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### **Tourism Human Resources Development Strategy for Jordan**

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***TOURISM HUMAN RESOURCES DEVELOPMENT  
STRATEGY FOR JORDAN***

Final Report  
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# 1. Introduction

Over the past year, the Government of Jordan engaged in an extensive process of strategic planning for the tourism industry. The overriding objective of this process was to identify those key issues likely to impact on the future of tourism and hospitality in Jordan and the development human resource strategy in this context.

In 2004, USAID – AMIR Program initiated the preparation of a Tourism Human Resources Development Strategy based on the National Tourism Strategy 2004 – 2010 recommendations. In preparation for the strategy USAID - AMIR commissioned the first independent *Manpower Training and Education Survey of the Jordan Tourism Industry - 2003*. This survey included an analysis of the employment and training needs of the tourism and hospitality industry.

Our conclusion is that tourism and hospitality in Jordan is entering a very challenging era and in many respects businesses are now operating in uncharted territory, particularly in the areas of attracting, developing and retaining staff.

Bridging the skills gap is arguably the most pressing issue confronting industry today. Unfortunately, there are no quick fix solutions. Attracting new employees to a growing tourism industry will require a concerted effort by industry as a whole to reposition its career offerings within an environment of what can become intense competition for skilled personnel within the economy generally.

With the development of the Jordan tourism industry, human resource development and retention will fast become a critical issue as the supply of available labor within the tourism industry contracts. In this context, businesses must also increasingly embrace best practice in human resource management if they are to overcome potential skill shortages.

Finally, the *Manpower Training and Education Survey of the Jordan Tourism Industry- 2003* indicate that maintaining competitiveness in the future will also require action in eliminating wasteful processes, reorganizing operations to boost productivity and raising customer service levels. In other words, businesses should strive to adopt the principles of world class service in the tourism industry.

We are indebted to our industry partners who contributed to the various research projects underpinning the analyses behind this strategy. The production of the Tourism Human Resources Development Strategy has been a collaborative effort and we wish to acknowledge our appreciation to all within the tourism industry who contributed to this document. This process would not have been possible without the support of USAID - AMIR and the Ministry of Tourism and Antiquities. We wish to acknowledge our appreciation to H.E Dr. Alia Bouran, Minister for Tourism and Antiquities and government officials for their support and co-operation.

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## **2. Context for Strategic Change**

### **2.1. Introduction**

In August 2003 research was commissioned to assess the levels of manpower training and education in the hospitality and tourism industry in Jordan.

#### **2.1.1. Tourism Industry in Context**

International tourism is a major economic sector generating over \$580 billion in tourism receipts, accounting for almost 4% of global gross domestic product (GDP) and sustaining close to 70 million jobs. Tourism has outpaced general economic growth, since 1975, by a factor of 1.3. Tourism continues to be driven largely by affordable travel, especially by air, and the travel opportunities opened up by new technologies.

Global tourism is recovering slowly from the economic downturn, terrorism, the war in Iraq, and the impact of the SARS virus on travel in the first half of 2003. It is experiencing significant changes in customer trends, including shorter and more frequent trips, greater use of e-commerce, later booking, more tailored holiday experiences and growth in the older segment share of the market. Tourism will, in future, be increasingly driven by more demanding customer requirements, with greater emphasis being placed on value for money, personal fulfillment, unique experiences, authenticity, emotional involvement and travel convenience.

Global tourism is projected to experience a doubling in the number of international arrivals over the next 20 years to almost 1.6 billion and is being given increased weight and emphasis in the range of government policies aimed at national and regional development.

Jordan's economy experienced a slight improvement in 2002, which was driven mainly by the improved export sector and by increased demand from the USA for textiles and from India for phosphates.

Due to the increased political turmoil in the region in the last three years, the tourism industry in Jordan has not reached its full potential and still suffers from these regional conflicts. Once stability returns to the region, it is anticipated that growth in tourism in Jordan will resume.

The period 2004 to 2010 is likely to be the most challenging ever encountered in anticipating and responding to the development needs of tourism and hospitality in Jordan.

Several factors already support this view. The progressive tightening of the labor market due to reducing tourism activity will have repercussions well into the current decade when tourism business improves and as a result, issues related to recruiting, developing and retaining a well-trained staff will move centre stage within the industry.

The other key challenge facing the industry over the coming decade relates to sustaining long-term growth and profitability. This represents a significant challenge, particularly when viewed against a background of increasing competition regionally and internationally.

Over the past decade, considerable investment has been channeled into the industry, primarily in the areas of hotel product development and more recently, market development. This investment has contributed significantly towards laying the necessary foundation upon which to build longer-term growth. In going forward, action must be focused on two broad fronts:

- 1.) Building capacity within the industry- as it is only through people that it can achieve sustainable competitive advantage;
- 2.) Improving cost competitiveness through the adoption of best practice in all areas of operations.

Based on extensive consultations within industry and an examination of international best practice, this strategy outlines the operating environment in which the tourism industry will operate, and also details an agenda of actions to be considered in the strategy formulation. In this regard, it provides an invaluable input into the planning process of the National Tourism Strategy 2004 - 2010. It will set out the priorities as they relate to tourism training, and it provides a financial footing for implementing strategy.

## **2.2. Analysis of the Human Resource Structure in the Tourism Industry**

### **2.2.1. Tourism Industry as a Main Employer**

The tourism industry can become one of Jordan's main employers with an estimated 2,343 businesses. In the sample sectors it employs a total of 22,817 people. An overview of the staffing structure is shown in Table 2.1., Table 2.2. and Table 2.3.

Most sectors in the industry are showing a growth in employment. An estimated 7% increase in the level of employment is forecast for the industry. For travel agents, heritage sites/museums and fast food restaurants the forecasted increase is in the region of 20%. For hotel operators the expected increase is 15%. The hotels and fast food restaurants sectors seem to be emerging as growth areas in the industry in terms of number of establishments and employment. There is a high proportion of owner managed businesses in the industry particularly in apartment hotels and travel agents. Yet the level of formal training among owner-managers is relatively low.

The tourism industry has a high level of permanent employment, with 90% of the total employment being permanent. Overall staff turnover in the industry is estimated to be 10%. In most sectors staff turnover is not viewed as a major problem. The main reason cited for staff turnover was mobility for reasons of career progression and promotion and salary increases. The tourism industry remains an industry which permits considerable ease of movement within the various sectors, especially between hotels and restaurants.

Recruitment of staff in general is not perceived to be a problem; however non-availability of trained staff was given as a key difficulty in recruitment initiatives. Recruitment difficulties were cited in the areas of kitchen and food and beverage service in the hotel sector while in the travel agents sector sales and marketing appeared to be the area where most respondents experienced difficulty. A basic form of multi-skilling is a feature of the industry, especially in the smaller establishments and sectors. The demand for staff with a range of strong hospitality skills continues.

