

APPENDIX ONE

Summary of Recommendations and Lead Roles

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| 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 |

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| 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.