency that is based upon a public- private partnership</li> </ul>	<ul style="list-style-type: none"> <li>■ Act as an advocate for tourism education and training to government, industry and the general public.</li> <li>■ Assume the role as a definitive clearinghouse for tourism human resource development information.</li> </ul>
<p><b>4.4.2</b> <i>Clearer Organization Purpose and WorkPlan</i></p> <ul style="list-style-type: none"> <li>■ The Council now has a "different point of reference" and any future WorkPlan needs to be adjusted to reflect this</li> </ul>	
<p><b>4.4.3</b> <i>Stronger Membership and Participation</i></p> <ul style="list-style-type: none"> <li>■ There needs to be the right balance of membership and representation on the Council</li> <li>■ Industry participation needs to be strengthened</li> <li>■ Some Council members have not participated regularly</li> </ul>	<ul style="list-style-type: none"> <li>■ Create stronger ties and mutually beneficial program partnerships in the regional and international tourism HRD community.</li> <li>■ Link with industry to enhance the quality and the quantity of workplace-based training programs available to the industry.</li> </ul>



ISSUES	OPPORTUNITIES
<p><b>4.4.4. Increased Regional Participation</b></p> <ul style="list-style-type: none"> <li>■ The regional political/geographic/language differences of the region present a predictable challenge for a small entity like the Council</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to work with all levels of education across the region to fill gaps in tourism education programming.</li> <li>■ Move forward with all tertiary level institutions in the region to harmonize the curriculum for agreed programmes and create an efficient regional tourism learning system that facilitates programme and institutional articulation and accreditation.</li> </ul>
<p><b>4.4.5 Strengthened Program Decision Making and Activity</b></p> <ul style="list-style-type: none"> <li>■ There has been no clear policy framework to guide Council activity and to help determine program activity</li> <li>■ Council programs need to be guided by up to date research relating to new tourism development issues and labour market trends</li> </ul>	
<p><b>4.4.6 Improved Communication</b></p> <ul style="list-style-type: none"> <li>■ The purpose and outputs of the council are not being effectively communicated</li> <li>■ The work of the Council has not been widely communicated within the region.</li> <li>■ Website opportunities have not been fully utilized to date</li> <li>■ The potential role of CTHRC as the regional tourism HRD information broker is not well developed</li> <li>■ The Council is not yet effectively using the Communications/PR departments of partner agencies</li> <li>■ There is the need to establish a regular internet-based communication system for members (this has now been launched)</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop and offer Internet communications that will serve all stakeholders faster and more efficiently</li> </ul>
<p><b>4.4.7 More Secure Funding</b></p> <ul style="list-style-type: none"> <li>■ Limited resources suggest the Council may need to revisit its purpose- focusing on maximum impact for industry</li> <li>■ There is uncertainty related to the long-term survival of the Council (related to core funding)</li> <li>■ A business case for support needs to be made in ways that reflect current priorities of regional Heads of State</li> <li>■ A formula for obtaining core funding to support the base work of the Council is needed</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop stronger relationships with the governments across the region, particularly in the area of tourism education policy</li> </ul>



ISSUES	OPPORTUNITIES
<p data-bbox="250 331 836 388"><b>4.4.8</b> <i>Other Factors (Politics, "Turf", Relationships etc.)</i></p> <ul data-bbox="305 426 836 661" style="list-style-type: none"><li data-bbox="305 426 836 506">■ The Council's role is still not totally clear in relation to other industry-related HRD activity; there is still competition for resources</li><li data-bbox="305 510 836 590">■ Further evolve and strengthen relationships between public tourism stakeholders, private industry and education</li><li data-bbox="305 594 836 661">■ A business case for investment in HR needs to be made for all partners and stakeholders</li></ul>	<ul data-bbox="878 426 1445 548" style="list-style-type: none"><li data-bbox="878 426 1445 548">■ Create stronger strategic alliances with industry and education stakeholders to streamline the development, promotion and delivery of tourism HRD activity and to avoid duplication of effort.</li></ul>



#### 4.5 Key Issues Identified by Tourism Educators

In addition to the above issues that Board members have identified, the CTHRC has received some clear direction from representatives from the tourism education community. In two recent workshops, those involved in tourism education and training have strongly supported the general concept of using the *Tourism Learning System* as a regional program planning framework. Tourism educators also suggested the Council would be most effective as a partner if it continued or assumed the following roles:

1. Communicate regularly with tourism educators as the key Caribbean tourism HRD information broker (The CTHRC should serve as a “Tourism HRD Observatory”) *VERY HIGH priority*
  
2. Promote and coordinate *Caribbean-wide* curriculum development projects *HIGH priority*
  - i. **Full program core curriculum development**  
e.g. Regional Hospitality Management Diploma Program
  - ii. **Individual course/topic development**  
e.g. Courses/modules for service quality; information technology; environmental awareness, occupational health and safety etc.
  