Hotels are the largest employers in the industry at 45%; followed by travel agents at 12% and cafeteria restaurants at 10%. The number of hotel rooms and occupancy levels has decreased since 2001. The hotel sector is strong in terms of the numbers of permanent jobs available while the most volatile sector is that of restaurants. Since 2002 it is estimated that the number of restaurants has increased by 20%, this is mainly due to activity in the fast food sector. There is a low industry awareness of formal education and training programs offered by training and education institutions and there is a need to create awareness and appreciation of skills and knowledge development within the industry.

This survey indicated a need for training in the following areas:

- 1.) Communication skills;
- 2.) Customer care and quality standards;
- 3.) Supervisory management techniques and skills;
- 4.) Professional skills training in operational areas;
- 5.) Marketing and sales techniques;
- 6.) Training of trainer skills.

### **2.2.2. Aqaba Special Economic Zone**

Aqaba Special Economic Zone plays an important role in the development of tourism in Jordan, and therefore deserves a special comment. Over the last six years Aqaba has experienced a considerable drop in international tourist arrivals, due mainly to the increased political instability in the region. The European market remains the main international source market for Aqaba, be it in a small scale. Aqaba Special Economic Zone (ASEZA) has set various long-term goals and objectives to transform Aqaba into a world-class tourism destination.

The city requires additional infrastructure and tourism facilities in order to attract leisure and cultural visitors. Despite the considerable decline in international tourism, demand for hotel accommodation in Aqaba has experienced some growth over the last ten years, attributable mainly to increased regional and domestic tourism. Currently, there is little demand from the international tourism markets. It is envisaged that as the political stability in the region improves and as marketing efforts by the public and private sectors to promote Aqaba and develop an appropriate tourism infrastructure are made, then the area is likely to experience moderate growth in international tourism markets in the next five to ten years.

The operating performance of the 31 graded hotels in Aqaba has experienced some decline over the last three years. The estimated total number of room nights sold in 2002 was approximately 255,000. Hotels employ a total of 1,327 staff. Currently, there are approximately 3,500 hotel rooms in Aqaba that are at planning or development stage. Based on research by HVS International 2003 and from discussions with ASEZA and developers, we understand that definite plans exist for the development of approximately 1,500 hotel rooms. The remainder is speculative at this stage, although land was sold to developers on the basis of a commitment to develop a clearly defined number of rooms over a period of time.

Projections are also based on the expectations that ASEZA will be successful in implementing a properly funded marketing and promotional campaign designed to encourage tourism growth. It is also assumed that a considerable portion of the €2 million grant from the European Union will be devoted to tourism marketing and promotion. It is assumed that appropriate tourist attractions will be developed in Aqaba in the next three to five years. These might include cultural attractions, sporting activities (golf, further development of diving and water sports, four-wheel driving, mountain climbing, and so forth), development of the nightlife attractions, retail facilities and potentially, a casino.

The total number of room nights is likely to increase at an annual compound growth rate of approximately 7% over the next 20 years. Supply and demand projections clearly show that the current and planned levels of supply in Aqaba exceed the levels of supportable demand until 2010. Therefore, the market cannot support any additional room supply above the existing and guaranteed planned supply to 2010, the latter comprising projects which are at an advanced stage of planning or development, before 2010. The hotel market is likely to support the development of an additional 250 rooms per year from 2011 until 2013, and another 250 rooms in 2015, 2018, and 2021 (*source: HVS International 2003*). There is a need for a human resource needs analysis and strategy to support the infrastructure development of such plans.

**Table 2.1.: Levels of staffing in sectors and sub sectors**

Sectors	Sub Sectors	No Units	Location of Units			No Staff	Level of Staffing Location of Staff			Category of Employment		
			North %	Central %	South %		North %	Central %	South %	Managers %	Operatives %	Trainees %
Hotels	Grade: 5 star, 4 star, 3, star, 2 star & 1 star	217	7	63	29	9,139	3	66	31	22	72	6
Apartments	Apartment Hotels: Grade B, Grade C, Un classified	117	8	83	9	1,214	20	72	19	10	90	0
Restaurants	Hotels, Camping and Hostels Tourism Restaurants, Cafeterias, Pubs Restaurants & Fast Food Restaurants	221	28	67	5	6,239	28	67	5	10	87	3
Tourism Attractions	Archaeological Sites, Museums & Art Galleries	18	40	38	22	105	40	38	22	17	79	4
Tourism Services	Travel Agencies, Tour Guiding, Horse Guides & Souvenir Outlets	1,494	20	55	25	3,814	20	55	25	18	67	15
Tourism Transport	Car Rental, Tourism Coach Companies & Airline Flight Services	274	10	80	10	1,706	10	80	10	15	75	10
Tourism Administration	Ministry of Tourism and Antiquities, Information and Visitor Centers & Jordan Tourist Board	2	-	100	-	600	-	100	-	28	70	2
<b>Total (Average)</b>		<b>2,343</b>	<b>16%</b>	<b>70%</b>	<b>14%</b>	<b>22,817</b>	<b>16%</b>	<b>68%</b>	<b>16%</b>	<b>17%</b>	<b>76%</b>	<b>7%</b>

**Table 2.2.: Staff profile and business activity in sectors and sub sectors**

Sectors	Sub Sectors	No Staff	Staff Profile				Level of Business Activity				
			Gender		Maturity	Owner Managed	Businesses Plan to Develop	Plan to Improve Standards	Additional Staff in 2004 / 05	Additional Casual Staff	No Vacancies in 2003
			Male %	Female %	%	%	%	%	%	%	%
Hotels	Grade: 5 star, 4 star, 3, star, 2 star & 1 star	9,139	94	6	65	45	20	25	1,370	1,000	129
Apartments	Apartment Hotels: Grade B, Grade C, Un classified Hotels, Camping and Hostels	1,214	89	11	55	93	12	0	(-210)	440	46
Restaurants	Tourism Restaurants, Cafeterias, Pubs Restaurants & Fast Food Restaurants	6,239	95	5	60	70	40	20	332	870	132
Tourism Attractions	Archaeological Sites, Museums & Art Galleries	105	50	50	40	State	New museum	NA	26	10	3
Tourism Services	Travel Agencies, Tour Guiding, Horse Guides & Souvenir Outlets	3,814	78	22	70	80	-	15	502	160	0
Tourism Transport	Car Rental, Tourism Coach Companies & Airline Flight Services	1,706	96	4	50	70	20	25	(-370)	20	8
Tourism Administration	Ministry of Tourism and Antiquities, Information and Visitor Centers & Jordan Tourist Board	600	60	40	50	State	NA	NA	19	20	6
<b>Total</b>		<b>22,817</b>	<b>80%</b>	<b>20%</b>	<b>55%</b>	<b>72%</b>	<b>18%</b>	<b>17%</b>	<b>1,669</b>	<b>2,520</b>	<b>324</b>

