

# **Presentation on the Skills Audit Report and the Tourism Sector Human Resource Development Strategy to the Portfolio Committee on Tourism**

**22 November 2017**

**broadening horizons**



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



# Presentation Outline

1. Acronyms.
2. Context and overview of the TSHRD Strategy.
3. Skills Audit and TSHRD Strategy Review and Methodology.
4. Overview of the Skills Audit Findings as a way of contextualizing the TSHRD Strategy.
5. Summary of the TSHRD Strategy for South Africa (2016-2026).
6. TSHRD Strategy implementation plan and the Monitoring and Evaluation Framework.
7. The way forward.



# ACRONYMS

- **ABET** – Adult Basic Education and Training
- **CATHSSETA** – Culture, Arts, Tourism and Hospitality Services Sector Education and Training Authority
- **DBE** – Dept. of Basic Education
- **DHET** – Dept. of Higher Education and Training
- **HE** – Higher Education
- **HRD** – Human Resource Development
- **OFO** – Organising Framework for Occupations (this is a skills based classification system)
- **M and E** – Monitoring and Evaluation
- **NDT** – National Department of Tourism
- **NDP** – National Development Plan
- **NTCE** – National Tourism Career Expo
- **NTSS** – National Tourism Sector Strategy
- **NQF** – National Qualifications Framework
- **RPL** – Recognition of Prior Learning
- **SETA** – Sector Education and Training Authority
- **SIC** – Standard Industrial Classification Codes
- **SMMEs** – Small, medium and micro enterprises
- **SWOT** – Strengths, Weaknesses, Opportunities and Threats analysis
- **TEP** – Tourism Enterprise Partnership
- **TSHRD Strategy**– Tourism Human Resource Development Strategy
- **TNA** – Training Needs Analysis (Skills Audit)
- **TVET** – Training and Vocational Education Institutions
- **QLFS** – Quarterly labour force survey
- **WIL** – Workplace Integrated Learning
- **WSP** – Workplace Skills Plans



# CONTEXT AND OVERVIEW OF THE TSHRD STRATEGY

- Tourism industry has been recognised as having significant growth potential (5.4% employment growth annually);
- It contributes to economic growth and employment creation;
- Growth potential could be harnessed to a much greater extent if certain conditions are met;
- Hindering this growth potential are factors such global competitiveness, excellent visitor experience, and safety and security;
- All of these factors are to a varying extent influenced by the quality of human resource development in the industry.



# **SKILLS AUDIT AND TSHRD STRATEGY REVIEW AND METHODOLOGY**



# WHY A TSHRD STRATEGY REVIEW?

*Much has changed since 2008*

- Tourism Act (2014)
- Adoption of National Tourism Sector Strategy
- A dedicated National Department of Tourism
- National Development Plan Vision 2030
- Impact of Technology - consider new trends and implications
  - new skills and/or reskilling (e.g. Uber, Air BNB etc.)

*But many of the problems identified in the previous strategy still remain....*



## WHY A TSHRD STRATEGY REVIEW? Cont ....

- Concerns with absorption of tourism/hospitality graduates,
- Graduates generally viewed as not meeting employer expectations
- Low wages, almost non-existent labour market pathways and poor employment conditions
- Education and training system is fragmented, curricula perceived not to be aligned to employer needs, and quality is highly variable
- Complex nature of training supply across many sources



# TSHRD STRATEGY RESEARCH OBJECTIVES

**Overall Purpose:** Conducting a skills audit and develop a comprehensive HRD strategy for the Tourism industry, through a consultative and participatory process for the period 2016 - 2026.

## **Specific Objectives:**

- To identify the specific workforce skills needs and gaps in the tourism sector
  - Compile employees' current skills profile
  - Provide skills profiles for Tourism Industry occupations
  - Profile the existing skills and knowledge in the Tourism Industry;
  - Identify the scarce and critical skills needs of the Tourism Industry



## TSHRD STRATEGY RESEARCH OBJECTIVES. Cont ....

- Recommend targeted training and skills development interventions
- Provide accurate information to support Tourism Industry to develop Workplace Skills plans
- Develop a Tourism Human Resource Development Strategy to guide the National Department of Tourism and Industry Stakeholders
- To deliver on these objectives the NDT commissioned the Human Sciences Research Council to facilitate the Tourism Human Resource Skills Audit and Strategy Development

# RESEARCH APPROACH

- The TSHRD Strategy review process has been multi-pronged, multi-dimensional (mixed methods) and consultative.
- The research design was “fit for purpose” aimed at achieving a full spectrum coverage and analysis of key TSHRD Strategy issues.
- Informed by international and local best practices.
- Aligned with National Development Programme priorities for SA and more specifically with the Tourism Act (2014) and the NTSS.



