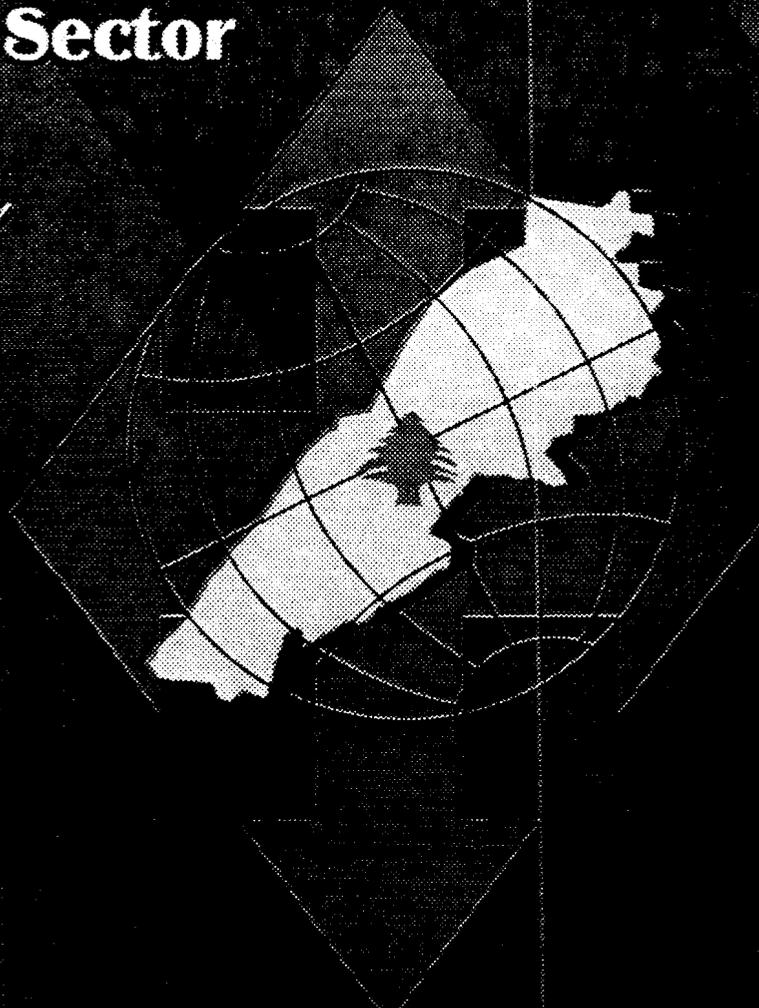


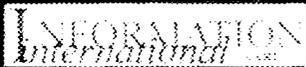
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# Assessment of Human Resources in The Lebanese Tourism Sector

*Field Survey*



**Tourism  
Industry  
Cluster**



April  
2000

USAID



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# **Assessment of Human Resources in The Lebanese Tourism Sector**

*Field Survey*

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In Association With:  
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Project Funded By:  
**USAID/Lebanon**

**April 2000**

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## **I. Overview**

According to a national tourism plan developed by the World Tourism Organization (WTO), the number of tourists visiting Lebanon is projected to reach 3.2 million in 2010. In order to accommodate such growth in the tourism sector, actions to develop and improve Lebanon's human resources are critical. Lebanon has long been known as a service-based country, and initiatives to enhance the tourism industry are crucial for the development of the Lebanese economy as a whole.

Tourism was a major service industry in pre-war Lebanon. According to a study by the Lebanese Center for Policy Studies (LCPS) and data gathered by the Ministry of Tourism in 1972, the tourism sector accounted for 16 percent of total Gross Domestic Product (or \$207.6 million). Lebanon's tourism industry also accounted for more than 40 percent of the total earnings of tourism in the Middle East region. Approximately 40,000 people were either directly or indirectly employed in the sector in Lebanon. During the war, the tourism industry was virtually non-existent. With the emergence of relative political security and the process of reconstruction after 1992, the tourism sector has begun to experience growth once again.

In order for the tourism sector to achieve its potential success, several initiatives relating to human resources (as well as other areas) are essential. These initiatives include:

- reforming tourism education and training;
- developing a new attitude towards human resources;
- promoting private sector HR initiatives;
- developing governmental actions to promote HR development;
- improving communication among industry players;
- creating new HR incentives and motivation techniques; and
- improving managerial training.

Accordingly, Information International conducted a survey of three sub-sectors of the tourism industry (hotels, restaurants, and travel agencies) with the aim of assessing critical human resource concerns, obstacles and needs in Lebanon.

## **II. Survey Objectives**

The objective of the study is to evaluate the quality of human resources in Lebanon's tourism sector, in order to determine the means by which those resources could be enhanced. The study incorporates the following assessments:

- Determining fluctuations in the numbers of employees in the sector over the past few years;
- Evaluating the level of skills of the workforce;
- Assessing the methods of recruitment and the qualities searched for in new recruits;
- Evaluating the obstacles faced by employers in recruitment;
- Determining the types of human resource shortages and the reasons for those shortages;
- Evaluating the quality tourism training programs educational systems;
- Assessing current actions and communications among industry players to improve human resources in the sector.

To fulfill the above objectives, the study is divided into four sections. First, general background information on tourism in Lebanon is provided, specifically addressing human resources. Second, the results of the survey are revealed and analyzed. The results are subdivided into three sections corresponding to the type of institutions interviewed (hotels, apartments, and resorts; restaurants; and travel agencies). Third, the report provides additional data on human resources and steps taken to enhance the workforce, based on information gathered from meetings and conferences. Finally, the fourth section relates the results of the survey to the actual situation in Lebanon and to global trends.

### **III. Background Information**

According to Mr. Raymond Khalife, regional president of Bass Hotels and Resorts, the level of professionalism in the Lebanese tourism sector needs to be enhanced. Unless the overall standard of human resources is improved, recruitment will be a continuous obstacle entailing several negative consequences for the sector. To achieve this goal, tourism companies need to change their general attitude toward human resources development: "The industry has a mindset which looks at the employee as a 'cost' rather than an investment" (*Daily Star*, April 6<sup>th</sup>, 2000).

This statement and similar comments by other industry leaders provide a clear picture of the human resources obstacles faced by the tourism sector. However, the problem that confronts human resources is not only a problem with educational programs or the perceptions of tourism institutions towards human resources. There are several other interrelated factors that are contributing negatively to workforce development, including: culture, economic recession, restructuring of the sector at the national level, as well as global economic changes.

On a global scale, 10 percent of the world's total workforce is employed in the tourism industry (according to Mr. Becherel, representative of the World Tourism Organization). In other words, the sector is among the greatest job generating industries. This fact has a significant implication for Lebanon, considering the high potential its tourism industry. The development of tourism human resources can have major progressive consequences for Lebanon's economy, and particularly for its labor force.

Since the end of the war and the beginning of reconstruction in 1992, the number of tourists in Lebanon has been increasing each year. According to a report by Lebanese American University (LAU), Lebanon's tourists have grown from 425,000 in 1992 to 963,000 in 1997. Inevitably, this increase in the number of tourists implies an increase in the demand for tourism services, and, thus, an increase in the demand for human resources.

According to a national tourism plan devised by the World Tourism Organization (WTO), the number of tourists in Lebanon is expected to grow to 3.2 million by 2010 and 68.8 million by 2020. Due to the aftermath of the civil war, however, Lebanon lags behind other countries in the region in tourism growth. In 1995, Lebanon's share of visitors to the Middle East region was only 3 percent, compared to Egypt's 50 percent share. In order for Lebanon to achieve its projected tourism growth for the year 2010, several issues will need to be addressed – particularly the size of the workforce and the overall standard of services. To accommodate this tourism growth, the tourism workforce will need to grow to 76,670 by 2010 (according to an estimate of the Economic and Social Commission for Western Asia), and the quality of this workforce will also need to progress.

Following is a description of the major human resources problems and obstacles currently confronting the tourism sector:

1. Low Percentage of Skilled Labor

According to a study implemented by the Lebanese Center for Policy Studies (LCPS), only 25 percent of the workforce in the sector are graduates of hotel management schools and tourism universities. Additionally, graduates of these schools are often not perceived as competent enough to meet expected job responsibilities, especially given the fact that such graduates usually expect high-position jobs as a result of their education.

2. High Employee Turnover

It is difficult for Lebanon's tourism employers to retain their skilled workers. The most well-educated, highly-skilled workers often search for job opportunities throughout Lebanon and in other countries, due to higher salaries and greater career advancement opportunities. As a result, employers have little incentive to invest in employee training, as well-trained workers are likely to look for better paying jobs elsewhere.

3. Lack of Trainers & Teachers

Many tourism trainers and teachers in Lebanon lack the expertise and methodologies necessary to be an effective teacher. Many tourism professionals choose to work in the industry, rather than teach, due to the relatively low salaries earned by teachers in Lebanon. A major consequence of the lack of well-trained teachers is a lack of well-trained tourism workers, especially at the managerial and supervisory levels.

4. Lack of Practical Experience

In universities, technical schools, and other training programs, the curriculum tends to be too theoretical, and students do not gain enough practical, hands-on experience in their field.

