



# CTO Human Resource Conference - May 2009 Curaçao

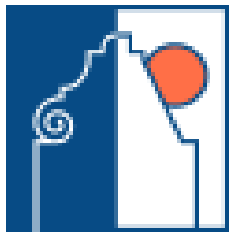


## Making Tourism Jobs Inspirational and Challenging

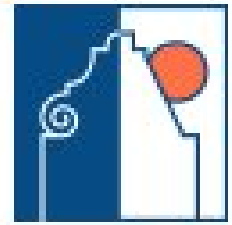
Presented by:

- Mrs. Jeanette Bonet, President CHATA and General Manager of the Breezes Curacao Resort, Spa & Casino
- Mrs. Hetty van den Ouweelen, Project Manager CHTF

# ORDER OF PRESENTATION

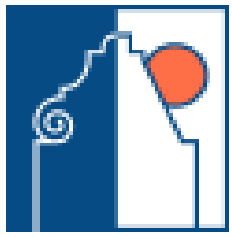


CHATA



CHTF

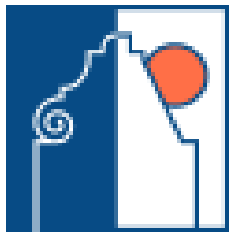
- CHATA structure
- CHTF Activities
- Academy Hotel Community Project
- Motivational program SuperClubs  
Breezes Curacao Resort, Spa &  
Casino



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# CHATA MISSION

*CHATA advances the hospitality and tourism sector by enhancing its business environment for the benefit of its members and the economic growth of Curaçao*



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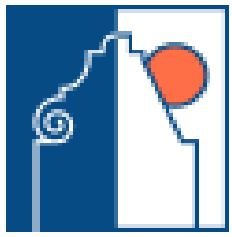
# CHATA GOALS

## **Internal Goal**

CHATA will be the unifying force for the hospitality and tourism industry and its members' primary source for industry information, knowledge exchange and business services

## **External Goal**

CHATA will be the proactive public policy advocate for creating a favorable business environment and the driving force for the product marketing of the hospitality and tourism industry.



