**Appendix 1**

**REGIONAL HUMAN RESOURCE DEVELOPMENT KNOWLEDGE AND SKILLS AUDIT FOR THE TOURISM INDUSTRY CONSULTANCY**

**DRAFT TERMS OF REFERENCE**

* + - 1. **BACKGROUND**

Global Tourism Performance

1.01 In 2018 the Travel and Tourism sector experienced 3.9 percent (%) growth, outpacing the global economic growth (3.2%) for the eighth consecutive year. International tourist arrivals increased by 74 million (mn) (5.6%) to reach 1.4 billion (bn) travelers. Outbound tourism flows continued to be largely influenced by lower travel costs (as fuel prices dropped), better air connectivity and an upswing in global economic conditions. In 2018, the total contribution of travel and tourism to employment, including jobs indirectly supported by the industry, was 10.0% (1 in 10 jobs) of total employment (319 mn jobs). This is expected to rise by 2.5% per annum to 413,556,000 jobs in 2028 (11.6% of total) making Travel and Tourism the best partner for governments to generate employment[[1]](#footnote-1)/.

Caribbean Tourism

1.02 Tourism is a major and growing contributor to the Caribbean economy and one of the most important economic sectors. Indeed, the Caribbean remains the most tourism-dependent region in the world. No other single industry touches the lives of so many people, no other single sector cuts across as many segments of society, no other single economic activity earns as much foreign exchange and employs as many people as tourism does. Therefore, the vitality of the tourism sector is crucial for the future growth and prosperity of the Region.

1.03 In 2018, travel and tourism contributed sixty-two billion United States dollars (USD62 bn) (15.5%) to the Caribbean’s gross domestic product (GDP) and accounted for 13.5% of total employment (2.4 mn jobs), including jobs indirectly supported by the industry. The industry’s contribution to the Caribbean’s GDP is likely to grow on average by 3.6% per annum over the next decade. Employment is expected to rise further by 2% per annum to 3,041,000 jobs in 2028 (16.1% of total)[[2]](#footnote-2)/. These figures underscore the rapid growth of the tourism sector and continued demand for human resources.

1.04 A look at the employment data at the micro level reveals that Caribbean women’s participation in the industry is the second highest globally with regional averages ranging between 43% and 63%. Unfortunately, the data also shows that women’s participation are primarily in low-skilled jobs which tend to be less innovative; necessitating the case for enhanced capacity building among womenfolk in the industry. Countries in the Caribbean where women have the highest participation in the hospitality sector are Jamaica (64%) and The Bahamas (61%)[[3]](#footnote-3)/.

1.05 In a CARICOM commissioned study on the tourism services sector[[4]](#footnote-4)/, some of the following issues were identified as it related to tourism human resource (HR) development:

1. many countries experience challenges of filling the talent gaps and often fill them by international migrant labour even though the preference would be to fill them with talent from within the Region;
2. there is a mismatch between tourism education and training and the expressed needs of the sector;
3. technical and behavioural skills are critically needed in the regional tourism sector; and
4. tourism must pay attention to, and be actively involved in the implementation of the CARICOM HR Development 2030 Strategy since its operationalisation will help to address some of the challenges and issues faced in education and training related to the sector, resulting in a positive impact on the sector.

1.06 Based on the above study, the Council for Trade and Economic Development (COTED) of CARICOM in January 2020 approved a regional implementation plan[[5]](#footnote-5)/ to address tourism education, training and HR development and identify the need for a talent needs assessment to be carried out for the broadly defined tourism sector with a view to:

1. determining what mechanisms are needed to develop and attract the required talent;
2. increasing the quantity and quality of skills in the industry;
3. retraining, retooling and certifying at all levels, including management, within the sector; and
4. encouraging and supporting training institutions to develop relevant accredited programmes and internship schemes to meet talent gaps.

