

# **Workforce Wānanga 2021**

## **ACTION PLAN 2**

angus  
& ASSOCIATES





# Contents

1.	Introduction	3
2.	Update on key ideas	4
3.	Shortlisted ideas	9
4.	Other ideas	18
5.	Becoming an industry of choice	24

# 01. INTRODUCTION

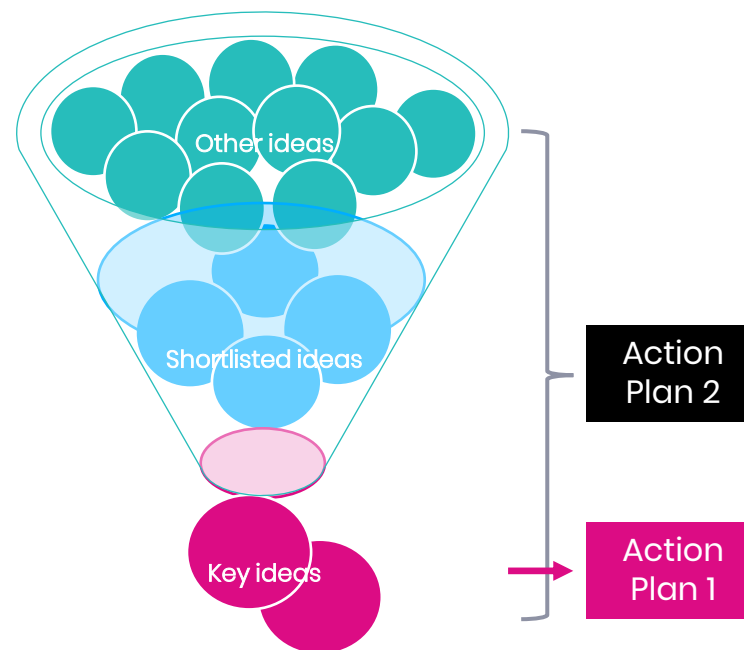
All New Zealanders deserve good jobs that provide viable career pathways. Unfortunately, the Tourism & Hospitality industry is not an employment sector of choice. This mainly stems from a systemic perception issue towards careers in the industry – a perception of poor working conditions, low pay, and unclear development pathways.

The aim of the Go with Tourism Workforce Wānanga, held on 17-18 November 2021 with contributions from 108 industry representatives, was to take a unified approach to finding solutions, as an industry, to the current workforce crisis.

A pool of ideas was generated in the event's 'Think Tank'-type sessions. The working groups discussed the ideas and agreed upon those that had most potential ([shortlisted ideas](#)). Following refinement, [four key ideas](#) (those providing the most compelling solutions) were selected to be developed and presented to Tourism Minister, Hon Stuart Nash, and the three co-chairs of the Industry Transformation Plan for Tourism. The four key ideas were described in **Action Plan 1**, released in December 2021.

This **Action Plan 2** documents all the [shortlisted ideas](#) and [other ideas](#), that were not developed during the Wānanga and may be worth further consideration. It also provides an update on how the [four key ideas](#) are progressing.

As with Action Plan 1, Action Plan 2 uses the 'arrow of change' concept to represent moving towards the desired outcome – Tourism & Hospitality is an employment sector of choice for New Zealanders. Ideas are categorised into four focus areas/elements that make up this arrow.



The quality and pace of input to the Workforce Wānanga and resulting initiatives is notable given it has occurred at a time when the Tourism & Hospitality industry is mid-crisis (due to the impacts of the Covid-19 pandemic). The contributions made at and after the Wānanga demonstrate how important and committed the industry is to finding medium- and long-term solutions to improving workforce and community engagement.

# 02. KEY IDEAS

*Building the arrow of change toward the outcome we want...*

Tourism & Hospitality is an employment sector of choice for New Zealanders, and has a skilled workforce that meets our needs



## Tourism & Hospitality Accord

The Accord will set standards in key areas: business operations, duty of care and workforce wellbeing.

Signing up to the Accord is a commitment to providing better working conditions and a strong duty of care for people.



## Industry Toolkit

A centralised resources hub that offers practical and accessible information for businesses.

The Toolkit will collate training and development resources for the sector and bring together the large number of other resources businesses may need.



## Career & Training Opportunities

Specific initiatives that would be developed include:

Apprenticeships

Micro-credentials - upskilling modules in various relevant skills

Paid internships that provide pathways to employment

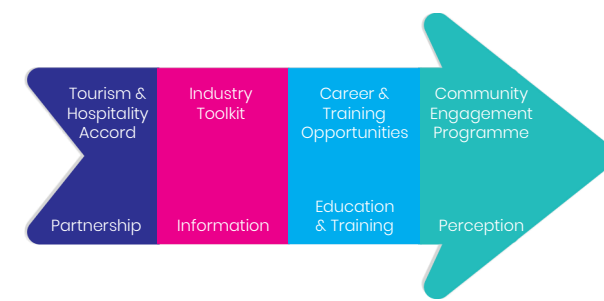


## Community Engagement Programme

A programme to transform perception and change preference of New Zealanders.

It will highlight the benefits of Tourism & Hospitality, the amenity it brings to communities, the job creation opportunities, and the diversity of careers available.

