

2013 ISHAE AWARDS OF EXCELLENCE APPLICATION

Entries must be for projects completed by **January 1, 2012 through September 30, 2013.**

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Association Staff Size FIVE

Associations's Annual Budget (not including AH&LA dues): ___ Over \$500,000 x Under \$500,000

Entry Category: x Education and Workforce Development ___ Events and Fundraising

___ Government Affairs ___ Membership ___ Member Programs

___ Public Relations ___ Communications

Please respond to the following questions on a separate piece of paper.

1. Goals & Objectives of Program
2. Target Audience
3. Results of Program
4. Evaluation Measures
5. How was the program presented to the Target audience?
6. Addition information

ENTRIES MUST BE RECEIVED NO LATER THAN OCTOBER 18, 2013

DISCUSSION PAPER
Presented by the
Bahamas Hotel & Tourism Association
May 18, 2012



THE BAHAMAS TOURISM WORKFORCE DEVELOPMENT COLLABORATIVE
A PROPOSED STRATEGY TO ADDRESS TOURISM'S HUMAN RESOURCE NEEDS

Goals & Objectives of Program

Recognizing the lack of a coordinated national effort to meet the tourism industry's human resource needs now and into the future, and the anticipated needs which will result from the Baha Mar project, other developments, and natural attrition, the Bahamas Hotel and Tourism Association proposes the establishment of a Tourism Workforce Development Collaborative.

PURPOSE

The purpose of the Collaborative is to:

- Prepare and equip existing and potential employees with knowledge and skills to perform at world-class standards
- Coalesce all stakeholders in the workforce development continuum to build a seamless approach to human resource development for the industry
- Strengthen institutional capacity in public and private sectors to meet education and training needs
- Build community awareness on viable career options available in the industry

A CONTINUUM APPROACH

Building upon existing pockets of successful public-private sector partnerships to address aspects of workforce development, the Tourism Workforce Development Collaborative recognizes the importance of taking a continuum approach to address the industry's education and training needs. This approach must target initiatives thru primary schools, public and private secondary schools, post-secondary institutions, educators, employers, unions, parents, students, the existing workforce and the under-employed and unemployed.

COLLABORATIVE PARTNERS

Building on BHA's current outreach partnerships, the Collaborative will include:

- Ministry of Education, Science & Technology
- Bahamas Hotel & Tourism Association
- Ministry of Tourism
- College of The Bahamas
- Bahamas Technical and Vocational Institute
- Bahamas Association of Independent Secondary Schools
- Ministry of Labour
- Other Post-Secondary Institutions
- Bahamas Culinary Association
- BHA Human Resources Professionals Association

Target Audience

TARGETED GROUPS

Training, education, credentialing and awareness-building efforts by the Collaborative would be directed at:

- **Potential Employees** – unemployed, employed outside of the sector

- **Students** – public and private schools, post-secondary schools, colleges and universities
- **Educators and Trainers** -
- **Existing Employees** – line, supervisory, managerial, specialty skill areas

CURRENT BHA STRATEGIES

- **Potential Employees** – Development of Short-Term Certificate Courses with COB
- **Existing Employees** –Foreign Language Training Initiatives; Customer Service Training Programs; Bahamahost Support; Partnership with American Hotel & Lodging Education Institute (AHLEI); Agreements with International On-Line Universities; Revans University Professional Masters Program; National Culinary Team development support
- **Students** – Jr. Hotelier Program; High School Student Certification Programs; Career Fairs; Job Readiness Boot Camp; Jr. Chef Competition; Regional and National Scholarship Programs
- **Educators** – Summer Educator Internship Program; Guidance Counselor Training; Tourism Academy and Curriculum Improvement Support;

POTENTIAL ADDITIONAL STRATEGIES

BHA proposes to build upon its existing strategies as well as to undertake additional strategies thru the Collaborative.

- Fast-track Tourism Academy and technical training academies program implementation conceptualized under the INSPIRE program and expand to additional schools. Incorporate Bahamahost, AHLEI START Program, and work-experience component into Tourism Academy.
- Review Anticipated Manpower Requirements drawing upon data compiled in BHA's 2005 Human Resources Needs Assessment and information provided by Baha Mar and leading industry organizations.
- Advance remedial literacy, numeracy and social skills training by education partners to broaden the pool of potential entry level prospects.
- Review and Upgrade COB Culinary, Apprenticeship, and Degree programs and fast-track short-term certificate courses (note: a separate paper offering COB-recommendations has been developed and submitted to COB); add traditional trades as well
- Broaden existing private-private sector partnership in support of BTVI technical trades programs
- Broaden support for public and private sector scholarship programs for tourism-related studies
- Expand BHA's Educator Recognition Program
- Expand participation in AHLEI Educator Certification programs
- Certify Trainers from Industry to deliver Bahamahost and AHLEI programs
- Support Island-Specific Workforce Development Efforts piloting in Abaco and Exuma and improve work with MOT in Grand Bahama to assist with initiatives there.
- Broaden commitment and participation in all Collaborative activities by businesses and employees.

