

The future of the tourism workforce post-COVID – international perspectives



Tom Baum

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Whew!!!!



Plus ça change, plus c'est la même chose

(the more it changes, the more it's the same)

Jean-Baptiste Alphonse Karr, 1849

Tourism employment in crisis?

COVID-19 – the direct effect

- **Business closures, technology substitution, lack of consumer confidence, government restrictions**

COVID-19 – the indirect effect

- **Other things to do, other jobs to get**

COVID-19 – the induced effect

- **Changing values, attitudes to work, new models of work**



Tourism jobs up 13.6% as staff shortages start to bite



Kevan Sangster · Reporter

21 March 2022 · 3-min read



Jobs in the tourism industry are on the rise as visitors return. (Source: Getty)

Australia's tourism sector is bouncing back, with [jobs in the industry up 13.6 per cent](#) in the December quarter, according to fresh data from the Australian Bureau of Statistics.

TREI

1.

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3.

4.

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Can hospitality's recruitment crisis ever be fixed?



**CHEFS
WANTED!**

SALARY AND
HOURS
NEGOTIABLE!

START
RIGHT AWAY!

Up pay, advertise more and show progression to attract young people to hospitality

By Amelie Maurice-Jones [↗](#)

29-Mar-2022 - Last updated on 29-Mar-2022 at 10:25 GMT



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CHANGES IN INTERNAL OPERATIONS - THE HOSPITALITY STAFFING CRISIS



The COVID-19 crisis feels like it has passed its apex and life around the globe has started to return to something more closely resembling normality.

Now restaurants can once again open their doors and welcome guests to dine in, it should be a time of overwhelming positivity for an industry which has been hit particularly hard by the restrictions inflicted





Hospitality Industry Explores New Options for Staffing Crisis

The best new options include creative hiring, higher wages and innovative benefits.

Jeanniey Walden



The U.S. hospitality industry has been promised light at the end of the COVID-19 tunnel for so long now that some pessimism might be understandable. However, for all the false starts and limited re-openings

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CONTENT



“SORRENTO CALL TO ACTION”: YOUTH TO PLAY AN ACTIVE ROLE IN TOURISM’S FUTURE

EUROPE | 4 JUL 2022

The first Global Youth Tourism Summit concluded with the launch of the Sorrento Call to Action, a bold and ground-breaking vision for young people to be active participants in tourism's restart and growth as a pillar of sustainable and inclusive development.

The Sorrento Call to Action was adopted on the final day of the landmark summit, during a **simulation of the UNWTO General Assembly** and signed by 120 participants from 57 countries and aged between 12 and 18. It was drawn up based on the discussions of a series of webinars where young participants learned and shared their thoughts on some of the key issues facing tourism right now, among them innovation and digitalization, plastic pollution and the growing relevance of sport, culture and gastronomy for destinations. The document goes beyond recognizing that the voice of youth must be consulted in policymaking and instead states that **young people now need to active participants in every stage of the decision-making** process across the whole of the tourism sector.

The final text was adopted with 52 favorable opinions during the simulation of a UNWTO General Assembly. The General Assembly simulation opened with high-level interventions both in person and via video

The Global Youth Tourism Summit is a Fundamental Step for UNWTO and

-----Original Message-----

From: em.atr.0.7c465e.2e1a8c4e@editorialmanager.com
<em.atr.0.7c465e.2e1a8c4e@editorialmanager.com> On Behalf Of
Annals of Tourism Research
Sent: Monday, June 27, 2022 8:48 PM
To:
Subject: Your Submission ATR-D-21-01030R2 to Annals of Tourism
Research

Ms. Ref. No.: ATR-D-21-01030R2
Title: Tourism Work, Media & COVID-19: A Changed Narrative?
Annals of Tourism Research

Dear,

I am pleased to inform you that your paper "**Tourism Work, Media & COVID-19: A Changed Narrative?**" has been accepted for publication in **Annals of Tourism Research**, subject to making sure the requirements for manuscripts are adhered to. It is important that you address all points on this list to minimize delays in production:

You will see two reviewers have commented, but there are no further changes required. Congratulations!

Donald Rumsfeld (2002)

“Reports that say that something hasn't happened are always interesting to me, because as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns—the ones we don't know we don't know. And if one looks throughout the history of our country and other free countries, it is the latter category that tends to be the difficult ones”.

Some of the 'known knowns' about tourism employment..... The data tells us so!!



What has changed over the past 40 years in this area?