**Table 2.3.: Levels of training in sectors and sub sectors**

Sectors	Sub Sectors	No Staff No	Management with Formal Training %	Aware of Education & Training Institutions %	Training		
					Levels of Multi Skilling %	Businesses with a Training Plan %	Businesses with a Training Budget %
Hotels	Grade: 5 star, 4 star, 3, star, 2 star & 1 star	9,139	80	25	55	20	30
Apartments	Apartment Hotels: Grade B, Grade C, Un classified Hotels, Camping and Hostels	1,214	3	5	0	3	0
Restaurants	Tourism Restaurants, Cafeterias, Pubs Restaurants & Fast Food Restaurants	6,239	22	1	12	14	15
Tourism Attractions	Archaeological Sites, Museums & Art Galleries	105	60	50	10	0	0
Tourism Services	Travel Agencies, Tour Guiding, Horse Guides & Souvenir Outlets	3,814	50	40	45	0	0
Tourism Transport	Car Rental, Tourism Coach Companies & Airline Flight Services	1,706	80	10	30	0	0
Tourism Administration	Ministry of Tourism and Antiquities, Information and Visitor Centers & Jordan Tourist Board	600	70	NA	25	0	0
<b>Total (Average)</b>		<b>22,817</b>	<b>52%</b>	<b>18%</b>	<b>25%</b>	<b>19%</b>	<b>6%</b>

## **2.3. Analysis of Training and Education in the Tourism Industry**

The education and training needs survey also examined the views of respondents in the nineteen educational institutions in Jordan who provide tourism and hospitality courses. These institutions consist of eight universities (of which three are state-owned), and eleven colleges.

The university sector provides degree and masters programs, and accounts for 22% of the overall student population enrolled in tourism and hospitality studies. In terms of numbers, approximately three times as many institutions offer hotel management as tourism management and only two of the eight universities offer tourism management programmes. The college sector provides most of the certificate and diploma programmes on offer, and has a similar ratio of hotel management to tourism management students.

Improvements have been made in the quality of facilities and teaching methodologies in recent years but the broad consensus of student feedback and respondents to the questionnaires is that much more needs to be done. A range of training initiatives are suggested which should offer much improved service to students if implemented.

In addition to improvements in teaching standards and facilities, improvements are needed in the linkages between the courses offered and industry.

Only seven of the institutions surveyed have an external partnership with a foreign institution which enhances the credibility of the course and more work could also be done on the placement program which is offered by virtually all institutions but is not succeeding in developing sufficient practical skills at present.

In terms of future prospects, all respondents are optimistic that their institution will grow in the coming years but this needs to be balanced against recent declines in student numbers at many of the colleges. The external environment contains some threats in the form of political instability and security issues but opportunities are also present as attitudes towards tourism (particularly females working within the sector) are improving in Jordan.

## **2.4. Strategic Issues for Human Resources Development in the Tourism Industry**

The friendliness and hospitality of the Jordanian people differentiates Jordan from regional competitor destinations. Tourists perceive this as the major distinguishing advantage. Customer care and hospitality development are issues which need careful management by the tourism industry, in terms of impressing on staff the importance of day-to-day interaction with tourists. The major objective of human resource training and education in tourism must be to improve the quality of the tourism product offered to customers, to build productivity and capability in business and to enhance career prospects for talented and ambitious students and employees.

Despite the widespread acknowledgement of the importance of education and training for the ongoing development of the tourism sector, there has been relatively little direct involvement or investment by the industry in this area. A culture of continuous and structured training of staff is necessary within the industry. Similarly, continuing training for managers and owner-managers of tourism businesses, in particular in the case of small family businesses, is not at present on a scale that would permit an upward development shift in the sector.

The survey found that some 36% of staff had received formal training - the highest levels being tour guiding (80%), travel agents (50%), fast food restaurants (40%) and hotels (32%), souvenir outlets (10%). and the lowest in apartment hotels (7%). Given the competitive challenges facing the industry, there is an urgent need to improve productivity, which can be assisted by training at both operative and management levels.

A key issue is the relatively low priority given by the industry to formal educational qualifications. The tourism sector employs a relatively large number of untrained staff (38%), except in areas requiring specific skills and in management and supervisory positions. Levels of professionalism in the sectors need to be enhanced, the status and esteem associated with working in the industry must be raised, the employment of non-skilled staff needs to be addressed, and areas where pay and conditions remain low need to be made more attractive.

Unless this is done across the industry as a whole, the status and credibility of education and training programs will be called into question and students will believe their qualifications are not valued and will question their personal investment in preparation for a career in the industry through education and training. This will have implications for the considerable investment in educational programs which has taken place in recent years, leading to lower take-up of career places and higher drop-out rates from programs. Considering the business inactivity of the industry, there is relatively high turnover of staff in the tourism sector, which is not unique to Jordan. It is a particular problem in the kitchen and food service departments in the restaurant and fast food sectors. The survey found that 5% of the businesses surveyed had vacancies but, in absolute terms, this was 324 jobs or only 1.5% of overall employment. Certain sectors in the industry are becoming dependent on a more culturally diverse workforce, hotels (4%) and restaurants (4%). Further increases could have implications for training, and the maintenance and enhancement of traditional Jordanian hospitality.

While there has been significant financial and other support for the provision of tourism training, particularly in vocational training, it has been somewhat fragmented and has failed, for the most part, to promote the development of a structured systemic approach to training. The fragmented nature of the tourism industry and the prevalence of small family-owned businesses is part of the underlying reason for this difficulty. A coherent strategic overview of the education and training requirements of the industry needs to be developed as well as a series of actions to meet these needs.

In this context industry representative bodies should develop a Tourism Human Resources Development Strategy. This should see the industry becoming a first-choice employer for all who seek employment, whether this is a career, a full-time job, a part-time or casual job. The strategy should provide a focus for leading, instigating and influencing the policy and activities, across the industry and sectors, which will enhance overall capability building for the industry, and for the quality assurance, coordination, facilitation and support of training activity. This will encompass a variety of interventions, ranging from quality service management to program delivery, and it is essential that these different interventions be delivered in an integrated way.

The considerable success that the tourism industry has achieved over the past ten years is a reflection of the sustained commitment and dedication of people working within the industry, particularly their initiative, drive, energy, skills and customer know-how. However to ensure a strategic future for the development of the tourism industry the following key requirements should be addressed:

- 1.) development of quality pre-entry, induction and career training programs at high school and vocational school level;
- 2.) enhancement of the national and international standing of qualifications;
- 3.) facilitation of a wide range of opportunities for professional development;
- 4.) provision of competitive remuneration and employee benefit packages;
- 5.) provision of competitive conditions of employment;
- 6.) provision by education and training organizations for employers to influence the decisions that affect the future development of students entering the industry;
- 7.) creation of a high perception on the part of the general public and potential employees of the attractiveness of tourism and its different sectors.