# CHATA Structure

Advisory board

CHATA

Commitment

**BOARD**

**STAFF**

**Marketing**

**Product & Quality  
Development**

**Human  
Resources**

**Communication**

**North America**

**Diving**

**CHTF**

**Lobby**

**Europe**

**Restaurants**

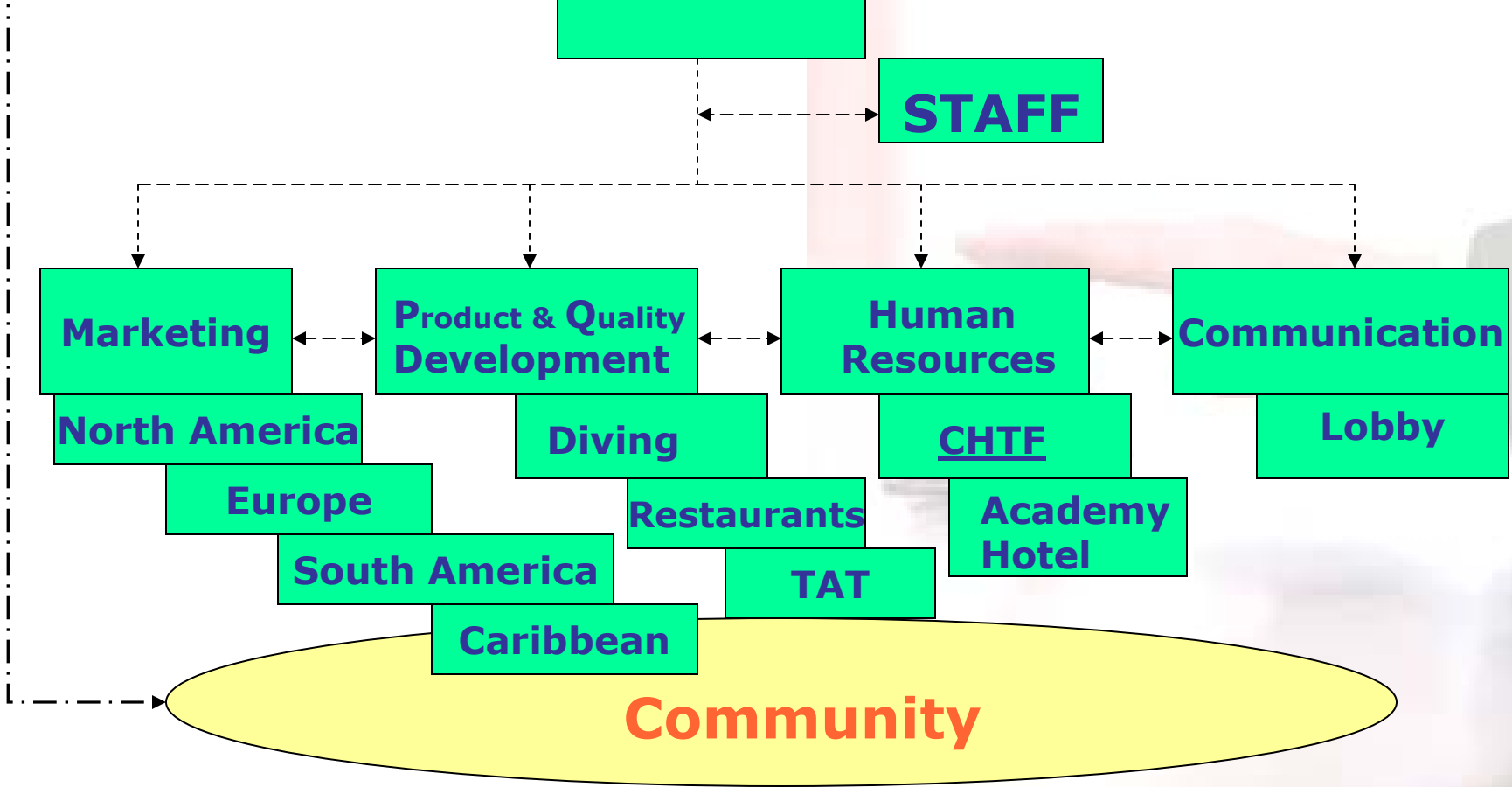
**Academy  
Hotel**

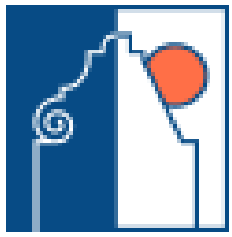
**South America**

**TAT**

**Caribbean**

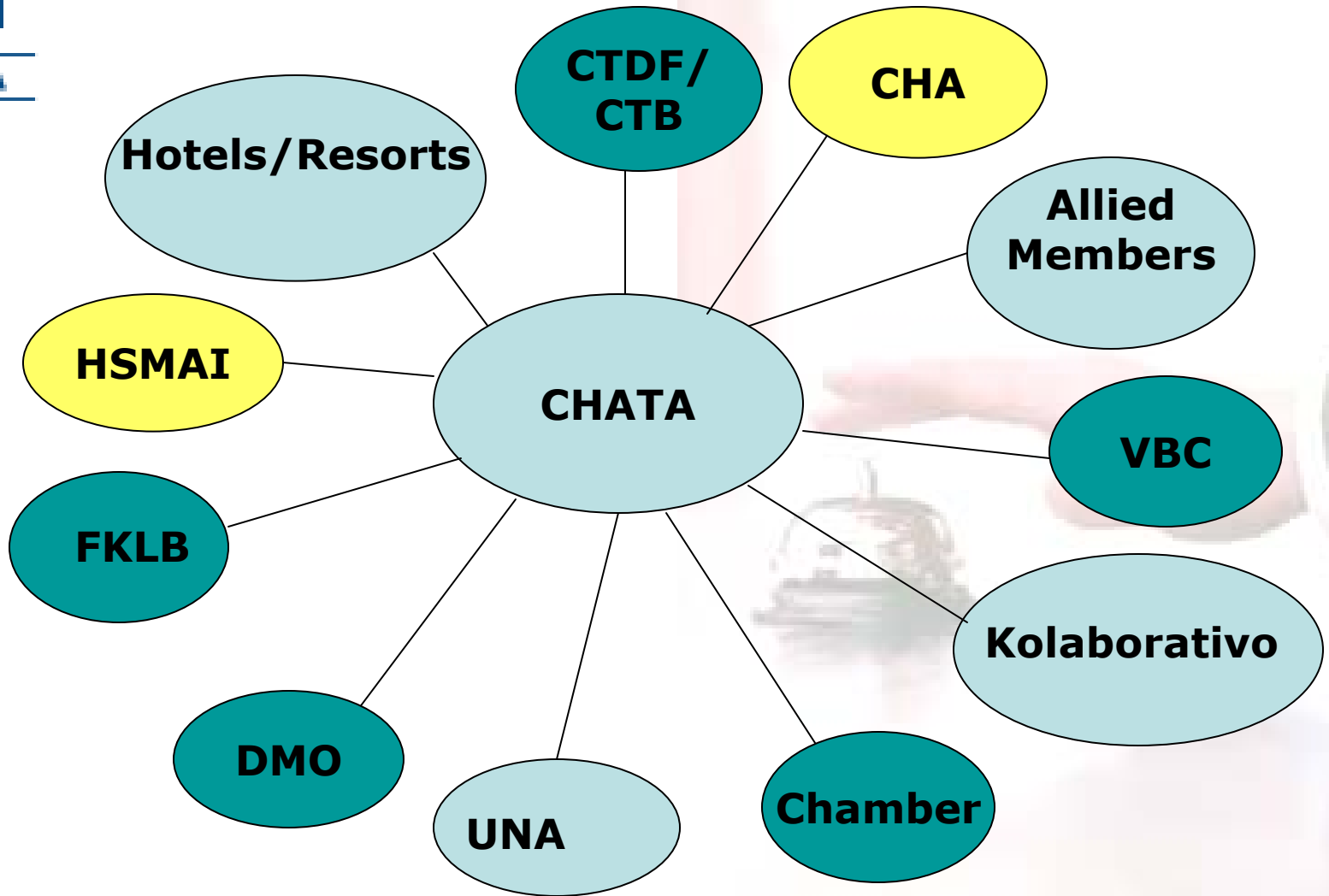
**Community**

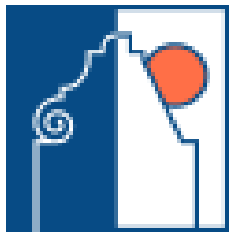




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# CHATA CONNECTIONS



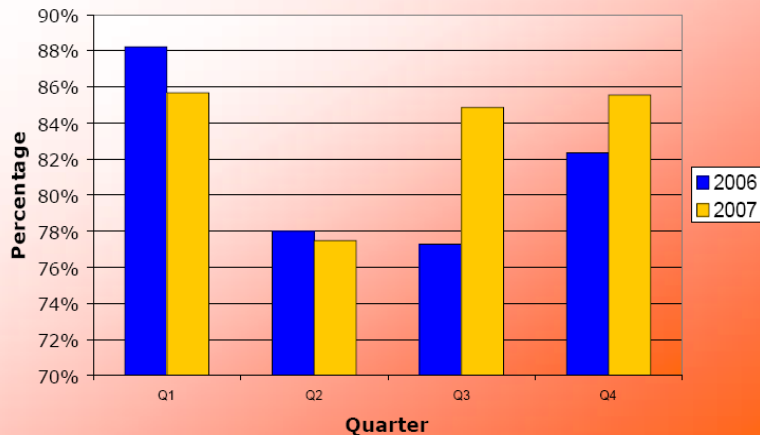


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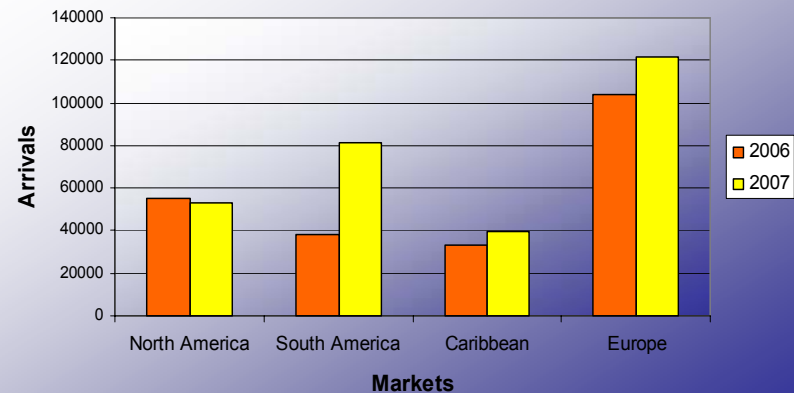
# Tourism Performance

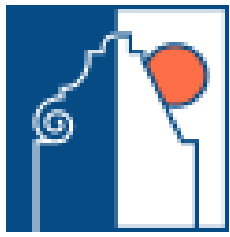