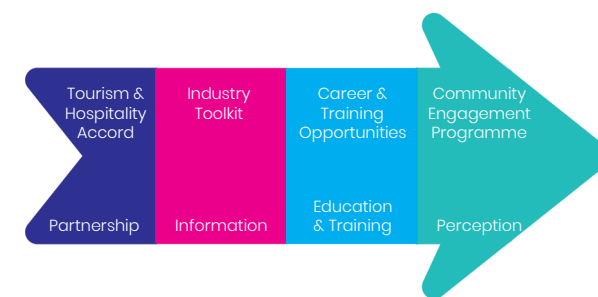
# UPDATE ON KEY IDEAS



Initiatives relating to the four key ideas are currently being developed by industry representatives as outlined below (this information is correct as at mid-February 2022). As ideas progress these groups may seek partners to assist in the roll out of the initiatives. More detail about the background, scope and previously determined next steps for each key idea is provided in Action Plan 1.

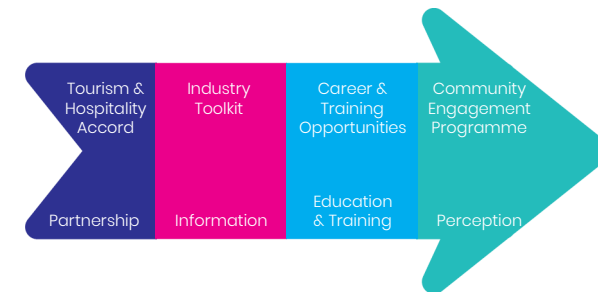
Idea	Current status of initiatives	Next steps
<p>Tourism &amp; Hospitality Accord</p>	<p>A working group is progressing the concept. They are framing it up as a high-level concept that every Tourism &amp; Hospitality operator could sign up to (and that subsequently provides access to other initiatives such as the Industry Toolkit and Career &amp; Training Opportunities). At present the Accord has titles such as: Shared Goals, Guiding Principles, and A Pledge.</p> <p>The group believes establishing the Accord is an important first step towards Tourism &amp; Hospitality becoming an employment sector of choice for New Zealanders because it is an acknowledgement by industry that there needs to be change and this would be demonstrated by organisations signing up to the Accord. Having the Accord in place may also mean that the other key ideas are more likely to succeed.</p> <p>The Accord concept has been discussed with MBIE who are facilitating the Tourism Industry Transformation Plan (ITP). An update on the concept has been provided to the ITP Leadership Group and has been presented to the ITP Co-Chairs. Additionally, MBIE Tourism coordinated a meeting between the Accord working group and a MBIE contact for the Construction Industry Accord. They discussed how the Construction Accord operates and its development process.</p> <p>The working group is presently working on ideas for how to implement the Accord.</p> <p>Key contact: Dr Anthony Brien, Lincoln University</p>	<p>The Accord document will be complete and in a shape that it can be shared at the end of February 2022, with the view to it being up and running by the end of 2022 (alongside the other key ideas).</p> <p>The Accord is likely to need significant industry and government support.</p> <p>The Accord concept has been presented to the ITP Co-Chairs, and the wider Leadership Group is due to discuss the concept. If the ITP Leadership Group chooses to progress the Accord concept, the initiative would be consulted on as part of the draft Better Work Action Plan in Q2 2022.</p>

# UPDATE ON KEY IDEAS (CONT.)



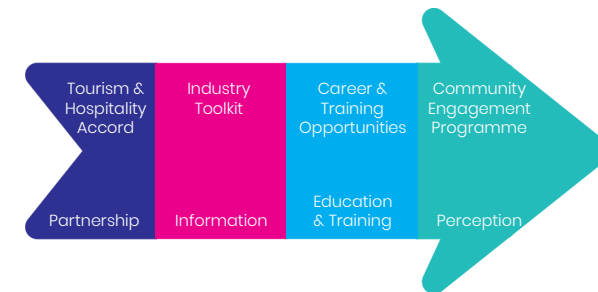
Idea	Current status of initiatives	Next steps
Industry Toolkit	<p>Go with Tourism has prepared a Business Enhancement Programme proposal which would provide a toolkit-like solution to drive better industry retention, reinvestment, and productivity.</p> <p>Key contact: Heidi Gillingham, Go with Tourism</p>	<p>If funding for Go with Tourism is extended beyond June 2022 (a decision is expected in April 2022) the proposal will be presented to the ITP Co-Chairs and Leadership Group.</p>
	<p>Maverick Digital is exploring an online tourism learning and development platform concept. The platform would enable tourism professionals of any level to enhance their knowledge across a range of relevant, future-focused subjects and topics.</p> <p>Key contact: Alex Dykman, Maverick Digital</p>	<p>An online workshop with key stakeholders (especially tourism education professionals) will be held in late March 2022 to test assumptions around demand and needs. The concept is expected to take 6-8 months to develop/refine and may launch in early 2023.</p>
	<p>Tourism Talent has created the 'Tourism Central' digital platform concept – a free access B2B digital community to educate, support and connect the New Zealand visitor industry. It would be the primary source of reference for industry information/data and mass communication, acting as a single hub and repository for skills and training content, employee care and support content, a job hub, data, news, events, and thought leadership.</p> <p>Tourism Talent would be the owner and manager of the platform, with Tomahawk the development partner. It would integrate with the B2C Go with Tourism platform.</p> <p>Following the Wānanga the Tourism Central concept was updated to reflect current industry and government direction. It was provided to the ITP Leadership Group and presented to the ITP Co-Chairs in early 2022. It also has the support of a range of industry organisations.</p> <p>Key contact: Jason Hill, Tourism Talent</p>	<p>Tourism Talent is continuing to explore funding options. Their concept has been presented to the ITP Co-Chairs; and the wider Leadership Group is due to discuss the concept. If the ITP choose to progress Tourism Central, the initiative would be consulted on as part of the draft Better Work Action Plan in Q2 2022.</p> <p>A public-private funding partnership is required to establish the platform with a 3-year public exit timeline. It will cost up to \$2.5m to develop, deploy, promote and manage the content. By year 3 the platform would be self-funding through advertising and listing revenues.</p>