# SCOPE OF WORK

The scope of work for the development of the Skills Audit Report and the TSHRD Strategy included the following:

- (1) A review of the 2008 TSHRD Strategy Strategy - extent to which it was implemented and value of interventions;
- (2) Audit of the **industry landscape** – by **subsector (travel & tourism, hospitality and conservation)**
  - Determine industry **employee profile**
  - Determine **current** skills profile and **future** skills requirements
  - Determine existing **skills gaps** – **scarce** and **critical skills**
  - Assess **availability of skills training** supply
  - Stakeholder perceptions of TSHRD Strategy and SWOT analysis
- (3) The overall methodology was developed around the key components of TSHRD Strategy i.e. supply, demand and institutional/stakeholder engagements

# DATA COLLECTION METHODS

**Data Collection Activities included both Qualitative and Quantitative Methods and a number of provincial workshops. Specifically:**

- Two Visioning Workshops to develop Vision for TSHRD Strategy
- Provincial Roundtables across all provinces
- Workshops and focus group sessions with specific stakeholders
- Key informant interviews
- Administrative Data Analysis of education and training enrolment and graduation records
- Literature Review to identify national and international best practices
- Media and communication strategy

## PRIMARY DATA COLLECTION INTERVENTIONS

1. A Skills Audit of Workers (i.e. Training Needs Assessment) in the Tourism, Hospitality and Conservation Sectors
2. Tourism Firm/Facility level Survey
3. Higher Education and Training Institutions Survey
4. Tourism Sector Learner and Graduate Survey
5. Department of Basic Education Secondary School Educator Survey
6. A Provincial Tourist Guide Registrar Survey
7. Focus groups with SMMEs
8. Secondary School educator survey



# STUDY SAMPLE

| Research Intervention  | Sample Size/No.   |
|--|---|
| <ul style="list-style-type: none"><li>• <b>Tourism Industry Stakeholder Consultative Forum and Project Steering Committee Meetings</b></li></ul> | <ul style="list-style-type: none"><li>• 6 meetings</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Training Needs Assessment (Skills Audit)</b></li></ul>  | <ul style="list-style-type: none"><li>• 137 firms enrolled against target of 170.</li><li>• 2019 employees completed survey</li></ul> |
| <ul style="list-style-type: none"><li>• <b>Stakeholder Engagement at INDABA 2016 and Satellite events</b></li></ul>                              | 100 SMEs recruited  |
| <ul style="list-style-type: none"><li>• <b>Visioning Workshops</b></li></ul>   | 2   |
| <ul style="list-style-type: none"><li>• <b>Key Informant Interviews</b></li></ul>  | 25  |
| <ul style="list-style-type: none"><li>• <b>Provincial Round Tables Preliminary Consultation</b></li></ul>  | 9 (390 stakeholders)  |
| <ul style="list-style-type: none"><li>• <b>Sectoral Round Tables (Educators, Registrars, Researchers, Local Government)</b></li></ul>            | 3   |
| <ul style="list-style-type: none"><li>• <b>Tourism Firm Level Survey</b></li></ul>   | 269   |
| <ul style="list-style-type: none"><li>• <b>Data Analysis of QLFS, DHET, CATHSSETA and DBE and TEP Datasets</b></li></ul>                         | Multiple data sets accessed and reviewed  |

