

Tourism & Hospitality Workforce Strategy



Leadership Group:

Industry Associations



Industry Training Organisations



Government Partners



Department of Labour
TE TARI MAHI



foreword

The Business and Economic Research (BERL) Report of November 2004 sounded a warning to the tourism and hospitality sector: that looming skills shortages posed a real threat to the future of the industry.

Like minds within the sector – passionate about tourism and hospitality and determined to take action to nurture the industry – came together in 2005 to devise a strategic approach to these projected workforce shortages.

Made up of individuals from industry associations and industry training organisations (ITOs), with the support of government departments and agencies, the Leadership Group has spent the past 18 months determining the drivers of industry skills shortages, and developing a strategy to tackle them.

When we started this process, we believed we were dealing with a workforce issue. After looking closely at the issues and listening to industry, it became apparent that we are in fact dealing with a *workplace* issue; the challenge for tourism and hospitality businesses lies in up-skilling our people at all levels, and lifting our productivity and profit so that the industry can attract investors and pay its workers more.

The Group's priority now is to spread the message to the industry: based on forecast visitor numbers through to 2010 we face a serious skills shortage and it will take collective, concerted action to overcome it. It is not merely a matter of finding people for the work that must be done, but of ensuring that people choose our industry over others, and have their choice confirmed by feeling valued in rewarding jobs with coherent career paths and equitable salaries.



This document outlines the workforce issues and offers some solutions to the tourism and hospitality sector. It exhorts all those who play a part in the industry to get involved in seeking and implementing solutions that will work for you, your customers, your employees and, most importantly, your future employees.

This document showcases solutions that ITOs, industry associations and government are implementing today; solutions that may provide useful blueprints for others. It also provides contact details for those with bright ideas to share, and those not sure where or how to start.

It is our hope that this document will assist you to identify actions you can implement in your organisations, today and tomorrow. Addressing workforce issues to transform tourism and hospitality businesses into employers of choice will also ensure delivery of highly profitable, world class visitor experiences.

FIONA LUHRS

Chief Executive | Tourism Industry Association NZ

Chair | Leadership Group

June 2006

PS. If you would like to be part of this dialogue, whether to promote solutions or seek answers, you can contact the Leadership Group directly. See Appendix Four on page 36 for contact details.

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introduction

This document outlines a strategy to ensure that the New Zealand tourism and hospitality sector has the people and skills it needs to grow and prosper over the next decade.

Its development was prompted by projected skills shortages in the tourism and hospitality sector which, if not addressed, could jeopardize the long-term prospects of the industry. At the same time, the strategy presents an opportunity for the industry to collaborate on lifting its game and improving workplace productivity.

The purpose of this document is to put forward solutions to the problems facing the tourism and hospitality industry, and to encourage all those involved in the sector – businesses and government – to work together for the future health of the industry.

How did we arrive at this point?

In 2001, the *New Zealand Tourism Strategy 2010* identified human resource issues as one of the key challenges facing the tourism and hospitality sector. It recommended establishing a process to identify sector wide skill requirements and to promote effective workforce planning.

To this end, the *Tourism Workforce and Skills Projections Report* was published in November 2004. This report found that projected skills shortages in the tourism and hospitality sector posed a severe potential risk to the future of the industry.

A grouping of concerned industry players – hereafter referred to as the Leadership Group – saw the need to develop a strategic response to the issues identified in the Projections Report, and to act as a catalyst for an industry-wide approach to its human resource needs. The group's motivation was to plan for the future: to avoid skills shortages derailing a promising and vital industry and to improve overall business performance.

In July 2005, Venture Consultants was tasked with investigating the issues with employers, government agencies and training providers in the tourism and hospitality sector.



Throughout 2005, at various tourism and hospitality industry workshops, the Leadership Group took opportunities to present and discuss workforce and skills issues, and the development of a strategy to tackle them.

The resulting *Tourism and Hospitality Workforce Strategy*, summarised in this document, is the Leadership Group's response to the issues facing the industry, and a call to action in charting our future course.

This document is the opening address in what the Leadership Group hopes will be an on-going conversation between industry players passionate about the future of tourism in New Zealand.

Who is the Leadership Group?

The Leadership Group is a partnership of industry players, public and private, whose goal is to promote the sustainability of the tourism and hospitality sector over the longer term, for the benefit of all stakeholders.

Convened by the Tourism Industry Association, the Leadership Group comprises representatives of:

- Tourism Industry Association New Zealand (TIA)
- Hospitality Standards Institute (HSI)
- Hospitality Association of New Zealand (HANZ)
- Aviation, Tourism and Travel Training Organisation (ATTTO)
- Ministry of Tourism
- Department of Labour (DOL)
- New Zealand Hotel Council (NZHC)
- New Zealand Maori Tourism Council
- Bus and Coach Association
- Sport, Fitness and Recreation Industry Training Organisation (SFRITO)

The membership of the group is fluid. The Leadership Group is keen to engage with other parties who have an interest in the future of the industry, and who are willing to take up the challenge of steering its future course.

