

TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN 2007-2015

Prepared by the
School of Travel Industry Management
University of Hawai‘i at Mānoa
for the
Hawai‘i Tourism Authority

November 2007

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EXECUTIVE SUMMARY

The *Tourism Workforce Development Strategic Plan: 2007-2015* reflects collective input from stakeholders knowledgeable about Hawai‘i’s tourism industry workforce representing public, private, and community sector organizations, educators and training providers. In addition to county stakeholders groups, the planning process was guided by an overall advisory body, the Tourism Workforce Development Board, whose members also represented stakeholders from different sectors in the tourism industry involved in workforce development.

The *Hawai‘i Tourism Strategic Plan: 2005-2015* provides the guiding *vision* for the overall planning and development process which states by 2015, tourism in Hawai‘i will:

- Honor Hawai‘i’s people and heritage;
- Value and perpetuate Hawai‘i’s natural and cultural resources;
- Engender mutual respect among all stakeholders;
- Support a vital and sustainable economy; and
- Provide a unique, memorable and enriching visitor experience.

To achieve this vision, **workforce development** is one of nine strategic initiatives put forth in the plan. The specific goal for workforce development is: “To ensure a sufficient and highly-qualified workforce that is provided with meaningful careers and advancement opportunities.” While the workforce issues differ by county, all share challenges and opportunities in common.

Challenges

- Hawai‘i’s low unemployment rate has reduced the available labor pool significantly and created vacancies that are difficult to fill.
- The unemployed labor pool consists largely of those who don’t want to work or face significant barriers to work.
- Tourism employers are competing with other high demand sectors such as construction and health care for available workers.
- Tourism wage levels have generally not kept pace with the rise in the cost of living.
- The lack of available workers and of access to training and education programs are more likely to affect Neighbor Island counties and specific resort areas.
- Unless workforce development is addressed in a comprehensive manner, service levels and quality could be adversely affected and lead to a decline in tourism.

Opportunities

- Work-readiness programs for the overall workforce are available, which can be adapted specifically for tourism entry-level occupations with linkages to tourism industry employers.
- Training providers in the public and private sector have the capability to expand education and training which focus on upgrading skills of incumbent workers in

tourism but accessibility needs to be increased in specific county and resort locations.

- Training providers support the development of a rapid response capability to deliver workforce training to meet the critical demand for tourism and other occupations affected by high job turnover or attrition but funding sources will need to be expanded.
- Employers are recognizing the importance of establishing more comprehensive information, outreach, and support programs to attract, motivate, and retain workers in the tourism industry.
- Efforts are already underway to strengthen and maintain effective partnerships of the public and private sectors to support tourism industry workforce development.

To address the challenges, specific supporting actions are organized under three strategic directions set forth by the *Hawai‘i Tourism Strategic Plan*:

1. Provide an adequate source of quality workforce to support the needs of Hawai‘i’s visitor industry;
2. Ensure a well-trained and educated visitor industry workforce; and
3. Ensure the community has sufficient employment and advancement opportunities within the industry.

Implementing actions for the strategies which are operational in nature are included in the *Tourism Workforce Development Strategic Plan: 2007-2015*, which identifies lead and supporting organizations with recommended timelines and assessment measures. It is envisioned that stakeholders will reflect these objectives in their own annual work plans which will be reviewed periodically and adjusted appropriately. To achieve the objectives in the plan, four key elements will be necessary:

- Collaboration among major stakeholders;
- Commitment to partnership among stakeholders;
- Communication to inform the public about tourism workforce opportunities; and
- Funding for tourism workforce development programs to meet special needs.

TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN 2007-2015

I. INTRODUCTION

A. *Hawai‘i Tourism Strategic Plan 2005-2015 and Workforce Development*

The *Hawai‘i Tourism Strategic Plan 2005-2015* provides a shared vision with strategic directions to achieve a successful and sustainable tourism industry. The vision emphasizes five components for a successful visitor industry for Hawai‘i's future. By 2015, tourism in Hawai‘i will:

- honor Hawai‘i's people and heritage;
- value and perpetuate Hawai‘i's natural and cultural resources;
- engender mutual respect among all stakeholders;
- support a vital and sustainable economy; and
- provide a unique, memorable and enriching visitor experience.

Major tourism stakeholder groups identified nine initiatives with goals and objectives to achieve the vision:

- Access
- Communications and Outreach
- Hawaiian Culture
- Marketing
- Natural Resources
- Research and Planning
- Safety and Security
- Tourism Product Development
- Workforce Development

These strategic initiatives provide the framework for lead organizations and their supporting partners to implement the indicated actions through cooperation, collaboration, and participation.

The goal for **Workforce Development** is stated as follows: “To ensure a sufficient and highly-qualified workforce that is provided with meaningful careers and advancement opportunities.” To facilitate this effort, this *Tourism Workforce Development Strategic Plan 2007-2015* has been developed to jointly plan and coordinate employment, training and human resources services for the industry. The challenges of developing a strong tourism workforce are the same challenges that affect other industries in the state. In particular, the tight labor market and projected slow growth of the resident workforce are seen as the most significant factors affecting further economic growth.

Stakeholder interviews and meetings involving over 120 individuals knowledgeable about Hawai‘i's tourism industry workforce were conducted in April-

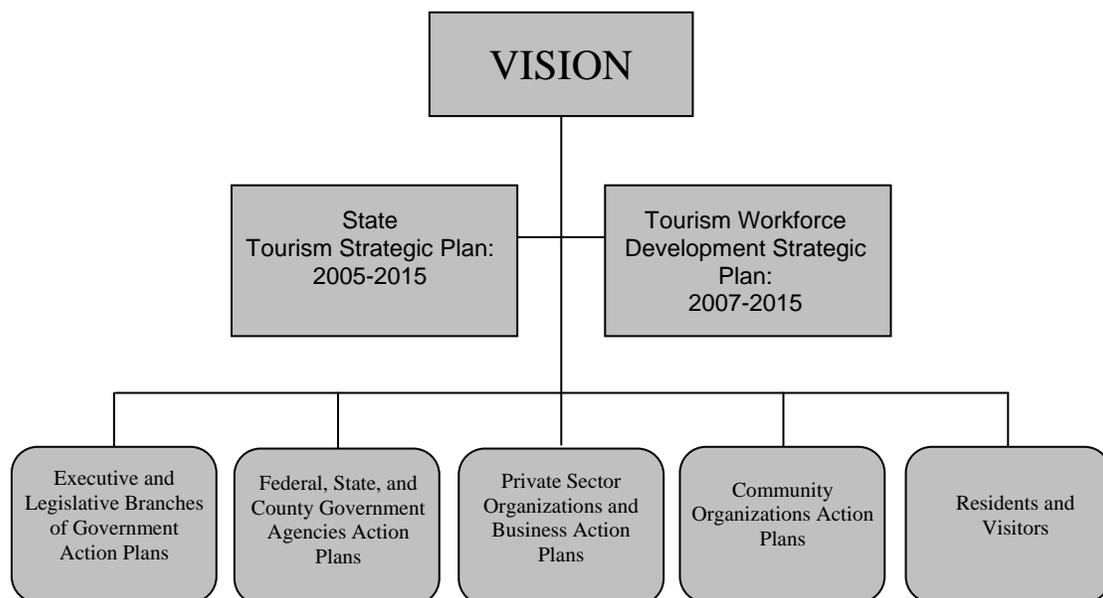
August 2006 and April-May 2007. They represented all sub-sectors of the industry including hotel managers, human resource professionals, educators and training providers, representatives of nonprofit and government agencies, business entrepreneurs and others involved in the tourism industry. The plan draws on the ideas and views of these participants in the creation of strategies and actions put forth in the plan.

The initiatives contained in the plan also build upon current approaches used for all workforce development to meet the needs of Hawai‘i’s workers. In particular, the findings of the *State of Hawai‘i Workforce Development Strategic Plan (2004)*, the *Tourism Strategic Plan (2006-2015)* for each county developed for the Hawai‘i Tourism Authority and the *Local Area Plan 2005-2007* for each county developed for the Workforce Investment Act were considered in the preparation of this *Tourism Workforce Development Strategic Plan 2007-2015*. The recommended actions for tourism workforce development are designed to:

- Increase the supply of new workers for the tourism industry;
- Increase the rate of retention for specific types and levels of tourism-related occupations;
- Expand education, training, recruitment and work incentive programs for the tourism industry; and
- Improve information and outreach programs on employment options and opportunities for the tourism industry.

The implementation of the plan will require ongoing cooperation and collaboration between government, the private sector of the tourism industry, education and training providers and the community to ensure a sufficient and competent workforce for Hawai‘i’s leading industry.

Chart 1: State and Tourism Workforce Development Strategic Plans



B. Purpose of the Tourism Workforce Development Strategic Plan 2007-2015

Hawai‘i’s tourism industry experienced a record-setting boom in 2005 reflecting steady economic growth nationwide and global tourism growth trends in general. Although visitor arrivals did not rise significantly in 2006 and may decrease slightly in 2007, the general outlook for 2008-2009 remains positive for the industry. With tourism requiring a large share of workers in Hawai‘i, workforce development has become a high priority to ensure sufficient education, training and advancement opportunities for Hawai‘i’s workers. To achieve the objectives in the plan, four key elements are necessary:

- **Collaboration**
- **Commitment**
- **Communication**
- **Funding**

In this effort, the Hawai‘i Tourism Authority (HTA) serves primarily as a **catalyst** for the agencies and organizations in both the public and private sectors in addressing the identified workforce issues and encourages the participation and involvement of all stakeholders in achieving the completion of the plan’s initiatives.

Collaboration

It is evident that coordination among the major stakeholders will need to play a primary role for tourism to continue to contribute to a strong State economy. In this effort, the lead state agencies include the Department of Labor and Industrial Relations (DLIR), the Department of Business, Economic Development and Tourism (DBEDT), and the education and training providers including the University of Hawai‘i’s Community Colleges (UHCC) and four-year campuses and the Department of Education (DOE). Moreover, the planning and implementation of government initiatives will need to involve the private sector of the tourism industry including the private providers of education and training, labor unions, and the community to ensure a capable and competitive workforce.

Commitment

Another critical element for workforce plan implementation to succeed is public and private sector commitment. Stakeholders have cited past studies regarding workforce development in Hawai‘i both in general and for tourism specifically that identify issues which still face the industry today. Education and training providers have indicated that in many cases, training resources and programs in each county to address workforce needs are available, but there is often a lack of interest on the part of both some employers and employees to participate. They emphasize the need for the private sector and labor unions to be facilitators of employee training, encouraging employees to take advantage of the programs and providing access to these opportunities. Successful

workforce development will result only through a true partnership of the agencies and supporting stakeholder groups.

Communication

The need for a more comprehensive information dissemination and communication network to inform residents of the employment opportunities in the tourism industry is clearly recognized by all stakeholders. Prevailing resident perceptions that tourism employment is less attractive than job opportunities in other growth industries continue to persist, and there is a growing concern that many positions as well as available job training go unfilled because of the lack of communication and outreach programs.

Funding

Finally, implementation will depend upon sources of funding if tourism workforce development programs are to succeed. Lead state agencies are urged to consider the priorities in the plan and address them in their operating budgets or requests for funding. In addition, state government support for a streamlined funding process and a statewide planning framework for tourism workforce development would enable the industry to sustain the initiatives in this plan. Currently, workforce training programs are supported by multiple state and federal funding sources targeted to specific groups resulting in a fragmented approach to program delivery. Attempts to address this issue through legislation based on the 2005 report of the Governor's Economic Momentum Commission (EMC) have been unsuccessful to date.

The importance of tourism to Hawai'i's economy has highlighted the need for an ongoing organization to address the specific workforce challenges of the industry. When the State Tourism Training Council (TTC) was consolidated with other bodies into the State Workforce Development Council (WDC) in 1998, many stakeholders felt the capacity was lost to readily respond to changes affecting the tourism workforce and urge the reestablishment of a similar organization and a tourism workforce coordinator to oversee plan implementation and facilitate more efficient networking. New funding will be required to implement this function.

It is in this context that the *Tourism Workforce Development Strategic Plan 2007-2015* has been developed. It is intended as a dynamic plan which should be updated on a continuing basis by stakeholders to ensure that ongoing and emerging needs of the tourism industry are adequately met. The plan is divided in three sections:

- **Tourism Workforce Analysis and Outlook**
- **Tourism Workforce Development Issues**
- **Tourism Workforce Development Master Plan for Implementation 2007-2015**

II. TOURISM WORKFORCE ANALYSIS AND OUTLOOK

A. Overview of Tourism's Role in Hawai'i's Economy and Workforce ¹

Economic Growth Engine

The tourism industry is Hawai'i's leading economic sector accounting for a significant share of the state's total income and employment. In 2005, visitor expenditures statewide totaled \$13.37 billion or about 24.9% of the Gross State Product (GSP).² The economic impact of visitor spending was relatively much greater in Neighbor Island counties where visitor expenditures in 2005 as a ratio to Gross County Product (GCP) was estimated at 66.6% for Maui, 65.1% for Kaua'i, 37.67% for Hawai'i county and 15.8% for Honolulu. The accelerated growth of the GSP, visitor expenditures, and increase in the average daily census of visitors between 2003 and 2005 contributed to strong employment growth statewide, resulting in an overall decline in the state unemployment rate from an average of 3.9% in 2003 to a low of 2.6% in 2006. Although the slower rate of growth of visitor arrivals and expenditures will moderate labor demand in the various tourism sub-industries, the state's low unemployment rate is expected to continue into 2007.

Table A. Economic Impact of Tourism on Hawai'i Economy: 2005

2005					
	Visitor Expenditures (million \$)	Visitor Expenditures as % of GSP/GCP	Average Daily Census (ADC) (number)	ADC as % of De Facto Population	Direct Jobs * Created by Visitor Expenditures (%)
Statewide	13,373	24.9	185,445	13.3	17.5
Honolulu	6,460	15.8	89,588	9.5	12.0
Hawai'i	2,002	37.6	27,768	14.8	20.6
Kaua'i	1,419	65.1	19,675	24.8	36.6
Maui	3,491	66.6	48,414	26.7	37.9

Sources: Visitor Expenditures: 2005 – State of Hawai'i Data Book 2005, Table 7.29 (Note: Visitor expenditures include overseas airline spending.) GSP & CGP: 2005 GSP – 2005 Data Book, Table 13.02. GCP allocated to Counties using U.S. Bureau of Economic Analysis personal income data from Table 13.02 (State Data Book 2005). Average Daily Census (ADC) from 2005 Data Book, Table 7.06. ADC data by County used to allocate visitor expenditures to Counties. De Facto Population for 2005 from State Data Book 2005, Table 1.09.

* - Last column is direct jobs created by visitor spending as percent of total jobs, including the self-employed. Direct jobs statewide estimated at 132,100 for 2004 based on data in Tables 7.29 and 7.30, State Data Book 2005. Total direct jobs generated by visitor expenditures statewide in 2004 were allocated to Counties using ADC. Total jobs data for the counties, including the self-employed, were only available for 2004 from the U.S. Bureau of Economic Analysis, Table CA25N, <http://bea.gov/bea/regional/reis/action.cfm>.

Tourism Employment

A major economic benefit of tourism as a labor-intensive industry is its ability to generate more jobs than any other sector of the state economy. The Department of Business, Economic Development and Tourism (DBEDT) estimates that the economic activity generated by visitor-related expenditures in 2005 resulted in over 211,000 jobs or as many as one in every three jobs in the state.

As in the case of GCP, job creation impacts of tourism were higher in the Neighbor Island counties where over one-third of all jobs in Maui (37.9%) and Kaua'i (36.6%) were estimated to be attributable to visitor expenditures, followed by Hawai'i county (20.6%) and Honolulu (12.0%).

Defining the Tourism Industry

While tourism is undoubtedly a major driving force in Hawai'i's job market, it presents a challenge in terms of analyzing present and projected workforce supply and demand because it cuts across many economic sectors. Industry-related statistical data as reported by the Department of Labor and Industrial Relations (DLIR) follows the North American Industry Classification System (NAICS). On the basis of NAICS definitions, Hawai'i's major industry sectors in 2004 as shown in **Table B** were: Education and Health Services (119,040), Trade Transportation & Utilities (112,230), Leisure & Hospitality (103,770), Professional & Business Services (70,750), and Government (68,640). However, the NAICS definition tends to understate the significance of tourism's total impact on the economy and job creation. While Leisure & Hospitality represents a major classification within the overall tourism or visitor industry, tourism is also comprised of many sub-industries (i.e., specific activities within other major industry classifications), including food service, retail, transportation, and other services and includes occupations in hotels, restaurants, airlines, cruise ships, car rental companies, tour services, security, retail stores, entertainment and other services to visitors. Because these jobs derive their income from visitor-related economic activity and also serve state residents, it further adds to the difficulty in analyzing tourism-related workforce data. In order to gain a broader perspective of tourism employment, the estimates in this analysis apply DBEDT ratios that measure the direct and indirect impacts of statewide visitor expenditures on the number of civilian jobs in Hawai'i. Based on this methodology, it was estimated that in 2004, 132,100 jobs could be directly attributed to tourism and 151,700 jobs or 25.7% of total state civilian jobs could be directly and indirectly attributable to tourism.³

Table B. Statewide Employment by Industry: 2004 and Projected 2014

Industry (NAICS)	Employment (number)		Change (number)	Growth Rate (annual average percent)
	2004	2014		
Agriculture, Forestry, Fishing & Mining	8,090	7,640	-450	-0.6
Construction	29,150	35,210	6,060	2.1
Manufacturing	15,390	15,610	220	0.1
Trade, Transportation & Utilities	112,230	127,320	15,090	1.3
Information	10,800	11,570	770	0.7
Financial Activities	28,810	29,840	1030	0.4
Professional & Business Services	70,750	87,210	16,460	2.3
Education & Health Services	119,040	142,930	23,890	2.0
Leisure & Hospitality	103,770	116,020	12,250	1.2
Other Services	24,460	26,440	1,980	0.8
Government	68,640	71,720	3,080	0.5
Total Employment	591,130	671,520	80,390	1.4

Note: Figures may not add to totals due to rounding to the nearest ten.