# UPDATE ON KEY IDEAS (CONT.)



Idea	Current status of initiatives	Next steps
<p>Career &amp; Training Opportunities</p>	<p>Micro-credentials: Following its recent establishment, Ringa Hora Services Workforce Development Council is beginning the process of engaging with industry to understand training and qualifications needs. As part of this work consideration will be given to the role of micro-credentials.</p> <p>Micro-credentials are short, focused training/education modules that allow workers to upskill quickly, and over time gain a valuable qualification. This may be particularly relevant in future as the Tourism &amp; Hospitality industry recovers from the Covid-19 pandemic and brings in many new workers. Micro-credentials may also serve well as a 'taster' in schools, to encourage consideration of a career in the Tourism &amp; Hospitality industry (the infrastructure, electricity supply, and telecommunications sectors are already doing this).</p> <p>Workforce Development Councils can't yet develop micro-credentials, but it is something that legislative changes are being prepared to allow for from later in 2022. The New Zealand Qualifications Authority (NZQA) will go through a consultation process before it will endorse the legislative changes required to enable Workforce Development Council's this function. In the meantime, the NZQA website has information on <a href="#">micro-credentials</a>, and existing micro-credentials can be searched for in the <a href="#">Register of NZQA-approved Micro-credentials</a>.</p> <p>More generally Ringa Hora is exploring how education and the Tourism &amp; Hospitality industry can better connect and partner, so the education system is working for the industry.</p> <p>Key contact: Pip Direen, Ringa Hora Services Workforce Development Council</p>	<p>Ringa Hora's new industry engagement team will be talking to industry representatives throughout 2022 (and beyond) to understand current training and qualification needs and challenges. It is crucial that industry engage with this team for change to occur.</p> <p>Equally it is important that industry engage in the NZQA consultation process as it is expected that this change will enable an efficient process to get fit-for-purpose micro-credentials to market.</p> <p>On an annual basis Ringa Hora Services Workforce Development Council provides advice to the Tertiary Education Commission on investment in vocational education.</p> <p>Some timing and process challenges exist because of the reform of vocational education (RoVE), as the new system is still being implemented.</p>
	<p>There is no specific progress to outline on the Apprenticeships and Paid Internships initiatives.</p>	<p>Industry can engage with Ringa Hora Services Workforce Development Council to discuss these potential initiatives.</p>

# UPDATE ON KEY IDEAS (CONT.)



Idea	Current status of initiatives	Next steps
Community Engagement Programme	<p>Go with Tourism works extensively in the community to educate rangatahi and attract new talent to the Tourism &amp; Hospitality industry. Go with Tourism reaches the community through its education programme, career expos, and marketing/awareness campaigns to break perceptions about careers in the Tourism &amp; Hospitality industry (e.g. the 'Tourism Hero' campaign).</p> <p>Key contact: Heidi Gillingham, Go with Tourism</p> <p>Tū Mai Tāmaki is a community engagement initiative under development by Auckland Unlimited. It is a support programme for building competency, employability, connections and professionalism, wrapped in a Māori lens and designed to address some of the talent and employability challenges the Tourism &amp; Hospitality industry faces. The programme is being developed with support from key industry operators and includes skills training, employer matches and work placements. Its foundations lie in the Auckland City Ambassador programme and volunteer training for major events.</p> <p>After completing the programme, rangatahi will be directed to Go with Tourism, for more connections with Tourism &amp; Hospitality employment options. Programme Alumni will also be invited to help in training the next cohort of students.</p> <p>The programme would begin with a pilot and then be improved, expanded, and released more widely.</p> <p>Key contact: Ness Freeman, Auckland Unlimited</p> <p>There is no specific progress to outline on a wider community advocacy campaign.</p>	<p>If funding for the Go with Tourism programme is extended beyond June 2022 (a decision is expected in April 2022) these workstreams will continue and further development of them will be explored.</p> <p>Prior to the first round of the programme details need to be worked through around the budget, programme elements, attraction of participants and employer partners, and timings.</p> <p>The timelines initially envisaged have changed due to the Covid-19 pandemic, but Auckland Unlimited is continuing to pursue this project. It may form part of a wider programme of work proposed within the organisation's Māori visitor economy portfolio.</p>



# 03. SHORTLISTED IDEAS

Workforce Wānanga group discussions produced a further eight shortlisted ideas which could serve the desired outcome of Tourism & Hospitality becoming an employment sector of choice for New Zealanders. They are detailed further in this section and deliver on the four focus areas as outlined below (some ideas also have cross-over to the other focus areas).