Defining the tourism industry

The tourism and hospitality industry straddles a range of labour market areas. This is because the industry is defined by the nature of the people who access a service or product – namely visitors, be they from Palmerston North or Panama.

Visitors in New Zealand access services directly related to tourism and hospitality, such as hotels, attractions and activities – from natural wonderlands to museums, from bush walking to bungee jumping. They also access services from sectors that support tourism; sectors as varied as outbound travel, immigration, policing, public transport and retail. As most international visitors arrive by air, sectors providing critical services such as airports, aircraft engineering, air traffic control, and travel agents also come under the umbrella of the broader tourism industry, as do domestic and tourism flight operators.

The tourism and hospitality industry is therefore a composite industry, and is itself part of other industry groupings. Because of the composite nature of the industry, this strategy will feed into the strategies of each of the varied sectors for whom it is relevant. As such, much of the detail of the strategy will be implemented within sectors, and at a regional level. It will be the task of the Leadership Group to ensure both a collective focus and a co-ordinated approach.

Why we need a strategy

The purpose of this *Workforce Strategy* is to ensure that the industry has the right people to grow and perform at the top of its game, and that all sectors within the industry are working together on the workforce-related issues that will influence the performance of the industry.

The workforce issues facing tourism are not unique to this industry. New Zealand is experiencing a tightening labour market across all industries, with unemployment rates reaching a twenty-year low at the end of 2005. At the same time, recent DOL statistics revealed that a third of businesses reported difficulty in finding skilled staff, and a shortage of labour was the main constraint on growth reported by almost twenty percent of businesses.

As unemployment continues to track down, industries are competing for skilled workers. New Zealand is not alone in this respect – key industries across the Tasman and in the UK are actively recruiting skilled New Zealanders to plug their own skills gaps.

As the labour market tightens, tourism is getting squeezed

The New Zealand tourism and hospitality industry is feeling the effects of this wider skills shortage. Traditionally a low wage industry, and often the first employer of young people, it is challenged by attracting high calibre people who are committed to the industry and keen to forge a career within it.

As a result, tourism and hospitality businesses continue to be reliant on casual workers, migrant workers and low-skilled workers.

Ongoing skill shortages in the tourism and hospitality sector not only put a brake on growth, but threaten to compromise the industry's ability to deliver a consistently high quality experience to visitors.

SUMMARY BOX:

Key Results of the Tourism Workforce and Skills Projections Report (BERL Report) 2004

- Just over 100,000 people were employed in 'tourism-related' jobs in the March 2003 year.
- The tourism industry will need around an additional 100,000 people to maintain and grow the industry. Almost 5,000 people per year will be needed for expansion alone (without accounting for replacement of existing staff).
- Turnover is a significant issue for the sector – three quarters of the people required to maintain and grow the industry are needed simply to replace those leaving.
- Pay rates for some employees are uncompetitive with other sectors.
- While tourism employers consider 'attitude' a prerequisite to employment, in order to attract enough people into the industry, employers must balance employment 'filtering' with the need to provide clearly defined career prospects, pathways and goals.
- There was a need to identify specific actions to deal with workplace and workforce issues within the industry.

SUMMARY BOX:**Labour Market Context
(Department of Labour Statistics)**

- Unemployment was at a twenty-year low in the December 2005 quarter (3.6 percent).
- At the same time, a third of firms reported difficulty finding skilled staff, and close to twenty percent reported difficulty finding unskilled staff.
- Shortage of labour was reported as the main constraint on growth by almost twenty percent of firms as of December 2005.
- While economic growth averaged almost four percent per annum in recent years, labour productivity growth rates are estimated at around historical averages and, while improving, are seen to be below the OECD median.

It's all about people, people, people

New Zealand's *100% Pure* positioning depends first and foremost on the people at the coalface of the tourism and hospitality industry. People are the lifeblood of the tourism game – it is the industry's people who deliver upon the promise of a *world-class visitor experience*.

To add to the challenges facing the tourism and hospitality industry, the growth in visitor numbers we've enjoyed over recent years shows signs of slowing. This increases pressure to deliver a premium product; simply pushing through numbers is not an option. Staff shortages, and the constant scramble to replace staff, damages businesses' ability to deliver quality every time.

Employers across the industry, large and small, face the same challenge: to attract and keep people with the right skills and personal attributes to deliver on the *100% Pure* promise.