Table C. Tourism Sub-industries within NAICS Categories: 2004 and 2014

Industry	Employment (number)		Change (number)	Growth Rate (annual average percent)
	2004	2014		
Trade Transportation & Utilities				
Retail Trade				
Health & Personal Care Stores	4,870	5,380	510	1.1
Clothing & Accessory Stores	10,100	12,320	2,220	2.2
Sporting, Book, Music & Hobbies	3,330	3,860	530	1.6
Transportation & Warehousing				
Air Transportation	10,230	11,130	900	0.9
Water Transportation	1,620	5,000	3,380	20.9
Ground Passenger Transport	2,110	2,110	0	0.0
Sightseeing Transportation	3,290	4,110	820	2.5
Financial Activities				
Real Estate, Rental, Leasing	12,380	13,170	790	0.6
Leisure & Hospitality				
Arts, Entertainment & Recreation	11,400	13,370	1,970	1.7
Accommodation & Food Services	92,370	102,650	10,280	1.1
Accommodation	37,780	42,110	4,330	1.2
Food & Drinking Places	54,600	60,550	5,950	1.1
Total Employment	151,700	173,100	21,400	1.3

B. Tourism Industry Occupations

Job Growth in Hawai‘i

In its *Employment Outlook for Industries & Occupations 2004-2014* report, DLIR has projected that the number of civilian jobs within the state will increase from 591,130 in 2004 to 671,520 by 2014 with an average annual growth rate of 1.4%. Of the eleven major NAICS industry groupings, DLIR projects the largest average annual growth will be in: Professional & Business Services (2.3%), Construction (2.1%) and Education & Health Services (2.0%). In contrast, Leisure & Hospitality is projected to grow at an average annual rate of 1.2% percent. If all tourism sub-industries are included, however, employment is projected to grow at an average annual rate of 1.3% as shown in **Table C**. Several tourism sub-industries are anticipated to grow at faster rates including sightseeing transportation (2.5%) and water transportation (20.9%).⁴

Tourism-related Occupations

For this analysis, principal occupations in eight tourism-related sub-industries are examined in terms of their employment shares and the average annual number of projected openings in **Table D**. Overall these eight tourism sub-industries are projected to provide 7,030 total average annual job openings between 2004 and 2014. The continued importance of tourism in Hawai‘i’s workforce is evident in that the 7,030 job openings represent 30% percent of the total average annual job openings projected for all occupations during this period. Annual job openings are based on growth (jobs that are newly created) and separations (openings due to employee turnover). The majority of total annual job openings in the tourism industry will be due to separations.

Table D. Summary of Tourism Industry Job Openings by Sub-Industry: 2004-2014

Sub-Industry	Annual Job Openings Due to Growth	Annual Job Openings Due to Separations	Total Average Annual Job Openings
Accommodation	450	1,070	1,520
Food Services & Drinking Places	600	2,210	2,810
Arts, Entertainment and Recreation	200	320	520
Air Transportation	110	240	350
Water Transportation	340	40	380
Scenic & Sightseeing Transportation	80	80	160
Real Estate & Rental and Leasing	100	290	390
Retail Trade (*)	340	570	900
Total	2,220	4,820	7,030

Source: DLIR, internal records, February 2007, and

<http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/20/07.

Notes: 1. Job openings data represent average annual openings for the period 2004-2014.

2. Growth and separation openings may not add to total openings due to rounding and because negative growth is counted as zero growth.

(*) – Retail Trade that is counted as part of visitor industry includes only three sub-industries considered representative of the overall retail trade sector. These sub-industries are: Health and Personal Care Stores; Clothing and Clothing Accessory Stores; and Sporting Goods, Hobby, Book and Music Stores.

The importance of tourism in the general workforce is evident in **Table E** which shows DLIR projections for occupations in all industries to 2014. More than half of the top 20 occupations with the most openings are part of two tourism-related occupational groups: Food Preparation and Serving Related occupations (29.2%) and Sales and Related occupations (22.3%). Of all occupations in the state, Retail Salespersons and Waiters and Waitresses will provide the largest number of annual openings reflecting the high turnover rates and the prevalence of many part-time positions. It is clear that jobs related to the tourism industry will continue to require a major portion of the available workforce for the foreseeable future.

Table E. Top 20 Occupations with the Most Openings 2004-2014 (All Industries)

Occupations	Total
Retail Salespersons*	1,320
Waiters and Waitresses*	960
Cashiers*	670
Comb Food Prep & Serv Wkrs, Inc Fast Food*	560
Janitors & Cleanrs, Exc Maids & Hskpg Clnrs*	510
Countr Attnd, Café, Fd Concess, & Coffee Sh*	500
Office Clerks, General	480
Registered Nurses	390
Maids & Housekeeping Cleaners*	380
Elementary School Teachers, Ex Special Ed	350
Laborer & Freight, Stock, & Materl Mvr, Hand	320
Landscaping & Groundskeeping Workers*	290
Secondary School Teachers, Ex Specl & Voc Ed	290
Food Preparation Workers*	290
Maintenance & Repair Workers, General	270
Security Guards*	260
Cooks, Restaurant*	260
Stock Clerks & Order Fillers	250
Customer Service Representatives	230
General & Operations Managers	230

* Tourism-related occupations are asterisked. Annual openings from both growth and replacement.
Source: DLIR, *Employment Outlook for Industries & Occupations*. (October 2006), p.17.

Tourism Occupations and Wages

For comparative purposes, **Table F** lists wage and salary information for most of the occupations found in the tourism industry, along with job openings for each occupation. The occupational wage and salary data compiled by DLIR are reported by occupations in all industries, not just the tourism industry. Median wage data include employer reported estimates of tip income for employees, but figures do not reflect second jobs that workers may hold nor the fact that many workers are part-time.

Most Prevalent Occupations

The large number of part-time workers in the tourism industry is reflected in the lower average annual wages of many of the occupations. For the most prevalent occupations in the tourism industry, median annual salaries as of May 2005 were as follows:

- Waiters & Waitresses - \$18,180
- Combined Food Preparation and Serving Workers - \$15,070
- First-Line Supervisors/Managers of Food Preparation & Service Workers - \$31,510
- Restaurant Cooks - \$22,230
- Maids & Housekeeping Cleaners - \$25,530
- Amusement & Recreation Attendants - \$18,660
- Tour Guides & Escorts - \$21,820
- Retail Salespersons - \$19,470
- Cashiers - \$17,320
- Hotel, Motel & Resort Clerks - \$30,870
- Sailors and Marine Oilers - \$26,180

Higher Skilled Occupations

Managerial, professional, and technical jobs are an important but generally smaller proportion of workers in the tourism sub-industries than in other industries. Median annual salaries for some of the more highly skilled occupations found in the tourism industry were as follows:

- Food Service Managers - \$43,800
- Lodging Managers - \$50,850
- Specialist Meeting & Convention Planners - \$42,220
- Musicians & Singers - \$25.22/hour
- Chefs & Head Cooks - \$39,650
- First-Line Supervisors/Managers of Landscaping & Grounds Keeping - \$40,770
- Concierges - \$32,960
- First-Line Supervisors/Managers of non-retail Sales Workers - \$52,360
- Airline Pilots, Copilots & Flight Engineers - \$125,210
- Air Traffic Controllers - \$87,450

TABLE F. Job Openings and Wage Rates of Selected Tourism Industry Occupations 2004-2014

Selected Occupational Groups	Occupation	SOC Code	Employment		Change		Average Annual Growth			Wage Information	
			2004	2014	Number	Percent	Due to Growth	Due to Separation	Total	Median Hourly	Median Annual
Management Occupations											
	Food Srvc. Mgrs	11-9051	1,610	1,830	220	13.7%	20	30	50	\$21.06	\$43,800.00
	Lodging Mgrs	11-9081	360	440	80	22.2%	10	10	10	\$24.45	\$50,850.00
Bus. & Fin. Operation Occupations											
	Specialists Mtg & Conv. Planner	13-1121	240	280	40	16.7%	10	10	10	\$20.30	\$42,220.00
Arts, Design, Enter., Sports & Media Occupations											
	Musicians & Singers	27-2042	560	730	170	30.4%	20	10	30	\$25.22	N/A (1)*
Protective Service Occupations											
	Sec. Guards	33-9032	7,560	8,510	950	12.6%	100	160	260	\$9.68	\$20,140.00
Food Preparation & Serving Related Occupations											
	Chefs & Head Cooks	35-1011	1,220	1,370	150	12.3%	20	40	50	\$19.06	\$39,650.00

Selected Occupational Groups	Occupation	SOC Code	Employment		Change		Average Annual Growth			Wage Information	
			2004	2014	Number	Percent	Due to Growth	Due to Separation	Total	Median Hourly	Median Annual
	First-Line Sup/Mgr Food Prep & Service Worker	35-1012	4,140	4,700	560	13.5%	60	100	150	\$15.15	\$31,510.00
	Cooks, Fast Food	35-2011	3,300	3,740	440	13.3%	40	100	150	\$7.88	\$16,400.00
	Cooks, Restaurant	35-2014	6,140	6,880	740	12.1%	70	190	260	\$10.69	\$22,230.00
	Cooks, Short Order	35-2015	1,140	1,240	100	8.8%	10	40	50	\$10.02	\$20,840.00
	Food Prep. Workers	35-2021	5,250	6,240	990	18.9%	100	190	290	\$9.61	\$19,990.00
	Bartenders	35-3011	3,170	3,490	320	10.1%	30	130	160	\$10.45	\$21,740.00
	Comb. Food Prep & Serving Wkr, Inc. Fast Food	35-3021	9,710	11,120	1,410	14.5%	140	420	560	\$7.24	\$15,070.00
	Concession & Coffee Shop	35-3022	6,410	7,240	830	12.9%	80	420	500	\$7.32	\$15,230.00
	Waiters & Waitresses	35-3031	15,440	17,070	1,630	10.6%	160	790	960	\$8.74	\$18,180.00
	Food Servers, Non-Restaurant	35-3041	930	980	50	5.4%	10	30	40	\$11.36	\$23,640.00
	Dining Room & Café Attend. & Bartender Helper	35-9011	4,420	4,890	470	10.6%	50	150	200	\$9.59	\$19,950.00
	Dishwashers	35-9021	4,590	5,120	530	11.5%	50	160	210	\$8.30	\$19,050.00
	Hosts & Hostesses, Rest, Lounge & Coffee Shop	35-9031	2,520	2,790	270	10.7%	30	80	110	\$8.49	\$17,670.00

Selected Occupational Groups	Occupation	SOC Code	Employment		Change		Average Annual Growth			Wage Information	
			2004	2014	Number	Percent	Due to Growth	Due to Separation	Total	Median Hourly	Median Annual
Building & Grounds Cleaning & Maintenance Occupations	Food Prep. & Serving Related Worker, Other	35-9099	100	120	20	20.0%	*	*	10	\$9.45	\$19,660.00
	Housekeeping & Janitorial Wrkr	37-1011	1,730	2,080	450	18.2%	50	50	90	\$15.76	\$32,790.00
	First-Line Sup/Mgr Landscaping, Lawn Svc. & Grounds keeping	37-1012	740	840	100	13.5%	10	10	20	\$19.60	\$40,770.00
Personal Care & Service Occupations	Maids & Housekeeping Cleaners	37-2012	11,220	12,680	1,460	13.0%	150	240	390	\$12.27	\$25,530.00
	Amusement & Recreation Attendants	39-3091	1,640	2,020	380	23.2%	40	50	90	\$8.97	\$18,660.00
	Baggage Porters & Bellhops	39-6011	1,910	2,180	270	14.1%	30	50	80	\$7.87	\$18,710.00
	Concierges	39-6012	680	760	80	11.8%	10	20	30	\$15.85	\$32,960.00
	Tour Guides & Escorts	39-6021	1,340	1,470	130	9.7%	10	40	50	\$10.49	\$21,820.00
	Flight Attendants	39-6031	1,580	1,900	320	20.3%	30	20	50	n/a	\$35,360.00

Selected Occupational Groups	Occupation	SOC Code	Employment		Change		Average Annual Growth			Wage Information	
			2004	2014	Number	Percent	Due to Growth	Due to Separation	Total	Median Hourly	Median Annual
	Trans. Attendant, Ex Flight Attend & Baggage Porter	39-6032	880	1,080	200	22.7%	20	10	30	\$10.52	\$21,890.00
	Recreation Worker	39-9032	1,540	1,820	280	18.2%	30	40	60	\$12.91	\$26,850.00
Sales & Related Occupations											
	First Line Supervisors/Mgr Retail Sales Wrkr	41-1011	5,890	6,410	520	8.8%	50	110	160	\$16.37	\$34,050.00
	First Line Supervisors/Mgr of Non-Retail Sales Wrkr	41-1012	1,450	1,530	80	5.5%	10	30	40	\$25.17	\$52,360.00
	Cashiers	41-2011	12,880	13,320	440	3.4%	40	630	670	\$8.33	\$17,320.00
	Counter & Rental Clerks	41-2021	2,060	2,420	360	17.5%	40	80	120	\$8.30	\$17,270.00
	Retail Salesperson	41-2031	23,630	28,200	4,570	19.3%	460	860	1,320	\$9.36	\$19,470.00
Office & Admins. Support Occupations											
	Customer Service Representatives	43-4051	6,530	7,890	1,360	20.8%	140	100	230	\$13.34	\$25,360.00
	Hotel, Motel, & Resort Clerks	43-4081	2,130	2,390	260	12.2%	30	100	120	\$14.84	\$30,870.00
	Receptionists & Info. Clerks	43-4171	4,110	4,750	640	15.6%	60	100	170	\$11.21	\$23,310.00

Selected Occupational Groups	Occupation	SOC Code	Employment		Change		Average Annual Growth			Wage Information	
			2004	2014	Number	Percent	Due to Growth	Due to Separation	Total	Median Hourly	Median Annual
Transportation & Material Moving Occupations	Reservation & Trans. Ticket Agent & Travel Clerk	43-4181	4,460	4,550	90	2.0%	10	120	130	\$15.16	\$31,540.00
	Airline Pilots, Copilots, & Flight Engineers	53-2011	630	760	130	20.6%	10	20	30	\$0.00	\$125,210.00
	Commercial Pilots	53-2012	310	370	60	19.4%	10	10	10	\$0.00	\$74,440.00
	Air Traffic Controllers	53-2021	310	350	40	12.9%	*	10	10	\$42.04	\$87,450.00
	Bus Drivers, Transit and Inter-City	53-3021	2,220	2,420	200	9.0%	20	50	70	\$15.67	\$32,590.00
	Taxi Drivers & Chauffeurs	53-3041	1,260	1,540	280	22.2%	30	10	40	\$8.94	\$18,590.00
	Sailors and Marine Oilers	53-5011	420	920	500	119.0%	50	20	70	\$12.59	\$26,180.00
Parking Lot Attendants	53-6021	2,470	2,180	-290	-11.7%	0	70	70	\$6.94	\$14,450.00	

Notes:

* Employment estimate is less than ten but not equal to zero.

Totals may not add due to rounding to the nearest ten.

Projections are from: DLIR, Employment Outlook for Industries & Occupations 2004-2014 (October 2006).

Occupations with less than 20 employees in 2004 and 2014 are excluded.

Wage data from May 2005 Occupational Employment and Wage estimates from <http://www.hiwi.org>

(1) Median wage data for musicians and singers are not available due to the varied working hours associated with the profession.

Wages equal "0" refers to lack of data.

Hourly median and mean wages for pilots were not recorded if worked less than 2080 hours per year.

Comparison with Other Industries

In light of Hawai‘i’s tight labor market, the competitiveness of the tourism industry in attracting and retaining workers is a major concern of industry stakeholders. Because many low-skill jobs can be filled by workers with little or no formal training or education, salaries are not high when compared with other industrial sectors. **Table G** presents average annual wage rates for seven Hawai‘i industries, four of which are tourism sub-industries. Of the seven industries, the Food Services and Drinking Places industry in 2005 was the lowest with an average annual wage of \$16,062, approximately 47% of the overall private sector average annual wage of \$34,558. It is important to note, however, that many of the workers hold part-time jobs and the average workweek is well below 40 hours for the industry. The same is true for the Retail industry (\$25,033), which was the second lowest where the incidence of part-time work is high. The Accommodations industry (\$34,244) fared better as did Transportation and Warehousing (\$36,195). However, the Construction industry’s average annual wage of \$54,378 was nearly 60% higher than the All Industries average. Health Care & Social Assistance, Professional and Technical occupations also had higher wages.

Table G. Tourism-related Sub-Industries and Selected Other Industry Wages: 2004 and 2005 (Average Annual \$)

Industry	2004	2005
Professional and Technical Services	51,218	55,396
Construction	50,970	54,378
Health Care and Social Assistance	38,173	39,178
Transportation & Warehousing*	36,316	36,195
Accommodation*	33,316	34,244
Retail Trade*	24,569	25,033
Food Services and Drinking Places*	15,465	16,062
Average, All Private Sector Industries	33,576	34,558

Source: DLIR, *2005 Employment and Payrolls in Hawai‘i*, October, 2006; and *2004 Employment and Payrolls in Hawai‘i*, October 2005. Tourism-related sub-industries are asterisked.

Comparison with Other States

In comparison with other states, Hawai‘i’s tourism industry wages are relatively high. In 2004, the average U.S. accommodation industry wage was \$24,765. Hawai‘i was ranked No.1 with an average salary of \$36,410. Regarding the retail industry, Hawai‘i was ranked 15th with an average wage of \$24,587 (National 2004 average was \$24,443). Hawai‘i ranked 33rd for transportation in 2004 with an average wage of \$36,545 (U.S. average was \$40,137).⁵ It is important to emphasize that the comparisons between Hawai‘i and other states do not take into account differences in cost-of-living which is higher in Hawai‘i than in the majority of Mainland states except Alaska.

C. Workforce Trends

The foregoing tourism workforce data analysis indicates several key issues affecting Hawai‘i’s workforce *demand* but do not address issues of workforce *supply*. DLIR’s growth projections assume that there will be a workforce available, but current trends indicate otherwise. Workforce trends which are likely to influence the structure of the industry include the following:

- Projected slow growth of Hawai‘i’s workforce in relation to the demand-driven projections of job openings poses potential problems that may have to be resolved through structural changes and/or in-migration of workers.
- Current Hawai‘i tourism industry wage rates may not be sufficiently competitive to attract workers from other states and countries due to the high cost of living indicating the need for more attractive work-related benefits such as enhanced access to housing and training.
- Structural changes already taking place within the industry (e.g. timeshare accommodations, cruise ship vacations) may represent responses to the growing shortfall of traditional accommodations and the tighter labor market.

Factors Affecting Workforce Supply

Aging Population

Tourism is only one of many industries that are vying for Hawai‘i’s shrinking workforce pool, and the worker shortage will likely constrain Hawai‘i’s economic growth in the future. Both in Hawai‘i and nationally, the resident population is aging with fewer workers in the prime working age group (18-54 years) entering the labor force and proportionately more workers leaving the labor force through retirement or other reasons. According to U.S. Census Bureau data, Hawai‘i’s 65 and older population in 2006 accounted for 14% of the state’s population, ranking 8th nationally. During the period 2000-2020 the number of people aged 65 and over will increase by 99,500 in Hawai‘i. DLIR projects the number of annual job openings in 2004-2014 will approach 24,000 per year, twice the rate at which youths are entering workforce age. At the same time other age groups entering or in the work force will increase by 59,000 (age 15-54) and 75,900 (age 55-64). High school graduates are expected to fill less than half of projected annual job openings between 2001 and 2018. The aging workforce is further exacerbated by the continued out-migration of residents who leave Hawai‘i to seek employment in other states. The shrinking labor pool is expected to impact several tourism occupations more directly than others, for example, hotel housekeeping staff where the majority of workers are foreign born and over 50 years of age. Attempts to relieve the supply shortage by promoting in-migration to the state could be expected to be hampered by the Hawai‘i’s high cost of living. These factors are likely to adversely affect the tourism industry’s ability to satisfactorily meet demand and the visitors’ expectations of Hawai‘i’s tourism product.