## PARTNERSHIP

### Idea 01

Understand the industry's eco-system

### Idea 02

Establish cohesion across sectors



## INFORMATION

### Idea 03

Look to other industries' best practice



## EDUCATION & TRAINING

### Idea 04

Show professional pathways

### Idea 05

Transform the learning eco-system



## PERCEPTION

### Idea 06

Influence the influencers

### Idea 07

Educate the educators

### Idea 08

Introduce the "Experience Economy" concept

# IDEA 01



## Understand the Industry's Eco-system



Focus area:  
**PARTNERSHIP**

Despite the diversity of the Tourism & Hospitality industry, people commonly associate working in the industry with only entry-level jobs with low pay, poor working conditions and low social status. It is, thus, crucial to **define the industry eco-system** and **reframe what working in Tourism & Hospitality means**, in order to drive more positive perceptions.

Tourism & Hospitality is a wide-ranging industry, so achieving an understanding of all the different sectors that are included and how they are interconnected is key to the industry's success. There is a need to visualise this eco-system and demystify Tourism & Hospitality by being clear about "Who are we in the industry?" – that we are not only bar staff, bus drivers, and flight attendants but also pilots, engineers, managers and owners of multi-million dollar businesses.



Given the industry's diversity, it is important to be clear that working in Tourism & Hospitality...

- Is not just a job, but a career
- Offers a huge range of opportunities in various areas – accounting, operations management, business, science, marketing, IT, HR etc.
- Has no finish line! – You can be entry-level, management level, or be your own boss.
- Provides you with (transferrable) skills to succeed either in this or other industries, domestically or internationally.
- Is fun and it can grow to wealth.

### *Unique Selling Points*

- ✓ There's a role for everybody
- ✓ Manaakitanga and Kaitiakitanga values
- ✓ The Tourism & Hospitality industry is fun and it's all about the passion you have for people
- ✓ You are creating experiences for people while you enjoy them yourself
- ✓ No two days are the same
- ✓ Tourism can unlock many opportunities!

# IDEA 02



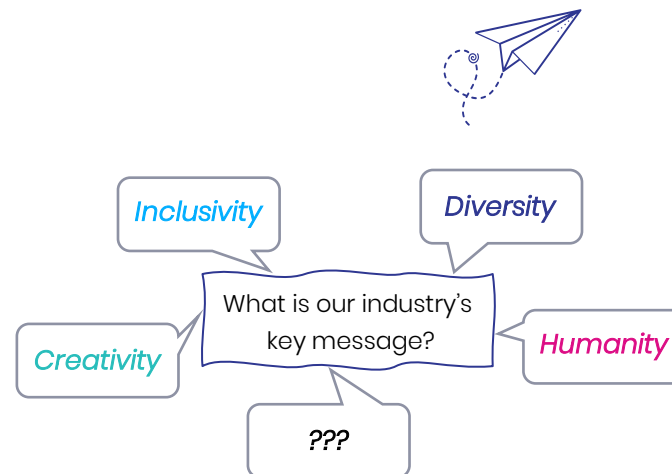
## Establish Cohesion across Sectors



Focus area:  
**PARTNERSHIP**

Given its diversity and breadth, the Tourism & Hospitality industry needs **cohesive industry leadership** that brings the industry together and supports the education system, as well as pathways to employment.

First and foremost we need to **establish cohesion across sectors** in terms of the industry's **shared values, purpose and identity/culture**. We need to portray a unified voice and ensure industry associations are all 'singing from the same hymn sheet'. This will also help in changing perceptions of the industry, by being clearer about what it contributes and why Tourism & Hospitality can be an attractive career option.



This can be done by:

- Representatives from key sector groups determining and advocating the industry's shared values, purpose and culture
- Considering the customer/consumer view of the Tourism & Hospitality industry's values
- Creating a 'New Zealand Food and Beverage Story' that can be promoted collectively
- Celebrating successes and positive impacts
- Providing tools and resources for employees to show value and pride in their roles
- Demonstrating the investment and value organisations provide for their employees
- Encouraging candidates to seek employment with employers that align with their goals and dreams when starting out in the industry
- Storytelling that demonstrates value and purpose

# IDEA 03



## Look to Other Industries' Best Practice



Focus area:  
**INFORMATION**

To find solutions to the problems of the Tourism & Hospitality industry, we can **look to other industries** for information on best practices and also because there may be opportunities to collaborate. This information may also support the partnership, education and training, and perception focus areas.



