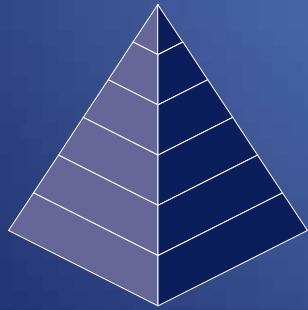


# The Tourism and Hospitality Human Resource Crisis: Challenges And Solutions

Walter Jamieson



PATA  
Hawai'i  
July 2008



# Crisis??

## **“TALENT WAR”**

**A host of problems in recruiting and developing talent are converging to create a perfect storm – a crisis that could derail the industry’s growth strategies.**

# CHALLENGES

# Overall Challenges

- **The need for different skills and competencies to be able to deal with widespread use of technology**
- **New forms of tourism utilizing natural and cultural environments created demand for indigenous employees, who could deliver better quality original products and services**
- **Meeting the needs of “high skilled tourists” who are more experienced and demand higher quality services and products.**

# Supply & Demand

- Macau, Singapore, Vancouver, Hawaii.....
- Over 4 million graduates are joining the China workforce this year but only 1.6 million have found jobs. (China Daily)
- ILO predicts that between 2005 and 2015 the youth labor force will expand significantly in Malaysia, the Philippines, Lao PDR and Pakistan. It predicts these countries will face enormous challenges to create jobs for millions of young labor market entrants.

## **INDUSTRY REALITIES**

**Doing more  
with less**

**Antisocial  
working hours**

**High turnover**

**Rising  
performance  
expectations**

**Poor pay  
levels**

**Low status of  
the industry**

**Poor HR  
management**

# INDUSTRY HR GAPS

Talent gaps

Employee  
expectation  
gaps

Preparation  
gaps

Guest  
expectation  
gaps

# Skill and Knowledge Gaps

- Languages
- Cross-cultural understanding
- Service quality
- How to manage people
- Culinary
- Consumer needs
- Facilities management
- Revenue management
- An understanding of the industry
- Risk management
- Finance
- Management of change
- Knowledge management
- Real estate development

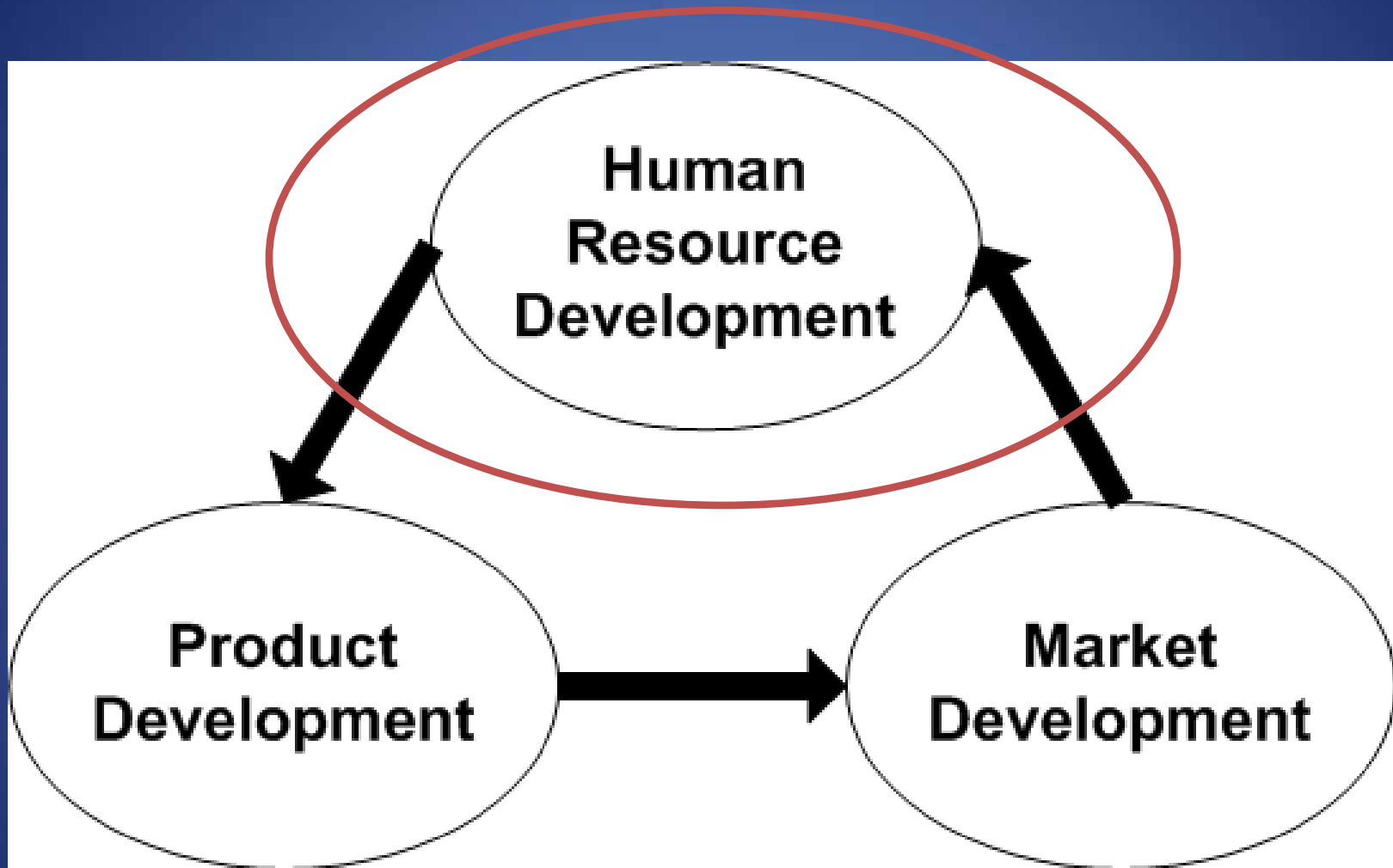
Workers skilled in the challenges and issues of the modern business world who are strong on innovation, multi-culturally aware, speak a foreign language, will be highly prized assets in a world of more **COMPLEXITY, CHAOS AND UNCERTAINTY**

