



People
& Skills
2025

TOURISM
2025 > 
GROWING VALUE TOGETHER
WHAKATIPIU UARA NGATAHI



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COVER IMAGES - Top to bottom, left to right

TIME Unlimited Tours, Hotel Conference, Crown Plaza Queenstown, Taupo DeBretts Spa Resort, Hukafalls Jet, The Langham Auckland, Holiday Inn Auckland Airport, Mataatua, Te Manuka Tutahi, Auckland Zoo, Destination Marlborough, Kaitiaki Adventures, Auckland Tourism, Events & Economic Development, TRENZ.

IMAGE OPPOSITE PAGE - Taupo Mountain Bike W2K



TERMS OF REFERENCE

To develop a framework that governs the development of the future workforce required to support the industry's Tourism 2025 aspirational goal of growing total annual tourism revenue to

\$41 billion

The framework will identify core drivers for demand and supply of a skilled workforce; recognise those that are significant barriers or enablers; and engage with industry and government to assist the market to overcome the barriers.

STRATEGIC VISION

Tourism operators can meet their labour and skills needs to deliver high quality visitor experiences in a profitable way.

TOURISM 2025>



GROWING VALUE TOGETHER
WHAKATIPU UARA NGATAHI



www.tourism2025.org.nz

INTRODUCTION

When the Tourism 2025 growth framework was launched early in 2014, it was recognised that having the right people, in the right place, at the right time is critical in achieving the aspirational goal of \$41 billion annual revenue by 2025. To support the Tourism 2025 vision, TIA has developed the People and Skills framework outlined in this document.

People & Skills 2025 will guide how our industry makes decisions on workforce development over the next decade. If we don't develop suitable responses to the issues we run the risk of leaving important aspects of our workforce needs to chance. Hope is not a strategy.

The framework is supported by a set of actions that can guide the industry and government on both the supply of people for the industry and the skills they need to deliver on the Tourism 2025 aspiration.

This is not the first time the tourism industry has developed strategies for its People and Skills needs. In 2006 TIA led the development of the Tourism and Hospitality Workforce Strategy. Nor is it the only one in the industry. Many large businesses have workforce strategies in place. The industry training organisation ServiceIQ also has an industry-wide strategy. People & Skills 2025 provides an overarching framework for the tourism industry and ensures an employer-led national direction on People and Skills is in place.

ACKNOWLEDGEMENTS

A range of stakeholders has been involved in the development of this framework and we thank the following for their support and encouragement:

- employers from large and small businesses across a range of tourism sectors
- Ministry of Business, Innovation and Employment
- Ministry of Social Development
- representatives from the tertiary education sector, including Universities, Institutes of Technology and Polytechnics, ServiceIQ and Private Training Establishments
- other sector associations and bodies, including Holiday Accommodation Parks Association NZ, Regional Tourism Organisations NZ, the Tourism Export Council NZ and Hospitality NZ.

We also researched national and international reports on workforce development, and commissioned new research.

It's our hope that People & Skills 2025 will support educators, employers and government agencies to build a better future for the tourism industry and New Zealand.



Chief Executive
Tourism Industry Association
New Zealand



KEY STATISTICS AND INSIGHT

HOW DO WE KNOW THIS IS IMPORTANT?

Tourism businesses see this as a priority issue to be addressed.

Attendees at eight of TIA's 12 Regional Tourism Summits in 2015 selected People and Skills as one of the top three issues impacting on their region and/or business. Overall, they rated it the second highest issue for the wider tourism industry (behind seasonality), and as first equal highest issue for their own business (alongside seasonality).

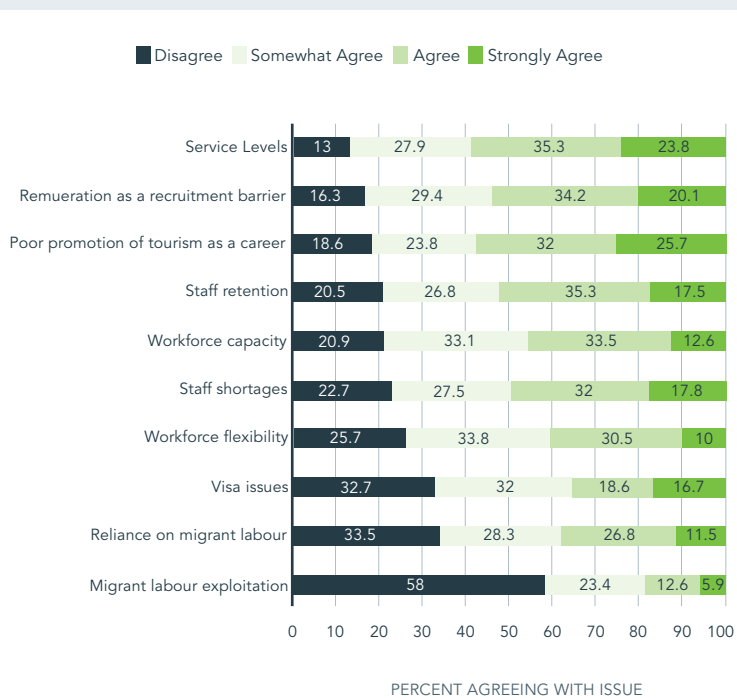
Almost 90% of respondents to a survey for TIA's 2015 State of the Tourism Industry Report agreed that service levels were an issue with almost a quarter (23.8%) strongly agreeing. The issue attracting the highest level of strong agreement was 'poor promotion of tourism as a career' (25.7%). The three items attracting the lowest levels of agreement were migrant labour exploitation (58% disagreed), reliance on migrant labour (33.5% disagreed) and visa issues (32.7% disagreed).