- Visitor Arrivals: 2007 has been a record breaking tourism year. Milestones 300.000 stay-over visitors an increase of 28% compared to 2006. Markets of increase were Venezuela and Holland. For 2008 we expect a growth of 30% on top – numbers are being finalized at this moment.
- Hotel Occupancies: Total hotel nights increased by 10% for a total of 2.5 million stay-over nights with an average occupancy 83.4% for 2007 while Hotels in the Caribbean averaged 65%. For 2008 hotel occupancy reached 85%.
- Cruise visitors recorded an increase of 16.4% reaching 340.000 visitors. Overall tourist expenditures is estimated to be NAf 723 million.
- Foreign Exchange revenues

CHATA Hotel 2006- 2007 per Quarter



December YTD 2006-2007

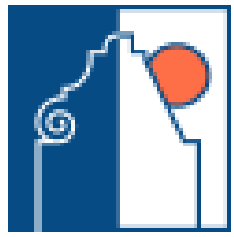




# Tourism Development

- The Curacao Tourist Board forecasts a new room Inventory by 2011 of 4.000 new rooms.
- Multiplier effect new rooms (2.5 jobs direct and indirect per room) creates 10.000 jobs. This will be Biggest challenge for the sector and the island New rooms 2007- 2011 (CTB)
- Therefore in 2006 CHATA decided that in order to achieve a sustainable tourism development it was important to copy the CTO/CHA module for a Public Private Sector Partnership and signed last December 17<sup>th</sup>, 2008 a MOU with CTB.



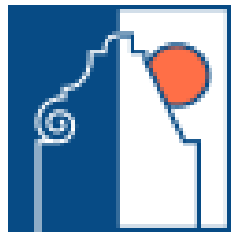


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# Public- Private Sector Partnership

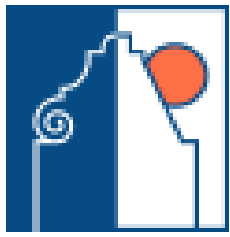
**Prior conditions**





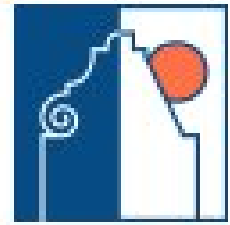
# HUMAN RESOURCE DEVELOPMENT

- Founding of the Curacao Hospitality Training Foundation – CHTF
- Developing a Human Resource Strategy Tourism Curacao for the next 7 years in close partnership with Curacao Tourist Board and the locals schools and training institutes.