- **Growth in the industry across all areas**
- **Emergence of budget models**
- **Consolidation in some sub-sectors (chains, multiple franchises in hotels, fast-food)**
- **New forms of contractual relationship (zero-hours, agency)**
- **Ubiquitous impact of technology on hospitality employment – process, de-skilling, communications, control**
- **Emergence of gig/ sharing economy models**
- **Growth of life-style employment drivers**
- **Growth in consumer power over pricing, experience reviews**
- **Consumer “entitlement” = abuse, harassment**
- **Impact of crises (financial, health)**
- **The rise (and impending decline?) of employee protection schemes such as the European Social Contract and consequences for employee expectations of work – impact of Federal Government changes in Australia?**

Emergence of Rumsfeldian ‘known unknowns’ (KU) and ‘unknown unknowns? (UU)’

- Demographic change (aging populations) – KU
- Globalisation of labour markets - KU
- Growth in competing sectors in the labour market (care) – KU but not really articulated
- Impact of technology on work (across all sectors) but particularly nuanced de-skilling effect in hospitality and airlines - KU
- Emergence of the gig economy in tourism UU?
- Structural labour market impacts of crises – UU?

Labour market impacts of crises

- **Has COVID fundamentally altered attitudes to and expectations of work?**
- **Does the Big Resignation signal more than a short-term reaction/ shift?**
- **What are the employment implications of ‘urban flight’?**
- **What do these changes mean for tourism?**
- **Will traditional ‘reserve army’ sources of labour return for tourism – students, working holiday visa holders, migrant workers (UK and Brexit)**
- **Does tourism have the will and creativity to change?**
- **What is the role of technology as alternatives to labour? Can SMEs in tourism afford the set up costs?**
- **What about consumer expectations of service?**
- **And more.....**



COVID-19's impact on the hospitality workforce – new crisis or amplification of the norm?

COVID-19's impact on the hospitality

2813

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Abstract

Purpose – The purpose of this paper is to highlight the immediate impacts of the COVID-19 pandemic on the hospitality workforce *in situ* between mid-April and June 2020.

Design/methodology/approach – This is a viewpoint paper that brings together a variety of sources and intelligence relating the impacts on hospitality work of the COVID-19 pandemic at three levels: macro (global, policy, government), meso (organisational) and micro (employee). It questions whether the situations

Tourism is not an industry that has shown a huge capacity for creative change in addressing its workforce issues.....

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DISCOURSE ABOUT WORKFORCE DEVELOPMENT IN TOURISM— AN ANALYSIS OF PUBLIC POLICY, PLANNING, AND IMPLEMENTATION IN AUSTRALIA AND SCOTLAND: HOT AIR OR MAKING A DIFFERENCE?

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This article addresses the contribution of the policy formulation process in driving agendas relating to workforce development in the tourism sectors of Australia and Scotland. This discussion represents an exploratory study that seeks to fill a clear conceptual and empirical gap in the extant literature. The discussion is located within wider consideration of the role of public and private sector stakeholders in policy formulation and implementation as a manifestation of active labor market policy engagement. Using a process of systematic documentary analysis, the study considers public policy reports and implementation strategies published in Australia (24) and Scotland (34) between 2000 and 2012 and focuses on the role of key actors, methodologies employed, and the recommendations that arise within each report. Conclusions relating to the process of stakeholder engagement and its relative ineffectiveness are drawn.

Key words: Active labor market policy (ALMP); Employment; Workforce development; Human resource development; Tourism; Australia; Scotland

Introduction

Workforce issues are crucial supply-side concerns that will determine the future competitiveness of service-based economies. As such, they engage the interest of a wide range of stakeholders including governments, NGOs, social partners, major

industry operators, trade bodies representing private sector employers, educational providers, and academic researchers (Baum & Szivas, 2008). In this article, the terms “workforce” and “workforce development” (WD) are used interchangeably in full awareness that more common reference is to human resource development (HRD). While HRD

Table 3

Outcomes: Where Are the Recommendations Targeted?

Recommendations to:	Australia [<i>n</i> (%)]	Scotland [<i>n</i> (%)]
Government	15 (18.8)	11 (15.7)
NGOs/public agencies	17 (21.3)	14 (20.0)
Private sector/trade associations or organizations	17 (21.3)	1 (1.4)
Private sector operators/businesses	15 (18.8)	25 (35.7)
Education/training providers	14 (17.5)	19 (27.1)
Consultants	0 (0.0)	0 (0.0)
Others	2 (2.5)	0 (0.0)

Repetitive recommendations to ‘solve’ labour market issues.....