LOOKING OUT TO 2025

Tourism 2025 aims to drive value through outstanding visitor experience. The background paper to the Visitor Experience theme notes: 'Overall, tourism businesses and organisations are doing a good job in creating an experience platform where the visitor will recall and share the details of a memorable visit through pictures, stories and souvenirs with friends and family when they return home. A focus on delivering an outstanding experience, including superior customer service for our visitors, is the ultimate driver for a growing world class and profitable

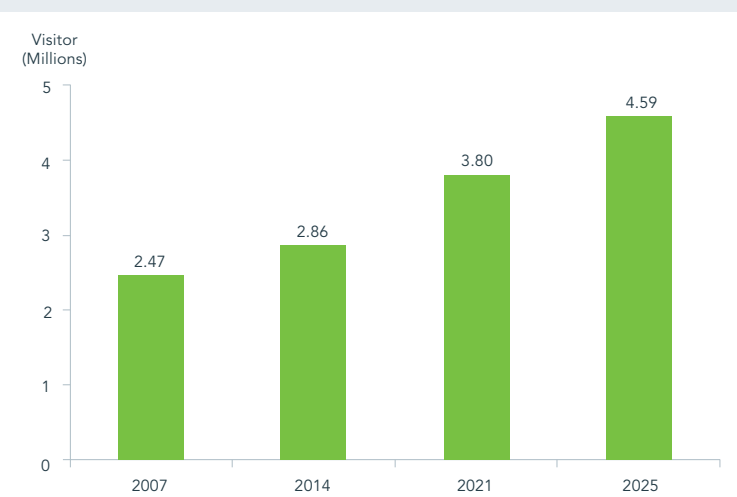
STAFF AND SKILL ISSUES

AGREEMENT CONCERNING STAFF AND SKILL ISSUES (N=269)



SOURCE: STATE OF THE TOURISM INDUSTRY 2015, LINCOLN UNIVERSITY/TIA

INTERNATIONAL VISITOR ARRIVALS FORECAST TO PUSH HIGHER



SOURCE: NZIER

industry'. Our people are one of the tourism industry's biggest assets and can help make New Zealand a preferred destination over other countries.

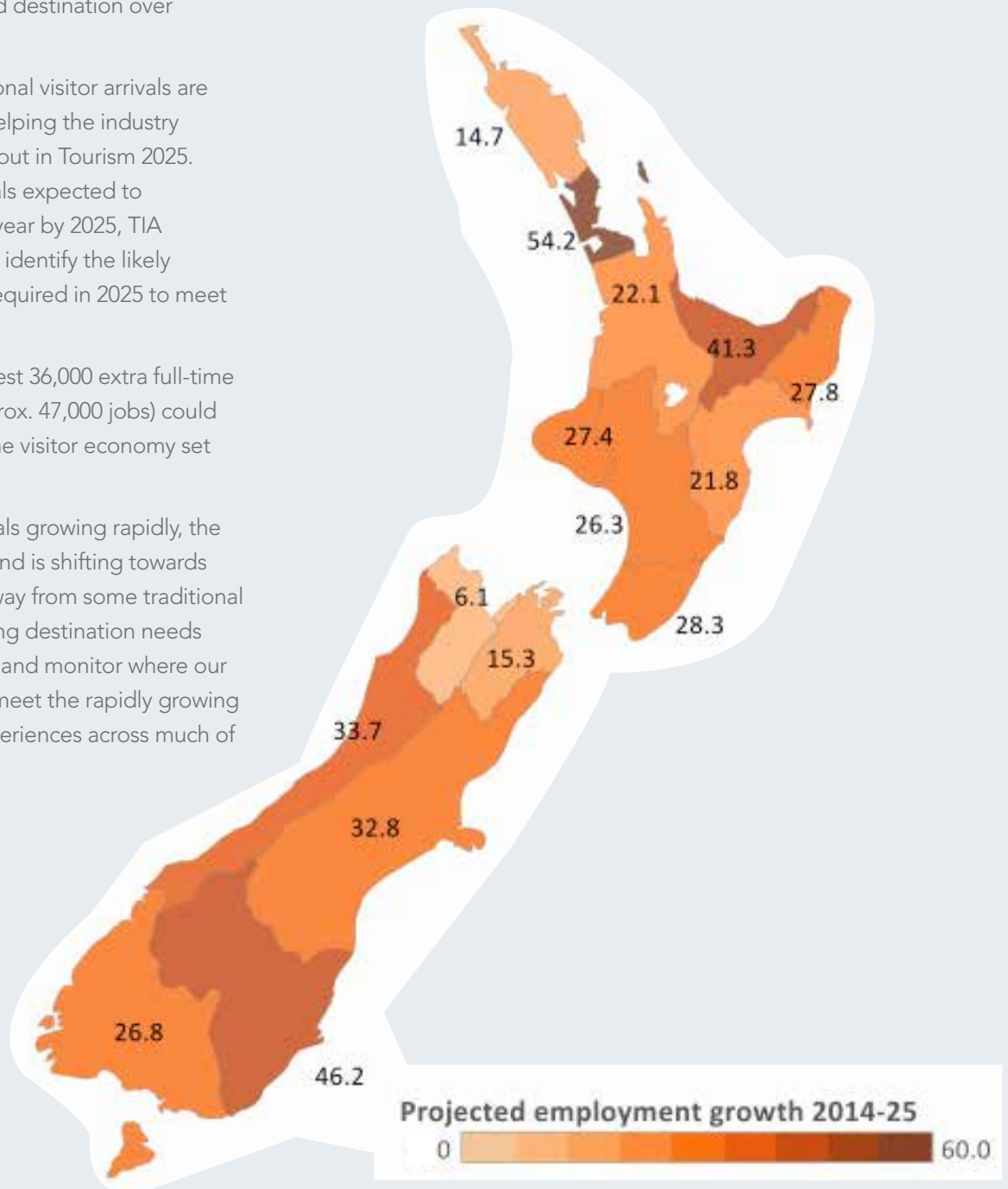
New Zealand's international visitor arrivals are growing very strongly, helping the industry realise the ambition set out in Tourism 2025. With annual visitor arrivals expected to reach over 4.5 million a year by 2025, TIA commissioned NZIER to identify the likely number of employees required in 2025 to meet the growth.

