

GOAL:

03:

People with experience and expertise are retained within the tourism and hospitality sector because they have opportunities to grow and build satisfying careers.

Recommendations

- Improve pay and wage rates for tourism and hospitality sector employees: e.g.
 - *Share information about pay rates within the tourism and hospitality sector, relative to other industries.*
 - *Explain the relationship between pay rates and recruitment, retention and business performance.*
- Undertake research with tourism and hospitality employees and employers to confirm the causes, incidence and costs of staff turnover. This would give the industry vital management information and a benchmark against which to measure change.
- Promote the importance of retention as a key priority for the tourism and hospitality industry and for individual businesses. Similarly, emphasise to industry the relationship between recruitment and retention, i.e. that every valued staff member retained saves a business the costs and time associated with recruiting and training appropriate people.
- Facilitate industry-wide understanding of the factors that influence staff retention, encourage best practice and high productivity, and facilitate increased wage rates.
- Map out the available career pathways in the tourism and hospitality industry to assist in attracting and retaining people in the industry. *See Case Study 10.*



CASE STUDY // 10**Hospitality Workplace Traineeships – Building Career Pathways for Hotel Workers**

One of the biggest hotel chains in New Zealand has aligned its in-house training with NZQA in a bid to attract and keep skilled staff, and ensure consistently high standards. Millennium Hotels & Resorts, has linked all its in-house training programmes to NZQA qualifications. Employees within the group can now build careers within this national chain from day one, with NZQA qualifications available through many of the hotels' departments.

Contact: Frances McLean
 General Manager Human Resources
 Millennium Hotels & Resorts
 Phone: 09 634 1269
 Email: Frances.McLean@millenniumhotels.co.nz

- Investigate further use of the Modern Apprenticeship model in the tourism industry, building on experiences such as that in Rotorua. *See Case Studies 11 & 12.*

CASE STUDY // 11**Tourism Modern Apprenticeships a Win-Win Formula in Rotorua**

There must be something in the water in Rotorua – with its stable base of tourism employers, the city is leading the country in workplace training with its tourism Modern Apprentices. The apprenticeship scheme sees participating employees working towards qualifications in the tourism industry while on the job.

Employers in this scheme – among them Tamaki Tours, Hells Gate & Waiora Spa, and Skyline Skyrides – are raving about the benefits: knowledgeable and versatile employees with the confidence and ability to contribute to their business. Employees in the Modern Apprenticeships scheme are equally rapt at the chance to acquire a wide range of tourism-related skills on the job.

Contact: Sue Keats
 Industry Training Manager
 Aviation, Tourism and Travel Training Organisation
 Phone: 04 494 1848
 Email: sue.keats@attto.org.nz

CASE STUDY // 12

A Modern Apprentice Follows his Dream – When you're Doing Something you Love, Study Comes Naturally

*Ben Wilson, 19,
Modern Apprentice Aeronautical Engineering*

"Ever since I could talk I wanted to work in the aviation industry. My father is a helicopter pilot and my grandfather was an aircraft engineer during WWII, so aviation is in my blood.

After high school I applied for the pre-apprenticeship course run by Air New Zealand and was accepted. As soon as I started I knew this was what I wanted to do. Towards the end of the nine-month course, Dave Evans (ATTTO Industry Training Adviser) mentioned the possibility of an apprenticeship with Aoraki Mount Cook Ski Planes. I did a bit of research, contacted them, and here I am – an Aircraft Engineering Modern Apprentice. I love the variety of the work on smaller aircraft rather than specialising in one particular area of aircraft maintenance.

As a Modern Apprentice I'm also working towards my Aircraft Engineers Licence. The licence, with ratings, will allow me to sign-off aircraft before releasing them to fly. At school I had trouble studying for exams and keeping focused; it just didn't seem relevant. Now I'm doing something I love, study is just natural. Although there are no other apprentices here, there is no lack of support. It's such a tight knit industry, everybody knows somebody who is studying as well.

"I'm not sure yet about my long-term career goals but the opportunities are pretty exciting. It is such a dynamic industry – there are so many avenues you can take."

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