



**Insights & Tools
For Training, Attraction & Retention
For Industry & Academia**

**UNWTO General Assembly
30.11.21
Madrid**

**Ed Kastli
Channel Vice President, International**



Covid-19 Operating Guidelines and Protocols for hotels & restaurants.



[RESTAURANT.ORG/COVID19](https://restaurant.org/covid19)



[AHLA.COM/SAFESTAY](https://ahla.com/safestay)



Covid-19 Online Training Courses.



**Takeout: COVID-19
Precautions**



**Delivery: COVID-19
Precautions**



**Reopening Guidance:
COVID-19
Precautions**



**Conflict De-escalation:
COVID-19 Precautions**

FREE COVID-19 TRAINING AND RESOURCES

www.servsafe.com/freecourses

Covid-19 Online Training Courses.

Course Completion



Kevin Rodriguez

has successfully completed the course

COVID-19 Precautions for Hotels

June 8, 2020

Date

Executive Vice President, Training & Certification



RECORD OF TRAINING

This **Record of Training** is awarded to

Cuauhtemoc (C.C.) Novello

Congratulations! You have completed
**ServSafe Re-Opening Guidance:
COVID-19 Precautions**

May 13, 2020

Issue Date

National Restaurant Association
233 S. Wacker Drive, Suite 3600
Chicago, IL 60606-6383

ServSafe COVID-19 Precautions



Delivery / Takeout

launched 25.03.20

930,356

Total Users

\$4.65m

Total Value



Restaurant Reopening

launched 13.05.20

406,160

Total Users

\$2.03m

Total Value



Conflict De-escalation

launched 09.09.20

86,630

Total Users

\$433k

Total Value



1,423,146 total users

\$7,115,730 total value

as of
30.09.21



COVID-19 PRECAUTIONS

NEW

Operating Guidance

Understand symptoms
Actions to reduce risk
Cleaning and sanitizing
Pickup and delivery
Masks and vaccines

Conflict De-escalation

Preparation
Signs of escalation
Steps for de-escalation
Assisting others
Getting help



COVID-19 PRECAUTIONS



**OPERATIONAL
CHANGES**
Social distancing
Coworkers Guests



- Free
- Video-based
- 10-15 minutes each
- English and Spanish
- Includes Record of Training
- Available to install on LMS

Wide range of symptoms:

- Fever or chills
- Cough
- Difficulty breathing
- Muscle aches
- Fatigue
- Headache
- Congestion
- Runny nose
- Sore throat
- Nausea
- Vomiting
- Diarrhea
- Loss of taste or smell

[ServSafe.com/FreeCourses](https://www.servsafe.com/freecourses)

CURRENT STATE OF U.S. HOSPITALITY & TOURISM LABOR MARKET (November 2021)

+2.4M

jobs added since
beginning of 2021

-1.2M

Jobs openings
heading into
December

4.6%

Lowest unemployment
rate since beginning of
pandemic

U.S. Labor Market

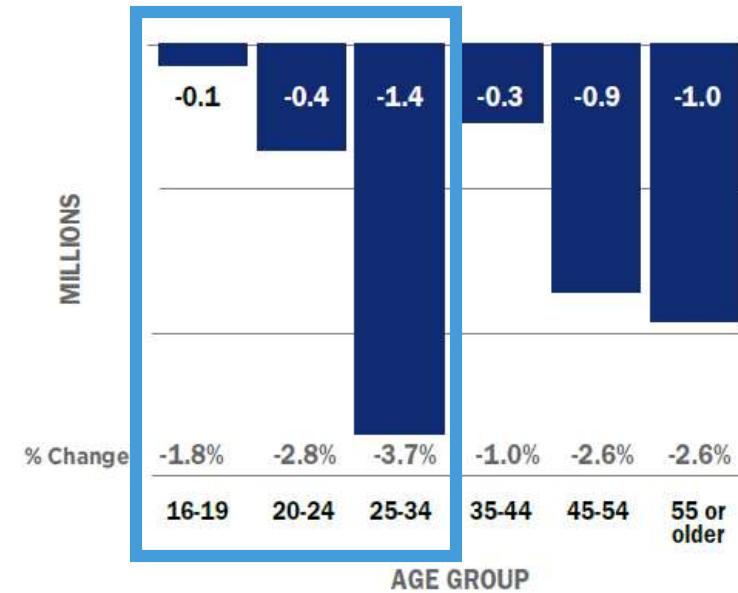
Job openings are at a record high



Source: Bureau of Labor Statistics, National Restaurant Association

4.1 MILLION FEWER PEOPLE IN THE LABOR FORCE

Change in the U.S. labor force between February and November 2020



Source: Bureau of Labor Statistics, National Restaurant Association; figures are seasonally adjusted

Cost of Turnover (70%+)

Front Desk



\$5,900

~30 percent
of salary

Source: Cornell University's Center for Hospitality Research

Food and Beverage



\$1,816
per
non-mgmt.
employee



\$10,361
per
manager
(excluding GM)



\$13,996
per
general
manager

Source: Restaurant Ops Report

How to Increase Employee Retention & Engagement.

| | Most Effective Retention Measure | 2nd Most Effective | 3rd Most Effective |
|-------------------------|----------------------------------|------------------------------|-----------------------------|
| Non-managers | Improved selection/recruit. | Improve growth & development | Flexible scheduling |
| Managers (excluding GM) | Improve growth & development | Increase Pay | Improved training |
| General Managers | Increase employee recognition | Improved training | Improved selection/recruit. |

Source: Trends in Hospitality Training & Development Study

Introducing ServSuccess.