NZIER projections suggest 36,000 extra full-time equivalent workers (approx. 47,000 jobs) could be required to service the visitor economy set out in Tourism 2025.

Not only are visitor arrivals growing rapidly, the regional profile of demand is shifting towards new destinations and away from some traditional locations. Those changing destination needs mean we must consider and monitor where our workforce is located to meet the rapidly growing demand for tourism experiences across much of New Zealand.

PROJECTED % CHANGE IN TOURISM EMPLOYMENT GROWTH BETWEEN 2014-2025

SOME REGIONS WILL NEED MORE LABOUR THAN OTHERS



SOURCE: NZIER

PEOPLE & SKILLS FRAMEWORK

It is important to provide a foundation or common approach to People and Skill issues in the tourism industry.

A People and Skills framework provides context for both industry debate and agreed actions. The framework concept used in the development of Tourism 2025 also works in the context of a specific issue like People and Skills.

The framework is based on a set of demand and supply factors relating to both labour supply and skill development. The demand and supply factors identified, while possibly not exhaustive, are comprehensive. The industry has been able to anchor the vast majority of debates on People and Skill issues back to these factors, which in turn has provided clarity on the relevance of the issue.

Demand Drivers to 2025	Examples of market inefficiencies/barriers	Current risk to T2025	Ability to influence
<p>1. Increase capacity</p> <p>Attract and develop a workforce of capable New Zealanders, supported by migrant labour where no suitable New Zealanders are available.</p>	Other industries competing for employees may impact availability of New Zealanders	Medium	Medium-High
<p>2. Improve capability</p> <p>A customer focused workforce is capable of delivering high-value visitor experiences.</p>	<p>More visitor-based insight required on gaps in the visitor experience</p> <p>Identification of specific skill sets where low capability is sector wide</p>	High	High
<p>3. Acknowledge the regional dimension</p> <p>Regional solutions are needed to respond to workforce needs.</p>	More insight required on regional needs	Medium	Medium
<p>4. Acknowledge size of enterprise</p> <p>A range of responses is available to suit all sizes of business, from small operators to large corporates.</p>	While many large enterprises have strong capability around workforce development, many small businesses are less equipped to respond	Medium-High	Medium-High

Supply Drivers to 2025	Examples of market inefficiencies	Current risk to T2025	Ability to influence
<p>5. Recognise changes in the workforce</p> <p>Understand the changing nature of the workforce, e.g. full-time, part-time, gender, age, seasonal influence.</p>	Lack of knowledge/data on workforce composition and labour flows	High	Medium
<p>6. Reduce churn</p> <p>Decrease churn (staff turnover) rates to retain People and Skills.</p>	Wider understanding required of opportunities to reduce churn through improved retention strategies	Medium	Low
<p>7. Embed the training culture</p> <p>The tourism industry collectively values and invests in training.</p>	Small business characteristic of businesses makes structured training difficult	High	High
<p>8. Continue attracting people</p> <p>The tourism industry continues its efforts to attract the right people.</p>	There is no central go-to point with information promoting jobs in tourism	High	High
<p>9. Engage with education providers</p> <p>The education sector is a partner in improving the capability and capacity of the workforce.</p>	Concerns that investment in pre-employment training is not translating into strong flows into tourism jobs	Medium	High

DEMAND FACTORS TO 2025

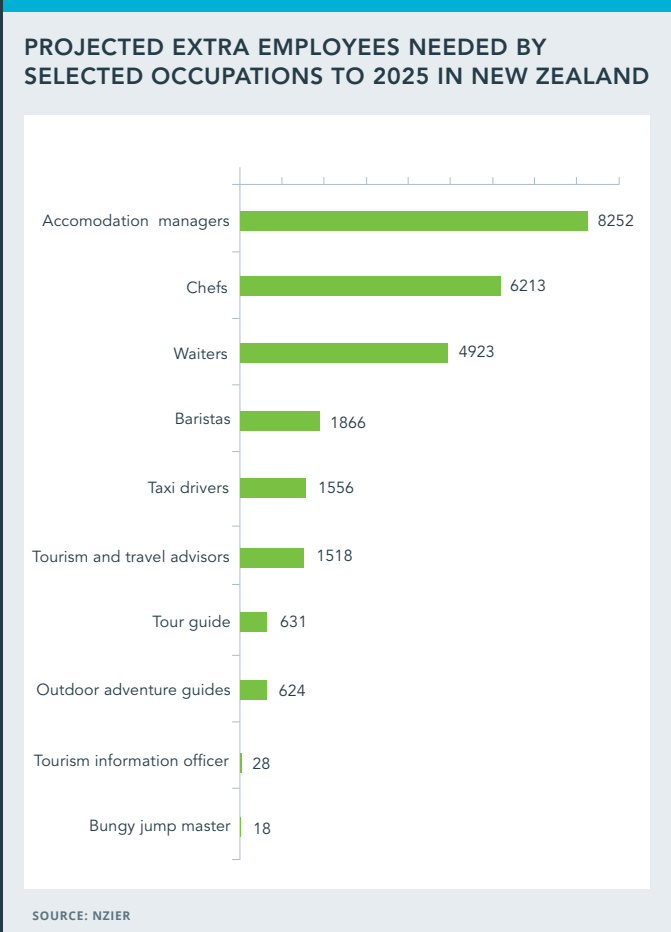
INCREASE CAPACITY

Attract and develop a workforce of capable New Zealanders, supported by migrant labour where no suitable New Zealanders are available.