The motelier replacing cleaners every two months is no different to the jet boat operator training new drivers each season. Both are sinking time and money into an ongoing cycle – that of finding and replacing workers with no long-term commitment to their business or the industry. Both are at the sharp end of an industry-wide problem: that of finding the right people and keeping them.



Finders, keepers...the old rules no longer apply

This is a problem that won't go away. In today's labour market, employees hold all the cards, and the market is responding accordingly. The minimum wage is on the rise, and youth rates are under the spotlight. The combination of a skills shortage and rising wages is potentially explosive for an industry struggling to find good people and keep them. The industry needs to respond to this challenge now.

Tourism businesses that do not respond face the prospect of losing staff to businesses and industries that will pay them more, and that offer more enticing work conditions, learning opportunities and career pathways. In the short-term, staff turnover means hassle and loss of productivity for employers constantly seeking new staff. In the longer term, it places a question mark over growth in the tourism and hospitality industry.

To achieve sustainable growth in the industry it is essential for businesses to invest in people and skills, and in doing so, to build a strong and adaptable workforce. Individual businesses need to look to how they can – through a combination of pay and work conditions, learning and career development – attract and keep staff they value.

To lift productivity, we need to invest in people and skills

While the economy has flourished in recent years – with annual growth of almost four percent – much of our success has been built on longer hours, rather than higher productivity. Indeed, our labour productivity growth rates, while improving, remain below the OECD median.

The key to growth – for the economy as a whole and for individual businesses – lies in lifting productivity. This requires a focus on the factors influencing how well people work – such as their skills and training, their pay, investment in the tools and technology they use, and how the businesses they work for are organised and managed.



It's time to take heart and take action

Our collective vulnerability as an industry can make us stronger. By owning our workforce problem, and taking collective action to find solutions, we can chart a course that ensures the prosperity of our industry, just as it ensures the prosperity of our businesses.

As an industry, we share the same goal: a sustainable tourism and hospitality sector that delivers a quality visitor experience and which contributes strongly to the New Zealand economy. For this we need the right people coming into the industry, and sticking around to build rewarding careers and contribute their expertise to the industry of tomorrow.

There is no silver bullet that will fix the industry's woes. This is not a problem that someone in Wellington can fix with a pen. It is an industry-wide problem, which will be solved by industry, education and training providers, and Government acting in concert, and by individual businesses examining what they are doing today, and what they can do differently tomorrow. We create the industry, every day, and our actions today and tomorrow will determine the industry we have next year, and next decade.

There is much already being done in the tourism and hospitality sector to address workforce-related issues, as you will see in the following pages.

SUMMARY BOX:

The Workplace Challenge for Employers

That people choose tourism and hospitality over other industries and have their choice confirmed by:

- coherent career paths
- feeling valued in rewarding jobs
- great learning and development opportunities
- equitable salaries

the vision

The Leadership Group's overall aim is:

People working across tourism and hospitality are appropriately skilled and able, through the application of their expertise, to contribute to the growth and development of a sustainable, productive and profitable tourism and hospitality industry.



the goals

With this vision in its sights, the Group has identified the following goals, and outlined some of the actions required to reach them.

GOAL:

01

Labour supply is not a constraint to growth in the tourism sector. There are enough people to do the work required, to the standard required, to consistently deliver a world-class visitor experience.

Recommendations

- Promote the tourism and hospitality industry to potential employees and key opinion leaders and influencers, positioning tourism as a significant contributor to New Zealand's economy and as a worthwhile career: e.g.
 - *National and/or regional campaigns promoting the benefits of working in tourism and hospitality targeting groups such as seasonal workers, migrants and mature workers.*
 - *Promoting opportunities for casual and seasonal workers to move between employers, as well as joint campaigns with other sectors requiring seasonal workers.*
 - *Setting up an industry-owned, centralised job information website promoting job opportunities and potential career pathways within the industry to potential employees.*
- Identify and secure sources of labour supply, from schools as well as from non-traditional labour pools, such as retired people and foreign students: e.g.
 - *Linking in with the Ministry for Social Development's 'Partnership with Industry' initiative to connect with people currently not in the workforce but with potential to work (such as parents at home, mature workers and migrants). See Case Study 01.*
 - *Linking in with the Department of Labour's migrant settlement initiatives to reach migrant workers.*
 - *Working with secondary schools and associated agencies such as Career Services to dispel myths and promote tourism and hospitality as a rewarding career to school-leavers. See Case Study 02.*

CASE STUDY // 01**Hospitality Association New Zealand Collaborates with the Retailers Association to Ease Sole Parents into the Workforce**

A pilot initiated by HANZ and run jointly with the Retailers Association is bearing fruit for sole parents eager to join the workforce. Under this scheme, sole parent beneficiaries are given part time work (15-20 hours per week) after appropriate training. Once in a job, participants undertake ongoing training, with a view to ultimately moving into skilled full-time work, as their family circumstances allow.

