SUSTAINABLE TOURISM AND HUMAN CAPITAL DEVELOPMENT

“PEOPLE SERVING PEOPLE”

BY DR. WOLFGANG WEINZ
Framework for measuring and assessing job quality

- Earnings quality
- Labour market security
- Quality of the working environment
For the ILO, “decent work” sums up the aspirations of people in their working lives.

**Decent work** means that the workers have a voice and are protected by fundamental rights at work, that employment creates sustainable income opportunities and **career perspectives**, and finally minimum standards on social protection and social security can be ensured. It involves also equality of opportunity and treatment for all women and men.

**What is a quality job?**

1. Standards and rights at work.
2. Employment promotion and enterprise development.

OECD/ILO
Tourism is:

- A Highly labour intensive and a significant source of employment
- Dependent on quality human resources
- Tourism is requiring varying degrees of skills.
- About 50% of the workforce is working in enterprises employing fewer than 10 people
- About ¾ of the tourism employees are working in enterprises employing fewer than 50 people
- An important presence in the small, medium and micro-sized enterprises (SMEs)
### Characteristics of tourism employment in selected OECD countries, 2013

<table>
<thead>
<tr>
<th>% share</th>
<th>Tourism</th>
<th>Total economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part time jobs</td>
<td>31.1</td>
<td>20.7</td>
</tr>
<tr>
<td>Temporary jobs</td>
<td>21.9</td>
<td>14.1</td>
</tr>
<tr>
<td>Persons working with same employer for less than 2 years</td>
<td>45.3</td>
<td>24.9</td>
</tr>
<tr>
<td>Youth (15-24 years)</td>
<td>20.6</td>
<td>9.4</td>
</tr>
<tr>
<td>Women</td>
<td>55.9</td>
<td>43.2</td>
</tr>
<tr>
<td>Self-employed</td>
<td>23.9</td>
<td>19.3</td>
</tr>
<tr>
<td>Persons with 3rd level education</td>
<td>13.8</td>
<td>31.3</td>
</tr>
<tr>
<td>Persons working in micro enterprises (1-9 persons engaged)</td>
<td>47.5</td>
<td>31.2</td>
</tr>
</tbody>
</table>
Challenges for tourism jobs

- Seasonality,
- High share of SMEs,
- Working conditions and Social Dialogue,
- Recruitment and retention difficulties,
- High turnover and vacancy rates,
- Poor image and weak training culture etc.
- Lack in the capacity and resources in SMEs
Youth (15-24 years) in tourism employment in European OECD countries, 2013

OECD-Europe 20.6%

1. Accommodation and Food Services Activities (ISIC Rev 4).
Sources: EUROSTAT Database; OECD calculations.
Need for more and better tourism jobs

- **Key elements of skills development policy:**
  - anticipating skills needs,
  - participation of social partners
  - sectoral approaches
  - labour market information and employment services
  - training quality and relevance
  - gender equality
  - broad access to training
  - finance
  - and assessing policy performance.

- **Efforts should centre on training, skills, labour and product market reforms and on complementary policies that favour inclusiveness and promote a competitive business environment.**
Work with industry to promote new workforce development approaches

- New ways of organising and managing human resources

- Possible approaches include:
  - strengthening the linkages between skills, qualifications and jobs,
  - developing and clearly articulating skills and career pathways,
  - improving jobs/skill matching and promoting mobility.

- SMEs need public sector support to:
  - improve recruiting,
  - train and develop practices (e.g. professional development, performance management and career planning tools),
  - articulate skills needs
  - collaborate with training institutions and other enterprises
  - change workplace practices and improve the training culture.
Support flexible, user-friendly and local solutions to professionalise the tourism workforce

- Initiatives to promote skills development should be structured but flexible.
- Practically-relevant training delivered in a user-friendly way.
- Resources and programmes need to be easy to access and appropriately targeted.
- Work closely with local actors.

Possible approaches include:
- on-the-job training,
- short modular training blocks,
- blend of delivery methods (online, distance, face-to-face),
- localised on-site workshops and customised training initiatives in business clusters,
- cross-training or multi-skilling.
Initiatives should demonstrate the diverse range of employment opportunities at all skills levels.

Articulate training pathways and career opportunities to help people build a career in the sector.