3. Develop and implement regular **professional development activities** for tourism educators *HIGH priority*
  - Annual Caribbean Tourism Educators’ Forum
  - Workshops on Curriculum Development Approaches (at all levels)
  - Tourism-related site visits and presentations by industry professionals
  
4. Coordinate a regional approach to **tourism career awareness** programs and resource development and activity *MEDIUM-HIGH priority*
  
5. Encourage the coordination and **communication of articulation & accreditation** activity by appropriate agencies (ACTI etc.) *HIGH priority*
  
6. Develop, promote and communicate opportunities for more **regional faculty exchanges** and student internships *MEDIUM priority*
  
7. Encourage development of regional **credential recognition and prior learning assessment guidelines** for hospitality and tourism programs *MEDIUM priority*

The issues in this section identified by the Board and the above suggested Council roles identified by tourism educators are essential considerations as the CTHRC now looks ahead and determines its best strategies for the next three years.



## 5. Looking Ahead

### 5.1 Repositioning for Success: Clarifying the CTHRC's Role and Purpose

The first sections of this document have presented supporting evidence and a base of information that allows the Council to now consider its best approach and positioning to achieve success in the next three years. The goals and objectives outlined in section 6 suggest an expansion of the Council's initial role and a focus on these strategic priorities as identified by Council Members in the Cozumel and Barbados planning sessions:

- Obtain region-wide **acceptance of the Council's coordination/facilitation role** (to reduce duplication of effort/ maximize resources within region)
- Increase **industry involvement and participation** in Council activities and increase the **"buy-in"** (of Council activities) from all industry stakeholders
- Reaffirm the **commitment** of those Council members who have not actively participated - and make adjustments (i.e. new members) where necessary
- Revise the **mandate** to encourage increased participation
- Promote the benefits of sector councils in the region and influence governments and key decision makers to obtain long term **policy support** for sector council initiatives
- Confirm ongoing, sustained **core funding** to support Council activities
- Re-define and clarify the **Council's role** and objectives
- Develop a **communications strategy, which includes marketing and public relations**, to increase profile and effectiveness both amongst Council members and to the wider industry, government and education communities (internal and external customers)
- Develop a set of **guiding principles** to aid in Council's decisions and activities
- Develop, within the industry and amongst other stakeholders, a greater **appreciation of the key role of HR issues and workforce skill development** in ensuring industry health and success
- Contribute to the **reinforcement of relations between different regions** and research the links between the existing programmes in the region

These issues, along with specific programmatic activities that seek to address the tourism human resource challenges in the region, form the key components of the Strategic Plan and will drive the actions and activities of the Council during this next three year period.



## 5.2 Effective Tourism HR Planning: The Nine Requirements

One of the key new goals of the CTHRC is the development of a planning framework for a Caribbean Tourism Learning System. This has been defined as

*A framework that facilitates a strategic and co-ordinated approach to tourism education and training.*

This section explains the importance of a solid policy foundation for learning system development and can be used as a “checklist” by the Council for all activity outlined in this Strategic plan.

Typically, tourism human resources policy as well as HRD policy in other sectors has based itself on a theory referred to as human capital, developed by Becker in 1964. Although still relevant in many ways, human capital theory tends to focus on labour market supply and demand, and does not take into account labour market characteristics. It also tends to place education and training in a value free environment, uninfluenced by industry HR practices.

The following nine policy requirements (Baum and Bird 1999) should be considered as the CTHRC begins the task of developing a tourism learning system that will best serve the needs of the Caribbean region and individual nations within the region:

1. **A government commitment to a vision for tourism human resource development and a vision of the tourism industry for the long term**
2. **Industry/employer commitment to a vision for human resource development and the growth management of the industry for the long term**
3. **Incentives for employees, employers and students to participate in education and training/lifelong learning**
4. **An overall coordinating agency for tourism HRD**
5. **Core educational (training) standards and learning outcomes**
6. **Practical and theoretical training; recognizing the importance of classroom-based learning as well as workplace-based learning**
7. **Access to and flexibility of education and training**
8. **Partnerships - Industry, government and educator involvement in HRD planning**
9. **Marketing - Educating employers, government and employees on the value of education, training and lifelong learning**



## 6. CTHRC – 2002-2004 Strategic Plan with Work Plan Tactics

### 6.1 VISION STATEMENT

**To re-position the Caribbean as the premier warm-weather destination in the world using human resource strategies for market differentiation and to promote the uniqueness of the region.**

### 6.2 MISSION STATEMENT

**To develop and promote a systematic and coordinated approach to human resources planning, research, education and training in Caribbean tourism, to meet the demands of a globally competitive tourism environment.**

### 6.3 GUIDING PRINCIPLES

The following principles reflect the values of the Council and will guide the Council and its Members/stakeholders in all activity:

#### THE COUNCIL AND ITS APPOINTED MEMBERS COMMIT TO:

- Minimizing duplication through better cooperation and coordination
- Fostering public and private sector cooperation and collaboration
- Promoting the sharing of resources, programmes etc., across the region.
- Strengthening the human resource capacity of the tourism sector to improve the region's competitiveness globally

