Human Resource Development in Bhutan’s Tourism Sector

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Department of Tourism
Ministry of Industry, Commerce and Employment
BHUTAN
OVERVIEW

A unique tourism system – High value, Low volume tourism

A renewed vision for tourism
- Bhutan’s future & future generation (human Capital)
  - Provision of seamless travel facilitation with greater choices for visitors with renewed role and mandate of the tourism service providers
- People-to-people connection and human care key to enriching experiences

Post-COVID tourism focus:
- Reskilling and upskilling of tourism personnel
- Revalidation of tourism service providers
- Enhancing guest experiences
- Seamless travel facilitations
<table>
<thead>
<tr>
<th>KEY ISSUES AND CHALLENGES</th>
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| **Personnel** | Bringing back the tourism personnel displaced during pandemic  
| | Lack of trained people in the market  
| | Limited / lack of professional trainers  
| | High incidence of job hopping |
| **Policies** | Insufficient performance monitoring after accreditation  
| | Low barrier of entry to industry |
| **Course Development** | Insufficient / limited short and refreshers course  
| | Skills gap issues not being adequately addressed |
| **Training Culture** | Lack of recognition of training values  
| | Tourism Career not perceived as highly assumed |
| **Infrastructure** | Lack of training facilities in regional areas |
| **Funding** | Inadequate funding for training and development  
| | Lack of incentives to invest in training |
### POLICY AND FRAMEWORKS

#### At the National Level (covering tourism Sector)

- Labour and Employment Act of Bhutan
- Regulations on Occupational Health, Safety and Welfare 2022
- Regulations on Working Conditions 2022
- Digital Jobs in Bhutan – Future Skilling and Demand Creation 2021

#### Tourism Specific

**National Tourism Policy**

Section on Human Resource Development

*Development of professional and competent workforce including availability of skilled workforce*

*Develop action plans to address skills gap and training needs*

*Ensure professional standards of the tourism training institutes*
Training Needs Assessment (TNA) for the Tourism Sector

- TNA helps identify the key training needs to address skills gaps that limit quality delivery and customer satisfaction
- Identifies the needs, gaps, skill deficiencies, infrastructure gaps, required content and competency standards, and the policies to support industry manpower development.
- Development through a joint and consultative process involving all the important tourism stakeholders
## SKILLS GAP

Example of Skills Gap identified in Tourism Services Management and Hospitality Staffs and Managers (TNA 2017)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Significant Skills Gaps</th>
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<tbody>
<tr>
<td>Tour Operations</td>
<td>Accounting, Itinerary planning, product packaging, marketing especially e-marketing. Awareness of sustainable practices</td>
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<tr>
<td>Hospitality</td>
<td>Chefs - food preparation, Food and Beverage Management, Revenue Management</td>
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<tr>
<td>Tour Guiding</td>
<td>Language skills with increasing tourists from non-English speaking countries; flora and fauna interpretations; Bhutanese Iconography, handling emergency situations, ecotourism management</td>
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<tr>
<td>Border control</td>
<td>Language skills, customer services</td>
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<tr>
<td>Generic</td>
<td>Customer services, marketing communications, HR management</td>
</tr>
<tr>
<td>Marketing</td>
<td>Events and Conference Management; Sales, marketing and PR; Media management and communication;</td>
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</tbody>
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ORGANISATION OF HRD IN TOURISM

Ministry of Labour & Human Resource*

- Dev. National Competency Standards & National Assessment and Certification Systems
- Certifies courses offered by training institutes
- Implement labour administration policy framework – labour protection, quality assurance, labour dispute, OHS etc.
- Facilitate placement of job seekers & students apprenticeship program
- Certification and vocational trainings in tourism and hospitality

Department of Tourism

- Policy frameworks
- Facilitate provision of trainings for both pre-service and in-service staffs to address gaps (Skills upgradation / specialization courses etc.)
- Facilitate provision of trainings for officials from government and other agencies on tourism

Royal Institute for Tourism & Hospitality**

- Offers 2-year diploma in Tourism Management and 2-year diploma in hospitality management
- Diploma course for in-service personnel

Private Tourism Training Institutes

- Providers certificate (National Certification I & II) tourism and hospitality (tour guiding, hospitality management, international language etc.)

Bhutan Chamber of Commerce and Industries

Others (NGOs, INGOs, Private Sector)

- Organise / provide short-term hands-on training in culinary, marketing, customer care etc.

*Now restructured as Ministry of Industry, Commerce & Employment
** was previously under DOT Administration. Now with Ministry of Education and Skills Development
2 Institutes are government - 1 in Thimphu and 1 in Bumthang (Central Bhutan)

**Courses Offered**

- Diploma in Tourism Management
- Diploma in Hospitality Management
- Diploma in Bhutan Middle-Management Hotel Program
- Certificate in Hospitality Management
- Cultural Tour Guide NC II
- Trekking Guide

Hands-on short training programs
Frontline managers trainings
FUTURE ASPIRATIONS

- Promote career-oriented tourism profession for the future
- Create experiences with focus on human values and interactions
- Explore advanced and varied academic programs and adding value to the existing ones in line with global best practices (including degree program)
- Establish affiliations and linkages with international institutions
- Being responsive to the demand-supply chain of trained and professional human resources in the tourism and hospitality sector

Possible Courses
Bachelor in Tourism & Hospitality
Diploma in Nutrition and Food Service Management
Diploma for Tourism & Hospitality Marketing and Product Development
Certificate in Health and Wellness Tourism
Certificate in MICE Tourism (Event Management)
Certificate in Digital & Social Media Marketing
Certificate in Air Ticketing & Reservation system
Certificate in Tourism & Hospitality Marketing and Promotion
Certificate in Catering to Travellers with Special Needs
Certificate for Care-giver
Certificate for Hotel, Restaurant and Tourism Assessors
Certificate in Airport management (Frontline)
Diploma in Sustainable Tourism development

Short courses
TOT for Tourism and Hospitality trainers
   Bakery and Confectionary
   Barista
   Bar tending
Commercial cooking
   Rooms division
Finance and accounting
   Special interest tourism
   Tour guiding

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LESSONS LEARNED AND WAY FORWARD

- Supply of trained and motivated personnel key for tourism growth
- Need to continuously strengthen capacity and skills
- Enhance access to trainings and development
- Strengthen quality service standards and compliance monitoring
- Enhance HRD frameworks and action plans

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THANK YOU

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