



# CTHRC NEWS



Issue #4

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## NEW MILESTONE IN TOURISM EDUCATION!

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Some of the educators who attended the 4-day Orientation workshop in July 2003.

The Caribbean Tourism Organization (CTO), the Caribbean Tourism Human Resource Council (CTHRC) and the OECS Education Reform Unit (OERU) have worked together to develop the Common Core Curricula for the Associate Degree programme in Tourism and Hospitality for the English-speaking Caribbean, with funding support from the Canadian International Development Agency's Caribbean Regional HRD Program for Economic Competitiveness (CPEC). This revised Associate Degree curricula is intended to harmonize and standardize Tourism and Hospitality education programmes across

the region. The benefits of the revised curricula include:

- ◆ *easy transfer of credits between institutions and countries;*
- ◆ *acceptance of credentials for admission to programmes at higher levels and*
- ◆ *strengthened tourism curricula across the region which is industry-endorsed and competency-based, using occupational standards.*

In addition to the Core Education course offered under the Associate Degree programme in the region, the revised Tourism/Hospitality curricula include the following:

- Tourism Studies
- Hospitality Studies
- Resort Studies
- Electives
- Culinary Arts
- Business Studies
- Food & Beverage Operations

In April 2002 and May 2003, curriculum development specialists from tertiary institutions across the region were invited to lend their technical expertise in the development of the core curricula. These specialists worked with two regional consultants, Mrs. Bernice Critchlow-Earle and Dr. Iva Dahl, who were responsible for the final output in terms of core curricula handbooks for each programme area. On completion of the core curricula handbooks by the consultants, an orientation session was held in Barbados in July 2003 to introduce the revised curricula to the educators and lecturers and to stimulate their thinking with regard to new teaching methodologies to enhance learning. Since September 2003 the new curricula has been piloted by the Barbados Community College/Hospitality Institute and the Clarence Fitzroy Bryant College in St. Kitts and in January 2004 it will be piloted by the T.A. Marryshow Community College in Grenada. The majority of regional institutions aim to introduce the revised curricula in September 2004.

### ABOUT THE CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL (CTHRC)

The CTHRC was established to address the human resource needs of Caribbean tourism in a globally competitive 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.

### CTHRC's PRIORITIES FOR 2003

- ◆ Piloting of the CTLS Associate Degree Common Core Curricula in Tourism/Hospitality Studies
- ◆ Conversion of Sustainable Tourism 3 credit course into a Distance Learning format
- ◆ Development of a Quality Assurance framework & Articulation guidelines for regional Tourism/Hospitality programmes
- ◆ Promotion of: Tourism Careers & Awareness programme; Public Relations Strategy for CTHRC; Tourism Education in Schools
- ◆ Tourism Internship Exchange System (TIES) project

# CARIBBEAN TOURISM LEARNING SYSTEM (CTLs)

## PROJECT UPDATE

### A CIDA/CPEC FUNDED PROJECT



Toney Olton captivating his audience at the recently concluded Forum.

### TOURISM EDUCATORS' FORUM 2003

The 4th Annual Tourism Educators' Forum, hosted by the Grenada Board of Tourism, was held at the Grenada Grand Beach Resort in Grand Anse from 7-9 July 2003. It was well attended, with sixty-two (62) participants from eighteen (18) countries, representing the English, Dutch and Spanish speaking Caribbean. Presentations included:

- ◆ State of Caribbean Tourism & Responses to Challenges and Opportunities
- ◆ Quality Standards in E-Learning
- ◆ Update on the Caribbean Tourism Learning System (CTLs) project
- ◆ Health, Safety and Security Issues in Tourism
- ◆ Sports Tourism and Community & Rural Tourism

One of the highlights of the Forum was the personal development workshop on Emotional Intelligence (EI) entitled "*Unleashing Human Potential—The Heart of Personal & Organizational Performance*" facilitated by Mr. Toney Olton, which invigorated all.

Here is a quote from the EI workshop:

#### LEADERSHIP IN AN EMOTIONALLY INTELLIGENT ORGANISATION

**"The leader of the future will excel as cheerleader, supporter, and encourager rather than as a judge, critic or evaluator... This results in an ultimate organisation where people not only know where they are headed but are empowered to get there."**

QUOTE

Ken Blanchard, "Turning the Organisation Pyramid Upside Down"  
From *THE LEADER OF THE FUTURE*, A Drucker Foundation Book, Jossey-Bass Publishers