THE TOURISM 2025 OUTCOME

An extra 36,000 full-time equivalents (FTEs) (approx. 47,000 employees) are available to support a visitor economy that is 40% bigger by 2025. The increase in capacity is across a range of roles.

The table below shows some of the most common roles and the extra number of employees required by 2025:



THE 2015 POSITION

There are already acute labour shortages in some popular destinations at peak times of the year. Labour shortages are often filled by migrants on temporary work permits because New Zealanders aren't available or may be lacking in required skills or attributes. We anticipate there will be continuing labour shortages in the next 10 years. The industry needs to develop and maintain a programme that assesses labour needs and monitors labour flows.

The tables opposite compare labour hires in two regions (one urban, one provincial) over the past 14 years. There has been a significant shift over this period from employing beneficiaries to employing temporary migrants. In 2014 there were 295,000 working-age beneficiaries. The Government's aim is to reduce that number and it wants the tourism industry to play a greater role in getting New Zealanders into work.

SOURCE OF HIRES IN HOSPITALITY (ACCOMMODATION AND FOOD SERVICES) – AUCKLAND VS NORTHLAND



SOURCE: MBIE - INTEGRATED DATA INFRASTRUCTURE (STATISTICS NEW ZEALAND)

HOW WE'LL GET TO 2025

Item	Action
1	Develop strong insight on labour flows into and out of the industry.
2	Actively promote tourism jobs and opportunities to secondary and tertiary students.
3	Work with government to place more beneficiaries in the tourism sector. Identify existing transition to work programmes that are successful and scalable for the tourism industry.
4	Raise the profile of strategies to keep people in the industry.
5	Continue to advocate for immigration policies that enable employers to fill roles where there are no suitable New Zealanders.

IMPROVE CAPABILITY

A customer focused workforce is capable of delivering high-value visitor experiences.

THE TOURISM 2025 OUTCOME

We are increasing visitor value by increasing visitor satisfaction. Those working in the tourism industry have the skills, and can access the training and support needed to increase productivity and eliminate sources of visitor dissatisfaction.

THE 2015 POSITION

Improving the skill sets and knowledge within the industry is a fundamental driver to the success of Tourism 2025. The areas of capability building are wide and driven by changes such as new technologies, changing visitor mix, desire for productivity improvements, new operators entering the industry (increased entrepreneurship) and visitor dissatisfaction. The industry also suffers from long-term skill shortages, such as chefs and hospitality supervisors, where skill development should be reviewed as part of identifying the underpinning reasons for these shortages.



HOW WE'LL GET TO 2025

Item	Action
6	Build workplace capability to train and upskill staff, including mentoring and intern programmes.
7	Develop insight into sources of visitor dissatisfaction and identify the skills required to address them.
8	Work with the tertiary sector to develop and deliver a national set of upskilling options including just-in-time training.
9	Work with qualification developers to ensure new/emerging skills are captured in qualification reviews.
10	Investigate what upskilling capability for SMEs can be leveraged from large tourism organisations.

ACKNOWLEDGE THE REGIONAL DIMENSION

Regional solutions are needed to respond to workforce needs.

THE TOURISM 2025 OUTCOME

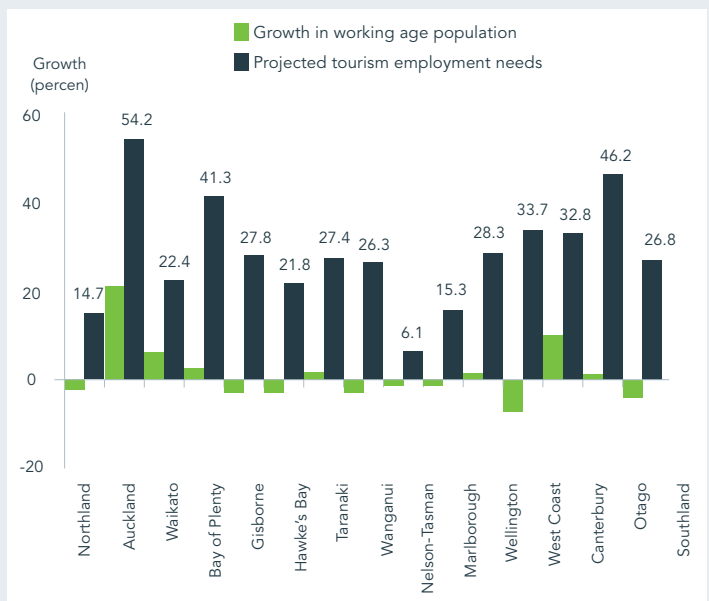
Each region has developed the strategies they need to attract the right people at the right times to provide outstanding visitor experiences and support the growth of the industry.

THE 2015 POSITION

Five regions (Auckland, Waikato, Wellington, Canterbury, Otago) employ 72% of tourism employees. Destinations such as Queenstown, the West Coast and the central North Island have a micro-climate of People and Skill issues that are often exacerbated by seasonal peaks and troughs, and require different responses to those needed in the major urban centres.

A key element of Tourism 2025 is regional dispersal – ensuring our visitors see more of New Zealand to achieve better use of assets and infrastructure throughout the country. This will grow regional demand for people.

PROJECTED EMPLOYEE GROWTH OUTSTRIPS LABOUR FORCE GROWTH



SOURCE: NZIER

HOW WE'LL GET TO 2025

Item	Action
11	Develop better insight into regional needs (including ServiceIQ Regional Roadmaps initiative).
12	Consider the regional response to People and Skills initiatives when developing interventions and responses.

ACKNOWLEDGE SIZE OF ENTERPRISE

A range of responses is available to suit all sizes of business, from small operators to large corporates.