Developing Existing Labor Pool

Recruitment for tourism and other job openings is a major challenge due to the limited sources available. As entry-level workers advance, they will create vacancies for new entrants who will need to come from groups who are either inexperienced or underrepresented in the workforce. According to U.S. Census Bureau data, Hawai‘i ranked 42nd for total percentage of civilians (60.4%) currently in the workforce compared to the U.S. average of 63.4%. Those who are not currently employed include groups such as clients on temporary assistance for needy families (TANF), youth (16-24), elderly/retirees, handicapped, poorly educated, and those individuals who live outside of the urban core. For example, rural West O‘ahu (39.4%-58%) and East Hawai‘i (58%-60.6%) are two geographical locations where comparatively smaller percentages of the population 16 and over are in the workforce.⁶ The prospect of a limited available workforce is also emphasized by the State Workforce Development Council (WDC) which estimates 75% of the anticipated workforce in 2016 will already be working, with even fewer potential sources in the civilian population available for employment.

The limited supply of resident workers has focused attention on attracting out-of-state workers including foreign workers to fill current job vacancies. Although Hawai‘i employers have hired foreign workers to fill specialized, high demand positions under federal H-1B temporary work visas, the majority of projected openings for workers in the tourism industry will continue to be in the unskilled or semi-skilled positions that require H-2B visas, which are seasonal and temporary. In 2006, Fairmont Orchid Hawai‘i sponsored 25 workers from the Philippines to help fill more than 100 employee vacancies as a short-term measure for a six-month period. Positions included housekeepers, kitchen helpers, cooks and dining room attendants. Plans for expansion of the program were shelved, however, when the Mauna Kea Beach Hotel was closed for repairs making available displaced resident workers. Despite the considerable obstacles in obtaining the necessary clearances from the federal government, finding housing, and providing worker preparation programs including training in English, it is likely that employers will continue to explore the use of foreign guest workers in the future.⁷

Wages and Salaries

A major challenge for recruitment for tourism jobs is the perception of the workforce and general public regarding the industry’s wages and salaries. HTA resident attitude surveys consistently substantiate the perception of low wages with many respondents who feel that tourism industry jobs do not pay well. The 2005 HTA survey of resident sentiment indicated that although 78% of respondents still say tourism is good for jobs and 53% say it’s good for residents income, 51% of those surveyed agreed that the “best jobs go to outsiders” and 54% felt there was little opportunity to advance. The 2006 HTA survey indicates that 50% of those surveyed agree that jobs pay well and 51% agreed that more tourism jobs were needed on their island. Although Hawai‘i’s tourism industry wages were rated high on a national level, salaries are less attractive when cost of living is considered.⁸ Compounded by a booming real estate market and increase in fuel prices, the Honolulu Consumer Price Index (CPI), showed that the rate of inflation in 2006 jumped to 5.9 percent, nearly twice the national rate (3.2%) in 2006. Out of 20 major metropolitan areas in the U.S., Hawai‘i ranked 7th most costly in 2004, 2005 and

2006. The only major areas surveyed that ranked more expensive were: New York City, Los Angeles, White Plains, N.Y., San Francisco, Chicago and Miami.

Quality of Life Issues

Closely tied to the wage issue are concerns for quality of life including housing affordability, transportation and other conditions. Of these, the housing shortage, especially in certain Neighbor Island areas, is critical. Affordable housing, in particular, is an urgent need in attracting and retaining a stable tourism workforce. The state's overall shortage of affordable rental units in 2005 was estimated to exceed 30,000. In 2005, the median household monthly rent in Hawai'i was \$995, the highest in the nation. Approximately 44% of renters spent more than one-third of their income for housing. To the extent that a larger proportion of a worker's income must go to rental or mortgage payments, the quality of life for the tourism workforce is adversely affected. In-migration is unlikely to take place in great numbers unless adequate worker housing can be provided regardless of the availability of workforce development and retention programs. An affordable housing project is being planned in Waikoloa in Hawai'i county to provide homes primarily for employees of West Hawai'i's resorts and there is interest on the part of developers to enter other housing partnerships to provide lower cost housing.⁹

In Hawai'i county, the affordable housing issue is compounded by transportation availability and costs to commuters who work on the Kona Coast. Similar problems face tourism industry workers on Kaua'i and Maui involving commutes from their homes to resort areas for work. The Hawai'i county government has taken a number of steps including support for a subsidized commuter bus service to transport hotel workers from Hilo to the Kona/Kohala coast. In addition to employee housing and transportation, other quality of life initiatives which need to be considered include providing child care services or other accommodations and adjustments to respective jobs including time, environment, equipment, and/or job duties to meet the needs of individuals. While many of these issues are not the tourism industry's alone to address, measures can be initiated by tourism employers to improve worker conditions to ensure workforce stability and increase the labor pool for the industry.

Workforce Development and Retention

Facing increased competition from other economic sectors vying for a shrinking labor pool, tourism industry stakeholders have increasingly focused efforts on workforce development involving educating and training both potential entrants and current workers to address high employee turnover. From this standpoint, stakeholders face a number of challenges. Most workforce development programs for tourism would likely emphasize short-term training that centers on basic job skills, but because of the diversity of the occupations in the tourism industry, there is no single training program that is sufficient to meet all the different work and experience skills sets required. Overall, it is estimated that 37% of all job openings in the 2004-2014 period will use on-the-job training, and the majority of tourism jobs with the largest expected growth will fall in this category. However, as the industry becomes more complex in terms of the knowledge, skills, and abilities required for occupations ranging from front-line to management positions, employees will need increased access to training and education to enable them to qualify for and move into better-paid positions with managerial, supervisory or technical

responsibilities. All too often, however, there is a lack of awareness about the wider range of employment and career opportunities in the tourism industry which require higher skills and levels of education. Workforce development is discussed in greater detail in Section III of this report.

Structural Changes in the Tourism Industry

Hawai'i's tourism industry is experiencing a transition period. Sectors that were once solid contributors to the tourism product are beginning to lose prominence to newly emerging trends. A combination of economic, population growth, environmental, and social factors have shaped the state's outlook on the future of tourism in Hawai'i. In DBEDT's 2006 study *Planning for Sustainable Tourism*, six major trends were identified.¹⁰ These trends include: 1) an end to, or at least a pause in new hotel development, 2) emergence of timeshare development, 3) cruise ships, 4) Bed-and-Breakfast (B&B) and Individual Vacation Unit (IVU) rentals, 5) growth in visitor use of outdoor natural resources, and 6) a boom in recreational real estate. In addition to a potentially crippling labor shortage in the state, sub-sectors such as cruise ships, timeshare, B&Bs and vacation rentals, as well as the continued development of recreational real estate, i.e. vacation and retirement homes, will compete with traditional tourism industry employers for workers. What must be kept in mind is that tourism is constantly evolving as an industry and new occupations related to ecotourism, cultural tourism and events tourism, for example, are being created and advances in technology are reshaping professions. This increasing diversity of tourism products is expected to lead to a range of new occupations, many of which may be associated with skills that command higher wages than the entry level jobs now prevailing in the tourism industry. These evolving occupations will require new education and training programs to keep up with the new demands.

D. Outlook

Sustainability and Employment

DBEDT's 2006 *Planning for Sustainable Tourism* study attempted to capture the effects of different tourism growth scenarios using a computable general equilibrium (CGE) model. Its scenario entailing visitor expenditure growth with no labor growth indicates that structural changes could occur in the economy providing incentives for less labor intensive segments, e.g., timeshares in the Accommodation sector, to expand. However, the scope of the modeling exercise was confined to a single year which does not address the consequences of a longer period of visitor growth with little or no growth in the workforce, which is a more likely scenario. In particular, it does not address questions regarding the response of visitors to increased prices with diminished services. It is more than likely that the reputation of the tourism industry would suffer if the labor supply would remain fixed for two or three years, negatively affecting the quality of services.

Limitations of Growth Rate Projections

It is important to note that both DLIR and DBEDT point out limitations of their respective projection analyses. DLIR's employment projections to 2014 are based on

assumptions that current social, technological and scientific trends will continue, that the institutional framework for the national and local economy will not change drastically, and no major events will significantly alter the industrial structure of the economy. The supply of workers was not considered in making the employment projections, and it is assumed that workers will be available to fill the demand either through resident workers or by in-migration. Separation rates in job openings also do not consider worker transfers from one occupation to another nor occupational gains and losses due to migration. DBEDT projects job growth at a slower growth rate than DLIR and also cautions that long-range economic projections are not growth targets and are an extension of existing trends tempered by some knowledge of factors that might change or reinforce past trends. These cautionary notes underscore the need to monitor on an ongoing basis all workforce initiatives in the Master Plan to make appropriate adjustments as needed.

SECTION II NOTES

¹ The Tourism Workforce Analysis and Outlook section is a summary of a more detailed narrative which is contained in its entirety with all relevant tables in Appendix C of this report.

² Gross State Product (GSP) terminology has since been replaced by Gross Domestic Product (GDP) in State of Hawai‘i tables.

³ For methodology, see section 3 of Appendix C.

⁴ The faster growth rate (20.9%) for water transportation was largely based on earlier projections of NCL expansion which was projected to add an average of 380 jobs annually. In 2007, NCL announced it will reassign one of its three Hawai‘i-based cruise ships due to economic losses, which will affect the projections after 2008.

⁵ DBEDT, *Wage and Employment Structure: Comparing the Recent Trends Between Hawai‘i and the U.S.* provides comparative wage data for 2004. Because the DBEDT report uses U.S. Bureau of Economic Analysis data that includes self-employed average wage figures differ slightly from DLIR data in Table G.

⁶ Hawai‘i NGA Project, *The Workforce Development Challenges Facing Hawai‘i* (January 2007) outlines potential opportunities and threats to Hawai‘i's labor pool (<http://Hawaii.gov/labor/wdc/>).

⁷ Arakawa, Lynda. “Start of trend? Hotel hires foreign workers.” *Honolulu Advertiser*: 1 December 2006.

Arakawa, Lynda. “Hotel shelves foreign-labor program.” *Honolulu Advertiser*: 5 December 2006.

Chiem, Linda. “More firms getting foreign-worker visas.” *Pacific Business News*: 1 June 2007.

⁸ Hawai‘i Tourism Authority, *2005 Survey of Resident Sentiments on Tourism in Hawai‘i* (December 2005) and *2006 Survey of Resident Sentiments of Tourism in Hawai‘i* (November 2006).

⁹ Gomes, Andrew. “Affordable Housing.” *Honolulu Advertiser*: 10 June 2007.

¹⁰ DBEDT, *Planning for Sustainable Tourism, Part I: Summary Report* (April 2006).

III. TOURISM WORKFORCE DEVELOPMENT ISSUES

A. Workforce Preparation Issues

As discussed in the previous section, tourism-related occupations show steady job growth rates to 2014 and will continue to dominate Hawai'i's economy as the leading industry. Although the growth rates vary by county, most projected openings are attributed to job separation or job turnover reflecting the nature of many service-related occupations which are primarily entry-level or part-time positions. The available labor pool includes immigrants, out-of-school youth, high school drop-outs, older workers and retirees, people with disabilities, substance abuse and ex-offender backgrounds, and TANF (Temporary Assistance for Needy Families) clients. Hawai'i also faces an out-migration of younger workers seeking better employment opportunities out-of-state. The State Workforce Development Council (WDC) estimates 75 percent of the anticipated workforce in 2016 will already be working which has raised employer interest in programs to attract new workers from out-of-state including the use of foreign guest workers. Although more recent efforts have focused on recruitment to fill vacancies rather than workforce preparation, there is considerable stakeholder support to refocus efforts on workforce development programs to increase the supply of resident workers for the industry.

Workforce Development Approaches

For workforce development, both *education* and *training* approaches play complementary roles. *Education* provides the basic skills to give workforce entrants a lifetime capacity for learning, flexibility and openness to changing economic and employment conditions. *Training* provides specialized preparation customized to specific work settings and occupations which adapt to labor demands. Both approaches support career ladder movement from low-paying, entry level jobs to higher level positions and more satisfying career options. A third important component in workforce development consists of *job search* services which assist job seekers in the process of assessing, applying and negotiating for specific jobs.

A wide range of workforce development programs are currently offered for all industries in the state. For the fiscal year 2005-2006, the Hawai'i Workforce Development Council (WDC) estimates public expenditures for workforce development at \$2.6 billion, 97% of which was for the public educational systems (DOE, UHCC, and UH) for both general education and training programs. The other 3% was expended primarily by the Department of Labor and Industrial Relations (DLIR) and the Department of Human Services (DHS) which are directly involved in workforce development efforts. The latter programs target populations with multiple employment and employability barriers such as poverty and low literacy skills.¹ Although no workforce development programs were specifically earmarked for the tourism industry, the industry has benefited from all the publicly funded programs in terms of general worker preparation.

Hawai'i Workforce Development Council (WDC)

While tourism competes with other industries to fill worker supply and training gaps, industry stakeholders agree it is in the best interest of Hawai'i's overall economy to jointly address workforce challenges with other industries and engage in concerted action with education and government and the business community at large. Clearly, collaborative planning has a role in removing some of the barriers to tourism job opportunities. These include recommendations to target the non-work ready with improved training to enable them to be productive and help overcome the growing worker shortage facing the industry. Many of the tourism stakeholder recommendations expressed in the course of this plan development are closely aligned with planning mandates already being implemented by state government. Under the terms of federal funding for the Workforce Investment Act (WIA), the state is required to meet criteria for improving job skills training, post-training performance and compensation for trainees. The Hawai'i Workforce Development Council is responsible for guiding the implementation of the WIA and for the coordination of the *State of Hawai'i Workforce Development Strategic Plan* (2004). It has recommended measures that include centralized planning for case-managing, training and assessing youth program recipients. In particular, the WDC has supported increasing planned collaboration between Hawai'i public schools and businesses for the purpose of expanding the "educational pipeline" and creating a larger pool of "better educated, work-ready youth." The WDC staff is administratively attached to the Department of Labor and Industrial Relations.²

Priority Needs

In order to assess current efforts in tourism workforce preparation, stakeholder interviews and meetings were conducted in 2006 and 2007 in all counties involving over 120 individuals representing a broad cross section of the tourism industry. Summaries of these meetings are found in Appendix B of the plan. Stakeholders were asked to focus on workforce preparation issues and recommend initiatives to address priority needs. The workforce preparation issues which were identified are not new to the tourism industry but have taken on a stronger sense of urgency in light of the current workforce conditions and are addressed in the *Tourism Workforce Development Master Plan for Implementation 2007-2015*. Priority areas included:

- **Work-Readiness Programs**
- **Incumbent Worker Training Programs**
- **Special Training Needs**
- **Worker Incentive Programs**
- **Information and Communication Programs**
- **Tourism Workforce Coordination**

B. Work-Readiness Programs

- Developing work-readiness programs specifically for the tourism entry-level occupations
- Linking available work-readiness programs to tourism industry employers

The current worker shortage has placed greater emphasis on training unemployed or underemployed persons in the labor pool as a source of workers for the tourism industry. Hawai'i's unemployed labor pool consists of a number of groups with unique traits who face significant barriers to work and require specialized training. In 2006, the WDC estimated \$75 million of state/federal funds were used for workforce development of these special populations. The importance of these programs for the tourism industry is apparent since many entry-level tourism jobs attract applicants who are not job ready in terms of basic work-related skills such as: basic literacy; basic writing, computation, and communication skills; customer service skills; ability to follow and interpret instructions, ability to perform teamwork; and ability to respond to problem situations. In addition, they may lack positive work attitudes and habits related to dress, speech, grooming, attendance, punctuality, conduct, initiative, respect for supervisors, and self esteem.

Stakeholders have recommended that the needs of the unemployed pool be addressed with specific types of training to make them job ready, but this is a more complex process than conventional occupational training since many individuals in this segment of the jobless do not self-refer to training and do not relate to conventional training environments. A common concern expressed by training providers is that programs are available but participants are lacking because they do not feel compelled to complete training when they can be employed immediately. Because a large part of the unemployed are in the youth age category, attempts have been made to intervene as early as possible. Alternative classes within high schools, community schools for adults, and job training programs through the community colleges have all been deployed to deter drop outs, attract students back to school, and to assist in their integration into the workforce. The Employment Training Center (ETC) based at Honolulu Community College and Windward Community College offers skills training for high school students in several areas including culinary arts.

Spirit of Aloha Culinary Academy

Since 2004, the Spirit of Aloha Culinary Academy, an alternative culinary program, has helped at-risk students from dropping out at Farrington High School in Honolulu. The program accepts up to 24 at-risk students per semester for training in culinary skills and mentoring under the direction of Chef Paul Onishi, former instructor at Kapi'olani Community College's culinary program. Onishi's work continues outside of the classroom as he assists students with job and internship placement. The program has been a popular one and there is a waiting list for enrollment. Academy students also share their newly acquired skills and mentor at-risk eighth graders once a month at Dole Middle School. The program is run through partnerships formed among faith-based community groups and businesses through the Spirit of Aloha Outreaches, Inc.

The 2006 Hawai'i Workforce Development Council report recommends the development of a work-readiness program that would be credentialed and portable to all industries statewide. Such a program would involve coordinated case management by educators, government and industry to help low and unskilled workers in the job-seeking process, beginning with assessment and continuing through training and job placement. Stakeholders expressed support for credentialing work-readiness for tourism occupations

as a means of increasing the supply of qualified workers. Informants believe that a portable and standardized certification in basic competencies such as oral communication, workplace literacy, team-building and customer service will help incoming employees meet tourism industry needs. While developing an industry-wide certification system for tourism industry occupations would be a challenge, it is possible for work-readiness certification for specific sub-industries as indicated by the START (Skills, Tasks, and Results Training) program provided by the Hawai‘i Hotel and Lodging Association and the DOE Community Schools for Adults which focuses on the hotel industry with line level certification.

HHLA – START Program

In January 2006, the Hawai‘i Hotel & Lodging Association (HHLA) in collaboration with the DOE launched START (Skills, Tasks and Results Training) on O‘ahu at four Community Schools for Adults at Moanalua, Waipahu, Kaimukī, and Farrington. Presently, Moanalua and Waipahu offer the program with classes held over a one year term and class size limited to 15 enrollees. Participants are required to pass a cumulative final exam. They must also work 90 consecutive days in one of the 12 work areas (eight front office and four food and beverage) covered by the curriculum in order to receive a certification of competency that is recognized at the national level by the American Hotel & Lodging Association (AHLA). Participants have five years after taking the exam to complete the 90 days of work. Some of the challenges apparent in the first year of operation include enrollee retention since the length of the program deters participants from finishing, and the low tuition costs of \$22 is not an incentive to remain in classes. Another challenge is obtaining employment to fulfill the 90 consecutive days of work which is the responsibility of each participant and is difficult for those with English language problems in the application and interview process. An interview skills module is being incorporated into the curriculum to help students transition from class to work. Despite the hurdles, START provides an example of industry-education partnership in addressing tourism workforce preparation which can be adapted to other tourism occupations.