## **2.5. Human Resources Training and Education Needs in the Tourism Industry**

### **2.5.1. Human Resource Training Needs**

In order to further strengthen the human resources development base, a strategy should be put in place which:

- 1) provides a **focus for leading and influencing the human resources development, education and training policy** and practices of the government and private sectors to enhance capability at all levels through quality assurance, facilitation and support for training and development;
- 2) establishes and supports a **Tourism Human Resources Development Authority or Centre** to coordinate the education and training development of human resources in the tourism industry;
- 3) conducts an **audit of critical industry skills and job profiles**; project skills requirements for pre-entry and existing employees under these profiles; evaluate the capabilities of vocational training in the tourism sector; and its relevance to the needs of industry sectors
- 4) positions the industry as a **highly attractive career choice** through the excellence of its induction and pre-career training, the provision and support of internationally recognized qualifications, clear career progression paths and opportunities within and across the different functional areas and the promotion of quality work practices;
- 5) supports the development of **professional career paths** for key occupations in the tourism sectors and provides clear, flexible and relevant courses and programs leading to national qualifications which hold international recognition for excellence;
- 6) completes a human resources **needs assessment and prepares a human resources development plan for staff in the Ministry of Tourism and Antiquities**;
- 7) emphasizes the particular **importance of communication and customer/guest care skills** in tourism in recruiting new employees and in training existing employees; develop quality standards in all sectors in customer relations and customer care;
- 8) ensures the **delivery of training programs** for existing employees at times and places convenient to the needs of business and employees; develop and train managers and supervisors with a capability to respond to modern industry trends;
- 9) develops a **training strategy by categories of job**, to include delivery of training; national accreditation and national specifications for training courses for trainers; draft specifications and terms of reference for train-the-trainers program and refresher courses for hospitality teaching staff in education and training institutions;
- 10) takes full advantage of the significant potential of **distance based e-learning** in training and educational programs;
- 11) promotes **training networks** of tourism businesses in conjunction with a Tourism Industry National Training Committee/Board;
- 12) **evaluates the impact** of the full range of education and training supports and services provided at national, regional and local levels with a view to streamlining their availability and operation;
- 13) develops a centre for **further research and analysis** in training interventions; structures for pre-entry education in critical skills and job profiles; national human resource training strategy; tourism management training strategy; curriculum development and national accreditation to develop best practices in training and education provision and development.

## **2.5.2. Education Needs**

The Tourism Human Resources Development Strategy should be put in place which:

- 1) supports the need for teachers to gain more **practical experience within the tourism industry**. This might be facilitated by the use of lecturer-exchange programs with international institutes and colleges. This issue was also highlighted by students where many stressed the need for incorporation of practical subjects in their courses;
- 2) focuses on the need for teachers to have access to **teaching methodology** programs, which includes delivery approaches, lesson planning and use of audio-visual material to support the learning process;
- 3) strengthens the specialism **curricula** and expose students to modern subject content and approaches. There is a need to examine existing curricula in light of international best practice in the area and recommend initiatives to strengthen current approaches;
- 4) supports **computer-skills** training amongst management and staff at universities and colleges, to include the need for general ECDL training for all staff, computer skills' training for the operation of specific systems within the hotels and tourism industry (e.g. Fidelio and Galileo), internet skills training and development for staff to make them aware of the tools/techniques for extraction of high quality information;
- 5) facilitates the provision of modern teaching **resources and equipment**. While the enthusiasm for teaching the subject area was undoubted, there remained problems with the standard and quality of equipment used for teaching purposes. This is also a problem at the schools level where facilities are under equipped. At the vocational training centers there appears to be a much higher standard of equipment, however it is badly maintained. The issue of equipment and resources is an important one because without the basic equipment, it is difficult to bring about needed changes;
- 6) encourages the development of training programs in **foreign language skills** for staff. Areas particularly highlighted were English and French. This is particularly important given the increasing international nature of the hospitality and tourism industry;
- 7) supports the **partnering with international institutes**, universities and associations. At present some institutions have partnerships with international universities and colleges. However, this needs to be examined carefully to determine the appropriate cross-transfer of ideas, networks and information. The promotion and implementation of international partnerships will expose teachers and students to new ideas and emerging knowledge areas outside the domestic context. It will also help strengthen existing programs and provide opportunities for lecturers and students to experience different institutions and contexts;
- 8) supports the development of **student placement** experience as an element of education programs in tourism and hospitality. Such opportunities for placement would provide students with a practical understanding of the work environment and ease their transition to the workplace on completion of their studies. There is a need to examine existing program structures in colleges and universities and determine ways in which this component might be improved;
- 9) reviews the **relationships between industry and the tourism education sector**. Education providers need to be responsive to the changing requirements of the tourism industry. The patterns of change and development within the sector should be reviewed continuously and influence both the programs to be developed and the subject content therein. Also, liaison persons need to work closely with industry representatives to establish opportunities for work experience for teachers and students and the organization of industry visits/guest lecturers for students and staff.

## **2.6. The Challenges and Issues facing Jordan's Tourism and Hospitality Industry**

### **2.6.1. Changing Structures are Intensifying Competition**

Within the international marketplace, changing structures are intensifying competition. In particular, the drive to reduce costs by reaping economies of scale, and to improve productivity. In addition, the development of strong brands continues as the industry strives to capture and build loyalty among the consumer base. Consumers are becoming more sophisticated in their tastes and preferences, a development in part stemming from wider travel experiences. They are also seeking better value for money and the advent of e-commerce technology is greatly facilitating price and quality comparisons. Consumers are also becoming much more environmentally aware and in general are seeking products which do not have an adverse impact on the environment. The purpose of this section is to identify the factors likely to influence the future development of the tourism industry in order to set a context for a future strategy for Jordan tourism. The prospects for the continued growth are very positive. These prospects are subject to the achievement of a greater regional spread of tourism business, and the extension of the tourism season beyond the traditional high season.

There is a concern that the excessive concentration of tourism in a few locations will result in a diminished tourism experience. The long-term need is to develop the industry in a manner which is sustainable and which supports and enhances the two principal benefits which Jordan offers - its historic sites and the friendliness of the Jordanian people. In relation to the latter it is imperative that the unique friendliness and openness associated with Jordanians are reinforced in the industry. This is a major way in which the tourism product can be differentiated from competing products.

