



Master Thesis

Human resource development governance in the tourism industry:
analysis and recommendations

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INTRODUCTION

We are a people industry – we depend on quality people to deliver a quality product

(World Travel & Tourism Council, 2014)

Tourism is a highly labour-intensive industry, human resources being one of its key assets. Yet, in the majority of tourist destinations labour and skill shortages are being reported (World Travel & Tourism Council, 2014), even though efforts are being made worldwide. In some countries human resource issues are tackled on a national level, while in others on a local level; some initiatives are financed by public funds, while others are covered by private funds within the organisations and by collective funds.

The tourism industry has a strong impact on job creation worldwide, offering a direct and relatively accessible entry into the labour force, particularly for vulnerable social groups such as women and youth, especially in developing countries (International Trade Centre & World Tourism Organization, 2015). It is supported by the fact that approximately one out of eleven jobs globally is linked to tourism, directly or indirectly (UNWTO, 2015b). Tourism growth will require increased employment numbers or productivity of existing labour force (World Travel & Tourism Council, n.d.). According to the latest UNWTO data, a 3.3% annual growth will continue until 2030, and the industry has to be ready to serve constantly growing demand (UNWTO, 2015a). It is forecast that over the next ten years with about 4% annual growth in employment, tourism will support around 350 million jobs worldwide, with approximately 125 million directly employed staff (World Travel & Tourism Council, 2014). Thus, the right policies are required to ensure a sufficient quality labour supply to fulfil tourism's growth potential.

There is substantial academic literature on public policy and governance, human resource development (further – HRD), tourism human capital development, and governance in tourism. These are discussed in the subsequent chapters of the thesis. However, to our knowledge little research has been done in analysing governance and private initiatives in the tourism industry's HRD (Solnet, Nickson, Robinson, Kralj, & Baum, 2014). Literature overview and governance analysis demonstrates that tourism HRD is normally not a separate policy domain, but rather an interdepartmental area, where tourism, education, and other policies overlap. The multiplicity of the governance bodies creates complications in clear understanding of responsibility for strategic planning, interdepartmental collaboration, accountability, and funding.

Current research emphasizes defining HRD governance in relevant public bodies to better understand tourism HRD processes in Australia, identifying key issues addressed by the industry associations and government agencies. A brief outlook on the HRD initiatives in other countries (France, Malaysia, Peru, Russia, and the UK) by the industry associations

and public actors helps us identify what are the most tackled issues in the tourism HRD, and to detect the major gaps. This creates a solid basis for the further recommendations for tourism HRD governance in Ukraine.

The **research question is**: ‘How public and private stakeholders approach human resource development governance in the tourism industry?’

Underlying that question are the following sub-questions:

1. Who are the central stakeholders in HRD governance in the tourism industry?
2. What are the key dimensions of HRD policies?
3. What issues are addressed in terms of tourism HRD in different countries?
4. Where are the gaps in HRD in the tourism industry?

The overall study has four major goals:

1. Analyse current governance processes in HRD in the tourism industry in Australia and Ukraine
2. Define key issues addressed by public and private tourism organisations in Australia
3. Find examples and gaps in tackling key issues from the goal above in other selected countries (France, Malaysia, Peru, Russia, and the UK).
4. Develop recommendations for optimal HRD governance in the tourism industry in Ukraine based on status quo.

Desk research was carried out, with an in-depth analysis of secondary data. Qualitative research methodology framed the entire process. Due to a multiple-phase research findings and analysis are presented jointly for each subsection. The logic of presenting it country by country was chosen to represent the phases of our research process.

Bearing in mind the breadth of information related to HRD in travel and tourism, current research attempts to contribute to tourism HRD and governance using interdisciplinary findings and giving practical recommendations. The second chapter provides a literature review in relevant areas such as public policy and governance, tourism governance, and human resource development, both general and tourism specific. In the third chapter the methodological framework of the study is presented. The fourth chapter is dedicated to our study countries – Australia with the detailed analysis of tourism HRD governance and key issues addressed in the range of initiatives; France, Malaysia, Peru, Russia, and the UK with the brief outlook of the HRD initiatives by the private and public stakeholders; and

Ukraine with the background information on existing HRD and tourism policies in Ukraine and the key output of our research – set of recommendations on HRD governance in the tourism industry in Ukraine. In the final, fifth section conclusions, limitations, and future research opportunities are described.

1. LITERATURE REVIEW

HRD in the tourism industry is shaped by certain governance processes. To our knowledge, the research area is not strongly represented in the academic literature, thus we will base our theoretical background in a few relevant fields – governance and policy, tourism policy and governance, general human resource development, and tourism-specific human resource development literature.

1.1 Governance

Interest in the regulation and governance concepts arose in the 1970s (Jessop, 1995; Stoker, 1998). Since then the concept of governance as a theory has been represented in multiple studies (Bevir, 2011; Pierre & Peters, 2000, 2005; Ruhanen et al., 2010; Türke, 2008). The roots of governance as a concept are various; they include political science, organizational studies, public administration, international relations, institutional economics, and other academic areas. However, governance is not a new theory, it rather offers an organizing framework to better understand the governing processes (Stoker, 1998).

Change in understanding of governance reflects shifts in governing styles, as studied by social scientists (Stoker, 1998). Initially ‘governance’ was utilised as a synonym for ‘government’. As societal functions changed, so did the understanding of governance and role of public and private sectors in collaborative actions, making it clear that ‘government’ and ‘governance’ are not synonymous. To support this view, we can use a definition of governance by Rhodes (1996, p. 652), arguing that “governance refers to self-organizing, interorganizational networks, and... these networks complement markets and hierarchies as governing structures”. In our research we do not study the networks of stakeholders in detail, rather the issues they tackle. Yet, the outcomes of governance are similar to government deliverables (Rosenau, 1992; Stoker, 1998). Then it is not only the outcomes that matter, but the process. Therefore, government should create favourable conditions for ordered collective action; governance as a process is a creation of structure that is the result of interaction between inter-influential multiple actors (Kooiman, Bavinck, Chuenpagdee, Mahon, & Pullin, 2008). Thus, we need to recognize interdependence of public, private and NGO sectors in the governance process (Borzel, 1998; Stoker, 1998) in order to consider the variety of stakeholders in the tourism HRD initiatives and to analyse the complex reality as it is, not the artificially separated policy bodies. In our study we can only investigate publicly available information such as who provides funding and who

executes certain activities, but not the implicit relationships between the government and key stakeholders.

To present day, there is no consensus on the definition of governance. The most laconic definition contends that “governance is the act of governing” (Hall, 2011, p. 439). However, due to the complex nature of governance and its processes, there is no single definition of governance (Institute On Governance, 2015; Ruhanen, Scott, Ritchie, & Tkaczynski, 2010; Türke, 2008). It is described as “the totality of theoretical conceptions on governing” (Kooiman, 2003, p. 4). Multiple definitions of governance in the literature are based on the three major dimensions: authority, decision-making and accountability (Institute On Governance, 2015). Therefore, when analysing governance, we have to identify whom does power belong to, by whom decisions are made, how stakeholders can influence decision-making process, and how accountability is perceived by those affected by the governance process. When analysing HRD governance in Australian and Ukrainian tourism, we identify key decision-makers and private companies’ interventions in the HRD processes.

Governance also identifies “the capacity to get things done” (Stoker, 1998, p. 24) beyond the power and authority of government, who can apply new tools and techniques to steer and guide. Similar concepts of government were expressed earlier in the 1990s (Osborne & Gaebler, 1992), meaning that government’s role is to manage, not to execute, leading to a higher efficiency of public services. In his publication next year, Osborne (1993) points out the need to find the root of the problem, and understand what causes inefficiency in the hierarchical, top-down models, and to adjust governments’ work to the rapid changes of the world.

Two major meanings of governance, not mutually exclusive, can be recognized within the existing academic literature (Hall, 2011) :

- as a way to describe present-day state adaptation to the needs of political and economic environment; in such context it can be referred to as ‘**new governance**’, when power-driven activities do not evolve exclusively through governments (Grosse, 2005; Jessop, 1998; Jordan, Wurzel, & Zito, 2005; Rhodes, 1996); new modes of governance, according to Héritier (2002), include private stakeholders in the process of policy formulation, and are rather based on coordination than regulation. This shift towards ‘new’ governance is characterised by the rise of policy networks, marketization of state functions, and increased fragmentation of institutions in the context of increasing globalization (Pierre, 2009). However, there was also expression of concern regarding usage of labels ‘old’ and ‘new’ as classification of governance, because in certain areas it could be overlapping (Treib, Bähr, & Falkner, 2007). Yet, we can observe a tendency towards new governance in Australia, where the industry association take an active part in the policy formulation and

take over certain government functions, and old governance in Ukraine, with its centralised power.

- as denotation of conceptual and rather **theoretical understanding of the state's role** in socio-economic systems, which, in turn, can be subdivided in the subsequent categories (Peters, 2000): capacity of state to steer socio-economic system with consideration of relationships with the policy actors and self-government with respect to public-private partnerships and network dynamics (Rhodes, 1997). This meaning is not particularly relevant to our research. Due to an empirical nature of our research, we emphasize the first meaning of governance throughout the thesis, with identification of the ways of adaptation of government and industry to the HRD needs as new modes of governance.

The key characteristics of new modes of governance are referring to participation of stakeholders, often represented by public-private partnership; decentralisation of power with the range of coordinated approaches; multi-level integration between public authorities horizontally and vertically; flexibility of the policy standards and guidelines with the ability to adapt to a constantly changing environment, supported by experimentation and knowledge creation (Hall, 2011). These characteristics are important for understanding of the state actions, indicators of policy success, and instruments to achieve the goals. It can inform our recommendations for HRD in tourism governance in Ukraine.

Considering that marketization of public services is one of the key pillars of new modes governance, we have to be cautious when developing recommendations, because it is not always an optimal solution. Miller & Dickson (1996, in Stoker, 1998) found in their studies on attitudes towards governance, that the public strongly preferred local services and organization to be carried out by the elected council versus private sector or appointed bodies. It positions a complicated question of whether marketization of public services provision is the choice of tax payers or not. However, we do not have any evidence on public preferences at a national level.

In any case, the power is to be lawful. As Stoker (1998, p. 20) contends, “the exercise of power needs to be legitimate... A legitimation deficit undermines public support and commitment to programmes of change and ultimately undermines the ability of power-holders to mobilize resources and promote co-operation and partnership.” This being said, we assume that government has a stronger reputation and a set of legitimate tools to boost its programmes, while when a private sector takes over, it is not obligatory for the others to follow, then regulation and coordination of the processes can get off the track. According to Beetham (2013, p.19 in Hall, 2011), in order for power to be regonized as legitimate, three conditions have to be met: *“its conformity to established rules; the justifiability of the rules by reference to shared beliefs; the express consent of the subordinate, or the most significant among them, to the particular relations of power.”* It can be strongly challenged

by the fact that boundaries between public and private sector are blurring, and often shared initiatives have shared accountability. In countries like Australia, where neoliberalism underpins the societal organization, responsibility for solving social and economic issues is more and more pushed onto private and NGO sectors, with the state stepping back.

Government and private sector interventions have to be harmonized and shaped by the notion of so called 'good governance'. It is a dialectical concept, thus it cannot be defined precisely and perfectly (Beaumont & Dredge, 2010); it strongly depends on the network actors and groups, their values and the decision-making process regarding certain issues, based on active participation, transparency, communication, knowledge-sharing, efficiency and accountability (Good Governance Advisory Group, 2004). According to the Institute On Governance (2015), there are five key principles, or dimensions of good governance, that can be applied in the recommendations section:

1. Legitimacy and voice – gender equality in decision-making, freedom of speech, reaching a broad consensus;
2. Direction – long-term perspective on the development, based on the understanding of cultural and social complexities;
3. Performance – considering the needs of all stakeholders, effectiveness and efficiency leading to desired results;
4. Accountability – both public and private actors are responsible and accountable for their actions to the public with ensured transparency of the processes;
5. Fairness – equality and legal frameworks as a basis of decisions (Institute On Governance, 2015).

In any forms of governance, actors should keep in mind that outcomes do not always match their expectations. Often the public body does not have a full control of the agent's performance. Moreover, there is always a chance of governance failure. Thus, there is a need to think of governance in a wider perspective than simply changing power mechanisms and tools of government, to design the entire process according to basic principles (Goodin, 1996, p.39-43 as cited in Stoker, 1998): *'revisability, robustness, sensitivity to motivational complexity, public defendability and variability to encourage experimentation'*. The system has to be solid and flexible at the same time, because *'governance means living with uncertainty and designing our institutions in a way that recognizes both the potential and the limitations of human knowledge and understanding'* (Stoker, 1998, p. 26).

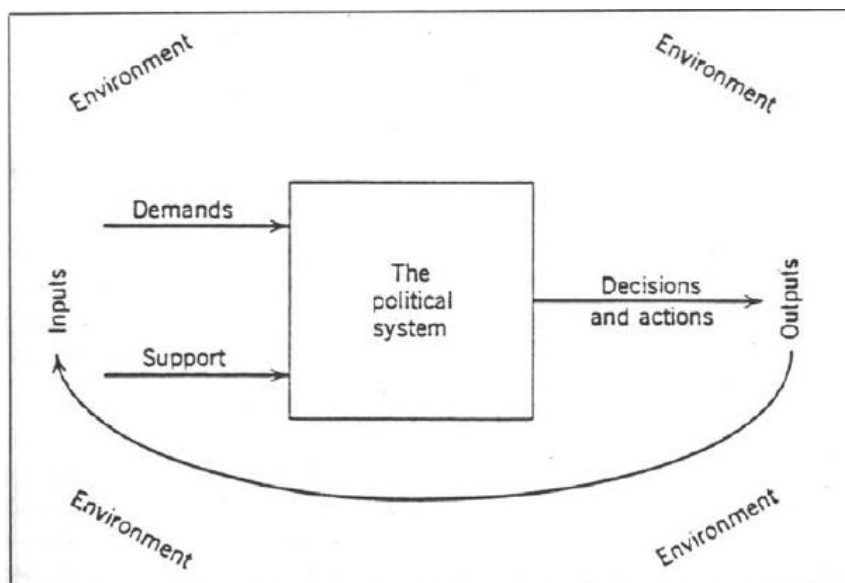
This section has reviewed the key aspects of governance that we can build our research upon. First of all, it is about the set of institutions, both public and private, involved in planning and implementation of the HRD practices in tourism. These institutions should possess a legitimate power. It is defined by the way government adapts to the needs of the environment, division of responsibilities, shifting towards new modes of governance in case of Australia. When analyzing initiatives in other countries (France, Malaysia, Peru, Russia, and the UK), we can find out whether initiative from the private sector is sufficient to tackle the HRD issues in the tourism industry. In case of Ukraine, we identify the key government bodies and major industry associations, and build our recommendations for HRD based on the principles of good governance. So far the chapter was focused on governance that is strongly connected with the policy formulation and implementation processes. Therefore, we include a brief review of literature in policy and its analysis to support our understanding of governance.

1.2 Policy

Policy is a crucial part of decision-making process on a national level, thus it is important to have a basic understanding of types of policies, as well as different approaches to analysing policy. Multiple typologies of policy were developed over the 20th century. We consciously leave them aside, because according to Steinberger (1980), sets of theories are insightful, but in terms of practicality are useless. Instead, he suggests applying a phenomenological approach to policy analysis, this way tackling the issue of complexity and ambiguity of policy. In his work, he argues that ambiguity is not a defect, but rather a salient aspect of policy. Policies are not self-explanatory, because policies have different meanings for different participants: the policy initiator has a certain meaning in mind when formulating policy, but later on policy is interpreted in different ways by other participants, and only then the complex meaning of policy is constructed. In the study we analyse written information such as documents and websites to get an idea of policy meaning. According to Lowi (1964) policies are rather defined by the expectations of the outcomes than the actual outcomes; thus we can assume that analysis of policy texts will give certain results in terms of finding meanings given by policy authors.

Our research is dedicated to analysing specific policies and aimed at solving specific issues, thus it is 'problem-oriented' policy research (Froman, 1967). Attention is dedicated to the issues that policy should tackle, trying to find a solution to a given problem. There are multiple views on the policy process. Starting with the simplified model (Easton, 1965), we can assume that the policy process normally is initiated by the demands of society that are passed onto the policymaking system, leading to certain outputs, all happening in a given environment (see Figure 1 below). Different kinds of policies normally have different politics or 'environmental variables' associated with them (Froman, 1967; Lowi, 1964).

Figure 1. Simplified Model of the Political System



Source: Easton D. *Framework for Political Analysis*, 1965, p. 32

The model above creates a basic framework for policy analysis. From the tourism HRD governance point of view, the components of the environment of our interest are tourism businesses, travellers, educators, etc. Demands under consideration are influenced by the tourism industry growth, when skills and labour shortages occur, as stated in the introduction. Political system component of the model is reflected in our research in the analysis of Australian and Ukrainian government bodies involved in the tourism HRD governance. They produce decisions and actions leading to desired outputs, i.e. higher quality of service, sufficient number of potential employees, increased tourism labour productivity, etc. Easton's model certainly lacks a temporal dimension, as well as a more detailed understanding of the policy network. Therefore, few models can be combined in policy analysis process for a comprehensive approach to a complex nature of policy processes. For example, Pforr (2005) applied three complementary conceptual perspectives to the policy studies: Easton's model (1965) was used as a basic conceptual framework; policy cycle model was applied to add temporal dimension missing in Easton's model, and policy network approach (Atkinson & Coleman, 1989), for analysis who are policy actors and how interactions take place. In the cases of Australia and Ukraine we apply the policy network approach, but only considering who the policy actors are, without an emphasis on the interactions between them.

Policy analysis process depends on the subject under study. There are four major themes identified within policy research (Jones, 2013), briefly outlined below:

1. **policy as text** (Jones, 2013) - researchers analyse laws and guidelines with the assumption that policy is directly related to practice. Policymakers' intentions expressed

through policy texts are one of the important aspects of policy. Terms and definitions used in the textual policy dimension create certain meanings for the policy makers, as well as other policy actors (Jones, 2013). Often subjects of the policy (on our case – tourism and hospitality business, current and potential employees) are usually studied only as mentioned in the text, not as active participants of the process. When we analyse policies, due to a scope of our research, we apply this approach.

2. policy as values-laden action - researchers trying to construct policy model with consideration of the underpinning values (Easton, 1965; Froman, 1967).

3. policy as process – when policy can be seen in a linear model (Jennings, 1977 in Jones, 2013). However, later studies (Ham & Hil 1984, Bowe Bowe, Ball & Gold, 1992 as cited in Jones 2013) see policy as a non-linear process, rather as a constant cycle, where decisions are made and revised throughout implementation process. We partially apply this approach when analysing the network of government bodies and their relations in the cases of Australia and Ukraine.

4. policy as discursive. There is theoretical work where policy is understood as mobilising specific ‘discourses’ within and across various texts and processes (Jones, 2013). It implies seeing policy as a social text based on the fact that reality is a social not natural phenomenon.

We partially analyse relevant policies as a text and as a process within the scope of current research. In the policy process, Scott (1998) argues that policymakers cannot avoid contingency, therefore the policy planning process should take into consideration the possibility to react to feedback instead of constantly trying to enforce planned outcomes. In our case it could be applied in the situation when, for example, forecasted employment numbers in Australia change, the workforce development strategy has to be adapted, instead of trying to reinforce the same 152,000 new jobs to be filled (Service Skills Australia, 2015b).

This section provides a brief outlook on the policy research. When analysing HRD governance in Australia and Ukraine, we keep in mind Easton’s policy process model with a broader understanding of environment, its implications on the demands to the political system and desired outcomes. Policy network approach is used in the process of identification of key bodies involved in the tourism HRD governance. Due to a scope of our research based on secondary data, we analyse policy as text and partially as a process.

Until now we reviewed general governance and policy academic literature. However, complexity of tourism as a governance domain requires another angle on the processes, therefore, the next section is dedicated to the relevant tourism policy and governance literature overview.

1.3 Tourism Policy and Governance

Tourism is not a traditional policy domain because the tourism sector is complex and unites varieties of businesses. Over the last decades, tourism developed into a relatively independent policy area (Bramwell & Lane, 2000; Edgell, 1999; C. M. Hall, 2011b; D. Hall, 2004). Tourism is a multi-sectoral domain, in major part shaped by other policies. Both politicians and scholars find it challenging to draw boundaries of tourism policy due to the complex mix of policy arenas.