5. Culture and Gender Discrimination

Due to cultural issues, it is difficult for tourism companies to recruit women workers, especially for jobs that require night shifts. Additionally, many tourism jobs are held in low esteem and are not viewed as "prestigious" enough, making it difficult for employers to recruit new workers.

There are many consequences of these problems and obstacles. First, the most highly skilled workers are often not motivated to work in Lebanon, due to low salaries and lack of promotion opportunities. Second, those workers who are not highly skilled often expect to be hired for higher-level positions, as they are either untrained or unwilling to work in lower-profile, lower-skilled positions. Third, training programs do not provide workers with adequate practical experience. Fourth, employers often resort to employing foreigners for high-level positions (due to the lack of availability of skilled labor), or they have to hire relatively unskilled workers for these high-level positions. Many employers also have to employ foreigners for "less-

prestigious” positions, since Lebanese are unwilling to work in such jobs. Thus, although there is a large labor supply in Lebanon, there continues to be a lack of qualified personnel for the tourism sector.

In view of the above problems and the major hindrances they create for the tourism sector’s performance, several actions need to be undertaken to minimize the cost of these burdens and maximize the potential that could be reached. Examples of such actions include:

- increasing the level of practical experience in education;
- instituting new training programs,
- increasing standardization of training programs;
- increasing communication among industry players; and
- encouraging quality systems such as ISO9000 and HACCP.

In addition to the above actions, it is also imperative for the sector to be aware of the changes taking place relating to tourism at the international level. Globalization, technology growth, and rapid change are major factors which are affecting the industry and the type of human resources that should be recruited. For example, while the restaurant industry previously only needed unskilled labor, today the technology revolution is forcing nearly all employees to have a certain level of skills. Along the same lines, globalization is forcing greater coordination and cooperation among local educational institutions and among tourism stakeholders at the international level.

#### **IV. Survey Methodology**

SRI International designed a questionnaire (see Appendix) for surveying tourism companies, which sought to address the following issues:

- Current and projected numbers of employees
- methods of recruiting employees,
- the qualities searched for in employees,
- shortages of staff and skills,
- evaluation of technical schools and universities,
- communications among tourism stakeholders.

A total of thirty-one companies were interviewed three sub-divisions of the tourism sector:

- **19 hotels, apartments, and resorts;**
- **8 restaurants; and**
- **4 travel agencies.**

The companies in the survey were chosen with the goal of covering a representative selection of different sectors, sizes, and geographic locations. The hotels interviewed varied from major international chain hotels to small, one-star hotels, and included the cities of Beirut, Broumana, Tripoli, and Jounieh. Likewise, the restaurants varied from international to local, in different areas, as well as different types of cuisine (Italian, French, Arabic, and others). Of the

four travel agencies interviewed, two were major national companies and two were smaller local companies.

The data gathered was coded and entered into the computer for data analysis. Frequency distribution and cross tabulation techniques were implemented to test the relationship between the main variables in accordance to each of the above sub-divisions.

## **V. Survey Results**

### **A. Hotels, Furnished Apartments, and Resorts**

#### ***Employment Trends***

Among the nineteen hotels, apartments, and resorts interviewed in this survey, the average number of employees per institution is 82. Total employment figures range from 8 to 240, and also fluctuate according to the season. In general, hotels employ a greater number of workers during the summer, when the peak tourist season occurs.

In the past five years, nearly half of the companies surveyed (42.1 percent) report a decrease in employment, with an average decline of approximately 25 percent. More than half (63.2 percent) expect the number of employees to remain stable in the coming year and expect an increase in employment in the next five years. This expected increase in employment by 2005 is predicated on the assumption of peace in the region and continued success in the revitalization of the country's economy. In terms of the categorization of employees, the average number of employees falling in the "executive management" category is 9 (representing 11 percent of all staff), while the average number in the "employees" category is 73 (89 percent of all staff).

From 2000 to 2005, the interviewed companies expect to experience employment growth in the three major occupational categories (lodging, front-room food and beverages, and back-room food and beverages) and occupational levels (frontline, supervisory, and managerial). Based on this sample, the number of frontline personnel appears to be both the largest and the most flexible, while there is typically a small number of management and supervisory personnel, whose numbers tend to remain more stable (*see figure 1*). The survey respondents also expect the number of personnel in all three occupational categories to rise, with the largest growth rates for lodging and front-room food and beverage personnel (*see figure 2*).

Figure 1: Average Number of Employees by Occupational Level

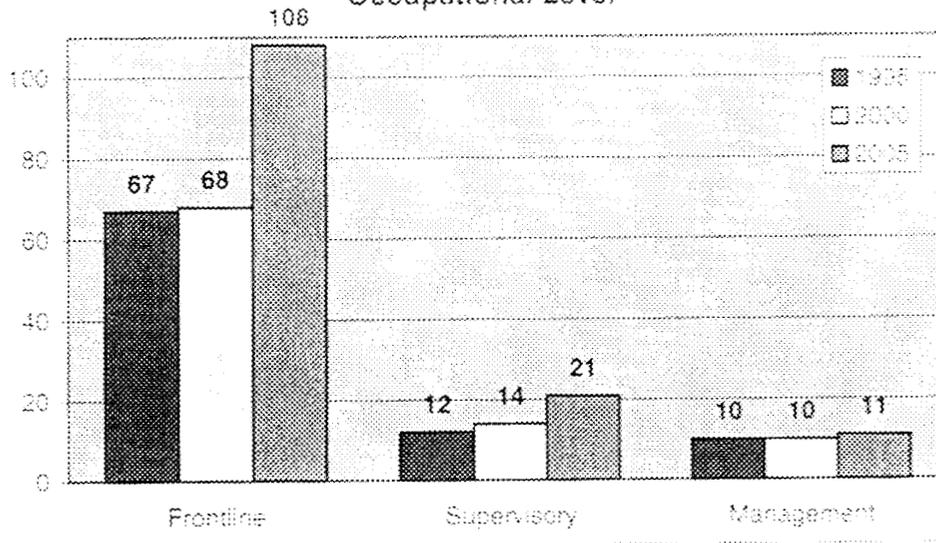
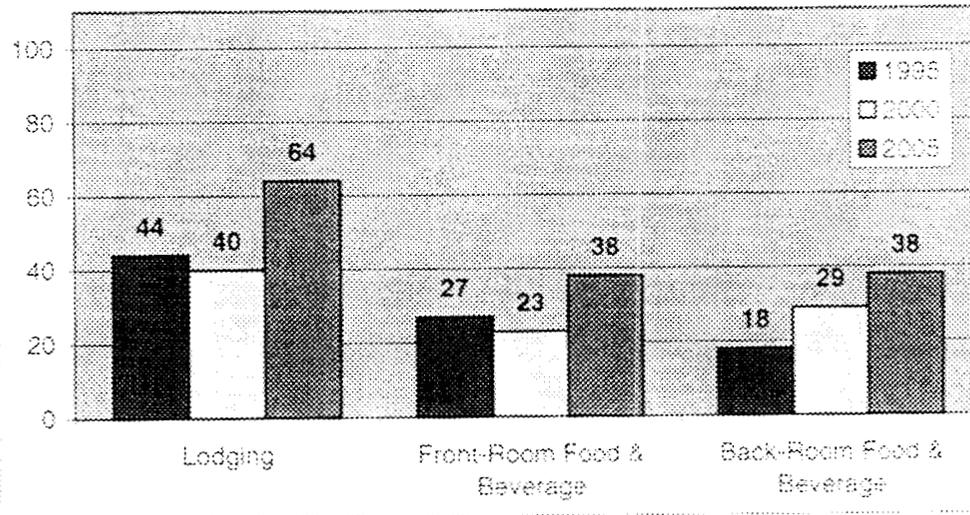
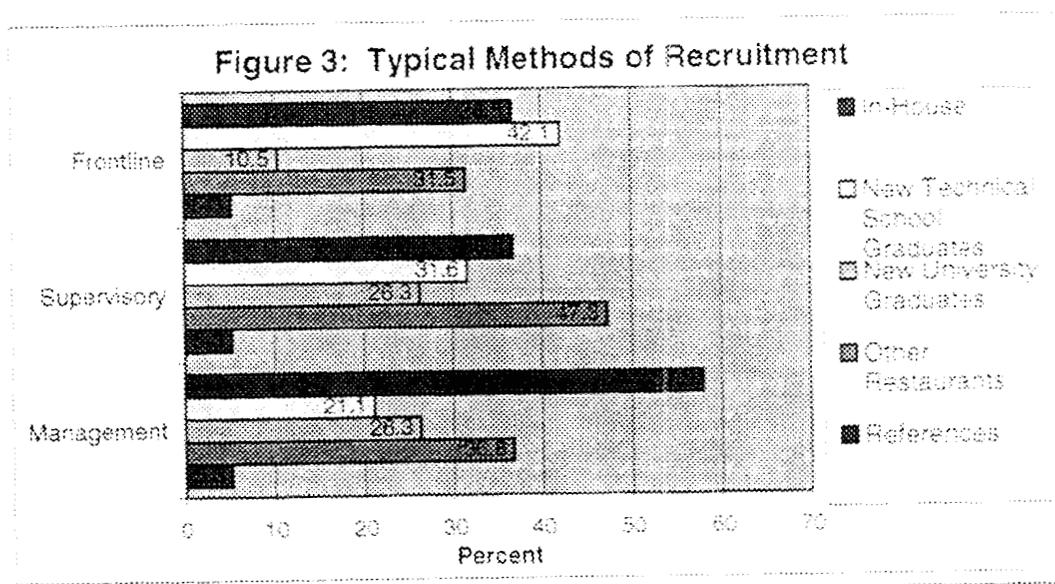