### **2.6.2. Achieving Sustainable Competitive Advantage**

Success in the future requires that the tourism industry is successful in building long term competitiveness. Although industry identifies cost competitiveness as a key issue, management generally perceives little opportunity to significantly improve productivity. Internationally, productivity is a major issue as businesses, large and small, seek out new ways of 'doing better with less' - delivering greater value to customers with the same or fewer staff. Developments in information technologies are facilitating this strategy. The most significant impact is likely to be in business to business. By forming links with suppliers and partners, transaction and buying costs will be significantly reduced. Significant opportunities will also exist within business to consumer for marketing to individual customers.

Best international practice is moving towards replacing people in repetitive, behind-the-scenes, activities which can be economically automated, and trying to ensure that as many staff as possible are available to interface with customers. The challenge for the tourism industry of Jordan is to take advantage of advances in information technology to strengthen the competitive position of the tourism and hospitality industry in Jordan, as it moves towards international class service.

The industry is experiencing difficulty in maintaining standards of service. This is not surprising in an industry where there is generally relatively little formal off-the-job training, where qualifications are not highly valued and where there is a shortfall of both skilled and unskilled labor.

The consequence of falling standards of service will be to degrade the tourism product. In the medium term, the attractiveness of the tourism product will be diminished and will increasingly have to compete on price. This may be difficult in an era of labor cost inflation and labor shortages in the region. An alternative option open to the industry is to address the issue of standards by moving towards international class service. While most tourism employers recognize the importance of training and development, their primary concern in recruiting staff is the attitude of the prospective employee. Willingness to learn, flexibility and loyalty have been highlighted by employers as being more important than formal qualifications. In the survey of hotels and restaurants, formal qualifications were perceived to be important for managerial positions but not as important for supervisory level appointments. The only other area where formal qualifications were considered to be important was in relation to professional chefs, airline ticketing and tour guiding.

In a time of labor cost control it is not surprising that formal qualifications are not more highly valued by employers. There is, however, a strong link between formal training, formal qualifications, a positive industry image and maintaining a high standard of service.

### **2.6.3. Bridging the Skills Gap**

Any growth in the industry will contribute to an increasing shortage in skilled staff. However, a number of other factors are exacerbating the task of successfully addressing this issue, including a lack of in-company training, a lack of skills in new technology and the employment of foreign labor without appropriate induction training.

Within the tourism industry there is a lack of off-the-job staff training. This is due to a number of factors:

- 1) labor turnover discourages employers from training employees for the benefit of other businesses;
- 2) the lack of recognition of the importance of continuous development, and the failure to make the connection between training, improved performance and the bottom line;
- 3) the belief that formal training is the responsibility of Government.

The Manpower Training and Education Survey of the Jordan Tourism Industry – 2003 indicated that the applications of information technologies (IT) will significantly impact on the industry. To date the application of IT within the industry has generally been confined to certain parts of the business e.g. the finance function, sales or reservations. With the developments in IT will come with major opportunities for innovation and cost reduction through developments in B2C (Business to Consumer) and B2B (Business to Business).

#### **2.6.4. Attracting and Retaining Employees**

The tourism industry is now experiencing significant difficulties in attracting and retaining employees. These difficulties are reflected in the number of vacancies in particular sectors, labor turnover, staff exiting the industry and a relatively poor perception of the industry among job seekers. Research has shown that as an economy improves there will follow an increasing competition for labor from other service sectors, in particular retailing and financial services, where major employers begin to recognize labor recruitment and retention as a strategic issue and put initiatives in place to address this.

While a certain level of labor turnover is essential in any business or industry, it becomes an issue when the level is excessive. This situation applies in the hotel and restaurant sector. The level of labor turnover is a major cost for both the individual firm and for the industry. Every industry experiences staff turnover, and in a buoyant economy the level of staff turnover increases. From an industry perspective, staff turnover - though a cost to an individual operation - only becomes an issue when staff exit the industry. In a developing tight labor market, it is particularly important that every step is taken to encourage staff to remain within the industry. In the first instance, it is important that the individual firms actively address staff turnover. These steps should be reinforced at industry level - both in terms of encouraging practices associated with building staff loyalty, and acting to address issues such as the perception of the industry and the organization of work to match the needs of modern society.

While parts of the tourism industry are perceived as attractive to work in, this does not apply to the industry as a whole. In general, the hospitality sector does not have an attractive image with job seekers. This is a particular issue for school leavers - the main source of new entrants to the sector, There is often a misguided perception of the industry and of the career and entrepreneurial opportunities it offers - a perception based on past rather than current practice. This issue of image must be addressed, and new ways of attracting people into the industry must be identified; in particular the older age segments, college students and those wishing to avail of a change of career. Each group will have to be specifically targeted.

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## **3. Towards 2010 – A Tourism Human Resources Development Strategy**

### **A Framework for Future Strategy**

It is clear from the Manpower Training and Education Survey of the Jordan Tourism Industry – 2003, that any future strategy must address issues which act as barriers to the development of the industry. The strategy however, must not narrowly focus on today's issues - major though they are - it must also seek to address the long- term development needs of the industry. By their very nature, all these issues must be addressed effectively in the short-term if the longer-term goal of achieving sustainable competitive advantage is to be achieved.

The framework of the strategy includes three (3) main strategic programs and fourteen (14) program actions.

## **Strategic Program 3.1: Develop Tourism Human Resources**

### **Strategic Goal:**

To facilitate and coordinate a tourism human resource development plan designed to support a successful, sustainable and competitive tourism industry, bridge the skills gap and attract and recruit new entrants to the industry

### **Goal Justification:**

To ensure that the people working in tourism operate to the highest international standards of professionalism and that the highly positive experience of tourists is maintained and enhanced as required by the National Tourism Strategy 2004 – 2010.

### **Program Actions**

- 1. Prepare a Tourism Human Resources Development Plan** – to articulate a vision and clear direction for human resource development and capacity building which will underpin the developing tourism strategy. Agrees a mission, strategies, goals and objectives in line and supporting the National Tourism Strategy 2004 – 2010.
- 2. Develop Implementation Plans for the Tourism Human Resources Development Plan** - complementing the Tourism Human Resources Development Plan, to include the following actions:
  - 1.) provide focus for education and training policy and practices;
  - 2.) build human resource labor pool (include supply issues of foreign labor);
  - 3.) develop professional career paths for key occupations in the tourism sector;
  - 4.) coordinate courses and programs leading to a qualifications framework;
  - 5.) facilitate professional training, provision of recognized qualifications, career progression and good work practices;
  - 6.) evaluates education and training supports and services;
  - 7.) facilitates and coordinate training programs for employees;
  - 8.) support distance based e-learning in training and educational programs.
- 3. Communicate the Tourism Human Resources Development Plan** - to disseminate the plan to Government Ministries, industry, education and training partners.
- 4. Gaining Support for the Tourism Human Resources Development Plan** – to assist industry, education and training in understanding the nature of the human resources market and to gain a range of supports for the Tourism Human Resources Development Plan.
- 5. Seek Support and Approval for the Allocation of Funding** – to seek support and approval for the allocation of a percentage (estimated 2%) of sales tax paid by tourism sector for training of human resources by industry.

