

GOAL:

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The tourism and hospitality industry has the structures and mechanisms in place to address its future workforce and skill needs on an ongoing basis.

Recommendations

- Formalise the role of the Leadership Group in overseeing implementation of the strategy, monitoring progress, communicating with industry, and acting as a conduit for the exchange of information across the sector (and between the sector and Government).
 - Develop robust processes to identify, monitor and report upon workforce issues in the tourism sector on an ongoing basis: e.g.
 - *Regular surveying of tourism and hospitality sector managers to assess whether their current training and development needs are being met.*
 - *Alongside research by ATTTO and others, working with TEC to ensure that tracking of graduates continues to provide information on the numbers being retained in and exiting the industry.*
- See Case Study 14.*

CASE STUDY // 14

Keeping Track of Tourism Graduates and What's Keeping Them Satisfied

In 2005, ATTTO commissioned research amongst graduates of its national qualifications to track whether they'd found employment, and where. Graduates were also asked what had prompted them to take the jobs that they had, and about their job expectations and job satisfaction.

The good news was that 95 percent of graduates were in paid employment, with four out of five in full-time roles. The vast majority were employed in the broader tourism sector, and 90 percent reported that their qualification was useful to their job.

The research revealed that most graduates had taken jobs because they were interesting, for the career prospects they offered, or because the working conditions were attractive. More than 85 percent of graduates said they were satisfied with their job. Those on the lookout for a new job – more than 20 percent – were looking for higher wages, better career prospects or better hours.

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where to from here?

The Leadership Group is driven by a desire to plan for the future of the tourism and hospitality sector, ensuring that the industry attracts and retains people able to contribute to its long-term sustainability.

The Tourism and Hospitality Workforce Strategy, outlined in this document, is our response to the skill shortages facing the industry: it is both a blueprint for action and a call to action.

We hope that this document will encourage you to think about the issues, and how they relate to your own business or organisation. Moreover, we hope it will provoke an exchange of ideas about what we in the tourism and hospitality sector – businesses, training organisations, tertiary providers and government players – can do, individually and collectively, to ensure the future prosperity of the industry in New Zealand.

Who will Implement the Strategy?

The Workforce Strategy calls for a whole-of-industry approach in identifying and implementing solutions. The agencies involved in the development of this strategy will be looking at what it means for their organisations and their members. Individual businesses operating within the tourism and hospitality sectors – as well as those servicing and supporting them – are encouraged to consider what actions they can take.

Most of the actions recommended in this document will take place within sectors of the industry, at a national or regional level. The Leadership Group will be overseeing progress and actively encouraging all those involved to take action. Refer to the Summary of Recommendations and Lead Roles on page 26.

The Leadership Group will also work on feeding progress made on this strategy into the mid-term update of the *New Zealand Tourism Strategy 2010*, about to commence. This will ensure that workforce-related issues are fully acknowledged and addressed in the updated Strategy.

Key Questions Remaining

In preparing this strategy, some key questions remain to be answered.

1. Attractiveness of workplaces: Employers are asked to consider how these issues relate to their organisations:
 - Would your employees consider themselves to be in rewarding roles and to be valued?
 - Would they consider that they have excellent learning and development opportunities? Equitable salaries? Well defined career paths?
 - Would they consider their workplaces to be attractive and well managed?
2. Training provision: the industry is yet to fully understand the breadth, relevance and importance of the training it receives from a plethora of providers.
3. Graduate tracking: the industry lacks comprehensive information on where its graduates go on leaving tertiary education and industry training.
4. Productivity: the industry has yet to determine what drives productivity in tourism and hospitality, and what greater productivity will look like for individual tourism businesses.

Questions such as these will be addressed by research initiated by the Leadership Group and by other parties: in the case of Graduate Tracking, building on work already undertaken by ATTTO and, in relation to productivity, linking with the Department of Labour's nationwide Workplace Productivity Agenda.

This research will assist with further evolution of the Workforce Strategy and the contribution it makes to the updated *New Zealand Tourism Strategy 2010*.