Figure 2: Average Number of Employees by Occupational Category



## Staff Recruitment

As indicated in *Figure 3*, tourism workers are typically recruited from different sources, depending on their occupational level. Among the companies surveyed, the largest percentage of frontline personnel are recruited from technical schools (42.1 percent), followed closely by in-house recruitment (36.8 percent) and recruitment from other hotels (31.5 percent). The importance of technical schools for recruiting frontline personnel is consistent with the types of training offered by technical school programs. The greatest source of recruitment for supervisory personnel is other hotels (47.3 percent), followed by in-house (36.8 percent) and technical schools (31.6 percent). The fact that the majority of supervisory personnel come from other hotels or in-house indicates that most companies are seeking recruits who have already obtained a certain level of practical experience in their field for these positions. For management personnel, the largest source of recruitment is in-house (57.9 percent), followed by other hotels (36.8 percent) and universities (26.3 percent). These results indicate that both practical experience and a broader understanding of the industry (as gained from a university degree) are important qualities in recruiting management personnel.



In all three categories, references play the least important role in staff recruitment. Among the surveyed companies, references were typically viewed somewhat negatively – implying employment would be on the basis of personal connections, rather than merit. This, perhaps, is the reason behind references not being viewed as a viable method of recruitment.

The following table illustrates the qualities deemed most important by the interviewed companies when recruiting new tourism employees. Customer service disposition ranks highly in all three categories, especially for managerial and supervisory personnel. Presentation ranks highest for frontline employees, and job experience and computer skills are also deemed very important for both supervisory and managerial positions. Other important qualities include language skills and tourism-related certificates and degrees.

<b>QUALITIES DESIRED IN NEW TOURISM RECRUITS</b>			
<b>Level of Importance</b>	<b>Frontline Personnel</b>	<b>Supervisory Personnel</b>	<b>Management Personnel</b>
<b>First</b>	Good Presentation (52.6)	Customer Service (31.6) Experience Relevant to the Job (31.6) Language Skills (31.6) Computer Skills (26.3)	Customer Service (26.3) Experience Relevant to the Job (26.3) Technical School Certificate in Tourism Field (26.3) Computer Skills (26.3)
<b>Second</b>	University Degree in Tourism Field (31.6) Skills Specific to the Job (31.6) Language Skills (31.6) Customer Service (31.6)	Technical School Certificate in Tourism Field (21.1) References (21.1)	University Degree in Tourism Field (15.8) Skills Specific to the Job (15.8) Good Presentation (15.8) Any University Degree (15.8) References (15.8)
<b>Third</b>	Experience Relevant to the Job (21.1) Any University Degree (21.1) Any Technical School Certificate (21.1)	Skills Specific to the Job (15.8) Any University Degree (15.8)	Language Skills (10.5)
<b>Fourth</b>	Technical School Certificate in Tourism Field (15.8) References (15.8) Computer Skills (15.8)	Good Presentation (10.5) University Degree in Tourism Field (10.5) Any Technical School Certificate (10.5)	Any Technical School Certificate (5.3)
<b>Fifth</b>	Leadership (5.3)	Leadership (5.3)	Leadership (5.3)

### *Staff Shortages and Skills*

Regarding newly recruited staff, 47.4% of the interviewees stated that new recruits had skill deficiencies. The highest percentage of these new recruits were hired from other related businesses (35.7%). Over half of the respondents, or 57.9 percent, indicated difficulties in hiring employees. A wide variety of staff shortages among both high and low-skilled personnel were reported, including the following job categories: front and back room managers, sales managers, receptionists, housekeeping supervisors, skilled housekeepers, chambermaid, and assistant chef. In terms of skills/qualifications deficiencies, 33 percent of interviewed companies indicated that communication skills and cleaning expertise were the qualifications most lacking in their new employees. Nearly 17 percent perceived practical experience and tourism management skills to be the most important gaps.

### *Staff Turnover*

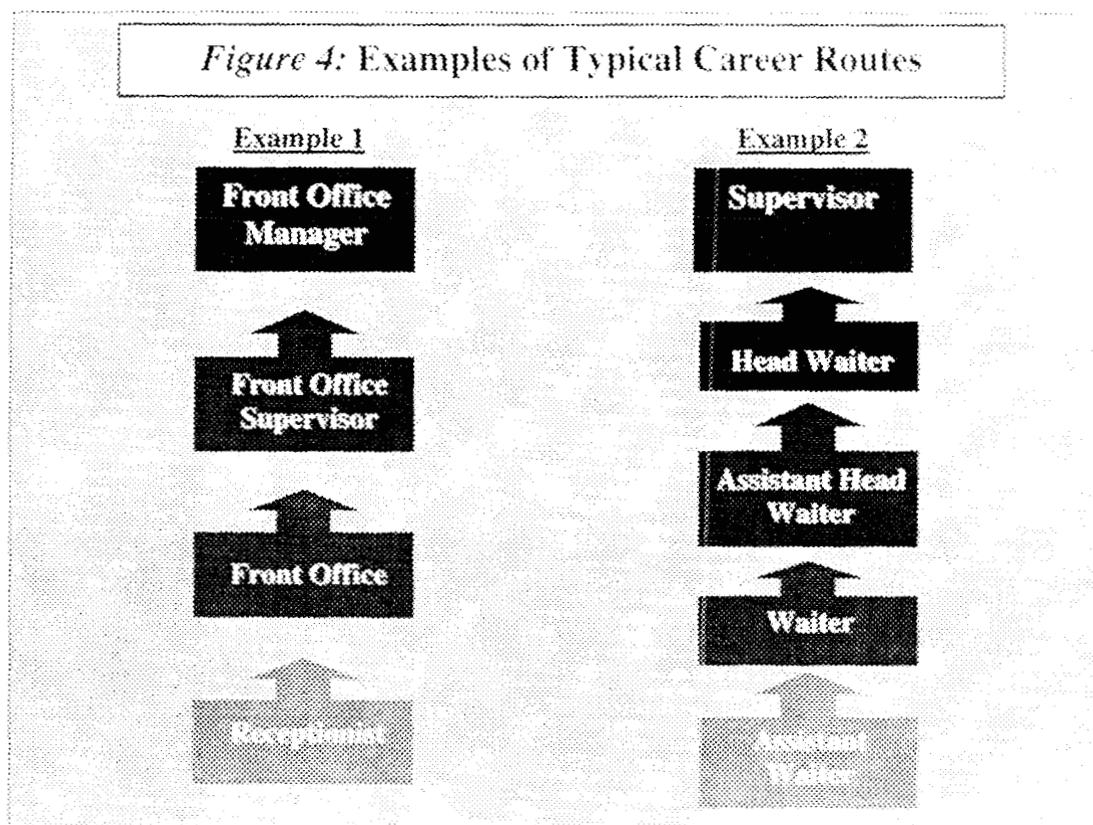
From this sample, staff turnover appears to be highest for frontline employees and lowest for managerial personnel. Approximately half the companies report low or virtually no turnover

for their employees: 42.1 percent experience low/no turnover for frontline employees, 57.9 percent report low/no turnover for supervisory employees, and 78.9 percent report low/no turnover for managerial positions. Among the remaining companies with higher turnover rates, average staff turnover is as follows: 27 percent annual turnover for frontline employees, 25 percent annual turnover for supervisory positions, and 20 percent annual turnover for management personnel.

The interviewees stated that about 58 percent of those who left their company went to other related businesses. The reasons for employee resignation include the following: financial factors/better salaries (50 percent), followed by better available positions (15 percent), inability to fit in the work place (15 percent), and a lack of career advancement opportunities (10 percent).

### *Salaries & Career Advancement*

The average salaries reported by the interviewed companies are: \$1,525 for head managers, \$1,100 for junior managers, \$710 for supervisors, and \$400 for frontline employees. Figure 4 illustrates the typical career advancement patterns for employees in this sector.



### *Education and Training*

More than three-quarters of the survey respondents affirmed that a technical school certificate or university program degree elevates the prospect of hiring a job applicant. All respondents agreed that students should get more practical experience as part of their studies. The following Table illustrates the respondents ratings and impressions of major technical schools and universities that offer tourism related programs. For all of the institutions, the

largest percentage of companies rated the school as "good" or "very good." The following institutions received the highest ratings, with at least one-third of the respondents rating them "excellent" or "very good:" NDU (40.9 percent), C&E College (37.5 percent), LAU (33.6), and Kafaat (33.4).