Career development resources and training developed to:

- Attract and retain quality talent
- Engage employees with career paths
- Build higher level skills and competencies
- Reduce costs with a systematic program



3 Core Levels of Professional Development

Restaurant Professional



Emerging industry professionals

Typical roles: Cook, Host, Server, Cashier...

Restaurant Supervisor



Professionals who supervise, direct, and train others

Typical roles: Assistant Manager, Kitchen Lead, Shift Leader, ...

Restaurant Manager



Professionals who hire and manage staff, develop processes

Typical roles: Food Service Manager, Kitchen Manager, General Manager, ...

CAREER ADVANCEMENT & PROGRESSION >>

Mastering skills

Learning to lead

Driving the business

ServSuccess Learning & Certification Paths



Restaurant Professional

- FOH Service & Communication
- FOH Basic Operations
- BOH Pre-Production
- BOH Production
- Basic Business Operations

Restaurant Supervisor

- Managing Daily Operations
- Leadership & Communication
- Safety & Regulations
- Cost Control Fundamentals
- Controlling Costs

Restaurant Manager

- Managing the Employment Process
- Managing Compensation, Time, and Legal Requirements
- Controlling Operational Costs
- Understanding Financial Performance
- Fundamentals of Financial Management*
- The Purchasing Process*
- Fundamentals of Employee Performance*
- Managing Benefits & Terminations*
- Marketing your Operation*
- The Marketing Process*

*Coming Soon

ServSuccess Online Courses – Micro-Learning

Learning courses are organized in “bite-sized” modules making it easy to complete training around a busy schedule

Restaurant Supervisor

■ Certified Restaurant Supervisor (CRS) Exam

■ Interactive Study Guide for CRS Exam

■ Restaurant Supervisor Learning Suite

■ Managing Daily Operations course

■ **Leadership & Communication course**

■ Safety & Regulations course

■ Cost Control Fundamentals course

■ Controlling Costs course

Topics covered in Leadership & Communication Course

Length

Leadership & Teamwork 10-20 min

Delegating Tasks, Motivating & Coaching Employees 10-20 min

Training Adult Learners 10-20 min

Managing Employees & Goal Basics 10-20 min

Communication Fundamentals 10-20 min

Effective Communication 10-20 min

Exam & Certification Available At **Each Career Level**

Certified Restaurant
Professional



Certified Restaurant
Supervisor



Certified Restaurant
Manager

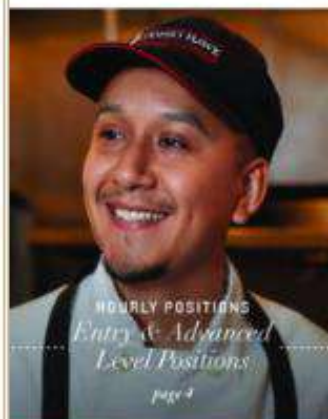


Professional Certifications

- Support company goals for team members
- Align to training module content
- Validate existing knowledge and competencies
- Give employees sense of accomplishment and pride

YOUR PATH TO *Success*

Just like we provide our Guests with a menu to guide them through our incredible food and wine offerings in our restaurants, Cooper's Hawk has created a "menu" to show you the path and positions that are available to grow your career.



HOURLY POSITIONS Dishwashers · Prep & Line Cooks · Hosts · House Workers · Tasting Room Attendants · Servers · Bartenders · Trainers · Wine Club Facilitators · Supervisors · Assistant Office Managers · Assistant Event Coordinators

MANAGER POSITIONS Kitchen Managers · Front-of-House Managers · Office Managers · Event Coordinators · Kitchen & Front-of-House Senior Managers