### 6.4 CORE AREAS OF FOCUS OF THE COUNCIL

- *To raise the level of professionalism of tourism workers* by fostering a training culture and promoting the benefits of tourism education and training to governments, employers and employees
- *To significantly improve the level of service provided to the customer* by inculcating a culture of service quality and excellence throughout the region, which is emphasized in all short/long term tourism education and training programmes offered in the region
- *To better equip tourism employees to meet international standards regarding the knowledge, competencies and behaviours required to perform a job*, by facilitating the development and use of occupational standards in industry-based training and in the curricula in the formal system of education



- *To obtain a uniform and consistent level of quality in education and training provided for the sector* by improving the quality and efficiency of tourism/hospitality education and training providers (both public and private sector) in the region
- *To increase social acceptance of the sector and to encourage high achievers to choose a career in tourism* by supporting appropriate levels of tourism awareness, education and training at all levels of the formal education system
- *To facilitate greater access to resources available in the region* by encouraging the pooling of resources from across the region and developing a Tourism regional Human Resource Centre and clearinghouse
- *To allow for better strategic planning for the sector, including manpower planning and to highlight issues, needs and concerns of tourism employers and employees* by facilitating and initiating research on issues related to the development of the human capacity for the tourism sector and developing discussion fora linked to the research findings.

#### **6.5 FOUR (4) KEY AREAS OF ACTIVITY OVER THE NEXT 3 YEARS**

- Develop a Caribbean Tourism Learning System which seeks to improve the quality, relevance and access to human resource development in the tourism sector
- Provide Tourism Human Resource Information Services by promoting the pooling/sharing and accessibility of tourism resources in the region
- Build regional consensus regarding the role and benefits of “Sector Councils” and gain region-wide recognition and acceptance of the CTHRC as the sector council for tourism
- Strengthen the Council as an operational entity and secure the necessary funding to support its operational and programmatic activities



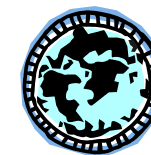


## 6.6 Objectives, Strategies and WorkPlan Tactics

<b>Goal 1 Develop a Caribbean Tourism Learning System</b>			
<b>Objective 1.1 <i>Improve the access and quality of tourism education and training in the region</i></b>			
<b>2002-2004 Strategies</b>	<b>Outputs</b>	<b>Performance Indicators</b>	<b>Work Plan Tactics</b>
<ul style="list-style-type: none"> <li>■ Develop and implement a Caribbean Tourism Learning System Framework which incorporates all levels of the education system</li> </ul>	<ul style="list-style-type: none"> <li>■ A better coordinated and more strategic approach to tourism education and training in the region</li> </ul>	<ul style="list-style-type: none"> <li>■ A demonstrable Tourism Learning System Framework whose benefits are clearly defined.</li> </ul>	<ul style="list-style-type: none"> <li>■ Coordinate collaborative planning meetings for regional stakeholders</li> <li>■ Identify key Caribbean Tourism Learning System components.</li> <li>■ Prioritize components and develop TLS WorkPlan</li> </ul>
<ul style="list-style-type: none"> <li>■ Support the development of regional tourism core curricula (for the associate degree level program) throughout the English-speaking Caribbean, incorporating industry-endorsed occupational standards</li> </ul>	<ul style="list-style-type: none"> <li>■ Standardized tourism curricula guided by occupational standards for the region, which improves the quality and consistency of tourism curricula</li> </ul>	<ul style="list-style-type: none"> <li>■ Between 2002 and 2004 core tourism curricula developed and piloted in institutions in the region and finalized for full implementation</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop core curricula templates for the agreed tourism/hospitality programs at the associate degree level, through the review and adaptation of regional and international curricula, incorporating industry-endorsed occupational standards</li> <li>■ Orient regional instructors to new curricula and occupational and educational standards</li> <li>■ Pilot-test the core curricula</li> <li>■ Implement the curricula on a phased basis</li> <li>■ Identify what areas of specialization might be offered by individual participating colleges and the process for establishing Centres of Specialization</li> </ul>