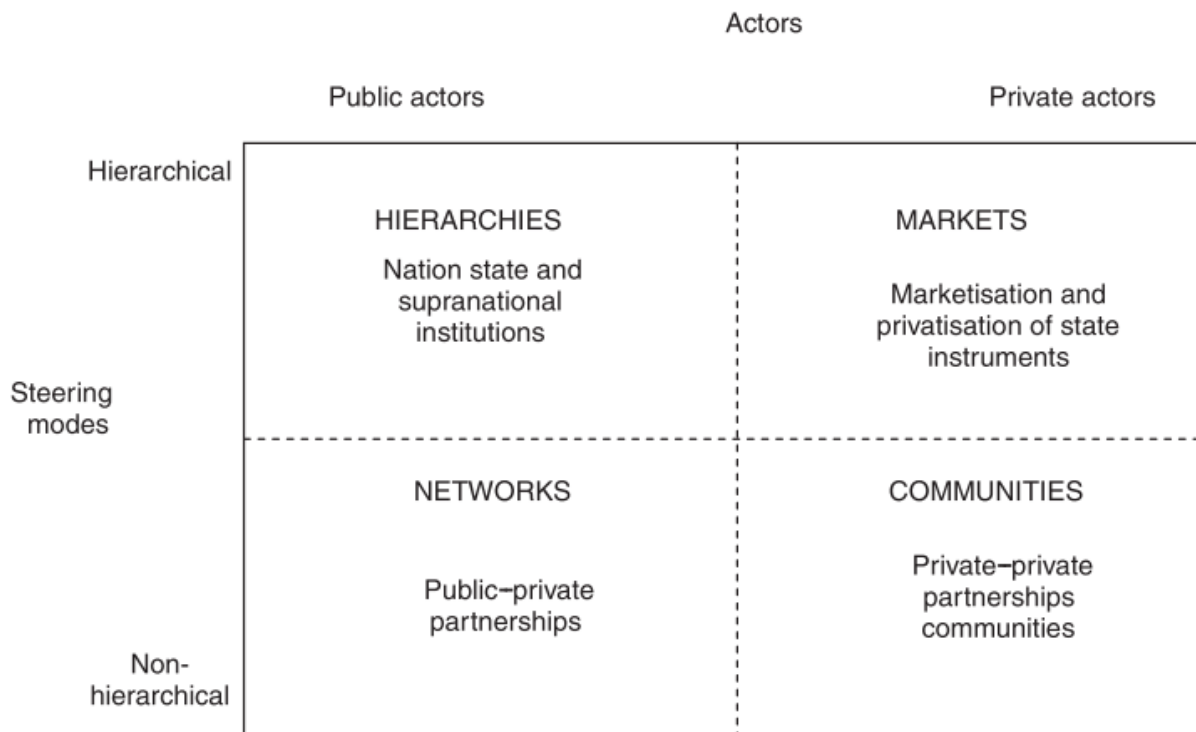
The need to conceptualize public policy in tourism arose in the early 1980s. In the early 1990s there was still a clear deficit in theory of tourism public policy (Baum, 1997; Hall & Jenkins, 1995). Academic debate about political dimensions of tourism has been going on since the mid-1990's (Edgell, 1999; Elliott, 1997); according to Edgell (1999), the 1990's could be called "the most important decade for formulating policies on tourism". Yet, not enough attention was given to tourism policy research, one of the major exceptions being the '*Current Issues in Tourism*' special issue on "Tourism Policy Making: Theory and Practice", followed by a range of studies in the 2000's (Dredge & Jenkins, 2003; D. Hall, 2004; Pforr, 2005). There is still a need for a stronger focus on the political nature of tourism development, especially on the tourism policy process (Pforr, 2005). Our study contributes to the tourism policy research not only in terms of HRD governance, but tourism in general. Network analyses for Australia and Ukraine include bodies responsible for setting general tourism policy.

Attention to the tourism policy domain was followed by a shift towards the concepts of governance in tourism (Beaumont & Dredge, 2010; Greenwood, 1993; C. M. Hall, 2011a; Yüksel, Bramwell, & Yüksel, 2005). According to Wan & Bramwell (2015), the term 'governance' in tourism literature is used more seldom than synonymous terms such as 'tourism policy', 'policy-making', 'planning', and 'destination management'. The notion of governance helps to consider such factors as policy instruments and indicators, degree of state intervention, as well as relationships between policy actors.

Tourism policy and governance researchers concentrate on different aspects of the process, as well as on different levels of management. Researcher can investigate how government approaches the process of translation of the vision into specific political action or non-action, with an attempt to explore whether the political framework hindered or facilitated development process (Pforr, 2005). Another aspect can be policy networks in the policy formulation process with investigation of the intensity and density of relations (Pforr, 2006). Depending on the governance style, networks on the local level can be classified into council-led, participant-led, and local tourism organisation-led networks (Beaumont & Dredge, 2010). More universally applicable classification was suggested by Hall (2011),

with four major frameworks of governance identified in his study, depicted in the Figure 2 below:

Figure 2. Frameworks of Governance Typology



Source: Hall C. M., *A typology of governance and its implications for tourism policy analysis*, 2011, p. 443

Classifying various actions and initiatives in HRD in tourism by governance types is not our primary goal, but this typology can help us understand how actors' involvement and steering mode (top-down, bottom-up) can give a certain direction to the policy development. Hierarchies stand for an idealised model of government and democracy, when public administration works for the common good; networks are creating a space for coordination of public and private interests and efforts for efficient resource allocation; markets assume marketization of the state function because it is the most efficient resource allocation mechanism; community framework implies strong participation of community members in solving the issue without strong government intervention.

As our research shows, in Australia, as well as other developed world countries, markets and networks are used as governance frameworks. However, it might not always be applicable in developing countries such as Ukraine. Over 30 years ago Jenkins (1980) suggested that in developing countries there was a strong need for positive government intervention in tourism policy, especially in long-term planning and investment (i.e., vocational training in tourism, infrastructural projects, land-use allocations, and fiscal

incentives for development). These recommendations are relevant for the case of Ukraine, where the tourism industry is not ready for efficient self-regulation.

Another important aspect of governance and policy is its outcomes that are difficult to measure. UNWTO constantly reminds us in its publications that tourism statistics are an important element of the policy evaluation process (Bartle, 2015). Yet, in a range of countries, including Ukraine, there are no consistent systems in place to assess the results of tourism policy. Moreover, evaluations should include qualitative measures as well (Cho & McLean, 2004).

In the network analysis process we will consider the complexity of tourism as policy and governance area, taking other relevant departments and ministries into account. Understanding of governance frameworks helps us to approach government structure from the hierarchical point of view, assuming that top-down approaches are working in the existing political systems in Australia and Ukraine. When analysing private sector initiatives in tourism HRD, we keep in mind that they belong to markets or communities, and public-private partnerships refer to network governance. Measuring policy outcomes is out of scope of our research, but we emphasize its importance when developing recommendations for Ukraine.

This was the last subsection in the policy and governance domain. As our topic is on the crossroads of governance, HRD, and tourism literature, we are covering all of them separately. Thus, the next section covers HRD concepts to inform our further research.

1.4 Human Resource Development

In this work human capital development (HCD), human resource development (HRD), and workforce development (WD) are used interchangeably due to variations throughout the countries. HRD is mostly used in the specific business context, while WD is used often to refer to employment at a national, regional, or community level (Solnet et al., 2014)

Service Skills Australia (2011) suggests that *'Workforce development is about ensuring that the Australian industry has access to appropriate numbers of skilled workers to address need into the future'* (Service Skills Australia, 2011, p. 13). Different countries approach HRD in their own way, depending on their national HRD models.

Previous studies revealed five models of national HRD (Cho & McLean, 2004):

- **centralised model** – top-down approach, then government is responsible for provision of education and training; often there is no separate national HRD institution in place (case of Ukraine, but in the nearest future it will change);

- **transitional model** – exists in the countries in transition from centralised to decentralised model; it can be based on the tripartite approach (government, unions, and employers), and it requires a strong coordination of interest and action; in such case, HRD policies take multidepartmental approach, with a risk of repetitive policies suggested by different ministries;
- **government-initiated model toward standardization** – a range HRD initiatives are taken by the government, based on a stakeholder view of the HRD needs and processes; HRD competences are under jurisdiction of so called sector skills councils, composed of employers, educators, and other interest groups (cases of Australia and the UK);
- **decentralized or free-market model** – competitive market pushes HRD efforts, mostly taking place at the enterprise level. Government supports the private sector indirectly, and major part of education and training is provided by private sector. On the other side, it is considered an individual's responsibility to receive relevant education and training.
- **small-nation models** – a cooperation between relatively small countries for common goals; it often takes form of regional organisations, responsible for HRD actions.

The best model to use depends on the economic and social characteristics of the country and on the overall political approach. In any case, it is suggested that HRD policy has to be flexible to respond to the changing world and based on cooperation between government bodies, with private sector, and other countries. Relationship of the tourism HRD with other policy areas varies across the states.

Besides Australia, our research was also informed by the HRD literature in Singapore because it is one of the best cases of manpower planning on a national scale. HCD is integrated in the national strategy of Singapore and aligned with other national strategic economic policies (Osman-Gani, 2004). Prioritizing human capital was reflected in inclusion of 'Enhancing Human Resources' as one of eight strategic thrusts of Singapore's Strategic Economic Plan (Ministry of Trade and Industry Singapore, 1991; Tan, 1998). However, in the case of Australia and Ukraine it could be more challenging due to the size of the countries and the diverse industries in place. The Singaporean government emphasizes that strategies such as enhancing manpower (or human capital development) require a long term of one generation or more (Ministry of Trade and Industry Singapore, 1991). For selecting the most efficient ways to develop human resources, key dimensions have to be identified.

In the workforce planning process and HRD governance, key dimensions are as follows (Service Skills Australia, 2013b):

- **Systems and policies:** institutions involved (public and private), regulation, provision of funding, demographic situation and future skills pools; only after a clear understanding of each body's responsibility in the HRD process, we can develop strategies;
- **Strategies:** institutions develop HRD plans, recruitment strategies, based on legislation companies decide on rewards; for staff retention companies develop succession plans in alignment with the strategic plans;
- **Tools:** public and private stakeholders encourage career plans, work together and individually on initial and further training and education, mentorship programmes.

All these dimensions require time and budget. Considering current circumstances in Ukraine, one can claim tourism HRD is not a priority. To support our recommendations for Ukraine, we looked at relevant studies. One of them was dedicated to HRD during economic and structural transformation in Poland (Szalkowski & Jankowicz, 2004); the historical and cultural similarities of Poland and Ukraine, reflected in a centralised national HRD model, act as a bridge in experience transfer. During and after reforms, the Polish government kept its role as the main funder of education and training; the private sector must communicate the needs for industry-specific knowledge and skills for a better prepared workforce. Ukraine is currently going through the process of governmental and economic reforms. Research by Cascio (2014) provides us with an understanding of the importance of HRD investment in times of uncertainty, as well as emphasizing new forms of training (technology-based and social learning tools) to address the needs of private sector. He also points out the need for result-oriented leadership training that is often missed in times of uncertainty.

In this section, general understanding of the HRD and its importance even in times of uncertainty are outlined. National HRD models help us to understand specifications of HRD governance in Australia and Ukraine. Key HRD dimensions point out to the directions for information search – key stakeholders in tourism HRD in Australia and Ukraine, tools and strategies developed by relevant bodies in those countries that can be found in policy documents and on the official websites.

After a brief overview of the relevant areas such as governance and general HRD, we look at tourism-specific HRD literature to identify where our research stands and to contribute to the overall research.

1.5 HRD Policy in Tourism

There is a range of HRD and HRM studies in the tourism and hospitality sectors (Baum, Amoah, & Spivack, 1997; Esichaikul & Baum, 1998; Sanchez-Canizares, Lopez-Guzman, & Reis, 2011; Solnet et al., 2014). There was more emphasis on human resource

management, rather than development; as well as on the hospitality sector, not on tourism in general (Baum, 2006; Baum et al., 1997; Bruce Tracey, 2014; Lucas & Deery, 2004), concentrating more on managerial and operational issues, rather than more complex understanding on their causes and their relation to the wider political and social dimensions. There were only few studies aiming to place tourism work in a wider a contextual environment (Baum, 2007, 2015; Ladkin, 2011).

Longitudinal studies are needed to evaluate HRD policies in the tourism sector over time. In 2007, a detailed assessment of the literature on the tourism workplace in a wider context was carried out (Baum, 2007), with a rather pessimistic sub-title – “Still waiting for change”; it sought to assess the impact of changes in the external environment on HRD in the tourism sector over a 20-year period, with the focus on the sector’s work and employment themes. This included the role of human resource in tourism, globalisation and the tourism workforce, the impact of technology, skills sets, and diversity at the workplace. Eight years later, Baum (2015) attempted to find solid evidence of progress in conditions in the tourism workplace in the 2007-2015 period. He provides a list of major external changes and their implications for tourism work. The 2015 study demonstrated that 2007 themes remained, and new ones emerged, such as contested HRM theory, blending roles in tourism and related skills areas, lifestyle employment choices, urgent demand for leadership, etc. The reputation of tourism as an employer was defined by perceptions of low pay, challenging working conditions, and limited career opportunities and development. However, this study does not cover aspects tourism HRD policy formulation process, often as a part of other relevant policies.

HRD governance in the tourism industry can be shaped by the three major approaches (Solnet et al., 2014):

- As a part of the generic strategic tourism plan; both Australian and Ukrainian tourism development strategies or laws mention HRD as one of the ways of supporting the industry’s development; this approach is reflected in our network analysis in the case of Australia, there HRD is a part of Tourism 2020 National Tourism Development Strategy (Austrade, 2011)
- An initiative of tourism business, supported by government; this approach is included in our analysis of key issues addressed by the public and private sectors in the selected countries;
- In frames of development projects (WB, GIZ) (not covered by our research process)

Often policies related to HRD in tourism the sectors prove to be inefficient and result or derive from repetition of concerns and outcomes, assumptions that education and training is to be paid by the government, lack of accountability, and limited evidence of impact (Solnet et al., 2014). Thus, our task is a critical analysis of existing policies and their

outcomes in all selected countries to find the best 'recipes' for HRD policy in the Ukrainian tourism industry. We also suggest looking beyond academic literature to see where tourism HRD is placed on the global tourism arena.

Research on HRD in tourism was carried out by various international organisations, with different angles on that matter:

- **World Travel & Tourism Council (WTTC)** – a forum for the tourism business leaders with the main aim to raise awareness of tourism as one of the largest industries in the world (World Travel & Tourism Council, 2015); WTTC bases its tourism industry advocacy on the research, often carried out in partnership with Oxford Economics. One of its recent publications in Human Capital, under the policy research agenda, is dedicated to the global talent issues and trends in the tourism industry (World Travel & Tourism Council, 2014). Besides talent supply and demand analysis, WTTC, based on literature analysis, identified key characteristics of the talent enabling environment in tourism:

- *'strong customer service base- youthful workforce*
- *flexible labour market*
- *positive perceptions of T&T jobs*
- *open policy to hiring foreign, high quality labour*
- *prioritised travel & tourism*
- *quality of general human resources*
- *less competition for jobs from other sectors such as retail*
- *spare labour market capacity & female participation*
- *high quality of company training for employees'*

(World Travel & Tourism Council, 2014, p. 38)

The report also provides a list of reasons for the talent gaps that we can use when developing recommendations for Ukraine, i.e. career attractiveness, staff retention, low pay, non-proactive employees, government policy directions (for example, prioritisation of infrastructure investment instead of talent support), and economy-wide challenges such as geographic location lack of applicants, workplace competence, etc.

- **Organisation for Economic Co-operation and Development (OECD)** whose mission *'is to promote policies that will improve the economic and social well-being of people around the world'* (OECD). As tourism is one of economic activities, OECD supports its work with the research in this area. In its 'Supporting Quality Jobs in Tourism' report (OECD, 2015) five areas of successful HRD policy in Tourism were defined:

- Working together with industry for promotion of new workforce development approaches, for better alignment of demand and supply of skills on national, regional, and local level;
- Flexible, easy-to adapt local solutions for professionalization of tourism workforce;
- Increasing attractiveness of tourism as a career choice with a help to build a career in the sector;
- Exploration and development of new financing mechanisms for industry training (subsidies, tax breaks, loan interest incentives for employers, micro-financing). The belief is that when enterprises and individuals pay, they commit more
- Improvement of data for policy-making and evaluation of ROI and effectiveness.

The study covered mostly hospitality employment without other sub-sectors (travel agencies, tour operators, DMOs) due to the data availability, and it also excluded short-term casual workers from the research scope. Moreover, attention was given to labour supply side rather than demand, where issues cover workforce planning & development: attracting, recruiting and retaining people. We still use these successful policy aspects in developing recommendations for tourism HRD governance in Ukraine.

- **World Economic Forum** (WEF) brings together decision-makers ‘to shape global, regional and industry agendas’ (World Economic Forum, n.d.). In frames of its The Global Competitiveness and Risks team and the Industry Partnership Programme for Aviation & Travel it produces bi-annual Travel & Tourism Competitiveness Report (World Economic Forum, 2015). For each of 141 countries included in the report, there is a number of pillars with ‘Human Resources and Labour Market’ among them. HR pillar combines few indicators, demonstrated in the Figure 3. *Human Resources and Labour Market Pillar* Figure 3 below:

Figure 3. Human Resources and Labour Market Pillar

Human Resources and Labour Market.....
<i>Qualification of the labour force</i>
4.01 Primary education enrolment rate (%)*
4.02 Secondary education enrolment rate (%)*
4.03 Extent of staff training [†]
4.04 Treatment of customers [†]
<i>Labour market</i>
4.05 Hiring and firing practices [†]
4.06 Ease of finding skilled employees [†]
4.07 Ease of hiring foreign labour [†]
4.08 Pay and productivity [†]
4.09 Female labour force participation (% to men)* ...

Source: World Economic Forum, *The Travel & Tourism Competitiveness Report*, 2015, p.71

As we can see, some indicators within the HRD pillar (primary and secondary education enrolment years, foreign labour hiring practices) are under other policy jurisdictions, thus it is the tourism HRD governance public and private stakeholders' responsibility to address corresponding institutions or take own initiative in order to meet the labour demand within the industry.

This section covers both academic and non-academic approaches to HRD governance in the tourism industry. This two-fold perspective reflects our research philosophy – practical implications based on theoretical findings. Research on tourism HRD was in major part done in Australia, which can be explained by the prioritisation of the issue. Yet, the HRD policy outcomes are strongly criticised (Solnet et al., 2014), giving us a proof that we should not blindly copy Australian tourism governance in HRD for Ukraine. Research reports by international organisations give us evidence of importance of the issues in global tourism and economic agenda. These reports also guide our thoughts for analysis and recommendations in the tourism HRD governance in Australia and Ukraine.

1.6 Contribution

From the sections above we can see that there is a wide range of research in all the domains – governance and policy, tourism governance, HRD, both general and tourism-specific. Literature review process informed us that there is a limited academic interest specifically in the tourism HRD governance or policy processes, especially outside of Australia. This could be explained by the prioritisation of tourism research in this country, and critical position of the researchers, striving for improvement of the governance in the Australian tourism industry. Those studies in the field of tourism HRD governance have only focused on documentary analysis; on the other hand, studies of tourism policy in general concentrated more on the policy networks. Thus, we assume that our research contributes to the abovementioned research domains by suggesting to analyse both policy network and its tools, and key issues addressed by the industry, often in partnership with the state institutions. Our findings for multiple countries give a good overview of the industry involvement in the HRD processes, with identification of priority areas and gaps that can be used by the tourism advocates. In addition to that a set of recommendations based on the literature overview, as well as the research findings, can be adapted to other countries.

2. METHODOLOGY

The research process was initiated with the topic and countries selected. Because the research was carried out during an internship at World Travel & Tourism Council (WTTC) in London, England, both the interests of the researcher and the organisation had to be taken into consideration. Our research on tourism HRD in different countries was designed

as a follow-up of the last research project by WTTC with Oxford Economics on global talent (World Travel & Tourism Council, 2014).

2.1 Countries Selection

Out of WTTC's 27 priority countries, six were selected for analysis (Australia, France, Malaysia, Peru, Russia, and UK). The choice was based on prioritisation of tourism in the policy, and/or peculiarity of HR policy in tourism. Furthermore, an attempt to represent different continents and language environments was made. This imposed certain limitations, discussed in the last chapter. Following the advice of the Head of Research at WTTC, Australia was selected as a first case for analysis due to a broad range of HRD campaigns in travel and tourism, as well as availability of data in the English language, providing a certain level of information accessibility. Based on the findings, a set of themes and issues addressed in tourism HRD was elaborated (discussed in the [section 3.1.2](#)). Afterwards, data on the other five selected countries was collected, with less emphasis on government intervention, and more on industry associations' approach to the HRD issues. Attempts were made to find examples and to identify gaps in the existing categories, based on Australia's case.

Ukraine was chosen for analysis and further recommendations because the country is currently going through political reforms, and there are clear issues with tourism strategic development, including the lack of a strong human resource development basis. Another reason for the selection of Ukraine is that it is a country of origin of the researcher, thus there is an opportunity for practical outcomes of the research.

2.2 Methodology

A qualitative research methodology was applied during 'desk research' (Kosters, 1994, p. 159 in Jennings, 2010). Qualitative research provides a basis for a better understanding of a 'slice' of reality, and supports the process of policy formulation, when policymakers understand the necessities of their constituents (Jennings, 2012). Furthermore, qualitative research leaves more space for creativity and innovation, an important input for the development of recommendations.

Secondary data analysis on HRD policies in tourism in selected countries (Australia and Ukraine in-depth, and France, Malaysia, Peru, and the UK in less depth) was carried out. It provided the researcher with the opportunity to collect necessary data and compare changes over time. Moreover, in certain dimensions it was the only way of obtaining data such as employment figures, industry reports, tourism development strategies in Australia and Ukraine. Furthermore, official documents are usually of a high quality, meeting the standards of the research. We acknowledge the limitations of secondary data in the subsequent sections.

The research process was organised in few phases as follows:

1. The **first phase** was dedicated to a collection of information on HRD policy in tourism in Australia, applying the documentary method (Jennings, 2010, p. 190).

According to Sarantakos (2013), there are five major groups of documents (with only two of them relevant to our research design):

- *public documents* (statistical documents, reports) that are easy to access in a public domain, not necessarily free of charge (Jennings, 2010). In our research such documents as 'Tourism 2020' national tourism strategy (Australian Government, 2011), Tourism and Hospitality Workforce Development Strategy (Service Skills Australia, 2009, 2013a), Tourism, Travel & Hospitality Environmental Scan (Service Skills Australia, 2010, 2011, 2012, 2013b, 2014b, 2015b) and many others, listed in APPENDIX A, were collected and analysed;

- *archival documents*, providing a historical insight on a given phenomenon; not relevant for the current research goals;

- *personal documents*, containing a rather private content (emails, letters, diaries, etc); out of scope of the research process;

- *administrative documents* (annual reports, meeting notes, in-house documentation). Due to the research scope, this type of documents was not involved, however, it would give a better understanding of policy formulation and its implications;

- *formal studies and reports* such as academic literature on a given phenomenon and other forms of reports produced by respective bodies, such as 'Global Talent Trends and Issues for the Travel & Tourism Sector' report (World Travel & Tourism Council, 2014), 'Supporting Quality Jobs in Tourism' (OECD, 2015), State of the Industry (Tourism Research Australia, 2014a), and others, listed in Appendix A.

Types of the public documents relevant for the tourism HRD in Australia were suggested in previous study (Solnet et al., 2014):

- Specifically tourism workforce-related policy and planning documents (Service Skills Australia, 2009, 2013a)

- General tourism policy documents with reference to workforce issues (Austrade, 2013; Service Skills Australia, 2013b, 2014b, 2015b)

- Workforce policy documents with reference to tourism (not included in our analysis).