RECOMMENDED NEXT STEPS

1. Present Discussion Paper to Minister of Education, Science and Technology for feedback.
Timeline: Week of May 21, 2012
2. Organize a meeting with BHA leadership, Baha Mar, and Atlantis officials to discuss and determine next steps.
Timeline: Week of May 28, 2012
3. Broader meeting with policy makers and key industry stakeholders to present recommended Collaborative approach and secure additional feedback.
Timeline: Early June
4. Meet with Collaborative Partners to discuss plan, implementation, priorities, roles and responsibilities.
Timeline: Late June
5. Commence implementation.

BAHAMAS HOTEL & TOURISM ASSOCIATION

In 2005, with a number of tourism development projects planned or under consideration, the Bahamas Hotel and Tourism Association and the Ministry of Tourism contracted the College of The Bahamas Research Unit (COB/RU) to assist with conducting an assessment of human resources needs for the hospitality industry in The Bahamas. An international technical consultant with experience in manpower assessments was also provided to provide limited assistance. The consultant's participation was made possible with the support of the Inter-American Development Bank.

All major hotels and developers at that time from throughout The Bahamas participated in the survey. While the results are dated, they remain instructional and relevant in understanding the types of employment opportunities which will become available as a result of the Baha Mar project. Further information could be readily garnered from Baha Mar and Atlantis to validate and update these findings.

KEY FINDINGS: HOSPITALITY INDUSTRY HUMAN RESOURCES NEEDS ASSESSMENT

Following are key findings :

Distribution of Employees by Job Classification in 2005

There are 11,874 persons employed in the hotels surveyed. Their distribution in the Industry is shown in the following table according to job classification.

DISTRIBUTION OF JOBS IN THE HOTEL INDUSTRY BY JOB CLASSIFICATION

Job Classification/Area	% of all employed
Food Service	30.04
Operations Management/Supervisory	16.17
Front Office Operations	11.92
Food Preparations	11.48
Housing and Laundry	7.55
Engineering	3.84
Security and Surveillance	3.80
Accounting and Finance	3.48
Tour Operations	2.48
Guest Services	2.21
Sales and Marketing	1.74
Landscaping	1.43
Purchasing and Supplies	1.18
Human Resources	0.71
Information Technology	0.63
Chief Officers	0.56
Aquatic Life	0.35
Transportation Services	0.10
Safety and Quality Inspection	0.09
Other	0.08
Legal	0.06
Travel Services	0.05
Counseling	0.02
Health and Medical Care	0.02

NUMBER OF WORKERS NEEDED 2005 – 2007 BY JOB CLASSIFICATION & LEVEL

Job Level						
Job Classification	Chief Officer	Executive Officer	Middle Manager	Supervisor	Line Staff	Sum
Operations Management, Supervisory & Administration		1	0	0		1
Tour Operations		3				3
Chief Officer	4			0		4
Travel Services			4			4
Safety and Quality Inspection		1	5	5	5	16
Human Resources		1	2	5	10	18
Health & Medical Care		2	2	4	10	18
Sales & Marketing		3	2	6	20	31
Information Technology			8	10	15	33
Accounting & Finance		2	5	10	20	37
Purchasing & Supplies		4	4	10	20	38
Front Office Operations		2	4	12	50	68
Engineering & Maintenance		2	7	10	80	99
Transportation Services		1	10	40	50	101
Landscape & Grounds		3	7	20	83	113
Aquatic Life Cultivation		1	20	20	100	141
Management	0	1	20	21	102	144
Guest Services		3	11	50	103	167
Security and Surveillance		2	20	50	150	222
Food Services		7	24	56	270	357
Housekeeping & Laundry		2	5	29	419	455
Food Preparation		9	36	59	359	463
Total	4	50	196	417	1,866	2,533