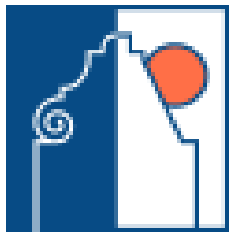
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# CHTF MAIN GOALS



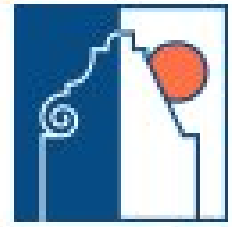
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- Initiate and coordinate training efforts and requirements for and on behalf on the tourism private sector
- Coordination and implementation of Apprentices programs
- Upgrading of the existing work force in Tourism
- Quick scan Labor market Tourism Curacao with the CTB
- Opening Academy hotel
- Acquire funding for training projects.
- Working closely together with other stake holders.



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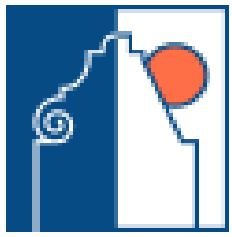
# CLOSING THE GAP



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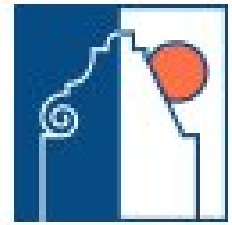
CHATA / CHTF is taking the role of trying to close the gap and have more local qualified employees working in the Tourism industry on Curacao.

This is only possible when you have a close and strong working relationship between the private and public sector. In the signed MOU with CTB one of the focus will be the development of Human Resources to enable our local people to be aducated to work in the Hospitality and Tourism industry.



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# CURAÇAO OCCUPANCY



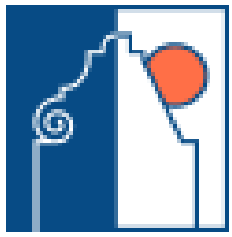
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- 2002 : 57 %
- 2008 : 85 %

28 points more !

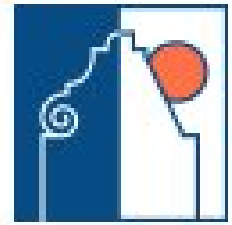
- Almost 40% increase
- More rooms occupied
- More restaurants chairs occupied
- More tourists → More tours,





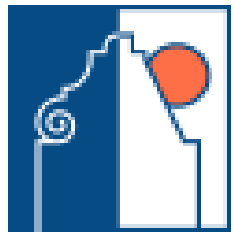
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# THE CHALLENGE



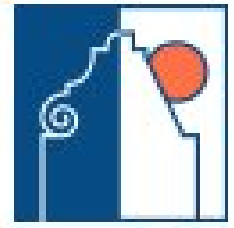
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- Average of 500 vacancies/jobs in the Tourism industry per year
- The demand for qualified employees at all levels with the right attitude and skills
- 4000 new hotel rooms ( x 2,7 jobs total spin off= 10.000 jobs)
- Coordination Demand and Supply



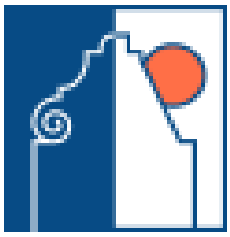
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# Curacao Tourism Labor Market



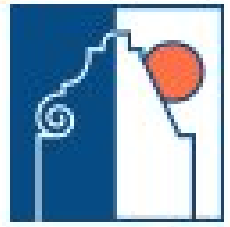
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- Important strategic tool for partners (What are we talking about ?)
- CHATA, CTB and DEZ
- Initiative of the Human Resources Board (Chaired by the CTB)
- Minimal number of expected vacancies
- Estimated turnover of staff ( 20-30 %)
- Based on 3000 new hotel rooms  
( CTB, April 2008)
- Updated version to be released June 2009 (2009-2011)
- Important strategic tool for partners
- Time frame (2009-2011)
- Sectors : Hotels, restaurants, dive-operators\* and tour operators\*.  
\* first time



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# Results :