**CONSTRUCTION  
& TRADES**

- ❖ Construction Sector Accord
- ❖ Marketing campaign (Got A Trade? Got It Made!)
- ❖ BCITO Apprenticeships



**DEFENCE**

- ❖ Defence Careers marketing campaign



**HEALTH**

- ❖ Industries that rely on 'people skills' may be useful to collaborate with (such as the health sector)



**TECHNOLOGY**

- ❖ NZ Tech Sector marketing campaign



**DAIRY**

- ❖ Engagement from large organisations (e.g. Fonterra)
- ❖ Primary ITO Trades Academy

# IDEA 04



## Show Professional Pathways



Focus area:  
**EDUCATION & TRAINING**

After showing the potential workforce the diversity of opportunities offered by the Tourism & Hospitality industry and appealing to them with its values, purpose and culture, the next step is to **provide professional pathways** for all people wanting to be a part of the industry. We need to more strongly *sell our career pathways* to workers at all skill levels.

We need to show people that...

- ✓ A career in Tourism & Hospitality is non-linear with vast opportunities and pathways
- ✓ Careers are sustainable with longevity – we need to help students look past the current impact of Covid-19
- ✓ There are various paths to leadership and management or '9-5' jobs, if that is what people are looking for in their career progression
- ✓ There is link between remuneration and skills and education earned during employment
- ✓ The skills gained from work in Tourism & Hospitality are transferable to other industries
- ✓ People from other industries can bring skills to Tourism & Hospitality

This can be done by:

- Researching the various pathways through which people come into the industry and why (decision-making process)
- Mapping out of career pathways (see Go with Tourism's "[World of Tourism](#)" tool)
- Providing students with information about the industry that helps with decision making – students having the knowledge to consciously choose Tourism & Hospitality rather than 'falling into it'
- Providing more incentives for industry to educate and set clear goals and pathways for workers – this could be linked to pay increases which they need to align to for receiving government support



# IDEA 05



## Transform the Learning Eco-system



Focus area:  
**EDUCATION & TRAINING**

Current Tourism & Hospitality education and training is often considered outdated and cumbersome. A **transformational change is needed in the learning system** in order to make the industry more attractive to the potential workforce and facilitate the upskilling of current workers.

**Content** should be specific, relevant, and bite-sized as well as individualised and accessible. In order to do this, we need to consider:

- Where does Tourism & Hospitality 'live' within the education system?
- Should it be an option to be a major or minor, instead of its own degree?
- Is a 'Lego block' approach to tertiary education an option for our industry?
- How can we get more visibility - Tourism & Hospitality based case studies throughout other school and university subjects?
- Shall we (and how can we) shift from focus on functional/technical development to emotional/social capabilities?
- How can we enable/implement micro-credentials, apprenticeships, workplace training, internship, and mentoring models?

Our industry needs to embrace **technology** even more, given its indispensable role in enabling and facilitating change in our learning system. For example, by utilising online learning platforms, such as [Typsy](#), employees/students can gain credentials as they go and take their "learning passport" with them to other employers/roles.

In terms of the **people** element of the ecosystem, Ringa Hora Services Workforce Development Council is an important point of contact to progress this idea. Tasked to facilitate this type of change, WDC would initiate what needs to change, how we change, and engage industry and providers to work together.

This transformation also requires better coordination and collaboration between stakeholders, and especially employer support towards on-the-job learning/apprenticeships for students and ongoing training for current staff.



- ✓ relevant
- ✓ bite-sized
- ✓ individualized
- ✓ accessible

# IDEA 06



## Influence the Influencers



Focus area:  
**PERCEPTION**

The current perception of Tourism & Hospitality is our 'Achilles' heel'. To solve this problem, we need to influence the influencers - the key people who deliver information about the industry and steer youth away from or towards careers in Tourism & Hospitality. We need to change their perceptions of the industry, so that they can positively influence and support an individual's decision to pursue a career in our industry.

Key influencer groups include:

- Educators, teachers and school principals
- Parents/caregivers/whānau
- Peers around people that inform them
- Media
- Government

We need to inform the key influencers about the vast career pathways that are available in the industry and share success stories to change perceptions of the industry.

This can be done with:

- A nationally coordinated and funded promotion programme with a 10-year horizon to attract employees and educate influencers
- Research to gather insights from all stakeholder groups to understand challenges/issues and opportunities
- Clear strategies on how the industry engages with key influencers
- A specific communication plan for the different stakeholder groups
- Clear agreed key messages to communicate
- Individuals in the Tourism & Hospitality workforce sharing positive work stories with friends and family



# IDEA 07



## Educate the Educators



Focus area:  
**PERCEPTION**

Given their significant influence on students' career choices, the perceptions of educators and teachers should be targeted first, in order to tackle the industry's perception problem.

Words don't teach, experience does, so we will open up our industry and invite educators in – blurring the lines between education and experience. The goal would be to spread a message of Tourism & Hospitality's diversity, inclusivity and the career opportunities that exist.

This can be done by:

- **Inviting educators to experience Tourism & Hospitality** (touch, feel and taste the reality of the industry and the workplace – to show the levels of professionalism and the diversity within the structure). Events hosted by businesses and industry associations could be staged so that learnings and connection occur simultaneously. Kaiaako and educators will be embraced as a part of the industry's ecosystem, breaking down barriers relating to what teachers know and feel about the industry.