### DEVELOPMENT OF A QUALITY ASSURANCE FRAMEWORK FOR TOURISM/HOSPITALITY PROGRAMMES

A Quality Assurance Framework for Tourism/Hospitality Programmes is being developed under the auspices of the Caribbean Tourism Organization, the Caribbean Tourism Human Resource Council and the OECS Education Reform Unit. Working with regional consultants, Dr. Ethely London and Dr. Denis Paul, the project focuses on a system that addresses programme effectiveness related to proposed quality standards. The system being recommended by the consultants looks at the following parameters:

- Relations to the Public/Industry
- Training Curriculum, Internships etc.
- Institutional Resources
- Legal Authority
- Student and Student support Services
- Academic Staff
- Planning, Governance, Institutional Assessment
- Mission, Goals and Objectives

The recommendations coming out of this proposal will be reviewed at the upcoming CTHRC meeting on November 21 in Barbados with a view to implementation.

### ARTICULATION GUIDELINES FOR TOURISM/HOSPITALITY PROGRAMMES

Building on the development of the common core curricula for the Associate Degree Programme in Tourism/Hospitality, articulation guidelines are being developed. These guidelines will allow for easy recognition of credentials and to facilitate transfer of credits from one institution to another and from one level of learning to the next, with respect to the Associate Degree Programme for Tourism/Hospitality in the region.

### TOURISM CAREERS & AWARENESS PROGRAMME

As part of CTO's regional activities to promote tourism youth awareness, a Tourism 'Edu-Kit' is now being developed. This kit will contain various educational activities that can be used to further promote and enhance tourism teaching and career guidance in schools and colleges across the region. The Tourism "Edu-Kit" will be provided to public awareness Coordinators within each CTO member country, responsible for tourism awareness activities. They will also be expected to source industry experts to showcase 'Careers in Tourism', provide lively discussions and debates about the tourism industry and supply current information on all aspects of the sector. The 'kit' will be designed as a mobile unit, which can be easily erected for presentation purposes and will contain the following:

- ◆ Map of the Caribbean / Poster depicting tourism images in the region
- ◆ Brochures / Newsletters
- ◆ Video on Careers in Tourism
- ◆ Information and guidelines on how to create a Tourism Club
- ◆ Quiz on Caribbean travel & tourism



# Achieving Service Excellence

*We are what we repeatedly do. Excellence then, is not an act, but a habit.*

- Aristotle

*There is always some kid who may be seeing me for the first time. I owe him my best.*

- Joe DiMaggio

On the hospitality industry, service excellence is the buzzword on the lips of every property owner, director, manager, and, of course, customer. There is a natural expectation of receiving a level of service that says, when we are the customer, that we and our money are of prime importance to the service provider. In that moment where we require service, we expect to experience a warm smile, courtesy, exclusive attention, and the meeting of our need. Public discussion would suggest that service excellence is not on the lips of a sufficient core of employees in the hospitality industry.

Motivating the men and women we hire to consistently meet the levels of service promised in our glossy brochures and high-priced electronic advertising has escaped most properties. The best intended training program have failed to produce a substantial core of service providers with a mindset envisioned by Martin Luther King when he said, "If I were a street-sweeper, I would sweep my streets so clean, the angels would look down from heaven and say, there goes a street-sweeper who sweeps his streets like Michelangelo painted art." The question is, how do we move service providers, throughout an organization, to consistently bring the best of themselves to their organizations and to their service roles?

With our ever-increasing understanding of how the brain works, how people learn, and the connect between thoughts, feelings and behavior (performance), more and more organizations are embracing the whole person approach to training, people development and service excellence. Today, effective customer service training must first focus on enabling the employee to find and express the excellence, the greatness that is inside of him or her. It must move them to the awareness that their every action is first a statement of who they are. It must move them to perform not based on how they are treated, but with excellence, because that is their nature, who they are. It must provide them with the skills to perceive, use and change their emotions, recognize their patterns of thoughts and feelings and unconscious habits, apply consequential thinking, delay gratification and choose emotions,

build internal drivers, reframe thinking and accept power and responsibility, expand feelings beyond self, and engage in a lifelong vision. These skills combine to produce a person that is emotionally intelligent. Emotional intelligence (EQ) can be defined as the skills to sustain optimal relationships, first with oneself, and then with others. The second and equally critical focus of an effective customer service excellence training program must be the development of what Ken Blanchard calls "Servant Leaders." Property owners, managers and supervisors, who understand that leadership is a relationship between those who chose to lead and those who decide to follow, who treat their service providers the way they want their guests treated, who understand that their role is to serve those whom they lead, to get for them what they can't get for themselves.