C. Incumbent Worker Training Programs

- Expanding education and training programs focused on upgrading skills of incumbent workers in tourism
- Providing accessible training and subsidization to encourage incumbent workers to participate in training

Stakeholders strongly support career advancement opportunities for tourism industry workers to increase worker retention and promote workforce stability. Current tourism industry employees also need training to expand skills in response to workplace needs as the tourism industry adapts to new technologies and a changing economic environment. Hawai‘i’s labor shortage has forced many human resource managers to hire workers with significant barriers to employment who contribute to high absenteeism and high attrition rates due to “job-hopping.” These conditions can erode workplace morale among competent incumbent workers through over-extended scheduling of incumbent workers to cover vacancies which can lead to job burn-out. Providing more opportunities for training to develop and promote incumbent workers within the industry

is viewed as a sound business model to mitigate the adverse effects of job separations and the high costs of recruiting and training new workers from outside. Many employers, however, view training as an investment that pays off only if an employee stays on the job long enough to apply the training and may be reluctant to support training when it is general and transferable. On the other hand, companies are increasingly recognizing that having the lowest skilled workers and paying them less may end up costing more in terms of high turnover.

Investment in incumbent workers training could lead to greater stability in the industry workforce and provide a conduit to supervisory and management level jobs by developing “human capital” from within the industry itself. Currently, approximately \$4.2 million in state and federal funds are expended on incumbent training, which the WDC estimates is less than 1% of total workforce expenditures. In order to maximize the impact of these funds, the WDC recommends that government resources be used to complement employer-provided training targeting *non-managerial* workers and supporting training that upgrades employee skills in another career path, e.g., housekeeping workers moving into front office positions.

D. Meeting Special Training Needs

- Identifying areas for specialized training which have potential for career advancement
- Developing a rapid response capability of training providers for curriculum development and delivery of workforce training to meet critical demand for tourism occupations affected by high job turnover or attrition
- Providing flexibility in delivery of education and training programs including online distance learning and increasing options to Neighbor Island counties for degree programs at the managerial level in tourism

Informants agree that changing economic conditions highlight specialized training for workers in new directions such as ecotourism, ag-tourism, and health tourism. Other specialized tourism markets such as conventions and business meetings show potential to develop higher skilled and higher wage employment. Some training needs can arise suddenly such as safety and security training and private sector employers may find it hard to respond expeditiously. In the case of the cruise industry, for example, Norwegian Cruise Line (NCL) in Hawai‘i has had to overcome startup difficulties involving employee skills and service levels, but recruitment remains slow-going among Hawai‘i residents who represent only 10% of the onboard staff. Some training needs are cyclical and the demand can disappear as the need decreases. These include foreign language training to accommodate the increase in international visitors, and English language training for immigrants supplemented with other services to ease cultural or economic transition from one setting to another.

In general, Hawai‘i’s available training options are in-house, on-the-job and temporary. WDC’s 2006 Worker Training Survey of employers indicated that 75% of

respondents used on-the-job training, and 53% had in-house training programs. In addition, larger companies were more likely to pay for job-related courses than smaller companies. Although in-house training remains the most prevalent form of employee training for tourism, these efforts are limited by the business type, ability of the employer to provide training, available training resources, and availability of employee time. Not all businesses need outside assistance but education and training providers like the UH community colleges and TIM School can strengthen in-house training capability by developing business specific training programs, assist in curriculum development and provide supplemental training materials and evaluations.

WDC and other workforce development planning bodies generally agree that Hawai'i's education and training systems have a range of programs available to address the needs of nearly all industries including tourism. Stakeholders also agree that existing programs in the UH community colleges and DOE Community Schools for Adults are targeted to industry needs, but cite access to be the biggest issue especially since some Neighbor Islands (particularly Hawai'i and Kaua'i) do not have the same availability of programs. Special attention must be given to areas within the state, especially rural areas, where residents are most likely to lack access to education and training for jobs which require special training.

A possible source of state funding for incumbent training is the Employment Training Fund (ETF) which in recent years has played a lesser role than formerly. Employers can register workers for existing short-term noncredit training courses offered by ETF-approved training vendors or apply for grants through business associations or consortia to develop programs to address industry training needs on a statewide scope. This latter category is a possible source of funding for tourism sub-industry organizations. In 2006, the majority of programs (53%) were computer-related. WDC has indicated a need for ETF to be made more business-friendly and to institute a more streamlined application and funding process.

Areas identified by stakeholders as high priorities for special training programs were:

Host Culture Training - Stakeholders were largely in agreement that tourism industry employees at all levels from entry to executive level occupations need adequate and accurate knowledge of Hawai'i's host culture and the opportunity to share the knowledge with visitors as part of their service orientation. They believe that employees who are trained to convey Hawai'i's social, historical and cultural attributes will contribute to a welcoming environment and give visitors a greater appreciation of Native Hawaiian culture and heritage. There is also strong support that host culture training be island-specific and localized to emphasize appreciation and interpretation of sites in the immediate region than in a more generic statewide approach.

Managerial Level Training - Ongoing restructuring within the tourism industry has expanded the need for more managerial positions where business and financial analysis skills are fundamental to success. DBEDT's 2006 *Planning for Sustainable*

Tourism study indicates tourism trends such as culturally-based product development, entrepreneurship, and a pause in new hotel development may lead to development of more jobs with higher level skills. In particular, stakeholders are asking for more management skills and leadership training. In 2006-2007 Maui Community College's OCET-VITEC conducted a demonstration course "Leadership Effectiveness and Development for First-Time Supervisors (LEAD)," which the WDC recommends be replicated by other community colleges statewide. Such programs can serve as models for developing tourism-specific management level training.

Maui Community College – LEAD Program

Maui Community College's Leadership Effectiveness Development Program (LEAD) was developed by its Vital and Innovative Training and Economic Development Center (VITEC) under the direction of Lois Greenwood with a grant from the Rural Development Program (RDP) of the U.S. Department of Labor. The program was developed in response to studies which showed training first-time managers to be a need among local employers and covers a seven month period requiring support of the participant's organization and supervisor as a mentor and coach. Training includes assessment and individual coaching in addition to training instruction. A number of participants came from the tourism industry including employees from hotels, restaurants and service rentals. The RDP provided \$45,000 to cover training costs but without the subsidy from government or other sources, future programs fees will be approximately \$1,000 - \$1,700 per participant.

Entrepreneurial Training – An important part of Hawai'i's labor market consists of self-employed sole proprietors. Although DLIR does not include the self-employed in its workforce statistics, the U.S. Bureau of Economic Analysis reports that in 2000, sole proprietors numbered 153,200 or 19.6% of the workforce in Hawai'i. Sole proprietors operate many of the smaller tourism-related businesses including Bed-and-Breakfast (B&B) and Individual Vacation Unit (IVU) rentals. This segment of the economy is significant and potentially could be more involved in tourism development. Stakeholders view the nurturing of existing small businesses and new entrepreneurs as a means to stimulate diversification and economic growth. Maui Economic Opportunity has piloted training that has led to successful entrepreneurial start-up businesses including several with tourism-oriented products. Both the Office of Hawaiian Affairs (OHA) and ALU LIKE also provide small business training and support for Native Hawaiians and have helped to support businesses that market Hawaiian cultural products to visitors. Agtourism has also been supported through efforts of the Hawai'i Farm Bureau Federation and the UH College of Tropical Agriculture and Human Resources (CTAHR) which has encouraged the establishment of a Hawai'i Agtourism Association to serve those who want to create an agtourism attraction. In the culinary area, the Culinary Business Incubator (CBI) run by the Pacific Gateway Center (PGC) is an example of community-based partnership with tourism-related ties through restaurant entrepreneurs.

Pacific Gateway Center – Culinary Business Incubator

The Culinary Business Incubator (CBI) was started by the Pacific Gateway Center (PGC) in the Kalihi area of Honolulu in 2003. It consists of 12 fully-equipped kitchens to provide self-employment prospects in the food sector which has resulted in the establishment of over 45 businesses including ethnic cuisine outlets and food available for wholesale to establishments catering to tourists and others. CBI has a maximum of 20 students giving priority to residents of the nearby public housing areas. The program includes entrepreneurship assistance coursework and specific culinary training related to safety and sanitation. The \$5 million facility was built with federal government assistance and private donations raised by a capital campaign and operates on rental revenue of its incubator kitchens. Pacific Gateway Center has also planned a retail incubator center in Honolulu's Chinatown.

E. Work Incentive Programs

- Providing accessible training and subsidization to encourage workers to participate in training
- Providing worker recognition programs through certification and other means to encourage training completion
- Developing statewide standards for evaluation and certification

Programs and activities to motivate the workforce allow the tourism industry to compete for qualified workers with other industries which may offer higher wages and more opportunity for career advancement. Certification is a means of recognizing employees for their mastery of specific skill-sets and helps to professionalize non-degree training programs. Most stakeholders agree, however, that certification should be accompanied by rewards for the investment of time and money by both employees who take time out from work schedules to undergo training and their employers. Some stakeholders have suggested that training should be rewarded with a monetary stipend, emphasizing that there is little motivation for a worker who completes training to work for the same compensation alongside others who have not similarly increased their capabilities. Examples include the Nō Ka 'Oī tour driver training provided through the community colleges which supporters believe has helped increase more accurate and culturally sensitive dissemination of knowledge and helped professionalize the occupation of tour drivers. It also has the potential to increase the drivers' tip-based earnings. In the retail industry, the Retail Industry Training in Excellence (RITE) program was piloted by Maui Community College VITEC and the Maui Chamber of Commerce and provides a Professional Sales Associate Certificate for retail employees. As an incentive to employers, stakeholders have also suggested that businesses which invest in training receive public recognition from the Hawai'i Tourism Authority for their investment in the industry's human capital.

Tourism Workforce Skills Qualification System
Singapore Workforce Development Agency

The Singapore Workforce Development Agency (<http://www.wda.gov.sg>) serves individuals (job seekers), employers, and training providers in addressing the manpower needs of industries in Singapore's economy. It has developed a Tourism Workforce Skills Qualifications (WSQ) system that certifies workers for competencies and skill sets for tourism occupations at all levels (operational, supervisory, managerial) covering job functions for the following tourism sectors: Hotel & Accommodation Services, Attractions, Travel & Tour Services, and MICE (Meeting, Incentive Trips, Conventions, and Exhibitions). In addition WSQs have been developed for the Retail, Food & Beverage, Training, Financial Services, Precision Engineering and Landscape Industries and are being developed for Community & Social Services and Information and Communications Technology. The skills for the tourism industry were identified by a Tourism Industry Skills and Training Council comprised of industry representatives from employers, unions, industry associations, training providers and government. Training is provided through a number of different means including on-the-job training, e-learning, and classroom training. Tourism workers who meet the competencies are granted certificates at different levels which gives national recognition for their skills and provides a structured path for career progression in the industry.

F. Information and Communication Programs

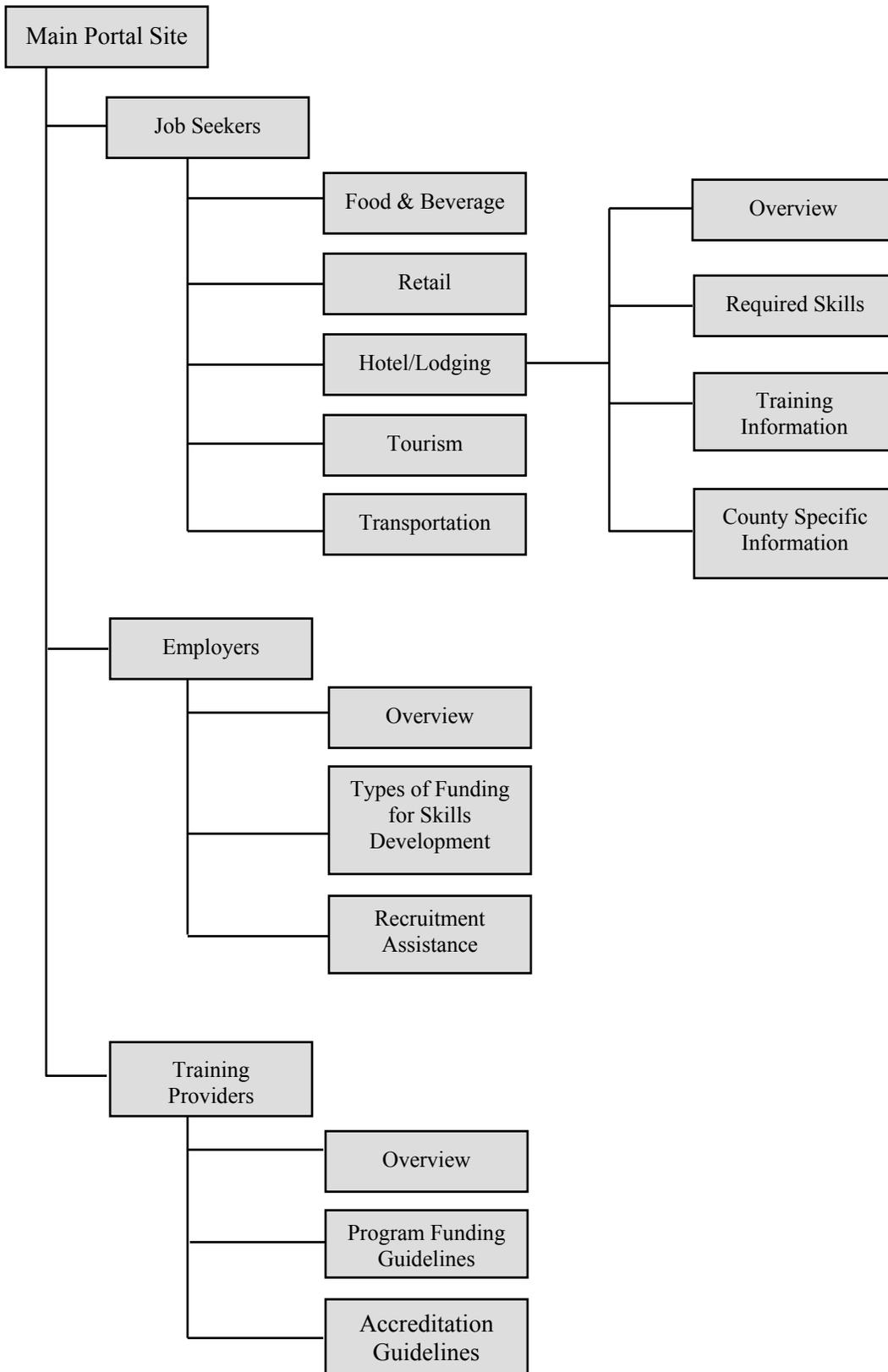
- Funding information and outreach programs to promote tourism employment and training
- Targeting specific audiences in communication and outreach for employment and training
- Developing a user-friendly interactive searchable database on available tourism employment opportunities and education and training programs available to tourism workers

Stakeholders have consistently emphasized the need for more and better information dissemination and communication networks to inform residents, including students at all levels, on the employment opportunities in the tourism industry. Unless prevailing resident perceptions that tourism employment is less attractive than job opportunities in other growth industries are overcome, tourism may continue to face difficulty in attracting workers. Information on tourism industry career opportunities should also be linked with information on available job training.

Hawai'i's low unemployment rate makes it easy for prospective job applicants to be hired without additional training but many career jobs in tourism now entail two or more years of training. To help incoming employees make decisions and plans aligned with career goals, there needs to be accurate information about the requirements and availability of the training. In particular, training providers and the private sector need to raise awareness of educational and training opportunities related to occupations with high demand or where promotion opportunities exist. They emphasize the need for the private sector to support and facilitate employee training and provide access to more employment opportunities.

There are many sources of workforce information currently available in Hawai‘i including the WDC-sponsored *2007 Hawai‘i Directory of Workforce Development Programs*, which provides details on current workforce development and educational programs. However, it is also apparent that incumbent workers, new entrants to the workforce, students, and employers are often unaware of the resources available or how to access the information. WDC has recommended that the state establish an internet-based, comprehensive, and universally accessible resource system for all workforce-related programs in Hawai‘i. Stakeholders have also cited the need to have a user-friendly interactive database specifically devoted to tourism workforce-related programs. DLIR’s Hawai‘i Workforce Informer website www.hiwi.org does offer online brochures for the Travel/Tourism and Retail Trade industries offering current information (April 2006) for career planning. However, a more comprehensive tourism workforce website similar to what is shown in Figure 1 would be a valuable tool for the industry in recruitment and training.

Figure 1. Proposed Tourism Workforce Website Map



Another concern is that while the tourism industry is clamoring for better trained workers, programs are underutilized because they may not be adequately publicized. Currently, communication and outreach for job training mostly targets a mass audience which may be an ineffective approach for the tourism industry given Hawai'i's tight labor market. The approach may work in a labor market where unemployment is high and job training is a way to increase employability, however, given tourism's projected needs, targeted outreach programs should address specific demographic targets in order to be effective such as young adults, unskilled and economically disadvantaged youth, and others in the pool of unemployed with significant barriers to work, who may be unaware of the path from entry level work to higher paying positions in tourism. To address this situation, stakeholders felt it necessary to do more than expand current advertising budgets of training providers. There should also be a consistent and comprehensive public relations campaign to provide information on the value of education and job training within the tourism industry to job seekers and employers at all levels.

G. Tourism Workforce Coordination

- Providing an ongoing entity to promote and coordinate tourism workforce development

All stakeholders emphasize the need for better coordination among economic development efforts, training and education providers, and the private sector in workforce development. Most importantly, stakeholders have consistently raised the question regarding the lead organization to make a *Tourism Workforce Strategic Plan Development* work. All stakeholders recognize their role as supporting partners but have expressed the desire for an entity to provide the leadership and coordination for the industry's workforce plan. They acknowledge that there are a number of lead organizations which have different responsibilities based on their specific functions and target groups. DLIR plays a major role as the primary source of workforce information providing assessment and analysis of overall employment needs and training and placement programs. Other lead organizations include UH community colleges, DOE, and private employers and private education and training providers. Stakeholders, however, cite the need for an ongoing entity to promote and coordinate workforce development specifically for the tourism industry as a high priority. The commonly cited model for coordination is the former State Tourism Training Council (TTC) which was consolidated with other workforce-related bodies in the Hawai'i Workforce Development Council (WDC) in 1998. Since then, the WDC has taken on a more comprehensive responsibility to address the total workforce needs of the state. Despite the WDC's accomplishments since 1998, there is still strong support for an ongoing entity dedicated specifically to tourism workforce development because of its primary importance to the state's economy. Many stakeholders support a reestablishment of a similar organization to the TTC with a coordinator position to provide the necessary leadership and coordination of workforce plan implementation.

