

Third Annual CTO Tourism Human Resources Conference

June 27-29, 2007, Guadeloupe

“Leading Change in Tourism within a Dynamic Global Environment”

“Determining the Present and Future Human Resource Needs in the Tourism Sector”

Presentation by:

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What We Will Cover in This Session....

- ***the Paradigm Shift – ‘Hey Buddy, Can You Paradigm’***
- ***Why it is Essential to Determine HR Needs***
- ***The Bahamas Approach***
- ***Using the Data & the Process – Implementation Strategies***
- ***Some of the Success Factors***
- ***Some Discussion***



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Backdrop...

Industry is Changing Rapidly – Globally and Locally

- Not Good Enough to Offer Just a Bed
- A Good Hotel Experience is Not Good Enough – the entire continuum of the visitor experience must be positive, preferably exceptional
- A Hotel is a Hotel....Not Anymore

Competition Has Changed...

- There's More Regional Competition
- Property Upgrades and Transformations are the Norm
- New Destinations Are Emerging Throughout the World



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Our Customer Has Changed...

- **Today’s Customer is More Educated – one in four is a college graduate**
- **Today’s Customer is More Independent – travel decisions and purchases are made on their own – increasingly via internet**
- **Today’s Customer has Traveled Extensively – generally takes 2-3 smaller vacations a year**
- **Today’s Customer has Higher Expectations**
- **Lifestyle Experiences are Essential**
- **Good News Travels Fast – internet, word of mouth, referrals**
- **Bad News Travels Faster - internet, word of mouth, referrals**



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Our Challenges...just a few

- **Productivity and Service Levels Have Improved....Not Fast Enough**
- **Institutional Change is Occurring....But Not Fast Enough**
- **General Level of Education....the feeder systems to Higher Education and the Workplace...in Dire Need of Major Improvements**
- **Need To Ready More of Our People to Take Advantage of Considerable Opportunities in Supervisory, Management and Business Ownership – for People to ‘Get It’**
- **Need to Strengthen Linkages Between Tourism and Other Areas of Economy – for People to ‘Get It’**
- **Essential to Preserve and Protect Our Natural Resources**
- **Need to Better Integrate Tourism in a Sustainable Way – culturally, heritage, eco-nature**



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The Visitor’s Voice....

- ***Among the Top Three Things They Like***
 - ***Our People....Our Quality Service***

- ***Among the Top Three Things They Dislike***
 - ***Poor Service...Our People***



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Why it is Essential to Determine HR Needs....

- ***Are Training Institutions Relevant?***
- ***Is Education Curriculum Relevant?***
- ***Helps to Breakdown Myths and Misunderstandings***
- ***Provides a Road Map...Giving Direction and Focus to Public and Private Sectors***
- ***Helps the Public to Know Where Opportunities Will Exist***
- ***It's All About the Product.....***



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The Bahamas Approach

- ***Recognition that What We Don't Know Will Hurt Us....***
- ***Tourism Task Force on Education Formed by Bahamas Hotel Association, Ministry of Education and Ministry of Tourism in 2004***
- ***Research by Private Sector***
 - ***Employer Survey***
 - ***Review of Planned Developments***
 - ***Detailed Analysis of Student Standardized Tests Results***
 - ***Visitor Satisfaction Surveys Continue to Point to Inconsistencies on Worker Performance***



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The Bahamas Approach – cont’d

Immediate Tasks –

- ***Understand the Landscape***
- ***Educate the Educators Workshops & Internships***
- ***Educate the Industry Workshops & Visitations***
- ***Determination to Conduct a Human Resources Needs Assessment***



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The Hospitality Industry Human Resources Needs Assessment Approach and Methodology

- ***Formation of HIHRNA Task Force***
 - ***To Guide and Advise on the Needs Assessment***
 - ***To Garner Stakeholder Support***
- ***Engaged College of The Bahamas Research Unit and Regional Labour Economist to Assist with Designing and Delivery of Assessment***
- ***Conducted Series of Stakeholder Meetings to Frame the Issues and Needs***
- ***Determined to Survey following:***
 - ***Representative Groups of Small, Medium and Large Hotels***
 - ***Developers for Approved Tourism-Related Projects***
 - ***Employees***
 - ***Educational Institutions***