This document classification is not applicable to the Ukrainian case due to limited attention to the tourism HRD policy among the government bodies, including tourism authorities.

Locating pertinent documents (Jennings, 2010) for the Australian case was an ongoing process, until exhaustion of information has been reached. However, we admit that there might be new publications in the last few weeks that were omitted, as well as existing ones because of restricted access. Also the researcher might have missed documents due to limited knowledge of country-specific information sources. Such aspects are also covered in the last chapter of the thesis.

2. The **second phase** was interpretative, at times overlapping with the first one, and was devoted to content analysis and systematization of the information. Thematic analysis (Braun & Clarke, 2006; Tuckett, 2005) was used as a general method for analysing texts from documents and relevant websites. This method supported our inductive purpose – finding the patterns in a complicated net of related policies and initiatives in the tourism HRD governance process. Jennings (2012) contends that the focus on the themes emerging during the study process is one of the key guidelines for qualitative research. Creation of categories required a constant sifting of ideas and evaluation of their relevance (Dey, 1993).

As a result of the thematic analysis, key issues addressed by the authorities and the industry associations were identified (see Table 1). We classified actions based on the issues they were addressing, such as initial and further education and training, image of tourism jobs, international labour force, etc. Examples that fell under few categories were included in the dominant one. Such a process we guided by the major considerations, suggested by Braun & Clarke (2006):

- What to count as a theme? It should be an important aspect of data related to the research question; however, there is no agreement that size or proportion of this aspect in the dataset makes it a theme; basically, choice is based on a researcher judgement, with a high degree of flexibility;
- Choice between rich description of the data set, or a detailed account of one particular aspect. In our thematic analysis process we decided to present a reflection of the entire dataset, generalising major themes, rather than concentrating on selected themes only and providing more detailed account of them. We admit the fact that certain complexity and depth can be lost in the generalisation process.
- Inductive analysis versus theoretical one: themes emerged from our dataset, rather than being imposed from an existing theory, meaning that our analysis was guided by an inductive approach; however, on the phase when we collected data on other countries

besides Australia, it was rather a theoretical analysis, when the process was guided by an attempt to fit data into the existing frame;

- Semantic (explicit level) or latent (interpretative level) themes (Boyatzis, 1998): semantic analysis concentrates only on what has been actually written/said, while latent themes emerge when researcher looks beyond the wording and tries to identify underlying assumptions and themes; our thematic analysis was shaped by the latter approach, using own interpretation of data and finding underpinning themes.

Besides thematic analysis, in the case of Australia, we carried out network analysis, identifying the key bodies involved in HRD governance in tourism. A graph depicting connections between those bodies is presented in subsequent section (Figure 4). We drew information from the Australian governmental websites and official documents (listed in appendix A), attempting to see how different government bodies and their initiatives lead to human resource development in tourism, who provides financial support, and who executes. Visualisation of the policy network helps the researcher, policy-maker or private sector to see potential points of intervention or cooperation.

According to Richie & Spencer (2002) qualitative methodology can be used in linkage with statistical inquiry, thus, during the first and second stages quantitative data (i.e., changes in labour and skill shortages or other issues tackled by specific policies) was collected (when possible) in order to measure outcomes of initiatives and HRD-related policies, and find effective and efficient HRD mechanisms. We looked at Tourism Productivity Update (Tourism Research Australia, 2014b) and employment statistics calculated based on Tourism Satellite Accounts to see whether there was any change in tourism employment after certain campaigns were implemented. Due to a lack of evidence of correlation of campaigns and employment information, we could not claim it to be a separate phase in the research process, but rather an additional information search.

3. The **third phase** of the research process was dedicated to data collection for the other selected countries. We searched for information on the official industry associations' websites in order to find examples of initiatives tackling the issues defined in the Australian case. We tried to overcome language barriers with the help of online translation tools and by consultation with colleagues speaking relevant languages.

4. The **fourth phase** was a replication of parts of phases related to the Australian case. Documentary method for data collection was applied. Content analysis and evaluation of Ukraine's HRD policies in tourism to date was carried out. The research process took us to such policy areas such as education, because at the moment Ukraine does not have a clear tourism development policy and certainly not HRD in tourism specifically. Thus, we had to look for the information from other ministries, assuming that the tourism labour force was affected by their policies indirectly.

After developing an understanding of the policy network and key tourism HRD initiatives, we worked on the development of recommendations for Ukraine in tourism HRD governance. Theoretical and practical findings were used to help to develop the best suitable model for HRD policy in tourism for Ukrainian authorities and the sector representatives.

3. ANALYSIS

As pointed out in the methodology section, analysis of the Australian case created basis for the next phases of the research. It was divided into the two major components with the connection with our theoretical findings:

- Analysis of public and private bodies' network from the tourism HRD angle, with the policy network structure identification (Figure 4); besides finding out what are the key stakeholders in the tourism HRD process, we looked at their activities in the area;
- Key issues addressed by the industry associations, as well as partially by public sector, in terms of HRD (Table 1). Latent themes were identified within the range of initiatives and activities aimed at tourism HRD in consultation with the WTTC research project supervisor.

Building on the Australian tourism HRD case, we studied cases of the other countries (France, Malaysia, Peru, Russia, and the UK), basing the research process on the issues identified in Australia; as a result, we could identify the most tackled areas and gaps in tourism HRD. It created a basis for development of recommendations for Ukraine.

Section on Ukraine is composed of two subsections as well as Australia, with a different logic behind:

- A brief analysis of current tourism HRD governance processes, as well as some private initiatives, with consideration of current reforms; information on the actual activities, not only general words in tourism strategy, was rather limited, thus we made a decision not to apply the issues table from Australian case. We attempted to draw connections between the branches of power (legislative and executive) and their tourism advisory bodies, as well as Ministry of Education and Science, to find ways for policy alignment;
- Recommendations for tourism HRD in Ukraine based on the cases of other countries and Ukrainian tourism HRD status quo.

Subsequent sections provide more detailed information on our findings and their analysis.

3.1 Australia

3.1.1 Governance of human resource development in Australian tourism

Tourism is an important industry for Australia – it generates around \$100 billion annually, representing around 3% of Australian economy, and it directly employs around 500,000 Australians (Tourism Australia, 2014). Considering the importance of the industry, the Australian government launched the National Long-Term Tourism Strategy (Australian Government, 2009), where development of labour and skills to support the tourism industry needs is one of nine priority areas. According to the WTTC, prioritising travel and tourism is one of the key characteristics of a talent-enabling environment (World Travel & Tourism Council, 2014, p. 38). Thus we conclude that the Australian Government has a potential to create favourable conditions for tourism HRD in the framework of general tourism policy. Its national tourism strategy is constantly updated and since 2011 an approach which involves the whole government is used as described in the *Tourism 2020* document (Austrade, n.d.b). According to the *Tourism 2020* national tourism development strategy, many priorities in labour and skills training are included including 1) an increase in the supply of labour and skills, as well as increased participation of indigenous people in the tourism workforce (Austrade, n.d.b).

Rapid growth of the tourism industry and projected industry growth created a need for a skilled labour force, and the necessity of joint effort was discussed not only in *Tourism 2020*, but also in the *Tourism, Travel and Hospitality Workforce Development Strategy* (Service Skills Australia, 2009, 2013a). The strategy is aimed at attraction and retention of quality people within the industry, ensuring skilled workforce through quality employment supported by better workforce planning (Service Skills Australia, 2009). We discuss the strategy more in detail in the following sections. According to Service Skills Australia (Service Skills Australia, 2013a), there is a shortage in tourism labour of around 36,000 people, with the employee vacancy rate being four times the national average, preventing the industry from performing on a high quality level. Furthermore, considering the tourism industry growth projections, from year 2011 until 2020, up to 152,000 new vacancies will need to be filled (Tourism Research Australia, 2014a). Thus the Australian government and tourism industry need to ensure a sufficient quality labour supply to meet the needs of the growing demand.

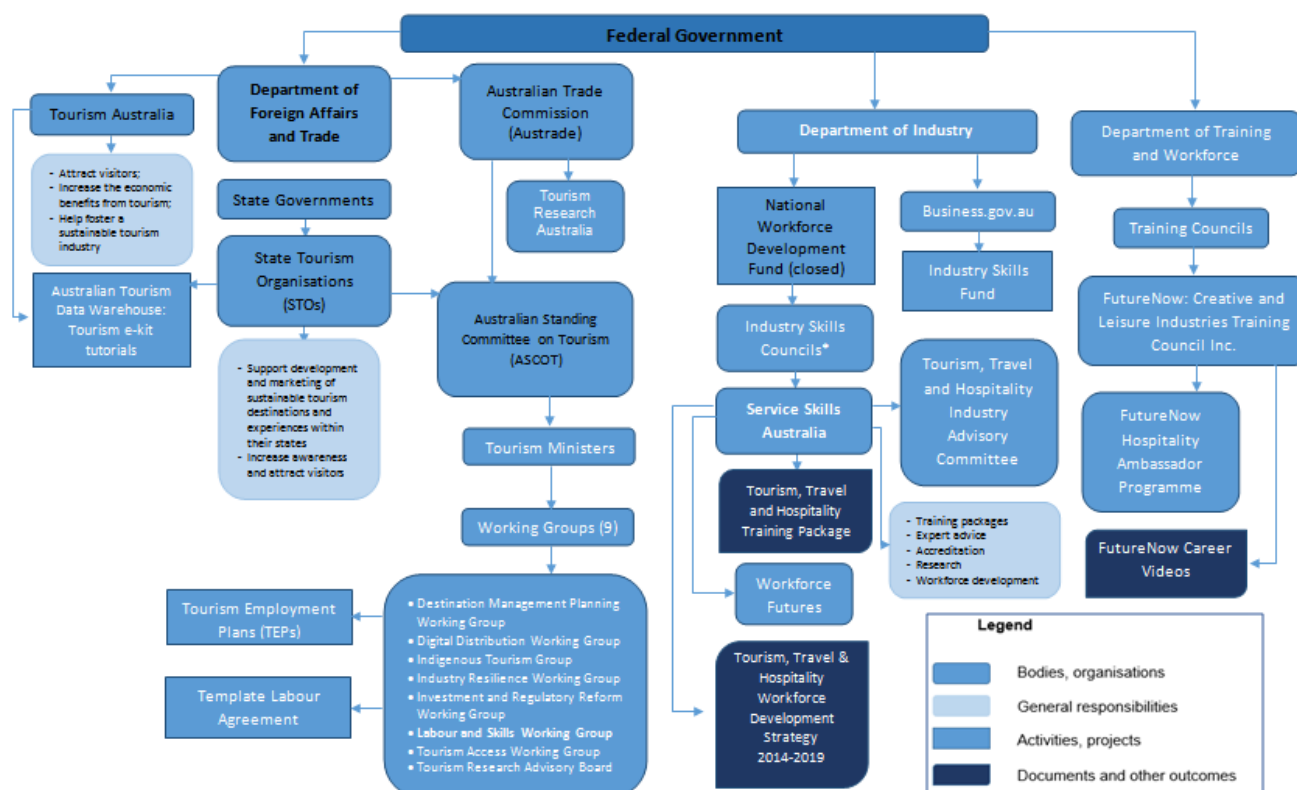
There are multiple public and private bodies and organisations involved in HRD in the Australian tourism sector, both directly and indirectly. It can be considered as so called 'new' governance, characterised by the rise of policy networks (Figure 4), and marketization of state functions (for example, Service Skills Australia – financed by the Australian Government) (Pierre, 2009).

The following Figure 4 shows how many departments and other public bodies are involved in shaping human resource development area in Australia. To create an ‘enabling environment’, it is unreasonable to appoint only one body responsible for HRD in tourism, because at some point intervention of other bodies will be necessary. See Figure 4 below to understand the complexity.

In Figure 4 we depict agencies directly and indirectly involved in tourism HRD governance. They work closely with the industry in developing the strategies and programmes. Furthermore, certain programmes (i.e., Workforce Futures) are funded by the government, but executed in major part by the industry representatives. We also kept purely private initiatives aside, looking at them more in-depth in the subsequent section 3.1.2. Demonstrating all the public and private initiatives in one graph would be complicated due to a limited space and overlapping categories. An attempt to analyse the whole process on three major dimensions of governance – authority, decision-making, and accountability (Institute On Governance, 2015) – was made, and we generalise the findings as in Australia, no real accountability is evident from the documents analysed; authority and stakeholders can be seen from the network analysis depicted in the graph below; understanding of the decision-making process would require an in-depth communication with the government and stakeholders, out of the current research scope.

When analysing various documents, we faced the issue of defining the department responsible for the general tourism policy. In 2013 the Department of Resources, Energy and Tourism was abolished, and its functions divided between the Department of Foreign Affairs and Trade that assumed tourism functions and the Department of Industry that took over (Department of Industry, 2014). Thus, tourism, including HRD-related initiatives, is divided between few departments, including the Department of Foreign Affairs and Trade, the Department of Industry, and the Department of Training and Workforce. There are also other HRD-related departments such as the Department of Immigration and Border Protection, responsible for work permits for the international labour force in the areas listed in the Skilled Occupation List, formerly – Migration Occupations in Demand List (Australian Visa Bureau, n.d.), the Department of Employment (working arrangements, employment growth forecasts), the Department of Education and Training (responsible for the Training Packages) and others. If a department is not specifically tourism-HRD related, they are not depicted in Figure 4.

Figure 4. HRD Policy in Australian Tourism: Basic Structure.



The different sections of the Figure 4 can be described briefly.

Tourism Australia together with the State and Territory Government Tourism Organisations influence HRD in tourism mostly indirectly. One of the examples is joint 'Best Jobs in the World' campaign (Tourism Australia) that strongly contributed to the image of Australia, but also added to the positive image of tourism jobs. Another example of Tourism Australia and STOs' cooperation is Australian Tourism Data Warehouse and its Tourism E-Kit Tutorials (Australian Tourism Data Warehouse, n.d.) that help Australian tourism businesses develop digital competence to face challenges of the modern tourism market.

The Department of Foreign Affairs and Trade includes the Australian Trade Commission (Austrade) in its portfolio. **Austrade** is one of the central governmental bodies responsible for Tourism Policy development and implementation. Tourism Ministers of the Australian, state and territory governments organise informal meetings for discussing the implementation of the Tourism 2020 national tourism strategy and general tourism policy matters. **Tourism Ministers' Meetings** provide a space to discuss the strategy implementation progress and to provide strategic direction for the tourism industry (Austrade, 2015b). Outcomes of the meetings are communiqués, officially published in the Tourism Ministers section of the Austrade website. The Tourism Ministers are supported by the Australian Standing Committee on Tourism (ASCOT). Ministers communicate their

decisions to the respective Working Groups for further implementation of common decisions. For our research the **Labour and Skills Working Group** was one of the crucial bodies. It provides information on Tourism 2020 Labour & Skills Priorities, and is responsible for implementation of the Tourism Employment Plans Programme (see subsection 3.1.1.1 on Austrade) and development of the template Labour Agreement to access semi and highly skilled overseas workers. Key Austrade tourism HRD governance processes are discussed more in detail in section 3.1.1.1.

The Department of Industry was responsible for financing the National Workforce Development Fund (already closed), through which the Industry Skills Councils could be supported. Tourism and hospitality industries fell under jurisdiction of the **Service Skills Australia** – SSA (Service Skills Australia, n.d.a). We discuss major areas of SSA involvement in tourism HRD processes in section 3.1.1.2.

The following subsections are dedicated to Austrade and Service Skills Australia, as these two bodies seem to have the strongest influence in the tourism HRD governance process.

[3.1.1.1 Austrade](#)

Tourism policy is in major part shaped by the Australian Trade Commission (Austrade) and its partners. Current tourism policy is represented by the Tourism 2020 strategy, that was introduced in December 2011 as a follow-up to the National Long-Term Tourism Strategy, with the aim of creating an appropriate environment for tourism industry growth (Austrade, n.d.a).

Recognition of importance of HRD in the overall tourism policy is proven by the fact that one of the six priority areas within the Tourism 2020 Strategy was formulated as '*Increase supply of labour, skills and Indigenous participation*' (Austrade, 2011, p. 2). Government commits to overcome the labour and skills shortages in the tourism and hospitality sector via cooperation with the industry in terms of staff recruitment and retention, labour mobility, training and education, and other relevant areas. Labour is seen as one of the key supply components; according to Australian Government, from 56,000 to 152,000 jobs will be created in order to meet the Tourism 2020 potential (Tourism Research Australia, 2014a).

All the actions in the labour and skills area should be aligned to reach the overall goal of building a competitive international tourism product, tackling various issues such as regional development, seasonality, Indigenous participation, and quality of services. The actions are taken by different working groups or other bodies, and are briefly stated as follows:

- Implement eight hotspot pilot projects in frames of the Tourism employment plans (by Labour & Skills Working Group within Austrade jurisdiction); Tourism Ministers took into

consideration the issues of staff recruitment and retention, as well as skill shortages. They recommended localized and targeted strategies for priority regions. Eight 'hot spot' regions with significant skills and labour shortages were identified for the development and implementation of Tourism Employment Plans (Austrade, 2015a). Each region has a contractor to work with local tourism stakeholders to develop together the TEP during a 12-month period. Upon planning, each region has a three-year, action-oriented plan to address region-specific labour and skills shortages (OECD, 2015). Around 120 strategies have been developed to date in the hot-spot regions (Austrade, 2015a). A key initiative within the TEPs is the establishment of labour-sharing arrangements between industry players to share employees, so that they have stronger employment stability, consistent experience and education. This way staff mobility and seasonality issues can be tackled through stakeholder cooperation (OECD, 2015);

- Finalise the template Labour agreement for the tourism and hospitality industry for seasonal workers;
- Pilot programme: skills transfer from indigenous to non-indigenous employees and vice versa (Indigenous Tourism Working Group)
- T-Qual Strategic Tourism Investment Grant – business skills for Indigenous people at National Indigenous Tourism Training Academy

Measuring the success in the labour and skills area in general is planned to be done based on full- and part-time jobs in the industry (data provided by the Australian Bureau of Statistics), change in number of indigenous people in tourism employment, and by tracking tourism labour productivity growth, with the support of the Tourism Research Australia in its Tourism Productivity Update publications (Tourism Research Australia, 2014b).

Austrade prepares Tourism 2020 progress reports, the last one published in 2013 (Austrade, 2013), with well-structured overview of ongoing progress towards reaching Tourism 2020 goals. Most of the labour and skills related programmes were either in progress or completed at the time of the report. For the purpose of our research, more recent progress report would be needed.

The Australian Government, including Austrade, recognizes the need for constant research for decision-making and progress tracking. For this purposes, central place is given to the Tourism Research Australia (TRA) – an agency functioning within Austrade that provides tourism data and analysis to support the tourism policy development and to inform crucial operational and investment decisions. TRA carries out research in different tourism policy areas. It provides industry intelligence based on Tourism Satellite Accounts, including tourism employment figures. In its '*State of the Industry*' Report (Tourism Research

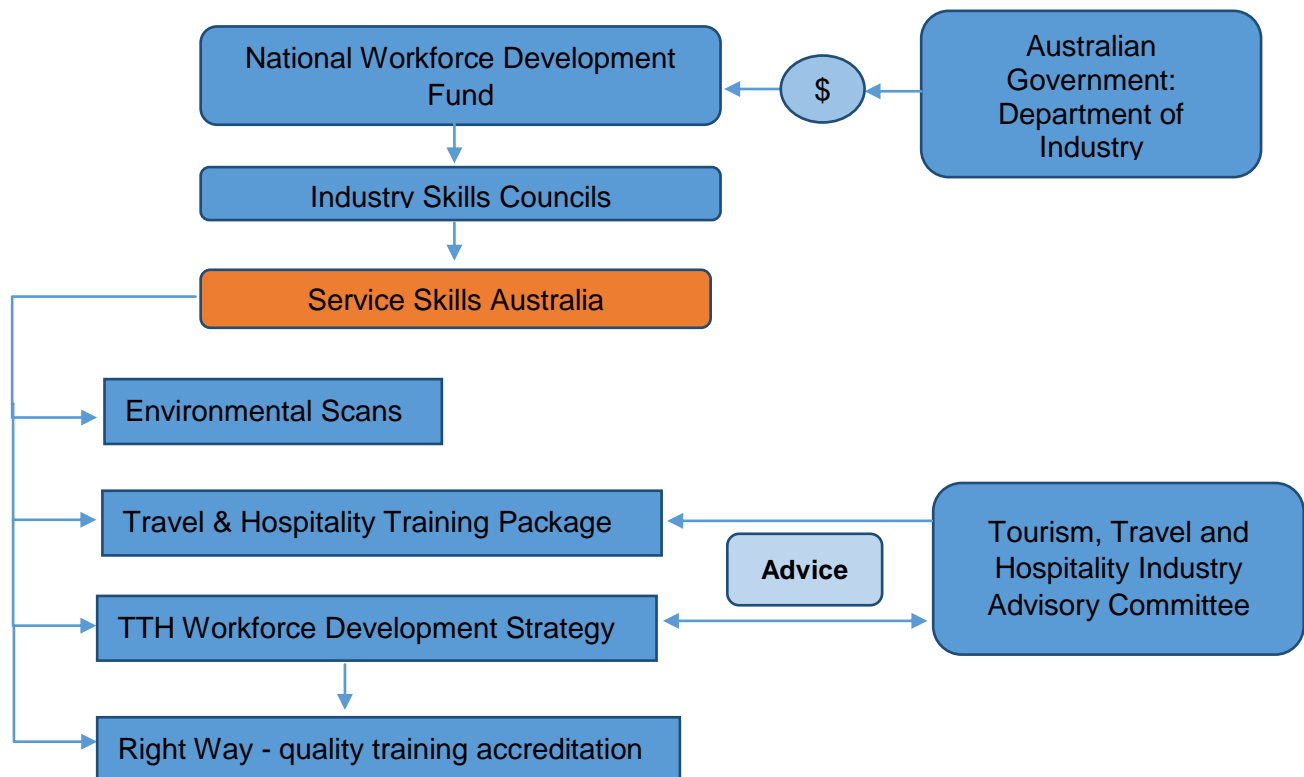
Australia, 2014a), in the Tourism 2020 industry potential supply section, employment figures are discussed.