Tourism Training Council (TTC)

The State Tourism Training Council was established statutorily in 1988 under DLIR's Commission on Employment and Human Resources with members appointed by the governor representing a cross section of the tourism industry including labor, management, education, and employment and training programs. The TTC's mission was to develop and improve the quality of the tourism industry workforce and encourage opportunities for career development and upgrading for present and future tourism industry employees. Specific Council goals were to:

- Address the human resource component in economic development
- Develop a quality visitor industry workforce
- Improve career development and upgrading opportunities for visitor industry workers
- Provide accessible training opportunities statewide
- Create employment opportunities for marginally employable people

Until it was phased out in 1998, the TTC published reports on employment in the visitor industry, developed training needs studies for the retail, airport, food service, and ground transportation industries, developed and maintained an ongoing inventory of visitor industry education and training programs, developed tour guide training manuals and certification criteria, and assisted training providers (DOE, UHCC, UH-TIM) in obtaining funding for tourism training programs.

H. HTA Workforce Development Projects – As of 2007

In the absence of a specific lead organization for tourism workforce development, the Hawai'i Tourism Authority funded collaborative projects in 2007 to contribute to the building of institutional relationships and guide longer term initiatives identified through stakeholder meetings and work-force related studies and reports. Summaries of stakeholder and community meetings can be found in Appendix B and the HTA-funded Workforce project details in Appendix E of the report. Projects which were funded met three objectives:

- Facilitating school-related programs to better inform youth about available career pathways and ladders in the tourism industry.
- Developing certification, award or recognition programs to improve levels of service to visitors.
- Expanding programs and activities that motivate workforce entry and retention in the tourism industry.

Academy of Hospitality and Tourism Coordinator – (\$50,000 HTA grant)

In order to facilitate the expansion of the DOE's Academy of Hospitality and Tourism (AOHT) to additional schools, the HTA established and funded a coordinator position to plan and promote AOHT initiatives for the school year 2007-2008. The program is currently offered in six high schools on Maui, Kaua'i, and O'ahu and expansion plans include Hawai'i and more O'ahu high schools.

Host Cultural Training Program - (\$75,000 HTA funds)

In response to recommendations from stakeholder meetings conducted for the workforce plan, a project for Honolulu, Maui, Hawai‘i and Kaua‘i counties was developed by Kapi‘olani Community College in conjunction with the OCET programs of Maui Community College, Hawai‘i Community College and Kaua‘i Community College to create an ongoing host culture training infrastructure to train and certify instructors through customized, island-specific training courses. Two courses were designed to serve training specialists for their respective regions:

- Ho‘okipa Me Ke Aloha (O‘ahu, Maui, Kaua‘i) – Focusing on customer service principles to ensure guest satisfaction.
- Hawai‘i Nō Ka ‘Oi (Hawai‘i Island) – Applying indigenous training approaches to front-line employees such as transportation drivers, tour guides, travel advisors and sightseeing attraction workers.

The project included a certification workshop for instructors and the establishment of a certified Hospitality Trainers Resource Network and development of a basic central database of workshop participants to serve the tourism industry. (See Appendix E.)

SECTION III NOTES

- ¹ See Appendix D. Public Expenditures for Workforce Development Programs, Hawai'i Workforce Development Council, *Hawai'i's Workforce Development for 2007* (2007 Report to the Governor) pp. 23-30.
- ² Hawai'i Workforce Development Council, *Hawai'i's Workforce Development in 2005: Stepping Stones to 2006* (2006 Report to the Governor). See Appendix A for Inventory of Workforce Development Programs and Appendix B for State of Hawai'i Workforce Development Strategic Plan.

**IV.
TOURISM WORKFORCE DEVELOPMENT
MASTER PLAN FOR IMPLEMENTATION**

2007-2015

**TOURISM WORKFORCE DEVELOPMENT MASTER PLAN FOR IMPLEMENTATION
2007 – 2015**

A. INTRODUCTION

This plan was developed within the general framework of the **Hawai'i Tourism Strategic Plan 2005-2015** of the Hawai'i Tourism Authority to encourage development of a sustainable and responsible tourism industry for Hawai'i. Workforce development is one of nine initiatives identified in the Tourism Strategic Plan with the goal stated as follows:

Goal: To ensure a sufficient and highly qualified workforce that is provided with meaningful careers and advancement opportunities.

The **Tourism Workforce Development Master Plan for Implementation** has been developed to coordinate employment, training, and human resources services for the industry. It is intended to be used with the preceding narrative sections (See: Sections II and III) which contain background information and data analyses to support the objectives and priorities addressed by the plan. The analyses indicated the following priority areas:

- Increase the supply of new workers for the tourism industry
- Increase the rate of retention for specific types and levels of occupations in the tourism industry
- Expand education, training, recruitment, and work incentive programs for the tourism industry
- Strengthen and maintain effective partnerships of the public and private sectors to support tourism industry workforce development

For the plan period 2007-2015, the **Tourism Workforce Development Master Plan for Implementation** recommends initiatives under three strategic directions set forth by the **Hawai'i Tourism Strategic Plan**:

1. *Provide an adequate source of quality workforce to support the needs of Hawai'i's visitor industry*
2. *Ensure a well-trained and educated visitor industry workforce*
3. *Ensure that the community has sufficient employment and advancement opportunities within the visitor industry*

The tables contained in the plan organize implementing actions to move the strategies forward and are operational in nature. The implementation will require ongoing cooperation and collaboration between government, the private sector of the tourism industry, education and training providers and the community, and its progress will require flexibility based on changing circumstances. Stakeholders are identified as Lead or Supporting Organizations. It is envisioned that stakeholders will develop their own annual work plans which incorporate relevant objectives and implementing actions in accordance with their own priorities. The plan includes a New Resources Estimate which is intended to provide a guide for the allocation of new or additional resources to carry out the identified objectives. A proposed Timeline is included to indicate Short (2007-2009), Medium (2009-2012), and Long Term (2012-2015) actions which might be realistically achieved in the 2007-2015 period depending on available funding.

LIST OF ABBREVIATIONS USED
(AGENCIES AND ORGANIZATIONS IN THE IMPLEMENTATION PLAN)

		Index to Actions
AOHT	Academy of Hospitality and Tourism	1.4a, 1.4b, 1.4e, 3.2b
BYUH	Brigham Young University Hawai'i	2.3b, 2.3c
DBEDT	Department of Business, Economic Development and Tourism	1.1a, 1.1b, 1.1c, 2.1a, 2.1b
DHS	Department of Human Services	1.5d
DLIR	Department of Labor and Industrial Relations	1.1a, 1.1b, 1.1c, 1.2b, 1.5d, 1.6a, 2.1a, 2.2e, 2.3d, 3.1b, 3.4a, 3.4b
DOE	Department of Education	1.1a, 1.1b, 1.1c, 1.2a, 1.2b, 1.3a, 1.3b, 1.4a, 1.4b, 1.4d, 1.4e, 1.6a, 1.6b, 2.1a, 2.2e, 2.2h, 3.1c, 3.2b, 3.3b
HARIETT	Hotel and Restaurant Industry Employment and Training Trust Fund	1.2c
HELCO	Hawaiian Electric Light Company	1.6a
HEPP	Hotel Education Partnership Program	1.6b
HHLA	Hawai'i Hotel and Lodging Association	1.2a, 1.4b, 1.4c, 1.4e, 1.5b, 1.5c, 1.6b, 2.2d, 2.2g, 2.4c, 2.5b, 3.1b, 3.2c, 3.3b
HOST	UHCC Hospitality and Tourism program (formerly known as HOPE)	2.2f, 3.3a
HPHA	Hawai'i Public Housing Authority (formerly Housing and Community Corporation of Hawai'i)	1.5b
HPU	Hawai'i Pacific University	2.3b
HRA	Hawai'i Restaurant Association	1.4c, 2.5b, 3.1b
HSBDC	Hawai'i Small Business Development Center	2.3a
HSTA	Hawai'i State Teachers Association	1.4b
HTA	Hawai'i Tourism Authority	1.1a, 1.1b, 1.1c, 1.3a, 1.4a, 1.4b, 1.4e, 2.1a, 2.2a, 2.2g, 2.3d, 2.4a, 2.5a, 2.5b, 3.1a, 3.1b, 3.1c, 3.1d, 3.2a, 3.2b, 3.2c, 3.4a, 3.4b, 3.4c

HVCB	Hawai'i Visitors and Convention Bureau	3.1d
ILWU	International Longshore and Warehouse Union Local 142	1.2c, 1.5c, 1.6a, 3.3b
Kap CC	Kapi'olani Community College	1.2c, 2.2a, 2.2b, 2.2c, 2.5a
Kau CC	Kaua'i Community College	1.2b
LCC	Leeward Community College	2.3c
LEAD	Leadership Effectiveness and Development	2.4b
Local 5	Hotel Employees and Restaurant Employees Union (HERE), part of UNITE HERE!	1.2c, 1.5c, 3.3b
MCC	Maui Community College	(see MCC VITEC)
MCC VITEC	Maui Community College Vital & Innovative Training & Economic Development Center - Office of Continuing Education and Training	2.2h, 2.4b
NAF	National Academy Foundation	1.4b
NaHHA	Native Hawaiian Hospitality Association	2.2g, 2.4d
NCL	Norwegian Cruise Line	2.2e
OCET	Office of Continuing Education and Training	1.2b, 1.6a, 2.4e
OHA	Office of Hawaiian Affairs	2.4e
SBA	Small Business Administration	2.4e
SHRM	Society of Human Resource Managers	
START	Skills, Tasks, and Results Training	1.2b
UHCC	University of Hawai'i Community Colleges	1.2c, 1.3b, 1.4d, 1.6a, 2.2a, 2.2b, 2.2c, 2.2e, 2.2g, 2.3a, 2.3b, 2.4a, 2.4b, 2.4c, 2.4d, 2.4e, 2.4f, 2.5a, 2.5c, 2.5d, 3.1c, 3.2c, 3.3a, 3.3b
UHM	University of Hawai'i at Mānoa	1.3b, 2.4e

UH-TIM	School of Travel Industry Management / University of Hawai'i at Mānoa	2.2c, 2.2g, 2.3a, 2.3c, 2.4c, 2.4c, 2.4d, 2.4f, 2.5d, 3.2c, 3.4b
WCC	Windward Community College	2.3c
WDC	Workforce Development Council	1.1a, 1.1b, 1.1c

**TOURISM WORKFORCE DEVELOPMENT
MASTER PLAN FOR IMPLEMENTATION**

STRATEGIC DIRECTION 1.0
PROVIDE AN ADEQUATE SOURCE OF QUALITY WORKFORCE
TO SUPPORT THE NEEDS OF HAWAI'I'S VISITOR INDUSTRY

Objective 1.1: Increase collaboration and communication between the visitor industry and educational institutions regarding tourism planning and human resource planning.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative) 1.1a. Establish an ongoing Tourism Workforce Council to plan, coordinate and implement employment and workforce development services and strategies. Key activities:</p> <ul style="list-style-type: none"> • Gain commitment for strategic plan • Promote work partnerships and opportunities among stakeholders • Coordinate funding requests to the Legislature and other sources • Monitor outcomes and impacts of the tourism workforce strategic plan 	Statewide	<p><u>Lead Organization</u> HTA¹</p> <p><u>Supporting Organizations</u> DLIR (WDC), DBEDT, UH System, DOE, County workforce investment boards, Private sector, Community groups</p>	\$100,000 for operating budget for Tourism Workforce Council including Tourism Workforce Coordinator (see 1.1b)	Short	(See below)
<p>(New Initiative) 1.1b. Establish a full-time Tourism Workforce Coordinator position to provide leadership, communication, and coordinate functions for tourism workforce education and training and public relations and information on tourism workforce issues.</p>	Statewide	<p><u>Lead Organization</u> HTA</p> <p><u>Supporting Organizations</u> DLIR (WDC), DBEDT, UH System, DOE, County workforce investment boards, Private sector, Community groups</p>		Short	<ul style="list-style-type: none"> • Increase in industry satisfaction of workforce development programs initiated under the strategic plan. (Industry satisfaction feedback surveys to be initiated) • Increase in job retention in industry sectors • Increase in economic impact of trained workers in state economy
<p>(New Initiative) 1.1c. Establish a dedicated source of funding for tourism workforce development initiatives identified in the tourism workforce development strategic plan. Key activities:</p> <ul style="list-style-type: none"> • Fund new education and training programs through proposal solicitation • Develop recognition and certification programs • Maintain comprehensive database • Support communication and information programs • Explore recruitment and training initiatives for out-of-state workers including foreign guest workers to expand labor supply 	Statewide	<p><u>Lead Organization</u> HTA</p> <p><u>Supporting Organizations</u> DLIR (WDC), DBEDT, UH System, DOE, County workforce investment boards, Private sector, Community groups</p>	\$200 - \$300,000 annually ²	Medium	<ul style="list-style-type: none"> • Degree to which outcome measures for funded projects are achieved.

¹ HTA is suggested as the initial lead organization until an appropriate agency or organization can be determined to continue the functions.

² Funding to be requested from the Legislature and other sources.

Objective 1.2: Increase communication, support, collaboration between the visitor industry, employee training providers, educational institutions and labor unions

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>1.2a. Support HHLA’s Skills, Tasks, and Results Training (START) program delivered through DOE Community Schools for Adults offering opportunities to learn about careers in the hotel industry. Key activities:</p> <ul style="list-style-type: none"> • Increase planning and coordination between hotel industry and DOE • Improve coordination between classroom component and work-study component • Provide opportunity to graduates to receive industry recognized professional certification 	Honolulu	<p><u>Lead Organizations</u> HHLA, DOE Community Schools for Adults</p>		Short	<ul style="list-style-type: none"> • No. of successful completers • No. of students completing work requirements of program • No. of students employed after completing program
<p>(Ongoing)</p> <p>1.2b. Support implementation of Kaua’i’s Southshore Workforce Development Project to improve the work readiness of individuals entering the workforce.¹ Key activities:</p> <ul style="list-style-type: none"> • Convene one-day conference for jobseekers and incumbent workers. • Provide 2-week classroom instruction on industry components, work-readiness, and work-site career exploration opportunities* • Evaluate for possible expansion to other counties 	Kaua’i	<p><u>Lead Organizations</u> Grand Hyatt Kaua’i</p> <p><u>Supporting Organizations</u> Sheraton Kaua’i, Kau CC-OCET, DLIR-Workwise, DOE-Kaua’i Community School for Adults, Paxen Group, Inc.</p>		Short	<ul style="list-style-type: none"> • Percent of completers securing employment in the industry one month after program completion • Percent of those securing employment who are still employed after 6 months • Percent of job-seekers expressing satisfaction with the program based on exit survey
<p>(Ongoing)</p> <p>1.2c. Support labor union-based programs such as Local 5’s Hotel and Restaurant Industry Employment and Training Trust (HARIETT) program at Kap CC which promote employment training for tourism. Key activities:</p> <ul style="list-style-type: none"> • Increase coordination between industry and unions • Enable more incumbent workers to self-assess and enroll in work-related training 	Statewide	<p><u>Lead Organizations</u> Local 5, ILWU, UHCC</p>		Medium	<ul style="list-style-type: none"> • No. of employees who use the program

¹ Currently supported by Reed Act, TANF, and private funds.

Objective 1.3: Strengthen educational programs to improve business and finance-related analysis skills.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing) 1.3a. Assist DOE with developing standards that reflect business and financial analysis skills needed for tourism industry employment.¹</p>	Statewide	<p><u>Lead Organization</u> DOE</p> <p><u>Supporting Organizations</u> HTA, Private sector</p>		Medium	<ul style="list-style-type: none"> No. of students enrolled in the program Increase in no. of employers satisfied with new employees' business and finance-related analysis skills
<p>(Ongoing) 1.3b. Support continuing articulation efforts between high school, community colleges, and university tourism programs. Key activities:</p> <ul style="list-style-type: none"> Bring together DOE, UHCC, and UH faculty to meet and discuss program expectations and requirements for post secondary level related to business and finance Articulate high school courses with UHCC courses and UHM courses (Note: TIM is a business management-based degree program) 	Statewide	<p><u>Lead Organization</u> DOE, UH system</p> <p><u>Supporting Organization</u> Private sector</p>		Long	<ul style="list-style-type: none"> Increase in resources allocated to business and finance-related courses Increase in enrollment in business-based tourism education programs

¹ Currently tourism-related occupations fall under the Public & Human Services career pathways. The DOE's six career pathways are:

- Arts and Communication
- Business
- Health Services
- Public & Human Services
- Industrial Engineering and Technology
- Natural Resources

Objective 1.4: Provide additional funding to established educational programs to enable them to expand statewide.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
(New Initiative) 1.4a. Establish and fund coordinator’s position to plan and promote Academy of Hospitality and Tourism (AOHT) programs in the DOE.	Statewide	<u>Lead Organization</u> DOE, HTA, AOHT	\$50,000 (HTA funds)	Short	<ul style="list-style-type: none"> No. of additional high schools offering AOHT programs
(New Initiative) 1.4b. Expand DOE’s Academy of Hospitality and Tourism (AOHT) to additional high schools. (Currently offered in 6 high schools on Maui, Kaua’i, and O’ahu). Key activities: <ul style="list-style-type: none"> Fund NAF “year of planning” cost per school Assemble stakeholders group to assist each school with planning Target Kealahou High School (Hawai’i County) and Campbell High School, Kahuku High & Intermediate School, and Farrington High School (O’ahu) Support non-NAF affiliated Hospitality and Tourism Academy Schools by providing more access to services and resources Develop other Hawaii-based model programs for possible expansion in high schools¹ 	Statewide	<u>Lead Organization</u> DOE, AOHT <u>Supporting Organizations</u> HTA, HHLA, HSTA, Private Sector	\$5,000 per school for National Academy Foundation (NAF) initial enrollment fee. \$1,000 per school annually to maintain the program.	Short to Medium	<ul style="list-style-type: none"> No. of students enrolled in the program
(New Initiative) 1.4c. Fund the proposed University of Hawai’i Hospitality and Tourism Institute to facilitate education, training, and research opportunities among all campuses in the UH system to support the tourism industry. Key activities: <ul style="list-style-type: none"> Provide a coordinated rapid-response workforce development training approach for tourism Share UH system’s instructional resources Use distance and other distributed learning tools to offer full range of courses 	Statewide	<u>Lead Organization</u> UH system <u>Supporting Organizations</u> HHLA, HRA, Hawai’i Transportation Association, Private Sector	\$212,000 Initial start-up expense \$372,000 On-going operating expenses. ²	Medium	<ul style="list-style-type: none"> Level of success of students in obtaining appropriate positions in industry Level of student demand for hospitality and tourism positions Feedback surveys of groups and organizations on UH system’s responsiveness and effectiveness

¹ ‘Ahā Pūnana Leo, the lead organization in Hawaiian language revitalization, is planning a pilot program for 2008 at Nāwahīokalani‘ōpū‘u school on Hawai’i Island, which will combine aspects of the hospitality and tourism industry with its Hawaiian language immersion program.