- **Bringing industry into the classroom**, creating a deeper connection between employers and educators. This could be achieved by actions such as attending events prior to students making NCEA choices, bringing role models or professional voices into the classroom, supplying and supporting resources, and hosting interactive events and activities that bring industry, parents, caregivers, teachers and students together. A good example is the [Inspiring the Future](#) campaign by the Tertiary Education Commission.

Only by breaking down the barriers between educators and industry can we build the best workforce and, if we're going to power the most productive, inclusive and sustainable industry in Aotearoa, we must attract, nurture and value a workforce of the same calibre.



# IDEA 08



## Introduce the “Experience Economy” concept



Focus area:  
**PERCEPTION**

As perception is considered to be the root problem in attracting workers to the Tourism & Hospitality industry, it raises the question of how we name/define the industry. Tourism & Hospitality, the service industry, or the visitor economy do not seem broad and inclusive enough to reflect what we do and our values. The **Experience Economy** concept could be introduced to replace conventional terms.

Why Experience Economy?

- ✓ We're creating and selling experiences not just a conventional service or good
- ✓ We create valuable exchanges for humans that bring not only economic but also social and emotional benefits
- ✓ This concept is underpinned by innovation and facilitated and enhanced by technology
- ✓ The experience is also for the people working and providing the experience – not just for the consumer

Consumers are story collectors and experience seekers, in order to build their identities and memories. People working in Tourism & Hospitality are storytellers, experience creators and consumers, at the same time.

Embracing this concept/approach could attract more people into the industry and make it a more meaningful industry for them to work in. The industry can build on the premise that “If you create a great experience for someone else, there is no bigger buzz”.

By redefining the industry, it may spark interest, creating more emotional attachment and drive a more positive perception of the industry among not only the (current and potential) workforce but also the community at large.

# 04. OTHER IDEAS

Many valuable ideas were tabled during the Workforce Wānanga and not all could be shortlisted or developed during the event, despite their potential. Many of the other ideas that were mentioned are outlined in this section, so they can be explored further in future. While diverse, the ideas are categorised into themes under the four focus areas, as below.



## 1

### PARTNERSHIP

- The core of the industry
- Industry culture
- Work benefits
- Partnership within the industry
- In relation to other industries



## 2

### INFORMATION

- Resource support for business
- People resource
- Knowledge
- Technology



## 3

### EDUCATION & TRAINING

- Tourism & Hospitality as a subject
- Training programmes
- Partnership



## 4

### PERCEPTION

- Message/narrative
- Marketing programmes
- Promotional materials
- Channels

## PARTNERSHIP – OTHER IDEAS



### The core of the industry

- The industry needs to have a more forward-looking approach/mindset.
- We need to focus on building iconic brands.
- There should be some controls/minimum entry levels for setting up a new Tourism & Hospitality business (to embed business basics at start-up).
- Co-operative business models for smaller businesses – pool resources
- Build social licence through community involvement/engagement
- Encourage product propositions and development that considers and incorporates host and indigenous communities. This will begin to address perception and definition challenges, and longer term climate and sustainability realities.

### Industry culture

- Encourage a bonus culture – more remuneration that is tied to results (both financial and guest satisfaction). Be transparent about the financial rewards for success.
- Engage Māori and activate the mana of being the tangata whenua and the value that presents.
- Business owner takes more of a role of a coach, to empower staff to develop professionally and to speak up/ask questions when there are issues at work.
- Insisting on professionalism and high standards from business owners and employees in the industry.
- Employers agree to an 'Employer of Choice' programme, aiming to get 10,000 employers signed up over three years.
- A 'Hospitality – Great Place to Work' marketing campaign.

### Work benefits

- Ongoing learning opportunities offered throughout careers (e.g. 'paid to train' support).
- Develop a broad range of benefits and additional incentives to attract workers (e.g. housing, childcare, product experiences, living wage, health insurance) – relevant to their needs.
- Work out housing solutions through Airbnb or cross-industry investment in prefab housing. Otherwise, consider a system of locals hosting temporary Tourism & Hospitality workers. This would provide an extra income stream and also upskill the worker with local stories, knowledge and support, whilst working away from home.

## PARTNERSHIP – OTHER IDEAS *(cont.)*



### Partnership within the industry

- Develop industry leadership and collaboration including information sharing, acknowledgement and implementation of the living wage, and environmental responsibilities.
- Remove disincentives to having multiple jobs (i.e. an appropriate tax rates for Tourism & Hospitality workers).
- Businesses partner up to offer full time hours to an employee across more than one business, as well as more varied work.
- Job share arrangement between Tourism & Hospitality operators in a region and the local DoC office (promotes greater understanding).
- Inter-regional collaboration schemes, facilitating employee movement between seasonal employment (i.e. Northland in the summer and Queenstown in the winter).
- Secondments across the industry.
- Collaborative marketing - regions helping each other reduce seasonality issues.

### In relation to other industries

#### *Partnership*

- Have a Tourism & Hospitality component in tertiary level education in other potentially related subjects.
- Work with other industries (business related/tech etc.) to make Tourism & Hospitality careers a pathway.
- Job sharing across different industries within regions with complementary seasons.
- Partnering with other industries that benefit from Tourism & Hospitality for marketing and messaging support e.g. telcos or fuel providers.