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- Results are needed for short and long term labor market and education strategy  
Tourism on Curacao
- Fast growing sector and almost 60 % of the new jobs are directly related to new hotel rooms
- Demand and Supply are not balanced

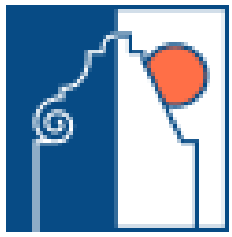




# CHATA HR activities promoting a career in tourism

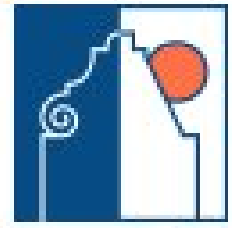


- Monthly HR committee meeting
- Curacao Culinary Competition yearly
- Bartender ,Chef and Junior Chef of the year
- New: Junior Chefs competition
- Cook outs
- CHA scholarship : Avila hotel this year
- Employee and Supervisor of the quarter
- Employee and Supervisor of the year  
( Big lunch event)
- Exchange program with Bonaire
- Career Wave for schools (local role models)
- Our pride project : Academy Hotel



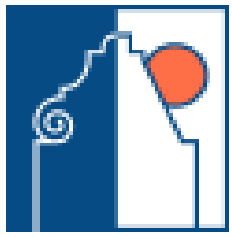
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# Promoting a career in tourism CTB activities



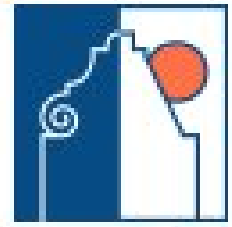
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- Monthly HR board meeting (CTB chair)
- Personal Assistant Day ( 2x ) for 50 students
- CTB: Ban Papia di Tourism monthly-TV program
- Joined booth Study & Career Fair-yearly
- Horeca Rap contest
- Future Industry Stars tours ( 7 x )
- Best Student Award schools ( yearly)



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# CHTF Projects :



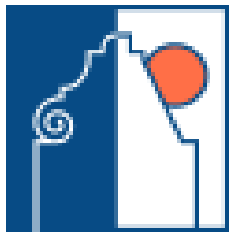
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- Academy Hotel
- SEI Training Program
- Childcare Program 24/7

## Other priorities :

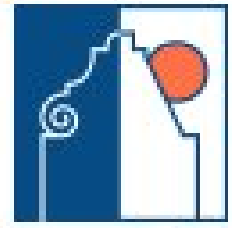
- Transportation
- Apprenticeship Programs
- Upgrade Training Programs
- Summer Course – 2010





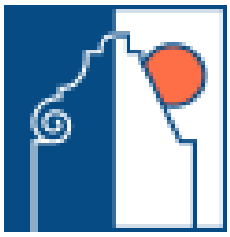
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# SEI Training Program

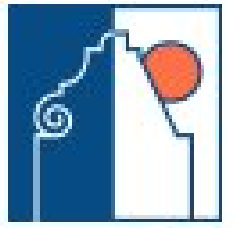


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- US \$ 8 milj. Program with 3 parties : Private Sector, Public Sector and Program sponsoring the Netherlands.
- 5 –year program
- Unemployed participants
- Forming and vocational training programs
- Working and learning together

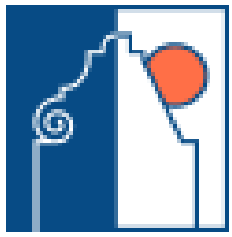


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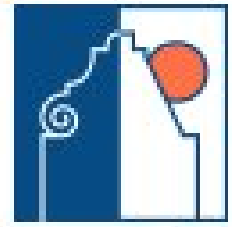
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# Apprentices Programs



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- Security Hospitality officer – 10 months
- Room attendant – 4 months
- House man -4 months
- Dive Master – 12 months
- Entry level positions

# Mission The Academy Hotel Curaçao

The mission of the Academy Hotel Curaçao is to provide the tourism sector of Curaçao with enough and sufficiently trained personnel in all relevant branches and at all levels.

