Placing Human Capital Development at the forefront of tourism policy and strategy

Keynote speech to UNWTO’s Regional Forum on Human Capital Development in Tourism, Seoul, Republic of Korea

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Dominant focus of tourism policy and planning

- Maintaining sustainable development
- Increasing international arrivals (market composition)
- Encouraging domestic travel
- Increasing revenue
- Investing in infrastructure
- Growing aggregate employment growth

HOWEVER………

- Generally an absence of strategies to address employment growth in either numerical or quality terms
Human capital is a badly neglected area within tourism planning

afterthought (af-ter-thawt)
n. something thought of or added later.
Putting people first in tourism policy and strategy

1. Think of the products
2. Think of the infrastructure
3. Think of the services
4. Think of the marketing
5. Think of the technology
6. .................. 
7. ....................
8. ....................
9. Oh, by the way, what about the workforce?
DISCOURSE ABOUT WORKFORCE DEVELOPMENT IN TOURISM— AN ANALYSIS OF PUBLIC POLICY, PLANNING, AND IMPLEMENTATION IN AUSTRALIA AND SCOTLAND: HOT AIR OR MAKING A DIFFERENCE?

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This article addresses the contribution of the policy formulation process in driving agendas relating to workforce development in the tourism sectors of Australia and Scotland. This discussion represents an exploratory study that seeks to fill a clear conceptual and empirical gap in the extant literature. The discussion is located within wider consideration of the role of public and private sector stakeholders in policy formulation and implementation as a manifestation of active labor market policy engagement. Using a process of systematic documentary analysis, the study considers public policy reports and implementation strategies published in Australia (24) and Scotland (34) between 2000 and 2012 and focuses on the role of key actors, methodologies employed, and the recommendations that arise within each report. Conclusions relating to the process of stakeholder engagement and its relative ineffectiveness are drawn.

Key words: Active labor market policy (ALMP); Employment; Workforce development; Human resource development; Tourism; Australia; Scotland

Introduction

Workforce issues are crucial supply-side concerns that will determine the future competitiveness of service-based economies. As such, they engage the interest of a wide range of stakeholders including governments, NGOs, social partners, major industry operators, trade bodies representing private sector employers, educational providers, and academic researchers (Baum & Szivas, 2008). In this article, the terms “workforce” and “workforce development” (WD) are used interchangeably in full awareness that more common reference is to human resource development (HRD). While HRD
Headline Findings

- Diversity of agencies and interests involved in this area – tourism, employment, economic development etc.
- No comparability between studies over time - methods, actors, audiences
- Repetition of concerns articulated
- Repetition in outcomes and recommendations
- Generalised, non-actionable outcomes and policy/strategic outcomes
- Lack of accountability/ follow-up with respect to reports and their recommendations
- Little evidence of impact with respect to the policy reports and related documents
A step in the right direction: Dedicated Human Resource Strategies for Tourism
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Workforce research topics

- Macro: tourism work
- Meso: practices
- Meso: workplace
- Micro: attitudes
- Micro: workers
Need for an entirely new approach to the workforce in tourism policy and strategy forming

• Recognise the core role of the employee/workforce in delivering tourism products and services
• Engage with wider social and economic context of tourism employment in framing policy and strategy
• Develop new methodologies for policy and strategy formulation – move beyond a ‘now-focused’ training needs analysis approach
• Engage with Big Data to underpin thinking
Urban data analytics

Linking data analytics with individual and collective level human behaviour (tourism employment)
Policy relationships

Tourism

Employment

- Land-use planning
- Infrastructure development
- Housing
- Transport
- Social care
- Leisure and quality of life
- Education
Imagine our tourism policy and planning starting point as this……..

Question:
What is our current human resource capacity (numbers, skills) in the country/region in delivering our current range of tourism products and services?

Question:
What products and services can we deliver with these human resources (our service delivery capacity) – measured in terms of room nights, tours, dive groups etc.?