<b>RATINGS OF FAMILIAR EDUCATIONAL INSTITUTIONS</b>						
	Percent Familiar with the Institution	% of Respondents Rating the Institution as				
		Excellent	Very Good	Good	Fair	Bad
NDU	19.6	9.1	31.8	50	-	-
LAU	16.1	7.4	26	44.4	7.4	14.8
Kafaat	14.3	7.4	26	48.1	-	18.5
Ecole Hotelier	12.5	4.3	21.7	52.2	4.3	17.5
Lebanese University	10.7	9.1	9.1	72.7	-	9.1
C&E College	5.4	-	37.5	62.5	-	-
USJ	5.4	-	20	60	-	20

In terms of the content of educational programs, 41.7 percent of companies surveyed indicate that the greatest deficiency is a lack of practical experience available to students. Other reported weaknesses in educational programs include a lack of new technical training (25 percent of respondents), a lack of management skills training (16.6 percent), a deficiency in language training (12.5 percent), and insufficient communication between training establishments and companies (4.2 percent). The interviewed companies responded that lack of practical experience could best be dealt with by increasing student internships in all departments of a company. 40 percent of respondents said these internships should last three months, 33.3 percent said one year, and 20 percent said three years.

Nearly 79 percent of interviewed companies said that they provide internships to students in different departments. 52.6 percent provide in-house training to employees or have an internal training department; however, only 10.5 percent said they hired an external trainer or training organization within the last year. In companies that do offer in-house training, it is typically offered for all categories of staff, as well as new recruits, and is generally perceived as very effective (by 62.9 percent of respondents).

### **Communication Channels**

Communication among tourism sector companies, the government, technical schools, and universities, can greatly enhance the performance of human resources. Unfortunately, such communication channels are virtually non-existent in Lebanon: 94.7 percent of surveyed companies stated that no formal communication exists with the government, 78.9 percent reported no communication with other companies, 57.9 percent reported a lack of communication with technical schools, and 52.6 percent stated that no formal communication lines prevail between companies and universities. Clearly, the greatest communication channels are between companies and technical schools and universities. This communication mainly

revolves around recruitment and internships (66.7 percent of companies), syndicate meetings (25 percent), and meetings within chains (8.3 percent).

With respect to actions being taken by industry to enhance human resources in the sector, the most frequent responses include: training courses by companies and the expansion of related programs by schools and universities.

## B. Restaurants

In general, the results of restaurant surveys were quite similar to those of the hotel sector. The responses most similar in the areas of employment projections, qualities searched for in new recruits, and attitudes towards training.

### *Employment Trends*

Among the eight restaurants interviewed, total employment ranges from 10 to 70 employees. The average number of employees per company is 44. Similar to the hotel sector, restaurants report a decrease in the number of employees in the last five years. About 62 percent of restaurants reported a decrease, compared with 42 percent in the hotel sector. The average percent decline in employment since 1995 is 30 percent. Also similar to the hotel sector, three-quarters of restaurants predict a constant rate of employment for the coming year. Unlike the hotel sector, restaurants also expect little to no change in employment over the next five years.

In terms of occupational levels, an average of five employees fall into the "executive/management" category, while 39 fall into the "employee" category. As in the hotel sector, frontline staff comprise the majority (68 percent) of restaurant personnel (see figure 5). Management and supervisory staff have a much smaller share, at 25 percent and 9 percent, respectively. Restaurant personnel seem to be fairly balanced between front-room and back-room food and beverage staff (see figure 6).

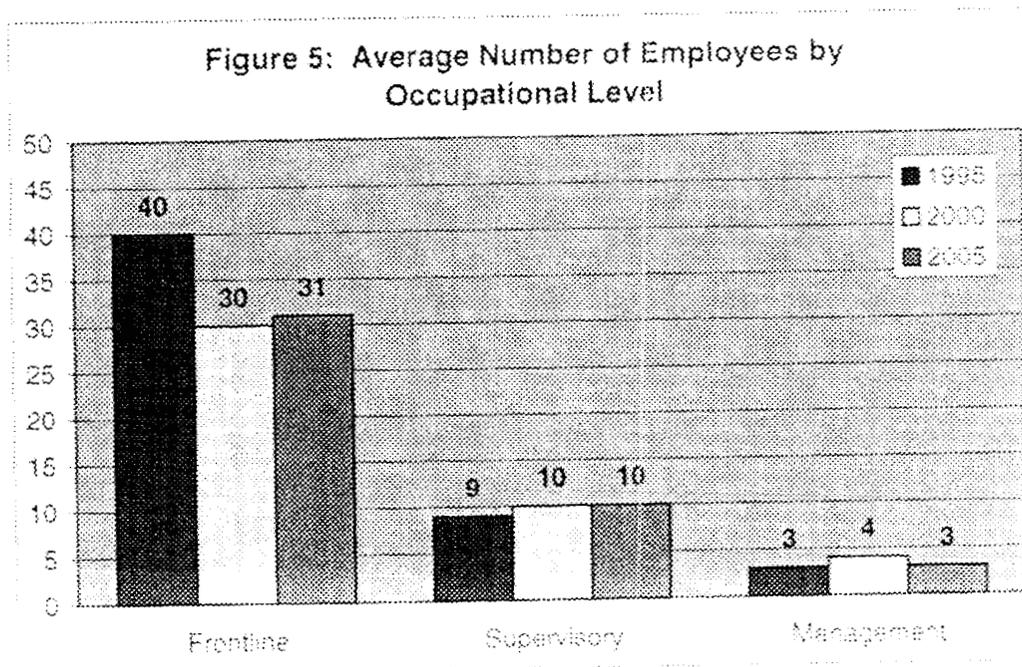
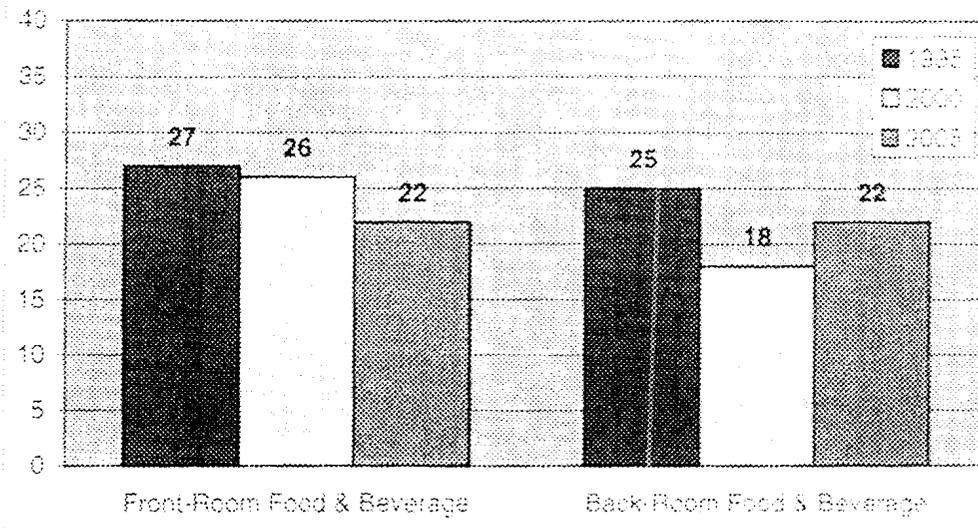


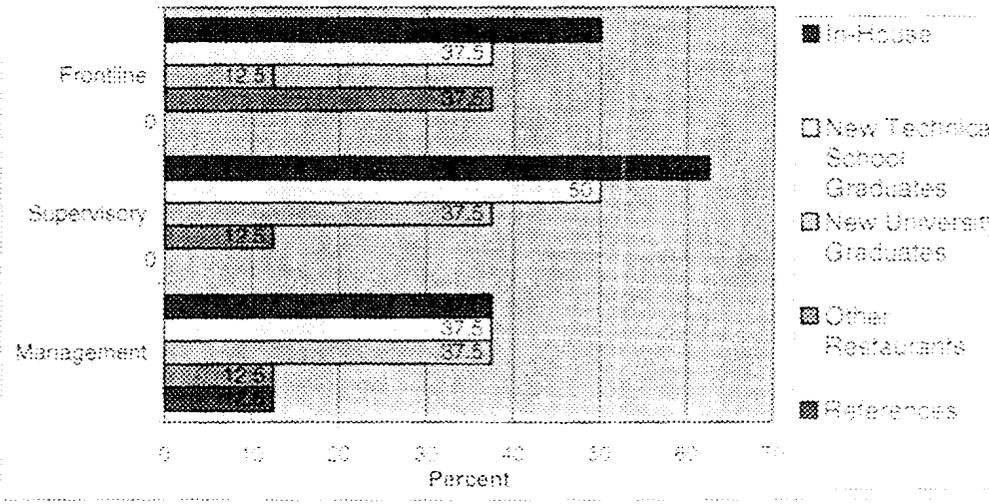
Figure 6: Average Number of Employees by Occupational Category



**Staff Recruitment**

In all three occupational levels (frontline, supervisory, and managerial), promotions from within the company are among most important methods of recruitment (see figure 7). For management personnel, university and technical schools are used equally as often as in-house promotion for new recruits. For both frontline and supervisory positions, technical school certificates are the second most important; however, other restaurants also rank as an important source of recruitment for frontline personnel. As in the hotel sector, the interviewed companies do not consider personal referrals to be an important recruitment method for new staff members.