#### *Benchmarking*

- Highlight what the actual differences are between the core skills and competencies we learn in Tourism & Hospitality versus other more conventional industries.
- Benchmark Tourism & Hospitality roles against other industries' to show career paths and opportunities.
- Benchmark the training programmes of a range of industries (apprenticeships, internships etc.)

### Other

- Ease Working Holiday Visa schemes to attract offshore talent - especially for the high season, reserving long-term roles for local people.
- Change visa policy to accredit work experience/duration in the industry.
- Government mandate the increase of the minimum and living wage.
- Consider the role recruitment agencies have in the industry.

## INFORMATION – OTHER IDEAS



### Resource support for business

- Look for ways to better support business owners, especially small and medium enterprises to offer more appealing rosters.
- Give businesses the tools to be great employers.
- Create career journey assets.
- Build export capability as in other sectors.

### People resource

- Make a long-term investment to a national promotional programme like Go with Tourism ('GwT on steroids').
- Utilise marketers for strategies.
- Create a Tourism & Hospitality-focussed human resources consultancy to provide expertise to Tourism & Hospitality businesses.

### Knowledge

- Industry baseline and foundation information needed.
- Utilise research and external thought.
- Turn more to insights/research from overseas because Tourism & Hospitality is an international business.

### *To understand our current situation*

- Use existing surveys and information acquired by organisations.
- Work with local agencies to identify living cost issues and see if there is an industry specific solution – e.g. collective housing or temporary wage support during low season in some remote regions where there is no other work.
- Use/share data to better predict demand for labour.
- Share average rates of pay across the industry to show employees job benchmarks.
- Test what impact product type has on employment. Is it easier to hire for luxury offerings versus budget?

### *To understand our future workforce need*

- Survey sector members through existing organisations to find out what is needed.
- Analyse the target market in terms of employment, including the identification of 'ideal' Tourism & Hospitality workers (like tourism visitor profiles) and establish a shared vision of the type of person needed in the industry – what skills/ knowledge/ characteristics will we need in future?
- Listen to the "student voice" to understand their experiences and interests.
- Define/predict skills gaps and industry needs that are likely to come up over the next decade – then ensure these are being taught now.

### Technology

- Create a digital job satisfaction tool for small and medium enterprise owners to utilise so they can identify areas of staff concern.

## EDUCATION & TRAINING – OTHER IDEAS



**NOTE:** Education and training opportunities should be offered throughout a career, not just at the entry point.

### Tourism & Hospitality as a subject

- Discussion with Ministry of Education about tourism becoming a university entrance subject.
- Tourism specific subjects available as option and majors to "mainstream" education programmes.

### Culture element

- Elevate urban Māori culture and storytelling and weave it into training and standards - shift the approach to deliver uniqueness.
- Ensure training reflects values of manaakitanga and kaitiakitanga.

### Skills

- Become the industry known for developing 'soft skills' and leadership.
- Multi-skill staff across several key skill sets e.g. accounts and front office.

### When

- Start teaching Tourism & Hospitality as early as possible - expose children to what Tourism & Hospitality is as an industry and talk to the high-level opportunity rather than entry level.
- Undertake more training in low season.

### How

- Providing educators with opportunities for training/refresher courses, to upskill their industry knowledge.
- Create an annual career event, but position it as future focused/next gen.

### Training programmes

- Short courses throughout careers on soft skills like leadership, tailored for Tourism & Hospitality.
- Training courses for managers/owners.
- Work-integrated learning.
- Industry-led Apprenticeship and Internship programmes - apprenticeships that start after high school; internships that are a part of tertiary qualifications.
- Coordinated industry pre-grad and post-grad internship programmes.
- Tourism & Hospitality Apprenticeship scheme across multiple employers to provide year-round work.
- 'Summer of Tech Apprenticeships' for the Tourism & Hospitality industry.
- An official apprenticeship scheme co-funded by government and employers
- Industry-led micro-credentials or 'badging' - learn and achieve while in school and continue while employed.
- Use the hospitality online training platform Typsy with the ability to add custom content.

### Partnership

- Foster connections, alignment and engagement between industry, schools, tertiary providers, Tertiary Education Commission, NZ Qualifications Authority, Ringa Hora Services Workforce Development Council, Regional Skills Leadership Groups, Regional Tourism Organisations, Go with Tourism, Tourism Teachers Association-NZ etc.
- Establish advisory boards at all Tourism & Hospitality tertiary providers with representation from a cross section of industry sub-sectors.
- Create a Regional Business Partner network equivalent that's just for Tourism & Hospitality.
- Create a one-stop-shop for connecting educators-student-industry with Work Integrated Learning.
- Change the Education Act to allow secondary students to learn and work e.g. 3 days in school and 2 days in employment per week.
- More funding from the Tertiary Education Commission (e.g. through the TEC 'Unified Funding System').

## PERCEPTION – OTHER IDEAS



### Message/Narrative

- Sell career paths! Sell the reasons to join the industry (opportunities and benefits). Sell the soft skills gained.
- Understand the external view – don't just leave it to the industry to define it.
- Instead of telling our story create *their* story.
- Focus on the positives of hosting/ service. Stories about roles which aren't low paid or stereotypically less appealing aren't well told. Good news and outcomes are not shared widely enough.
- Adjust the tourism narrative from lakes, rivers, mountains and include arts, culture, and heritage. These are society based assets that require people – something we don't champion enough.