# STUDY SAMPLE.... Cont

| Research Intervention   | Sample Size     |
|---|-----------------|
| • Education and Training Sector Survey  | 32              |
| • NDT Roundtables   | 3               |
| • CATHSSETA Roundtables   | 2               |
| • Focus Groups: SMME's  | 1               |
| • Specialist Sector Surveys: Tourism Guide Registrars                                 | 1               |
| • Specialist Sector Surveys: Researchers  | 8               |
| • Learner/unemployed graduate Survey  | 107             |
| • Secondary School Tourism Educator Survey  | 90              |
| • NDT Institutional Mapping Workshop  | 2               |
| • External Stakeholder Institutional Mapping  | 1               |
| • Provincial TSHRD Strategy Review and Strategy Verification and Validation Workshops | 9 (244)         |
| • Tourism Enterprise Partnership DNA Dataset  | 119 DNA Records |



# STAKEHOLDER ENGAGEMENTS

- A number of stakeholder engagements were conducted to review the findings and to endorse the Strategy in a series of provincial and national workshops.
- **The Skills Audit findings and TSHRD Strategy** have been endorsed by 244 stakeholders across all 9 provinces including:
  - 27 National Government Departmental representatives;
  - 50 Provincial Government Departmental representatives;
  - 33 Local Government/Municipality representatives;
  - 22 Private Sector Stakeholders;
  - 8 TVET and University Representatives.



# PROJECT DELIVERABLES: TECHNICAL REPORTS UNDERPINNING THE TSHRD STRATEGY

The above research interventions produced the following Technical Reports whose findings underpin the TSHRD Strategy making it an Evidence Based Strategy.

- **Tourism Industry Skills Audit Report.** The report presents findings from all the information gathering exercises undertaken. It is accompanied by **8 background reports.**
  - Training needs assessment survey Report
  - DBE Educator Survey Report
  - Tourism sector learners and graduates survey Report
  - Literature Review Report
  - Quantitative Data Analysis of DHET, STATSSA Report
  - Higher Education Institutions Survey Report
  - Stakeholder Roundtable Report
  - Tourism Enterprise Programme SMME Development Needs Analysis Report
- **Tourism Human Resource Development Strategy for Tourism in South Africa Report.** This report included the Implementation Plan and Monitoring and Evaluation Framework.





# CHALLENGES WITH RESPECT TO THE TSHRD STRATEGY REVIEW

- **Diversity of stakeholders** in the tourism sector; represents the sectors richness but also dilutes the issue of **who identifies as belonging** to the sector; challenges in recruiting specific sectors e.g. conservation sector and marine sector;
- Difficulty in **securing participation** of key **public** and **private tourism firms**, many of these stakeholders did not see any discernible benefits of participation;
- **Challenges in securing** participation of stakeholders
- Poor filtering of information within certain stakeholder clusters e.g. Conservation and Marine Tourism stakeholders
- While the research sought to mitigate these challenges they do remain a valid concern, particularly in relation to their acceptance of and commitment to implementation of the strategy.



**OVERVIEW OF THE SKILLS AUDIT FINDINGS  
AS A WAY  
OF CONTEXTUALISING THE TSHRD  
STRATEGY**

# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY

## STRUCTURAL FACTORS

|   |  |
|---|--|
| <b>Lack of mobility in the workforce</b>                  | <ul style="list-style-type: none"> <li>Time spent in one post ranges from 10 to 19 years for large numbers of workers in the industry.</li> </ul>  |
| <b>Low ABET levels</b>                                    | <ul style="list-style-type: none"> <li>14 235 employees below NQF level 1.</li> </ul>  |
| <b>Transformation imperative needs to be strengthened</b> | <ul style="list-style-type: none"> <li>Evidence of transformation across race, gender, spatial and other dimensions.</li> <li>However, blacks and women still disproportionately represented in elementary occupations. Only 17 per cent of managerial and 24 per cent of professional occupations are held by blacks. Hospitality sector shows a decrease in black employers.</li> <li>Employment in core conservation occupations are dominated by whites in the employer category.</li> </ul> |
| <b>Ageing employers and youth development</b>             | <ul style="list-style-type: none"> <li>Employers and Owners are an aging group in hospitality</li> <li>Youth dominate in the industry (2/3 are younger than 35 years. Lack of experience</li> </ul>  |
| <b>Employment outcomes for graduates</b>                  | <ul style="list-style-type: none"> <li>One fifth of Tourism related graduates interviewed have never been employed since graduation with some provincial variations and more prevalent in provinces with higher tourism arrivals</li> </ul>  |



# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY

## Cont ....

### WORK-BASED SKILLS

|  |   |
|--|---|
| <b>Occupations with Scarce Skills</b>          | <ul style="list-style-type: none"> <li>Hospitality Studies Teacher; Tourism Studies Teacher; Food and Beverage Technician; Tourism Information Officers; Travel Consultant; Inbound Contact Centre Consultant; Outdoor Adventure Guide; Park Ranger; Environmental Scientist; Training and Development Professional; Safety Officers (Food, Adventure Tourism)</li> </ul> |
| <b>Soft skills</b>                             | <ul style="list-style-type: none"> <li>Lacking across all sub-sectors and occupations Includes skills development with respect to Leadership; Networking, Problem Solving, Critical Thinking and Strategic Capability</li> </ul>  |
| <b>Computer literacy &amp; IT capabilities</b> | <ul style="list-style-type: none"> <li><b>38,427</b> employees requiring training across all sectors and occupation categories and at all levels (basic, intermediate and advanced)</li> </ul>  |
| <b>Management and financial skills</b>         | <ul style="list-style-type: none"> <li>Critical Skills Gap particularly for managers. <b>1,218</b> employees require this skill</li> </ul>  |
| <b>Mentorship</b>                              | <ul style="list-style-type: none"> <li>Is considered a cost efficient approach to enhancing skills across all occupations, yet limited capacity and recognition of its importance in the sector.</li> </ul>   |
| <b>Future skills</b>                           | <ul style="list-style-type: none"> <li>Cross cultural communication and language skills</li> <li>New Technologies; Adventure Tourism and related Safety skills</li> <li>Emerging occupations Barista, Spa Manager, Revenue Manager</li> </ul>   |



# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY

## Cont ....

### CROSS CUTTING SCARCE SKILLS

| Occupation                                     | Specific Occupations   |
|--|--|
| <b>Managers</b>                                | ICT Project Manager, Research and Development , ICT Project Manager, Environmental, Small Business, Retail, Sales and Marketing, Advertising and Public Relations, Operations, Personnel Human Resource, Director (enterprise), Cooperate General Manager,   |
| <b>Professionals</b>                           | Safety, health, environment and quality Practitioner, Computer applications Technology, Information Technology Teacher, Language Teacher, Accountant, Environmental Engineer, Marine Scientists, Management accountant, landscape architect, Technical (ICT) Support Services, Careers Counsellor, Market Research Analyst |
| <b>Technicians and Associate Professionals</b> | Boat Driver, Air Traffic Controller, Food and Beverage Technician, Retail Buyer, Bookkeeper, Aeronautical Engineering Technician, Ships Surveyor, Ships Officer, Ships Master, Ships Engineer, Fire Investigator   |
| <b>Clerical Support Workers</b>                | Tourism Information Officers, Travel Consultant  |



# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY

## Cont ....

### EDUCATION AND TRAINING

|   |   |
|---|---|
| <b>Quality of education and training</b>                      | <ul style="list-style-type: none"> <li>• No minimum entry requirements for Tourism Industry Educators at TVET level;</li> <li>• Limited entry requirements for DBE tourism industry educators</li> </ul>  |
| <b>Curricula revision</b>                                     | <ul style="list-style-type: none"> <li>• Curriculum revisions with industry input is urgently required at schools, TVET colleges, private colleges and universities including language proficiency, numeracy and computer literacy particularly at secondary schools and TVET colleges.</li> <li>• A focus on soft skills development is critical.</li> </ul> |
| <b>WIL and work-readiness</b>                                 | <ul style="list-style-type: none"> <li>• WIL (Work-Integrated Learning) placements appear to be a challenge at TVET colleges. 41% of learners reportedly had WIL and practical experience as part of their course.</li> </ul>   |
| <b>Learning pathways</b>                                      | <ul style="list-style-type: none"> <li>• Non existent learning pathways for large numbers of employees. These are more pronounced for those in elementary occupations in the industry.. (low levels)</li> </ul>   |
| <b>Tourism Firms motivation to support skills development</b> | <ul style="list-style-type: none"> <li>• A large proportion of firms in the conservation (67%) and hospitality (62%) sectors do not submit WSPs.</li> <li>• Employers are more likely to hire Matriculants and applicants with 2-5 years' industry relevant experience rather than newly qualified graduates.</li> </ul>                                      |

# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY Cont ....

