

Introduction

Managing Caribbean Tourism with the view, that it contributes towards socio-economic development, requires effective deployment of three resources:

- economic (monetary),
- physical (material)
- and human (social).

The most vital asset to any organization is ‘the people’ (human resources)

Themes in the presentation

- Re-defining and enhancing the profile of the tourism and hospitality industry in the region
- Creating a new enabling environment for the industry to be sustainable
- The role of awareness, continuous education, training and development
- Recruitment, retention and recognition
- Leadership

Capacity building

- Capacity Building is much more than training and includes:
 - development - which is a process of equipping individuals with the understanding, skills and access to information and knowledge to enable them to perform effectively .



The expansion of management structures, processes and procedures within Governments and the Public and Private sectors.

Putting in place the legal and regulatory framework to enable officials within the sector to enhance their capacities.

Challenges of Human Resource Capacity in the Tourism Sector

- The top challenge
- Leadership



Some imperatives for effective Leadership

- Leadership that has vision and the competencies of innovation.
- Leaders with strong technical and human skills.
- The emphasis has been on the technical skills, but the ability to motivate people is equally important.
- Leaders need to understand the value of the Strategic importance of Human Resource Management.



Policy

- Policies for the support of the sustainability of the industry that are developed , implemented and maintained.
- The status of data to support the industry re capacity must be legislated for compliance.
- Shift in political Leadership to have better policies to govern the sector.
- To allocate adequate resources for the development of Human resources.

Operational

- task/skill/organization related and performance motivation-related



Operational

- Under-development, under-utilization and management of human resources.
- Poor performance management and incentives systems.
- Lack of effective management and leadership.
- Awareness, continuous education, training and development.
- Alternative ways of capacity building are not adequately recognized.

- Institutional Weaknesses



Institutional Weaknesses.

- Several institutions exist throughout the region with programmes from certificate to the Masters level
- In most cases institutions operate in isolation - communication is poor between them.
- The existence and development of teaching materials is inadequate and where they exist need to be updated.
- Attracting high-quality educators is a challenge for several reasons.
- Quality involves recruitment, selection, hiring, and induction of quality faculty




**WHAT IS
EDUCATION
FOR**

- The brightest and best for the industry (Graduates)



- It is not about the numbers game but the right fit for the job and the organization

- 
- Retention of good talent is still an issue.
 - Relations between formal training the ability to contribute is not always evident.

The Status of our industry

- Tourism is still not seen as a rewarding Career option
- Public /National awareness as to its importance is still lacking and in most cases not understood
- For Practitioners and Educators there is low job-satisfaction due to poor salaries
- Inadequate funds for training and development
- Unequal training and development opportunities for employees
- Recruitment of the brightest and best is not practiced



- Politics and Politicians is still dictating who manages the industry
- The mentality of what's foreign is better also still applies to the acquisition of Human Resource

Need for HR paradigm shift



- Human Resources has to be used as a Strategic Resource
- Standards should be developed, implemented and Monitored for Maintenance.

- A programme for Educating the Educators on a continuous basis
- Leadership appointment should be based on Leadership competencies



you give out
**Leadership
PICKLES**
when you...

1. Spread ENTHUSIASM

- Create a sense of urgency
- Lend them your energy
- Make things fun

2. Inspire CONFIDENCE

- Take the fear out of the future
- Keep your employees informed
- Seek your employees' advice
- Convince people to try

3. Demonstrate INTEGRITY

- Your team is always watching
- What they see is what you'll get
- Do the upright thing always,
whatever the cost

The way forward

- Recognizing the inadequacy of capacity in terms of trained and competent technical and generalists' Tourism human resources on the part of local authorities to carry out their responsibilities
- The building of capacity of local government officials for effective administration and management of the sector must therefore, be of high priority.
- Addressing the retention issues of recognition, right fit, and the management practices that cause people to leave the industry

- 
- Improving the core competencies of staff and management
 - Synchronizing the nature and content of training offered by the different stakeholders contributing to training and development

Service Excellence in the Caribbean



- We have work to do in the area of delivering excellence
- Lack of customer service is not only in our processes but on soft skills such as business etiquette, customer care, and service attitude.
- “Service excellence means hiring excellence.”

Service Excellence

- *Requires building a Culture of Excellence*
- There is a need to set standards (industry wide and at the organizational level)
- Reward and recognition at all levels are essential.
- Celebrating excellence should be a feature of the / region/organization.
- Embrace talent, creativity and innovation.

Conclusion



- Tourism as an engine of (livelihood) economic growth for the Caribbean region will depend less on its natural resources and more on the human resource talent and experiences / excellence that it offers.
- “Service Excellence will help Caribbean tourism destinations get the best from their workforce, deliver the best possible visitor experience, grow tourism by working together, and ensure a sustainable industry”