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The Hospitality Industry Human Resources Needs Assessment
Expected Outcomes

- ***Provide data and information by job classification on the number of persons, competencies and skills anticipated by the private sector over the short and long term***
- ***Assess Perceptions of Career and Job Opportunities in the Industry by Existing Employees***
- ***Conduct Inventory of Strengths and Shortcomings of Educational Institutions which Support Hospitality-Related Workforce Development***
- ***Identify strategies to meet the anticipated needs***

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Needs Assessment: Key Findings

Distribution of Employees by Job Classification

There are 11,874 persons employed in the hotels surveyed. Their distribution in the Industry is shown in Table 5.17 according to job classification.

Table 5.17 Distribution of Jobs in the Hotel Industry by Job Classification

| Job classification / area | % of all employed |
|-------------------------------|-------------------|
| Food Service | 30.04% |
| Operations Management | 16.17% |
| Front Office Operations | 11.92% |
| Food Preparation | 11.48% |
| Housekeeping and Laundry | 7.55% |
| Engineering | 3.84% |
| Security and Surveillance | 3.80% |
| Accounting and Finance | 3.48% |
| Tour Operations | 2.48% |
| Guests Services | 2.21% |
| Sales and Marketing | 1.74% |
| Landscaping | 1.43% |
| Purchasing and Supplies | 1.18% |
| Human Resources | 0.71% |
| Information Technology | 0.63% |
| Chief Officers | 0.56% |
| Aquatic Life | 0.35% |
| Transportation Services | 0.10% |
| Safety and Quality Inspection | 0.09% |
| Other | 0.08% |
| Legal | 0.06% |
| Travel Services | 0.05% |
| Counselling | 0.02% |
| Health and Medical Care | 0.02% |





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Needs Assessment: Key Findings

Table 5.18 Distribution of Hotel Workers Based on Job Level

| Job Level | Percentage of persons in the industry |
|-------------------|----------------------------------------------|
| Chief Officers | 1% |
| Executive | 3% |
| Middle Management | 15% |
| Supervisory | 10% |
| Line Staff | 71% |

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Needs Assessment: Key Findings

Table 5.19 Training Levels Used in the Research

| Training Levels | |
|-----------------|------------------------------------------------------------------------------------------------------|
| Level 1 | Requires education that leads to a university or postgraduate degree or the equivalent. |
| Level 2 | Requires tertiary education which leads to an award not equivalent to a first university degree. |
| Level 3 | Requires high school education supplemented by on-the-job training, vocational or technical training |
| Level 4 | Requires high school education |
| Level 5 | Does not require high school education but requires some basic skills training |

Table 5.20 Required Training Levels for All Job Classifications in the Industry

| | Training level 1 | Training level 2 | Training level 3 | Training level 4 | Training level 5 |
|-----------------------------------------------------------|-----------------------------------|----------------------------------|----------------------------|-----------------------|--------------------------|
| | University or postgraduate degree | Requires some tertiary education | High school education plus | High school education | No high school education |
| Distribution of Training Levels Required for the industry | 22% | 24% | 28% | 9% | 18% |



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Needs Assessment: Key Findings

Areas of Employment Demand by 2007

The highest demand job classification areas, in order of priority were as follows:

1. Food Service
2. Aquatic Life
3. Food Preparation
4. Security and Surveillance
5. Landscaping
6. Operations Management
7. Transportation Services
8. Engineering
9. Information Technology
10. Accounting and Finance
11. Health and Medical Care
12. Housekeeping and Laundry
13. Front Office Operations
14. Guest Services