1.07 Further, several of CTO’s member countries, including but not limited to Dominica, the British Virgin Islands, The Bahamas, Barbados, Jamaica and Guyana have either directly expressed to CTO or indirectly communicated through their respective tourism strategic or development plans, a need to better understand not only the competencies required for the varied jobs which currently exists across the sector, but to better recognise and plan for the future needs of the tourism sector. Moreover, there is a particular need to identify relevant competencies at the technical, professional and management levels throughout the sector.

1.08 Additionally, during CTO’s 9th Tourism Human Resources Conference in 2018, a common challenge raised by tourism stakeholders across the Region relates to the unavailability of labour with the appropriate skills to fill key positions due to inadequate skills and capacity building programmes. This challenge is also viewed as an important barrier to economic development by CDB as stated in its report on a study – ‘Tourism Industry Reform Strategies for Economic Impact 2017’. CDB study noted that this issue may be particularly pertinent as it relates to managerial positions, which are often filled by foreign workers brought to the country by international hoteliers or resort operators. This, therefore, continues to be a major concern which must be addressed.

1.09 One of CTO’s mandates is to assist its membership in the area of human resource development. As such, CTO cooperates and collaborates with key stakeholders to enhance tourism education, training and development initiatives at the national and regional levels. Interventions in that regard include the hosting of a biennial Tourism Human Resources Conference, the conduct of annual tourism awareness sessions and training workshops. CTO also develops, delivers, reviews and updates tourism education programmes, including tourism curriculum and resource materials in conjunction with the Caribbean Examinations Council (CXC) and regional colleges and universities towards the development of highly skilled and professional regional tourism personnel. These initiatives are further supported through the CTO Foundation Scholarship and Grant programme, which awards scholarships and study grants to deserving Caribbean citizens pursuing studies in tourism related fields.

1.10 CTO recognises, however, that to enhance human resource development in the tourism sector in the Caribbean, there is a need to rationalise and streamline skills and knowledge development for the tourism industry to remain globally competitive. In that regard, human capital has been identified as a priority for development in order to transform and sustain the industry. A greater emphasis, therefore, would be required to create a nexus between the use and application of technology and human resource development.

1.11 It is in this context that CTO has received the support from CDB to conduct a Regional Human Resource Development (RHRD) Knowledge and Skills Audit for the Tourism Industry to better understand how human resource development can be optimally leveraged to support the growth, development, innovation and competitiveness of the Caribbean tourism sector.

1.12 CTO has noted that over the past 3–5 years, successful initiatives have been undertaken in a number of tourism dependent countries to address the growing HR needs and changing nature of work in the tourism sector and these ranged from the conduct of tourism HR skills audits to the development of tourism skills frameworks and/or tourism HR development strategies, South Africa 2016 [[6]](#footnote-6)/, Singapore 2018 [[7]](#footnote-7)/, Canada 2018–2021[[8]](#footnote-8)/, and Seychelles 2018–2022 [[9]](#footnote-9)/. There is a common aim of these initiatives and that is to promote skills mastery and lifelong learning in the tourism sector to assure its sustainability and competitiveness.

**2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION**

2.01 The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados, the primary objective of the CTO is to provide to and through its members, the services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people. The CTO’s membership reflects the diversity of the Region, with Government membership extending 24 Dutch, English, French and Spanish speaking countries and territories, as well as a myriad of private sector allied members in tourism related and ancillary sectors.

2.02 The scope and reach of the CTO covers various activities at the regional and international levels, to support and promote tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Human Resource Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Research and Information Technology, all essential areas in which the CTO has implemented programmes since its inception. The concept of the Caribbean as One United Region is at the core of all CTO’s efforts, and a key criterion in this regard is to foster the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

**3.** **OBJECTIVE OF CONSULTANCY**

3.01 The objective of this consultancy is to assist CTO in conducting a regional human resources knowledge and skills audit for the tourism industry to:

(a) Identify the specific leadership and workforce competencies required to meet the current and future needs of the tourism sector.

(b) Provide a detailed review of the critical competencies and resources necessary for the development of a sustainable, high-performing Caribbean tourism workforce.

(c) Provide valuable information and recommendations that will assist with the development of policies and better planned interventions related to human capital.