Figure 7: Typical Methods of Recruitment

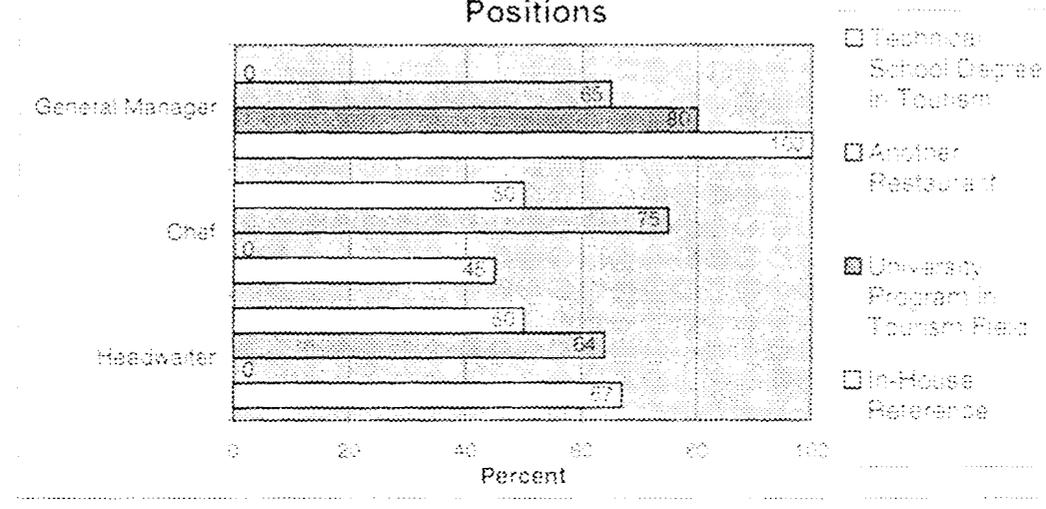


In terms of qualifications sought in new recruits, experience relevant to the job is perceived to be the most important qualification for all three occupational levels. Good presentation and language skills also rank highly for frontline and supervisory personnel, while customer service is important for frontline and management personnel. Interestingly, having a university degree in the tourism field ranks as more important for frontline and supervisory staff than for management personnel. As in the hotel, leadership skills rank at the bottom of the list for all categories.

<b>QUALITIES DESIRED IN NEW TOURISM RECRUITS</b>			
<b>Level of Importance</b>	<b>Frontline Personnel</b>	<b>Supervisory Personnel</b>	<b>Management Personnel</b>
<b>First</b>	Experience Relevant to the Job (50) Good Presentation (50)	Experience Relevant to the Job (50)	Experience Relevant to the Job (62.5)
<b>Second</b>	Language Skills (37.5) Customer Service (37.5)	Good Presentation (37.5)	
<b>Third</b>	University Degree in Tourism Field (25) References (25) Computer Skills (25)	Language Skills (25) University Degree in Tourism Field (25) Skills Specific to the Job (25)	Customer Service (25) Computer Skills (25) Skills Specific to the Job (25)
<b>Fourth</b>	Technical School Certificate in Tourism Field (12.5) Skills Specific to the Job (12.5) Any University Degree (12.5) Any Technical School Certificate (12.5)	Customer Service (12.5) References (12.5) Computer Skills (12.5) Technical School Certificate in Tourism Field (12.5) Any University Degree (12.5) Any Technical School Degree (12.5) Leadership (12.5)	Good Presentation (12.5) Language Skills (12.5) University Degree in Tourism Field (12.5) References (12.5) Technical School Certificate in Tourism Field (12.5) Any University Degree (12.5) Any Technical School Certificate (12.5) Leadership (12.5)
<b>Fifth</b>	Leadership (0)		

Concerning the three most important positions, 25.1 percent of the respondents distinguished the general manager to be the most important, followed by the chef (20.8 percent) and the headwaiter (20.8 percent). The bartender, director of finance, and the front office manager ranked fourth with 8.3 percent each. Finally, kitchen managers and public relations managers ranked last with a 4.2% each. *Figure 8* illustrates the three most important positions and the methods through which they are recruited. In-house/references is the key recruitment source for general managers, followed by university programs. Other restaurants, in-house/references, and technical schools are more important for headwaiters and chefs.

**Figure 8: Typical Methods of Recruitment for Key Positions**



**Staff Shortages & Skills**

Only 37.5 percent of the interviewees declared that new recruits show particular skill deficiencies. About one-third of new recruits with skills gaps come from other related businesses, and one-third are new university graduates. The qualities perceived to be most lacking in new hires include practical experience (60 percent), tourism management skills (20 percent), and communication skills (20 percent). Three-quarters of the restaurants interviewed stated that they faced difficulties in recruiting certain staff categories, especially for the following staff: head waiters, assistant chef, chef de cuisine, female waitresses, managers and night shift waiters (in order of greatest shortage).

**Staff Turnover**

In the restaurant sector, staff turnover tends to be much more prevalent for frontline employees than for supervisory and managerial personnel. About 75 percent of restaurants interviewed reported virtually no turnover for supervisory/managerial staff, while only 37.5% reported low/no turnover for frontline staff. Among those restaurants that do experience turnover, the average annual rates are 15 percent for frontline staff and only 5 percent for supervisory and managerial positions. While these average turnover rates are lower than those reported for the hotel sector, the trend of experiencing higher turnover for frontline staff is similar to that of the hotel sector.

The interviewed restaurants reported that 75 percent of employees who leave seek employment in other similar businesses. The most important reason for leaving is the availability of a better position elsewhere (45 percent), followed by better salaries/financial reasons (36.3 percent), a lack of career advancement opportunities (9.1 percent), and to seek further education (9.1 percent).

**Salaries & Career Advancement**

Salaries in the restaurant sub-sector tend to be higher than in the hotel sector – varying from approximately \$2,150 for head managers to \$500 for front line employees. Nevertheless, the comparatively higher salaries (versus hotels) could be an indicator of two important

differences between hotels and restaurants in Lebanon: first, restaurants generally experience lower staff turnover rates, and second, financial issues are not given as the primary reason for employee resignation as is the case in the hotel sector. The typical career progression for an employee in restaurants is as follows:

1. Dishwasher
2. Assistant Waiter
3. Assistant Headwaiter
4. Headwaiter
5. Supervisor

### Education and Training

Three-quarters of the interviewed restaurants stated that a technical school certificate or university degree elevates the prospect of recruitment, and all agreed that students should get more practical experience as part of their studies in the form of internships. In terms of the duration of internship experiences, 55.7 percent claimed they should comprise three months and 14.3 percent declared that they should last for a year.

<b>RATINGS OF FAMILIAR EDUCATIONAL INSTITUTIONS</b>						
	Percent Familiar with the Institution	% of Respondents Rating the Institution as				
		Excellent	Very Good	Good	Fair	Bad
Ecole Hotelier	22.3	-	50	50	-	-
Kafaat	22.2	-	-	50	-	50
NDU	11.1	-	100	-	-	-
C&E College	11.1	-	100	-	-	-
LAU	11.1	100	-	-	-	-
SOS Technical School	11.1	-	100	-	-	-
Lebanese University	11.1	-	100	-	-	-

The above table summarizes the respondents' recognition and evaluation of technical school programs and universities in the field. As illustrated, most listed programs were rated as "very good" (however, very few of the interviewed restaurants offered ratings for the institutions, so the sample size is very small). Nonetheless, half of the respondents perceived lack of experience as being the greatest deficiency in the current educational system. This is followed by a lack of new updated technical training (20 percent), an absence of a "fast food" concept (20 percent), and a deficiency in language skills (10 percent).

Reinforcing the importance of internships, 62.5 of the restaurants stated that they provide work placements to students. These programs take the form of training in various departments, mainly waiting tables and seasonal internships. None of the interviewed restaurants hired an external trainer or training organization last year; however, a relatively high percentage (62.5 percent) asserted that they do have an in-house trainer or training department. Training is typically provided for both existing staff and new recruits. About 30 percent of restaurants said that they provide training for all experience levels of staff, 20 percent conduct training only for

staff at the managerial level, and the remaining 50 percent distribute training among front office managers, bartenders, chefs, and supervisors. In addition, 75 percent of respondents claim that if employees have skill deficiencies they will receive additional training, only 25 percent stated that they would recruit new staff instead. All interviewed restaurants believe their training programs are either "effective" or "very effective."

### ***Communication Channels***

As stated earlier, communication channels are vital for the enhancement of human resources; however, they are very minimal in the restaurant sector. Only 25 percent stated that they have communication channels with the government, 12.5 percent claim to have communication with other restaurants, 25 percent stated that there are communication channels with technical schools, and only 12.5 percent have communication channels with universities. The predominant type of communication channel used is student internships, as well as meetings within restaurant chains (mainly for international chain restaurants).

With respect to actions currently taken by the restaurant sector to enhance human resources, 50 percent of the restaurants emphasize training courses. Outside of training, the respondents had little to offer in terms of private-sector based workforce development efforts.