In almost every employee development workshop I conduct the question is posed, "Are the people above us getting this training?" Owners, managers and supervisors need to become models of the behaviors they are expecting from their employees. They need to ensure that the organizational systems, structures and procedures are in alignment with their stated vision, mission and promises made to attract the customer. They need to strive after creating and sustaining a meaningful workplace. A meaningful workplace, among other things, is evidenced by employees having a sense of purpose, equality, fairness, respect, support, validation, direction, and worth in the organisation.

The third focus must be ongoing coaching and counseling to enable the new ways of seeing self and the newly learnt behaviors to replace the old subconscious thoughts, feeling and behaviors. Forty hours of workshop cannot replace a lifetime of previously learned attitudes and behaviours, and without ongoing support, will wear thin. Coaching and counseling, in a supportive environment will enhance strengths and correct weakness. This shift in thinking and approach to chasing service excellence is one that turns the spotlight on the employees, gives them the tools to manage self, find peace and meaning in life, and find and express their inherent excellence, wisdom and creativity, and in turn, honours their greatness. Organisations only change when their people do. The service excellence the industry seeks, can only be consistently delivered by people who are possessed by an abiding sense of their own excellence. Its sustainability is facilitated by leaders who serve those who serve.

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**Drop us a line .....**  
**We want to hear from you!**

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**CTHRC**  
**Building a Competitive Caribbean**  
**Tourism Workforce**

Track the CTHRC's outputs and activities on [www.onecaribbean.org](http://www.onecaribbean.org)



**Yvonne Armour-Shillingford**  
**CTHRC's New Coordinator**

## NEW CTHRC COORDINATOR

In February 2003, Yvonne Armour-Shillingford joined the Caribbean Tourism Organization as CTO's Technical Advisor and Coordinator of the CTHRC. She brings to this post a wealth of experience and knowledge of the Hospitality and Tourism industry, as well as Tourism Education, through her past associations with regional and international organizations.

- Within the field of Education, she has worked as an Educator/Teacher Trainer in Dominica and Trinidad, as well as with the United Nations in Haiti. Her experience spans that of regional Tourism Education and Training consultancy work as a CPEC Regional Master Trainer and a certified AH&LA Hospitality Trainer.
- A graduate of the prestigious Ecole Hôtelière de Lausanne/Lausanne Hotel Management School, Switzerland, where she studied Hotel & Institutional Management, with a natural flair for languages -fluent in French and Spanish, studied introductory Italian and German- she holds a Bachelor of Business Administration Degree, majoring in Hotel Management & Tourism Development, from Schiller International University, London, UK campus. She has also participated in several professional development courses and workshops, including Project Preparation & Management; Environmental Health & Tourism; Montessori Teacher Education; National Development & Tourism HRD.
- She has been involved in regional and international Tourism development & marketing work, has headed Dominica's first overseas Tourism office based in London serving the UK and European markets, and has held senior-level positions in the Hospitality Industry. Her training and years of experience will enable her to facilitate the development of a more harmonized and systematic approach to Tourism/Hospitality Education and Training in the Caribbean region.

## CARIBBEAN TRAINING PROGRAMME (CARIBTRAIN)

The University of the West Indies' (UWI) Institute of Business in Trinidad, the EGC of Martinique and the Pontificia Universidad Católica Madre y Maestra (PUCMM) in the Dominican Republic have joined efforts to develop a tri-lingual MBA in International Business with three areas of specialization of studies:

- ⇒ International Public Affairs and Negotiation;
- ⇒ International Business;
- ⇒ Hospitality/Service Management.

This 18-month, full-time programme is composed of a 12-month core course period and a 6-month specialization period. The first period will be split into three quarters taught in each partner country. For the other period, each student must choose one specialization area and travel to the related partner country to attend the courses.

International Public Affairs and Negotiation will be held in Martinique, International Business in Trinidad, and Hospitality & Service Management in the Dominican Republic. In addition, the programme will include three workshops:

- ◇ Language and Cultural Immersion
- ◇ Personal and Professional Development (ethics, leadership and management)
- ◇ Caribbean Business Environment

This programme will follow the EMBA accreditation requirement procedure and will lead to a common certification recognized by all the partners.

**Submitted by Guillermo Graglia, Director of Hotel Administration, Pontificia Universidad Católica Madre y Maestra (PUCMM), Dominican Republic.** For more information contact: Guillermo Graglia at [ggraglia@pucmm.edu.do](mailto:ggraglia@pucmm.edu.do)

### FOCUS ON REAL-WORLD LEARNING

*For training to be effective, it needs to be practical and relate to challenges of the environment to which people will work. Training must go beyond developing awareness and insight to helping people improve their daily performance.*

- [www.chrie.org/public/about/EducResources/traintips.html](http://www.chrie.org/public/about/EducResources/traintips.html)

*You are here not merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.*

- Author unknown