² Legislative funding to be requested.

Objective 1.4 (cont'd)

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
(Ongoing) 1.4d. Encourage alternative education programs that specialize in tourism-related training targeted for at-risk high school students. ¹	Statewide	<u>Lead Organizations</u> DOE, UHCC, Employment Training Centers <u>Supporting Organizations</u> Private sector, Community groups		Long	<ul style="list-style-type: none"> • Increase in no of students enrolled in alternative education programs • Decrease in no. of high school dropouts
(Ongoing) 1.4e. Expand educational programs into intermediate (middle) and elementary grades that provide early exposure of tourism industry careers to youths. ²	Statewide	<u>Lead Organizations</u> DOE <u>Supporting Organizations</u> HTA, HHLA, Private sector		Long	<ul style="list-style-type: none"> • Increase in enrollment in AOHT, non-NAF affiliated Hospitality and Tourism Academy Schools, and alternative programs for tourism-related occupations

¹ The Spirit of Aloha Culinary Academy at Farrington High School is an example of a program which provides at-risk high school students an alternative education path towards graduation. Project is in partnership with Spirit of Aloha Outreaches, Inc.

² Examples: The DOE and NCL have agreed to implement a program, “Navigating Through a Sea of Opportunities,” that allows Maui schoolchildren to explore careers in the cruise industry. The former Visitor Industry Education Council (VIEC) sponsored programs and materials to increase the awareness of tourism industry careers in elementary school students.

Objective 1.5: Increase collaboration among industry and other groups to ensure that employees basic needs are being met.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>1.5a. Support county efforts to provide public transportation for residents to tourism industry job locations. Key activities:</p> <ul style="list-style-type: none"> • Support “Aloha Bus” service on Hawai‘i Island for East Hawai‘i residents employed on Kohala Coast • Support Kaua‘i efforts for Lihue residents to commute to employment sites at hotels and other areas • Encourage greater use of Vanpool Hawai‘i, bus passes and employee incentives where available 	Hawai‘i, Kaua‘i	<p><u>Lead Organizations</u> Hawai‘i County government, Kaua‘i County government, (County Depts of Transportation)</p>		Short to Medium	<ul style="list-style-type: none"> • No. of users who are commuters to key tourism employment areas
<p>(Ongoing)</p> <p>1.5b. Support and collaborate with state and county efforts on low and moderate income housing plans especially in areas closer to tourism employment. Key activities:</p> <ul style="list-style-type: none"> • Examine partnerships with developers to develop employee housing • Facilitate programs which offer assistance in housing for employees 	Statewide	<p><u>Lead Organizations</u> HPHA, Private sector</p> <p><u>Supporting Organizations</u> HHLA</p>		Long	<ul style="list-style-type: none"> • Increase in home ownership among tourism industry employees • Increase in low and moderate income housing plans in areas closer to tourism employment
<p>(Ongoing)</p> <p>1.5c. Encourage hotel industry to restructure low-paying jobs in housekeeping, grounds keeping, and food service to incorporate higher levels of skills and responsibility to raise wage levels and meet employee needs for advancement.</p>	Statewide	<p><u>Lead Organizations</u> HHLA</p> <p><u>Supporting Organizations</u> Local 5, ILWU</p>		Long	<ul style="list-style-type: none"> • Increase in employee satisfaction (resident sentiment surveys) • Increase in employee retention in tourism industry • Wage gains in industry occupations
<p>(Ongoing)</p> <p>1.5d. Support and collaborate with efforts of state agencies to meet industry healthcare, childcare, and food supply needs of income eligible employees.</p>	Statewide	<p><u>Lead Organizations</u> DHS</p> <p><u>Supporting Organizations</u> DLIR, Private sector</p>		Long	<ul style="list-style-type: none"> • Increase in the no. of eligible employees who receive assistance

Objective 1.6: Encourage visitor industry professionals to visit schools and talk to students about the types of jobs and advancement opportunities offered by the visitor industry.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative)</p> <p>1.6a. Develop tourism industry mentorship programs similar to Hawai'i Electric Light Company (HELCO) and DOE's mentorship-summer internship program to provide work-readiness training for academically challenged high school students. Key activities:</p> <ul style="list-style-type: none"> • Provide work-readiness curriculum to students for workplace activity • Train industry representatives in principles of mentoring 	Hawai'i	<p><u>Lead Organizations</u> DOE, ILWU, Private sector</p> <p><u>Supporting Organizations</u> DLIR, Labor unions, UHCC-OCET</p>		Long	<ul style="list-style-type: none"> • No. of students enrolled in program • No. of successful completers • No. of students obtaining employment in the tourism industry
<p>(Ongoing)</p> <p>1.6b. Expand HHLA's Hotel Education Partnership Program (HEPP), formerly the Adopt-a-School program including the <i>Lōkahi</i> program to Neighbor Islands. Key activities:</p> <ul style="list-style-type: none"> • Use as venue for coordinating speaker events • Provide job shadowing opportunities • Provide special event projects • Provide Educator Internship Program for educators to earn 3 Professional Development credits • Expand student internships 	Kaua'i, Maui, Hawai'i	<p><u>Lead Organization</u> HHLA, Neighbor Island HHLA branches</p> <p><u>Supporting Organizations</u> DOE</p>		Medium	<ul style="list-style-type: none"> • No. of Neighbor Island schools included in the program (currently in 18 Oahu schools)

**TOURISM WORKFORCE DEVELOPMENT
MASTER PLAN FOR IMPLEMENTATION**

STRATEGIC DIRECTION 2.0
ENSURE A WELL-TRAINED AND EDUCATED
VISITOR INDUSTRY WORKFORCE

Objective 2.1: Provide accurate information about the visitor industry career opportunities available.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative)</p> <p>2.1a. Develop and maintain a comprehensive website and database to provide accurate and up-to-date information on tourism occupations, opportunities, compensation and available training. Key activities:</p> <ul style="list-style-type: none"> • Coordinate economic (DBEDT) and employment (DLIR) data on industry and occupation projections • Develop database which measures the labor supply of the state in conjunction with labor demands • Target advisors, students, job seekers, and job changers 	Statewide	<p><u>Lead Organization</u> HTA</p> <p><u>Supporting Organizations</u> DLIR, DBEDT, UH System, DOE</p>	\$50,000 annually ¹	Short	<ul style="list-style-type: none"> • Increase in employer awareness of how to access training opportunities and funding options • Increase in worker awareness of how to access training and job opportunities
<p>(Ongoing)</p> <p>2.1b. Provide industry input and support for the “Kama ‘āina Come Home” program. Key activities:</p> <ul style="list-style-type: none"> • Provide information on higher paying opportunities available in tourism industry • Provide referral system linked to tourism industry employers 	Statewide	<p><u>Lead Organizations</u> DBEDT, Economic Development Alliance of Hawai‘i, Kama ‘āina Careers</p> <p><u>Supporting Organizations</u> Private sector</p>		Short	<ul style="list-style-type: none"> • Increase in no. of former residents of Hawai‘i who return to fill supervisory and management positions in the industry

¹ New funding to be requested.

Objective 2.2: Develop new and support existing educational programs for tourism workforce development that are focused on identified priorities.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>2.2a. Expand Kap CC's <i>Ho'okipa Me Ke Aloha</i> program (host culture and customer service training). Key activities:</p> <ul style="list-style-type: none"> • Increase instructional faculty and support personnel at all community colleges • Customize program to each island • Customize program delivery to various front-line occupations and worker groups including guest workers. • Establish statewide certification database • Provide outreach to isolated areas where programs are not available 	Statewide	<p><u>Lead Organizations</u> Kap CC, UHCC</p> <p><u>Supporting Organizations</u> HTA</p>	\$75,000 (HTA funds) ¹	Short	<ul style="list-style-type: none"> • Increase in no. of instructors receiving certification to conduct training • Increase in no. of employees completing host culture training
<p>(Ongoing)</p> <p>2.2b. Expand delivery of Kap CC-based <i>Nō Ka 'Oī</i> certified tour bus driver training. Key activities:</p> <ul style="list-style-type: none"> • Revise existing tour driver manuals where appropriate • Increase instructional staff • Customize program to each island • Maintain certification database 	Statewide	<p><u>Lead Organizations</u> Kap CC, UHCC</p> <p><u>Supporting Organizations</u> Hawai'i Transportation Association, Tour companies, Private sector</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of certified tour bus drivers
<p>(Ongoing)</p> <p>2.2c. Expand TIM credit course offerings to the Neighbor Islands and improve opportunities to transfer A.S. degree courses in the community colleges into the UH-TIM School.²</p>	Statewide	<p><u>Lead Organizations</u> UH-TIM, UHCC</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of students who transfer to 4-year program • Increase in no. of students from Neighbor Islands who complete B.S. degree
<p>(Ongoing)</p> <p>2.2d. Establish permanent center to replace Kap CC's Lifelong Learning Center in Waikī (phased out in 2005)³ for incumbent worker training and professional development.</p>	Honolulu	<p><u>Lead Organization</u> Kap CC</p> <p><u>Supporting Organizations</u> HHLA, Private sector</p>		Medium	<ul style="list-style-type: none"> • No. of enrollees in program

¹ HTA funds for 2007 is out of current Tourism Workforce Development Strategic Plan funding to UH-TIM.

² Monitor progress of new Ka'ie'ie Program (2007) allowing dual-enrollment, dual-admission for students accepted at UH-Mānoa who begin courses at Kap CC for possible application to UH-TIM degree for UHCC students.

³ Waikī Lifelong Learning Center was a partnership of Kap'iolani Community College, Aston Hotels & Resorts, ITT Sheraton Hotels in Hawai'i, DLIR, DOE, McKinley Community School for Adults, Otaka Inc., Tropic Art Design, and Unity House providing work-related courses including ESL, Foreign Language and Culture, Computer Education, Basic Communication and Management, High School Diploma (GED) and HARIETT programs.

Objective 2.2 (cont'd)

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>2.2e. Support cruise line industry’s worker recruitment and training. Key activities:</p> <ul style="list-style-type: none"> • Link recruitment to DLIR and DOE to build job applicant pool for NCL positions • Aid in program infrastructure development – including the marketing, instruction and delivery of training courses 	Statewide	<p><u>Lead Organizations</u> Norwegian Cruise Line America</p> <p><u>Supporting Organizations</u> DLIR, DOE, UHCC</p>		Long	<ul style="list-style-type: none"> • Increase in resident recruitment in cruise line training • Increase in resident employment in cruise line industry
<p>(Ongoing)</p> <p>2.2f. Institutionalize into the regular curricula and budget, programs which were successfully piloted and demonstrated viability to provide exemplary education and workforce preparation for the tourism industry. Key activities:</p> <ul style="list-style-type: none"> • Use alternative instructional strategies (on-line instruction, interactive television) formats • Provide outreach to distant and isolated areas • Fund summer courses for HOST programs at all community colleges (esp. Kaua’i, Hawai’i) 	Statewide	<p><u>Lead Organizations</u> UH System</p>		Long	<ul style="list-style-type: none"> • Increase in no. of students enrolled in tourism-related programs

Objective 2.2 (cont'd)

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>2.2g. Strengthen collaboration with Hawaiian cultural organizations to build a network of professional providers in host culture training. Key activities:</p> <ul style="list-style-type: none"> • Encourage efforts to foster culturally appropriate programs and practices in tourism-related enterprises and activities¹ • Encourage programs for managers in Hawaiian values-driven approaches to managing workforce relationships • Establish and promote internships within the tourism industry for Hawaiian studies students to fulfill the need for host culture awareness² • Develop database of Hawaiian cultural practitioners who can train industry employees in host culture awareness • Develop linkages with establish host cultural training programs in UHCCs (See 2.2a, 2.2b) 	Statewide	<p><u>Lead Organizations</u> NaHHA, ALU LIKE, UHCC, UH-TIM, ‘Ahā Pūnana Leo</p> <p><u>Supporting Organizations</u> HTA, HHLA, Private sector</p>		Long	<ul style="list-style-type: none"> • Increase in no. of trainers in host culture training • Increase in student awareness of the host culture • No. of internships established
<p>(New Initiative)</p> <p>2.2h. Support MCC VITEC plans to establish on-going training programs for Maui’s tourism industry.</p> <ul style="list-style-type: none"> • Establish a comprehensive visitor training institute offering a continuum of services from pre-vacation and work readiness courses to special training for higher-skill levels • Establish a permanent host culture training program to provide on-going courses for tourism industry employees • Encourage focus on long-term educational career development 	Maui	<p><u>Lead Organization</u> MCC-VITEC</p> <p><u>Supporting Organizations</u> DOE, Private Sector</p>		Long	<ul style="list-style-type: none"> • No. of students enrolled in the institute programs • No. of successful completers • No. of students obtaining employment in the tourism industry

¹ Ahā Pūnana Leo, the lead organization in Hawaiian language revitalization, is planning a pilot program for 2008 at Nāwahīokalani‘ōpū‘u school on Hawai‘i Island, which will combine aspects of the hospitality and tourism industry with its Hawaiian language immersion program.

² The Hawai‘i Hotel & Lodging Association (HHLA) will offer five Native Hawaiian scholarships to graduating seniors of Native Hawaiian ancestry interested in hotel management and hospitality-related fields. In 2007, a partnership of Marriott and Queen Lili‘uokalani Children’s Center provided six-week summer internships to 40 high school students of Hawaiian ancestry at Marriott properties on O‘ahu.

Objective 2.3: Develop new visitor industry workforce training programs at all levels focusing on areas that support advancement opportunities.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative) 2.3a. Develop and promote programs to help entrepreneurs interested in starting tourism-related businesses. Key activities:</p> <ul style="list-style-type: none"> • Provide workshops for new tourism-related entrepreneurs • Develop database for tourism entrepreneurs 	Statewide	<p><u>Lead Organizations</u> UHM, UHCC, ALU LIKE, HSBDC/SBA OHA</p> <p><u>Supporting Organizations</u> Private sector</p>		Medium	<ul style="list-style-type: none"> • No. of enrollees in tourism-related entrepreneurship programs • Increase in no. of new entrepreneurial tourism-related businesses
<p>(New Initiative) 2.3b. Promote collaborative professional level programs at the management level for the tourism industry.</p>	Statewide	<p><u>Lead Organizations</u> UH-TIM, HPU, BYUH</p> <p><u>Supporting Organizations</u> Private sector</p>		Medium	<ul style="list-style-type: none"> • Increase in available course offerings
<p>(New Initiative) 2.3c. Target expansion of educational and training offerings where new tourism development resorts are being planned (Ko‘olima, Kuilima).</p>	Honolulu	<p><u>Lead Organizations</u> LCC, WCC, UH-TIM, BYUH</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of residents in immediate areas employed in resorts
<p>(New Initiative) 2.3d. Identify, support and promote incentives for employees to provide employee training during work hours, comp time off for training attended and other initiatives.</p>	Statewide	<p><u>Lead Organizations</u> DLIR</p> <p><u>Supporting Organizations</u> HTA, Private sector</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of employees enrolled in training programs • Increase in no. of employers providing incentives

Objective 2.4: Support and expand ongoing education and training opportunities for the visitor industry.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing)</p> <p>2.4a. Promote Hawaiian language courses in the visitor industry in order to teach employees the proper pronunciation, understanding and use of Hawaiian words.</p>	Statewide	<p><u>Lead Organization</u> ‘Ahā Pūnana Leo</p> <p><u>Supporting Organizations</u> HTA, Private sector</p>	\$94,500 ¹	Short	<ul style="list-style-type: none"> • Increase in no. of employees enrolled in program • Increase in the use of Hawaiian Language terminology on the job
<p>(Ongoing)</p> <p>24b. Expand MCC VITEC’s Leadership Effectiveness and Development (LEAD) program for first time supervisors (new front-line supervisory managers) statewide.²</p>	Statewide	<p><u>Lead Organizations</u> MCC VITEC, UHCC</p> <p><u>Supporting Organizations</u> Private sector</p>		Short	<ul style="list-style-type: none"> • No. of completers • Increase in employer satisfaction of results of training • Level of employee satisfaction of completers
<p>(Ongoing)</p> <p>2.4c. Expand UH-TIM Professional Development Programs non-credit management level courses.³ Key activities:</p> <ul style="list-style-type: none"> • Identify priority areas for managerial training • Work with Neighbor Island employees and UH system partners in providing training 	Statewide	<p><u>Lead Organization</u> UH-TIM</p> <p><u>Supporting Organizations</u> UH Hilo, UHCC, HHLA, Private sector</p>	Funded through tuition fees and UH Foundation endowment	Short	<ul style="list-style-type: none"> • Increase in no. of available course offerings • No. of completers • Increase in employer satisfaction of results of training • Level of employee satisfaction of completers
<p>(Ongoing)</p> <p>2.4d. Develop host culture training for management level in hospitality positions. Key activities:</p> <ul style="list-style-type: none"> • Promote community college-based courses in leadership, diversity, Hawaiian culture targeting first-time managers • Introduce Hawaiian cultural values in management training • Establish a certification program for host culture training for executives and managers that is customized by island 	Statewide	<p><u>Lead Organization</u> UHCC, UH-TIM</p> <p><u>Supporting Organizations</u> NaHHA</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of certified management level employees

¹ ‘Ahā Pūnana Leo currently provides Hawaiian language courses on Oahu to companies within the tourism industry with funds from HTA and intends to expand program to the Neighbor Islands. HTA also offers a Hawaiian Language resource and style guide online. A number of hotel properties already offer such courses to employees.

² Endorsed by Workforce Development Council as a model for expansion statewide.

³ Hospitality Financial Management and other courses to be offered statewide in 2007-2008.