- **Qualifications— improve availability, access, and participation**
- **Improve management and leadership**
- **Enhance customer service development**
- **Professional culinary skills development**
- **Training that is demand led by industry rather than supply led by educational/training providers**
- **Private sector to invest more in training**
- **Promote careers in tourism in schools and colleges**

Paper conclusions

- **Repetition of concerns and repetition in recommended outcomes**
- **Diverse stakeholder engagement but ‘closed circuit’ of stakeholders over time – ‘insider jobs’**
- **Recommendations place preponderant responsibility for action on government and its agencies, particularly through training interventions**
- **Reinventing the wheel: the absence of comparability between studies over the time frame: methods, actors, audiences**
- **Lack of accountability/follow-up with respect to reports and their recommendations.**
- **Consequently, little evidence of impact**

BUT

- **Focus on structural/ managerialist issues (recruitment, skills) rather than workplace conditions/ issues – consultant-led approach**
- **‘Solving’ business problems without necessarily engaging with root causes**
- **Myopia/ tunnel vision – areas of high employee abuse – kitchens, frontline = areas of recruitment/ retention challenges**
- **Absence of worker/ student voice**

Tourism work: a post-COVID conversation

- **The issues noted earlier all pre-date March 2020**
- **Pandemic has amplified these issues and, potentially, has re-set them at new levels**
- **Conversation needs to recognise the pandemic effect but cannot just be about this**

A neglected agenda

- **Understanding employment in the micro/family/informal/gig sectors of tourism**
- **Tourism employment and in-work poverty**
- **Tourism work and mental health issues**
- **Tourism employment, abuse and sexual harassment in the workplace**
- **Tourism employment and inclusion/opportunity: the intersection of disadvantage**

- **Spatial/ locational influences on tourism work**
– cost and availability of transport,
accessibility
- **Tourism employment in high cost locations**
- **Employee representation and voice, giving agency to tourism workers**
- **Design of tourism jobs to reflect the workforce ecosystem** “*fitting the man (sic) to the job (FMJ) or designing the job for the man (sic) (FJM)*’
Arnold, (2010:16)”
- **Consumer awareness and responsibility**

Adopting a sustainability lens

MINDSET



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Sustainable human resource management as a driver in tourism policy and planning: a serious sin of omission?

Tom Baum

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Rethinking tourism's definition, scope and future of sustainable work and employment: editorial for the *Journal of Sustainable Tourism* special issue on "locating workforce at the heart of sustainable tourism discourse"

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ABSTRACT

This special issue of *the Journal of Sustainable Tourism* showcases research that addresses an identified gap that is the relative neglect of the sustainability concept in a workforce context. The special issue presents 10 papers, each making a unique and distinct contribution to knowledge. This extended review/editorial presents a critique of current definitions of sustainability in an employment, and specifically in a tourism employment context, acknowledging and critiquing extant literature. The review then moves on to summarising all the submissions to this special issue, uniquely recognising the themes from both submissions as well as accepted papers. These exercises culminate in the presentation of a refreshed conceptualisation of sustainable employment, before we introduce the final selected papers. The submissions are mapped onto a proposed conceptual framework, which recognises the multi-dimensional influences of the evolving Sustainable Development Goals (SDGs), recent Sustainable Human Resource Management (SHRM) and tourism

Aspiring change: the notion of a sustainable workforce

A sustainable workforce is composed of individuals available or engaged in work that provides dignity, recognition, and fair reward (of at least a living wage) in a fiscally responsible enterprise, whose operations, supply chains and local ecological footprint exceed global ethical standards, audited yearly by independent agencies. Partnerships between employees and employers, unions, and state agencies, foster alliances across sectors and professions, education systems, commercial and not-for-profit organisations; with the aim of maintaining stable governance and an internal labour market that evens out over- or under-employment of individuals between the regions and urban centres. Inclusion, equity of opportunity and diversity policies and practices at macro/meso/and micro levels reduce traditional divisions within and between societies and industries to reduce conflict and promote peaceful collaboration, nationally and internationally.

(Mooney et al, 2022)

Enacting change: the idealist (fantasist?) in me.....

The commitment of a pentalogy of actors to change and action – government (ministries, agencies including tourism, education providers) and international agencies (UN, regional, donor funders); hospitality business interests (owners, operators, industry associations, value chains, investment financiers, individual actors); community agencies and interests (third sector, trades unions, activists and interest groups); and consumer groups and interests – to support the creation of a hospitality industry that offers decent, dignified, rewarding and developmental work under a framework of sustainable human resource practices.

(Baum and Mooney, 2019)

When the next crisis hits..... Is all the sustainability argument pie in the sky?



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