**4. SCOPE OF CONSULTANCY SERVICES**

4.01 Through desk research, consultations (in-country and/or online) with key stakeholders and other relevant actions, the consulting firm, in seeking to fulfil the objectives stated above, will undertake but is not limited to the following tasks:

1. Examination of the conditions of tourism employment *vis-à-vis* labour market information. This would cover private and public sector input as well as surveying of the tourism workforce. The following information **must** be included:

**Public Sector**

1. Size of workforce and structure of employment in each sub-sector.
2. Labour supply and demand.
3. Labour mobility and turnover.
4. Employment policies/laws.
5. Demographics, i.e. number of women, men, youth employed in sector

**Private Sector**

1. Recruitment practices.
2. Staff Training and Development.
3. Demographics, i.e. number of women, men, youth employed in sector.

**Tourism Employees**

1. Awareness of employment opportunities.
2. Career pathing.
3. Training and Development needs, including cross training, etc.
4. Further Education.
5. Evaluation of the present utilisation of human resources in tourism, by sub-sector, identifying any existing problems and needs.
6. Identification of sub sector employee profiles by occupational group/level, employment type, education level, gender, age, race, etc.
7. Identification of the knowledge, skills and qualifications of the current workforce, while assessing workforce development deficiencies, needs and opportunities.
8. Examination of the demand for tourism human resources within the context of the types of tourism being undertaken/developed currently and in the future.
9. Understanding of the rate of growth of workforce over last five years to ten years.
10. Understanding of the level of knowledge and awareness about tourism in general as well as tourism employment opportunities, among non-tourism workers including school children and the general community.
11. Identification of whether structures support where we are currently and where we want to go.
12. Identification of the need for tourism education and training in quantitative and qualitative terms and provide an assessment of the availability of tourism education, training and professional development opportunities in the Region.
13. identification of new approaches to skills planning, development and/or improving in the sector.
14. Projection of the future human resources needs of the industry; looking at the numbers needed as well as the qualifications and skills required.
15. Incorporation of feedback from key stakeholders emanating from webinar consultations into the final combined project report.

**5. CONSULTANT’S REQUIREMENTS/DELIVERABLES**

5.01 The consulting firm will be required to submit an electronic copy of the following to CTO:

1. **Inception Report**: The report should describe the approaches proposed to be taken to prepare and deliver the scope of works outlined, including initial findings; confirmation of work programme; and operations performance criteria to be employed. The Inception report is to be submitted within the first two weeks of contract signing.
2. **Skills Supply and Demand in the Tourism Industry Report**: An assessment of the tourism labour market: supply, demand and opportunities, in both the private and public sectors. The first draft report is to be submitted within three months of the commencement of the project. The second draft report within five months and draft final report within seven months.
3. **Skills and Knowledge Audit Report**: A SWOT and situational analysis of the tourism human resource development landscape to determine current knowledge, skills, qualifications and competencies requirements for the tourism workforce and to establish how critical workforce knowledge and skills gaps can be addressed. The first draft report is to be submitted within three months of the commencement of the project. The second draft report within five months and draft final report within seven months.
4. **Tourism Higher Education and Training Institutions Report**: An analysis of the education and training provision in core tourism related areas, including those from Technical Vocational Education and Training (TVET) courses and Higher Education Institutions, both private and public. The first draft report is to be submitted within three months of the commencement of the project. The second draft report within five months and draft final report within seven months.
5. **Future Skills and Knowledge Needs Assessment Report**: An assessment of the skills, qualifications and knowledge, which will be essential for identifying training and development needs for future tourism workforce planning. Paying particular attention to gender awareness. The first draft report is to be submitted within three months of the commencement of the project. The second draft report within five months and draft final report within seven months.
6. **Webinar Consultation Report**: Two webinars to present the results of final project reports, as well as recommendations and action plan to key stakeholders for feedback. To be facilitated at the beginning of the 8th month of the project. Consultation report to be submitted by the end of the 8th month of the project.
7. **Final Comprehensive Combined Report**: A comprehensive combined report will be produced, with an executive summary, at the conclusion of the project, covering all research and development outcomes and detailed action plan. This report is to be submitted at the end of the 10th month of the project.