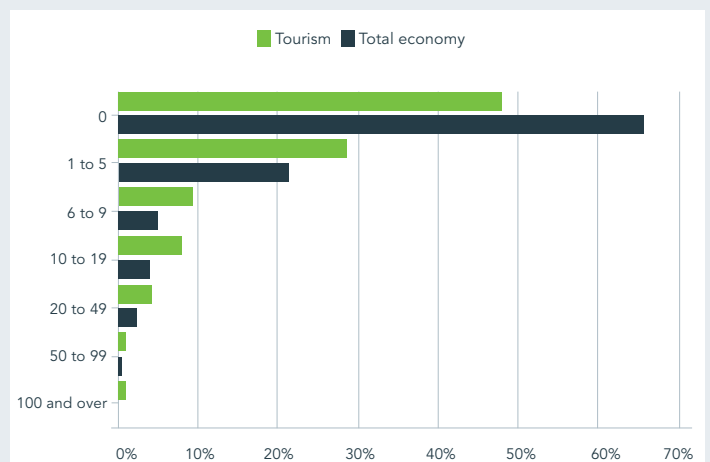
THE TOURISM 2025 OUTCOME

All tourism businesses, whether they are owner-operated or employ hundreds, have access to the People and Skills they need to improve their productivity and profitability.

THE 2015 POSITION

20,175 tourism businesses were operating in New Zealand in 2014. 48% of these businesses have no employees and 38% of them employ less than nine staff. Visitors will likely interact with many small enterprises throughout their journey; if we are to build workplace capability across the industry then we must have a focus on engagement with small and medium-sized enterprises (SMEs). The industry characteristic of small businesses will make the response for skills and labour more complex – one size doesn't fit all.

BUSINESS SIZE



SOURCE: INFOMETRICS/SERVICEIQ

HOW WE'LL GET TO 2025

Item	Action
10	Investigate what upskilling capability for SMEs can be leveraged from large tourism organisations.
13	Continually assess the application/suitability of People and Skills responses to small business and/or larger enterprises.
14	Promote People and Skills initiatives that support small business engagement.



IMAGE - Skydive Abel Tasman

SUPPLY FACTORS TO 2025

RECOGNISE CHANGES IN THE WORKFORCE

Understand the changing nature of the workforce, e.g. full time, part-time, gender, age, seasonal influence.

THE TOURISM 2025 OUTCOME

By understanding the composition of the workforce and what employees want from their jobs, the industry is better positioned to make the right decisions on workforce strategies.

THE 2015 POSITION

The workforce is changing. People's work patterns are changing, and many have a range of jobs and careers through their working life. While we know that a lot of people enter and exit the industry each year, we have a limited understanding about these labour flows. Understanding the composition of the workforce is critical to informing labour strategies.

DIRECT TOURISM EMPLOYMENT - YEAR ENDED MARCH 2012–15

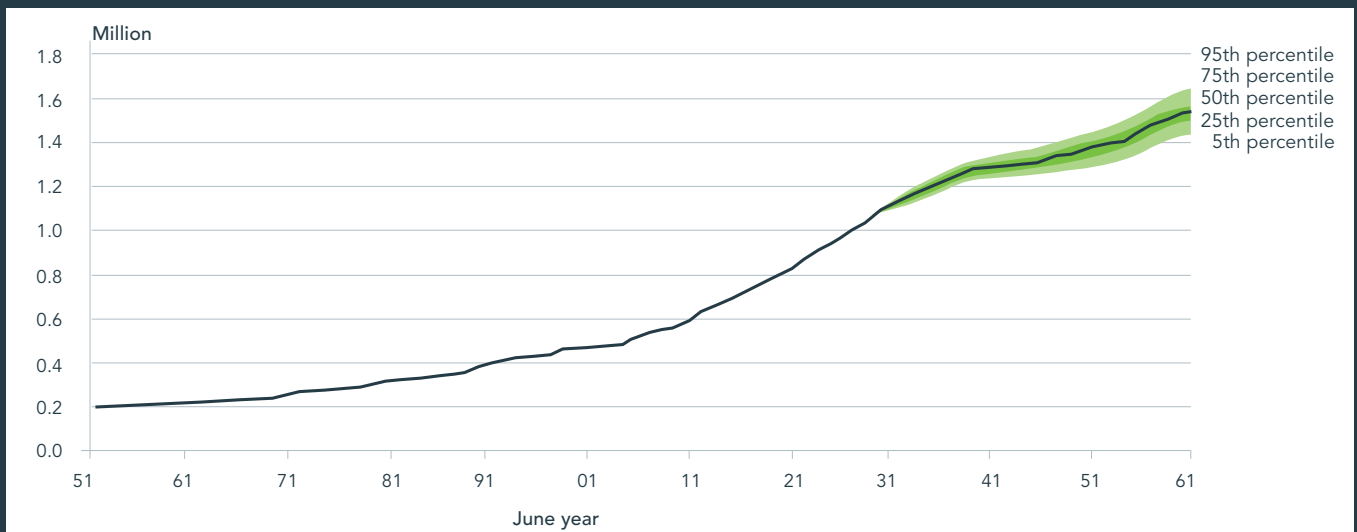
Total employment NZ	2012	2013	2014	2015
Employees	1,909,815	1,931,358	1,988,100	2,060,022
	397,149	391,566	375,822	384,930
Number of people employed	2,306,964	2,322,924	2,363,922	2,444,955
Tourism employment NZ				
Tourism employees	136,347	136,782	141,390	149,064
Tourism working proprietors	19,155	18,948	18,225	18,948
Number of people directly employed in tourism	155,502	155,733	159,618	168,012

TOTAL EMPLOYMENT NUMBERS ARE SOURCED FROM LINKED EMPLOYER-EMPLOYEE DATA.
SOURCE: TOURISM SATELLITE ACCOUNT 2015

New Zealand's workforce is greying, becoming more female and will stop expanding by about 2030. The number of people aged 65+ has doubled since 1980 and is likely to double again by 2036 (see below). The largest

growth will occur between 2011 and 2036, as the baby boomers (those born from 1946 to 1965) move into the 65+ age group.