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CASE STUDY // 02**Hospitality Industry Stars Tell It Like It Is**

A series of national workshops (Caravan of Skills), planned and managed by HSI, is giving secondary students a taste of the skills and career paths on offer in the hospitality sector. Well-known chefs and bar-people are heading into schools up and down the country to give the good oil on the hospitality industry. These industry champions embody and promote hospitality career paths, while passing on some of their skills and tricks of the trade. The workshops showcase the hospitality industry to the next generation, and assist the transition from school to training, be it via a tertiary institution or on the job.

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- Remove barriers to entry for potential tourism and hospitality workers, including migrants, overseas workers, and people requiring flexible working hours and conditions (such as parents and mature workers): e.g.
 - *Applying the principles of the fast track visa service in Queenstown to other regions in New Zealand facing specific (often seasonal) tourism skills shortages. See Case Study 03.*
 - *Encouraging employers to adopt flexible employment arrangements (working hours and conditions) in order to attract people who may face barriers to entering the industry due to personal circumstances (e.g. lack of transport or childcare).*
 - *Progress on this front could be supported by national/regional campaigns promoting the benefits of the industry's flexible working hours to groups of potential staff such as mothers returning to the workforce.*

CASE STUDY // 03**Fast Track Visa Service in Queenstown: Government and Industry acting in concert to meet Market Demand**

Queenstown, perhaps more than any other region in New Zealand, is synonymous with tourism. Local tourism businesses are crying out for workers with the attitude and know-how to satisfy discerning tourists with deep pockets and high expectations.

In response to the growing skills shortage and industry calls for action, Immigration New Zealand (part of DOL), initiated a unique fast track service, operating in downtown Queenstown. Accepting applications from any overseas national legally in New Zealand and with a job offer, the service aims to turn around applications for work permits and visas in just forty-eight hours. To ensure the integrity of the industry, all job offers must meet market rates and minimum statutory requirements for employment. The service works closely with Queenstown Work and Income to ensure that local job seekers are not passed over.

Local feedback on the service is glowing. Demand is high and expected to grow as the popularity of the Southern Lakes region soars.

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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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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.

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- 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.

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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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GOAL:

04

Businesses in the tourism and hospitality sector have the right information, management systems and processes in place to maximise the contribution of their people.

Recommendations

- Further investigate (with ITOs) the availability and appropriateness of training needs assessment models which can be used by employers to align training plans with business objectives.
- Document all work-based and tertiary training opportunities, and their relationship to the training needs of tourism businesses, and make this information available to sector employers and employees.
- Create and disseminate a best practice recruitment and retention toolkit for sector employers, including case studies of best practice workplaces.



GOAL:

05

A supportive legislative and regulatory environment promotes the tourism and hospitality sector's growth.

Recommendations

- Undertake advocacy in relation to taxation policy and economic incentives designed to encourage more people into part-time tourism and hospitality work.
- Undertake advocacy in relation to reviews of immigration legislation and policy (including that planned for 2006) to ensure that immigration remains responsive to industry needs. *See Case Study 13.*
- Undertake advocacy to reduce complex and expensive compliance requirements for SMEs.

CASE STUDY // 13

Tourism Industry Association Highlights Immigration Act Review's Impacts on Tourism

The review of the Immigration Act was an opportunity for TIA to advocate to the Government for changes that would assist the needs of the tourism industry.

TIA facilitated a meeting between Immigration New Zealand and key players in the tourism industry – including the Ministry of Tourism, Tourism New Zealand, the Hospitality Association, Hospitality Standards Institute and Hotel Council – where an overview of the review was presented, with discussion on how specific sections would impact on tourism.

TIA subsequently made a detailed submission to Immigration New Zealand with a series of recommendations for changes that would benefit the tourism and hospitality industry.

It emphasised that while it was essential for New Zealand to manage security risks and protect its borders, it was also important to have a system where international visitors felt welcome.

Any changes to immigration law also needed to acknowledge labour market needs, with a system that would deliver greater flexibility to meet changing demands for skills and labour.

TIA called for:

- Changes to the working holiday scheme with provision for the extension of current work visas and introduction of longer work visas
- the extension of visa-free arrangements beyond the existing 53 countries
- the establishment of a single integrated visa framework to replace the current exemptions regime which is unnecessarily complex and difficult for tourism operators to deal with
- assurances that any collection of biometric information would not detract from the visitor arrival experience
- no increases to the penalty and offence regime for employers hiring people who were not entitled to work in New Zealand.

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GOAL:

06

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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Chief Executive

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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*.