## ADDRESSING NICHE GROUPS IN THE TOURISM INDUSTRY

### Entrepreneurship

- 90% of the industry is dominated by SMMEs

The top 5 most needed skills across all SMMEs were:

- Customer service skills, 77%;
- Leadership skills, 74%;
- Communication, 74%;
- Generic Management skills, 72%; and
- Financial management skills, 72%.
- Refer to Technical Reports for further details
- The low levels of compliance and adherence to good practice in the SMME sector is a critical skills deficit.

### Disabled employees

- Almost no interventions are targeted to addressing recruitment, training and placement of disabled people into the workforce.



# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY

## Cont ....

### COORDINATION AND GOVERNANCE

#### Overall coordination and planning for TSHRD Strategy

- There is fragmented planning and coordination of TSHRD Strategy across the sectors.
- lack of vertical and horizontal coordination
- Silo approach to skills planning still prevails
- Minimal industry and education stakeholder engagement to ensure training is responsive to industry needs.
- Limited engagements between institutions of higher education.
- Widely held perceptions of ineffectiveness of SETAs and CATHSSETA

#### Articulation in HE and Recognition of Prior Learning (RPL)

- Poor or lack of articulation of courses between Institutions of Higher Learning
- Absence of effective RPL interventions which recognise skills and capabilities of specific workers in the industry.





# FINDINGS IN RESPECT OF TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY Cont ....

## ALIGNMENT OF TSHRD Strategy STRATEGIC INTERVENTIONS WITH NTSS

### Job creation

- Skills Supply not aligned to industry ability to absorb
- EPWP Programmes need to be better aligned to industry needs. Create an oversupply of skills for which no jobs available.
- Less than 5% of of all employees in the tourism sector were artisans. Predominantly chefs. NDP calls for 30 000 artisans trained by 2030

### Research and knowledge management

- Almost non existent culture of impact evaluation in the sector
- Pilot interventions are not evidenced based to assess effectiveness and sustainability

### Capacity development

- Capacity to implement NTSS is premised on assumption that requisite skills at different spheres of government exist. This is not tested.

### Dynamic and ever changing environment

Strong correlation between professionalism, tacit knowledge, experience of senior tourism staff and their ability to innovate which is important for competitiveness.

## RECOMMENDED ROLE OF DEPARTMENT OF TOURISM: LONG TERM

- The **TSHRD Strategy** positions the NDT as the **central agency** in proactively advancing an enabling environment for human resource development, in the tourism industry
- The core function of the NDT with respect to advancing **human resource development** in the tourism industry **SHOULD BE** to serve as a hub for:
  - **Coordination** of TSHRD Strategy initiatives for Planning and Programming purposes.
  - **Facilitation** of Stakeholders in fulfilling their mandates towards delivering effective TSHRD Strategy interventions
  - **Mobilisation** of partnerships with diverse industry stakeholders and harnessing their critical contributions to the realization of the TSHRD Strategy Vision



## RECOMMENDED ROLE OF DEPARTMENT OF TOURISM Cont ....

- The role defined for the NDT is embraces a industry wide transformational agenda;
- NDT's envisaged role in the long term is that of a facilitator of training services which are delivered by other relevant institutions.
- Focussing on skills gaps for workers already in the sector is important. This will have a more enduring impact on the industry as it will improve the level of their skills.
- Effective implementation of the TSHRD Strategy strategy has the potential for wider impacts and will increase skills levels in the industry

These include:

- increased skills level in the industry,
- promotion of service excellence,
- enhancement of labour market opportunities,
- decent work in the industry and;
- better industry wide coordination and synergy with respect to HRD.