POPULATION AGED 65+ YEARS 1951-2061



SOURCE: STATISTICS NEW ZEALAND

HOW WE'LL GET TO 2025

Item	Action
15	Complete insight into workforce composition and industry churn rates.
16	Promote employment opportunities for targeted groups of New Zealanders, e.g. mature workers, beneficiaries.

REDUCE CHURN

Decrease churn (staff turnover) rates to retain people and skills.

THE TOURISM 2025 OUTCOME

Improved regional dispersal and seasonality will likely result in more permanent, full-time roles. Increased management capability and ability to attract staff and promote job opportunities mean the industry is better placed to retain People and Skills.

THE 2015 POSITION

Churn has long been a factor of the tourism industry, due to structural factors like seasonality, weekend and evening work. Other elements of industry churn are possibly more manageable, such as the lack of full time hours, pay rates and the low visibility of career paths.

159,618 people were directly employed in tourism YE March 2015. Estimating a conservative industry churn rate of 30% the industry will need nearly 48,000 new entrants a year to replace that existing workforce, in addition to expanding the overall size of the workforce.

HOW WE'LL GET TO 2025

Item	Action
4	Raise the profile of strategies to keep people in the industry.
15	Complete insight into workforce composition and industry churn rates.

CASE STUDY

Retaining remarkable staff



Real Journeys has dramatically reduced its churn rate by using a range of strategies.

With operations from Queenstown to Stewart Island – including world renowned cruises through Milford and Doubtful Sounds – Real Journeys has recently acquired the Cardrona Alpine Resort and the International Antarctic Centre in Christchurch, taking its total workforce to about 1200 people.

The seasonal nature of much of the business means that churn has long been an issue for Real Journeys.

Director of People and Performance Kevin Sharpe says efforts to attract and retain the best people start at recruitment.

“Our tagline is ‘Get a Real Job’ – we aim to make ourselves desirable to people wanting a great experience.”

NZQA unit standards are part of the induction process so new recruits start earning qualifications immediately, putting them on a career path straightaway.

Real Journeys’ business success is helping overcome its seasonality issues.

“We’re busy for ten months of the year now so there is real value in keeping people on through the two quiet months. We can use that time for training and because they are on salaries, the banks will give them mortgages so they are more likely to stick around,” Kevin says.

“The expansion of the business is also creating more opportunities for staff, as many of our activities have different peak periods.”

The company also puts a lot of effort into listening to its staff and responding to their feedback. In 2014, Real Journeys closed down for a day to bring all its people together as a team and thank them for their efforts.

“Our churn rate has decreased considerably because we look after our staff. We’re happy to share what we’re doing as it helps build up our region and the wider tourism industry.”

EMBED THE TRAINING CULTURE

The tourism industry collectively values and invests in training.

THE TOURISM 2025 OUTCOME

Employers and employees seize opportunities to upskill and respond to changing market needs, improving visitor satisfaction, productivity and profitability.

THE 2015 POSITION

Developing a workplace training culture is critical to having a successful industry. As TIA's 2006 Tourism and Hospitality Workforce Strategy noted, "when we started this process we were dealing with a workforce issue...it became apparent that we are in fact dealing with a workplace issue. The challenge for tourism and hospitality businesses lies in upskilling our people at all levels, and lifting our productivity and profit so that the industry can attract investors and pay its workers more".

It's not only small businesses that need to focus on this issue – some large organisations are also slow to respond to changing skill needs.

Significant barriers include:

- Employers don't know where to start
- Seasonal and transient staffing leads to minimal investment in training
- Low profitability means little investment in training
- Developing a training culture can be time consuming and high investment for little immediate return
- Difficulty in accessing short-course inexpensive training options
- Employer and employee apathy to training

The barriers to embedding a training culture into businesses are not small, but neither are they insurmountable.

HOW WE'LL GET TO 2025

Item	Action
7	Develop insight into sources of visitor dissatisfaction and identify the skills required to address them.
8	Work with the tertiary sector to develop and deliver a national set of upskilling options including just-in-time training.
10	Investigate what upskilling capability for SMEs can be leveraged from large tourism organisations.
14	Promote People and Skills initiatives that support small business engagement.
17	Promote training success stories.

CASE STUDY

Training for a holiday to remember



Upskilling staff to deliver world-class customer service is paying off for Raglan Kopua Holiday Park.

Though the park has a terrific seaside location at one of New Zealand's iconic holiday destinations, the managers of this award-winning business know that what turns a good holiday into a great experience usually comes down to how well visitors are treated.

"Customer service is not important, it's crucial," Manager Rob Clark says.

"We like to treat guests well and to make it worth the journey. They might book in with us for just the one night and end up staying for a week. That's gold."

The park has taken advantage of industry training, supporting the assistant manager, three receptionists and grounds person to advance their skills on-job with a ServiceIQ Certificate in Tourism (Visitor Experience) Level 3.

The benefits are evident to Rob: "There's the potential in a business like this to have your head down and tail up and not see the bigger picture. The training has opened their eyes about how they can help and solve problems effectively for customers."

On completion, the team will each gain a nationally recognised qualification. And they'll be ready to impress visitors and help attract new ones when summer comes.

The Holiday Accommodation Parks Association (HAPNZ) is keen to help its members and their staff upskill, via a range of training programmes.

"There are business and staff benefits to training your people," Chief Executive Fergus Brown says.

"It's often hard for SMEs to know where to start and where to find good training. That's where their sector association can help, by letting them know what's available. We can also offer tailored programmes that respond to immediate needs in the sector."

"As well as improving skills and performance in individual businesses, training is a way to reward staff and empower them to build a career in the wider tourism industry."