**Strategic Program 3.2:  
Develop Excellent Standards of Training and Education**

**Strategic Goal:**

To establish and support a national tourism sector authority known as the **Tourism Human Resources Development Authority**, to facilitate and coordinate human resources development activities. The Authority will be designed to improve and enhance the effectiveness of Government and tourism representative bodies leadership, interventions and initiatives in tourism human resource planning, coordination and facilitation so ensuring a successful, sustainable and internationally competitive tourism industry in Jordan.

**Goal Justification:**

People are the key to success in tourism and hospitality, and sustainable advantage can only be built through the excellence of people. New facilities are easily replicated but service excellence is not. The establishment of a viable tourism industry requires cooperation among several education and training groups which have competing goals and composition. Jordan's National Tourism Strategy 2004 - 2010 needs a national response to human resource development by establishing a vision and clear direction for the tourism industry. Government policies and actions across a wide range of areas strongly affect the development of tourism human resource. It is essential to put in place new organizational arrangements which more fully acknowledge and reflect the importance of human resource development in tourism and which improve the effectiveness of human resource interventions of Government and representative bodies.

**Program Actions**

- 1. Develop a Centre for Tourism Human Resources Development** – to design, approve and support the planning, establishment and operationalization of the Tourism Human Resources Development Plan.

The Centre can be located as a department or agency within the Ministry of Tourism and Antiquities. Alternatively the Centre can be incorporated as independent agency, governed by a Council drawn from employees, representative bodies and educational organizations. The Chairperson and Council may be appointed by the Ministry of Tourism and Antiquities. As a focused organization dedicated to the development of the industry, the Centre must invest its resources in a highly focused and practical manner to help its clients to successfully overcome the challenges posed by tourism human resource issues. The Centre must therefore adopt a strategic focus in the development of a self-sustaining, internationally competitive tourism and hospitality industry. In developing a response to the challenges, the Centre will engage in an extensive process of consultation with industry partners and representatives. This consultation process will yield a strategic focus for the future activities of the Centre that is both practical and challenging.

The Centre strategic plan should be focused on facilitating industry to address three distinct, though interdependent, strategic priorities:

- 1.) *Becoming an employer of choice* through an integrated marketing program developed on a foundation of a demonstrable, distinctive and competitive career offering;
- 2.) *Attaining international standard service* through the adoption of best practice human resource management and operations management;
- 3.) *Bridging the skills gap* within the industry through the development of regional and international competitive certified training.

The strategy implementation is dependent on the establishment of a Centre for Tourism Human Resources Development in the context of supporting the industry in moving towards international class service. The focus of the Centre will be much broader than technical training. In essence, the Authority will become increasingly involved in:

- 1.) Leading the development of education and training capability in industry;
- 2.) Informing senior management of developments in international best practice as identified through a program of strategic research;
- 3.) Supporting senior and middle management development by providing tailored education products and training packages;
- 4.) Undertaking recruitment and placement to the industry both within Jordan and internationally;
- 5.) Providing consultancy services.

- 2. Tourism Occupation Standards** – to facilitate and support the establishment a tourism occupation standards linked to international occupation standards and best practice (Tourism Occupation Standards). A major priority for the Centre will be the identification and tracking of international occupation standards. The primary objective of this activity will be to inform industry of the strategic importance of best practice in HRM.

A comprehensive review of tourism occupational standards will be undertaken as a priority under this plan. Changing trends in industry, the impending shortage of skilled personnel, the need for increased productivity and the profile of those entering training, all support the need for such a review. Operational research, which will include product analysis, job profiling, benchmarking of best practice and job performance criteria will underpin all curriculum development. A Tourism Occupational Standards Committee will be set up to verify research findings and advise on the relevance of tourism and hospitality curricula. Curricula will be linked directly to operational research and tested for validity in the market place, and will be developed primarily by educators. This will be achieved through an integrated program of communication at both national and regional levels through conferences and seminars.

- 3. Tourism Qualifications Framework** - Support and facilitate a single, national and international accepted entity, through which all learning achievements in the tourism industry may be measured and related to each other in a coherent way and which defines the relationship between all education and training awards. The provision of a credible framework of tourism qualifications certification is a key factor in motivating employees and employers to achieve and maintain standards of excellence. It also assists in building and sustaining training capability in industry. Implementation of the strategy will ensure:

- 1) Tourism qualification certification policies and procedures will be applied in a manner that is relevant to the industry and encourages participation;
- 2) Industry involvement in the assessment of standards;
- 3) Certification standards reflect the standards established by the Tourism Occupation Standards Committee.

- 4. Develop Quality Tourism and Hospitality Programs and Curriculum** – through the implementation of a standard education curriculum structure for tourism and hospitality programs. A critical component of this initiative will be a comprehensive program of curricula review. This will require joint action with the education sector to ensure all relevant college curricula incorporate international standard best practice in teaching to new entrants to the industry over the coming years.
- 5. Encourage Best Practice in Teaching and Training on Tourism and Hospitality Programs** – through a teaching and training methodology program for teachers. An important component of this initiative will be the development of a national program for teaching and training methodologies building on validated tourism occupation standards.
- 6. Encourage and Promote a Training Culture in the Tourism Industry** – by providing professional development opportunities for employees in the tourism industry. The strategy dictates that continuous professional development will become an increasingly important activity over the period of this plan. The primary focus of activity will be on facilitating the implementation of best practice and operational excellence within businesses. Implicit in this strategy will be a continuing emphasis in assisting industry to take greater responsibility for basic training. As a practical stimulus to initiating the process of change within tourism businesses, The Centre will develop and provide a targeted and flexible programme of grant assistance to foster the development of a culture of structured training and staff development, linked to business needs. This programme, which will be confined to the earlier years of this plan, will be structured to encourage the development of international standard service and best practice capability within businesses. The development and delivery of training programs for employees and managers with responsibility for implementing change must be a feature of the plan. The goal is to have specific interventions covering best practice in all major occupations in industry. Advanced supervisory level training, delivered either in-house or off-site will be developed.
- 7. Establish a Tourism Human Resource Research and Policy Centre** – by developing forum for the gathering and sharing of information on human resources in the tourism industry.