2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Promote and support appropriate levels of tourism awareness and education throughout the education system in the region</li> </ul>	<ul style="list-style-type: none"> <li>■ A sensitized public which understands the value of tourism to the region from an early age</li> </ul>	<ul style="list-style-type: none"> <li>■ Training Workshops for primary and secondary school teachers across the region conducted</li> <li>■ CTHRC participation in various education fora at the policy/decision making level</li> <li>■ Regional Tourism Awareness Programme developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to facilitate and support in-country tourism training workshops and awareness activities</li> <li>■ Encourage on-going involvement of the Caribbean Ministries of Education, Chief Education Officers, in the Council in order to build support for integration of tourism curriculum into primary and secondary schools</li> <li>■ Seek to influence education policy as it relates to tourism education in the school system across the region</li> </ul>
<ul style="list-style-type: none"> <li>■ Monitor and evaluate the use and effectiveness of the resource materials developed for the education system</li> </ul>	<ul style="list-style-type: none"> <li>■ Better able to access the use and impact of the tourism resource materials developed</li> </ul>	<ul style="list-style-type: none"> <li>■ Survey conducted and results used to further strategize on materials development</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop additional resource materials where deemed necessary and decide on delivery mechanisms</li> </ul>
<ul style="list-style-type: none"> <li>■ Continuously develop activities which will significantly up-date the knowledge base of tourism educators, students and human resource practitioners in the region, e.g. Tourism Educators' Forum</li> </ul>	<ul style="list-style-type: none"> <li>■ Tourism educators, students and human resource practitioners knowledgeable about tourism trends/developments and issues and who can provide critical thinking in these areas</li> </ul>	<ul style="list-style-type: none"> <li>■ Minimum of one (1) forum conducted per year, e.g. Tourism Educators' Forum</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement the 2002 Tourism Educators' Forum and begin the planning for the 2003 Tourism Human Resources Conference</li> </ul>



2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Improve access to tourism education and training for tourism educators, students and workers through Distance Learning</li> <li>■ Strengthen the existing Tourism Internship Exchange System (TIES) to facilitate increased apprenticeship programmes, internship placements, job and faculty exchanges and language training throughout the region</li> <li>■ Support efforts to mobilize funding for tourism scholarships</li> </ul>	<ul style="list-style-type: none"> <li>■ Distance learning modalities explored to give industry workers easy access to education and training opportunities</li> <li>■ Practical, “hands on” training opportunities and exchanges provided which enhance the skills of students, employees and faculty in the region</li> <li>■ More students encouraged to select tourism as a career option</li> </ul>	<ul style="list-style-type: none"> <li>■ 3 year Strategic Plan for TIES developed and implemented</li> <li>■ TIES Policy and Procedures Manual and Internship Guides developed</li> <li>■ Allocation of more scholarships to students studying tourism</li> </ul>	<ul style="list-style-type: none"> <li>■ Explore opportunities for the promotion of distance learning modes of delivery for tourism education and training</li> <li>■ Develop a strategic plan for TIES</li> <li>■ Develop a policy and procedures manual and internship guides to ensure educational and administrative efficiency and quality with this placement service</li> <li>■ On-going lobbying for more tourism scholarships</li> </ul>
<ul style="list-style-type: none"> <li>■ Strengthen regional tourism/hospitality education and training providers and their product offerings by establishing and maintaining a quality assurance framework which promotes a uniform and consistent level of quality in all spheres of their activities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Recognizing and maintaining high standards of quality in tourism education and training</li> </ul>	<ul style="list-style-type: none"> <li>■ A quality assurance framework developed for the region that can be applied by public/private sector tourism education/training providers</li> </ul>	<ul style="list-style-type: none"> <li>■ Review existing quality assurance systems for education institutions /organizations being used throughout the world, e.g. WTO’s TedQual Certification System</li> <li>■ Develop a model quality assurance framework for the region and assist in its implementation in institutions and organizations throughout the region</li> <li>■ Explore the possibility of linking the quality assurance framework developed for the region with similar initiatives around the world, e.g. WTO’s TedQual Certification System</li> </ul>



2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>Facilitate the development of regional and international articulation agreements between college and university level tourism programmes and institutions</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the mobility of credentials and skills regionally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>Articulation Agreements signed among institutions within and outside the region</li> </ul>	<ul style="list-style-type: none"> <li>Agree on a common framework for institutions setting up articulation agreements</li> <li>Play an active role in articulation, equivalency and accreditation mechanisms being developed and link with ACTI and regional colleges and universities in this regard.</li> </ul>
<ul style="list-style-type: none"> <li>Facilitate regional workplace training activity analysis to determine resource gaps and greatest industry need for workplace skills development support</li> </ul>	<ul style="list-style-type: none"> <li>Better planning and use of resources to meet training needs at the enterprise, national and regional levels</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with other organizations/institutions on a concrete activity in this area</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate industry-endorsed skills development strategies, resources and programmes</li> <li>Collaborate with UWI Centre for Tourism Research and other partners to undertake/promote work in this area</li> </ul>
<ul style="list-style-type: none"> <li>Support and promote the development of industry-endorsed occupational standards for the Caribbean tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>Better trained tourism workforce that has the skills, knowledge, attitudes to perform their jobs to international standards</li> </ul>	<ul style="list-style-type: none"> <li>Concrete efforts to promote occupational standards and incorporate them into post-secondary tourism hospitality curricula</li> </ul>	<ul style="list-style-type: none"> <li>Review and endorse relevant occupational standards</li> <li>Incorporate the use of industry-endorsed occupational standards in the development of common core curricula at tertiary institutions in the region</li> </ul>
<ul style="list-style-type: none"> <li>Support and promote the industry-credentialing system</li> </ul>	<ul style="list-style-type: none"> <li>Provides tourism employees with industry-recognized credentials based on professional experience, education and training and demonstrates a commitment to professional growth and excellence</li> </ul>	<ul style="list-style-type: none"> <li>Be an active member of the ACTIP Board</li> </ul>	<ul style="list-style-type: none"> <li>Participate actively on the ACTIP Board to ensure the deployment and uptake of the program</li> </ul>
<ul style="list-style-type: none"> <li>Develop a strategy to link the formal tourism education and training system with the industry credentialing system</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates tourism employees in attaining academic qualifications while placing a value on prior learning experiences including industry training</li> </ul>	<ul style="list-style-type: none"> <li>Framework developed to facilitate the linking of industry credentials to the formal system of education</li> </ul>	<ul style="list-style-type: none"> <li>Discuss and begin to develop the framework for the linkage</li> </ul>