Question:
At what level/to what standards can the existing workforce deliver these products and services (our service quality capacity)?
Imagine 2: further questions

- What are our tourism development targets – numbers, revenue?
- What standards and market ‘mix’ do we wish to achieve for our tourism product and service?
- What is our human resource shortfall – both numbers, skills (by vocational/ professional areas) representing our service delivery (carrying) capacity and service quality (carrying) capacity gaps?
- What do we need to do to close these gaps – recruitment (home, abroad), training - what are our training infrastructure gaps – TVET, colleges, universities?
- How long will it take to develop the required workforce, to eliminate the two gaps?
Service delivery (carrying) capacity (SDC)

\[
\text{SDC} = \text{Projected Visitor Numbers \times Average Bed Nights}
\]

/ Productivity Standards (rooms to employee ratios – tour guide levels – attractions staffing levels + +)
Service quality (carrying) capacity (SQC)

SQC = Projected Visitor Numbers x Average Bed Nights x Average Spend x Anticipated Quality Mix (Hotel * rating)

/ Productivity Standards (rooms to employee ratios – tour guide levels – attractions staffing levels + +)
Leakage of skills

- Shortage of skills in country/region/destination
- Leads to the import of skills at high levels (leaders, technical experts)
- No investment in local talent
- No local role models for the industry
- No loyalty – employees leave and take skills with them
New Glasgow tourism strategy to be launched in 2016

- Example of joined up thinking
- Anticipates changing visitor demand and changing workforce
- Strong focus on skills
- Recognises links to wider economic development themes
- String stakeholder buy-in
Glasgow’s Tourism & Visitor Strategy
Our Stakeholders
Partners and Audiences

Citizens
Businesses
Visitors
Destination Planning Framework

- Comparator s
- Discussions & workshops
- Prioritising markets and segments
- Strategic priorities and rationale
- Setting growth targets
- Action planning
- Developing strategy narrative

Tourism and Visitor Strategy to 2023
### Strategy – at a glance

**Positioning - PEOPLE MAKE GLASGOW**

**Target by 2023**
Grow number of tourists from 2m to 3m per year
Grow value of spend from £482m to £771m

**Target Markets**
- UK & Ireland
- European short breaks
- Day visitors
- Study
  - English speaking long haul markets
  - Visiting Friends & Relatives
  - China and India – longer term

**Strategic Priorities**
- **Culture & Creativity** – driver of profile and visits
- **Customer Experience** – driver of advocacy and economic benefit
- **Business Tourism & Major Events**

**Enablers**
- **Targeted Capital Investment**
- **Skills & Entrepreneurship**
  - Data & Market Intelligence
  - Marketing & Communications

**Delivery Model** – strong partnerships, clear structures and delivery responsibilities

**Our Big Actions** – key transformational projects and processes
1. Establish a renewed strategic and operational delivery model
2. Data and Insights Group and Dashboards
3. Establish a Destination Marketing Network and Cultural Tourism Consortium
4. Develop a Transport for Tourism Forum (wayfinding, integrated smart ticketing)
5. Develop a shared narrative for the city – reflect cultural, city centre and districts experience
4. Develop investment plans for SECC and campus
5. Deliver 2,500 additional hotel bedrooms
7. Develop a Skills, Jobs and Business Charter
8. Provide industry with single B2B website to share market intelligence
Skills and Entrepreneurship

• Align/shape national & city policy and strategies
• Develop Skills, Jobs and Business Charter
• 30,000 already work in sector with target for +6,600 jobs
• Large labour market and talent
• Audit and plug gaps in provision
• Make the links from:
  Education > Career Choice > Career Progression > Business Support > Growth
• Targeted investment: high growth potential
SCET - the Smart City Employment in Tourism Network

• Mapping tourism employment at a city level
• Mapping linked areas – labour market, education, housing, transport etc.
• Engaging with big data analytics at a city level
• Pilot cities – Glasgow and Manila
• SCET
Thank You!!

баярлалаа
Salamat
Terima kasih
ขอขอบคุณ

고맙습니다
ありがとうございました
謝謝
Cảm ơn bạn

Apologies for any omitted languages!!

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