Objective 2.4 (cont'd)

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing) 2.4e. Expand non-credit work-related offerings of UHCC–OCET. Key activities:</p> <ul style="list-style-type: none"> • Target adults working in entry-level positions to upgrade their skills • Provide training to adults who want to gain positions in the tourism industry • Expand supervisory and management training programs on how to deliver-on-the-job training, retain employees, increase productivity and reach new potential workforce 	Statewide	<u>Lead Organizations</u> UHCC-OCET		Medium	<ul style="list-style-type: none"> • Increase in no. of available course offerings • Increase in no. of completers • Increase in employee retention • Increase in employee satisfaction • Increase in no. of residents in supervisory or management level positions
<p>(Ongoing) 2.4f. Provide follow-up to employee training to motivate, reinforce learning and assess progress. Key activities:</p> <ul style="list-style-type: none"> • Train supervisors on what employees learn and how to reinforce the learning • Provide competency check list to course participants and their students 	Statewide	<u>Lead Organizations</u> UHCC, UH-TIM		Medium	<ul style="list-style-type: none"> • Increase in employee retention • Increase in employee satisfaction

Objective 2.5: Encourage the development of certification, award or recognition programs to ensure a certain level of service is provided to visitors.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(Ongoing Initiative)</p> <p>2.5a Promote benefits of certification system for programs like Interpret Hawai'i and <i>Nō Ka 'Oī</i> to encourage employees to enroll and receive certifications. Key activities:</p> <ul style="list-style-type: none"> • Coordinate delivery of training • Maintain a central database available to industry employers 	Statewide	<p><u>Lead Organizations</u> Kap CC, UHCC</p> <p><u>Supporting Organizations</u> Private sector, HTA</p>		Medium	<ul style="list-style-type: none"> • No. of employees receiving certification
<p>(New Initiative)</p> <p>2.5b. Encourage all tourism industry sectors to develop award and recognition programs for outstanding employees similar to HHLA's <i>Na Po'e Pa'ahana</i> Award.¹</p>	Statewide	<p><u>Lead Organizations</u> HHLA, HRA, Hawai'i Transportation Association, HTA</p>		Long	<ul style="list-style-type: none"> • Increase in no. of tourism industry sectors having award and recognition programs
<p>(New Initiative)</p> <p>2.5c. Establish statewide professional training standards for cooks. Key activities:</p> <ul style="list-style-type: none"> • Promote an industry-wide agreement to provide standard compensation for graduates of UHCC Culinary Art programs • Establish certification system 	Statewide	<p><u>Lead Organizations</u> UHCC</p> <p><u>Supporting Organizations</u> Private sector</p>		Long	<ul style="list-style-type: none"> • No. of employees receiving certification
<p>(New Initiative)</p> <p>2.5d. Establish statewide certification for other tourism-related training programs through maintenance of a data base and awarding of certificates of achievement.</p>	Statewide	<p><u>Lead Organizations</u> UHCC, UH-TIM</p> <p><u>Supporting Organizations</u> HTA, Private sectors</p>		Long	<ul style="list-style-type: none"> • Increase in employee retention • Increase in employee satisfaction

¹ HHLA currently provides statewide *Nā Po'e Pa'ahana* Awards including: Bells/Valets Person of the Year, Concierge of the Year, Engineer/Maintenance person of the Year, Food & Beverage person of the Year, Housekeeper of the Year, Manager of the Year, Security Officer of the Year, and Outstanding Lodging Employee of the Year. Winners in the categories of Manager of the Year and Outstanding Lodging Employee of the Year are submitted to the national American Hotel & Lodging Association (AHLA) Stars of the Industry Award program in the respective categories. The local chapters of the American Culinary Federation (ACF) also nominate members for Chef of the Year awards.

TOURISM WORKFORCE DEVELOPMENT MASTER PLAN FOR IMPLEMENTATION

STRATEGIC DIRECTION 3.0
ENSURE THAT THE COMMUNITY HAS SUFFICIENT EMPLOYMENT AND
ADVANCEMENT OPPORTUNITIES WITHIN THE VISITOR INDUSTRY

Objective 3.1: Develop communication and outreach programs to increase awareness for the diverse ranges of career opportunities available within the industry.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative)</p> <p>3.1a. Include tourism workforce-related concerns as a component in HTA’s “Communication and Outreach Initiative” to increase stakeholders’ and residents’ knowledge and understanding of employment-related issues, impacts, and opportunities. Key activities:</p> <ul style="list-style-type: none"> • Develop and communicate timely and accurate information on employment and training for industry • Promote employment opportunities for residents • Improve the employment and careers image of industry employment 	Statewide	<p><u>Lead Organizations</u> HTA</p> <p><u>Supporting Organizations</u> Private sector, Training providers, Community organizations</p>	Part of ongoing HTA budget	Short	<ul style="list-style-type: none"> • Increase in positive resident attitudes toward tourism employment (feedback using HTA resident attitude surveys)
<p>(New Initiative)</p> <p>3.1b. Develop and support regularly scheduled Tourism Job Fairs to bring together employers, recruitment agencies, and job seekers. Key activities:</p> <ul style="list-style-type: none"> • Sponsor annually in each county 	Statewide	<p><u>Lead Organizations</u> DLIR, Private Sector</p> <p><u>Supporting Organizations</u> HTA, HHLA, HRA, Hawai’i Transportation Association, County Economic Development boards</p>		Medium	<ul style="list-style-type: none"> • No. of workers directly recruited by Tourism Job Fair sponsors
<p>(New Initiative)</p> <p>3.1c. Fund UHCC and DOE to market and disseminate information on tourism industry related training programs and offerings to targeted audiences. Key activities:</p> <ul style="list-style-type: none"> • Develop “youth friendly” media promotion of DOE-based tourism training programs and related careers in “youth-friendly” environments • Fund UHCC-based training through media to highlight success of local graduates (e.g. local chefs) • Highlight success stories of local residents in executive positions 	Statewide	<p><u>Lead Organizations</u> UHCC, DOE</p> <p><u>Supporting Organizations</u> HTA</p>		Medium	<ul style="list-style-type: none"> • Increase in no. of enrollees • Increase in no. of training program completers

Objective 3.1 (cont'd)

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative)</p> <p>3.1d. Develop media campaign targeted to tourism industry decision-makers on the “business value” of sustained employee training and professional development. Key activities:</p> <ul style="list-style-type: none"> • Promote correlation between training employee retention and improved customer satisfaction • Target industry executives 	Statewide	<p><u>Lead Organizations</u> HTA</p> <p><u>Supporting Organizations</u> HVCB</p>		Medium	

Objective 3.2: Conduct resident sentiment and workforce sentiment surveys to understand the value, concerns and needs of visitor industry employees.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative) 3.2a. Conduct industry employee satisfaction surveys for the purpose of identifying factors that increase worker motivation and retention. Key activities:</p> <ul style="list-style-type: none"> • Conduct workforce surveys on regular basis in each county¹ • Coordinate surveys with HTA’s annual resident sentiment survey 	Statewide	<p><u>Lead Organizations</u> HTA</p> <p><u>Supporting Organizations</u> Private Sector Employees</p>		Short	<ul style="list-style-type: none"> • Increase in employee retention • Increase in employee satisfaction
<p>(New Initiative) 3.2b. Coordinate with DOE in conducting surveys of student attitudes and values related to career expectations.</p> <ul style="list-style-type: none"> • Track student perceptions of tourism industry jobs • Establish benchmark data for current and new AOHT programs 	Statewide	<p><u>Lead Organizations</u> DOE</p> <p><u>Supporting Organizations</u> HTA</p>		Long	<ul style="list-style-type: none"> • Increase in no. of students entering the industry
<p>(New Initiative) 3.2c. Conduct regular assessments of tourism training programs in order to identify “best practices” for the purpose of continuing industry coordination and support. Key activities:</p> <ul style="list-style-type: none"> • Identify and address skill gaps by industry sectors • Improve the flexibility and relevance of training to the industry 	Statewide	<p><u>Lead Organizations</u> UHCC, UH-TIM</p> <p><u>Supporting Organizations</u> HTA, HHLA, Private Sector Employers</p>		Long	

¹ An alternative method is to use focus groups.

Objective 3.3: Support internship programs that offer educational and employment opportunities to residents.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
(Ongoing) 3.3a. Support UHCC’s HOST program internships through media promotion and expansion of department infrastructure (addition of classes and instructors).	Statewide	<u>Lead Organization</u> UHCC		Long	<ul style="list-style-type: none"> • Increase in no. of internships • Increase in no. of classes offered • Increase in no. of instructors
(Ongoing) 3.3b. Work with labor unions to establish guidelines enabling student interns to extend internships consistent with established union policies.	Statewide	<u>Lead Organizations</u> DOE, UHCC, HHLA, Local 5, ILWU <u>Supporting Organizations</u> Private Sector		Long	<ul style="list-style-type: none"> • Increase in no. of internships

Objective 3.4: Develop programs and activities that motivate the workforce.

Action	Location (Statewide/ County)	Stakeholder Organizations	New Resources Estimate	Timeline	Assessment Measure
<p>(New Initiative)</p> <p>3.4a. Develop Annual Tourism Workforce Awards to highlight achievements of businesses, and training providers in promoting exemplary workforce development programs which:</p> <ul style="list-style-type: none"> • Improve employment and career images of the tourism industry • Improve skills in current workforce and address identified gaps • Encourage employers and employees to support and raise skill standards • Improve the flexibility and relevance of training • Target recruitment and pre-employment initiatives and encourage businesses to hire workers who complete work-readiness programs • Encourage and support employees through counseling, mentorship, transportation, child care, tuition support to pursue work-related education and training 	Statewide	<p><u>Lead Organizations</u> HTA</p> <p><u>Supporting Organizations</u> DLIR, Private sector</p>		Long	<ul style="list-style-type: none"> • Increase in no. of businesses hiring workers who complete work-readiness programs • Increase in no. of businesses participating in workforce development programs
<p>(New Initiative)</p> <p>3.4b. Identify and promote incentives for businesses to move employees from part-time to full-time employment with benefits.</p>	Statewide	<p><u>Lead Organizations</u> DLIR</p> <p><u>Supporting Organizations</u> HTA, Private sector, County workforce investment boards</p>		Medium	<ul style="list-style-type: none"> • No. of businesses using incentives
<p>(Ongoing)</p> <p>3.4c. Promote the business practice of salary increase or bonus for completion of training program that lead to increased competency in occupational skills.</p>	Statewide	<p><u>Lead Organizations</u> Private sector</p> <p><u>Supporting Organizations</u> HTA</p>		Long	<ul style="list-style-type: none"> • Increase in employee retention • Increase in employee satisfaction • Increase in earnings after training program completion.

APPENDIX A

TOURISM WORKFORCE
DEVELOPMENT STRATEGIC PLAN
PROJECT ADVISORY BOARD MEMBERS

APPENDIX A
TOURISM WORKFORCE DEVELOPMENT PROJECT ADVISORY BOARD MEMBERS

Ms. Deidre	Tegarden	Economic Development Coordinator	Maui County Office of Economic Development
Mr. Nelson	Befitel	Director	State of Hawaii Department of Labor & Industrial Relations
Ms. Mervina	Cash-Kaeo	President / CEO	ALU LIKE, Inc.
Ms. Gail Ann	Chew	President	Hawaii Restaurant Association
Ms. Leimamo	Lind	Executive Director	Maui Hotel & Lodging Association
Ms. Toni Marie	Davis	Executive Director	Activities & Attractions Association of Hawaii
Ms. Patricia	Hamamoto	Superintendent	State of Hawaii Department of Education
Mr. Rex	Johnson	President & CEO	Hawaii Tourism Authority
Mr. Doug	Sears	Kaua'i Chapter Chair	Hawaii Hotel & Lodging Association Kauai Chapter
Mr. Brian	Kawabe	Manager of Account Development	American Express/Academy of Hospitality and Tourism
Mr. Ted	Liu	Director	State Dept. of Business, Economic Development & Tourism
Mr. Kurt	Matsumoto	Big Island Chapter Chair	Hawai'i Hotel & Lodging Association Big Island Chapter
Dr. David	McClain	President	University of Hawaii System
Dr. John	Morton	Vice President for Community Colleges	University of Hawaii Community Colleges
Mr. Clyde	Namuo	Administrator	Office of Hawaiian Affairs
Ms. Carol	Pregill	President	Retail Merchants of Hawaii
Mr. Gareth	Sakakida	Managing Director	Hawaii Transportation Association
Ms. Ann	Chung	Director, Office of Economic Development	City and County of Honolulu
Mr. Brian	Sekiguchi	Deputy Director, Airports Division	State of Hawaii Department of Transportation
Mr. Eric	Shumway	President	Brigham Young University - Hawaii
Mr. Eric	Gill	President	Local 5 Hawaii
Ms. Jane	Testa	Director, Dept. of Research and Development	Hawaii County
Ms. Beth	Tokioka	Director, Office of Economic Development	Kauai County
Mr. Murray	Towill	President	Hawaii Hotel & Lodging Association
Ms. Marsha	Wienert	Tourism Liaison	State Dept. of Business Economic Development & Tourism
Mr. Chatt	Wright	President	Hawaii Pacific University

DESIGNEES FOR TOURISM WORKFORCE DEVELOPMENT PROJECT ADVISORY BOARD MEMBERS

Ms.	Gail Ann	Chew	President	Hawaii Restaurant Association
Ms.	Ann	Chung	Director, Office of Economic Development	City and County of Honolulu
Ms.	Toni	Davis	O‘ahu & Kaua‘i Admin Support	Activities & Attractions Association of Hawai‘i
Mr.	Eric	Gill	President	Local 5 Hawaii
Ms.	Joann	Inamasu	Economic Development Specialist	Maui County Office of Economic Development
Ms.	Robbie	Kane	Product Development Manager	Hawai‘i Tourism Authority
Mr.	Brian	Kawabe	Manager of Account Development	American Express/Academy of Hospitality and Tourism
Ms.	Kathy	Kawaguchi	Assistant Superintendent	State of Hawaii Department of Education
Ms.	Wendy	Lam	Director, Travel Industry Management	Hawaii Pacific University
Ms.	Diane	Ley	Dep. Director of Research and Development	Hawaii County
Ms.	Leimamo	Lind	Executive Director	Maui Hotel & Lodging Association
Mr.	Ted	Liu	Director	State Dept. of Business, Economic Development & Tourism
Mr.	Kurt	Matsumoto	Big Island Chapter Chair	Hawai‘i Hotel & Lodging Association Big Island Chapter
Dr.	David	McClain	President	University of Hawaii System
Dr.	John	Morton	Vice President for Community Colleges	University of Hawaii Community Colleges
Mr.	Clyde	Namuo	Administrator	Office of Hawaiian Affairs
Ms.	Carol	Pregill	President	Retail Merchants of Hawaii
Mr.	Gareth	Sakakida	Managing Director	Hawaii Transportation Association
Mr.	Doug	Sears	Kaua‘i Chapter Chair	Hawaii Hotel & Lodging Association Kauai Chapter
Mr.	Brian	Sekiguchi	Deputy Director, Airports Division	State of Hawaii Department of Transportation
Mr.	Eric	Shumway	President	Brigham Young University - Hawaii
Mr.	Joseph	Taitano	Human Resources Director	Grand Hyatt Kauai Resort and Spa
Mr.	Murray	Towill	President	Hawaii Hotel & Lodging Association
Ms.	Winona	Whitman	Employment and Training Director	ALU LIKE, Inc.
Ms.	Marsha	Wienert	Tourism Liaison	State Dept. of Business Economic Development & Tourism
Ms.	Ann	Yamamoto	Executive Director	Workforce Development Council

APPENDIX B

SUMMARIES OF STAKEHOLDER AND COMMUNITY MEETINGS

APPENDIX B
SUMMARY OF STAKEHOLDER INTERVIEWS
(April – May 2006)

The following is a summary of comments received in phone and personal interviews with 96 key stakeholders knowledgeable about Hawaii's tourism industry workforce conducted in April-May 2006. Informants included hotel managers, human resource professionals, educators and training providers, representatives of non-profit and government agencies, business entrepreneurs and tourism administrators. These individuals responded to questions about workforce-related issues and the status and impact of workforce training programs in the state's tourism industry. Specifically, they were asked to discuss training programs that might be created or expanded to ensure a stable and successful workforce within the tourism industry. The summary is organized by county, type of training, delivery issues and communication concerns.

GENERAL TOURISM WORKFORCE ISSUES

- Employers are competing with other high demand sectors such as construction and health care for available labor.
- Tourism wage levels have not kept pace with the rise in housing and transportation costs.
- The state's low unemployment has reduced the available labor pool significantly and created vacancies that are difficult to fill.
- In an economy with so many job vacancies, the unemployed labor pool consists largely of those who either don't want to work or face significant barriers to work.
- If quantity and quality of available employees continue to decline, service levels and quality will be adversely affected and could lead to a decline in tourism.

TOURISM WORKFORCE ISSUES BY COUNTY

Hawaii

- Big Island geography is a major barrier to employment. Population is concentrated on the Hilo side, two hours away from numerous job openings in Waikoloa and Kailua-Kona.
- Big Island geography is a major barrier to training. The main center of community college hospitality training is in Hilo while hospitality jobs are concentrated in Waikoloa and Kailua-Kona.
- The Kona branch of Hawaii Community College needs to expand hospitality training, but its location in Kealahou requires time-consuming commutes from the nearest resort area in Kailua-Kona.
- Big Island is a relative newcomer to tourism. Many residents associate tourism with its pitfalls evident on other islands: over-development, dense resort areas, commercialization, loss of native culture, negative impacts on natural resources, tourist prices, overdependence on one industry.

- Big Island's economy has been historically dominated by sugar and other agricultural pursuits. This means the older economic paradigm is at odds with the newer paradigm of service sector employment.
- Hilo hotel properties are in need of renovation and face operational problems. Employees sometimes feel overwhelmed by problems in the work environment that negatively impact morale.
- Waikoloa and Kona housing costs are unaffordable for many area employees who work in tourism leading to the need to work on two or more industry jobs, the need to do shift work, the need to spend time and money on long commutes.

Kauai County

- Kauai's relatively small population base translates into less human resources: fewer people to work and fewer trainers. At the same time, its market share of state's tourism is proportionately large.
- Smaller workforce size seems to encourage employee leap-frogging between hotel properties.
- Increasing changes in hotel ownership and management have eroded employee loyalty and confidence in their employers and an increasing loss of the sense of *ohana* in tourism industry employment.
- Close-knit nature of community coupled with labor shortage may cause employers and supervisors to tolerate bad employee behavior.
- The precipitous rise in housing costs on Kauai puts visitor industry wages below standards for living wages.
- The cost of living on Kauai is so high that working two or more jobs to cover immediate expenses may be more tenable than spending time in the classroom to prepare for a long-term solution.

Maui County

- Concerns run high that Native Hawaiian culture is being eclipsed by the commercialism of Maui's thriving visitor industry; many feel Hawaii's appeal is based on its cultural uniqueness and visitors may eventually become dissatisfied and go elsewhere.
- Some perceived negative impacts of tourism jobs (low pay, long or difficult hours, little chance of advancement) discourage working in the industry.
- There is a perception that tourism offers dead-end jobs is not fairly addressed at the high school level. Some mentioned a tendency of high school counselors to steer students away from tourism jobs.
- Lack of employees or poorly trained employees are eroding Maui's widely marketed image as a top leisure destination. Some feel that the luxury destinations, in particular, will have a hard time living up to their image if workforce issues are not addressed.
- Maui is so saturated with tourism that it makes sense to diversify the workforce, so that the island wouldn't be crippled in the event of a major tourism slowdown.