# **SUMMARY OF THE TOURISM SECTOR**

## **HUMAN RESOURCE DEVELOPMENT STRATEGY**

### **FOR SOUTH AFRICA (2016-2026)**

# **VISION:**

## **TOURISM SECTOR HUMAN RESOURCE DEVELOPMENT STRATEGY**

**An appropriately skilled workforce offering,  
excellent visitor experience and contributing to  
the inclusive growth of the tourism economy  
in South Africa.**



# GUIDING PRINCIPLES INFORMING THE IMPLEMENTATION OF THE TSHRD STRATEGY

- Demand driven training and skills development approach;
- Upholding Norms and Standards
  - Service excellence is a core norm in the industry requiring adherence
- Professionalisation of critical of occupations;
- Transformation
  - Meeting equity and diversity objectives
- Up-skilling
  - Need for greater mobility, responding to industry needs



# **TSHRD STRATEGY IMPLEMENTATION PLAN AND THE MONITORING AND EVALUATION FRAMEWORK**

# CONTEXTUALISING THE TSHRD STRATEGY IMPLEMENTATION PLAN

- The NDT is positioned to advance an enabling environment for the implantation of the TSHRD Strategy. As such, many of the interventions in the medium to long term must be implemented by relevant institutions as part of their core mandate.
- Actions which are not within the NDTs mandate, have to be embraced by these relevant institutions and integrated into their strategic and annual performance plans.





# STRATEGIC THEME 1:

## TSHRD STRATEGY PLANNING, COORDINATION AND INFORMATION MANAGEMENT

### **Strategic Objective 1.1:** *Enhanced National Coordination for TSHRD Strategy*

**Goal:** To establish high-level coordination between the functions of various role-players in *the Tourism, Hospitality and Conservation sector education and training system*.

**Outcome:** National Coordinating Agency for TSHRD Strategy established, managed by the NDT

### **Strategic Objective 1.2:** *Enhanced Strategic Alignment between TSHRD Strategy Role-Players*

**Goal:** To ensure strategic alignment between core TSHRD Strategy role-players with respect to education, training and skills development matters

**Outcome:** Interagency/stakeholder engagements enhanced through functioning mechanisms/platforms



# STRATEGIC THEME 1: TSHRD STRATEGY PLANNING, COORDINATION AND INFORMATION MANAGEMENT Cont....

## **Strategic Objective 1.3: Strengthened Planning and Coordination in terms of TSHRD Strategy Information**

### **Goals:**

- To improve information system for TSHRD Strategy planning and coordinate existing efforts to manage and disseminate knowledge in relation to human resource and skills development in tourism, hospitality and conservation.
- To strengthen M&E systems in respect of TSHRD Strategy.
- To enhance capacity at all levels for TSHRD Strategy planning, implementation and M&E

### **Outcomes:**

1. Enhanced TSHRD Strategy Information systems contribute towards planning and coordination of TSHRD Strategy interventions.
2. Strengthened Monitoring and Evaluation System contributes to evidence informed policy and programme decision making
3. Capacitated leadership for TSHRD Strategy planning, implementation and M & E



# **STRATEGIC THEME 1:**

## **Key Short to Medium Term Actions (1-3 years)**

### **Actions by the NDT to achieve the above mentioned Strategic Objectives:**

- Communication Strategy implemented to secure understanding and commitment of all stakeholders to the promotion of the TSHRD Strategy;
- Establish processes for development of a National Agency for TSHRD Strategy Coordination;
- Establish working groups vertically and horizontally across and between TSHRD Strategy role-players to address TSHRD Strategy specific issues.
- Establish working group to address Information Management needs for the TSHRD Strategy;
- Enhance Monitoring and Evaluation capacity for TSHRD Strategy implementation



## STRATEGIC THEME 2: ENHANCED TOURISM, HOSPITALITY AND CONSERVATION EDUCATION AND TRAINING (SUPPLY) SYSTEMS

### *Strategic Objective 2.1: Responsive Curricula*

**Goal:** To enhance and develop tourism, hospitality, consumer studies and conservation related courses at schools and TVET colleges with an emphasis on developing soft skills, enhancing basic skills, and improving progression, improving Work Integrated Learning and developing educators.