The adoption and promotion of best practice lies at the heart of the strategy and consequently, strategic research will play a critical role in guiding its successful implementation. All programs will be researched thoroughly prior to development, to ensure compliance with international best practice, industry relevance and cost effectiveness. In accordance with a broader strategy to improve co-ordination and enhance strategic research in the tourism sector, the Authority will also invest resources in commissioning strategic research on behalf of the industry and also enhance the dissemination, within the industry, of relevant tourism and hospitality research undertaken.

A critical component of the strategic plan will be to support the attainment of international standards of service related to the identification and adoption of international best practice. The objective is to assist industry anticipate developments in best practice by undertaking a focused program of research in the areas of operational excellence. To implement the strategy it will be necessary to:

- 1) Work closely with industry advisory committees and associations to formulate multi-work plans;
- 2) Co-ordinate and disseminate information through publications, conferences and seminars;
- 3) Monitor the implementation of research recommendations contributing to the development of the industry;
- 4) Review all curricula over a 3-year period with a view to incorporating best practice and a vertical approach to curricula design to encourage progression.

### **Strategic Program 3.3: Support Tourism Related SME's**

#### **Strategic Goal:**

To implement the following initiatives in order to further strengthen the human resource base to ensure international standards of performance and professionalism of tourism.

#### **Goal Justification:**

Tourism is an industry in which the attitudes, competence, enterprise, innovation and hospitality of the people in it are an intrinsic part of the product. Tourism human resources development is at the heart of the tourist experience and the ultimate determinant of the quality of that experience. It is therefore essential to ensure that the people working in tourism are educated and trained to the highest international standards of professionalism.

#### **Program Actions**

1. **Promote the Tourism Industry as an Employer of Choice** - through attracting school leavers to careers in tourism. To support the strategy of assisting the promotion of the industry as a career option, a comprehensive program of initiatives over the period of this plan will be developed as follows:
  - 1) Develop and introduce a curriculum course for introduction in school programs;
  - 2) Supporting the development of employer charters within industry by continually providing guidance on best practice in human resource management;
  - 3) Conducting targeted recruitment campaigns, specifically designed for each target market, based on national promotional campaigns and direct marketing programs;
  - 4) Establishing a Tourism Careers Centre to co-ordinate the promotion of careers within the industry and the marketing of certified training opportunities;
  - 5) Conducting ongoing independent research into perceptions of, and attitudes to, the tourism and hospitality Industry as an employer among potential recruits.
  
2. **Enterprise Development and Community Empowerment in Tourism** – by facilitating the establishment of small business and community development in tourism regions and locations. Obviously the needs of small and medium-sized enterprises (SMEs) are somewhat different from those in large businesses. Accordingly, a dedicated program for owners and managers of small and medium-sized enterprises will be developed with a heavy emphasis on implementing best practice in SME development, management and operation.

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## **4. Strategic Programs and Implementation Actions**

The following outlines the programs, actions, schedules and budgets.

**TOURISM HUMAN RESOURCES DEVELOPMENT STRATEGY FOR JORDAN**

<b>Program 3.1: Develop Tourism Human Resources Development Plan</b>					
<b>Goal:</b> To facilitate and coordinate a tourism human resources plan designed to ensure a successful, sustainable and competitive tourism industry.					
<b>Justification:</b> to ensure that the people working in tourism operate to the highest international standards of professionalism and that the highly positive experience of tourists is maintained and enhanced as required by the National Tourism Strategy 2004 – 2010.					
<b>Implementation Actions</b>	<b>Responsible Body</b>	<b>Assisting Bodies</b>	<b>Time Frame</b>	<b>Funding Required</b>	<b>Result</b>
<b>1. Prepare a Tourism Human Resources Development Plan -</b> Articulate a vision and clear direction for human resources development and capacity building which will underpin the developing tourism strategy. Agrees a mission, strategies, goals and objectives in line and supporting the National Tourism Strategy 2004 - 2010	MoTA, MoHE, MoEd,	NTC, JTB, JHA, JRA, JSTTA, JITOA, AMIR	Immediate	JD 40,000	Tourism Human Resources Development Plan Document
<b>2. Develop Implementation Plans for the Tourism Human Resources Development Plan</b> , complementing the Tourism Human Resources Development Strategy, to include the following actions: <ul style="list-style-type: none"> <li>▪ establish professional career paths for key occupations in tourism</li> <li>▪ validate courses and programs leading to a qualifications framework</li> <li>▪ build manpower labor pool (include supply issues of foreign labor)</li> <li>▪ facilitate professional training, recognized qualifications, career progression and good work practices</li> <li>▪ evaluates education and training supports and services</li> <li>▪ provide a focus for education and training policy and practices</li> <li>▪ develops training programs for employees</li> <li>▪ supports distance/e-learning in training and educational programs</li> </ul>	MoTA, MoHE, MoEd, VTC, MoL	High Schools/ Secondary Schools Vocational Colleges Applied Universities Public & Private Universities NTC, JTB, JHA, JRA, JSTTA, JITOA Industry Employer Representatives, AMIR	Dec-04	JD 60,000	Manpower plans for priority actions
<b>3. Communicate the Tourism Human Resources Development Plan</b> - to Government Ministries, industry, education and training partners	MoTA, MoHE, MoEd, VTC, MoP, MoL	Vocational Colleges Applied Universities Public & Private Universities NTC, JTB, JHA, JRA, JSTTA, JITOA, Employer Representatives	Dec-04	JD 20,000	Approved Manpower Strategy
<b>4. Gaining Support for the Tourism Human Resources Development Plan</b> - assist industry, education and training in understanding the nature of the human resources development plan and to gain a wide range of support.	Vocational Colleges, Applied Universities Universities, NTC, JTB, JHA, JRA, STTA, JITOA, Employer Representatives	AMIR	Dec-05	JD 20,000	Industry and institutional partners contributing and participating to Strategy
<b>5. Seek support and approval for the allocation of funding</b> - (2% of sales tax) by tourism sector for training of human resources development by industry.	Cabinet	MoTA NTC, JTB, JHA, JRA, JSTTA, JITOA	Immediate		Funds contributed to the Center for Tourism Manpower Development