3.1.1.2 Service Skills Australia

One of the most influential and directly involved body is Service Skills Australia – “a not-for-profit, independent organisation, which supports skills and workforce development in the service industries” (Department of Industry and Science, 2015). Its contribution to the HRD in the tourism and hospitality industry is based on the labour demand growth projections.

Until summer 2015 the Skills Councils, including Service Skills Australia, were financed by the Australian Government through so called National Workforce Development Fund, now changed into Industry Skills Fund (Service Skills Australia, n.d.b). Service Skills Australia is responsible for development and implementation of various strategies and tasks, such as research represented by the Environmental Scans (Service Skills Australia, 2010, 2011, 2012, 2013b, 2014b, 2015b) with the support of Tourism, Travel and Hospitality Industry Advisory Committee; development and continuous improvement of training packages (Service Skills Australia, 2014a), workforce development strategies (Service Skills Australia, 2009, 2013a), discussed below. The basic structure and list of key tasks delivered by the Service Skills Australia are depicted in the Figure 5 below.

Figure 5. Service Skills Australia Main Areas in Tourism HRD



As we can see in the Figure 5, funding was provided by the Australian Government to help individual businesses as well as sectors in general expand the capacity of their workforce via the National Workforce Development Fund. Training and education opportunities supported by the fund included traineeships and apprenticeships, accredited courses, range of workshops, etc. The fund financed the Industry Skills Councils, including the Service Skills Australia, responsible for execution of the list of tasks depicted in the graph under the SSA box.

With the aim of defining labour and skills shortages, Service Skills Australia prepares so called **Environmental Scans** on an annual basis. According to Service Skills Australia, *'Environmental Scans analyse existing and emerging trends in the service industries, focusing on their implications for workforce development. They form a key piece of advice to the government on skill shortages, broader workforce development needs and the context for the continuous improvement of training packages'* (Service Skills Australia, 2015c). The scans are published by the Service Skills Australia since 2010 in consultation with the industry, with the funding provided either by the Department of Education and Training (Service Skills Australia, 2015a), or Department of Industry (Service Skills Australia, 2014b). It is structured according to a template, provided by the National Skills Standards Council (National Skills Standards Council, 2012, p. 21-22).

Over the 6-year period Environmental Scans went through certain changes. The complexity of the industry environment increased with every new publication, reaching a multi-layer division in 2014 Scan (Service Skills Australia, 2014b), and industry-specific (tourism, travel, hospitality, events, etc.) analysis of the trends, issues, and potential solutions in 2015 Scan (Service Skills Australia, 2015b). Each year the volume of the Scans increased, and in years 2014-2015 Service Skills Australia published Environmental Scan Snapshots for a quicker presentation of the Scans' findings (Service Skills Australia, 2015c). Workforce development needs discovered by the Scans, as well as training system issues, gradually changed over time, but mostly emphasis was put on lack of funding for lower levels qualifications, quality of training provision, recognition of prior learning (RPL), and specific skills in need. From 2012 onwards, the top ten occupations by accumulated skills shortages were added to the Scans, the top one remaining the same – Chefs and Cook. The Scans also cover a range of already undergoing or new solutions to the identified issues. However, the fact that most of the issues remain the same makes us question the efficiency of HRD efforts, and potential overuse of government funding.

The Environmental Scans create a basis for developing and updating the **SIT Travel and Hospitality Training Package**. Training packages are a core of Australian national vocational education and training (VET) system (Department of Education and Training, n.d.). They state requirements for the skills and knowledge for effective performance in the workplace (National Skills Standards Council, 2012). Training package qualifications are

developed through a constant consultation with the industry. They form a basis of the majority of programmes within the VET system, including apprenticeship programmes, training courses, skills recognition schemes and occupational licensing. We observed that Certificates I-IV (non-higher education degrees) form a major part of the training package (Australain Government, 2013), demonstrating the training provision's response to the need of lower-attainment level staff by the industry. This point is to be considered when analysing Ukrainian case.

There are multiple **stakeholders** involved in the Training Package development and endorsement procedures (National Skills Standards Council, 2012):

- **Tourism, travel and hospitality industry** provides an expert advice throughout the entire process;
- **Service Skills Australia** is appointed by the Commonwealth Government to develop and maintain the Training Package; it is responsible and accountable for the quality of product in terms of relevance for the industry. It uploads the Training Package draft to the National Register, prior to the NSSC (below) consideration.
- **National Skills Standards Council (NSSC)** is responsible for the national standards of Training Packages and its policy, and it endorses Training Packages.
- **Office of the National Skills Standards Council** – on behalf of the NSSC, it curates the Training Package Quality Assurance arrangements, prepares advice on submissions, and communicates the NSSC decision to the industry skills councils (Service Skills Australia), the Commonwealth, the state and territory governments.
- **The Commonwealth Government** (the Commonwealth) plays its crucial role in funding arrangements for Service Skills Australia. **State and territory governments** provide a structured input from the start of activity; they provide consultation on implementation, and assist accessing industry and jurisdictional bodies.

Figure 6. Training Package Development and Endorsement Process



Source: National Skills Standards Council, *Training Package Development and Endorsement Process Policy*, 2012, p. 5

Since Service Skills Australia is responsible for the quality of training in the service industries, including tourism and hospitality, it established **Right Way** accreditation program (Service Skills Australia, n.d.a). *This program, part of SSA's strategic work to achieve quality skills outcomes throughout the service industries, focuses on three key areas: quality training and assessment facilities, quality trainers and assessors and quality learning resources* (Service Skills Australia, 2012, p. 43)

Service Skills Australia also cooperated with the industry and Tourism, Travel and Hospitality Industry Advisory Committee to develop the **Tourism, Travel and Hospitality Workforce Development Strategy** (Service Skills Australia, 2009, 2013a). It is an integrated approach to development of skills and staff retention based on recognition of skills and training needs in tourism industry. The Strategy calls for cooperation of government, industry, and training providers in achieving common goals, addressing labour and specific skills challenges at a national, regional and single-enterprise level. The final aim of the strategy is formulated as follows:

“People working across tourism, travel and hospitality will be appropriately skilled and able, through the application of their expertise, to contribute to the growth and development of a sustainable, productive and profitable tourism, travel and hospitality industry.” (Service Skills Australia, 2013, p. 7)

The initial workforce development strategy was published in 2009, with the updated strategy in 2013 for 2014-2019 period. In general it did not change much, but, according to the Service Skills Australia, there was a clearer understanding of what actually workforce development incorporates; training was suggested as a solution for workforce development challenges; strategy had a broader approach with structural changes and job redesign with consideration of external factors, and need for data to support decisions (Service Skills Australia, 2013a). The key message that Service Skills Australia repeats in both strategies is that the Strategy is developed by industry and for industry. Priority areas included a highly skilled workforce, expanding traditional workforce, access to quality workplaces, and better workforce planning based on data. The priority areas were mapped to the agenda of Tourism, Travel and Hospitality Industry Advisory Committee. This step allowed incorporation of the Strategy into the tourism industry, as well as consistency with the government priorities. All these priority areas are strongly connected with the jurisdiction of non-tourism related departments such as Department of Employment (flexible working arrangements, employment growth forecasts), Department of Immigration and Border Control (international labour), Australia Chamber of Commerce and Industry (campaigns as ‘Employ outside the Box’ – Australian Chamber of Commerce and Industry, n.d.), and others. The strategy also considers workplace changes in order to attract and retain better quality workforce. In order to ensure consistency of the Strategy with the needs of the industry, there will be a progress report in 2016, and full review of the strategy in 2019.

Service Skills Australia runs other projects and campaigns, but we emphasized the most salient ones, relevant to our research questions.

3.1.1.3 Dimensions of human resource development in tourism

From the previous section we can define the most evident dimensions of governance in tourism HRD in Australia:

1. Political environment

In Australia, tourism is a clearly prioritised industry, with strong tourism policy expressed in its Tourism 2020 strategy. We see that there is a tendency of marketization of the processes, meaning that government commissions key functions to the appointed industry organisations/associations such as Service Skills Australia, providing funding and interdepartmental support.

2. Funding

The major funding for the strategic purposes is secured by the government. Moreover, significant research efforts by Tourism Research Australia, as well as Service Skills Australia, are funded by various Departments, depending on the jurisdiction and aim of the research carried out.

3. Stakeholders

The Australian Government and the tourism industry seem to be working together for the common goal. There was a lack of emphasis on the education and training providers in the websites and documents we analysed. However, in the training packages documents there is more information on the education and training providers. Yet, it remains unclear what are the ways educators can influence tourism education and training.

4. Issues

Throughout the research process, a range of issues addressed by the government, as well as industry associations, was identified. The following section discusses them in more detail.

5. Tools

The governance process requires a certain set of tools and mechanisms to be implemented in order to deliver expected outcomes. This is beyond the scope of our project, but we can assume that the tools involved in the tourism HRD in Australia range from policy documents (strategies, decrees, etc.) to research publications, program and project guidelines.

3.1.2 Key issues

Public and private stakeholders in Australia work for the common goal of tourism HRD, demonstrating a tendency towards the ‘new’ governance (Hall, 2011; Héritier, 2002), characterised by a presence of private actors in the policy formulation and implementation process, decentralisation, and flexibility. However, in our study we concentrated more on the issues tackled rather than investigation of relations between public and private actors.

As mentioned in the methodology section, we identified key issues addressed by the authorities as well as industry associations as a result of thematic analysis (see Table 1). We classified actions carried out by government agencies as well as industry associations based on the issues they were addressing, both explicitly and implicitly stated. Some examples fell under few categories, thus, they were included in the dominant ones. Information in the ‘Issues’ column is organised in alphabetical order to avoid any biases. The ‘Organisation’ column provides names of key stakeholders involved in tourism HRD processes in Australia. The ‘Initiatives and Actions’ column provides names or very short explanations of the processes/initiatives/programs. A more detailed table is provided in appendixB. We admit that the list of initiatives, as well as organisations shaping HRD processes in Australian tourism industry, may be not exhaustive.

Table 1. Australian Tourism Industry HRD Initiatives

Issues	Organisation	Initiatives and Actions
Equality	Accor Hotels	Internal networking programme Women at Accor Generation (WAAG)
	Indigenous Tourism Group - ITG	Indigenous employment in tourism + TEPs
	Mantra Hotels, Resorts and Apartments	Company-wide Women in Management (WIM) programme
Further training	Service Skills Australia in partnership with: AAA, AFTA/ATEC. R&CA and other industry bodies Funded by the Australian Government	Workforce Futures - initiative for increasing capability and capacity of the industry workforce.
Image of tourism jobs	National Tourism Alliance (NTA) Tourism and Hospitality Careers Council R&CA - Restaurant and Catering Australia Supported by the Australian Government	The Discover Your Career is a career and vocational education promotional and information campaign.
	Service Skills Australia	The job I love – a guide to careers in service industries.
Initial training & employment	R&CA - Restaurant and Catering Australia	Skills Pathways Project in hospitality to improve the quality of applicants, and to up-skill chefs and supervisors
	AFTA - Australian Federation of Travel Agents	AFTA Education and Training
	Tourism and hospitality businesses led by Austrade Tourism Ministers NTA - National Tourism Alliance	TEPs (Tourism Employment Plans) --- NTA - Pre-budget submission 2015

Table continues

Continued

Issues	Organisation	Initiatives and Actions
Innovation & technology	Tourism Australia -> ATDW - Australian Tourism Data Warehouse together with Australian State and Territory Government Tourism Organisations and Austrade (Digital Distribution Working Group)	ATDW E-kit tutorials and training
	R&CA - Restaurant & Catering Australia	Digital Business Kit
Policy change: International labour force	NTA - National Tourism Alliance TTF - Travel and Transport Forum addressing Australian government (Australian Government Department of Immigration and Border Protection)	Working Holiday Maker visa class changes.
	ATEC - Australian Tourism Export Council NTA - National Tourism Alliance R&CA - Restaurant and Catering Australia TTF - Travel and Transport Forum AAA - Accommodation Association of Australia Austrade - Australian Trade Commission	Seasonal Worker Programme – SWP (inclusion of accommodation sector).
		Skilled Occupation List (SOL) 2014 chefs were included
		457 Temporary Work visa (English language requirements, income threshold)
		Industry Labour Agreement (template).
Policy change: Workforce regulation	NTA - National Tourism Alliance	PRE BUDGET SUBMISSION 2015
	TTF - Travel and Transport Forum R&CA - Restaurant & Catering Australia AAA - Accommodation Association of Australia	Addressing issues of penalty rates
	AAA - Accommodation Association of Australia addressing Fair Work Commission	AAA proposes the insertion of a cashing out of annual leave clause in the Hospitality Industry (General) Award 2010
	R&CA - Restaurant & Catering Australia	Australian Government to make amendments to its Fair Work Act 2009
	Service Skills Australia	Introduction of mentoring programs to enhance workplace support.
Professionalisation	Service Skills Australia Tourism and hospitality industry businesses	SIT12 Tourism, Travel and Hospitality Training Package
	R&CA - Restaurant and Catering Australia Tourism and hospitality businesses	
	AFTA - Australian Federation of Travel Agents	Australian Travel Professionals Program (ATPP) is a Professional Accreditation Program
	Tourism industry direct contributions Australian Government	VET Reform (since 2013)
Public-private cooperation	NTA - National Tourism Alliance	NTA suggests to establish Industry/Government Taskforce to develop and oversee the workforce development strategy
		Tourism and Hospitality Careers Council – funded by government, run by industry
	Service Skills Australia	Tourism, Travel & Hospitality Workforce Development Strategy in cooperation with industry, funded by government

Table continues

Issues	Organisation	Initiatives and Actions
Role of tourism as employer	TTF - Travel and Transport Forum	TTF produces the National Tourism Business Count & Employment Atlas
	Australian Government	Around 10% of the Australia workforce is employed in tourism and hospitality.
Skills Transfer & Staff Mobility	R&CA - Restaurant and Catering Australia	Skills Passport allows users to store their qualifications and references in one place.

There is no relationship to be identified between the issues addressed. Moreover, they are country-specific, depending on the needs on the industry in terms of human resource development. Equality refers to non-discrimination in employment and career progression based on gender, ethnic, or any other reason; most initiatives are taken on the company level (i.e., hotel chains). Initial and further education and training issues are first of all addressed by the government via the training packages; industry associations run their own initiatives in skills upgrading. Image of tourism jobs issue has to be tackled in joint effort to attract a better quality workforce and to ensure staff retention through clear career pathways; *Discover Your Career* campaign is a great example of showcasing tourism career as a vivid choice. Innovation and wider application of the information technologies in the industry are necessary for the destinations to state competitive in a globalised tourism market. Such issues as policy change are often to be addressed with the other relevant departments; bringing international labour to cover skill and labour gaps depends on the Department of Immigration, however it is industry's responsibility to communicate in which occupations major shortages are observed. Another policy area is workforce regulation with the labour agreement developed by government in consultation with the industry. Public-private cooperation underpins numerous initiatives, and it builds joint responsibility for developing good quality workforce. Industry and government agencies have to communicate to the relevant departments and decision-makers importance of the tourism industry as an employer for creation of better conditions, including workforce regulation. The last but not least, skills transfer issue is to be tackled for changing seasonal work patterns, so that employees could change the locations based on labour demand; moreover, keeping track of gained knowledge and skills with Skills Passport assists in a smoother career path, resulting in staff retention.

Even though there is a strong prioritization of tourism in Australia, and there seems to be a consistent workforce development approach, according to the World Economic Forum Travel and Tourism Competitiveness Report (World Economic Forum, 2015), Australia was not ranked in the top ten countries in the 'Which economies prioritize travel and tourism the

most?’ category, holding 52nd position only (World Economic Forum, 2015). The Report also provides one of the key pillars of the enabling environment – ‘Human Resources and Labour Market’, where Australia is ranked 49 out of 141 countries, with a score of 4.7 on 1 to 7 scale. At the same time, Australia was listed in the bottom five countries for tourism labour force demand growth (World Travel & Tourism Council, 2014), meaning that more attention could be given to the quality of staff rather than their quantity.

3.2 Other Countries

Based on the Australian case and the key issues addressed by the private and public bodies, we studied other countries (France, Malaysia, Peru, Russia, UK) in terms of industry associations’ initiatives in HRD in tourism. Table 2 demonstrates our general findings. Black dots in the cells indicate that a certain initiative was indicated; empty cells stand for the areas where information was missing (either due to no action or due to our inability to find relevant information based on language barriers).

Table 2. HRD Initiatives in the Selected Countries.

Issues	Australia	France	Malaysia	Peru	Russia	UK
Equality	•					•
Further training	•	•	•	•	•	•
Image of tourism jobs	•	•				•
Initial training & employment	•	•	•	•	•	•
Innovation & technology	•	•				
Policy change: International labour force	•		•			•
Policy change: Workforce regulation	•	•				•
Professionalisation	•	•	•	•	•	•
Public-private cooperation	•	•	•	•		•
Role of tourism as employer	•					•
Skills Transfer & Staff Mobility	•	•	•	•		

The table 2 gives an overall picture, clearly demonstrating gaps in human resource development in the selected countries. There seems to be a pattern that capitalist countries

have a wider range of initiatives, while post-socialist or former colonial countries do not demonstrate a rich tourism HRD initiatives list. Moreover, tourism HRD initiatives in France, Peru and Russia can be characterized by quite a strong level of centralization and public-driven governance, while in the UK we observe a power decentralization and stronger initiatives coming from the private sector. In certain cases we did not find specific actions, but rather expression of concern regarding some issues, such as illegal workforce or flexible working arrangements, by the industry or government agencies. In the following subsections we provide a brief description of key initiatives by the industry associations. In some instances, when there was limited information about the industry initiatives, we briefly studied government agencies involved in the HRD in tourism in the selected countries. We admit that an in-depth analysis of the tourism HRD governance for a few countries would require better language and country-specific knowledge.

As we can see from the **Error! Reference source not found.**² above, more effort could be put into equality in employment, including various aspects such as gender, ethnicity, or even age. Underestimation of innovation and technology use within the sector can lead to outdated services, and lower prestige of the industry both for potential employees and customers. When it comes to labour and skill shortages, it could be a better short-term solution to take advantage of an international labour force rather than spending years in education and training, but tourism industry associations do not seem to take strategic steps in this direction. A more consistent communication of the importance of the tourism industry as an employer could lead to improvements in all other areas, because then tourism HRD would be more strongly emphasized in the governments' agendas, and more funding and stakeholders' support could be ensured.

An analysis of the key initiatives in the selected countries was done and is briefly discussed in the sections below to select best practices as a basis for recommendations for Ukraine.

3.2.1 France

In France, continuous training is funded by the industry: enterprises pay a mandatory fee of 1% (average, depending on the size of the company) of their turnover into a so-called training insurance fund (FAFIH, 2015). There are few funds in the tourism industry for lifelong learning in the sector. The funds are managed by employees and employers. One of the central training insurance funds is the Hospitality Industry Insurance Fund, with a budget of around €35 million. It is compulsory for the trainers in the hospitality, catering and restaurant sector to undertake a 'train the trainer' course. Other initiatives within the Fund focused on the recognition of prior learning (RPL) and seasonal workers' training during the off-season period. Vocational training is also financed by the regions (OECD, 2015). Such a model prevents industry from spending time on training, at the same time it provides

feedback to the training, resulting in tailored industry training. A list and brief descriptions of other initiatives and their initiators is provided in appendix C.

3.2.2 Malaysia

Public-private cooperation in Malaysian tourism HRD is represented by the National Tourism Human Resource Development Council (NTHRDC). It provides the industry with the opportunity to raise issues related to human resource management in tourism, including attracting the graduates to work in tourism, and discuss it with the Ministry of Tourism (Nor, 2009). NTHRDC supervises and coordinates training in the tourism industry. It consists of technical working groups on tourism career development, on tourism labour market and training need analysis, and on quality tourism workforce (Ministry of Tourism & Culture Malaysia, n.d.)

the Council was mostly concentrating on human resource management, rather than education, thus educators were often excluded from the discussion. The Ministry of Tourism believes that once a tourism curriculum is in place, the Council should put more emphasis on managing human resources in tourism (Nor, 2009)

Another interesting initiative in Malaysia is on bringing Malaysian talent back to the country. TalentCorp, the government agency for solving critical talent needs for leading employers is in charge of this (TalentCorp Malaysia, 2015). Through the Returning Expert and the Residence Pass-Talent (RP-T) programmes, TalentCorp facilitated the return process of Malaysian talents from abroad to address some of the crucial skill gaps in the tourism and hospitality sector (Career Guide, 2013). “The Residence Pass-Talent (RP-T) is a 10-year renewable pass for highly qualified expatriates to continue to reside and work in Malaysia” (TalentCorp, 2015); it was introduced in 2011, and offers educated expatriates a range of benefits such as flexibility to change employers a few times during the validity of the pass. Such an initiative helped to bring well-educated Malaysian citizens back to the country, to use international expertise in the hospitality sector (Career Guide, 2013).

More information on area-specific initiatives in Malaysia is provided in appendix D.

3.2.3 Peru

Initial and further training in Peruvian tourism is under the jurisdiction of the Ministry of Foreign Trade and Tourism of Peru (MINCETUR). It oversees the work of CENFOTUR (Centro de Formación en Turismo) – the leading tourism training centre in Peru (CENFOTUR, 2015). It has over 35 years of academic experience, and its management is proud of UNWTO TedQual certification for the academic programs.

CENFOTUR was founded in the 1970s as a semi-public agency of the Tourism Department in the former Ministry of Industry, Tourism, Integration and International Trade

Negotiations. It is responsible for planning and carrying out the educational policy of vocational training in tourism, and for provision of training for existing employees, as well as for additional staff needed in the tourism industry (*Tourism Development and Training Program in Ayacucho*, 1997).

Training in tourism is aligned with the National Plan of Tourism Quality (CALTUR), which, in turn, is a component of the National Strategic Plan for Tourism – PENTUR. The overall goal is to improve the position of Peru as a tourist destination internationally, based on the quality of its tourism product. Out of four key objectives of CALTUR one relates to the quality of human resources (Ministerio de Comercio Exterior y Turismo, 2011).