#### **Outcomes:**

1. Curricula which is responsive to and addresses industry needs
2. Quality learning approaches facilitated
3. Tourism Workforce have basic soft skills capacity
4. Qualified and appropriately trained Educators
5. Professionalisation of specific tourism occupations



## STRATEGIC THEME 2: ENHANCED TOURISM, HOSPITALITY AND CONSERVATION EDUCATION & TRAINING (SUPPLY) SYSTEMS Cont....

### *Strategic Objective 2.2: Enhanced Learning and Career Development*

**Goal:** To address articulation, RPL and create learning pathways in order to promote learning and career development.

#### **Outcomes:**

1. Improved articulation between school and post school learning;
2. Improved articulation between Institutions of Higher Learning (TVETS, Universities etc.)
3. RPL provided to Workforce with Industry Experience and Knowledge
4. Occupational, academic and vocational learning pathways promote “talent pipeline”



## STRATEGIC THEME 2: ENHANCED TOURISM, HOSPITALITY AND CONSERVATION EDUCATION & TRAINING (SUPPLY) SYSTEMS Cont....

### ***Strategic Objective 2.3: Improved Student Support and Exit***

**Goal:** To provide support to students in terms of selection, industry awareness and work-readiness.

#### **Outcomes:**

1. Motivated and appropriately interested learners enter Tourism, Hospitality and Conservation learning streams.
2. Learners in the tourism industry have appropriate knowledge and information to make informed career choices.
3. Tourism industry graduates have appropriate work readiness experience.
4. Learners with disabilities provided opportunities for career development in tourism



## **STRATEGIC THEME 2:**

### **Key Short to Medium Term Actions (1-3 years)**

- Improve Workplace Integrated Learning (WIL) in TVET's: Facilitate a national workshop on developing guidelines for WIL drawing on best practices from higher education institutions.
- Professionalisation of Chefs and Tour Guides: Establish a Stakeholder Tasks Team to address the need for setting up professional bodies for these two occupations.
- Explore feasibility and relevance of establishing Centres of Excellence for these specific occupations
- Recognition of Prior Learning by a pilot programme for example Tourist Guides
- Facilitate Educator Programmes across all provinces targeting at least 100 educators per province



## **STRATEGIC THEME 2:**

### **Key Short to Medium Term Actions (1-3 years) Cont....**

- Develop and implement modularised short course (5 days) for Educators of Hospitality and Tourism Courses;
- Commission evaluation of the NTCE platform;
- Implement the NTCE platform in at least 3 provinces with the plan to extend to all 9 incrementally;
- Design and pilot one programme for 20 disabled learners in a tourism related learnership;
- Partner with industry to develop innovative multi-media career guidance messages for Tourism Learners at all levels





## STRATEGIC THEME 3: SKILLS AND CAPACITY DEVELOPMENT

### ***Strategic Objective 3.1. Strategic Support for Tourism Enterprises and Tourism Industry Employees***

**Goal:** To create an environment in which support can be provided to tourism enterprises and employees and where specific skills development needs can be addressed.

#### **Outcomes:**

1. Industry partners (associations) actively contribute to strengthening TSHRD Strategy capacity.
2. Tourism enterprises are capacitated and sustainable
3. All tourism employees have basic minimum skills (ABET)
4. Tourism employees have access to quality mentorship for career growth and pathing



## STRATEGIC THEME 3: SKILLS AND CAPACITY DEVELOPMENT Cont ....

### ***Strategic Objective 3.2. Closing Skills Gaps***

**Goal:** To address specific workplace skills gaps within the Tourism, Hospitality and Conservation industry as identified.

#### **Outcomes:**

1. Priority skills gaps addressed through deliver of sector specific courses.
2. Such interventions delivered via appropriate agencies and through leveraging resources.
3. Executive leadership in the tourism industry is transformed



## STRATEGIC THEME 3: SKILLS & CAPACITY DEVELOPMENT Cont ....

### *Strategic Objective 3.3. Enhanced Capacity at Local Government Level*

**Goal:** To enhance the capacity of local government to support tourism development at local level.

**Outcomes: Local government stakeholders are -**

1. Informed on value of promoting TSHRD Strategy.
2. Capacitated to facilitate destination marketing and planning for local economic development.
3. Promote an enabling environment for small businesses, identifying local needs and as part of Integrated Development Plans.



## **STRATEGIC THEME 3:**

### **Key Short to Medium Term Actions (1-3 years)**

#### **SMME Support:**

- Undertake awareness campaign to encourage and support SMMEs to submit WSPs and to access WSP grants;
- Target learnerships and short courses to at least 100 SMMEs annually;
- Revisit curricula for SMMEs with a focus on compliance and sustainability of a tourism business.