NUMBER OF ADDITIONAL WORKERS NEEDED IN YEARS 2008 - 2009 BY JOB CLASSIFICATION & LEVEL

Job Level						
Job Classification	Chief Officer	Executive Officer	Middle Manager	Supervisor	Line Staff	Sum
Chief Officer	1					1
Operations Management, Supervisory & Administration		1	1			2
Safety and Quality Inspection		1	5	5	5	16
Human Resources		2	2	5	10	19
Health and Medical Care		4	4	4	10	22
Purchasing & Supplies		5	6	15	40	66
Accounting & Finance		1	10	15	50	76
Engineering		2	5	20	100	127
Sales & Marketing		2	4	30	100	136
Front Office Operations		2	4	32	100	138
Transportation Services		2	20	60	70	152
Landscaping		2	10	30	155	197
Housekeeping & Laundry			10	31	220	261
Food Services		5	32	70	180	287
Guest Services		2	20	100	203	325
Aquatic Life		1	30	100	200	331
Security and Surveillance		4	30	100	250	384
Food Preparation		5	22	74	510	611
Total	1	41	215	691	2,203	3,151

**Bahamas Hotel & Tourism Association
Workforce Development**

**WORKFORCE REPORT
Results of Program**



JUNIOR HOTELIER PROGRAMME

2013 Target

Approximately 1500 students

- ☑ 16 schools - Nassau (including the Catholic Schools)
- ☑ 4 schools - Family Island (Andros, Long Island, Grand Bahama, Exuma)
- ☑ Tentative meeting set for February 7 with Catholic Board of Education and February 21 to meet with the Teachers.

LIVEMOCHA

- ☑ 24 Properties/Enrollees (37 Groups)
- ☑ 1,302 Enrolled to date
- ☑ 355 Active (Have registered and have completed coursework)
- ☑ 781 No Account (Have not registered)
- ☑ 166 No Coursework (Have registered, but have not completed any coursework)

PROPERTIES/ENROLLEES

PROPERTY/ENROLLEE		PROPERTY/ENROLLEE		PROPERTY/ENROLLEE	
1	Atlantis (13 Groups)	9	Sandals Royal Bahamian	17	Grand Lucayan Bahamas
2	Comfort Suites PI	10	Sheraton Nassau Beach Resort	18	Luciano's of Chicago
3	Hotels' Centre (2 Groups)	11	Stella Maris Resort	19	Old Fort Bay Club
4	Lyford Cay Club	12	Grand Lucayan Bahamas	20	Stella Maris
5	Wyndham Nassau Resort	13	Maxine Pratt (individual)	21	Viva Wyndham Fortuna
6	Grand Bahama Tourism Board	14	Blue Water Resort	22	KPMG
7	Wyndham Nassau Resort - Casino	15	Cape Santa Maria	23	Dolphin Encounters
8	BC Hilton	16	Dolphin Encounters	24	Sandals Emerald Bay

SCHOLARSHIPS

2013/2014 Application Form now available on website

CHTAEF SCHOLARSHIP

2012/2013 Renewals

<u>RECIPIENT</u>	<u>INSTITUTION</u>	<u>US\$ GRANT</u>
1. Denez Moss	Culinary Institute of America	\$7,000
2. Alexis Hanna	Johnson and Wales	\$4,000
3. Alicia Green	FIU	\$5,000
	TOTAL	\$16,000.00

2012/2013 New

<u>RECIPIENT</u>	<u>INSTITUTION</u>	<u>US\$ GRANT</u>
1. Deja Rutherford	Johnson and Wales	\$5,000
2. Krstyn Deveaux	Johnson and Wales	\$5,000
3. Raché Josey	Johnson and Wales	\$5,000
4. D'Nae Baker	Johnson and Wales	\$10,000
		\$25,000.00
	TOTAL	\$41,000.00

PATRICK SG BAIN SCHOLARSHIP
2012/2013 – Renewal

<u>RECIPIENT</u>	<u>INSTITUTION</u>	<u>GRANT</u>
1. Tarran Simms	Undergraduate/Bachelor of Science. Tourism Management	\$ 2,000.00
2. Heidi Pluntke	Echo-Tourism & Development	\$ 2,000.00
3. Dawn Ferguson	Undergraduate/Bachelor of Business Admin/Accounting	\$ 1,500.00
4. Winnæ Hunt	Undergraduate/Bachelor of Arts/Spanish	\$ 2,000.00
	TOTAL	<u>\$ 7,500.00</u>

2012/2013 – New

<u>RECIPIENT</u>	<u>INSTITUTION</u>	<u>GRANT</u>
1. Peta Archer	Tourism Management	\$3,000.00
2. Melissa Ferguson	BA Hospitality Operations	\$3,000.00
3. Devereaux King	AA Culinary Arts	\$2,500.00
		<u>\$8,500.00</u>
	TOTAL	<u>\$16,000.00</u>

AHLEI S.T.A.R.T. & LMP PROGRAMME

Participating Schools: Anatol Rodgers, Central Andros High School, CV Bethel, Aquinas College High School

START is certified by the American Hotel and Lodging Association. The program provides training for a variety of hospitality positions throughout the industry.