Possible approaches include:
- promotional campaigns,
- information on the skills needed,
- different training pathways,
- careers advice and guidance,
- toolkits to market career pathways,
- career information portals.
Develop new financing mechanisms to support training and skills development

- New sustainable financing instruments and funding models are needed to complement public funding.

- Possible approaches include:
  - subsidies,
  - tax breaks,
  - loan interest incentives for employers,
  - industry levies or micro-financing arrangements for enterprises,
  - financial incentives or training contribution schemes for individuals.

OECD/ILO STUDY 2015
Conclusions

- Education and training is an important element of many national tourism strategies.
- A number of countries report measures to strengthen and improve the quality of tourism jobs.
- Increased focus on innovation and competitiveness.
- Developing competency standards, qualification frameworks, occupation classifications and skills certification structures.
- The industry is taking steps to promote and support training and career opportunities.
- Some countries have tourism programmes to improve human resource management in SMEs. These include skills development programmes to strengthen the leadership and management skills of entrepreneurs and managers.
- Development of local training frameworks and regional development of competence platforms.
- Tourism policies and programmes are incorporated into the labour market.
Policies and practices for Tourism SMEs:

- Strategies and structures to support skills and career pathways (U.K., Slovenia, New Zealand, Austria, Portugal, Canada)
- Industry leadership, in partnership with policy and education (Accor, Hilton, InterContinental, Marriott; The German Hotel and Restaurant Association; The British Hospitality Association, Denmark’s Association for the Hotel, Restaurant and Tourism Industry)
- Supporting small and medium sized enterprises (Mexico, Germany, Belgium, Portugal, Finland, The ILO programme Start and Improve Your Business)
- Local and regional approaches (Australia; Austria; Europe the Seasonal Work for You include Denmark, France, the Netherlands, Norway)
- Promoting training and career opportunities (Canada, the Netherlands, Australia, Hungary, Slovenia, the European Skills Passport)
- Flexible work-based approaches to skills development (apprenticeships, train the trainer, flexible training delivery, e-learning, informal learning on-the-job, work placements as part of formal vocational qualifications and internships)
- Financing mechanisms for workforce development (France, Hungary, Egypt, Belgium, UK, Canada, New Zealand)
1. Strategies to support skills and career pathways

Examples:

- Blackpool in the United Kingdom works on a campaign to become the country’s most welcoming resort and is developing a new WorldHost customer service standard.

- Austria has a comprehensive training system, including initial and continuing vocational and higher-level education and a well-developed apprenticeship system.

- New Zealand is significantly streamlining the qualifications frameworks for tourism.

- Canada developed a suite of 50 industry-validated national occupational standards and 30 nationally and internationally recognised professional certification programmes.
2. Industry leadership, in partnership with policy and education

- International hotel chains like Accor, Hilton, InterContinental and Marriott have in-house training programmes and career structures.

- The German Hotel and Restaurant Association (DEHOGA) developed a 10 point plan to secure a sufficient supply of skilled workers and operates a number of training initiatives at national and regional level.

- The British Hospitality Association’s (BHA) campaign “The Big Conversation” pledge to create 300 000 jobs by 2020.

- In Denmark the Association for the Hotel, Restaurant and Tourism Industry developed approved leader courses focused on industry needs, which particularly target SMEs.
3. Supporting small and medium sized enterprises

- In Mexico, the Modernisation Quality Programme Certificate (“Distintivo M”) encourages entrepreneurship and the competitiveness of SMEs.

- In Germany the Federal Employment Agency provides advice to SMEs on training and offers support to implement strategic solutions.

- In Belgium the Regional Training Centre has developed a strategic planning application which enables enterprises to connect the skills available in-house.

- In Finland, the development of an Experience Lab model supports skills development and promotes innovation in tourism SMEs by facilitating knowledge transfer and building entrepreneurial capacity.

- The ILO developed a Start and Improve Your Business (SIYB) programme. This is a management-training programme with a focus on starting and improving small businesses as a strategy for creating more and better employment in emerging economies.
For more information

Supporting Quality Jobs in Tourism, OECD 2015

http://www.oecd-ilibrary.org/industry-and-services/supporting-quality-jobs-in-tourism_5js4rv0g7szr-en

www.ilo.org/tourism

Thank you !!