We provide more detailed information in HRD initiatives in Peruvian tourism in appendix E.

3.2.4 Russia

Due to the historical connection of the Russian HRD approach to the Ukrainian one, we tried to find out what are the key issues in tourism HRD in Russia. It can be helpful in analysing Ukrainian tourism HRD status quo. Issues in HRD in tourism were identified as follows (Mikhailova, 2011):

- no unified system for monitoring and forecasting labour force demand;
- no statistical data on tourism employment at the national level
- drawbacks in legislation
- insufficient preparation of academic staff
- no legal framework for co-financing of tourism training by tourism businesses.

As mentioned in the Australia section, often issues are not under the tourism governing bodies' jurisdiction, thus a more complex solution with an interdepartmental approach could be applied.

Despite the absence of a language barrier, we found it challenging to find sufficient evidence of active participation of the industry associations in the tourism HRD governance processes. As in Malaysia and Peru, centralization of education and training and the top-down approach are observed.

One case in tourism training and education is the Russian International Academy for Tourism (RIAT), resembling the Peruvian CENFOTUR, but with an emphasis on higher education instead of vocational training. According to the Russian Hotel Association's (RHA) programme, it organises programs for education and training, advanced training of employees at all levels of education for all occupations in the hospitality business with the involvement of relevant educational institutions (upon request). RHA signs partnership agreements with educational institutions for better future staff education and training (e.g.

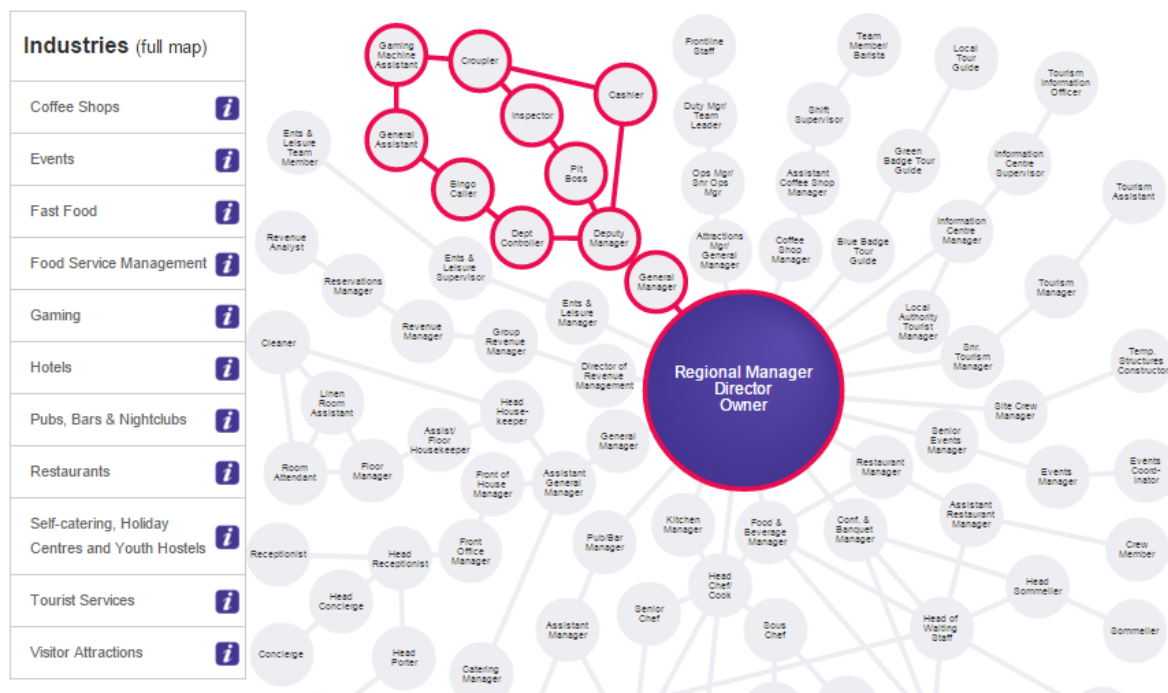
partnership with RIAT in the preparation and delivery of "Management of hotel and restaurant businesses" profile in their Management major) (Russian Hotel Association, 2014). A few more examples of industry-driven initiatives are provided in appendix F.

3.2.5 UK

The United Kingdom has a broader range of both industry- and government-driven initiatives and programmes aimed at developing human resources in the tourism industry. We would like to point out the most unusual ones:

- Image of tourism jobs: People 1st, together with its tourism and hospitality partners, including McDonalds, Compass Group, and Hilton Worldwide, initiated the creation of the Hospitality Guild. Established in 2012, it is an alliance of employers, skills bodies, individuals and training providers working on simplification and promotion of the professionalism in the hospitality industry. It is a joint initiative to increase awareness of the opportunities provided by the hospitality sector, such as careers, apprenticeships, education and training, by making them easy to find, navigate and understand. The Hospitality Guild visualised potential careers within the tourism and hospitality sector in its career map (*Hospitality Guild*), depicted in the Figure 7.

Figure 7. Printscreen of the Hospitality Guild Career Map



Source: Hospitality Guild, n.d.

- Initial training and employment, the role of tourism as an employer issues were addressed by the 'Big Hospitality Conversation' initiative. The British Hospitality Association (BHA) partnered with Springboard, Believe in Young People, the Department for Work and

Pensions (DWP), National Apprenticeship Services, and Barclays, to give a voice to young people. It provides industry leaders with the opportunity to interact with young people, learn their views, and understand their challenges. Moreover, it gives the industry a powerful message to be taken to the Government. The British Hospitality Association members aim to create 60,000 new job opportunities for young people by 2016. The campaign seeks to inspire the next generation to build a career in hospitality, actively demonstrating the industry's power to tackle the youth unemployment issue (British Hospitality Association, 2015; Springboard, 2015). More detailed information on the UK initiatives is presented in appendix G.

3.3 Ukraine

3.3.1 Status quo

The tourism industry in Ukraine has been going through difficult times over the last two years. In the fall 2013 to winter 2014 Ukraine went through the Euromaidan Revolution, followed by new government elections and the loss of Crimean Peninsula, as well as military conflict in Eastern Ukraine. This all affected the industry development in a few aspects, such as international tourist arrivals drop, currency exchange rate shifts, and government reforms. In 2014 international arrivals were 12,711,507, almost half compared with 2013 when there were 24,671,227 international arrivals (State Statistics Service of Ukraine, 2015). Such a decline can be explained by the fear to travel to a country in military conflict, and the loss of one of the most popular tourist destinations – Crimean Peninsula (State Statistics Service of Ukraine, 2015). We attempted to see whether tourism employment numbers decreased as significantly as international arrival. Regarding tourism employment statistics, we found out that Ukrainian Statistics Office, as well as Australian Bureau of Statistics, does not have tourism-only data due to the nature of the tourism sector. Thus, we can derive tourism employment numbers from two other categories – *'Accommodation and food service activities'* and *'Arts, entertainment and recreation'*. In 2014 there was a decrease both in the hospitality sector (-6.0%) and arts & recreation sectors (-2.3%), however, it was lower than average decline in the employment numbers (-6.4%) (State Statistics Service of Ukraine, 2015). However, significance of hospitality employment on a national level is rather late – 309,100 out of 18,073,300 employed staff; such a low presence in employment statistics can be explained by the practices of undeclared work.

Coming back to the recent changes in Ukraine, we want to briefly discuss government changes relevant for the tourism HRD governance. In May 2014 a new government was established, and since then the country has been going through a process of constant reforms, aligned with European integration requirements (Sereda, 2015). Ukraine, being a post-socialist country, could be characterised as an example of so called 'old' governance,

with its hierarchical institutions, and emerging governance structures over the 2014-2015 period, facing certain conflicts of interest (Klúvanková-Oravská, Chobotová, Banaszak, Slavikova, & Trifunovova, 2009). Lately industry associations and major companies have been taking the initiative, and a shift towards 'new governance' is being observed when reforms are taking place now, with a shift towards a decentralised intervention versus a centralised one (Grosse, 2005). Thus, we can claim that HRD governance in Ukraine is moving from the centralised model, when government is responsible for provision of education and training, to the transitional model, characterised by decentralisation, at times a tripartite approach, and a strong coordination of interests (Cho & McLean, 2004).

Until September 2014, tourism development was coordinated by the State Agency of Ukraine for Tourism and Resorts, subordinate to the Ministry of Infrastructure (State Agency of Ukraine for Tourism and Resorts, 2011). There is no explicit evidence of direct involvement of the Agency in HRD governance in the tourism sector. The Agency was a key contracting authority of the State Programme for Tourism Development 2014-2022 (Cabinet of Ministers of Ukraine, 2013), where improvement of the existing system of education, re-education and skills enhancement in the tourism sector is listed among other priority areas. One of the success indicators is creation of new workplaces. However, no specific actions, as well as no workplace numbers are provided in the programme. The programme was cancelled in March 2014 due to the optimisation of government regulation processes (Cabinet of Ministers of Ukraine, 2014). The Agency had a so-called Scientific and Technical Council for Tourism (Ministry of Infrastructure of Ukraine) among its advisory bodies, which, among others, could develop proposals for improving the professional training in the tourism sector (State Agency of Ukraine for Tourism and Resorts, 2011). After the government reforms took place, it is not clear whether the Council still carries on its functions.

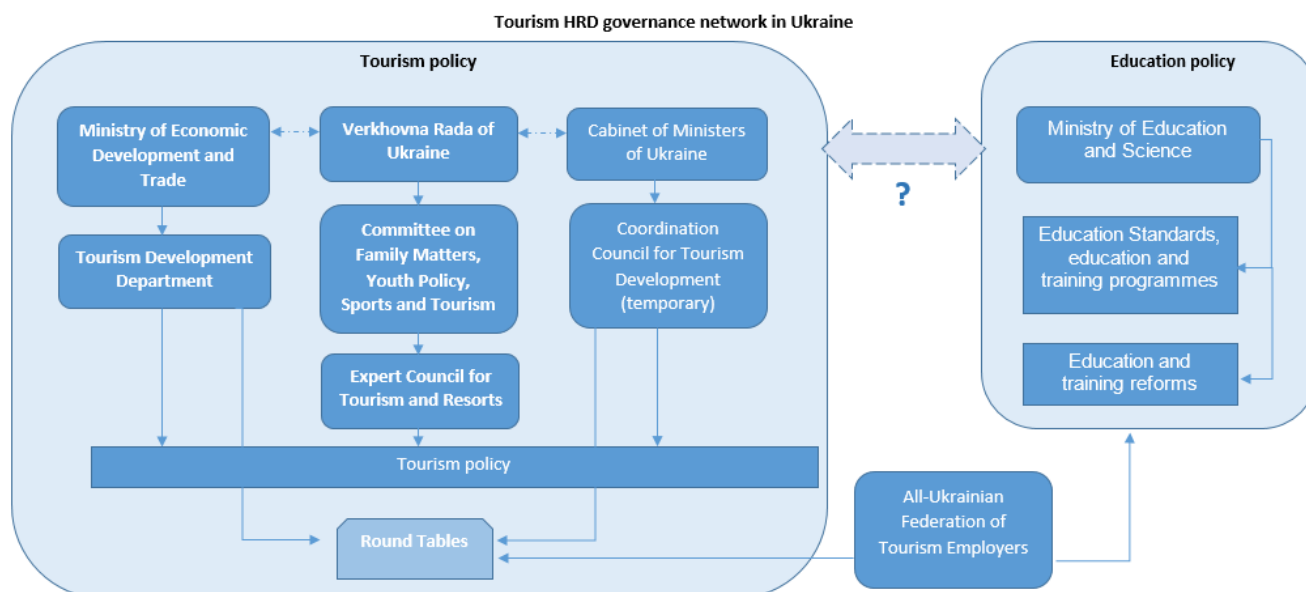
Since the new government started functioning, the tourism development authority was passed over to **the Ministry of Economic Development and Trade of Ukraine**. In March 2015 two **Counsellors to the Minister of Economic Development and Trade of Ukraine for Tourism** were elected among the public and private tourism industry representatives (Ministry of Economic Development and Trade of Ukraine, 2015). In September 2015 a new body was established - **Tourism Development Department** of the Ministry of Economic Development and Trade of Ukraine, with only six people on board (Ministry of Economic Development and Trade of Ukraine, 2015). At the moment its website has limited information, pointing out tourism policy and strategy formulation as a key priority. However, the head of the Department, Ivan Liptuga, shared tourism HRD-related posts in social media (Liptuga, 2015), thus we observe certain involvement of the Department in human resource development processes:

Besides the government authorities, tourism policy is shaped by the newly formed **Expert Council for Tourism and Resorts** (Verkhovna Rada of Ukraine, 2015). The council functions as a consulting body for the Committee on Family Matters, Youth Policy, Sports and Tourism, which, in turn is a part of the **Verkhovna Rada of Ukraine** (legislative branch). The Expert Council unites representatives of the industry associations, major tourism businesses in Ukraine, educators, and politicians. Such a wide representation of interest groups creates a space for dialogue, however, no tangible outcomes have been visible so far, especially regarding the HRD in the tourism sector. Its main objective in autumn 2015 was to upgrade the tourism legislation that should be followed by new tourism development strategy together with the Tourism Development Department.

Another body responsible for pushing the tourism agenda forward is the **Coordination Council for Tourism Development**, announced in May 2015 by the Cabinet of Ministers' decree (Interfax-Ukraine, 2015). It brings on board tourism-related ministers and deputy ministers (including Deputy Minister for Education and Science, Minister of Economic Development and Trade as compulsory members) and representatives of the industry associations (i.e., All-Ukrainian Association of Tourism Employers, associations of hotels, tour-operators, etc.) and education and training institutions by consent (Cabinet of Ministers of Ukraine, 2015).

According to the Tourism Development Department, all previously mentioned councils will be restructured into the **National Tourism Organisation** (Ukrinform, 2015). However, no specific mentioning of tourism HRD strategies was found on the official websites or in media. Government bodies currently involved in shaping the tourism HRD governance are depicted in the *Figure 8* below.

Figure 8. Tourism HRD Policy in Ukraine: Basic Structure



Looking at the right side of the Figure 8 above, we see that education and training policy in Ukraine is under the jurisdiction of the **Ministry of Education and Science** of Ukraine, and is delivered through so called educational-vocational programmes (Ministry of Education and Science of Ukraine, 2010). These programmes are a key component of the Sector-Specific Higher Education Standards, including bachelor, diploma and master degrees (Levels III-IV), and they define the content, its volume and quality for the respective levels. It provides guidance for introducing new specialisations or development of new courses within existing ones by the higher education institutions; the programme also is used in assessing the quality of tourism education. There is also an option to receive the vocational-technical and the secondary vocational-technical school education in tourism and hospitality (Sokol, 2011), however, we did not find an official national standard of education and vocational training at this level. A key issue in this case is overqualified staff, and lack of appropriate skills at lower attainment levels. More importantly, there is no official platform for the industry, educators and the Ministry of Education and Science for common programme development, thus content of the courses is often outdated or irrelevant for the current industry needs. The educational-vocational programmes also cover compulsory practical experience (internships); from the author's personal observations, most students have to find own internship location, and due to a limited capacity of tourism businesses to host them, they do not have an actual experience at the enterprise. A stronger partnership between academia and business is needed to provide appropriate practical experience for the students, so that upon graduation they have required skills and knowledge. We add this point in our recommendations section.

The Ministry of Education and Science is also working on vocational training improvement. Education reforms since the new government has been in place foresee the introduction of a dual system of vocational training, meaning that young students will gain theoretical knowledge in the education institution, and practical skills right at the workplace (Osvita.ua, 2015). The **All-Ukrainian Federation of Tourism Employers** actively participates in the development of vocational training in the tourism industry by providing its expertise and involving other associations and businesses in the reform processes (All-Ukrainian Federation of Tourism Employers, 2015c).

There are numerous industry associations such as the Tourism Association of Ukraine, the Tourism Chamber of Ukraine, and others that mention human resource development as one of their areas, though no specific actions or initiatives were mentioned on their official websites (Tourism Association of Ukraine) (Tourism Chamber of Ukraine, 2011). For this reason they are not included in the HRD Figure 8 above, though some of the associations are members of the Councils. On the other hand, there are institutions like the State Enterprise "Educational and Consulting Centre for Tourism" that deliver initial and further training and skills development programmes for tourism professionals (State Enterprise "Educational and Consulting Centre for Tourism"), but do not explicitly inform about their

involvement in the tourism HRD governance processes. It was rather challenging to find specific examples of initiatives according to the themes identified in Australian case. This fact can be explained in a similar way as in Russia; associations and education institutions take part in the HRD governance via face to face meetings, round tables, conferences, and other events, but there is no platform where all crucial information is presented and the actual tourism employment plans would be published.

One of the **round tables** took place in May 2015 with the aim to enhance HRD practices in the tourism industry via stronger partnership between academia, business, NGOs, and government bodies (All-Ukrainian Federation of Tourism Employers, 2015a). The roundtable resolution covered a range of issues and solutions, including establishment of professional standards centre in the Kyiv National University of Trade and Economics, amendments to the tourism legislation (Law on Tourism), carrying out a survey on tourism labour issues, etc. (Tourism Association of Ukraine, 2015). Another round table took place in October 2015, again bringing tourism authorities and academia together (Liptuga, 2015) with the topic 'Academia. Education. Professional training and standards in the tourism and hospitality areas'. Some of the issues discussed at the meeting were: changes in the qualification requirement in the tourism industry, collaboration of educators and employers, research as support to the tourism planning, and creation of network of the higher education institutions and vocational schools for common research projects. The solutions are relevant, however we claim that such an ad hoc approach to the tourism HRD planning leads to inconsistency of decisions, miscommunication between stakeholders, and lack of accountability for the decisions taken at those meetings.

The arrows between tourism-related bodies, as well as between tourism and education policies are dotted on purpose, indicating that there is a gap in terms of cooperation between the key bodies for the tourism HRD governance.

As we can see from the information above, tourism HRD is not crystallized in the government tourism agenda, neither is it clearly addressed by the industry associations in terms of nation-wide initiatives. We developed a range of recommendations based on the reality of Ukrainian tourism sector and our previous findings in other countries, and present them in the following section.

3.3.2 Recommendations

Due to a limited reach of tourism policy specifically into the HRD issues, recommendations could take various directions and forms. We attempted to select the most crucial ones and to present them in logical order.

First, we know that a lot of work is being done, but it is behind the scenes. So, we suggest that the tourism authorities and industry associations provide more detailed **information** on

their HRD-related initiatives. Once it is done, respective authorities can see a clearer picture of what is already in place, and plan how to manage it.

The next phase should be consistent **stakeholder involvement** in policy development. This would mean to select less associations, the most powerful ones, with representation of the key sectors of the tourism industry (tour-operators, hotels and restaurants, tour guide associations, etc.). Besides forming the National Tourism Organisation, we suggest the creation of a **skills council** as the organisation responsible for tourism labour force research (employment numbers and projections, needs assessment) similar to the Australian environmental scans. Also we recommend development of recommendations for the amendments into the education and training in tourism occupations. Regarding the education and training we want to point out the need to promote lower education levels (**vocational schools**) as a start to a prestigious career path in the industry. Research showed that around 80% of the vocational school graduates get employed, while less than 50% of the higher education institutions find a job (All-Ukrainian Federation of Tourism Employers, 2015b).

Moreover, once the Ministry of Education and Science implements the **apprenticeship scheme** as a part of dual system, the industry associations should take the lead and make sure all their members are involved in the process by offering placements for the apprentices. The French model of financing by the industry only could face a strong criticism among Ukrainian tourism businesses, thus, we suggest to split the budget between the government and business. The proportion would be defined according to the cost of theoretical part of training, and the actual work performed by apprentices. Treating apprentices as potential employees will help to ensure good quality human capital for the future tourism industry. The industry recognises the need in the lower educational attainment levels internationally (World Travel & Tourism Council, 2014), so it is recommended that action is taken as soon as bureaucratic system allow.

Even though the role of vocational schools, or even training centres, will increase, **universities** will keep offering tourism courses with bachelor, diploma and master degrees. We strongly recommend a better connection between academia and business on a local level to make sure that course content is adjusted to the regional realities of the tourism industry. It can be implemented through annual meetings of the major universities, businesses, and local tourism authorities specifically to discuss HRD issues. Resolutions of the meetings are to be communicated to the national tourism and education authorities, as well as to be implemented in the nearest courses offered. As mentioned in the previous section, bachelor's and master's degrees require completion of one or multiple internships. However, universities fail to find placements for all the students. We suggest the creation of **experiential education centres** with travel agencies, hotels, and food services, where students would gain practical experience, guided by the tutors and business experts. This

will create a safe environment, yet introduce the students to real cases to work on, resulting in the development of necessary skills.

As Ukraine is moving from the central HRD governance model to the transitional one, there is a need for better coordination of interest groups. Now we see that each government branch has its own expert council or other consulting body, spreading the knowledge and effort into different directions. Establishment of the National Tourism Office will create a platform for consolidation of work towards tourism strategic planning, including the HRD aspects. Yet, due to a limited capacity of government to meet the needs of the industry, **marketization** of certain state functions could be a good solution (i.e., skills council mentioned above), because according to Osborne and Gaebler (1992) governments should steer, not row, concentrating on funding the outcomes rather the inputs. The marketization process should not take over all major pillars, because in developing countries there is a need for positive government intervention in tourism policy, especially in the areas requiring long-term planning and investment (i.e., vocational training in tourism, infrastructural projects, land-use allocations, and fiscal incentives for development) (Jenkins, 1980). It might be that the Ukrainian tourism industry is not ready for efficient self-regulation.

Once major labour issues are solved, it is suggested that government should rather invest in preventing problems instead of tackling the crises. This process is to be aligned with the decentralisation of authority (Osborne & Gaebler, 1992). There can be certain scepticism on investing in HRD in times of uncertainty (clear case of Ukraine at the moment), but according to Cascio (2014) it is crucial to invest into human resources to get out of the crisis (Cascio, 2014).