APPENDIX ONE

Summary of Recommendations and Lead Roles

1. Labour Supply	Communicate the benefits of the tourism and hospitality industry to potential employees and key opinion leaders and influencers such as Career Services and the media, positioning tourism as a significant contributor to New Zealand's economy and as a worthwhile career.	Industry Associations to lead with Industry Training Organisations
	Identify and secure sources of labour supply, from schools as well as from non-traditional labour pools, such as retired people and foreign students.	Industry Associations
	Work with relevant government and other organisations to remove barriers to entry for potential tourism and hospitality workers, including migrants, overseas workers, and people requiring flexible working hours and conditions (such as parents and mature workers).	Industry Associations Department of Labour
2. Skills and Personal Attributes	Work with TEC, NZQA 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.	Industry Training Organisations Industry Associations Department of Labour Ministry of Tourism
	Integrate Qualmark Standards, Quality Tourism Standards and the unit-based national qualifications.	Industry Training Organisations
	Undertake a training needs analysis for the wider tourism sector, building upon existing sector-specific work.	Industry Training Organisations with Industry Associations
	Minimise barriers and encourage further uptake of training and education by tourism SMEs.	Industry Training Organisations with Industry Associations Ministry of Tourism
	Build 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.	Industry Associations Department of Labour Ministry of Tourism
	Develop tourism business clusters for locally based training delivery to ensure solutions are tailored to local needs. This may include working with Regional Tourism Organisations, Trade & Enterprise, the Department of Labour, local government, Economic Development Agencies and others on a range of initiatives.	Industry Training Organisations

3. Retention	Communicate the need to improve pay and wage rates for tourism and hospitality sector employees.	Industry Associations
	Undertake research with tourism and hospitality employees and employers to confirm the causes, incidence and costs of staff turnover.	Industry Associations
	Communicate the importance of retention as a key priority for the tourism and hospitality industry and for individual businesses. Similarly, create industry understanding of 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.	Industry Associations
	Create industry-wide understanding of the factors that influence staff retention, and encourage best practice through promotion of tourism business exemplars.	Industry Associations
	Map out the available career pathways in the tourism and hospitality industry to assist in attracting and retaining people in the industry.	Industry Training Organisations
	Investigate further use of the Modern Apprenticeship model in the tourism industry.	Industry Training Organisations
4. Systems and Processes	Investigate the availability and appropriateness of training needs assessment models which can be used by employers to align training plans with business objectives.	Industry Training Organisations
	Using output from TEC, map all work-based and tertiary training opportunities, and their relationship to the training needs of tourism businesses, and make this information available to sector employers and employees.	Industry Training Organisations with Industry Associations and Ministry of Tourism
	Create and disseminate a best practice recruitment and retention toolkit for sector employers, including case studies of best practice workplaces.	Industry Associations
5. Legislative and Regulatory Environment	Undertake advocacy in relation to taxation policy and economic incentives designed to encourage more people into part-time tourism and hospitality work.	Industry Associations
	Undertake advocacy in relation to reviews of immigration legislation (including that planned for 2006) to ensure that immigration policy remains responsive to industry needs.	Industry Associations
6. Future Workforce and Skill Needs	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).	Industry Associations and Industry Training Organisations
	Develop robust processes to identify, monitor and report upon skill shortages in the tourism sector on an ongoing basis.	Industry Training Organisations Department of Labour

Note: Some recommendations will be actioned immediately while others will require funding and prioritising within the context of the updated New Zealand Tourism Strategy 2010.

