

## 6th Strategy Workshop for the Future of Jeju Tourism

### Seeking Ways to Improve Expertise of Workforce in the Tourism Industry of Jeju

June 24, 2016

#### ■ Presentation: Ways to nurture core-manpower of tourism in Jeju

○ Presenter: Jang Hye-Jung (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)

1) Establishing a basic plan for nurturing manpower in the tourism industry of Jeju

- Centered on the Jeju Tourism Organization, systemic and a regular cooptation system needs to be established through the collaboration of existing associations in each of the tourist business sectors, regional committees on human resource development, and the Creative Economy Innovation Center.

2) Development of General Tourism Knowledge Training programs for Jeju

- A training support system for employees is required for their capability improvement and participation in the training. In order to enhance the basic capabilities of employees in the tourism industry, the training process and a quality management system need to be developed.
- By designating a dedicated agency which can provide certification and evaluation of the training institution, and improve the level of management on the institute's program and quality of training operations.
- The agency may start as a Task Force team and then grow into an independent department or agency. Given the unique situation of Jeju, a great deal of discussion is required.

3) Improvement on the qualification of tourism manpower using National Competency Standards (NCS)

- In order for competency-based employment to take root, the governments and public organizations are introducing an employment system using NCS. The Korea Tourism Organization has been working on establishing a competency-focused culture of employment in its projects such as the Good Hotel Academy.
- There should be programs providing basic skills or knowledge which are necessary for job seekers to acquire a new or a different job in the tourism industry. Standardized and professional training programs for the industry are required at educational

- institutions such as high schools, colleges, universities, and graduate schools.
- As for the Korean Tourism Organization, it runs a Hotel Professional Course at high schools specialized in the tourism area and there should be measures in place that connect such programs with employment. Methods to nurture the tourism industry workers by utilizing such training programs are a necessity.
  - There should be more efforts made to encourage competency-focused employment and build an education system which connect training courses and hiring. Jeju also needs to refer to existing training projects and establish its system which can also reflect the region's unique character.
  - A composite support system for human resource management such as building a portal website on tourism manpower in Jeju is necessary.

### 3. Task of the tourism industry in Jeju

- A national system should be established to support and develop human resources and a government organization should be responsible for such support. The businesses, academies, and the government in the region need to work together to create systemic support.
- Projects and training programs to develop human resources tailored to the Jeju region need to be selected and established. Moving beyond simple job training, specialized and targeted training courses are required. Not simply providing fragmented bits of training, Jeju's own human resource development course is necessary to improve its manpower so they can handle international customers and contribute to the region's international competitiveness.

## ■ DISCUSSION

### ○ Kim Woo-Shin (HR Team Leader, Ora Tour Company)

- Due to the lack of training infrastructure in Jeju, there are issues where we have to dispatch our employees to Seoul or other regions for training.
- In the case of the training courses which cover a specialized area, as the demand is irregular, educational institutions such as schools have not adopted such courses.
- In terms of employment, businesses face difficulties in hiring adequate and necessary manpower. To determine the required talent, sometimes businesses move to other regions to recruit.

### ○ Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)

- Research on the training demand is very important. Each industry and business wants a different set of skills. The necessary level of training under various situations is also quite different. So to support HR education, first we need to identify these various needs.
- Yang In-Sil (Director of External Cooperation, Jeju Branch of Korea Tour Interpreter's Association)
- The Korea Tourism Organization arranges premium training courses on tourism but it is only done in certain regions such as Seoul. So due to the distance and cost issue, it is very hard to participate in the training opportunity. Training programs should be provided with consideration to these regional issues. Training should be done in the regions where the training demand exists.
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
- In the case of specialized training programs, the demand issue deters the opening of such courses. To solve these types of problems, a collaborative system among educational institutions should be formed to meet such limited demand. If there are needs for certain training programs in a certain region, public organizations should help provide the educational environment for such training.
- Kim Chang-Hyo (Head of Policy and Planning Office, Jeju Tourism Association)
- I agree on the necessity to connect training and employment. Jeju's tourism industry basically wants to hire field manpower, but there are difficulties in securing adequate talent. We are working on connecting Jeju's tourist businesses and job seekers, but it's quite challenging to implement.
  - We also tried to provide training programs for businesses. But as most of the tourism businesses are small and medium sized companies, they have little room to proactively participate in such programs. Which is exactly what the presenter had suggested, I think there should be some type of incentive to encourage participation of businesses for attending the training programs.
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
- To develop and secure more professional manpower, there needs to be support for businesses which is sometimes arranged by the government. Once employees are equipped with more expertise, in the long term there can be a positive impact for employers such as reducing the turnover rate. In this regard, there should be more

promotion on the importance of job training for both job seekers and businesses.