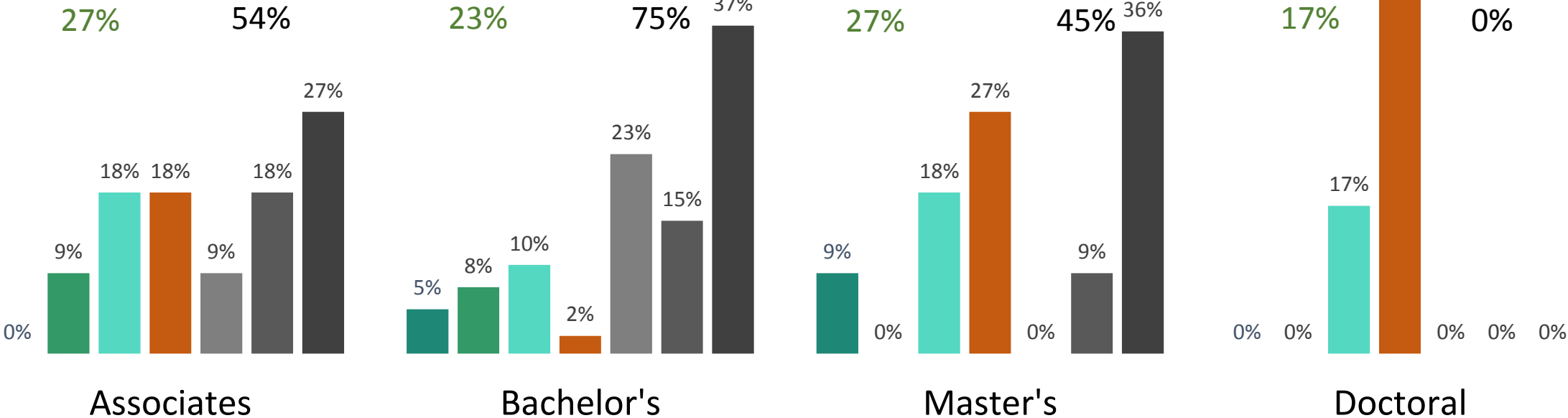
LEADER POSITIONS Assistant Executive Kitchen Managers · Assistant General Managers · Executive Kitchen Managers · General Managers · Area Culinary Managers · Area Directors

Our training and development programs enable your success at Cooper's Hawk.

Enrollment Trends in Academia Hospitality & Tourism (2020 – 2021)



- Increased Significantly
- Increased Somewhat
- Increased Slightly
- Stayed about the same
- Decreased Slightly
- Decreased Somewhat
- Decreased Significantly



Source: STR. 2021 © CoStar Realty Information, Inc.

HOSPITALITY & TOURISM MANAGEMENT



SECOND
EDITION

Launched a revised/expanded high-school Curriculum

- Create an industry-driven curriculum
- Offer a more flexible approach to the program
- Expand coverage to represent all segments of the industry
- Prepare students for career growth
- Engage students and get them excited about the industry
- Create a text that is a better resource and tool for educators
- Design an exam and credential to showcase student achievement

Hospitality & Tourism Management

Single Volume, 6 units, 533 pages

Unit 1: The World of Hospitality, 4 chapters

Unit 2: Lodging Operations, 5 chapters

Unit 3: Food and Beverage Operations, 4 chapters

Unit 4: Event Management, 2 chapters

Unit 5: Travel, Tourism and Recreation, 5 chapters

*Unit 6: Hospitality Business and Leadership Skills, 4 chapters
chapters*

Hospitality & Tourism Management

Martysta Turnquest

Outreach and Communication Specialist, Human Resources
Baha Mar Resort and Casino

*"All you need is drive and
a positive attitude!"*

My Story

I was born and raised in the Bahamas, the younger of two daughters. I grew up on the family island of Abaco, in a settlement called Treasure Cay, which has the best beaches in the world. What do I love? Well, I love to travel, and since I grew up on a relatively low-lying island, I've become obsessed with mountains and skyscrapers. And I love music—it's the one thing that can always make me feel better. Of course, in the Bahamas, music is all around you.



- Focus on career opportunities in each segment
- New features on innovation and insights into some of how different hospitality brands do business
- Dynamic professional profiles
- Foster global awareness and cultural appreciation and respect
- Focus on diversity and inclusion

Hospitality & Tourism Specialist Credential

New recognized credential for entry level professionals in the hospitality industry.

- Designed by global industry experts to focus on the key concepts and skills individuals entering the industry need to be successful
- The credential demonstrates work experience and mastery of mastery of core knowledge and skills that the industry wants and needs (a minimum of 100 internship hours).
- HTM curriculum prepares students to pass their exams and earn this distinction endorsed by the American Hotel & Lodging Association.



Proposal for A.M. Programme of Work 2022.

- We propose to continue to contribute along **Programmatic Priority #3** focusing on **Education and jobs**, responding to the immediate training needs of UNWTO Members States.
- **Continue to make available** our free courses through UNWTO Academy based on the MoU we signed with UNWTO in 2019.
- To form a **committee** that would **curate a portfolio of recommended** training and certification programs aimed at assisting ministries of tourism, industry (hotels, restaurants etc.), and academic to **train, attract and retain talent**.
- **Exchange best-practices between AM and Member States** on the development of education and training programs
- **Engage & Enlist the assistance and input of Governments** in developing, updating these training programs.



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