APPENDIX TWO

Relevant initiatives in Tourism and Hospitality

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
TRENT Industry Showcase An opportunity to view the wealth of career opportunities the Tourism Industry has to offer.	Annual event during TRENT	Tourism Industry Association Supported by ATTO	Sector Manager Tourism Industry Association 04 499 0104 info@tlanz.org.nz www.tlanz.org.nz
Regional Industry Seminars Jointly presented by TIA, Tourism New Zealand, Qualmark and the Ministry of Tourism. Provides tourism operators with insights into the latest tourism industry research and trends, also how to take advantage of the resources available to support tourism businesses.	Nationwide	Tourism Industry Association	Regional Tourism Organisations or Sector Manager, TIA 04 499 0104 info@tlanz.org.nz www.tlanz.org.nz
Workplace Traineeships – Hospitality Subsidised training programmes leading to NZQA National Certificates and Diplomas. Available for cookery, food & beverage service, bar service, functions and conferences, barista, guest services, front office, supervisory, and management.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
Modern Apprenticeships in Hospitality Subsidised training programmes leading to Modern Apprenticeships in Cookery, Food Service or Hospitality Operations.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
Certificates of Achievement Short training programmes, supported with training material and videos. Available for Customer Service, Food Safety, Hospitality Operations, Wine, Barista, Sale of Liquor, Server Responsibility.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
GREET NZ Customer Service Programme A one-day customer service programme developed specifically for the hospitality industry.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.greetnz.co.nz
Assessment of Prior Learning Gain a qualification for the skills you already have, via the process of Assessment of Prior Learning. Available for cookery, food & beverage service, bar service, functions and conferences, barista, guest services, front office, supervisory and management.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
New Zealand Hotel Council Corporate Training Programme The NZ Hotel Council and HSI have partnered to create a career pathway for the industry, leading to management qualifications at Level 5.	Auckland, Wellington, Christchurch	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
<p>Group Apprenticeship Scheme Industry partnership between the Restaurant Association of New Zealand and HSI. Training programmes lead to Modern Apprenticeships in Cookery or Food Service.</p>	Auckland (Available September 2006)	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
<p>Assessor Training This two-day programme is a prerequisite for industry assessors offering national qualifications in the workplace.</p>	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
<p>On-Job-Trainers' Programme This programme gives trainers the skills to be effective trainers in the workplace.</p>	Nationwide (available October 2006)	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
<p>OASIS – Offering Assistance to Students in Schools A support programme for schools, including initiatives such as Caravan of Skills, Teacher Upskilling, Gateway Support, and School Cookery Competition. Refer below for details on each initiative:</p> <p>Caravan of Skills A national series of workshops, with industry champions going into schools to showcase the skills and career paths of the hospitality industry to students.</p> <p>Teacher Upskilling A national programme offering upskilling in hospitality skills to teachers in schools.</p> <p>Gateway Support HSI offers partnership support to schools who participate in the national Gateway programme.</p> <p>School Cookery Competition Regional competitions amongst schools, in cookery, and food & beverage service. Regional winners head to the national culinary fair to compete in a national competition.</p>	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
<p>Provider Workshops These regional workshops give tutors and teachers from secondary and tertiary institutions the opportunity to learn about new products, services, and assessment/moderation information from HSI.</p>	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
<p>HSI National Training Conference This annual conference provides industry with the opportunity to come together to upskill and update on industry training issues and solutions.</p>	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
HSI Excellence in Training Awards These annual awards are made to trainers, assessors, and tutors for workplace and training providers, recognising excellence in hospitality training.	Nationwide	HSI	HSI 0800 275 4474 (ASK 4 HSI) info@hsi.co.nz www.hsi.co.nz
National Culinary Fair A showcase of industry talent, promoting skills via industry competitions for cookery, food & beverage service, and bar service.	Auckland	Restaurant Association of New Zealand	Alistair Rowe 09 638 8403 alistair@restaurantnz.co.nz
Hospitality Industry Scholarships	Nationwide	Restaurant Association of New Zealand	Alistair Rowe 09 638 8403 alistair@restaurantnz.co.nz
Training Packages (CBT, manuals, seminar packs, assessment guides, etc)	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Workplace Traineeships Traineeships for programmes leading to National Certificates and National Diplomas, some with pathways to Bachelor Degrees available across all sectors serviced by ATTTO (e.g. Tourism Guiding, Adventure Tourism, Visitor Information, Conventions and Incentives, Travel, Airport Operations, Aircraft Servicing, Museum Practice).	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Assessment of Prior Learning and Current Competency Gain a qualification from the skills you already have (available for all qualifications).	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Customer Service Workshops (ideal for induction)	Nationwide	ATTTO	Fiona Hull 027 620 9031 fiona.hull@xtra.co.nz
Advice on training programmes, induction, training needs analysis, benchmarking current training against formal qualifications.	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Financial assistance towards training costs	Nationwide	ATTTO	Sharon Payne 04 496 4893 sharon.payne@attto.org.nz www.attto.org.nz
Assessor Training This two day training programme is a prerequisite for workplace assessors.	Nationwide	ATTTO	Sharon Payne 04 496 4893 sharon.payne@attto.org.nz www.attto.org.nz
Brokerage of training courses, assessment	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Careers advice and promotional material	Nationwide	ATTTO	Lucie Wenmakers 04 496 4894 lucie.wenmakers@attto.org.nz www.attto.org.nz

