

How do we achieve these?

Over the next two years the Government and industry will:

1. Increase operator knowledge of all relevant government assistance available through the training system, through the Office of Small Business and others.
2. Increase operator access to targeted programs such as Accreditation and the Victorian Tourism Awards, which will assist them to strive for best practice.
3. Develop a 'career atlas' to demonstrate the depth and diversity of careers available in the industry.
4. Provide pathways, such as pre-apprenticeship programs, that channel people into the industry and give them the skills to make a start.
5. Make sure that training programs provide the skills that industry needs.
6. Ensure that the industry has a high profile and positive image with career advisers.
7. Undertake industry research to better understand the incidence, the reasons and the costs of staff turnover.
8. Work with other States and the Commonwealth to reduce/eliminate the significant tax disincentive affecting those who work two or more part time jobs.
9. Develop a dedicated workforce action plan.

Desired outcomes

Our success in meeting the challenge will be reflected through:

- Increased staff retention;
- Improved 'return on investment' from public and private expenditure on training;
- Greater levels of customer satisfaction;
- Improved skills through accreditation, qualifications and formally recognised skills;
- Increased attendance at structured industry professional development opportunities;
- More satisfying jobs, resulting in fewer people exiting the tourism and hospitality industry
- Improvements to the taxation system so that it does not penalise people who work multiple part time jobs;
- Annual forums to bring together educators and tourism operators.

Want to know more?

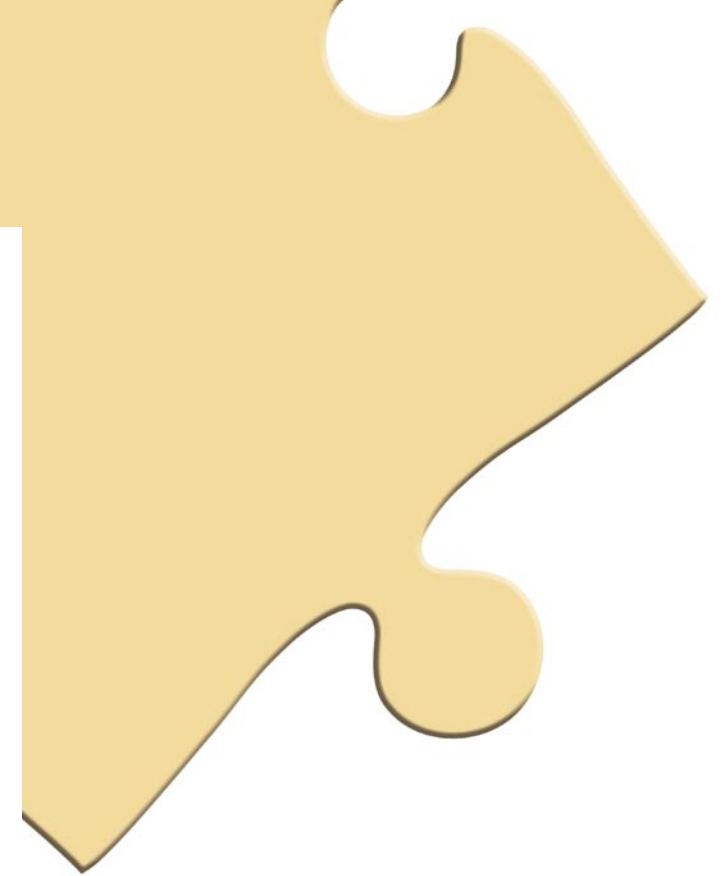
Visit the Tourism Excellence website containing toolkit, case studies and other relevant material to help achieve our vision which is ...

... that by 2010 Victoria's tourism industry is recognised for delivering outstanding visitor experiences.

tourismexcellence.com.au

Module 2 'People Excellence'. March 2007.

Modules 3-7 will be released over the next 12 months.



PEOPLE
EXCELLENCE



TOURISM
EXCELLENCE

Tourism is one of our State's most significant industries. It directly or indirectly employs 159,000 Victorians – and it is rapidly growing. By 2016 it is expected to employ another 66,000 workers.

If the industry is to grow in quality as well as size, much will depend upon the people we employ and the ways that we manage them. It is essential that we enhance our understanding of employee motivation and aspirations, recruitment methods, professional training, the development of career pathways and methods to increase retention.

People Excellence

On a purely financial basis, good people management has a major bottom-line effect on a business. Staff turnover in the industry is estimated to be about 50% and it can cost up to 20% of payroll.* There's a clear opportunity to improve what we do simply by aiming to keep staff longer. Industry research also reveals that the majority of employers value personal attributes above qualifications for many positions and that many employers do not equate skills gaps with reasons for the under-performance of their business.

This module aims to foster an innovative and creative workforce, by providing tools and tips to enable operators to attract the right people and to provide them with a professional career path, in order to enhance their prospects within the industry.

We now operate in a vastly different labour environment than a generation or even a decade ago: we now have major skills shortages, especially in regional areas, a rapidly maturing workforce and highly mobile, aspirational younger workers. The increase in the number of people with multiple part-time positions also creates other issues in relation to taxation, working hours and conditions etc.

The challenge that lies before us is simple. We need to attract, develop and retain a skilled workforce to meet the needs of an industry, a workforce that aspires to the highest levels of professionalism, and workers committed to continuous improvement of that professionalism.

What is not so simple is how we go about it.

How can the challenge be met?

1. By encouraging people with appropriate attributes and attitude to enter the industry;
2. By providing Victorian tourism and hospitality businesses with the tools they need to create Australia's most professional tourism industry;
3. By implementing strategies that create an environment that fosters the effective use of those tools.



* 'Labour Turnover and Costs in the Australian Accommodation Industry', by Griffith University in November 2006.