**Objective 1.2** *Improve Caribbean tourism competitiveness through the development of an industry training culture supported by governments, tourism workers and organizations*

2002-2004 Strategies	Results	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Promote the value and benefits of investing in HRD to governments, industry and tourism workers</li> </ul>	<ul style="list-style-type: none"> <li>■ Greater access to training and a better trained tourism workforce, more focused discussion on HRD issues with action strategies</li> </ul>	<ul style="list-style-type: none"> <li>■ National and regional tourism plans which include HRD activities and outline tangible targets and results</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop recommendations leading to industry-wide campaign coordinated by CTHRC</li> <li>■ Document and showcase best practices in tourism and other sectors</li> <li>■ Lobby governments in the region to provide training incentives for the sector</li> </ul>



## Goal 2 Develop a Tourism Human Resource Centre and Clearinghouse for the Region

### Objective 2.1 *Promote the pooling/sharing and accessibility of tourism information and training resources across the region*

2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>Encourage all agencies involved in Caribbean tourism HRD activity to inform the CTO/CTHRC of current work and planned projects - so that the Council can play its neutral role of encouraging partnerships, efficiencies and sharing of information</li> </ul>	<ul style="list-style-type: none"> <li>Greater access to tourism HR resources across the region</li> </ul>	<ul style="list-style-type: none"> <li>A functioning tourism HR resource center and clearinghouse</li> </ul>	<ul style="list-style-type: none"> <li>Expand and update data-base of all known institutions/agencies (private and public sector) involved with regional HRD and their programmes, and make this information available on the CTHRC section of the CTO site</li> </ul>
			<ul style="list-style-type: none"> <li>Undertake assessment and determine HR information needs of tourism educators and other partners</li> <li>Determine secretariat resources available</li> <li>Conduct information needs focus group 2002 Tourism Educators Forum</li> <li>Complete analysis and prepare final recommendations on establishment of Centre and possible services</li> </ul>
<ul style="list-style-type: none"> <li>Acquire up-to-date information on global and regional tourism HRD activity and research and make available to Members and others</li> </ul>	<ul style="list-style-type: none"> <li>Tourism human resource practitioners in the region have access to global and regional tourism human resource information and research that can strengthen/add value to their own local initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Relevant human resources research being undertaken in the region; global human resources research being sourced - these resources made available through the tourism human resources center and clearinghouse</li> </ul>	<ul style="list-style-type: none"> <li>Source on-going research (including web-based research) on tourism HRD activity and produce data base of information and sources so that Council can serve as a referral agency relating to this information</li> <li>Identify categories of information that will be collected and create (simple) data base framework to assist with this.</li> </ul>
<ul style="list-style-type: none"> <li>Develop partnerships with other global tourism resource and intelligence centres and arrange reciprocal privileges and information sharing arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>A wide variety of tourism human resource materials/data available in the region</li> </ul>	<ul style="list-style-type: none"> <li>Established linkages with global tourism resource and intelligence centres</li> </ul>	<ul style="list-style-type: none"> <li>Make recommendations relating to possible partnerships as a result of assessments noted above.</li> </ul>



## Goal 2 (Continued)

### Objective 2.2 *Provide Tourism HR Information Services*

2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Facilitate and conduct research on human resource issues impacting the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>■ A wide variety of tourism human resources resource materials/ data available in the region</li> </ul>	<ul style="list-style-type: none"> <li>■ Established linkages with global tourism resource and intelligence centres</li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthen formal link with UWI Tourism Research Centre and other potential partners (public and private sector) to:               <ul style="list-style-type: none"> <li>⇒ identify key labour market information needs and other research needed</li> <li>⇒ promote and coordinate a set of research efforts</li> </ul> </li> <li>■ Organize a tourism HRD research “think-tank” as a part of the 2003 Tourism Human Resources Conference; Engage industry leaders and educators in the discussion to identify key needs and information gaps</li> <li>■ Promote the collection and distribution of industry best practice case studies as a means of educating and inspiring other operators</li> </ul>