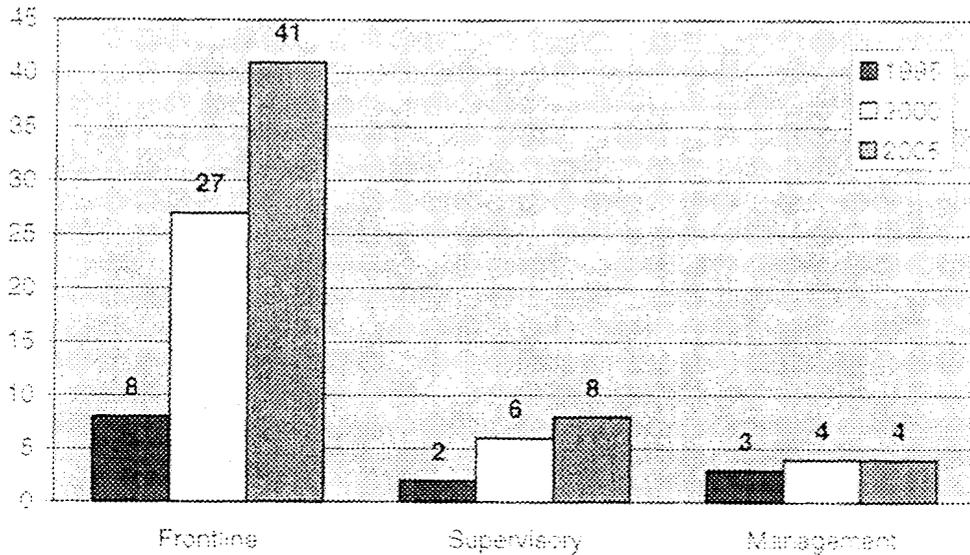
## **C. Travel Agencies**

### ***Employment Trends***

The average number of employees in the four travel agencies that were interviewed is 32, total employment in these companies ranged from 8 to 62. The majority of employees fall into the "employee" category (average of 26), while an average of 6 fall into the "executive/managerial" category. Similar to other tourism sectors, there is a high degree of seasonal fluctuation in employment.

Unlike the hotel and restaurant sectors, the interviewed travel agencies report a net increase in employment from 1995 to 2005. Three of the travel agencies report an increase of approximately 80 percent in their employment in the last five years, while one has had a stable number of employees. In the coming year, half of the travel agencies estimate an increase in their total number of employees. In the next five years, the largest increase is expected for frontline employees, with a small increase in supervisory staff, and managerial personnel remaining stable (see *figure 9*).

Figure 9: Average Number of Employees by Occupational Level

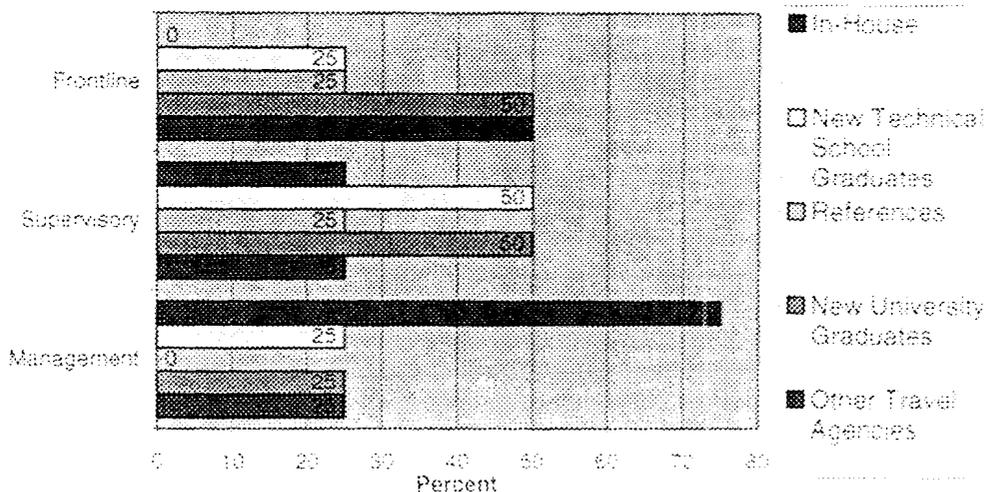


This variation between the different sectors could be the result of the expansion of current travel agencies. Some of the interviewed companies have recently opened other branches; this would be less likely to occur with hotels and restaurants. It can also be attributed to the relatively low number of travel agencies that were interviewed.

### Staff Recruitment

For management personnel, in-house promotion is by far the most important means of recruitment among the interviewed travel agencies. Universities and technical schools are important sources for supervisory staff, while universities and other travel agencies are the major recruitment sources for frontline staff (see figure 10).

Figure 10: Typical Methods of Recruitment

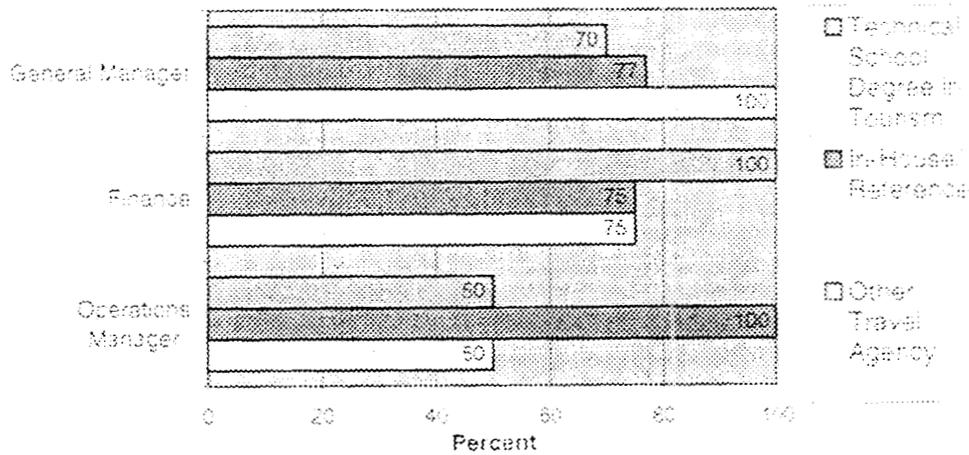


Concerning the qualifications sought in new recruits, the respondents gave nearly all the qualities equal weight (especially for frontline staff). The most noticeable trend is that experience relevant to the job is heavily emphasized for supervisory and management personnel.

<b>QUALITIES DESIRED IN NEW TOURISM RECRUITS</b>			
<b>Level of Importance</b>	<b>Frontline Personnel</b>	<b>Supervisory Personnel</b>	<b>Management Personnel</b>
<b>First (75)</b>		Experience Relevant to the Job	Experience Relevant to the Job
<b>Second (50)</b>		Technical School Certificate in Tourism Field	
<b>Third (25)</b>	Experience Relevant to the Job Technical School Certificate in Tourism Field University Degree in Tourism Field Skills Specific to the Job References Language Skills Good Presentation Customer Service Computer Skills Any University Degree Any Technical School Certificate	University Degree in Tourism Field Skills Specific to the Job References Language Skills Good Presentation Customer Service Computer Skills Any University Degree Any Technical School Certificate	Technical School Certificate in Tourism Field University Degree in Tourism Field Skills Specific to the Job References Language Skills Good Presentation Customer Service Computer Skills Any University Degree Any Technical School Certificate

In response to the question about the three most important positions in travel agencies, the general manager's position (25 percent), the finance manager's position (25 percent), and the operation's manager (18 percent) were perceived as the most important, followed by the sales manager, the manager's assistant, the tour coordinator, and the director manager (8.3 percent each). *Figure 11* indicates the predominant methods by which the three most important positions are recruited.

**Figure 11: Typical Methods of Recruitment for Key Positions**



### **Staff Shortages & Skills**

Only 25 percent of the travel agencies stated that newly recruited staff have particular skill deficiencies. The employees with skills gaps are evenly distributed among technical schools, universities, and related businesses. The qualifications that are perceived to be most lacking include practical experience (similar to hotels and restaurants) and computer booking skills. Three-quarters of the travel agencies also asserted that they face difficulties recruiting certain categories of staff, primarily ticketing and reservations employees, accountants, and receptionists.

### **Staff Turnover**

The travel agencies sector experiences the lowest turnover rates of all the sectors interviewed in this survey. The reported average annual turnover rate for frontline employees is 13 percent, while the turnover rate for supervisory and managerial positions is essentially zero. About 50 percent of the employees who leave their companies go to other related businesses, and the other 50 percent move abroad. The major reasons for employee resignation at the interviewed travel agencies is that they do not fit in (66.7 percent), or that they find better positions elsewhere (33.3 percent).

### **Salaries & Career Advancement**

The reported monthly salaries in travel agencies vary from \$1,800 for head managers, to \$500 for front line employees, \$1,200 for junior managers, and \$950 for supervisors. Career advancement in the travel agency sector typically takes the following path:

6. Desk Reservation Agent
7. Ticketing Agent
8. Assistant to the Sales Manager
9. Sales Manager

### *Education & Training*

All respondents asserted that having a technical school certificate or university degree tends to raise an applicant's prospect of employment. Three of the travel agencies agreed that students should get more practical experience as part of their education. As in the hotels and restaurants sectors, this practical experience was suggested to take the form of internships in all department types for a period of three months (66.7 percent) or a year (33.3 percent).