We recommend consideration of **initial and further education** due to a criticism of the current state both by the industry and students. It should be supported and will result in improved **image of tourism jobs**. For a better understanding of career opportunities in the industry, we recommend the creation of a **career map** as in the UK, so that individuals, as well as training providers, know the pathways and skills required to move to the next level. It will also help in terms of staff retention.

Another issue to be considered is undeclared work within the sector. Often students take hospitality jobs which are not officially registered. This leads to underpaid work, un-human working hours, and hidden taxes. Policy change in terms of **workforce regulation** could help to use the model currently being used by the IT-sector in major cities of Ukraine: employees obtain a status of individual entrepreneur, the company contracts the employee, and then only 4% is to be paid as income tax. In the UK zero-hour contracts are criticised, because they do not give access to social care by the employer; this point is to be considered when bringing changes into tourism workforce.

Success in tackling various issues can be achieved through **public-private cooperation**. As mentioned above, government can commission private companies to deliver the necessary services; but for long-term strategies it is better to have both public and private actors on board.

CONCLUSION

The research paper provides a comprehensive picture of tourism HRD governance in the selected countries. We based our study on previous findings in relevant fields such as governance and policy, tourism policy, HRD, and tourism-specific HRD. We identified that tourism HRD governance research was not as broad as other research areas, thus we hope that our study is of good contribution to the research area. Most studies were based on Australian cases, thus our expansion of the focus to the other countries add value to the findings.

In order to answer the research question, qualitative research on tourism HRD in Australia was divided into two major pillars – network analysis and thematic analysis. During the HRD policy network analysis we identified key agencies in the tourism HRD in Australia, the most salient ones being Austrade and Service Skills Australia in partnership with the industry. Prioritisation of tourism policy, and tourism workforce development as part of the national tourism strategy, was clearly stated in most of the documents analysed. The same process was carried out for the Ukrainian HRD public agencies. These sections answered to the first sub-question ‘Who are the central stakeholders in HRD governance in the tourism industry?’ We conclude that the network is country-specific.

Network analysis and overview of the initiatives by the government agencies provided the answer to the second sub-question on key dimensions of tourism HRD policy. According to our findings, those include political environment, funding, stakeholders, issues, and tools.

The third sub-question led our themed analysis and helped us identify key issues tackled by the private and public stakeholders in the tourism workforce development, such as initial and further training and education, role of tourism as an employer, image of tourism jobs, skills transfer, etc. These issues were identified as latent themes within the documents and websites under study. Then the issues were used for analyzing the other cases (France, Malaysia, Peru, Russia, and the UK), and this process helped us find the answer to the forth sub-question. The major gaps in tackling the HRD issues by the tourism industry are consistent communication of the role of tourism as an employer, policy change in terms of bringing international labour force to cover skills shortages, and equality in employment and career progression practices. More could be done in terms of improving image of tourism jobs, however, this will require more effort in job redesign.

Based on our theoretical and practical findings, we developed a set of recommendations for tourism HRD governance in Ukraine. We believe these recommendations are of a great value both for Ukrainian and other tourism authorities.

Even though we reached all for goals of our research, we admit that there were limitations in the process. First of all, desk research does not cover direct communication with the policy stakeholders, though it would be helpful in clarification of certain issues. Secondly, selection of our countries was rather subjective, based on the research priority and personal experience of the author. We also admit that a more in-depth analysis would be required for the five countries we briefly touched in our research. Language barriers were inevitable when searching for information on non-English speaking states. These and other limitations can be overcome in the future research. For example, researchers from those countries can carry out an in-depth analysis of the HRD governance issues in France, or Peru.

Another idea for future research is to study more carefully the tourism HRD governance networks, with considerations of the stakeholder relations. This can be done through face-to-face communication with the participants of the policy formulation process and industry representatives.

We hope this research contributes to the tourism literature, and that it inspires the reader to bring change into tourism HRD.

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APPENDICES

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Appendix A. Australia HRD in Tourism: Information Sources

	Name	Publisher	Public vs. Private	Link	Content relevance
			Websites		
1.	SIT12 - Tourism, Travel and Hospitality Training Package	Australian Government	Public	https://training.gov.au/Training/Details/SIT12#	Tourism education and training
2.	Tourism Employment Plans – TEPs	Austrade (Australian Trade Commission)	Public	http://www.austrade.gov.au/Australian/Tourism/Policies/National-long-term-strategy/Working-groups/Labour-and-Skills/Tourism-Employment-Plans	Plan for HR in tourism
3.	T-QUAL Tourism Quality Projects Grants	Austrade	Public	http://www.austrade.gov.au/Australian/Tourism/Tourism-and-business/previous-grants-programmes	Projects tackling tourism development, including HR initiatives
4.	Tourism Satellite Accounts	Australian Bureau of Statistics	Public	http://www.abs.gov.au/ausstats/abs@.nsf/mf/5249.0	Tourism employment figures
5.	Tourism Ministers' meetings	Austrade	Public	http://www.austrade.gov.au/Australian/Tourism/Policies/National-long-term-strategy/Tourism-Ministers	Call for action, including HRD in tourism
6.	Tourism 2020 National Tourism Strategy	Austrade	Public	http://www.austrade.gov.au/Australian/Tourism/Policies/National-long-term-strategy/Tourism-2020	Plan for tourism development, including HRD
7.	Tourism 2020 – 2013 Progress Report	Austrade	Public	https://www.austrade.gov.au/ArticleDocuments/5499/Progress-Report.pdf.aspx	Tourism strategy status quo, including tourism employment
8.	Tourism Australia's Tourism 2020 Progress Report 2011/12	Austrade	Public	http://www.tourism.australia.com/documents/corporate/Tourism-2020-progress-report2012.pdf	Tourism strategy status quo, including tourism employment
9.	Template Labour Agreement	Austrade	Public	http://www.austrade.gov.au/Australian/Tourism/Policies/National-long-term-strategy/Working-groups/Labour-and-Skills/Template-labour-agreement	Tourism employment conditions
10.	Workforce Futures Program	Service Skills Australia	Private	http://www.workforcefutures.com.au/	Tourism & hospitality skills development

11.	Discover Your Career	Service Skills Australia, National Tourism Alliance	Private	http://www.discoveryyourcareer.com.au/service-skills-australia/	Tourism & hospitality as an employer - promotion
12.	Skills Pathways	Restaurant & Catering Australia	Private	http://discoverhospitality.com.au/skills-pathways-project-for-apprentices/	Tourism & hospitality skills
13.	FutureNow Hospitality Ambassador Program	Department of Training and Workforce Development	Public	http://www.futurenow.org.au/hospitality-ambassador-program.html	Tourism & hospitality as an employer - promotion
Documents					
1.	Tourism, Travel & Hospitality Environmental Scan 2015	Service Skills Australia	Private	https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/2015-SSA-Escan-TTH.pdf	Tourism employment status
2.	Tourism, Travel & Hospitality Environmental Scan 2014	Service Skills Australia	Private	https://serviceskills.com.au/sites/default/files/files/Environmental%20Scans/SISC1178%20TTH%20EScan_FA%20MR.pdf	Tourism employment status
3.	Tourism, Travel & Hospitality Environmental Scan 2013	Service Skills Australia	Private	https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/Previous%20Scans/2013%20Tourism%2C%20Travel%20and%20Hospitality%20-%20Environmental%20Scan.pdf	Tourism employment status
4.	Tourism, Travel & Hospitality Environmental Scan 2012	Service Skills Australia	Private	https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/Previous%20Scans/2012%20Tourism%20Travel%20Hospitality%20eScan.pdf	Tourism employment status
5.	Tourism, Hospitality and Events Environmental Scan 2011	Service Skills Australia	Private	https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/Previous%20Scans/20116.%20Tourism%20Hospitality%20Events%20eScan.pdf	Tourism employment status
6.	Tourism, Hospitality and Events Environmental Scan 2010	Service Skills Australia	Private	https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/Previous%20Scans/2010%20Tourism%20Travel%20and%20Hospitality%20eScan.pdf	Tourism employment status
7.	TOURISM AND HOSPITALITY	Service Skills Australia	Private	http://satic.com.au/images/uploads/documents/tourism%20and%20hospitality%20work	Plan for HRD in tourism

	Workforce Development Strategy (2009)			force%20development%20strategy.pdf	
8.	Tourism, Travel & Hospitality Workforce Development Strategy 2014-2019	Service Skills Australia	Private	http://www.serviceskills.com.au/sites/default/files/TTH_Workforce_Development_Strategy_2014_2019.pdf	Plan for HRD in tourism
9.	SIT Tourism, Travel and Hospitality Training Package Recommended Actions Report April 2014	Service Skills Australia	Private	http://www.serviceskills.com.au/sites/default/files/SIT%20Reccomended%20Actions%20Report.pdf	Recommendations for education & training
10.	Tourism Productivity Snapshot 2007–08 to 2012–13	Tourism Research Australia	Public	http://www.tra.gov.au/documents/Economic-Industry/Tourism_Productivity_Snapshot_FINAL_290414.pdf	Tourism employment status
11.	Tourism Productivity Update 2014	Tourism Research Australia	Public	http://tra.gov.au/research/Tourism_Productivity_Update_2014.html	Tourism employment status
12.	STATE OF THE INDUSTRY 2014	Tourism Research Australia	Public	http://www.tra.gov.au/documents/State-of-the-industry/TRA_State_of_the_Industry_2014_Final.pdf	Tourism employment status
13.	TOURISM UPDATE Updated results to 'State of the Industry 2014'. SEPTEMBER QUARTER 2014	Tourism Research Australia	Public	http://www.tra.gov.au/documents/Tourism_Update_SeptQtr2014_FINAL.pdf	Tourism employment status
14.	STATE TOURISM SATELLITE ACCOUNTS 2013–14	Tourism Research Australia	Public	http://www.tra.gov.au/documents/Economic-Industry/State_Tourism_Satellite_Accounts_2013_14_FINAL.pdf	Tourism employment status
15.	NATIONAL LONG-TERM TOURISM STRATEGY	Austrade	Public	https://www.austrade.gov.au/ArticleDocuments/5499/DRET%20Tourism%20Strategy.pdf.aspx	Plan for HRD in tourism as part of national tourism strategy
16.	ANNUAL REPORT 2013–14	Tourism Australia	Public	http://www.tourism.australia.com/documents/corporate/Tourism-Australia-Annual-	Contribution to tourism development

				Report-2013-2014.pdf	
17.	Tackling labour and skills issues in the tourism and hospitality industry. A guide to developing TEPs	Australian Government	Public	https://www.austrade.gov.au/ArticleDocuments/5499/Tourism-2020-Guide-TEP.pdf.aspx	Plan for HRD in tourism
18.	Australian Tourism Labour Force Report – Labour Force Profile	By Deloitte Access Economics for the Labour and Skills	Private for public	https://www.austrade.gov.au/ArticleDocuments/5499/DAE-RET-Aus-Tourism-Labour-Force-Report-Pt-1.pdf.aspx	Tourism employment status
19.	Australian Tourism Labour Force Report - Labour Force Projections (Part 2)	Working Group and the Department of Resources, Energy and Tourism.	Private for public	https://www.austrade.gov.au/ArticleDocuments/5499/DAE-RET-Aus-Tourism-Labour-Force-Report-Pt-2.pdf.aspx	Tourism employment status - forecast
20.	TTF Australia Member Polls: Skills, Labour and Training (2007)	Tourism and Transport Forum	Private	http://www.ttf.org.au/DisplayFile.aspx?FileID=40	Tourism employment status among members
21.	SIT Tourism, Travel and Hospitality Training Package. Recommended Actions Report	Service Skills Australia	Private, financed by public	http://www.serviceskills.com.au/sites/default/files/files/CI%20Pages/SIT%20Recommended%20Actions%20Report.pdf	
22.	ANNUAL REPORT 2012-13	Department of Resources, Energy and Tourism	Public	http://www.industry.gov.au/AboutUs/CorporatePublications/AnnualReports/Documents/RETAnnualReports/RET-AnnualReport-2012-13.pdf	Tourism policy report
23.	The Employment Outlook to November 2019	Department of Employment	Public	http://lmip.gov.au/PortalFile.axd?FieldID=1461734	Employment projections, including tourism
24.	Tourism: One of Australia's great strengths. Pre-Budget Submission 2015	National Tourism Alliance	Private	http://www.tourismalliance.org/wp-content/uploads/NTA-Pre-Budget-Submission-2015.pdf	Advocating tourism industry, including asking for additional funding for TEPs
25.	Training Package Development and Endorsement Process Policy	Department of Industry	Public	http://docs.education.gov.au/system/files/doc/other/trainingpackagedevelopmentandendorsementpolicy.pdf	Training package development process and stakeholders' roles

Appendix B. Australian Tourism Industry HRD Initiatives

Issues	Organisation	Initiatives & Actions	Framework
Equality	Accor Hotels	Internal networking programme Women at Accor Generation (WAAG) : often women returning to work after maternity leave face expensive childcare and long waiting lists. WAAG and the Australian HR team developed a flexible work policy with flexible working arrangements such as changing work hours, working from home and jobshare arrangements. Besides women, the policy benefits men who share family responsibilities.	Accor operates 3,600 hotels in 92 countries, 19 of which are in Asia Pacific. 47% of all staff and 22% of management staff are female. It's not Australian-only initiative.
	Indigenous Tourism Group – ITG	The Indigenous Tourism Group is one of the nine working groups established by the tourism minister. One of the ITG's priorities is facilitation of a growth in Indigenous employment in tourism. Moreover, indigenous engagement in tourism business was strongly promoted in Tourism Employment Plans (TEPs).	The ITG's members are (might have changed with government restructuring): Tourism Australia; Department of Resources, Energy and Tourism; Department of Education, Employment and Workplace Relations; Department of Families, Housing, Community Services and Indigenous Affairs; Parks Australia; Indigenous Business Australia; Reconciliation Australia; state and territory Tourism Organisations; Western Australian Indigenous Tourism Operators Committee; Indigenous Tourism Business Leader.
	Mantra Hotels, Resorts and Apartments	Mantra launched a company-wide Women in Management (WIM) programme with the aim to increase the percentage of women participation in leadership positions and the percentage of female employees returning from maternity leave.	Mantra Hotels, Resorts and Apartments offers accommodation services with 120 properties in all Australian states and territories and in New Zealand (Queenstown). It employs 3,433 staff. Around 61% of employees are female, but their representation at management levels of management is certainly lower.

Further training	<p>Service Skills Australia in partnership with:</p> <ul style="list-style-type: none"> • Accommodation Association of Australia • Australian Hotels Association • Australia Federation of Travel Agents / Australian Tourism Export Council • Birdwing Business Solutions • Caravan, RV& Accommodation Industry of Australia • Clubs Australia • Mission Solutions • Queensland Tourism Industry Council • Restaurant & Catering Australia • South Australian Tourism Industry Council • Surfer Rosa • Tourism Council Western Australia • Tourism Training Australia <p>Funded by the Australian Government</p>	<p>Workforce Futures</p> <p>The Tourism and Hospitality Industry work together on an initiative for increasing capability and capacity of the industry workforce. Funded by the Australian Government, the Program was rolled out across Australia, addressing key workforce development issues. Participants were over 300 tourism businesses, ranging from major organizations to small operators around the country.</p> <p>The comprehensive business diagnostic by the business operator/owner and the Skills Advisor, resulting in a Workforce Development Plan. The plan defined the key workforce issues for the business and suggested a set of actions to help the businesses to respond to those issues.</p>	<p><i>‘Service Skills Australia is an independent, not-for-profit body, managed by industry members and funded by the Australian Government to: develop a culture within the service industries which promotes and enhances the skills development of its workforce, develop policies, programs and services, including industry training packages, that support industry needs in relation to skills and workforce development.</i></p> <p><i>Eligibility criteria for Workforce Futures:</i></p> <ul style="list-style-type: none"> • <i>Business has a current Australian Business Number (ABN)</i> • <i>Business has a written Business Plan</i> • <i>Business has been trading for at least 12 months</i> • <i>At least 25% of business activity is directly related to tourism and/or hospitality</i> • <i>Willingness and capacity to actively participate in the Program (17.5 hours across a 6 month block).’</i> <p>(Workforce Futures, n.d.)</p>
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Image of tourism jobs	National Tourism Alliance (NTA) Tourism and Hospitality Careers Council R&CA - Restaurant and Catering Australia Supported by the Australian Government	The Discover Your Career is a career and vocational education promotional and information campaign. It is managed by the National Tourism Alliance and operated through the Tourism and Hospitality Careers Council. The goal is to change perceptions about tourism and hospitality career. How? By informing high-school students, as well as people from other labour pools (indigenous, mature-aged, and other sectors' workers) through a range of engagement strategies and resources such as blogs and promotional videos for TV.	Through Tourism 2020 (national tourism development strategy), the Australian Government provided initial seed funding to NTA for the development of a sustainable career campaign which is now industry-led and funded through the Tourism and Hospitality Careers Council.
	Service Skills Australia	The job I love is guide to careers in service industries, including events, travel, tourism and hospitality. It provides information on careers (opportunities, required training) in selected categories.	
Initial training & employment	R&CA - Restaurant and Catering Australia	Skills Pathways Project According to R&CA, hospitality industry is already closely working with the registered training organisations on matching the proper candidates and training tracks to the proper restaurants. The Skills Pathways Project was launched to improve the quality of applicants , and to up-skill chefs and supervisors . Enterprises can post job vacancies to the Discover Hospitality website , industry apprentice and jobs search section. For applicants there is free and secure online Skills Passport that allows them to store their qualifications and references in one place.	
	AFTA - Australian Federation of Travel Agents	AFTA Education and Training: AFTA offers a set of nationally accredited training modules for Certificate III in Travel to colleges, individual learners and travel industry partners. It also designs customised training programs for specific requirements of the industry. Travel trainers and companies can participate in AFTA skills forums, as well as product and skill seminars.	AFTA is the industry organisation through which the travel agents can represent their business interests. It was founded in 1957 with the aim to improve the professionalism of travel agents via the strong representation government and industry affairs. AFTA also facilitates changes to education and training curriculum.

	<p>Tourism and hospitality businesses led by Austrade</p> <p>Tourism Ministers</p> <p>NTA - National Tourism Alliance</p>	<p>TEPs (Tourism Employment Plans)</p> <p>Each region has a contractor to work with local tourism stakeholders to develop together the TEP during a 12-month period. Upon planning, each region has a three-year, action-oriented plan to address region-specific labour and skills shortages. Around 120 strategies have been developed to date, in eight hot-spot regions, selected by Tourism Ministers.</p> <p>---</p> <p>NTA - Pre-budget submission 2015: need to fund the expansion of the TEPs to more national hot spots; linking to destination management plans and labour force mapping; leveraging the TEPs work in workforce planning and local business engagement.</p>	<p>Tourism 2020 - National tourism development strategy. TEPs are contributing to achieving its goals, led by Labour and Skills Working Group (Austrade).</p> <p>---</p> <p>NTA brings together Australian tourism businesses and advocates the industry's interests with a single voice.</p>
Innovation & technology	<p>Tourism Australia -> ATDW - Australian Tourism Data Warehouse</p> <p>together with Australian State and Territory Government Tourism Organisations and Austrade (Digital Distribution Working Group)</p>	<p>ATDW E-kit tutorials and training</p> <p>The Tourism e-kit was created to help tourism operators to take advantage of the internet opportunities. It is composed of a series of online tutorials on a range of topics, such as the website development basics, search engine marketing, etc., that help to develop skills and knowledge to enable tourism businesses to better expose to a global audience. Major part of 'digitalisation' of Australian tourism business is taking place under initiatives by the Digital Distribution Working Group.</p>	<p>Australian Tourism Data Warehouse (ATDW) was developed in 2001 by Tourism Australia and all Australian State and Territory Government Tourism Organisations. Initiative is called to fill a need to market Australian tourism products globally via developing a comprehensive digital platform. Additional e-training was necessary to bring tourism businesses to a minimum required level of digital knowledge and skills.</p>
	<p>R&CA - Restaurant & Catering Australia</p>	<p>R&CA released its Digital Business Kit to assist in up-skilling the hospitality industry in terms of effective engagement in the digital world, boosting sales. Project also includes teaching programmes and updated educative materials over the period of 2015-2017.</p>	<p>The project is funded by the Department of Communications: Federal Government awarded R&CA \$500,000 over four years to create the kit, which includes the videos and tutorials.</p>
Policy change: International	<p>NTA - National Tourism Alliance</p> <p>TTF - Travel and Transport Forum addressing Australian government (Australian</p>	<p>Encourage reform to Working Holiday Maker visa class (short term solution to labour shortages):</p> <ol style="list-style-type: none"> 1. no increases in visa fees,; 2. Granting a 2nd year extension to WHM who work 3+ months in regional tourism and hospitality businesses; 3. Remove the qualifying age cap 4. Remove the 6-month cap on employment, recognising the 	<p>The Australian Government's Working Holiday Maker Programme is a cultural exchange programme that enables young travellers (18-30 years old) to have a holiday and short-term employment. If they work in Australia's regional areas, in certain industries (i.e. agriculture, mining and construction industries) they can extend their stay for extra 12 months.</p>

Government Department of Immigration and Border Protection)		significant investment in training required before new employees are job-ready; 5. Expand the program to the key international growth markets – China, India, Vietnam and the Philippines and no need for the program to be reciprocal.	- - - The Australian Government Department of Immigration and Border Protection manages all permanent and temporary immigration matters for Australia including visa applications.
ATEC - Australian Tourism Export Council NTA - National Tourism Alliance R&CA - Restaurant and Catering Australia TTF - Travel and Transport Forum AAA - Accommodation Association of Australia Austrade - Australian Trade Commission		Seasonal Worker Programme - SWP Thanks to contribution of major employer's associations and Austrade, seasonal workers visa programme in Australia has been expanded to include the accommodation sector and to a larger area of the country, covering 5 key regions (Western Australia, Northern Territory, Kangaroo Island, Tropical North Queensland and the Whitsundays).	Few departments are involved in the process - The Department of Immigration and Border Protection, Department of Employment
		Skilled Occupation List (SOL) Tourism industry associations have to make sure that most needed occupations are included in SOL. On 1 July 2014 chefs were included on the Skilled Occupation List (SOL) to make it easier for businesses to recruit qualified chefs from overseas when they cannot be sourced locally. Further steps - review SOL to better reflect occupations in demand by the tourism and hospitality industry including: • Accommodation and Hospitality Manager • Barista • Cafe or Restaurant Manager • Cook and Pastry Cook • Hotel or Motel Manager • Tour Guide.	Policy settings surrounding the Skilled Occupation List (SOL) have significant impact on the tourism and hospitality industry's access to skilled labour. The tourism and hospitality industry requires a wide range of employees at all skill levels. Yet the current migration system and SOL is adjusted to occupations at a higher skill level.
		NTA, R&CA, AAA and other industry associations have made several submissions to government on the 457 Temporary Work visa with key messages: - reduce English language requirements , - lower the income threshold used for overseas workers (TSMIT), because it does not accurately reflect minimum wage levels for skilled Australians in the same positions.	