### Goal 3 Build recognition for and promote the value of Sector Councils for the region and the CTHRC as the Tourism Sector Council

#### Objective 3.1 Increase the Awareness and Support for the CTHRC as the Tourism Sector Council

2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>Share the concept and value of Sector Councils and promote the CTHRC as the Tourism Sector Council for the region to governments, industry and labour</li> </ul>	<ul style="list-style-type: none"> <li>Possible adoption of the "Sector Council" concept and the development of Sectors Councils in the region</li> </ul>	<ul style="list-style-type: none"> <li>Stronger focus on HRD issues at the sector level and a strategic and comprehensive approach to HR planning, research, education and training at the national and regional level</li> </ul>	<ul style="list-style-type: none"> <li>Obtain sector council information from the Canadian Tourism Human Resource Council, Human Resources Development Canada and other countries employing the same labour market approach.</li> <li>Focus on components/concepts of sector council strategies relevant to the Caribbean and re-develop for the region.</li> <li>Revise the CTHRC's mandates and objectives if necessary to reflect strategies.</li> <li>Promote the Sector Council concept at various fora in the region</li> </ul>
<ul style="list-style-type: none"> <li>Ensure the CTHRC "brand" and image are as strong and effective as possible in the eyes of the key stakeholders (i.e. industry employers and tourism educators) and the work and accomplishments of the Council are widely known.</li> </ul>	<ul style="list-style-type: none"> <li>Greater recognition and support for the work of the Council</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a data-gathering exercise with key stakeholders to get feedback on the Council</li> </ul>	<ul style="list-style-type: none"> <li>Use the CTHRC slogan "<i>Building a Competitive Caribbean Tourism Workforce</i>" that clearly reflects the Council's mission.</li> <li>Consider redesign of the CTHRC logo to more fully capture an image of the regional tourism industry and the people within it</li> <li>Participate in various national/regional fora to promote the CTHRC</li> </ul>



2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
			<ul style="list-style-type: none"> <li>■ Develop and implement a Public Relations Strategy for the Council</li> </ul>
<ul style="list-style-type: none"> <li>■ Continue to produce and publish a bi-annual Council newsletter. Contents should reflect interests of both key audiences: industry employers and tourism educators.</li> </ul>	<ul style="list-style-type: none"> <li>■ Better informed public regarding the work and accomplishments of the CTHRC and a focus on relevant human resource issues</li> </ul>	<ul style="list-style-type: none"> <li>■ Newsletters and various information pieces produced and distributed</li> </ul>	<ul style="list-style-type: none"> <li>■ Publish and distribute timely and periodic newsletters.</li> <li>■ Make available in PDF file and notify data-base members by email when ready to download.</li> </ul>
<ul style="list-style-type: none"> <li>■ Produce and regularly distribute a one-page "Council Update" to all on e-mail and fax key contacts database. Should focus on activity reports, personnel news, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Better informed public regarding the work and accomplishments of the CTHRC</li> </ul>	<ul style="list-style-type: none"> <li>■ Newsletters and various information pieces produced and distributed</li> </ul>	<ul style="list-style-type: none"> <li>■ Produce and distribute timely and periodic updates</li> </ul>
<ul style="list-style-type: none"> <li>■ Maintain web-based forum with internal and external applications</li> </ul>	<ul style="list-style-type: none"> <li>■ Facilitate the wider sharing of information among the CTHRC Secretariat, the CTHRC Members and a wider cross-section of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>■ Web-based forum is fully operational and there is relevant HR information posted on a continuous basis</li> </ul>	<ul style="list-style-type: none"> <li>■ Upload updates and newsletters to public side of site and use internal application for Council communications and feedback.</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensure that the Council has up-to-date contact details regarding all potential users of Council services (industry, labour and education).</li> </ul>	<ul style="list-style-type: none"> <li>■ A database of key HR tourism contacts that can be accessed for the CTHRC and other purposes</li> </ul>	<ul style="list-style-type: none"> <li>■ A database of key contacts developed and maintained</li> </ul>	<ul style="list-style-type: none"> <li>■ Expand and maintain database of key contacts. Determine criteria for inclusion with the Council's input. Utilize lists of Council member partners.</li> </ul>



## Goal 3 (Continued)

### Objective 3.2 *Promote the awareness and use of all CTHRC products and resources*

2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Develop marketing/sales strategies to ensure that all prospective purchasers are made aware of CTHRC training resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ Expanded use of the CTHRC products and the possibility of generating revenue from the sale of these products</li> </ul>	<ul style="list-style-type: none"> <li>■ Marketing and sales strategy developed, including a brochure and order form</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop a new CTHRC education/training resources brochure and order form. Add relevant CTO training resources and other partner training resources that CTHRC is able to distribute</li> <li>■ Develop and implement plan for effective distribution</li> <li>■ Monitor inquiries/purchases</li> <li>■ Develop on-line information for resources</li> </ul>
<ul style="list-style-type: none"> <li>■ Encourage all council partners to utilize CTHRC logo and appropriate wording as a partner, where appropriate. Identify and act upon reciprocal arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>■ Wider ownership and recognition of the value of the Council</li> </ul>	<ul style="list-style-type: none"> <li>■ Use of the CTHRC logo by CTHRC partners</li> <li>■ Promotional opportunities obtained for the Council</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop guidelines for the use of the CTHRC logo with CTHRC partners.</li> </ul>