The following table illustrates the travel agencies' ratings of educational institutions and programs available in Lebanon. The majority of the institutions were ranked as "good." Ecole Hotelier received the highest ratings (100 percent of respondents rated it as good, very good, or excellent) and Francell also received very high ratings (87.5 percent good, very good, or excellent).

<b>RATINGS OF FAMILIAR EDUCATIONAL INSTITUTIONS</b>						
	Percent Familiar with the Institution	% of Respondents Rating the Institution as				
		Excellent	Very Good	Good	Fair	Bad
Lebanese University	18.8	-	20	60	-	20
USJ	18.8	11.1	11.1	55.6	-	22.2
Francell	18.8	12.5	25	50	-	12.5
Pigier	12.5	-	-	75	-	25
Ecole Hotelier	12.4	25	50	25	-	-
C&E College	6.3	-	-	100	-	-
AUC	6.2	-	-	100	-	-
CIS	6.2	-	-	100	-	-

### *Communications Channels.*

According to the travel agencies surveyed, there is no communication between the government and travel agencies to enhance human resources. Communication channels between travel agencies and technical schools or universities were reported by 35 percent of the respondents. Communication among travel agencies concerning human resources seems to be relatively high (50 percent). Similar to the hotels and restaurants sectors, the communication that prevails revolves around internships and recruitment (33.4 percent), syndicate meetings (33.3 percent), and marketing of tours and products (33.3 percent).

#### **D. Survey Results: Additional Information Obtained from the Interviewing Process**

In order to justify and verify some of the responses given during the survey process, the following section seeks to provide additional information provided by the interviewees which is relevant to the subject of human resource development.

According to the interviewed companies, a major cause for the obstacles faced regarding human resources is the war, which led qualified and skilled labor to seek job opportunities abroad. This has resulted in two major human resource problems in Lebanon: first, the emergence of a less qualified and skilled workforce, and second, a gap in communication between Lebanese expatriates who have recently returned and the existing workforce.

With respect to the first part of the survey relating to employment, it was revealed that, in general, seasonal employment is greatly required by tourism employers (particularly during the summer). Thus, it appears that many of the companies that provide internship programs do so to fill seasonal employment needs, and not necessarily to provide educational training to tourism students. Several of the interviewed companies complained that student interns are not motivated – many students regard their internships as a “forced duty” instead of opportunity to learn. Moreover, the schools are apparently not serious about internships, and they do not follow-up on student progress or require student feedback.

Many companies in the survey complained that their inability to pay higher salaries affects the types of employees they are able to hire. In many cases, companies attest that there is an adequate supply of well-qualified personnel in Lebanon; however, the fact that salaries are low keeps them from employing the best workers and forces them to hire lower-skilled, less qualified staff. Some of the best workers may be turned away and seek jobs in other areas due to the relatively low salaries prevalent in the industry.

The opening of new hotels and restaurants in Lebanon is also having an impact on the ability of companies to hire strong personnel. The most qualified workers are often attracted away from their current jobs to the new, higher-paying establishments. A growing number of establishments, without a corresponding increase in demand, is leading to greater competitive pressures on tourism establishments. In order to maintain their business, establishments may have to cut costs and employ fewer people. This problem is viewed by most of the surveyed companies as a short-term problem – as peace in the region is secured and economic activity grows, a greater number of visitors to Lebanon can be expected to raise demand and provide new business.

In general, personal references are not regarded by tourism companies as an effective method of recruitment, except for cases where there is a special need to recruit trustworthy employees for delicate matters. The surveyed companies typically view this hiring method as employment on the basis of personal connections and not merit.

A lack of practical experience in the tourism field is reported to be the major deficiency in qualifications in the tourism workforce. Other major deficiencies include a lack of computer skills, customer service disposition, and good presentation. Companies also cited efficiency, punctuality, and lack of professionalism in work ethics (e.g., responsibility, motivation, etc.) as major problems among their employees. They claim that many workers seem to be highly ambitious, but unwilling to work to earn promotions – for example, frontline employees expect promotions to managerial positions with gaining the experience and skills necessary for those

higher-level jobs. The inability to achieve these high positions as quickly as desired leads employees to seek other job opportunities with the hope of faster career advancements, higher wages, and less work in the process of reaching their goals.

Very few tourism companies in Lebanon provide in-house training programs. The companies that do offer such training typically believe their programs are quite effective; however, many of these companies merely provide “cross training” (i.e., employees training one another). Some companies stated that training costs are a large burden when they consider that many of their employees will leave to join other firms (thus making their training expenditures a wasted investment).

## **VI. Further Information from Conferences**

Additional information on human resources issues in the tourism industry was also obtained by Information International through two conferences: a conference on “Human Resources in the New Millennium” conducted by the Lebanese American University (March 9-11, 2000), and the “Hotels & Restaurants Annual Forum” conducted by Hospitality Services (April 5, 2000).

### **A. “Human Resources in the New Millennium”**

This conference highlighted the need for adaptation into international trends in human resource management. According to Mr. Toufic A. El-Chaar (Competency-Based Systems of the HR Management), “The acquisition, cultivation, and retention of talents are already acknowledged as the prime function of HR for the next decade and even longer beyond.... While 80 percent believe that by 2010 attracting and retaining people will be the Number One Force in strategy.” Hence, the selection of effective and motivated employees, investment in the acquisition of knowledge and skills, and the advancement of human competence are currently the major concerns of human resource management.

Among the mechanisms to be applied for the retention and enhancement of employees is to provide certain training programs. It is important to implement training programs that are tailored for the institution’s particular needs – while some human resource solutions may succeed in one organization, they may drastically fail in another. Several factors should be considered when establishing training programs, such as the work culture and environment.

Another major reason why training often does not fulfill its objectives is that it is implemented for the wrong reasons and does not address the underlying problems. In some cases, employees might not be performing well due to a feeling of dissatisfaction with the work environment, rather than a lack of skill or ability. In these cases, HR solutions beyond training will need to be implemented.

Therefore, it is crucial for companies to provide training programs that are adapted to their own institutions, culture, and work environment, as well as create an environment that promoted employee satisfaction, recognition, and rewards.

## **B. “Hotel & Restaurant Annual Forum”**

Tourism training and educational institutions in Lebanon have progressed greatly; however, globalization and other trends are necessitating further growth and change. According to Dr. Serge Perrot (Honorary Inspector for Hotel & Tourism Education in France), a few years ago Lebanese universities hardly provided any training for the tourism sector. While the amount of training has increased, the present amount is still not enough. Training courses should not remain at the local level, but should develop international linkages with other institutions involved in tourism training curriculum, and internships. It is important that training be perceived as an investment, rather than a cost burden.

In the past, having tourism degree or technical certificate was enough to qualify a worker as being “highly skilled.” Today, training and education are regarded as life long processes, and continuous training is necessary to help workers keep pace with constant global changes.

The World Tourism Organization (WTO), represented by Mr. Lionel Becherel, also highlighted the importance of developing some degree of standardization among training programs. The WTO is currently establishing a network of sixteen universities, regarded as among the best worldwide, in order to achieve relatively uniform and high standard tourism training.

## **VII. Recommendations and Concluding Remarks**

The migration of skilled labor as result of the war has led to the critical problem of relatively unskilled and under-qualified human resources in the tourism sector. In brief, there are three key obstacles currently confronting the tourism industry with respect to human resources: the labor force itself (lack of motivation, lack of professional ethics, etc.), the educational system (lack of practical experience, lack of diversity in education, deficient curriculum, etc.), and the economic recession (which creates cost concerns).

In the future, it will be increasingly critical for tourism companies to invest in the development of their human resources. The results from this survey indicate that initiatives are needed in the following areas:

### **➤ Investments in Enhancing Human Resources**

In general, most of the companies in the survey agreed that there is a need to enhance Lebanon’s human resources, whether through education, training, or changing the attitudes of the workforce. In order for this to occur, tourism institutions must be willing to make the necessary investments (of time and finances) into workforce development initiatives. Companies believe that the following initiative are most worthwhile:

- Improving the education system (more comprehensive, less theoretical curriculum);
- Improving training;
- Increasing workforce-related activities by the government; and
- Changing workforce attitudes (greater motivation, responsibility, etc.).

The gains from investing in human resources development in any type of organization are financial, as well as physical and mental. The benefits accrued are directly proportional to the investments made in human resources. Mr. Michael Nowlis (Chief Executive in the Hotel and Restaurants Association, IH-RA) is greatly supportive of the idea of life-long learning. He believes that, as a consequence of globalization and rapid change, institutionalizing change through continuous workforce training is critical for the success of the industry. He cites the Inter-Continental hotel chain as a successful example of investment in training and life-long learning.

#### ➤ **Quality Labor**

Another relevant recommendation regards the quality of labor required for today's tourism industry. The competition for quality labor is increasing, mainly as a result of rapid technological improvements that require greater skills. This trend will need to be addressed by evaluating whether enough high quality labor exists, and whether the education and training systems are providing sufficient training.

While it is important to emphasize company investments in training, it is also important to assess companies' methods of recruitment. In order to assimilate to global changes, companies must give greater importance to recruiting highly skilled labor. While in the past semi-skilled labor was sufficient, today international trends make it necessary for companies to prioritize certain qualifications and skills in recruiting new employees.