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
Gateway Package	Nationwide	ATTTO	Linda Wilson 04 496 4895 linda.wilson@attto.org.nz www.attto.org.nz
Scholarships	Nationwide	ATTTO	Linda Wilson 04 496 4895 linda.wilson@attto.org.nz www.attto.org.nz
Provider Workshops Regional workshops run for tutors and teachers from secondary schools and tertiary institutes.	Nationwide	ATTTO	Linda Wilson 04 496 4895 linda.wilson@attto.org.nz www.attto.org.nz
Sector licences (e.g. TAANZ Travel Consultancy Certificate and ITOC Tour Guide Certificate)	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Modern Apprentices	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
Industry luncheons/focus groups with ATTTO Board	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
Industry Awards (customised sub-sets of qualifications)	Nationwide	ATTTO	Sue Keats 04 494 1848 sue.keats@attto.org.nz www.attto.org.nz
ATTTO Excellence in Workplace Training Awards – these annual awards are available for nomination from any workplace working with ATTTO, recognising excellence in workplace training.	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
Student surveys on Career Aspirations and Expectations (carried out in June 2005)	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
Graduate and Employee Surveys on Employment Aspirations and Expectations (carried out in June 2005)	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
Focused Skill Projection Reports for Aviation and Travel	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
Industry Training Organisations increasing their focus on SMEs	Nationwide	ATTTO, HSI, SFRITO	Ask Industry Training Organisations
Revision of tourism occupational classifications to allow more accurate data for tourism labour market analysis.	NZ and Australian project	Statistics New Zealand	Andrew.Hancock andrew.hancock@stats.govt.nz

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
Maori tourism facilitation service. Business assistance including training needs analysis for Maori tourism businesses.	Nationally for Maori tourism businesses	Ministry of Tourism	Glenn Webber Phone: 04 498 7446
Job Vacancy Monitoring Programme – monitoring of vacancies in tourism and hospitality occupations	Nationwide	DOL	Andrew Whiteford andrew.whiteford@dol.govt.nz
Survey of Employers who have Recently Advertised (SERA) inclusion of selected tourism and hospitality occupations.	Nationwide	DOL	Andrew Whiteford andrew.whiteford@dol.govt.nz
Expansion of ITPNZ hospitality forum to hospitality and tourism	Nationally for Institutes of Technology and Polytechnics	ITPNZ	Sue Bartlett sbartlett@northland.ac.nz
Labour market knowledge - managers now located in regions to assist in the development of regional and local strategies for specific sectors.	All regions	DOL	DOL regional offices
Christchurch tourism strategy under development incorporating strategies for workforce and skills.	Christchurch	Christchurch City Council	Elizabeth Pearson elizabeth.pearson@ccc.govt.nz
Northland Major Regional Initiative (Activate Northland) based on capability building in tourism businesses along the Twin Coast Highway with NZ Trade and Enterprise support.	Northland	Enterprise Northland	Kiri Goulter 09 438 5110
Northland Skills Strategy developed including tourism and hospitality along with other key sectors.	Northland	Enterprise Northland	Kiri Goulter 09 438 5110
Focused Skills Projections reports completed for Travel Agents and Aviation sectors	Nationwide	ATTTO	Gayle Sheridan 04 495 0810 gayle.sheridan@attto.org.nz www.attto.org.nz
National Corporate Hotel Traineeships	Nationwide	HSI	HSI 0800 275 4474 (ask 4 HSI) info@hsi.co.nz www.hsi.co.nz
Accor Academie training programmes	Nationwide	Accor Hotels	Graeme Ham National HR Manager 09 529 9090 graeme.ham@accor.com
Making training available to SMEs in relevant bite-sized components (HANZ Training Passport Initiative).	Via 19 centres throughout New Zealand	Hospitality Association with support from Hospitality Standards Institute	Bruce Robertson Chief Executive Hospitality Association 04 385 1369 bruce@hanz.org.nz
Exploring alternative labour market supplies, i.e. those on unemployment benefit.	National, available via main centres	Hospitality Association supported by Ministry of Social Development, Retailers Association, TEC and Treehouse Group	Bruce Robertson Chief Executive Hospitality Association 04 385 1369 bruce@hanz.org.nz

ACTIVITY	AVAILABILITY	LEAD AGENCY	KEY CONTACT
Exploring alternative sourcing of employees, e.g. those on sole parent benefit.	A pilot being run in Wellington and Auckland	Hospitality Association supported by Ministry of Social Development, Retailers Association, TEC and Treehouse Group	Bruce Robertson Chief Executive Hospitality Association 04 385 1369 bruce@hanz.org.nz
Assist employers with the implementation of good work practices	Available nationwide to all HANZ members on a 24/7 basis	Hospitality Association	Bruce Robertson Chief Executive Hospitality Association 04 385 1369 bruce@hanz.org.nz