COB SHORT TERM COURSES

- First cohort pre-internship orientation set for Saturday, February 02, 2013. BHAHRP organizing.*
- 16 participants – Culinary Skills*
- Marketing and PR plan to be developed for second cohort*

IBM READING COMPANION

Literacy Program Partnership with IBM and Project Read was developed to mitigate reading gap among primary school students and working professionals.

To date, three schools (TG Glover, Palmdale, Akhapren) and Project Read have received headphones (40 headphones). Several schools have limited internet access (weak signals and feed). Schools are still testing the participating students. Vanria Jack (MOE) has reported that by Tuesday, January 22, all testing should be completed.

Awaiting return call from Felix Stubbs on internet intervention.

ONGOING PROGRAMMES (TO BE DEVELOPED THOUGHOUT THE COURSE OF THE YEAR)

Meeting to be held with MOE during first week of February

NCAM (NATIONAL CAREER AWARENESS MONTH)

The month of October has been designated as **National Career Awareness Month** by the Ministry of Education, Science and Technology (MOEST). The Ministry recognizes the need to meet the nation's evolving employment needs and the mandate to prepare the future workforce in order to remain globally competitive.

2013 Plan – no Career Fair; board use of Careers' DVD

The DVD will be ready for distribution by the end of February, 2013.

- | | | |
|----------------------------|---------------------------|-------------------------------|
| 1. Tourism | 5. Martime | 9. Education |
| 2. Armed Forces | 6. Health | 10. Agriculture |
| 3. Border Control/Aviation | 7. Financial Services | 11. Business/Trades/Marketing |
| 4. Environment | 8. Information Technology | 12. Communication/Art |

4b. Technical/Vocational

ANNUAL EDUCATORS INDUSTRY INTERNSHIP

The objective of the program is to close the gap between the classroom and the workplace by creating quality work and learning experiences by deepening teachers understanding of the myriad of career options within the industry, enhancing the learning and teaching of skills and attitudes required for success within the industry, exploring ways to integrate and support the development of individual skills which will enable students to perform effectively in their future careers.

GUIDANCE COUNSELORS WORKSHOP

A **one-day workshop** is held at the beginning of the National Career Awareness Month for Guidance Counselors to focus their attention on the critical need to provide students with appropriate career counseling to launch the month of activities.

HIGH SCHOOL TOURISM ACADEMY AND TOURISM CURRICULUM REVIEW

INTRODUCTION OF A HOSPITALITY/TOURISM NATIONAL EXAM (BGCSE)

COB APPRENTICESHIP COOKS PROGRAM

BHTA played a critical role in bringing stakeholders together to prepare the College of the Bahamas Culinary & Hospitality Management Institute's (CHMI's) Apprentice Cooks Programme for a credentialing review by the American Culinary Federation Education Foundation (ACFEF).

Plan to introduce monthly "Conversations with Industry" discussions with AA and BSc. Students, on specific topics.

BCA

Will continue to partner on programmes.

15TH ANNUAL CACIQUE AWARDS FINALISTS – JANUARY 27TH, 2013

BHTA Working with MOT on Final prep.on the Awards Ceremony

TASTE OF THE CARIBBEAN TEAM – 2013

Team Meetings and Training continue

Name	Position	Property
1. Devin Johnson	Team Manager	Sheraton Nassau Beach Resort
2. Simeon Hall Jr.	Senior Chef	Solomon's Fresh Market
3. Emmanuel Gibson	Sr. Chef	One & Only Ocean Club
4. Sheldon Tracey Sweeting	Pastry Chef	Personal Chef
5. Dwane Sinclair	Junior Chef	Lincoln Culinary Institute
6. Charon McKenzie	Bartender	Lyford Cay Club
7. Jamal Small	Beef	One & Only Ocean Club
8. Ron Johnson	Seafood	Savory Art
9. Ron Johnson	Cheese	Savory Art
10. Ancilleno Solomon	Ice Carver	Luciano's Of Chicago
11. Charlotte Knowles-Thompson	Executive Administrator/Events Coordinator	Bahamas Hotel & Tourism Association

CUSTOMER SERVICE WORKSHOP

BHAHRP to host several throughout the year on several Family Islands

BOOT CAMP

Will discuss with MOEST during Feb. meeting This Programme seeks to expose senior students (Gr. 12) to the dynamics of the work environment, which are expected **to enhance their preparation to enter a competitive, global workforce.**

JR. MINISTER OF TOURISM

Will assist MOT with various stages of planning and execution.

JR. CHEF COMPETITION AND KNIFE SKILLS WORKSHOP

Will continue working with MOEST and COB/CHMI to plan.