**Objective 3.3**     *Maintain continuous internal communication with all Council members*

2002-2004 Strategies	Outputs	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Promote the use of the CTO/CTHRC intranet site as a regular communication and feedback tool with Council members</li> </ul>	<ul style="list-style-type: none"> <li>■ Facilitate the sharing of information and gathering of feedback between meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ The active use of the CTHRC section on the CTONet by Council members</li> </ul>	<ul style="list-style-type: none"> <li>■ Distribute CTHRC information by using the site and inviting Board members to access when new information is posted</li> <li>■ Encourage Council members to share relevant information for posting on CTHRC intranet site</li> </ul>



## Goal 4 Strengthening the Council as an Operational Entity

### Objective 4.1 *Continue to develop the institutional and financial capacity to support the work of the Council*

2002-2004 Strategies	Results	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>Finalize and formally adopt by-laws to develop a more formal structure to guide the Council</li> </ul>	<ul style="list-style-type: none"> <li>The By-Laws will provide a more formal structure for the Council to work within</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of By-Laws of the CTHRC</li> </ul>	<ul style="list-style-type: none"> <li>Adopt by-laws by November 2002</li> <li>Periodically review the Council's mandate</li> </ul>
<ul style="list-style-type: none"> <li>Renew/Create Technical Committees, as needed, to generate more effective activity.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the resource base available to the Council to carry out its work</li> </ul>	<ul style="list-style-type: none"> <li>Technical Committees set up, functioning, with set reporting criteria including reports provided at Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Standing committees should include:               <ul style="list-style-type: none"> <li>❖ Resource mobilization /Fundraising</li> <li>❖ Tourism Internship Exchange System (TIES)</li> <li>❖ Public Relations /Communications</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Review Council membership/participation every three (3) years</li> </ul>	<ul style="list-style-type: none"> <li>Widen and strengthen participation in Council activities</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened and invigorated CTHRC</li> </ul>	<ul style="list-style-type: none"> <li>Enhance public and private sector involvement as needed</li> </ul>



2002-2004 Strategies	Results	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Secure core CTHRC Secretariat Staffing of 2 professionals and 1 support staff</li> </ul>	<ul style="list-style-type: none"> <li>■ Core CTHRC Secretariat staff that will implement the work programme of the Council</li> </ul>	<ul style="list-style-type: none"> <li>■ Sustained source of funding secured to finance the core staff and basic programmatic activities of the CTHRC</li> </ul>	<ul style="list-style-type: none"> <li>■ Identify the key skills necessary to undertake the work of the Council and hire the necessary personnel</li> <li>■ Continue to use CTO support – with time of HR Director, office space, administrative assistance to support the Council</li> <li>■ Seek government/private sector and donor funding to support staffing, operational and basic programmatic activities of the Council – US\$200,000 needed annually</li> </ul>
<ul style="list-style-type: none"> <li>■ Create ability to raise dedicated funds.</li> </ul>	<ul style="list-style-type: none"> <li>■ Creation of a resource base for the CTHRC so that it can finance some of its activities/programmes</li> </ul>	<ul style="list-style-type: none"> <li>■ Dedicated account for the CTHRC specific revenue generating initiatives identified for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>■ Seek core funding for CTHRC through Tourism Development Fund Proposal.</li> <li>■ Work with CTO to create dedicated accounts for fundraising and for collection of revenue from sale of Council products, programs and services.</li> <li>■ CTHRC Technical Committee that will develop initiatives to raise funds for the Council e.g. Tourism HR Conference, training activities and materials etc.</li> </ul>



## Goal 4 Strengthening the Council as an Operational Entity

**Objective 4.2** *Explore and utilize the skills and competencies available from Council, and from its members and their representative organizations/institutions*

2002-2004 Strategies	Results	Performance Indicators	Work Plan Tactics
<ul style="list-style-type: none"> <li>■ Maximize the skills and abilities that the Council can access by utilizing the strengths of its Members and their representative organizations and institutions and other key stakeholders; the Council's staff can also be viewed as a resource that CTHRC member organizations can tap into</li> </ul>	<ul style="list-style-type: none"> <li>■ The Council has access to a wider resource base of skills and expertise from CTHRC member organizations and the Council can also provide expertise to member organizations</li> </ul>	<ul style="list-style-type: none"> <li>■ Skills inventory conducted and various memoranda of understanding developed between the CTHRC and Council member organizations to supply expertise and services</li> </ul>	<ul style="list-style-type: none"> <li>■ Conduct a skills inventory of Council members and their representative organizations/institutions</li> <li>■ Develop memoranda of understanding with Council member organizations complete with terms of reference for supplying expertise and services to the Council on an "as needed" basis and vice versa</li> <li>■ Test the relationships with one or two pilot projects</li> </ul>



