

**GOVERNMENT POLICIES & PROGRAMMES
FOR TOURISM WORKFORCE DEVELOPMENT
IN THE MEMBER COUNTRIES**

Member Countries and HRD in Tourism

- ❑ Diverse tourism industries and varied levels of investment in HRD
- ❑ Direct employment in tourism in the Member Countries totaled over 14.3 million in 2013
- ❑ Employment represents an increase of 27.68% from 11.2 million employees in 2001
- ❑ Examples of excellence in some countries, highlighting best practice across a range of key HRD indicators
- ❑ More widespread evidence of immature, emerging HRD systems for tourism

A Leadership role for Government in Human Capital Development

- ❑ **Develop or strengthen HR policies**, plans and actions, in the context of overall tourism policies, strategies and plans
- ❑ Encourage private sector trade bodies to **address Human Capital issues**, including agreeing on employment standards
- ❑ Encourage the **formation of responsible bodies** to represent the needs of employees in the tourism sector
- ❑ Ensure that **social dialogue** is pursued as a continuous process
- ❑ Consider using **incentives** to stimulate tourism employment

Integrated Role for Government in Effective Human Capital Development in Tourism

- Leadership
- Co-ordination within Government
- Co-ordination between Government, Private Sector and NGOs
- Facilitation and support

Integrated Role for Government in Effective Human Capital Development in Tourism

- Provide start-up, capital and recurrent financial support
- Lever external investment and support
- Publicize and promote
- Provide recognition – certification, awards

Challenges for Member Countries

Individually

- Engage stakeholders from Government, Private Sector, Associations, International Partners
- Obtain 'buy-in' from significant players in key Government Ministries/ agencies
- Undertake national audit of skills needs and current training programmes
- Invest strategically in financially and organisationally sustainable interventions

Collectively

- Challenge poor perceptions/ status of tourism employment
- Learn from each-other
- Organise familiarisation visits/ study tours for senior officials to projects/ initiatives of best practice/ innovation
- Arrange longer-term placements for key officers
- Develop regional teaching/ learning resources

The Lessons Learned From Case Studies

- ❑ Ensuring stakeholder engagement
- ❑ Creating Public Private Partnerships in HRD
- ❑ Training and Development for all Levels of Employee
- ❑ Understanding the “Hospitality Factor”
- ❑ The Value of “Ripple Effect”
- ❑ Linking HR Best Practices to Bottom-Line Performance
- ❑ Strengthening Human Resource Management Practices
- ❑ Building a foundation of effective TVET for tourism within the schools and colleges system

The Lessons Learned From Case Studies

Need to Enhance Skills to Increase
Employability

requires

Development of a Training Strategy for
Sustainable Employability

Draft Framework for Professional Tourism Training in the Member Countries: **SIX CROSS-CUTTING THEMES**

INFORM

- National Awareness Campaign

ENGAGE

- Stakeholder Engagement
- Creating a Training Culture in the Tourism Sector

SIX CROSS-CUTTING THEMES

❑ **ATTRACT**

- Workforce Development Strategy
- Strategy to Promote Employment
- Participation of Students in the Tourism Workforce

❑ **DEVELOP – ‘Enhance Skills to Increase Employability’**

- A **Training Strategy** for Sustainable Employability
- Strengthen Human Resource Management Practices
- Use HRM Best Practices to Improve Productivity
- More Responsive Training System
- Skills Needs to Training Delivery Model
- Improving Front Line Hospitality
- A stakeholder approach
- Application of Best Practice in the Member Countries

SIX CROSS-CUTTING THEMES

❑ RETAIN

- Put 'People First'

❑ COORDINATE, COMMUNICATE, CO-OPERATE & COLLABORATE

- Establish workforce development 'hub' countries and create a *"Network of Excellence"*
- Co-invest through **Partnering with all Stakeholders**
- COMCEC Tourism Working Group
- Improved System for Collection, Analysis and Dissemination of Tourism Sector Information and Statistics

Thank you

Q & A?

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