#### **Adult Basic Education and Training (ABET) in Tourism:**

- Target Literacy programmes to the tourism workforce to reach a minimum of 1500 learners per year over 10 years to reduce the ABET deficit to less than 10% of the Tourism Industry Workforce; (particularly to SMMEs);
- Computer Literacy for SMME Managers;
- Implement pilot incubator in one site for SMME's in the tourism sector over a 3 year period. The lessons from the pilot should inform the development of a social franchise model for development of incubators across the country.



## STRATEGIC THEME 3: Short to Medium Term Actions (1-3 years) Cont....

### Implement Sector Specific Courses:

- **Chefs:** Target *skills gaps training* for through short skills training for 500 chefs annually with a focus financial management, mentoring, and strategic leadership;
- Commission tracer study of **Sommelier trainees**;
- Implement training for **300 currently employed waiters** in targeted establishments to undergo 5 day accredited **Sommelier training**;
- **Language Training:** Undertake needs assessment for language training. Arising from outcomes deliver targeted language programmes for 50 tour guides
- **Computer Literacy and IT:** Through Learnerships and Pivotal Grants facilitate training for 150 professionals, 50 managers and 250 clerical staff
- **Food Safety training** to 300 learners through leveraging EPWP funding.



## **STRATEGIC THEME 3:**

### **Short to Medium Term Actions (1-3 years) Cont ....**

#### **Implement Sector Specific Courses Cont.....:**

- Pilot an **Adventure Tourism Safety Officer** training programme with 20 learners.
- **Executive Women's Development Programme**
- Commission an emerging outcomes evaluation of the 2016 Executive Women's Development course outcomes.
- Implement Executive Women's Development Programme with a strong focus on addressing skills gaps in finance and strategic leadership for 20 women in 2017.
- Motivate Industry and CATHSSETA to provide grants for 50 women annually to receive Executive Leadership training from 2018 to 2020.
- Integrate soft skills training with other training such as strategic leadership, financial management and advanced computer.



## **STRATEGIC THEME 3:**

### **Short to Medium Term Actions (1-3 years) Cont ....**

- Provision of **Financial Management Training** through Pivotal Grant targeted to 50 managers in the industry;
- **Local Government Induction and Capacity development** programme for councillors for at least 6 rural priority districts in KZN, Eastern Cape and Limpopo Provinces in 2017 and to be expanded to 10 new districts in the following two years;



## PROJECTS THAT NDT IS CURRENTLY IMPLEMENTING IN RESPONSE TO THE TSHRD STRATEGY

- Chefs Training Programme
- Sommelier (Wine Tasting ) Programme
- Local Government Induction and Capacity development
- Executive Women Development Programme
- Tourism Monitors
- Food Safety training
- SMME Incubator programme
- Developing concept documents for professionalisation in the sector
- Developing a model that the sector can use to recognise prior learning
- National Tourism Career Expo
- Educator development programme





# WAY FORWARD



# TSHRD STRATEGY AWARENESS CAMPAIGN WORKSHOPS

## PROPOSED SCHEDULE FOR REMAINDER OF 2017

| PROVINCE      | PROPOSED DATES   | VENUE        |
|---------------|------------------|--------------|
| North West    | 15 November 2017 | Mafikeng     |
| Northern Cape | 16 November 2017 | Kimberley    |
| Western Cape  | 27 November 2017 | Cape Town    |
| Free State    | 28 November 2017 | Bloemfontein |



# TSHRD STRATEGY AWARENESS CAMPAIGN WORKSHOPS Cont....

## PROPOSED SCHEDULE FOR 2018

| PROVINCE        | PROPOSED DATES   | VENUE        |
|-----------------|------------------|--------------|
| Limpopo         | 06 February 2018 | Polokwane    |
| Eastern Cape    | 08 February 2018 | East London  |
| KwaZulu – Natal | 20 February 2018 | Durban       |
| Gauteng         | 01 March 2017    | Johannesburg |
| Mpumalanga      | 13 February 2018 | Nelspruit    |



**THANK YOU!**