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Needs Assessment: Key Findings – Needs by Classification by 2011

| Job Classification | Job Level | | | | Sum | |
|----------------------------------------|---------------|-------------------|----------------|-----------------|--------------|--------------|
| | Chief Officer | Executive Officer | Middle Manager | Line Supervisor | | |
| Chief Officer | 1 | | | | 1 | |
| Operations Management & Administration | | 1 | 1 | | 2 | |
| Human Resources Management | | 2 | 50 | 100 | 500 | 652 |
| Counselling | | 2 | 2 | 5 | 10 | 19 |
| Accounting & Finance | | 1 | 10 | 15 | 50 | 76 |
| Purchasing & Supplies | | 5 | 6 | 15 | 40 | 66 |
| Sales & Marketing | | 2 | 4 | 30 | 100 | 136 |
| Front Office Operations | | 2 | 4 | 32 | 100 | 138 |
| Guest Services | | 2 | 20 | 100 | 203 | 325 |
| Housekeeping & Laundry | | | 10 | 31 | 220 | 261 |
| Food Preparation | | 5 | 22 | 74 | 510 | 611 |
| Food Services | | 5 | 32 | 70 | 180 | 287 |
| Transportation Services | | 2 | 20 | 60 | 70 | 152 |
| Security and Surveillance | | 4 | 30 | 100 | 250 | 384 |
| Engineering | | 2 | 5 | 20 | 100 | 127 |
| Landscaping | | 2 | 10 | 30 | 155 | 197 |
| Aquatic Life | | 1 | 30 | 100 | 200 | 331 |
| Health and Medical Care | | 4 | 4 | 4 | 10 | 22 |
| Safety & Quality Inspection | | 1 | 5 | 5 | 5 | 16 |
| Total | | 43 | 265 | 791 | 2,703 | 3,803 |



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Needs Assessment: Key Findings – Education Institutions

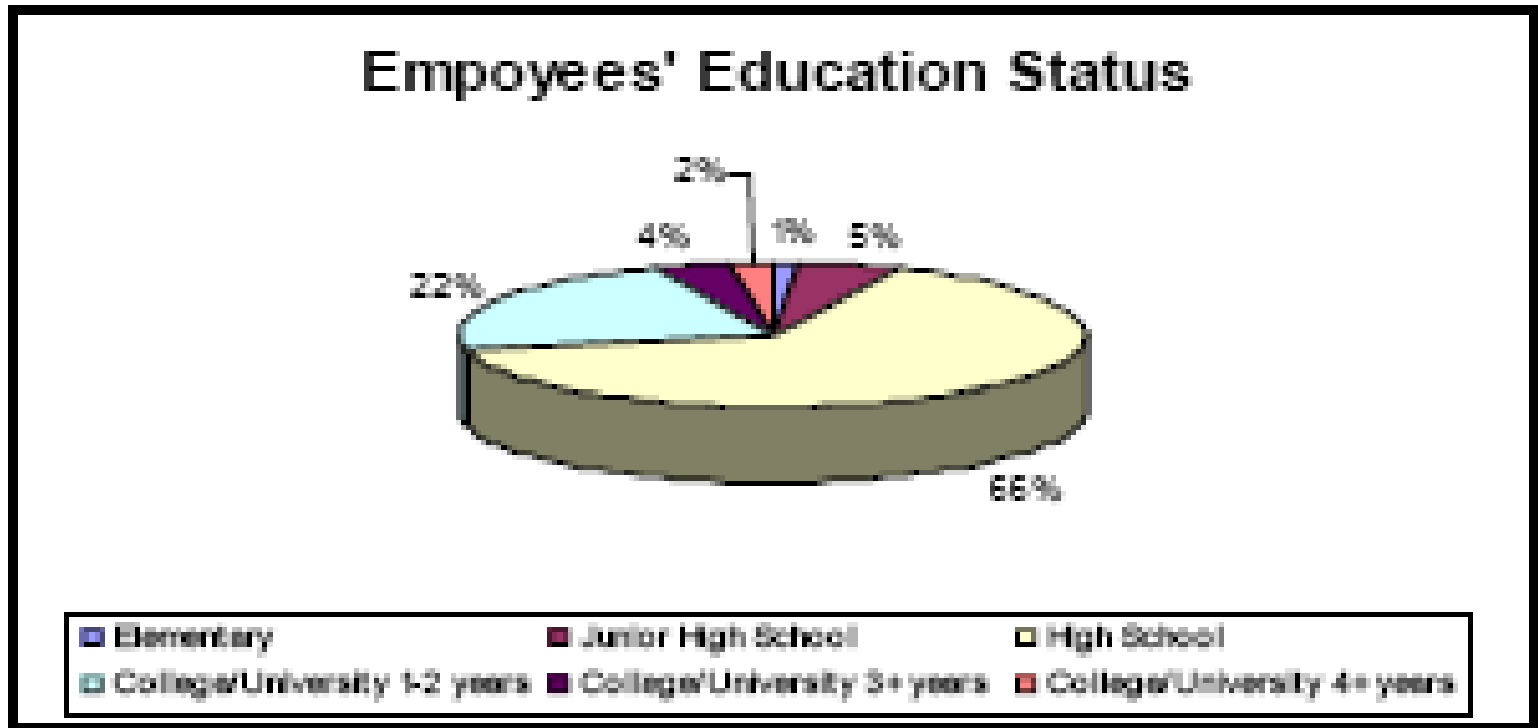
Surveyed....