#### ➤ **Work Environment**

Neither investment in training nor emphasis on highly skilled and qualified personnel alone can ensure success. These activities must be accompanied by company efforts to improve the work environment. According to Hank Darlington (*Daily Star*, April 1, 2000), there are several mechanisms for making the workplace more "fun," which can lead to better productivity, better quality services, and hence greater company success and profits. Several suggestions for improvement include: making the work environment fair and consistent, providing employees with challenging work, facilitating regular communication channels, developing tolerance for mistakes, and encouraging social activities among employees.

#### ➤ **Quality Programs, Standards, and Codes**

Mr. Lionel Becherel (WTO representative) emphasizes measures to ensure standardization of training programs with respect to high quality standards. The WTO has established a network of sixteen universities worldwide to promote higher standards in tourism training. Moreover, several methodologies and instruments (e.g., TEDQUAL, GTAT, and THEMIS) have been developed, through the efforts of the WTO and other industry stakeholders, to enhance the quality of tourism education.

In this regard, it is encouraging to note that two GTAT courses have been conducted in Lebanon (one for custom officials at the airport and another for ministry employees). Since

Lebanon's tourism human resources are crucial elements, not only for the development of the industry, but also for the Lebanese economy as a whole, GTAT courses and other similar exams and certificates (e.g., ISO 9000 and HACCP) should be a priority for all tourism industry stakeholders.

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**APPENDIX: Assessment of Lebanon's Tourism Human Resources**

**Private Sector Questionnaire**

Questionnaire # \_\_\_\_\_ Interviewer's Name \_\_\_\_\_ Date \_\_\_\_\_

**A. Company Details**

1. Company Name: \_\_\_\_\_ 2. Sector: \_\_\_\_\_  
 3. Contact Person: \_\_\_\_\_ 4. Position/Title: \_\_\_\_\_  
 5. Address: \_\_\_\_\_ 6. Tel/Fax: \_\_\_\_\_

7. Is the company a subsidiary of a group, such as an international hotel management group?  
 Yes  No  
 If yes, please specify \_\_\_\_\_

8. When did you start operating in Lebanon? \_\_\_\_\_

**B. Composition of Staff**

9. How many permanent staff do you employ in Lebanon? (both full-and part-time workers) \_\_\_\_\_

10. How has this number changed over the last five years?  Increase, \_\_\_\_\_%  Decrease, \_\_\_\_\_%

11. Very generally, do you consider that the number of people employed by your company will increase or decrease in the coming year?  Increase  decrease

12. How many of your staff fall into "Senior/Executive Management"? # \_\_\_\_\_

13. How many of your staff are part of the "Employees" (i.e. receptionists, booking clerks, etc.)? # \_\_\_\_\_

14. Please provide an indication of the total figures and main categories of "employees" in your company. For example, if your company is a hotel, please specify for "lodging." If it is a hotel with restaurant/bar, please specify for "lodging" and "food and beverage." If it is a travel agency, please specify for "tour development/travel counseling."

- Lodging  Food and Beverages  Lodging + Food and beverages  Tour development

Number of Employees											
Year:	1	2	2	Year:	1	2	2	Year:	1	2	2
	9	0	0		9	0	0		9	0	0
	9	0	0		9	0	0		9	0	0
	5	0	5		5	0	5		5	0	5
<b>Lodging</b>											
<i>Frontline</i>				<i>Supervisory</i>				<i>Management</i>			
Skilled				Skilled				Skilled			
Unskilled				Unskilled				Unskilled			
<b>Food and Beverage – Front Room</b>											
<i>Frontline</i>				<i>Supervisory</i>				<i>Management</i>			
Skilled				Skilled				Skilled			
Unskilled				Unskilled				Unskilled			
<b>Food and Beverage – Back Room</b>											
<i>Frontline</i>				<i>Supervisory</i>				<i>Management</i>			

Skilled				Skilled				Skilled			
Unskilled				Unskilled				Unskilled			
<b>Tour Development/Travel Counseling Trade</b>											
<i>Frontline</i>				<i>Supervisory</i>				<i>Management</i>			
Skilled				Skilled				Skilled			
Unskilled				Unskilled				Unskilled			

Please specify the three main positions you regard as most important in your company:

\_\_\_\_\_

15. What kind of annual turnover does your company experience?

	%
Frontline	
Supervisory	
Management	

### C. Recruitment

16. How do you recruit? Please indicate which of the following are the most important by entering a figure "1" in the appropriate box; which is the second most important "2"; and so on.

<i>Recruitment</i>	<i>Frontline</i>	<i>Supervisory</i>	<i>Management</i>
In-House (within the company)			
New university graduates			
New technical school graduates			
Other hotels/restaurants/ Travel agency/etc.			
Other (please specify)			

17. What are the most important qualifications you look for in new recruits? Please indicate which of the following is most important by entering a figure "1" in the appropriate box; which is the second most important "2"; and so on.

<i>Qualifications</i>	<i>Frontline</i>	<i>Supervisory</i>	<i>Management</i>
Experience relevant to the job			
Good presentation			
Customer service disposition			
Language skills			
Computer skills			
Skills specific to the job			
Technical school certificate (tourism related)			
Any technical school certificate			
Tourism/Hospitality university degree			
Any university degree			
References			
Others, specify			

18. Where do new recruits in your three most important employee positions (see question B14) come from? Please estimate percentages.

	%		
	Position 1	Position 2	Position 3
Another hotel/restaurant/travel agency/etc.			
Any technical school			
Tourism/Hospitality technical school			
Any university program			
Tourism hospitality university program			
Other (please specify)			

19. Does having a technical school certificate or university degree tend to elevate the prospect for an applicant in getting a job in your company in any of these three positions?  Yes  No

20. Please provide examples of career routes specifying, for example, the level at which an employee could typically enter employment and the level to which that person could then progress.

Level 1 \_\_\_\_\_ Level 2 \_\_\_\_\_ Level 3 \_\_\_\_\_  
 Level 4 \_\_\_\_\_ Level 5 \_\_\_\_\_ Level 6 \_\_\_\_\_

21. Are you experiencing difficulty recruiting any particular categories of staff?  Yes  No

If yes, please specify the 3 main categories:

One. \_\_\_\_\_  
 Two. \_\_\_\_\_  
 Three. \_\_\_\_\_

Indicate the type of shortage:  short  medium  long-term shortage

22. If yes, which staff and which skills are in short supply?

Staff \_\_\_\_\_  
 Skills \_\_\_\_\_

23. Do you receive any speculative CVs?  Yes  No

24. If yes, how long do you keep them? \_\_\_\_\_

25. Have staff recruited recently shown any particular skill deficiencies?  Yes  No

26. Where have employees who joined the company in these jobs mainly come from?

(Indicate major 3 sources)

One. \_\_\_\_\_  
 Two. \_\_\_\_\_  
 Three. \_\_\_\_\_

27. Where have those who have left your company gone?

Other related businesses  Don't know  Other, specify \_\_\_\_\_

28. What are the major reasons behind their leaving?

One. \_\_\_\_\_  
 Two. \_\_\_\_\_  
 Three. \_\_\_\_\_

29. Please give estimate figures of the salaries of the following categories at your company:

Managerial category: a. Head Manager \_\_\_\_\_

b. Junior Manager \_\_\_\_\_

Supervisory category: \_\_\_\_\_

Frontline category: \_\_\_\_\_

#### D. Tourism Schools

30. Are you familiar with current technical schools and universities in travel and tourism? Yes No

If so, name five major ones and rate them?

Technical school/University	Rating				
	Excellent	Very good	Good	Fair	Bad
1.					
2.					
3.					
4.					
5.					

31. What are the three main deficiencies of the training received in the education system for the three key occupations/jobs described above?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

32. Do you think that students should get more practical experience as part of their studies? Yes No

If so, what form should this take? \_\_\_\_\_

How long should it last? \_\_\_\_\_

33. Does your company offer work placement (internships) to students? Yes No

If yes, please provide details \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

#### E. Training

34. Do you have an in-house trainer or training department? Yes No

35. Did you hire an external trainer or training organization last year? Yes No

36. How do you deal with situations where current staff skills prove inadequate?

recruit new staff  train existing staff

37. If you offer in-house training, is it primarily for existing staff  new recruits  both

If yes, for which occupations is this carried out? Please give an average number of trainees and training hours per year.

Occupation	Number of Trainees/Year	Number of Training Hours/Year
1.		
2.		
3.		
4.		
5.		

38. Do you use external training? Yes no
39. For external training, do you use:  Trainers from universities/technical schools  
 Private training organizations  Training bodies specific to your sector
40. Is it possible to give an estimate of how much you spend on training per annum (in-house and outside), either as a percentage of turnover or of the annual payroll? \_\_\_\_\_
41. How effective, in general, do you find training courses?  
 Very effective  effective  Not effective at all

**F. Stakeholders Linkages**

42. Is there communication on human resources issues between your company and  
 Government  Other similar companies  
 Technical schools  Universities  
 If so, what type of communication channels exists? \_\_\_\_\_
43. What are the three main actions currently being taken by industry players to enhance the industry's human resources?  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_
44. What was the company's gross sales or turnover last year (in Lebanon)? \_\_\_\_\_