### Community element

- Ensure we respect and embrace culture and communities when developing Tourism & Hospitality messaging.
- Consider what's needed for communities to embrace the industry as a vital contributor.

### Marketing programmes

- Reform the 'Introduction to Industry' provided to school students with a true taste and experience.
- Provide real workforce stories from relatable people – share progression stories from Tourism & Hospitality workers.
- Stage a Tourism & Hospitality roadshow that is delivered to high schools throughout New Zealand – to get students (and parents) excited and exposed to what Tourism & Hospitality can be.
- Ad campaigns that target perceptions of parents and the wider audience – like the Building and Construction Industry Training Organisation's (BCITO) 'A Tricky Chat' trades career campaign.
- Start conversations when students are making career decisions at school.

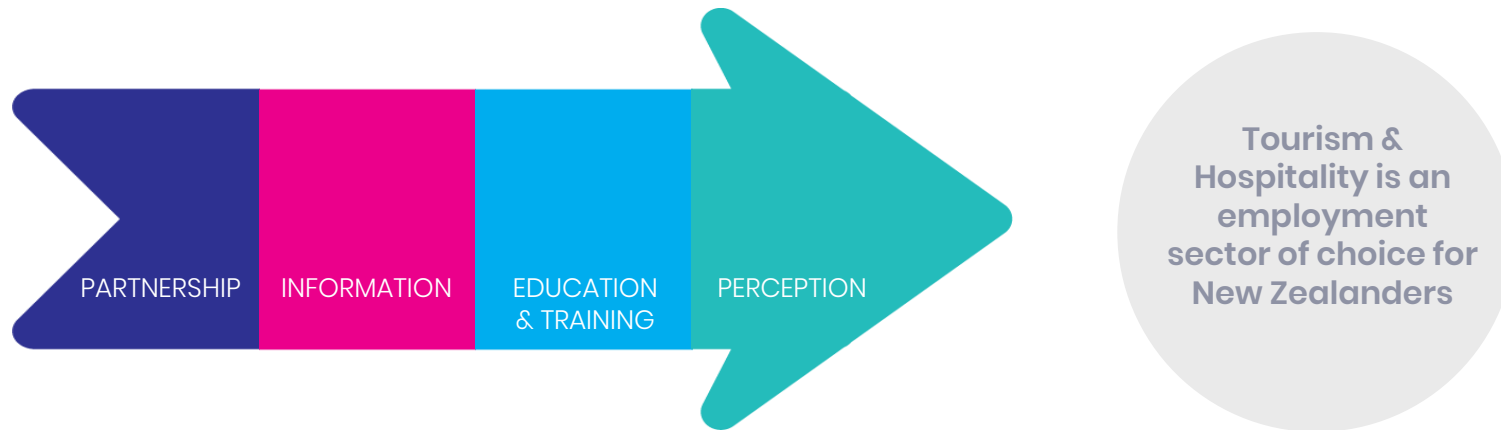
### Promotional materials

- Change promotional material and communication, using new examples.
- Hero other regions – not just a few.
- Share the stories of passionate employees and employers.

### Channels

- Utilise 'pull' marketing rather than 'push' marketing – aspire to attract people to the industry.
- Embrace technology and new ways to allow the industry's opportunities to shine – YouTube, TikTok, etc – build back creatively!
- Engage directly with young people through an enhanced social media presence.
- Don't reinvent the wheel – engage with public relations and marketing companies that have led other successful campaigns (e.g. in the construction and dairy industries).

# 05. BECOMING AN INDUSTRY OF CHOICE



## What makes an employment industry of choice?

When choosing a career, it is common for people to consider if that career/industry...

- Matches their **interest** (what they enjoy doing)
- Requires certain skills, and gains them what **skills**
- Resonates with their personal **values**
- Requires **education/training** and if this is available/accessible
- Offers many roles/**opportunities**
- Will **pay** what they need
- Allows them to live in the **place** they like

The array of ideas generated from the Workforce Wānanga address all these elements to some extent, and deliver on the four focus areas by:

1. **Partnership**: establishing a clear industry mission and **values** and improving work benefits (e.g. **pay**, housing/**place**)
2. **Information**: providing resources, knowledge, technology and people to enable the proposed solutions/improvements
3. **Education & Training**: growing **skills** and making **education and training** more relevant and accessible
4. **Perception**: sparking **interest** and promoting to a wide audience what **opportunities** the industry offers

To tackle the **perception** issue, it is crucial to work in **partnership**. By sharing **information** and transforming **education and training** we will be able to drive changes towards our desired outcome.





## Join us in the waka. Let's keep up the momentum.

If you'd like to get involved, we're keen for further industry input and can connect you with the current drivers of the four potential solutions.

[kiaora@gowithtourism.co.nz](mailto:kiaora@gowithtourism.co.nz)



He aha te mea nui o te ao?  
What is the most important  
thing in the world?

He tāngata, he tāngata, he tāngata.  
It is the people, it is the people,  
it is the people.