APPENDIX THREE

Summary of Case Studies and Contact Details

CASE STUDY	DESCRIPTION	CONTACT	PAGE
01.	HANZ & Retailers Association Sole Parent Training Pilot	Contact: Bruce Robertson Chief Executive Hospitality Association Phone: 04 385 1369 Email: bruce@hanz.org.nz	13
02.	HSI Caravan of Skills Workshops	Contact: Hospitality Standards Institute Phone: 0800 275 4474 (ask 4 HSI) Email: info@hsi.co.nz www.hsi.co.nz	13
03.	Fast Track Visa Service in Queenstown	Contact: Grayson Rowse Dunedin Branch Manager DOL – Workforce (Immigration) Phone: 03 955 7603 Email: Grayson.Rowse@dol.govt.nz	14
04.	The National Hotel Corporate Training Programme	Contact: Hospitality Standards Institute Phone: 0800 275 4474 (ask 4 HSI) Email: steve@hsi.co.nz www.hsi.co.nz	15
05.	HANZ Training Passport Initiative	Contact: Bruce Robertson Chief Executive Hospitality Association Phone: 04 385 1369 Email: bruce@hanz.org.nz	16
06.	Ko Tane Training Collaboration with ATTTO and Kiwi Host	Contact: Ron Taukamo Maori Industry Training Advisor ATTTO Phone: 04 499 6570 Email: ron.taukamo@attto.org.nz	16
07.	Academie Accor – Accor Hotel Employee Training	Contact: Graeme Ham Regional HR Manager Phone: 09 529 9090 Email: graeme.ham@accor.com	17
08.	Te Papa Workplace Training	Contact: Gayle Sheridan Chief Executive ATTTO Phone: 04 495 0810 Email: gayle.sheridan@attto.org.nz	17
09.	On-line Learning Pilot in Rotorua	Contact: Sue Keats Industry Training Manager ATTTO Phone: 04 494 1848 Email: sue.keats@attto.org.nz	18

CASE STUDY	DESCRIPTION	CONTACT	PAGE
10.	Millennium Hotels Hospitality Workplace Trainees	Contact: Frances McLean General Manager Human Resources Millennium Hotels & Resorts Phone: 09 634 1269 Email: Frances.McLean@millenniumhotels.co.nz	20
11.	Tourism Modern Apprenticeships in Rotorua	Contact: Sue Keats Industry Training Manager ATTTO Phone: 04 494 1848 Email: sue.keats@attto.org.nz	20
12.	Aeronautical Engineering Modern Apprenticeship	Contact: Sue Keats Industry Training Manager ATTTO Phone: 04 494 1848 Email: sue.keats@attto.org.nz	21
13.	TIA – Immigration Act Review’s Impacts on Tourism	Contact: Simon Wallace Policy Manager Tourism Industry Association Phone: 04 494 1842 Email: simon.wallace@tianz.org.nz	23
14.	ATTTO Graduate Tracking	Contact: Gayle Sheridan Chief Executive ATTTO Phone: 04 495 0810 Email: gayle.sheridan@attto.org.nz	24

APPENDIX FOUR

The Leadership Group Contact Details

NAME	ORGANISATION	POSTAL ADDRESS	PHONE NUMBER	EMAIL	WEBSITE
Industry Associations					
Fiona Luhrs	Tourism Industry Association – TIA	PO Box 1697 Wellington	04 499 0104	fiona.luhrs@tianz.org.nz	www.tianz.org.nz
Denise McRae	Tourism Industry Association – TIA	PO Box 1697 Wellington	04 499 0104	denise.mcrae@tianz.org.nz	www.tianz.org.nz
Chief Executive	New Zealand Hotel Council – NZHC	PO Box 12 432 Thorndon Wellington	04 472 4660	exec@nzhc.org.nz	www.nzhc.org.nz
Bruce Robertson	Hospitality Association of NZ – HANZ	PO Box 503 Wellington	04 385 1369	bruce@hanz.org.nz	www.hanz.org.nz
John Collins	Bus and Coach Association – BCA	Po Box 9336 Wellington	04 496 4880	john@busandcoach.co.nz	www.busandcoach.co.nz
Johnny Edmonds	New Zealand Maori Tourism Council	PO Box 11-528 Wellington	021 402 419	johnny.e@ihug.co.nz	www.maoritourism.co.nz
Industry Training Organisations					
Gayle Sheridan	Aviation, Tourism and Travel Training Organisation – ATTO	PO Box 6466 Te Aro Wellington	04 499 6570	gayle.sheridan@atto.org.nz	www.atto.org.nz
John Meeuwssen	Sport, Fitness and Recreation Training Organisation – SFRITO	PO Box 2183 Wellington	04 385 9047	info@sfrito.org.nz	www.sfrito.org.nz
Steve Hanrahan	Hospitality Standards Institute – HSI	P O Box 9695 Wellington	0800 275 4474	steve@hsi.co.nz	www.hsi.co.nz
Government Partners					
Nadia Kimberley-Ward	Ministry of Tourism	PO Box 5640 Wellington	04 498 7440	nadia.kimberley-ward@tourism.govt.nz	www.tourism.govt.nz
Jeremy Baker	Department of Labour	PO Box 3705 Wellington	04 915 4610	jeremy.baker@dol.govt.nz	www.dol.govt.nz