		Industry Labour Agreement A template Labour Agreement has been proposed for the tourism and hospitality industry to improve industry access to semi and highly skilled overseas workers in occupations identified as being in critical shortage.	A Labour Agreement is a formal arrangement negotiated between an employer and the Australian Government and will only be considered where a genuine skills shortage exists and there are no suitably qualified or experienced Australians readily available. A Labour Agreement allows an employer to recruit skilled overseas workers for occupations approved under the agreement.
Policy change: Workforce regulation	NTA - National Tourism Alliance	In its NTA PRE BUDGET SUBMISSION 2015 it points out: <ul style="list-style-type: none"> the need of reforms to workplace regulation to improve the industry's ability to provide high quality service in the 24/7 economy; a range of businesses should be financially able to trade on weekends and public holidays. amend definition 'small business' to employing fewer than 25 equivalent full time (EFT) staff. 	The Fair Work Act 2009 (FW Act) seeks to promote workplace flexibility through the use of individual flexibility arrangements (IFAs).
	TTF - Travel and Transport Forum R&CA - Restaurant & Catering Australia AAA - Accommodation Association of Australia	<ul style="list-style-type: none"> Associations address issue of penalty rates. R&CA: As a result of a two-year campaign secured a 25% reduction (for employee levels 1 and 2) of the Sunday penalty rate for casual staff. AAA suggests substitute "Penalty Rates" with "Additional Remuneration" wherever applicable. Recommendation to review the current penalty rate structure by the Productivity Commission. 	Tourism and hospitality industry attempts to amend national employment conditions and wages as part of the Modern Award system legislated under the Fair Work Act 2009 .
	AAA - Accommodation Association of Australia addressing Fair Work Commission	AAA proposes the insertion of a cashing out of annual leave clause in the Hospitality Industry (General) Award 2010 . It is suggested that cashing out of annual leave can be done by mutual agreement between employee and employer to make a payment in lieu of part of an employee's annual leave balance under specific circumstances.	The Fair Work Commission must conduct a 4 yearly review of modern awards starting as soon as practicable after each 4th anniversary of the commencement of this Part.
	R&CA - Restaurant & Catering Australia	R&CA suggests the Australian Government to make the following amendments to its Fair Work Act 2009 : <ul style="list-style-type: none"> Increase small business threshold to 25 full time equivalent employees; Provide certainty over the use of Individual Flexibility Agreements allowing employers and employees to reach local level workplace agreements; Allow variations of Modern Awards within the 4-year review period to the point where economic benefits can be clearly demonstrated; 	There was a controversial decision to increase minimum wages across all industries by \$26 per week from 1 July 2010 by Australia Tribunal. Despite submissions by R&CA highlighting that many states were already subject to significant labour cost increases from 1 July 2010 under the transitional arrangements for award modernization the Minimum Wage Panel awarded in favour of trade union movement who argued that this year should be a "catch up" as the Australian Fair Pay Commission awarded no increase in 2009 as a result of the Global Financial Crisis.

	Service Skills Australia	In its Tourism, Travel & Hospitality Workforce Development Strategy 2014-2019 , Service Skills Australia is calling for access to quality workplaces; one of the recommendations is introduction of mentoring programs to enhance workplace support.	
Professionalisation	Service Skills Australia Tourism and hospitality industry businesses R&CA - Restaurant and Catering Australia Tourism and hospitality businesses	SIT12 Tourism, Travel and Hospitality Training Package The Package Version 2 was endorsed in December 2012, and released by Service Skills Australia onto training.gov.au on 11 October 2013. It covers a broad range of qualifications for the Tourism, Travel and Hospitality industries. New version is supposed to be developed by late 2015. R&CA supports the need of the Training package , but expresses concern around the quality of delivery, especially the quality of teaching staff. It suggests to implement a consistent national quality assurance model to ensure: - relevant industry experience by the individuals delivering training (that leads to a VET Qualification), as well as qualification in training delivery. - establishment of requirements for skills, knowledge and facilities for employers that engage apprentices/trainees. - better addressing the differential quality of vocational training delivery in all sections (from school to higher education). Find out the options for funding the hospitality training courses, including the redirection of the current funding of diplomas into priority areas identified by industry, i.e. up-skilling current employees, funding of Certificate IV in commercial cookery, etc..	Training packages are a key feature of Australia's national vocational education and training (VET) system . Training package qualifications are occupational skills standards against which training delivery and assessment of competency can take place. They are developed through a process of national consultation with industry. Training packages are used as the basis for most of the programmes delivered in the VET system, including Australian Apprenticeships, training courses offered by registered training organisations, VET in Schools programmes, recognition of existing skills, and occupational licensing.
	AFTA - Australian Federation of Travel Agents	Australian Travel Professionals Program (ATPP) is a Professional Accreditation Program, established by the tourism industry to promote professionalism through continuous training and education. It offers 6 categories of accreditation designed to take people through the travel career.	
	Tourism industry direct contributions Australian Government	VET Reform (since 2013) The Australian Government constantly works on improvement of the training system to ensure that Australian workers are well-skilled and job-ready. Head of R&CA is a Chair of the Minister's Vocational Education and Training Advisory Board, this way linking industry and academia. With VET reform, some significant changes took place, both for the standards of Registered Training Provider (RTO) and the Regulator Standards. Now they require a stronger industry	Ministers agreed on a range of objectives for the VET system reform: - national VET system is to be governed effectively with clear roles for stakeholders (industry, the Commonwealth and the states and territories governments) - the system should consist of streamlined industry-identified qualifications, flexible to respond to crucial national and state priorities, including skills in need - trade apprenticeships should be given a proper value

		<p>involvement in the assessment process. There are going to be changes to the training packages development process. This is supposed to bring a closer alignment between the workforce industry needs in specific skills, as well as provision of training in all industry areas (including tourism and hospitality).</p>	<p>and applied as an important phase of career pathway</p> <ul style="list-style-type: none"> - national regulatory system is to be responsive, with application of a risk-management approach and with support of a well-functioning, competitive market - consumers should be able to access the necessary information to make select training and its providers according to their needs - government funding should be targeted and efficient with consideration of inconsistencies between jurisdictions.
Public-private cooperation	NTA - National Tourism Alliance	<p>NTA suggests to establish Industry/Government Taskforce to develop and oversee the workforce development strategy and to plan for future demand. The Taskforce should include representatives from the industry, the Tourism and Hospitality Careers Council, Austrade, and the Department of Education and Training.</p>	<p>Such recommendations are expressed in NTA Pre-Budget Submissions to be taken into consideration by the Australian Government.</p>
		<p>Tourism and Hospitality Careers Council was created by the NTA with the seed funding by government and contributions of the tourism and hospitality industry associations. Membership in the THCC is by subscription; members are drawn from the industry associations, academic institutions, major training providers (both public and private), and major tourism and hospitality operators.</p> <p>The THCC manages a long-term career strategy for tourism and hospitality sector through discoveryyourcareer.com.au</p>	<p>There is limited information in THCC, its members and legal framework.</p>
	Service Skills Australia	<p>Tourism, Travel & Hospitality Workforce Development Strategy 2014 -2019, as well as the Strategy 2009, is prepared by Service Skills Australia (Industry Skills Council) in consultation with tourism, travel and hospitality industries, funded by Australian Government.</p>	<p>Industry Skills Councils were funded by the Australian Government until the end of June 2015. Their main responsibility is to develop and update training packages.</p> <p>The Australian Government announced that from 1 July 2015 a contestable model for training package development will be introduced.</p> <p><i>'Skills Councils are independent, not-for-profit companies run by industry-based boards of directors drawn from employer and employee representatives'</i> (Department of Industry and Science, 2015). They were initially established back in 2004. They are financed by the Australian Government based on a funding agreement with Department of Industry.</p>

Role of tourism as employer	TTF - Travel and Transport Forum	TTF produces the National Tourism Business Count & Employment Atlas to inform politicians, decision makers and general community about the importance of the visitor economy to Australia. The Atlas provides information about tourism-related businesses and an estimate of tourism employment for each of the 150 federal electorates.	Data used for the Atlas is provided via Tourism Satellite Account, by Australian Bureau of Statistics
	Australian Government	As part of the Tourism 2020 Strategy implementation the Australian Government re-surveys employers in regards to workforce issues. This is a reworking of a similar survey (and demand projection), undertaken in 2010/11. According to R&CA, this will once again confirm that tourism and hospitality industry makes up around 10% of the Australia workforce. The last survey projected a 56,000 person shortage by 2015; the new 2015 survey is likely to show an even greater gap between supply and demand to 2020.	Tourism 2020 is a national tourism development strategy, introduced in 2011. Labour and Skills are among key priorities of the strategy.
Skills Transfer & Staff Mobility	R&CA - Restaurant and Catering Australia	Skills Passport is implemented in frames of Skills Pathways Project . A free and secure online Skills Passport allows users to store their qualifications and references in one place, simplifying training and job applications management process. Skills Passport is beneficial both for apprentices (job search, career track, professional growth) and employers (finding the right candidates).	In 1997 the Australian National Training Authority (ANTA) commissioned a research to investigate environment and to develop the specification of so called Skills Passport system to be introduced in Australia. Skills Passport are supposed to assist transferability of competencies and staff mobility across industries.

Appendix C. Tourism HRD Initiatives in France

Issues	Organisation(s)	Initiatives & Actions	Framework
Further training	SNAV (Syndicate National des Agences de Voyages) - National Organisation of the Travel Professionals	In 2011 together SNAV with APST founded CFPT (Centre de Formation des Professionnels du Tourisme - Tourism Professionals Training Centre), now changed to TravelPro Formations (training for tourism professionals). TravelPro trainings are organized around six areas of expertise : <ul style="list-style-type: none"> • E-Communication • Personal Effectiveness • Management and Tax Management • Computer • Tools • Sales and Customer Relations. 	Personal Training Account, abbreviated as CPF (formerly - individual right to training) - entitling all employees in France to 24-120 hours for training per year
	FAFIH OPCA (Fonds national d'Assurance Formation de l'Industrie Hôtelière)	In France, continuous training is funded by the industry: enterprises pay a mandatory fee of 1% of their turnover into so called training insurance fund. There are few funds that operate in the tourism industry, for a lifelong learning in the sector. The funds are managed by employees and employers. One of the central training insurance funds is the Hospitality Industry Insurance Fund , with the budget of around €35 million. It is compulsory for the trainers in the hospitality, catering and restaurant sector to undertake 'train the trainer' course. Other initiatives within the Fund focused on recognition of prior learning (RPL) and seasonal workers' training during the off-season period. Vocational training is also financed by the Regions. FAFIH created the 'career paths for the seasonals' (SPP-Seasonal) programme to facilitate access to training for seasonal employees. Since 2008, over 3,000 seasonal benefited from a training course. It includes 21 hour of professional training for both employed and unemployed people.	EMPLOYERS' TRAINING CONTRIBUTION. All employers with between 10 and 20 employees pay a contribution of 1.05% of total annual wages and salaries as an investment into vocational training programmes. The rate is 1.60% where there are more than 20 employees. The OPCA FAFIH is entitled by the Ministry of Labour, Employment and Health, to collect and administer funds on continuing vocational training.
	Atout France (France Tourism Development Agency)	Faced with increasing competition from other destinations, Atout France wishes to contribute to the continued professionalization of the sector actors with the ongoing effort to improve the quality of services offered and services. Atout France constantly organises Trade Days, Quality Seminars , online training programmes in partnership with Développement Qualite.	Training (Training Action Type L.6353-1) is done according to the Article 11 of the Labour Code : adaptation, promotion, prevention, acquisition, maintenance and upgrading of knowledge: acquisition, maintenance and knowledge development.

	<p>French government Affected - Tourism & hospitality employers</p>	<p>In 2014 the introduction of a new way of supporting adult learning in France was launched. The new 'compte personnel de formation' (CPF), or personal training account, is based on the principle of a time bank, which starts when you enter the labour market and continues through your working life. The new CPF affects all those active in the labour market – workers, job-seekers and apprentices. Essentially it provides for an entitlement of up to 150 hours of free tuition with paid leave from work, accumulated over an eight-year period.</p>	<p>Personal Training Account, abbreviated as CPF (formerly - individual right to training) - 24-120 hours for training per year</p>
Image of tourism jobs	<p>Ministry of crafts, trade and tourism</p>	<p>In March 2013 former Ministry of crafts, trade and tourism published "IMAGE DES METIERS DU TOURISME" study. They did survey of young people (15-25 years old), general public (18+), and parents of school students. Main findings show that over 80% have positive image of tourism industry; 48% think that the tourism business offers career opportunities; the same proportion considers that tourism professions are good for young people. The tourism as an employer appears suitable for the first professional experience, but not necessarily to projecting on the long term.</p>	
	<p>FAFIH OPCA (Fonds national d'Assurance Formation de l'Industrie Hôtelière) in partnership with DCASPL (Direction du Commerce, de l'Artisanat, des Services et des Professions Libérales), employment centre (Pôle emploi) and National Council of local missions (Le Conseil national des missions locales)</p>	<p>Métiers hôtel-resto. Due to a weak image of tourism and hospitality jobs, the Ministry of Economy, Industry and Employment decided to conduct from 2008, in close cooperation with the industry, a campaign for promotion and improvement of the image of tourism and hospitality jobs - Métiers hôtel-resto. It attempted to demonstrate diversity and interests in terms of career path for young people within the sector. Website provides short videos with hospitality sector representatives, detailed descriptions of jobs within the sector, and training/education tips.</p>	<p>Directorate of trade, crafts, services and professions (Direction du commerce, de l'artisanat, des services et des professions libérales) was the main funder of the campaign.</p> <p>It is the application of the provisions of the growth contract signed on 17 May 2006 between professional organizations and the state in favour of employment and modernization hospitality sector.</p>
Initial training & employment	<p>SNAV - Syndicate National des Agencies de Voyages - National Organisation of the Travel Professionals</p> <p>CFA (Le centre de formation d'apprentis - The apprentice training centre)</p> <p>Ile de France region</p>	<p>SNAV, CFA and the Ile de France region are committed to promoting the apprenticeship contracts with tourism businesses.</p> <p>The Ile de France, responsible for learning has set a goal of developing learning and reach 100,000 Ile apprentices.</p> <p>The apprenticeship contract is a win-win contract for businesses and young people. Apprenticeship gives opportunity to train future employees to the culture of the company.</p>	<p>The law of July 1987 on apprenticeship, established contracts of objectives to coordinate participation of the State, regional councils and professional branches for developing different ways of training, in particular, apprenticeship (dual system). System is regulated by relevant articles of the Labour Code.</p> <p>The apprenticeship contract is for 16–25 year olds who have completed their compulsory schooling and the purpose of which is to obtain a professional qualification. Length: three years. Remuneration: Depending on the age and year of apprenticeship, between 25% and 78% of the minimum wage.</p>

		The creation of apprentice training centers is the subject of agreements between the regional councils and partners such as: chambers of commerce, trade or agriculture, public or private educational institutions under contract businesses, associations, etc. CFA are financed by the apprenticeship tax, state subsidies, management organisation
<p>FAFIH OPCA (Fonds national d'Assurance Formation de l'Industrie Hôtelière - Hospitality Industry Training Insurance Fund)</p> <p>1. <i>Trade unions</i>: Syndicat national CFTC Commerce, Services et Force de Vente, Fédération des services CFDT, Fédération Générale des Travailleurs de l'Agriculture, de l'alimentation, des tabacs et des activités annexes Force Ouvrière (FGTA/FO), Fédération nationale de l'Hôtellerie-Restauration, Sport, Loisirs et casino (INOVA-CFE/CGC), Fédération CGT Commerce, Distribution, Services</p> <p>2. <i>Employers organisations</i>: Union des Métiers de l'Industrie Hôtelière (UMIH), Groupement National des Chaînes Hôtelières (GNC), Confédération des Professionnels Indépendants de l'Hôtellerie (CPIH), Syndicat National des Hôtelières, Restaurateurs, Cafetiers et Traiteurs (SYNHORCAT), Fédération Autonome Générale de l'Industrie Hôtelière Touristique (FAGIHT), Le Syndicat National de la Restauration Collective (SNRC), Syndicat National de la Restauration Publique Organisée (SNRPO), Syndicat National des Discothèques et Lieux de Loisirs (SNDLL), Syndicat National des Entreprises de Restauration et Service (SNERS), Syndicat National de la Thalassothérapie, Casinos de France, Syndicat des Casinos Modernes de France.</p>	<p>FAFIH is a joint body responsible for vocational training schemes collecting fees and for managing vocational training. The FAFIH is a joint body run together and represented in equal numbers by professional organizations of employers and trade unions.</p> <p>Any company, regardless of its legal form, size, activity, is subject to participation in the financing of continuing vocational training. The FAFIH collects contributions from hotels, restaurants, and leisure companies.</p> <p>In May 2013, FAFIH partnership network was comprised of:</p> <ul style="list-style-type: none">• 540 training organizations signed the Partnership Charter• 131 CFA partners• 280 accredited training organizations to prepare a CQP• 223 certified trainers for tutor training• 3957 accredited tutors CQP• 166 VAE-CQP escorts• 1667 Ambassadors of Trades <p>Every 3 years, professional and trade union organizations in the Hotel, Restaurant and Leisure industry meet to negotiate priorities, objectives and means of vocational training for employees, implemented in FAFIH training.</p>	<p>In France the approved joint collecting bodies are organisations responsible for collecting funds for continuing vocational training and finance training of employees. Decree No. 2014-1240 of 24 October 2014 following the law of 5 March 2014 on vocational training specifies the new procedures of the OPCA particularly on shares of professionalization, training plan and training personal account precise distribution of the unique contribution of businesses. It came into force on 1 January 2015.</p> <p>The OPCA FAFIH is entitled by the Ministry of Labour, Employment and Health, to collect and administer funds on continuing vocational training.</p>
<p>FAFIH OPCA (Fonds national d'Assurance Formation de l'Industrie Hôtelière)</p>	<p>APPRENTICESHIP Tax</p> <p>Payable at average the rate of 0.5 % on total annual gross wages and salaries (for companies having more than 250 employees, a surplus tax is applicable).</p>	

Innovation & technology	<p>City of Paris, the Public Investment Bank (BPI), the Paris Convention and Visitors Bureau, and private companies such as Aéroports de Paris, Amadeus, Sodexo, Skyboard, Galeries Lafayette, Viparis and Air France</p>	<p>Welcome City Lab: Paris is the first city to have opened an incubator for tourism-related start-ups that offers support, access to finance and work space for innovative tourism business start-ups.</p>	
Policy change: Workforce regulation	Employers' associations & trade unions	<p>The amendment signed in 2011 by hospitality sector employers and employees' organisations ensure a pay scale at least 1% above the minimum wage. It set the gross minimum hourly rate at €8.92 (increased from the previous rate of €8.86 introduced on 1 January 2010). The social partners agree that the hourly wage of the first step in the first level is then at least 1.01 of the legal minimum wage (SMIC), that is to say at least 1% higher than the minimum wage. Moreover, it provides a wage increase with an average of 5%. All employees are affected by the revaluation of wages, regardless the nature of their employment contract. Apprentices, those on training contracts and others benefit from this pay revaluation.</p>	
	<p>Trade unions (CGC, CFTC, FO), FIH 13 (Fédération de l'industrie hôtelière des Bouches du Rhône)</p>	<p>Measures with the aim to tackle undeclared work in the sector. There are local initiatives, for example trade unions (CGC, CFTC, FO), FIH 13 (Fédération de l'industrie hôtelière des Bouches du Rhône), the labour administration and the Urssaf network signed a collective text about the "fight against illegal employment in hotels, cafes and restaurants" in the Bouches-du-Rhône department. Together, they recognized a situation that threatens competition, degrades the image of the profession, deprives the state of tax revenue, is detrimental to the social rights of employees, etc. The charter stresses the information of employers and employees and the sanctions they both have to face (not only the employer).</p>	

Professionalisation	<p>CPNE IH (Commission Paritaire Nationale de l'Emploi dans l'Industrie Hôtelière - National Joint Committee of Employment in the Hospitality)</p>	<p>It aims to set general policy directions of the hospitality sector in training. It works to align employment and training of sector employees, to contribute to improve employment. It is a national joint organism composed of representatives of all professional organizations of employers and unions representing employees. Its objectives are:</p> <ul style="list-style-type: none"> - To define an Employment Policy - To identify training needs for the development of sector activities and set priorities - To identify and validate new qualifications for the entire profession: Creation, validation and administration of Certificates of Professional Qualification in specific activities of the HORECA sector; - Registration of qualifications recognized by the profession on a list which is kept and updated. 	
Public-private cooperation	<p>SNAV - Syndicate National des Agencies de Voyages - National Organisation of the Travel Professionals (Unites around 3,800 companies)</p>	<p>CEP (Contrat d'Etude Prospective) - contracts of prospective studies; CEP for hotel and catering sector was established in 1995, by 1. the DGEFP (Délégation Générale à l'emploi et à la Formation Professionnelle = General Delegation for Employment and Vocational Training), 2. the CPNEFP (Commission Paritaire National Emploi-formation de la branche professionnelle = Joint Commission on National Job Training of the professional branch), 3. the SNAV (Syndicat National des Professionnels du Voyage = National Union of Travel Professionals) 4. and OPCA TRANSPORT (OPCA = organisme paritaire collecteur agréé = Authorised joint collection bodies) SNAV contribution: An internet survey of members of the professional organization (SNAV) which collected over 170 responses.</p>	<p>At national and sectoral levels and in each professional branch, contracts of prospective studies (CEPs) were implemented by public authorities at the end of 1988. Their goal was to create a common tool for prospective studies as a reference for all actors in management of human resources, employment and training. The contracts also define main national trends for qualifications and skill needs evolution. Today, about 60 professional branches have established CEPs. The one for the hotel and catering sector was established in 1995.</p>
	<p>SYNHORCAT (Le Syndicat National des Hôteliers Restaurateurs Cafetiers Traiteurs) - National Union of Hoteliers, Restaurants, Cafes, and Caterers; Minister of Labour Minister of Tourism</p>	<p>In 2013 Chairman of SYNHORCAT signed a framework agreement with the Minister of Labour and the Minister of Tourism to develop future jobs within its member companies and allow sustainable integration of young people into the hospitality sector. SYNHORCAT members, employing young people (16-25 years old) for at least 6 months can obtain a 35% of minimum wage financial support from the government. Aim of this framework is to reduce youth unemployment and to bring youthful labour force to the hospitality sector.</p>	