6. **REPORTING REQUIREMENTS**

6.01 The consulting firm will be required to work closely with the CTO Project Manager and the Project Assistant in providing draft reports and updates regarding project implementation. All reports must address each of the afore-mentioned deliverables as it relates to the technical and administrative aspects of the project.

7. **QUALIFICATIONS AND EXPERIENCE**

7.01 The assignment should be conducted by a consulting firm, through a team of two consultants comprising a lead consultant and support consultant with the requisite credentials, knowledge and experience as follows:

Lead Consultant

7.02 A Master’s Degree or higher in Talent Management, Human Resources Management and or Development, Labour and Employment, Tourism Management, Tourism Planning and Development or related disciplines. In addition, the Consultant must have:

1. At least ten years or more experience at a senior level in conducting large scale knowledge and skills audits, or similar type of exercises, in tourism or tourism related fields;
2. An understanding of human resource management, planning and development in the public, private and non-governmental sectors;
3. Excellent analytical skills for qualitative and quantitative research purposes;
4. Knowledge of and/or experience conducting quantitative research, including the development of tools and instruments, particularly in the areas of the management and development of tourism human resources;
5. Knowledge of the Caribbean and/or experience working in the Caribbean or other developing nations to implement projects of a similar nature would be an advantage;
6. Excellent written and oral communication skills in English. Fluency in French would be considered an asset;
7. Experience in project management and implementation is essential, especially as it relates to organisational and time management skills; and
8. Availability to fulfil the role and tasks within the stipulated timeframe.

Support Consultant

7.03 A Bachelor’s Degree or higher in Talent Management, Human Resources Management and or Development, Labour and Employment, Tourism Management, Tourism Planning and Development or related disciplines. In addition, the Consultant must have:

1. At least five years or more experience in conducting large scale knowledge and skills audits, or similar type of exercises, in tourism or tourism related fields;
2. An understanding of human resource management, planning and development in the public, private and non-governmental sectors;
3. Excellent analytical skills for qualitative and quantitative research purposes;
4. Knowledge of and/or experience conducting quantitative research, including the development of tools and instruments, particularly in the areas of the management and development of tourism human resources;
5. Knowledge of the Caribbean and/or experience working in the Caribbean or other developing nations to implement projects of a similar nature would be an advantage;
6. Excellent written and oral communication skills in English. Fluency in French would be considered an asset;
7. Experience in project management and implementation is essential, especially as it relates to organisational and time management skills; and
8. Availability to fulfil the role and tasks within the stipulated timeframe.
9. **DURATION**

8.01 The consultancy is expected to commence in the beginning of January 2021 and will run a course of approximately 10 months. A total of 95-man days will be allocated to undertake this project.

1. / Travel and Tourism Economic Impact 2018 World – World Travel and Tourism Council (WTTC). [↑](#footnote-ref-1)
2. / Travel and Tourism Economic Impact 2018 Caribbean – WTTC. [↑](#footnote-ref-2)
3. / The Future of Work in the Caribbean – International Labour Organisation – SALISES Research Consultation 2017. [↑](#footnote-ref-3)
4. / A Regional Tourism Services Strategy and Action Plan for CARICOM, October 2017, pg. 130-pg. 149. [↑](#footnote-ref-4)
5. / Caribbean Community Strategy for Services - Year 1 Implementation Plan 1 JAN-31 DEC 2020, pg. 99. [↑](#footnote-ref-5)
6. Tourism Sector Human Resources Development (TSHRD) Strategy 2017-2027, South Africa. [↑](#footnote-ref-6)
7. / Skills Framework for Tourism: A Guide to Occupations and Skills, Singapore, October 2018. [↑](#footnote-ref-7)
8. Future Skills Framework, Tourism HR Canada 2018-2021. [↑](#footnote-ref-8)
9. National Human Resource Development Strategy 2018-2022, Seychelles [↑](#footnote-ref-9)