**TOURISM HUMAN RESOURCES DEVELOPMENT STRATEGY FOR JORDAN**

<b>Program 3.2 : Develop Excellent Standards of Training and Education</b>					
<b>Goal:</b> To establish and support national tourism sector authority to facilitate and coordinate human resources development activities, designed to improve and enhance the effectiveness of Government and tourism representative bodies leadership, interventions and initiatives in tourism human resources planning, coordination and facilitation so ensuring a successful, sustainable and internationally competitive tourism industry in Jordan.					
<b>Justification:</b> the establishment of a viable tourism industry requires cooperation among several education and training groups which have competing goals and composition. Jordan's National Tourism Strategy needs a national response to manpower development by establishing a vision and clear direction for the tourism industry. Government policies and actions across a wide range of areas strongly affect the development of tourism manpower. It is essential to put in place new organizational arrangements which more fully acknowledge and reflect the importance of human resources development in tourism and which improve the effectiveness of human resources development interventions by Government and representative bodies.					
<b>Implementation Actions</b>	<b>Responsible Body</b>	<b>Assisting Bodies</b>	<b>Time Frame</b>	<b>Funding Required</b>	<b>Result</b>
<b>1. A Center for Tourism Human Resources Development Authority Development</b> - design, approve and support the planning and establishment of the Center.	MoTA, MoHE, MoEd, MoP, MoL	High Schools/ Secondary Schools Vocational Colleges Applied Universities/Universities NTC, JTB, JHA, JRA, JSTTA, JITOA Employer Representatives, AMIR	Immediate - 2005	JD 455,000	Legal entity confirmed. Established and functioning Authority including appointed Board, Director and staff. Office and training rooms in place. Contributing 50% self generated funds within 3 years
<b>2. Tourism Occupation Standards</b> - facilitate and support the establishment of a Tourism Occupation Standards linked to International Occupation Standards and best practice.	MoTA, MoHE, MoEd, VTC, MoP, MoL	High Schools/ Secondary Schools, Vocational Colleges, Applied Universities/Universities NTC, JTB, JHA, JRA, JSTTA, JITOA Employer Representatives, AMIR	Dec-04	JD 160,000	Published and validated Tourism Occupation Standards
<b>3. Tourism Qualifications Framework</b> - support and facilitate a national and international accepted entity, through which all learning achievements in the tourism industry may be measured and related to each other in a coherent way and which defines the relationship between all education and training awards.	MoTA, MoHE, MoEd, VTC, MoP, MoL	High Schools/ Secondary Schools Vocational Colleges Applied Universities/Universities NTC, JTB, JHA, JRA, JSTTA, JITOA Employer Representatives	Immediate - Dec 2005	JD 480,000	Legal entity confirmed. Established and functioning Tourism Qualifications Framework administered by THRDA including appointed Director and staff of 4 administrators, office in place. Contributing 50% self generated funds in 3 years

**TOURISM HUMAN RESOURCES DEVELOPMENT STRATEGY FOR JORDAN**

<b>Program 3.2: Develop Excellent Standards of Training and Education (Continued)</b>					
<b>Goal:</b> to implement the following initiatives in order to further strengthen the human resources base to ensure international standards of performance and professionalism of tourism					
<b>Implementation Actions</b>	<b>Responsible Body</b>	<b>Assisting Bodies</b>	<b>Time Frame</b>	<b>Funding Required</b>	<b>Result</b>
<b>4. Develop Quality Tourism and Hospitality Programs and Curriculum</b> – through the implementation of a standard education curriculum structure for tourism and hospitality programs.	MoTA, MoEd, VTC, MoP, MoL	Vocational Colleges Applied Universities Public & Private Universities NTC, JTB, JHA, JRA, JSTTA, JITOA AMIR	Dec 2004 - Dec 2006	JD 360,000	Introduced program structure and curriculum to colleges and universities Review and introduce QA guidelines in tourism training for VTC's
<b>5. Encourage Best Practice in Teaching and Training on Tourism and Hospitality Programs</b> – a teaching and training methodology program for teachers	MoTA, MoEd, VTC, MoP, MoL	Vocational Colleges Applied Universities Public & Private Universities NTC, JTB, JHA, JRA, JSTTA, JITOA	Dec 2004 - Dec 2006	JD 250,000	150 teachers completed teacher training program. 30 VTC trainers complete a Train the Trainer program to tourism occupation standards.
<b>6. Encourage and Promote a Training Culture in Industry</b> – professional development opportunities for employees in the tourism industry	MoTA, MoEd, VTC, MoP, MoL	Vocational Colleges Applied Universities Public & Private Universities NTC, JTB, JHA, JRA, JSTTA, JITOA	Dec 2005 - Dec 2006	JD 830,000	20 short courses, 2,000 trained, 120 supervisors completed train the trainer programs, APL scheme introduced and Awards scheme in place. In company training grant scheme introduced. Tax allowances for training introduced. Personal development tax allowances. Tax breaks for International in company providers.

**TOURISM HUMAN RESOURCES DEVELOPMENT STRATEGY FOR JORDAN**

<b>Program 3.2: Develop Excellent Standards of Training and Education (Continued)</b>					
<b>Goal:</b> to implement the following initiatives in order to further strengthen the human resources base to ensure international standards of performance and professionalism of tourism					
<b>Implementation Actions</b>	<b>Responsible Body</b>	<b>Assisting Bodies</b>	<b>Time Frame</b>	<b>Funding Required</b>	<b>Result</b>
<b>7. Establish a Tourism Manpower Research and Policy Centre</b> – forum for the gathering and sharing of information on manpower in the tourism	MoTA, MoEd, VTC, MoP, MoL	Vocational Colleges Applied Universities/Universities NTC, JTB, JHA, JRA, JSTTA, JITOA AMIR	Dec 2005 - Dec 2006	JD 310,000	Centre established and functioning

<b>Program 3.3: Support Tourism Related SMEs</b>					
<b>Goal:</b> To implement the following initiatives in order to further strengthen the human resources base to ensure international standards of performance and professionalism of tourism					
<b>Justification:</b> Tourism is an industry in which the attitudes, competence, enterprise, innovation and hospitality of the people in it are an intrinsic part of the product. Tourism human resources are at the heart of the tourist experience and the ultimate determinant of the quality of that experience. It is therefore essential to ensure that the people working in tourism are educated and trained to the highest international standards of professionalism					
<b>Implementation Actions</b>	<b>Responsible Body</b>	<b>Assisting Bodies</b>	<b>Time Frame</b>	<b>Funding Required</b>	<b>Result</b>
<b>1. Promote the tourism Industry as an Employer of Choice</b> - through attracting school leavers to careers in tourism - pre-career training programs at the secondary and vocational levels.	MoTA, MoEd, VTC, MoP, MoL	High Schools/ Secondary Schools Vocational Colleges NTC, JTB, JHA, JRA, JSTTA, JITOA Industry Employer Representatives, AMIR	Dec 2004 - Dec 2005	JD 230.000	Introduced pre career course to secondary/vocational school curriculum.  200 school teachers trained in curriculum
<b>2. Enterprise Development and Community Empowerment in Tourism</b> – facilitate the establishment of small business and community development in tourism regions and locations.	MoTA, MoEd, VTC, MoP, MoL	NTC, JTB, JHA, JRA, JSTTA, JITOA	Dec 2005 - Dec 2010	JD 1,100,000	Small Business Training Initiatives. Tourism SME Networks. SME Portals. Grant Assisted Consultancy. Return to Work Scheme. Youth Opportunity Scheme. Training for guest house business.