- Go Tae-Ho (Director of Economy and Industry Research Department, Jeju Research Institute)
  - From the perspective of raising labor productivity levels in the tourism industry, policies and measures to improve the productivity level of manpower in the tourism sector is not an easy task. As diverse types of businesses are blended together in the tourism industry, training or policies tailored to each type of business (such as hotels, restaurants, and tourist attractions) are required.
  - We need to consider how we can improve the expertise of each industry or develop manpower for the emerging convergence industry. Jeju should also encourage the tourism industry's development while considering the available human resource supply in the convergence field.
  - The development of specialized human resources and the corresponding policies need to be prepared in relation to the trends of medical tourism or the IT-incorporated tourism industry.
  
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
  - Preparation of human resources for the industry with future development potential such as the convergence industry is quite critical and a diverse support system is required.
  
- Lim Yoo-Mi (Service Business Professor, Southwest Minnesota State University)
  - In the U.S. there are no general training programs for human resources in the tourism industry. Instead, specific training programs are provided in each sector of the tourism industry.
  - There needs to be a difference between university education and the training provided for field employees. Training for tourism should cover the skills and competencies required in the field.
  
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
  - In principle, training should be arranged and managed within the industry by the organization in its own specialized area such as tourism associations. But unlike the U.S., Korea does not have enough training infrastructure development. So the governments need to support such programs.

- Hong Seung-Hwa (Tourism Business Professor, Jeju National University)
  - The environment of the tourism industry in Jeju is changing. One example is the construction of a second Jeju airport. To prepare for the future impact, training programs and solutions corresponding to the new demand on manpower is necessary.
  - In addition, we need to work on managing new types of job seekers such as immigrants or young Jeju residents and provide jobs for such manpower. At the same time, we should be ready to expand the number of tourism employees in preparation of the increasing number of Chinese F.I.T. or Southeast Asian tourists.
  - It is important to develop NCS based training programs tailored to the level of trainees. But in Jeju, such an approach has not been actively pursued. So, we should also focus on this issue.
  
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
  - NCS was developed to cover various industries since its creation. As it cannot contain all elements of all industries, there can be an insufficient level of support. But the main purpose of this system is to build a foundation for the organization of systemic training programs. In this regard, tailored training programs with an incremental level system should be developed separately and specifically for Jeju.
  
- Moon Seong-Jong (Tourism Business Professor, Halla University)
  - Jeju province has paid a lot of attention on improving the quality of human resources. But due to the lack of adequate job opportunities, job seekers who are trained in the tourism industry do not get jobs in tourism.
  - In reality, the industry needs a system that provides high quality human resources through the collection of field information, certifications on the quality of the job seeker, and feedback on the training programs. We need to pursue improvement in our manpower by providing secondary training opportunities to field employees and the reflection of feedback on the training.
  - By developing a system that generates feedback on the tourism industry and its training programs based on real-world conditions, we need to further identify what solutions require improvement in the quality of the industry. In this regard, a cooperative system with a control tower within the province needs to be established.
  
- Jang Hye-Jung, Presenter (Head of Achievement Management Center, Korea Research Institute for Vocational Education and Training)
  - In many businesses, training for employees and staff are important. We need to consider how we can develop training courses to raise the quality of tourism

manpower based on the feedback about the training from the field of the industry.

○ Yang Phil-Soo (Head of Tourism Industry Department, Jeju Tourism Organization)

- The Jeju Tourism Organization has provided training courses for new tourism employees, existing tourism employees, residents, and the staff of tourism businesses.
- The JTO also thinks that improving the quality of life for residents and tourism industry employees, the working conditions including salaries should be improved. While the workload increases due to the rising number of tourists, the salaries remain at the same level due to heated competition among businesses.
- Under such circumstances, the Jeju provincial government and the JTO are making efforts to improve the quality of life for the tourism industry's field manpower and are providing direction toward the future of the industry under the basic plan for the qualitative growth of tourism.

○ Lee Jae-Hong (Director General of Jeju Tourism Organization)

- With diverse opinions from panels, today we were able to have an in-depth discussion on the improvement of tourism manpower with expertise and methods to secure such human resources for the tourism industry in Jeju. We will move forward to reflect on your previous opinions for the mid-and-long term future plans.

- Jeju Tourism Organization is proactively suggesting various policy solutions to provide measures to solve pending issues in this regional society.
- We would like to come up with more reasonable and forward-looking alternative solutions that can be made based on the results of this workshop in order to contribute to the increased quality of life for Jeju residents and to the region's development.



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