The Extreme Future

The Top Trends That Will Reshape the World in the Next 20 Years

James Canton

**DEVELOPING A POLICY  
FRAMEWORK FOR WORKFORCE  
DEVELOPMENT**



# **FINDING & SELECTING THE RIGHT EMPLOYEE**

**Finding talented people is likely to  
be the single most important  
managerial preoccupation for the  
rest of the decade**

**DEVELOP INNOVATIVE AND  
ACCESSIBLE LEARNING  
OPPORTUNITIES AND  
MATERIALS**

# **DEVELOPING BETTER “TALENT MANAGEMENT”**

**Reengineering business processes in  
light of changing workplace  
demands**

# TECHNOLOGY

**The End of Customer Service**  
**With self-serve technology you'll**  
**never have to see a clerk again**

# Technology

- Alaska airlines will finish building its “airport of the future” in Seattle. The ticket counter has been obliterated: only islands of self check-in kiosks remain.
- In Malaysia, IBM has outfitted a chain of sushi restaurants with ordering screens linked to the kitchen - so much for the waitress
- Robotics



**TOURISM WORKFORCE  
DEVELOPMENT  
STRATEGIC PLAN  
2007-2015**

Prepared by the  
School of Travel Industry Management  
University of Hawai'i at Mānoa  
for the  
Hawai'i Tourism Authority  
November 2007

# Key Implementation Elements

- **Collaboration among major stakeholders**
- **Commitment to partnership among stakeholders**
- **Communication to inform the public about tourism workforce opportunities; and**
- **Funding for tourism workforce development programs to meet special needs.**

# Managing the Workforce Development Process

- Someone must take the initiative in guiding tourism workforce initiatives.
- HTA is facilitating this, by assigning a product development staff member to this strategic area.

# The Current Hawai'i Situation

- When we completed the strategic plan, Hawaii was in a very different situation.
- Given the volatility of industry we need to remain competitive and flexible including workforce development.
- Despite current conditions, we cannot lose sight of the need for a quality workforce for Hawaii's success as a destination.
- Workforce issues do not go away.

**The TIM School looks forward to  
working with you in meeting  
workforce needs in Hawai'i**

# MAHALO

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