- **High Schools, Bahamas Vocational and Technical Institute; Other Post-Secondary Programmes, College of The Bahamas**
- **Reviewed Curriculum**
- **Reviewed Teacher Qualifications**
- **Reviewed Facilities**
- **Reviewed Enrollment**

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Needs Assessment: Key Findings – Employee Surveys

Figure 5.2 Education Status in (%)

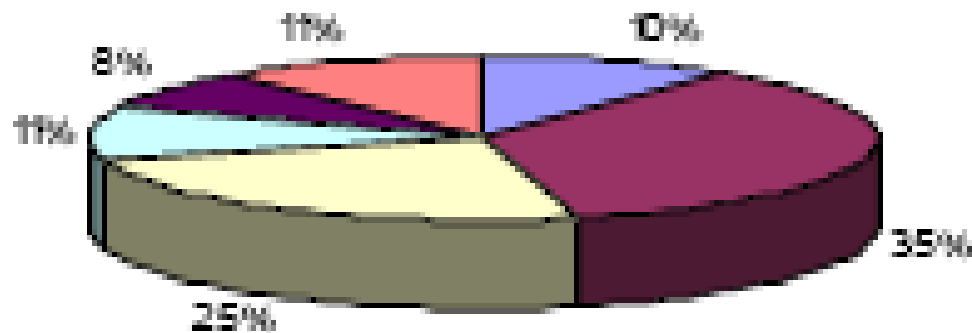


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Needs Assessment: Key Findings – Employee Surveys

Figure 5.3 Respondents' Service (%)