CONTINUE ATTRACTING PEOPLE

The tourism industry continues its efforts to attract the right people.

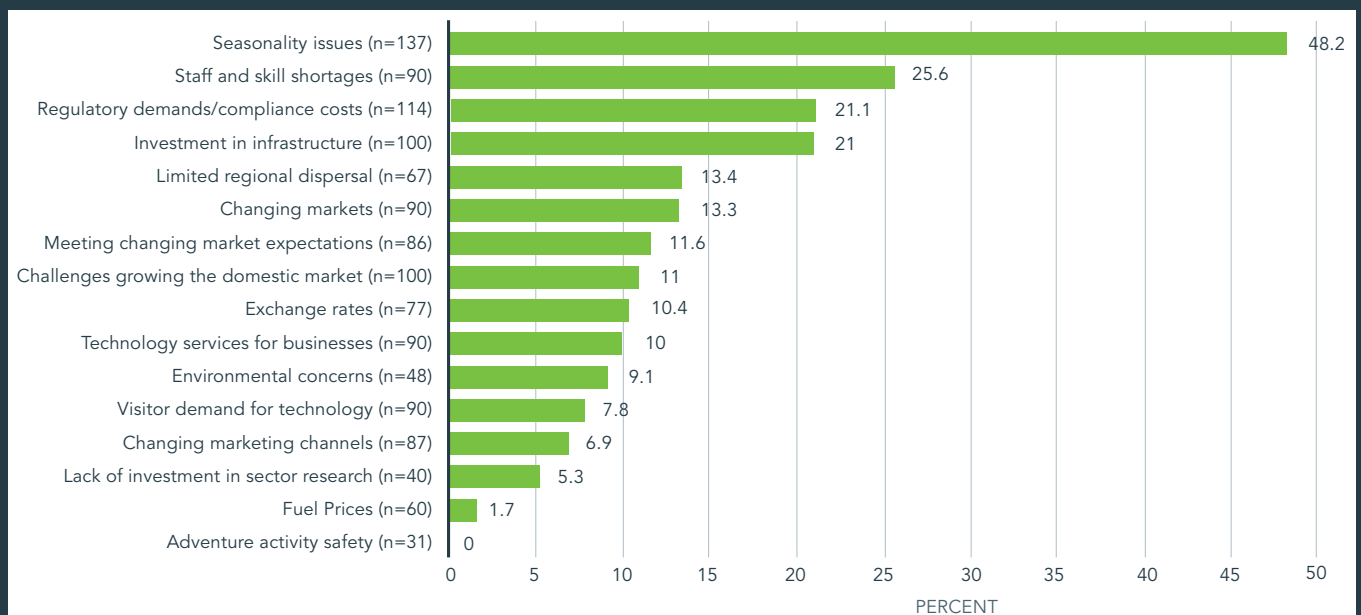
THE TOURISM 2025 OUTCOME

People who have the right attitude and interpersonal skills to deliver a memorable visitor experience are attracted to the industry. Enough of the right people are in the right place at the right time.

THE 2015 POSITION

Respondents to the 2015 State of the Tourism Industry Report rated staff and skill shortages as the second biggest challenge facing their business.

MOST SIGNIFICANT CHALLENGE FOR MY BUSINESS/OPERATIONS



SOURCE: STATE OF THE TOURISM INDUSTRY 2015, LINCOLN UNIVERSITY/TIA

A lot of good work is underway to attract people to tourism jobs. Strong capability exists in attracting people through the likes of large organisations and tertiary providers that need to continually recruit people. The industry is well known as a first employer, with many young people having their first job in the service sector.

The 2025 challenge is to build on this, making sure good information is available for students, parents and the general public on tourism jobs.

While attracting people to work in tourism for a large part of their career is a primary goal, the industry will also continue to need people for temporary positions because of structural factors such as seasonality and its 24/7 nature.

HOW WE'LL GET TO 2025

Item	Action
18	Develop marketing material and a website for promoting tourism jobs and career paths.
19	Form closer relationships between employers and training providers.
20	Engage the general public via a range of initiatives, e.g. provide 'Parent Famils' or 'Meet the Boss'.
21	Support improvements and greater awareness of existing initiatives such as Vocational Pathways and Careers NZ information.

ENGAGE WITH EDUCATION PROVIDERS

The education sector is a partner in improving the capability and capacity of the workforce.

THE TOURISM 2025 OUTCOME

Tertiary education providers are working with the industry to identify skill needs and deliver training that support Tourism 2025 goals.

THE 2015 POSITION

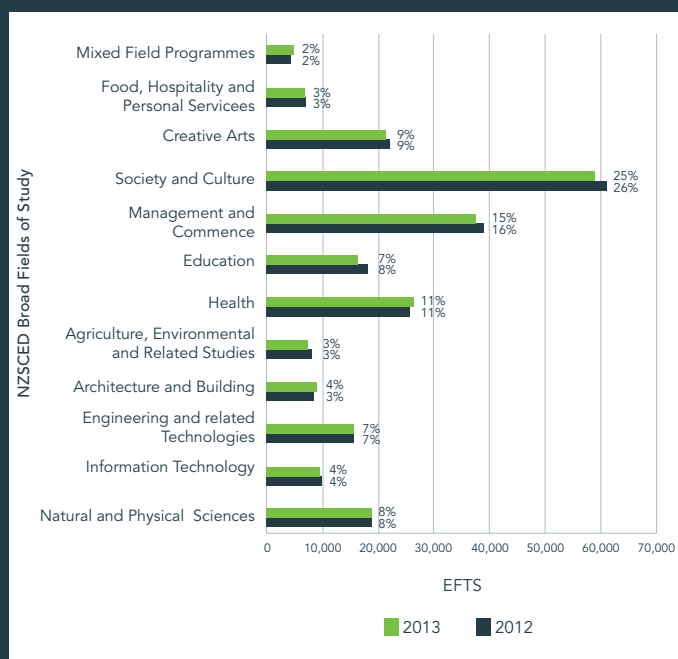
Hundreds of secondary schools in New Zealand offer NCEA Level 1-3 tourism courses. However, these courses offer unit standards only and do not contribute to University Entrance requirements. This has a negative impact on students', parents' and schools' attitude to the subject of tourism.