Skills Transfer & Staff Mobility	FAFIH OPCA (Fonds national d'Assurance Formation de l'Industrie Hôtelière)	<p>VAE Validation of prior experience (La Validation des Acquis de l'Expérience). Expenses (cost of support and certification) may be financed by FAFIH - OPCA as part of the company's training plan.</p>	<p>The National Directory of Professional Certifications (RNCP) lists the degrees and qualifications for professional purposes and Professional Qualification Certificates (CQP) created by professional Branches. Certifications stored in the directory are recognized throughout the national territory. Anyone, regardless of age, nationality, status and level of education, which justifies at least three years of directly related experience with the targeted certification, can claim to VAE. This certification can be a diploma, a title or a certificate of qualification must be registered in the national directory of professional certifications (RNCP).</p>
		<p>Professional passport Employees can apply for so called 'professional passport' in order to certify their professional knowledge and skills. It is employees' personal initiative and they are responsible for filling it with the various training courses attended (diplomas and titles prepared or obtained during the initial training curriculum, professional experiences acquired during training periods or job training, certifications for professional purposes - degrees, training actions ordered by employment center, etc.)</p>	<p>Employment centre (Pôle emploi) put at employees' disposal an orientation training passport (professional passport) for building a career plan.</p>

Appendix D. Tourism HRD Initiatives in Malaysia

Issues	Organisation(s)	Initiatives & Actions	Framework
Further training	MATTA - Malaysian Association of Tour and Travel Agents	Seminars Example: MATTA had organised 5 GST Seminars in Kuala Lumpur, Penang, Johor Bahru, Kota Kinabalu and Kuching in Autumn 2014, to train its members for the Goods & Service Tax which was to be introduced in April 2015.	
	MATTA & Ministry of Tourism and Culture Malaysia	MATTA Academy Travel & Tours Enhancement Course (TTEC) is being implemented by the Ministry of Tourism and Culture through several Training Institutions, including MATTA Academy , throughout the country to train travel agencies as one of the requirements when the travel agencies renew their license with the Ministry.	
	Ministry of Tourism and Culture Malaysia	In frames of MyFest 2015, national mission, series of HR-related programmes take place <ul style="list-style-type: none"> - Malaysia Welcomes The World (MWW), - We are the Host (WATH) - training for trainers, resulting in trained frontlines (20,000); WATH covers multiple target groups (public bodies, hoteliers, NGOs, tour guides, airport staff, etc.) - Homestay Operator Training, - Tourist Guide Course (City / Nature / Heritage / Regional Specific). 	All these programmes are in line with Malaysia's Vision and Mission of 2020.
	MAH - Malaysian Association of Hotels	The Malaysian Association of Hotels Training and Education Center (MAHTEC) is owned and managed by the Malaysian Association of Hotels. As the training arm of the Association. In line with the organization's vision in striving towards service excellence, MAHTEC has embarked on a range of training programs and workshops designed exclusively for the industry.	
Initial training & employment	Ministry of Tourism and Culture Malaysia in partnership with spa academies	Spa Therapist Training Programme was launched to develop local skills and to monitor the spa industry more efficiently, reducing certain dependency on foreign labour; 6-month training leads to a 2-year employment in spa centres.	
Policy change: International labour force	TalentCorp	Through the Returning Expert and the Residence Pass-Talent (RP-T) programmes, TalentCorp facilitated the return process of Malaysian talents from abroad and built on top foreign talent to address some of the crucial skill gaps in the hospitality sector.	The Residence Pass-Talent (RP-T) is a 10-year renewable pass for highly qualified expatriates to continue to reside and work in Malaysia. Introduced in 2011, the RP-T offers expats a range of benefits such as flexibility to change employers few times during the validity of the pass.

Professionalisation	Ministry of Tourism and Culture, tourism industry, Department of Skills Development (DSD at Ministry of Human Resources)	National Occupational Skills Standards NOSS were developed to upgrade standards and improve quality of services within tourism industry; 9 private institutions, 4 hotels, 15 public training institutions were recognized by National Vocational Training Council (now - Department of Skills Development) to organize tourism-related courses. By the end of 2013 - 121 NOSS were developed for tourism and hospitality industry.	The Malaysia Occupational Skills Qualification Framework (MOSQF) is a framework that will be a unified system to bind and interlink all the qualifications awarded in Malaysia. The MOSQF is developed based on the Malaysian Qualifications Framework (MQF)
Public-private cooperation	Ministry of Tourism and Culture, tourism industry	National Tourism Human Resource Development Council (NTHRDC) provides the industry with the opportunity to raise issues related to human resource management in tourism, including attracting the graduates to work in tourism. NTHRDC supervises and coordinates training in the tourism industry. It consists of technical working groups - on tourism career development, on tourism labour market and training need analysis, and on quality tourism workforce. The NTHRDC was established for research and study on ways to improve and enhance talents management in the tourism industry. It includes representatives from academia, government and industry. The Council consists of 3 technical working groups: 1. Tourism Career Development (led by MATTA Academy) 2. Tourism Labour Market and Training Need Analysis 3. Quality Tourism Workforce	
Skills Transfer & Staff Mobility	Department of Skills Development	Malaysian Skills Certification (SKM) is a skills and job-based certification system through assessment and training. Candidates can receive Malaysian Skills award when they meet the requirements of the National Occupational Skills Standard developed and regulated by the Department of Skills Development (formerly known as the National Vocational Training Council). Certificate is awarded based on education and on-the-job training. According to their website, industry recognises the Certification.	Accreditation can be done by the Accreditation Centre that refers to a skills training provider that has been approved by the NCC to conduct skills training and offer Malaysian Skills Certification in specific fields and skill levels based on the National Occupational Skills Standards (NOSS).

Appendix E. Tourism HRD Initiatives in Peru

Issues	Organisation(s)	Initiatives & Actions	Framework
Further training	MINCETUR - Ministry of Foreign Trade and Tourism of Peru	CENFOTUR (Centro de Formación en Turismo) a leading tourism training center in Peru. It has over 35 years of academic leadership and is part of the structure of the MINCETUR - Ministry of Foreign Trade and Tourism of Peru. Its management is proud of UNWTO TedQual certification for the academic programs. It was founded in 1970s as a decentralized, semi-public agency of the Tourism Department in the former Ministry of Industry, Tourism, Integration and International Trade Negotiations. Its function is to plan and carry out the institutional educational policy of vocational training and to provide training and refresher courses for working staff, and for additional staff needed in the tourism industry.	National Plan of Tourism Quality (CALTUR) is a transverse component of the National Strategic Plan for Tourism - PENTUR, which includes concepts and values and which is the main tool for improving the position of Peru as a tourist destination internationally, recognized by the overall quality of its tourism. Out of 4 key objectives one is "Competent human resources are the basis for the management of tourism at all levels."
	AHORA (Asociación Peruana de Hoteles, Restaurantes y Afines) - Peruvian Hotel and Restaurant Association	One of key priorities of AHORA is participation in training and retraining of professionals in the various occupations alongside with research.	
	APAVIT (Asociación Peruana de Agencias de Viaje y Turismo) - Peruvian Association of Travel Agencies and Tourism	Association organises courses, workshops and training seminars in the areas of tourism, taxation, legislation, accounting, marketing, IT, etc., facilitated by specialists in the mentioned areas, supported by professors from recognised universities.	
Initial training & employment	MINCETUR - Ministry of Foreign Trade and Tourism of Peru	CENFOTUR is Peru's leading Tourism Training Center. It has over 35 years of academic leadership and is part of the structure of the MINCETUR - Ministry of Foreign Trade and Tourism of Peru. Its management is proud of UNWTO TedQual certification for the academic programs. (it provides both initial and further education and training in tourism)	
Professionalisation	CENFOTUR (Centro de Formación en Turismo) - Tourism Training Centre	In 2000 CENFOTUR with financial support of Inter-American Development Bank published the Manual for Training of Trainers in Tourism and Hospitality , laying down key principles in tourism and hospitality education, leading to a better quality and more professional tourism education & training.	
Public-private cooperation	CENFOTUR - Tourism Training Centre APAVIT (Asociación Peruana de Agencias de Viaje y Turismo) - Peruvian Association of Travel Agencies and Tourism	CENFOTUR and APAVIT signed an agreement to work together to benefit the CENFOTUR graduates, to generate employment opportunities. They also undertake to promote the training and professionalisation of APAVIT Associates, providing access to different occupational courses at CENFOTUR with a 15% discount in monthly installments.	

Skills Transfer	CENFOTUR Ministry of Labour and Employment Promotion	Servicio de Certificación de Competencias Laborales Skilled workers have the opportunity to be certified and to access better jobs, as well as enter increasingly competitive labor market. Since 2010, the Tourism Training Center - CENFOTUR , Certifying Occupational Skills Center authorized by the Ministry of Labour and Employment Promotion, has evaluated and certified over 6,000 workers with the knowledge and skills developed throughout working life.	The national programme for the promotion of employment opportunities - VAMOS PERÚ - was initiated by Peruvian government with the aim to promote employment, improve working skills and increase employability levels around the country. It is aiming to retrain workers displaced from sectors affected by the crisis to other sectors with a growth potential (i.e., tourism and hospitality).
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Appendix F. Tourism HRD Initiatives in Russia

Issues	Organisation(s)	Initiatives & Actions	Framework
Further training	ATOR - Association of Tour Operators	On ATOR website there is a section " ATOR Academy ", where touroperators can find information on seminars and webinars (by tour operators for their industry colleagues), trainings (by touroperators) attestation (travel agency managers pass tests on given regions/countries - proof of their knowledge),	
	RHA - Russian Hotel Association	According to the RHA programme, it takes part in the organisation of programs for education and training . RHA organises conferences, seminars, round tables, trainings and other activities at local and regional levels with a discounted price for its members. It also provides internship opportunities for management level staff of its members in Russia and abroad. Furthermore, RHA provides its members with relevant tourism literature to keep up-to-date knowledge.	
	Federal Agency for Tourism (RosTourism) in partnership with State University of Governance	TourStudy (Turobrazovaniye) is a pilot project on creation of national human resources education for tourism and hospitality. A nationwide system provides opportunities for skills enhanceent in the tourism industry (onsite and remote access learning). Project timeframe is 2015-2018. In 2015 around 4000 staff members are to be trained, with the governmental funding.	The project is realized in frames of 'Development of domestic and inbound tourism in the Russian Federation (2011-2018)' federal development programme.
Initial training & employment	RHA - Russian Hotel Association RIAT - Russian International Academy for Tourism	According to the RHA programme, it takes part in the organisation of programs for education and training , advanced training of employees at all levels of education for all occupations in the hospitality business with involvement of relevant educational institutions (upon request). RHA signs agreements with educational institutions in terms of partnership for better future staff education and training (i.e., partnership with Russian International Academy for Tourism (RIAT) in preparation and delivery of "Management of hotel and restaurant businesses" profile in Management major).	
Professionalisation	RHA - Russian Hotel Association	RHA assists in the development of education programs according to the new "Hospitality" standard.	

Appendix G. Tourism HRD Initiatives in the United Kingdom

Issues	Organisation(s)	Initiatives & Actions	Framework
Equality	British Airways	British Airways claims to be seeking for more female applicants for engineering apprenticeship schemes , with only 6% of the engineering workforce in the UK being female. The airline is looking for candidates for two out of its three engineering programmes: Aircraft Maintenance and Aircraft Appearance. BA also targets female pilots: only 200 of BA's 4,000 pilots are female and BA wants to see more female applicants for its pilot cadet training course.	
	People 1st	At Women 1st , they try to transform the face of boards in the tourism sector (hospitality, passenger transport, travel, tourism and retail), and support women who aspire to senior leadership roles to fulfil their career ambitions. Women should be given skills, confidence and inspiration to go for more senior roles with the help in building personal networks. This is done through: training, mentoring, events resources, awards, top 100 club, thought leadership, and consultancy.	People 1st is a skills council that provides strategic skills reform for the sector through training and skills development, research, apprenticeships and publications. Despite a strong level of female representation in the workforce, this is not echoed in senior management positions. The HORECA sector has only 6% females in senior management positions, less than half the UK national average.
Further training	ABTA (Association of British Travel Agents)	ABTA developed a range of training programmes – seminars, workshops and videos that support its members and their staff. ABTA also developed free online training tools . Some of the training supports members to further develop key policies and procedures, ensuring they're able to provide safe, positive holidays for their customers.	
	BIS - Department for Business, Innovation & Skills	Employer Ownership of Skills UK government made a decision to step back in skills training, and to provide opportunities for the industries to provide up-to-date training for their employees.	
Image of tourism jobs	People 1st McDonalds Compass Group Hilton Worldwide	Hospitality Guild is an alliance of employers, skills bodies, individuals and training providers working on simplification and promotion of the professionalism in the hospitality industry. It is a joint initiative to increase awareness of the range of opportunities provided by the hospitality sector, such as careers, apprenticeships, education & training, via making them easy to find, navigate and understand.	People 1st is a tripartite sector skills council which provides strategic skills reform for the sector through training and skills development, research, apprenticeships and publications.

Initial training & employment	People 1st	People 1st developed Careers that Move project to showcase the range of career options in passenger transport and travel. Employers, potential employees and training providers can use a set of career tools designed for them: employers can promote their vacancies to thousands of sector-specific career-seekers; career-seekers, in turn, can create an online CV and search for jobs; training providers can become accredited for the provision of targeted training.	UKSP is the driving force behind the website, providing valuable information to students, employers, career advisors and training providers in England, Northern Ireland, Scotland and Wales.
	Springboard Charity	The National Waiters Day is a day for celebrating the excellence and hard work of around 2.5 million employees of the hospitality industry in the UK. It tries to inspire people about the dynamic careers offered by the industry via changing the perceptions of careers. Front of house job is to be seen as the one that offers decent skills, leads to a promising career with fast progression routes.	
	People 1st in partnership with ABTA (Association of British Travel Agents) and BHA (British Hospitality Association)	ABTA has been working closely with People 1st and its members to develop the new professional standards for travel apprenticeships . ABTA members are invited to complete survey with the aim to improve apprenticeship according to the needs of SMEs. The BHA works with People 1st to note what can be done to help more businesses, especially SMEs, to benefit from recruiting and retaining skilled apprentices.	
	British Airways (BA)	British Airways Future Pilot Programme is carried out in partnership with three s Flight Training Organisations to find and select the most aspiring pilots who might be given a sponsored place on an approved ab-initio training programme and a conditional offer of a British Airways first officer contract of employment. Training is financed by the Airline Placement Limited, BA's recruitment partner, and training participant has to pay £84,000 security bond that will be repaid (during 7 years) to him/her by BA once all training is successfully completed, and person joins the airline as a first officer.	
	British Hospitality Association (BHA) in partnership with Springboard, Believe in Young People, DWP, National Apprenticeship Services, and Barclays.	The Big Hospitality Conversation gives a voice to young people ; it provides the industry leaders with the opportunity to interact with young people, learn their views, understand their challenges; moreover, it gives the industry a powerful message to be taken to the Government. British Hospitality Association members aim to create 60,000 new job opportunities for young people by 2016. Campaign has to inspire the next generation of young people to build a career in hospitality, actively demonstrating the industry's power to tackle youth unemployment issue.	

Policy change: International labour force	<p>People 1st</p> <p>No specific action, only facts provided by People 1st Insight: Tourism sector does not attract sufficient number of skilled employees into the sector, thus it addresses its recruitment issues by hiring international people. Around 25% of the workforce were born outside of the UK, 12% of these coming from the EU. Around 11% of all EU migrants work in the tourism and hospitality sector, with the roles of kitchen assistants, retail assistants, chefs and waiting staff. However, EU migrants also fill higher craft and management roles: around 13,000 EU migrants are working as restaurant and catering managers. Migrant workers are usually attracted by larger urban areas rather than rural and coastal areas; thus skills and labour shortages are reported in the latter ones. The major part of non-EU migrants come from the Indian sub-continent and often get employed in Asian restaurants.</p>	<p>Current immigration policy leads to the situation when few employers can afford to bring in skilled staff from outside the EU.</p>
Policy change: Workforce regulation	<p>Tourism regulation taskforce</p> <p>In its "Smart regulation and economic growth" a report to the minister for tourism, department for culture, media and sport, tourism regulation taskforce addressed few workforce regulation issues:</p> <p>1.Flexible work arrangements: current flexible working regulations actually remove the flexibility from workforce and restrict individuals to specific shifts/job roles, thus the Flexible Working Regulations should not be further extended to cover all employees.</p> <p>2.Under 18's: Young workers are not allowed to work at night between 22.00 and 06.00, and over 12 hours; such regulations prevent young employees from taking paid employment within the hospitality industry, because many of the roles require working after 22.00; suggestion: to carry out a complete review of the regulations affecting the employment of under-18s.</p>	<p>A Tourism Regulation Taskforce was formed in 2011 to look at rules and regulations which impact tourism and foresee whether amendment or regulation removal was feasible. The taskforce was divided into four groups for particular aspects of the industry – infrastructure, hospitality (including food and drink), travel, and employment.</p> <p>---</p> <p>In 2012 part-time employees represented nearly two-fifths (39.0%) (ABTA - CEBR report 2014). 2012: employees within the travel and tourism industry had spent an average of 6.1 years with their current employer. This is lower than almost all other sectors, and reflects the prevalence of flexible, part-time and temporary working in the sector.</p>

Professionalisation	People 1st McDonalds Compass Group Hilton Worldwide Skills Funding Agency	Hospitality House provides training facilities (Kitchen Training, Bar/Café Training, seminar rooms, and Stream Live & Record) for hospitality training. It was created with public (Skills Funding Agency) and private funding (its founding partners - Compass Group, People 1st, City and Guilds, Hilton and McDonald's) – as well as through leading suppliers including Heineken, Electrolux and Claremont Group.	
	People 1st	People 1st states that for better development pathways there is a need to focus on creating professional and apprenticeship standards, rather than qualifications, in order to reach a greater professionalism. The focus should be placed on outputs rather than inputs , with parity between qualifications and in-house training.	
Public-private cooperation	ABTA (Association of British Travel Agents)	ABTA manifesto: <i>"We ask for Government to oblige cooperation between industry, further education and secondary schools to ensure the right level and type of skills are available for the future development of the tourism sector."</i> - no specific action	
	The Tourism Council: 22 members representing industries engaged in transportation, hospitality, entertainment, travel and accommodation	The Tourism Council is a partnership between the Government and the tourism and hospitality sector with the focus on improving skills, increasing the quantity and quality of jobs. The Council was created to provide collaborative action between government and industry for jobs and skills resulting in growth within the sector. It addresses areas with barriers to growth, with a focus on jobs, skills, and enterprise. The Council has agreed priority issues in these areas, and respective working groups are being established: <ul style="list-style-type: none"> • Changing Perceptions and Enhancing Communications • Future Workforce- Skills, Qualifications and Apprenticeships • Support to Tourism Businesses across the Country 	Council members: DCMS, BIS, VisitBritain, VisitEngland, Hilton, The Tourism Alliance, Whitbread Hotels and Restaurants, InterContinental Hotels Group, Dudley Zoo, Expedia, Parkdean Holidays, easyJet, English Lakes Hotels, Google, First Group, and others.
	British Hospitality Association (BHA) in partnership with Springboard, Believe in Young People, DWP, National Apprenticeship Services, and Barclays.	The Big Hospitality Conversation is a nationwide initiative led by the British Hospitality Association in partnership with Springboard, Believe in Young People, DWP, National Apprenticeship Services, and Barclays. It brings together young people with the influential hospitality industry leaders to do three major things: <ol style="list-style-type: none"> 1. Stimulate a dialogue on employability skills, work experience and apprenticeships. 2. Encourage and offer more quality work experiences, more apprenticeships, and employ more local young people. 3. Through BHA, deliver a powerful message to Government for proper recognition of hospitality industry's contribution to stimulating economic recovery and addressing youth employment. 	

Role of tourism as employer	ABTA (Association of British Travel Agents)	Valuing the UK's Tourism Mix. A manifesto for growth and jobs in travel and tourism. -> one of the four policy priorities for tourism is "Promotion of travel and tourism as a key employer" - - no specific action	
	British Hospitality Association (BHA) in partnership with Springboard , Believe in Young People, DWP, National Apprenticeship Services, and Barclays.	The Big Hospitality Conversation is a nationwide initiative that brings together influential industry leaders from the top hospitality businesses with young people. One of the three key areas is to deliver a powerful message to Government for proper recognition of hospitality industry's contribution to stimulating economic recovery and addressing youth employment.	

Appendix H. Abbreviations

HCD	Human Capital Development
HRD	Human Resource Development
OECD	Organization for Economic Cooperation and Development
R&CA	Restaurant and Catering Australia
SME	Small and medium-sized enterprise
SSA	Service Skills Australia
TRA	Tourism Research Australia
TSA	Tourism Satellite Account
TTF	Travel and Transport Forum
UNWTO	World Tourism Organization
WD	Workforce development
WEF	World Economic Forum
WTTC	World Travel & Tourism Council