## 7.0 Building Partnerships and Clarifying Roles

The success of the Council as a co-ordinating agency depends upon building strong partnerships and these take time to develop. Since the inception of the Council three years ago, important partnerships have been forged with a number of key stakeholders in the region. The Council has done an good job of ensuring that the right organizations have a voice at and through the Council. These efforts should be celebrated and must continue and evolve as the Council evolves. In the next three years, the Council must take further steps to strengthen existing partnerships and forge new ones to ensure that this strategic plan unfolds effectively.

### 7.1 Caribbean Tourism Organization

The Caribbean Tourism Organization has played a critical role in support of the Caribbean Tourism Human Resource Council in the past. The CTO formed the Council in 1997 and it continues to provide critical secretariat and management support through cash and in-kind contributions and, just as importantly, through a strong sense of stewardship.



Over the next three years, as the Council expands its focus and increases the level of activity, the CTO should consider taking the next steps in establishing the Council as a legal but subsidiary entity. This can begin as soon as possible with the capability and capacity for revenue generation and fund-raising and continue over the period of the plan with the establishment of the Council as a legal entity. This will be necessary as the Council evolves in its integral project management role for tourism human resource development in the Caribbean. However, the CTO's current role in the short to medium term needs to remain static and its position as the founding member will always be recognized.



## 7.2 Caribbean Hotel Association

The CHA develops and delivers many human resource development activities both through the Caribbean Hospitality Training Institute (CHTI) and the Caribbean Tourism Credentialing Program (CTCP). The CHA is also the representative voice of a large sector of the industry.



The participation of the Caribbean Hotel Association at the Council table has been important in the first three years and this strong involvement is unquestionably critical to the future of the Council.

Through its involvement at the Council table, the CHA should agree that the activities and directions of the Council are in the best interest of the industry sector it represents. Over the short to medium term, the CHA can greatly assist the Council by encouraging industry operators to get more involved in Council activities and provide good direction for activities that support and strengthen workplace-based training. Also, the CHA should work directly with the Council and the CTO to create more programme partnerships and to minimize duplication of effort. For example, current CTO and CTHRC programs aimed at primary school students should be harmonized. In the medium to long term, the CHA's role should increase and become a vehicle for the delivery of Council programmes to the industry.

## 7.3 Association of Caribbean Tertiary Institutions (ACTI)

ACTI's involvement and support of the Council has been extremely important in the formative years and should continue and expand in the current to long term. As the voice of tertiary institutions in the Caribbean, ACTI has and should continue to play a key role in the Council and to shape and drive specific initiatives through the Council. Specifically, ACTI should help to shape the Tourism Learning System for the Caribbean both through active involvement in Council projects and in support of the system to its members.



## 7.4 The University Community in the Region

A number of universities in the region have played an important role in shaping the Council since its inception. These include the University of the West Indies, the University of Guyana, the Universidad of Quintana Roo, the Pontificia Universidad Catolica Madre y Maestra of the Dominican Republic and more recently the University of Quisqueya in Haiti, and newest member, the University of Puerto Rico at Carolina. These institutions, individually and collectively, make an important contribution in educating and training tourism professionals who serve the region in both a public and private sector capacity at the highest decision-making levels. These institutions' involvement in charting the course of HR tourism initiatives in the region is therefore critical.



## 8.0 Summary

The Council is now embarking on its fifth year of existence with a fresh plan and renewed commitment from members and stakeholders to serve the tourism industry. New opportunities have been identified which should be pursued. Many more opportunities will arise over the three years of this plan which will require that adjustments be made to ensure that the plan remains relevant and achievable. It is recommended:

- That the CTHRC Secretariat regularly report on its activities (at least three times per year) against the goals, objectives and strategies listed in this Plan and
- That the Council re-visit this plan at least annually to ensure that it is still serving as a useful tool and roadmap to the future.
- That the Members and Secretariat work together to prepare annual Workplans based upon the above activity reports and analysis of the changing environment

The Council enjoys an enviable degree of support from its membership and stakeholder groups and this support must be built upon and utilized to meet the goals of the plan.

*Ultimately the CTO, the CTHRC, the CHA, ACTI, the University Community in the region and other members of the Council have an excellent opportunity to harmonize their efforts through the Council, to focus on critical human resource issues impacting on Caribbean tourism and to work collectively to address these issues in a strategic manner.*



## **APPENDICES**

- A. Inventory of Caribbean Tourism Education and Training Programs and HRD Projects**
- B. Pro-Forma Budget**
- C. By-Laws (Articles of Association)**

