



HOST COMMUNITY

Quality Employment

Commitment 8: Businesses support their workforce to flourish and succeed

What does this mean?

- The tourism industry creates valued experiences as people visit places, do activities and interact with people. This means that the interface between visitors and people working in tourism is of utmost importance. Without a skilled workforce, the tourism industry cannot grow and flourish.
- Quality employment covers a wide range of factors that can enable tourism to be an employer of choice in a competitive marketplace for people and skills. These include: employment conditions, job security, professional development, skill retention, managing seasonality, and remuneration levels, amongst others.
- Cost should not be the main criteria for recruitment. The focus should be on the long-term benefits from attracting, supporting and retaining talented and motivated staff.

How does this benefit me?

- A qualified and motivated workforce is an invaluable resource for your business.
- Staff with deep knowledge and experience of your business can play an important role in many aspects of your operation, whether in product development, client interface, internal processes, productivity improvement, cost management or innovation.
- Studies consistently show that training, staff motivation and staff retention are key contributors to sustained business success.
- The benefits most often outweigh the additional cost incurred for training and professional development.
- Dependency on seasonal and especially foreign seasonal staff presents a risk and makes your business vulnerable to external factors such as immigration policies. Attracting and retaining a permanent workforce mitigates this significant risk.

Actions for your business

- Value your staff as key assets of your business and treat them accordingly. Create an enjoyable workplace with a conducive atmosphere to performing well.
- Ask yourself whether you would want to work for your own business at the conditions you offer? If not, consider what you need to do to put in place the conditions that would work for you.
- Create a distinct company culture that sets your business apart from other employers and use this as a driver for motivating and retaining your workforce.

- Loyalty, trust, knowledge sharing, joint problem solving, a no-blame-approach, sharing values and sharing benefits are usually at the centre of a strong company culture. You may have your own ideas about what works best for you.
- Actively encourage the sharing of ideas and knowledge, and allow constructive criticism. Take action against a blame-culture within your team.
- Inspire your staff to show initiative and make suggestions, and reward those who stand out in doing so.
- Have written role descriptions for every position in your business – make it clear what you expect from your employees, and what they can expect from you.
- Standardise all processes in your business by means of standard operating procedures (SOPs) to make your business system-dependent instead of people-dependent:
 - By clearly defining and delineating duties and responsibilities, you will provide your staff with clarity around their duties while ensuring tasks are efficiently carried out to a high standard
 - Standardising work flows reduces stress in the workplace that often results in demotivation, poor performance and accidents
 - Empower your staff. Make them task owners and make a periodic review and suggestions for improvement of the processes they 'own' part of their duties. Not only will such empowerment motivate your staff, it will also continually strengthen your workflows and improve your performance.
- Conduct annual performance reviews with care and diligence to demonstrate to your staff that you care. Include goal-setting for the next review period. Consider how you can incentivise staff who have met or exceeded their professional goals for the past review period.
- Send your staff for expert training on new skills that are relevant for your business. This creates value for both your staff and your business.
- Ensure you have strong induction processes in place for new staff to ensure ongoing consistency of service delivery and to support retention of these staff.
- Always practise leadership by example. By 'walking the talk' first, you will inspire and motivate your staff and reduce the risk of disengagement amongst your workforce.

Become an inspiration for others!

We would love to share your contribution to creating a sustainable New Zealand tourism industry. Email us at info@tia.org.nz with your sustainability success stories and inspire others across the industry.

Additional information, resources and useful links can be found on www.sustainabletourism