The objective of the Academy Hotel is to facilitate the tourism industry and schools with a shared practical training facility whereby students at all levels can gain a hands on real life practical training.

# Why The Academy Hotel Curaçao?

- Limited practical training facilities on Curaçao
- Shortage short internship positions on Curaçao
- Better prepared personnel for the tourism and horeca sector (expected a minimum of 3000 new jobs for the coming 5-10 years)
- The demand for qualified employees at all levels with the right attitude
- Tourism is globally the strongest growing economical sector
- More and better cooperation with local schools and the private sector.

**A Practical Solution:**

**- The Academy Hotel Curaçao!!!**



# Professional Staff

- Hotel manager
- Assistant manager
- Restaurant manager
- Kitchen manager
- Training manager
- Financial controller
- Night manager
- Schools : Rooms Division lecturer/coach



# The Academy Hotel Curaçao







# Facts of The Academy Hotel Curaçao

- 42 different practical training positions at VSBO, SBO level 1,2,3,4 and HBO
- Academy hotel is managed completely by students (365 days and 24 hours)
  - 1000 students per year(80 per month) can have their practical training of 6-10 weeks at the Academy Hotel
  - Real life Training Experience
  - 3 star Hotel with a 5 star service
  - English is the Language of Instruction in the Academy Hotel

- 8 positions at VSBO level
- 37 positions at SBO level
- 11 positions at HBO level
- Apprentices

\*Some job positions can be done by students at different levels and streams.



# The Departments

• Front Office	(7)	
• Housekeeping	(8)	
• Food&Beverage	(4)	
• Administration	(3)	
• Sales and Marketing	(4)	
• Kitchen operations	(7)	
• Maintenance&Security	(5)	
• General	(4)	+
	-----	
Total	42	positions

# Facilities of The Academy Hotel Curaçao

- 42 rooms
- Restaurant & Bar
- Kitchen unit
- Library
- 1 Classroom
- 2 Mentor rooms
- 2 offices units
- Central location in Punda
- Professional staff:
  - Hotel Manager
  - Food & Beverage Manager
  - Training Coordinator
  - Financial Controller





# Big challenges

- Big challenges
- 365 days per year students
- Coaching of students of different levels
- It is not a school and not a 5 star hotel !
- Leermeesters and coaches to be trained in the sector !.
- Recognize “ erkende” leerbedrijven
- Get the schools and teachers more involved and prepare the students !.

- Positive output
- We have talent and aces in the hotel
- If you don't like it : 2 days is enough
- Commitment of the schools
- Positive learning/working environment
- Responsibility
- Examples

# Motivational practices at Hotel level



- Mission statement:  
To Provide the Highest Guest and STAFF Satisfaction.

# Motivational practices at Hotel level

At Breezes Curacao Resort the team-members are as central as our Guest - this being is highlighted in our mission statement.

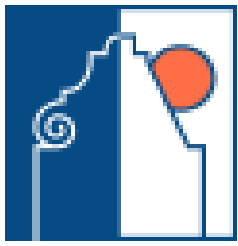
Being an active Super all inclusive resort, the team-members play an important role for a successful outcome and guest satisfaction.



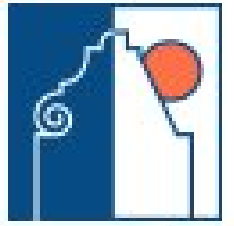
# Motivational practices at Hotel level

How do we achieve the keep our team-members motivated:

- Trainings – on the job, thru independent local companies and corporate programs, making use of the CHATA / CHTF offers
- Educational upgrading programs as part of the Succession program
- Employee recognition by our Guests - Star program
- Social Club – sport activities, departmental social get-together
- Employee of the Month - Heart & Soul of the House
- Supervisor of the Quarter
- Employee and Supervisor of the Year Awards
- No Sick leaves rewards
- Annual appraisal and bonus reward



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Thank you very much for  
your attention!!!

Questions or Remarks