Service in the Hospitality Industry



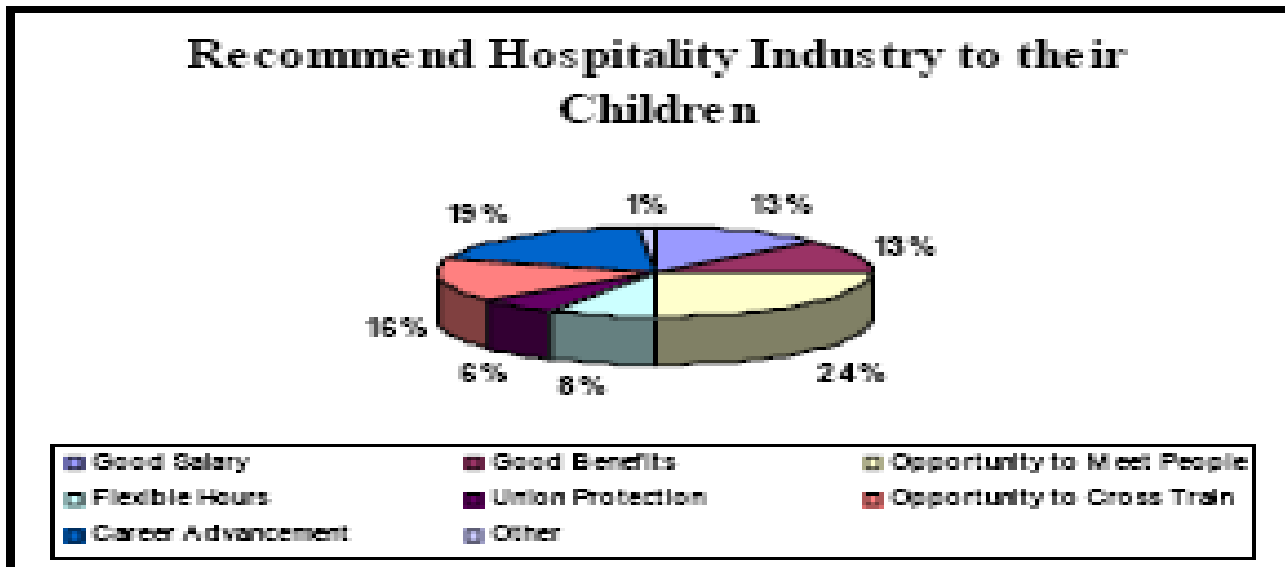
| | | |
|---------------|---------------|---------------|
| Less 1 Year | 1- 5 Years | 6 - 10 Years |
| 11 - 15 Years | 16 - 20 Years | Over 20 Years |

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Needs Assessment: Key Findings – Employee Surveys

A Surprising 78 Percent of Employees Would Recommend a Career in the Hospitality Industry to their Children....

Figure 5.4 Recommend the Hospitality Industry (%)





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Using the Data....Implementation Strategies....

Establishment of a collaboration body, informal ad hoc to start, representative of key stakeholder interest to:

- ***Guide long-term planning***
- ***Collaborate on the implementation of near-term activities***
- ***Assess the effectiveness of efforts***
- ***Advocate for the necessary resources and agreed upon approaches to address problems and support important programs***



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Using the Data....Implementation Strategies....

In Partnership with Government Revamp Hospitality Programme in High Schools

- ***Create Five Pilot Tourism Academies in High Schools***
- ***Update and Expand Tourism Careers Programme in Junior High Schools***
- ***Begin to Incorporate Tourism Contextually Across Most Subject Areas***



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Using the Data....Implementation Strategies....

- ***In Partnership with Government Establish Bridge Programme at Vocational and Technical Institute***
- ***Redo the Entire College of The Bahamas Culinary and Hospitality Management Programme***
- ***Implement and Expand Certification and Standards Programs including; the Certified Hospitality Department Trainer program; the CARIBCERT Credentialing Program; Bahamahost, at different levels; and other skills specific certifications.***



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Using the Data....Implementation Strategies....

- **Organize Professional Development and Exposure Programs – providing educators, trainers, students and industry personnel at all levels with exposure to different environments to enhance understanding, knowledge and skills.**
- **Establish a Recruitment Plan to: fill employment needs by employers; and guide students to placements in the workplace, technical and training programs, and post-secondary institutions.**
- **Expand Scholarship Offerings**
- **Support Facility Needs**
- **Ongoing Public Awareness**



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Success Factors.....

- ***Must be Sustainable Effort by Public and Private Sectors***
- ***Base Efforts on Fact, Not Myth or Unfounded Assumptions***
- ***Telling the Needs and Opportunities Story***
- ***Commitment of Stakeholders***
- ***Tangible Goals to Measure Progress***
- ***To God and the Politicians be the Glory***
- ***Communicate...Communicate...Communicate***
- ***Recognize that Change is a Process, Change is Incremental and that You Never Know from Where or When Your ‘Tipping Point’ May Occur***
- ***Persistency***



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Thank You