

GOAL:

02

The people who work in the tourism and hospitality industry have appropriate skills and the personal attributes to deliver a quality experience. There are education and training systems in place to recognise and deliver the skills and knowledge required to resource the tourism and hospitality industry.

Recommendations

- Work with Tertiary Education Commission, New Zealand Qualifications Authority and other parties (such as ITOs and training providers) to ensure policy, funding and delivery of both tertiary and work-based education and training is aligned to the needs of the tourism and hospitality industry. In the process:
 - *improving the effectiveness of industry input to qualifications and programme approvals;*
 - *reducing the proliferation and duplication of qualifications in the sector;*
 - *ensuring providers are outcome (and not output) driven; and*
 - *ensuring that portability and credibility of qualifications remain paramount. See Case Study 04.*

CASE STUDY // 04

New Zealand's First Industry-wide Training Programme for the Accommodation Sector

The New Zealand Hotel Council (NZHC) and the Hospitality Standards Institute (HSI) have joined forces to launch The National Hotel Corporate Training Programme. The Programme is New Zealand's first industry-wide training initiative, and is targeting people working in the accommodation sector, with two qualifications on offer:

1. The NZHC Entry Level Certificate is aimed at people starting their careers in the hotel industry, covering foundation skills such as computer literacy, customer relations, housekeeping, food and beverage, and guest services.
2. The NZHC National Diploma in Hotel Management is aimed at supervisors and managers already working in the hotel industry. The Diploma encompasses the various sectors within a hotel, covering areas such as accounting, food and beverage management, host responsibility, staff recruitment, and departmental management.

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- Explore ways to further integrate Qualmark, the Quality Tourism Standards and the unit-based national qualifications.
- Implement a programme of training needs analysis for the wider tourism sector, building upon existing sector-specific work such as that undertaken by ATTO and SFRITO in the sea kayaking and rafting sectors.
- Work to break down barriers and encourage further uptake of training and education by tourism SMEs. *See Case Studies 05 & 06.*

CASE STUDY // 05**Hospitality Training Passport Initiative – Bite-sized Training for Hospitality Workers**

The HANZ Training Passport is opening the door to further education for people in small and medium sized hospitality businesses. The Passport training programme is based on unit standards, covering areas such as Customer Service (GreetNZ), Host Responsibility, Food Safety, and Licence Controllers Qualification.

By serving up training in bite-sized pieces, the programme aims to encourage Hospitality employers and employees alike to undertake further training, leading to national qualifications, and enhancing skills and productivity within the sector.

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CASE STUDY // 06**Ko Tane Invests in its People, with help from ATTO and Kiwi Host**

Located at Willowbank Wildlife Reserve in Christchurch, Ko Tane offers a rich cultural experience to a predominantly international visitor base. The Ko Tane experience – encompassing a powhiri, kapa haka, tours of a living village and wildlife reserve and hangi – is delivered by a team of 26 young Maori, most still in their teens.

Says Ko Tane Director David Brennan, “A lot of my staff are used to being voluntary kapa haka performers, maybe involved in three or four performances a year. Working here is lifting it a notch. They have to understand that the product now has an economic value – that’s where customer service comes in.”

Having identified that customer service and attraction guiding skills were paramount to Ko Tane, ATTO Maori Industry Advisor Ron Taukamo and Brennan looked at how the National Certificate unit standards in Tourism and Travel (Level 3) could meet Ko Tane’s needs.

Ko Tane’s training has been designed in two strands: a Limited Credit Programme in customer service, delivered by Kiwi Host in a series of three-day workshops; and industry-specific attraction guiding (Taukamo is exploring short block courses to deliver these skills). Ko Tane staff will work towards the qualification over two years, with a mix of on and off the job learning.

Although it is early days, Brennan says his staff are gaining a sense of achievement from their study. “Our key focus is on employment for our young people. We want them to take the values of Ko Tane with them into full-time employment in the industry, then we can bring more young people through.”

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- Promote an understanding of the link between recruitment, training and workplace productivity, at the same time encouraging adoption of best practice policies and procedures by sector employers.
See Case Studies 07 & 08.

CASE STUDY // 07

Promoting Career Development the ‘Academie Accor’ Way

The international hotel chain Accor is putting training at the top of its agenda. Employees at every level of the organisation are committed to ongoing training and career development through the group’s dedicated ‘Academie Accor’. By instigating ongoing education – be it entry level certificates or advanced diplomas, e-learning programmes or advanced executive education for senior managers – the ‘Academie Accor’ is raising the bar for all Accor employees.

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CASE STUDY // 08

Workplace Training Underpins Te Papa’s Customer Service Agenda

Te Papa was the 2005 winner of the ATTTO Tourism Excellence in Workplace Training Award. While Te Papa has always run a programme of staff induction training, the organisation has recently aligned its training with national qualifications in Tourism Core Skills and Attraction Guiding. This has given Te Papa staff the opportunity to gain formal qualifications they may not have had access to before.

“Customer service is the key element of the whole Te Papa experience”, says Steve Brady, Customer Service Manager at Te Papa. “It starts the moment our visitors roll up to the door where they are met and greeted.”

Steve says that aligning in-house training to the national qualifications has improved staff retention, productivity and service levels.

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- Foster further development of tourism business clusters for locally based training delivery to ensure solutions are tailored to local needs. This may include working with Trade & Enterprise, the Department of Labour, local government, Economic Development Agencies and others on a range of initiatives such as the on-line learning pilot in Rotorua. *See Case Study 09.*

CASE STUDY // 09**On-line Learning Pilot Flies in Rotorua:
Tourism Managers Become e-Trainees**

Rotorua is leading New Zealand in innovative education and training programmes for tourism workers. In this case, a group of local tourism managers are putting their money where their mouth is, by tackling the National Diploma in Tourism (Management) through a pilot e-learning project.

ATTTO sourced funding for development of a pilot project – in which on-line learning is supplemented by face to face workshops – and also provides support staff on the ground.

Hailing from a wide range of tourism businesses, many of the managers turned trainees are working towards formal qualifications for the first time in their lives. They see the pilot as a chance to walk the talk in terms of up-skilling, providing a powerful role model to their own staff. As the pilot gains momentum and plaudits in Rotorua, ATTTO is planning to extend the programme to other regions as soon as possible.

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