There are over 50 tourism tertiary providers in New Zealand, covering universities, polytechnics and private training establishments (PTEs). Most regions have a tertiary provider offering tourism/hospitality courses.

The tertiary education sector has good capability in attracting people to tourism/hospitality programmes and upskilling them. There is also good capability for training those already in employment, particularly through industry training organisations such as ServiceIQ.

However, what is less clear is whether education providers are producing people with skills and attitudes matched to the industry's needs both now and in the future. Opportunities exist for the education sector to play a greater role in helping achieve T2025 goals, e.g. developing future leaders via executive development programmes.

ENROLMENTS AT NZ TERTIARY EDUCATION ORGANISATIONS BY SUBJECT 2012 / 2013



SOURCE: TERTIARY EDUCATION COMMISSION 2013 TERTIARY EDUCATION PERFORMANCE REPORT.

HOW WE'LL GET TO 2025

Item	Action
22	Investigate what a high-performing education sector might look like in terms of support and benefits to industry.
23	Advocate for policy changes, e.g. advocate for tourism to be a qualifying subject for University Entrance.
24	Partner with the tertiary sector to create access to high-level executive training to build the industry leadership.



SUMMARY OF ACTIONS

WHAT NEEDS TO BE DONE

The list of actions identified in this document, while not providing all the answers, will go a long way to providing the workforce needed to deliver a quality visitor experience in 2025 and beyond. To achieve them will require co-ordinated effort from government agencies, the education sector, industry associations, individual employers and their staff.

We acknowledge and welcome that some of the actions are already underway in various parts of the tourism sector. Those actions have been retained in the list to reinforce the importance of this current work.

Item	Action
1	Develop strong insight on labour flows into and out of the industry.
2	Actively promote tourism jobs and opportunities to secondary and tertiary students.
3	Work with government to place more beneficiaries in the tourism sector. Identify existing transition to work programmes that are successful and scalable for the tourism industry.
4	Raise the profile of strategies to keep people in the industry.
5	Continue to advocate for immigration policies that enable employers to fill roles where there are no suitable New Zealanders.
6	Build workplace capability to train and upskill staff, including mentoring and intern programmes.
7	Develop insight into sources of visitor dissatisfaction and identify the skills required to address them.
8	Work with the tertiary sector to develop and deliver a national set of upskilling options including just-in-time training.
9	Work with qualification developers to ensure new/emerging skills are captured in qualification reviews.
10	Investigate what upskilling capability for SMEs can be leveraged from large tourism organisations.
11	Develop better insight into regional needs (including ServiceIQ Regional Roadmaps initiative).
12	Consider the regional response to People and Skills initiatives when developing interventions and responses.
13	Continually assess the application/suitability of People and Skills responses to small business and/or larger enterprises.
14	Promote People and Skills initiatives that support small business engagement.
15	Complete insight into workforce composition and industry churn rates.
16	Promote employment opportunities for targeted groups of New Zealanders, e.g. mature workers, beneficiaries.
17	Promote training success stories.
18	Develop marketing material and a website for promoting tourism jobs and career paths.
19	Form closer relationships between employers and training providers.
20	Engage the general public via a range of initiatives, e.g. provide 'Parent Famils' or 'Meet the Boss'.
21	Support improvements and greater awareness of existing initiatives such as Vocational Pathways and Careers NZ information.
22	Investigate what a high-performing education sector might look like in terms of benefits to industry.
23	Advocate for policy changes, e.g. advocate for tourism to be a qualifying subject for University Entrance.
24	Partner with the tertiary sector to create access to high-level executive training to build the industry leadership.

WHAT'S ALREADY HAPPENING

TIA is working with MBIE, other government agencies and industry organisations on a set of three work streams addressing capability, career promotion and labour supply. Below are examples of other current activity in the sector. While by no means exhaustive, it provides a snapshot of current initiatives outside of those undertaken in-house by individual workplaces.

- ServicelQ industry training programmes leading to national qualifications
- Tourism and hospitality training programmes offered by Universities, Institutes of Technology and Polytechnics, Private Training Establishments, and Schools.
- Queenstown Visitor Experience Programme
- Restaurant Association NZ programmes (ProStart, Emerging Manager, Front of House Induction)
- Improvements to labour market test process
- Access to Essential Skills visas
- Enforcement by MBIE labour inspectorate
- Hospitality NZ programmes (Training Academy, Skills for Industry, Future Leaders)
- New Zealand apprenticeships
- Pacifica success in the workplace (Service IQ)
- Hospro online benchmarking tool
- Young TEC (networking, workshops, mentoring)
- 'Got a Trade, Got it Made' promotion <http://gotatrade.co.nz/>
- Student memberships to associations
- School To Work transition programmes (Gateway, STAR, Youth Guarantee, Careers and Transitions, Trades Academies, Work Inspiration)
- Grants to support People and Skills development from the Tourism Industry New Zealand Trust, Hospitality Training Trust and others.



tourism
INDUSTRY
ASSOCIATION NEW ZEALAND

TIA THE VOICE OF THE TOURISM INDUSTRY

- We help our members create world-class businesses through providing expert advice, contacts and support
- We provide leadership on matters that impact on the competitiveness and success of the tourism industry
- We enhance the tourism industry's performance by influencing political decision making
- We align with organisations that support the tourism industry and provide valuable services to our members

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