- Maui stakeholders have already discussed workforce training issues. Some mention that it is time to move ahead with actual programs and make something happen.
- Training needs to be expanded for management jobs on Maui, otherwise Maui residents won't have enough opportunity to take advantage of the island's booming tourism economy.

Honolulu

- Not enough information on training and jobs in tourism reaches the public in a timely and compelling manner. Viable programs are not being adequately highlighted in the media.
- Oahu's construction and healthcare industry boom offer higher pay scales not matched in tourism.
- "Sense of place"—desirable to visitors—is lost in urbanized Oahu. Concern is that Oahu might not be able to offer the "cultural tourism" that many visitors are hoping to find here.
- Traditional degree programs in hospitality may be out of step with demands of complex urban life: i.e., multiple jobs, childcare needs, commuting schedules. Educators need to more effectively get the message out that training is beneficial in the long run, even if short-term job prospects are so time consuming that little time is left for classes.
- A segment of the unemployed has multiple social problems, resulting in this group processing through the "job placement system" over and over again.
- Immigrant population that is willing to work at low end of pay scale is dwindling as a result of immigration law changes.
- Conflict between union pay scale rules and school internship pay hampers the implementation and growth of internship programs.
- Increase in hotel-condominium conversion is changing needed skill sets to more managerial and technical skills.

TOURISM TRAINING NEEDS

- **Work-readiness:** Includes skills needed for success in any occupation, e.g., basic literacy, computation skills, conversation skills, work ethic, punctuality, respect for employee rules, dress code awareness, service orientation, basic understanding of employer's mission statement. Soft-skills training has become more important in a time of job availability and low unemployment where those not working are more likely to have work-readiness problems.
- **Literacy :** Many indicate that this single skill is tantamount to others and literacy training will help address a major work skill deficit that may be a cause of poor job performance in an employee's past.
- **Entry level management skills:** including basic financial literacy and leadership training, basic knowledge of marketing, business and human resources. Tourism

businesses indicate it has always made good business sense to promote from within; however, some say the old paradigm of simply rewarding longevity and good performance with a promotion has changed: the demands of the workplace are such that new skills are necessary. Training is needed to groom employees for the management track.

- Professional development training for employees who want to expand skills and progress along industry career path by staying current with changing trends and demands in the market place. Employees express sentiment that professional development will motivate them to remain loyal to a company that supports it—contrary to stereotypical notion that a trained employee is more likely to “jump ship.”
- Native Hawaiian cultural awareness (i.e., “sense of place”): providing Hawaiian cultural training for visitor industry employees effectively supports “cultural tourism” that receives strong statewide support.
- Computer literacy and knowledge of new technologies especially in maintenance and front desk management of hotel properties. Many employees are feeling the complex demands of the 21st century workplace; an understanding of technology is necessary to ensure that they are not vulnerable to layoffs.
- Visitor industry awareness: understanding business culture/mission of tourism. Learning about the big picture of how tourism functions globally can help reduce negative stereotypes of the tourism industry and motivate more people to work within the local industry.
- Second language training needed in response to global clientele (preferred training in Korean, Chinese, Japanese). In large resort areas, front-line employees would be better equipped to do their jobs if they knew functional phrases in these languages.
- ESL training: this is useful in pockets where an influx of immigrants has occurred (especially for Micronesian groups on Oahu and Kauai.)
- Special needs training (beyond soft skills) targeting social and physical disabilities related to various circumstances: immigrant, retiree, high school dropout, various physical and mental disabilities, criminal record background.
- Industry managers need to be educated in the challenges of Hawaii economics so that they recognize employee issues that may be affecting workplace performance.
- Expansion of “train the trainer” programs: these programs are needed in specialty areas such as Hawaiian hospitality or technology, where training can be provided in short increments and customized to a specific business.

TRAINING DELIVERY ISSUES

- Feedback between educators/training providers and industry businesses is needed to ensure that curriculum is current with industry standards.
- Industry needs more information about the school system and its standards in order to adjust its expectations and job descriptions.

- The delivery of training needs to be customized to fit the workplace: i.e., class schedules should take into consideration work schedules.
- Job placement and internship programs targeting the visitor industry need more staffing at the high school and community college levels.
- Public and non-profit agencies dealing with the unemployed can improve outcomes by referring clients to appropriate training programs before job interviews.
- Public and non-profit agencies that case-manage job seekers could do follow-up assessments of job placement in order to get feedback useful for improving outcomes.
- Tourism industry representatives and human resources representatives can develop sustained relationships with area high schools in addition to the usual job fairs. This may include industry employees training to be mentors or even speakers who act on behalf of the industry within the schools.
- Pay increase or job advancement should be better tied to the completion of training certification or the attainment of degrees so that skill improvement is “incentivized.”
- Industry outreach would be more effective if it could reach out to middle-school students and job counselors.
- Industry might consider the benefits of standardizing certain types of training across the profession, instead of insisting on proprietary training.
- More outreach to local employees and promoting locals from within will help dispel stereotype of the dead-end visitor industry job.
- Job training to encourage lateral flexibility (i.e., moving from janitorial to front-desk ops or vice-versa) could expand skill-sets and maybe even enhance job satisfaction of individual employees.
- Additional human resource/legal/policy training will help human resource directors work effectively and confidently with “special needs” populations

COMMUNICATION ISSUES

- Public information campaigns in support of tourism job training programs may create more interest in the programs and improve outcomes
- The highlighting of local role models may help dispel the stereotype of dead-end only jobs in tourism and will help motivate individual investment in relevant training programs.
- Tourism career outreach in high school could be better supported with collateral materials such as brochures, websites, posters tailored to a youthful audience.
- Public awareness of required skill sets for various jobs could be heightened through public information tools such as public service campaigns in the media or editorial placement of feature stories.
- Public information on successful career paths in tourism will help promote training programs for entry level employees.

- A centralized and dynamic (easily updated) media source may be effectively used to compile information on training programs in tourism—including a cost-benefit analysis of particular programs.

APPENDIX B
PRIORITY TRAINING RECOMMENDATIONS OF COUNTY MEETINGS
(June – August 2006)

In island-county meetings held June – August 2006, tourism stakeholders gave high priority to the following initiatives for tourism workforce training based on an immediate implementation timetable. The rationale listed under each recommendation references the comments of meeting participants:

HAWAII COUNTY/ HILO

- 1. Recommendation:** Revive, promote and implement certified host culture training for tour guide drivers (known as the No Ka Oi program) previously available through Hawaii Community College’s Office of Continuing Education and Training (HCC/OCET) with the following modifications: shorten the established 40 hour course length; amend the existing state-owned manual with more information pertinent to the Big Island; re-establish data base for certification of drivers. Providers: HCC/OCET, DOE community schools

Rationale: Hawaii visitors expect to find accurate information on Hawaiian culture. The demand for tour bus drivers professionally trained to provide this information has increased on the Big Island as a result of cruise ship arrivals at Hilo harbor. The No Ka Oi program is the only statewide course for tour driver training and certification but is only available by industry request at HCC. Certification is an especially critical element in the program design, helping to professionalize the training and motivate both businesses and individual employees to participate. A study should also be conducted to determine if it is in the interests of the industry to make certification a condition for operating in Hilo harbor or a factor in determining consumer rates. Industry representatives recommend several changes to make the program more “user friendly”, including more points of delivery, modular and shortened delivery, more Big Island-based content in tour driver’s manual, more on-the-job mentorship and personal skills training. Training vendors support the changes as a way of making the programs more marketable; however, they also want to secure the commitment of industry before proceeding with any action.

- 2. Recommendation:** Adapt the Hilo Electric Light Company (HELCO) and DOE Hui Ana pilot program to hospitality industry as a vehicle for visitor industry work-readiness training for academically-challenged high school students. The program provides academic credit for workplace activity and trains industry representatives in principles of mentoring. Providers: DOE, hotel and transportation industries

Rationale: Area high school students comprise the single largest labor pool potentially available to the visitor industry. Through job-shadowing and internships, industry has made efforts to introduce students to visitor industry careers but has encountered several barriers including scheduling conflicts, inability to adapt workplace duties to academic standards, and negative perceptions of the visitor

industry. The Hui Ana program addresses these barriers by involving DOE guidance counselors in the selection of appropriate student participants by training industry personnel to provide mentoring consistent with DOE standards and by standardizing the assessment of academic credit related to student workplace performance.

HAWAII COUNTY/ KONA

1. **Recommendation:** Revive, promote and implement certified host culture training (known as the No Ka Oi program) previously available through HCC/OCET by taking the following steps: shorten the established 40 hour course length; amend the existing state-owned manual with more information pertinent to the Big Island; re-establish data base for certification of drivers. Providers: HCC/OCET, DOE community schools

Rationale: Hawaii visitors expect to find accurate information on Hawaiian culture. The demand for tour bus drivers professionally trained to provide this information has substantially increased in the Kona area as a result of an upsurge in visitor arrivals. The No Ka Oi program for tour driver training and certification may be expanded and amended to meet this need. The program also offers core curriculum in the form of manuals that may be adapted to train front-line workers in other visitor industry sectors including activities and attractions, retail, and hotels. Therefore, it would be an efficient move to customize No Ka Oi to other occupations, while simultaneously updating it for tour drivers. Presently, HCC offers the program only as resources allow at the request of individual companies. Industry and HCC agree that No Ka Oi would be made more attractive if it were shortened and promoted via a media campaign to business executives as being key to customer satisfaction; they also recommend that the final exam be made less rigorous and that a promotional campaign highlight the potential for increasing tip wages through host culture certification.

2. **Recommendation:** Develop video teleconferencing of HCC work-readiness classes for Kohala Coast hotel properties in order to address the special circumstances of commuter employees from Hilo with limited time available for training. Providers: HCC, hotel industry, Hawaii Hotel & Lodging Association (HHLA), Kohala Coast Resort Association (KCRA)

Rationale: With the current labor shortage, Kohala Coast resorts find it is necessary to hire unqualified applicants in order to fill longstanding job vacancies. Industry concerns are that unqualified workers may have a negative impact on customer service and may burden co-workers with added responsibility leading to job burn-out and more resignations. Work-readiness training for new hires, therefore, may be an effective intervention. The long commute between the resorts and HCC makes “distance learning” technology a practical way to deliver the classes. Industry agrees that it is important to put aside competitive interests and engage in this action cooperatively to solve a “work-readiness crisis”.

HONOLULU

1. **Recommendation:** Expand delivery throughout the CC system of Ho`okipa me ke Aloha, Kapiolani Community College's (KCC) Interpret Hawaii course in customer service; add customized modules and instructional staff. **Providers:** KCC/OCET

Rationale: Hawaii's visitor industry supports a mission of "cultural responsibility" and regards host culture awareness as integral to Hawaii's success as a visitor destination. In support of this, the industry shall train front-line employees to reflect and express the host culture in everyday transactions of customer service. KCC's Ho`okipa me ke Aloha program has addressed this need by integrating customer service training with curriculum to increase understanding of the language, history and geography of Hawaii and to help employees find opportunities for sharing this knowledge. KCC reports that companies found the program very effective but were not able to support it when Employment Training Fund (ETF) funding was reduced. Subsequently, KCC reduced the scope of the program and now delivers it mostly in response to industry request. KCC reports that demand for the course is high but the lack of staffing and infrastructure limits delivery.

2. **Recommendation:** Revitalize No Ka Oi, a tour guide driver training and certification course within KCC's Interpret Hawaii Program, through implementing statewide delivery, revising existing tour driver manuals, expanding instructional staff, establishing infrastructure for certification, marketing the program, developing ongoing partnerships between trainers and industry. **Provider:** KCC

Rationale: Hawaii's visitor industry supports a mission of "cultural responsibility" and regards host culture awareness as integral to Hawaii's success as a visitor destination. In support of this, the industry should train tour guide drivers to responsibly disseminate information about Hawaii. The No Ka Oi program is the only statewide tour guide driver training and certification program with comprehensive content customized to professional tour driver needs. KCC reports that companies found the program effective but were not able to support it when ETF funding was reduced. Subsequently, KCC reduced the scope of the program and now delivers it mostly in response to industry request. KCC reports that demand for the course is high but the lack of staffing and infrastructure limits delivery.

KAUAI COUNTY

1. **Recommendation:** Customize work-readiness curriculum currently in development at the Kauai Community School (Adult Education) to prepare students specifically for visitor industry occupational training. Program works in collaboration with the State DLIR and Kauai Community College's Office of Community Education and Training (KCC/OCET) and functions as interface between state-provided job training referrals and the OCET occupational training: State DLIR office identifies unemployed adults

who are sub-par in their work-readiness, refers them to the community school for work-readiness training and directs work-readiness graduates to KCC occupational training, including its Hospitality and Tourism Program (HOST) for visitor industry skills training. Work-readiness curriculum focus is on service orientation, team-building, work ethic and other attitudinal components of work-readiness. Providers: DOE- Adult Education Program

Rationale: Work-readiness is a prime concern of visitor industry employers. Many note that low unemployment and high numbers of vacancies have so limited the available pool of workers that they have been forced into hiring the unqualified. They further note that the unqualified are not receptive to in-house occupational skills training without first completing remedial courses in work-readiness, but businesses typically do not offer such training. Wherever training is available, the unqualified are not likely to self-refer, because entry level employment without any training requirements is widely available. The Kauai Community School program has been effective in providing a systematic continuum of support in accepting referrals from the state and in mainstreaming successful graduates of remedial training into occupational skills training at KCC. In addition, the Kauai Community School can customize work-readiness curriculum to specific industries; it has already partnered in this manner with landscaping and retail sectors and has the capability to do so with the hospitality industry.

- 2. Recommendation:** Expand visitor industry curricula to the middle school level through the following measures: provide industry mentorship programs in DOE; develop middle school Academy of Hospitality and Tourism (AOHT) curricula; advocate for the expansion of KEDB's programs in middle schools. Providers: DOE, visitor industry companies, KEDB training partners

Rationale: It is during the middle school years that students begin to form their impressions of careers. This is one reason why it difficult to reach students in high school, where it's also the case that many extracurricular activities compete with the AOHT, the primary DOE visitor industry-related program in high schools. Therefore, expanding the AOHT to middle school grades shall bring accurate and helpful career learning opportunities to students; the impact of the AOHT may also be more effective if the Kauai Economic Development Board (KEDB) extends its program for industry-education partnering to the middle school level. The aim is to provide students with a systemized and accurate picture of visitor industry employment through exposure to the workplace and working professionals.

- 3. Recommendation:** Establish specific certification programs at KCC in Hawaiian culture for visitor industry employees with customized curriculum for various occupations. Encourage the establishment of a standard requirement for all managers and human resource directors with larger visitor industry companies to complete the certification. Ensure that cultural kupuna play an essential role in delivering course instruction by having KCC approve practitioner expertise as a substitute for requisite academic credentials. Providers: KCC Hawaiian Studies Program

Rationale: The culture of Hawaii is unique and should be effectively perpetuated by employees within the visitor industry. To accomplish this goal, training in host culture should be authenticated through an industry certification program. Requiring managers and human resource professionals to be certified may also ensure that host culture training will become a part of Hawaii business policy. The effectiveness of host culture training is very much a function of authenticity provided by kupuna instructors. Their life experience as cultural practitioners should be regarded as a qualifying credential and a suitable substitute for academic degrees in meeting employment standards at KCC.

MAUI COUNTY

1. **Recommendation:** Integrate customer service and host culture training in a single program that is standardized and certified throughout the industry. Ensure that training content is customized so that it can be applied everywhere as a matter of daily routine. Steps should also be taken to provide a major professional role for Hawaiian cultural practitioners in developing curriculum and in instructing courses. Course delivery should be made widely available and accessible throughout Maui by offering courses in many community settings: **Providers:** MCC/VITEC (Maui Community College, Office of Continuing Education and Training), NaHHA (Native Hawaiian Hospitality Association)

Rationale: Hawaiian culture has given Hawaii its value as a unique visitor destination. Therefore, the visitor industry has a responsibility to help perpetuate the host culture. It is at the customer service level that employee conduct plays a pivotal role in creating the desirable “sense of place” that makes Hawaii so appealing. Customer service training is also needed throughout the industry. Therefore, it should be an effective move to combine both into a single program. Portions of core curriculum for such a program have been delivered through VITEC and should be coordinated and adapted to simultaneously improve host culture awareness and customer service. To motivate employees to contribute to this effort in their everyday duties, certification should be given for successful completion of training. To engage management in support for the training, the training shall be customized to fit with work schedules. In the interests of authenticating training, kupuna practitioners should also be given priority consideration as curriculum consultants and instructors.

2. **Recommendation:** Establish host culture training and certification for hotel industry managers. Consider cooperative steps to establish the certification as a standard requirement for managerial employment in the Hawaii hotel industry. **Providers:** MCC/VITEC, NaHHA, various community kupuna, cultural practitioners, representatives of cultural clubs and organizations

Rationale: Hawaiian culture has given Hawaii its value as a unique visitor destination. Therefore, the visitor industry has a responsibility to help perpetuate the host culture. This responsibility should be given impetus from the highest level of the

business organization. Since many top hotel executives are frequently posted to Hawaii from out-of-state, efforts should be made to ensure they are trained in the host culture enough to exemplify core values. Certification of the training should ensure that their training is validated throughout the industry.

APPENDIX B
KAUAI MEETING SUMMARY

(June 26, 2006)

Kauai Community College

Five categories of training needs were presented to the group based on the statewide survey summary (see Attachment B). Participants voted to prioritize the categories, recommended programs to be implemented and identified providers to be submitted to HTA and other sources of funding support.

1. WORK-READINESS

Objective

To provide visitor industry job applicants and employees with training in basic communication, literacy and math skills and other training to enhance their ability to follow or interpret instructions, conform to standards of workplace behavior, and practice principles of service industry-based employment.

Proposed Initiatives

- Increase support for modular and customized work-readiness curriculum now in development at the Kauai Community School (Adult Education). Expand the existing program of soft-skills training for adults to include modules tailored to visitor industry occupations. Providers: DOE/Adult Education Program
- Expand AOHT to other schools beyond its single Kauai High School program. Providers: DOE
- Establish and provide content for industry mentorship programs in DOE high schools and middle schools. Providers: Various industry businesses, DOE, Kauai Chamber of Commerce
- Increase promotion of KCC's HOST Program and increase enrollment. Providers: KCC/OCET
- Implement and assess HOST program internships in visitor industry jobs and study industry feedback for further expansion of internship programs. Providers: KCC
- Increase faculty in the HOST program and expand class offerings to offer more frequent and convenient class schedules for visitor industry employees. Providers: KCC, industry businesses, public and private workforce agencies
- Expand modular job training currently provided by the Kauai Chamber of Commerce to include community programs targeted to the visitor industry. Providers: Kauai Chamber of Commerce and member organizations
- Customize existing proprietary training programs. Convene industry players to define "best practices" for soft-skills training. Providers: Kauai chapters of HHLA, SHRM, KVB
- Create industry-wide certification tied to higher salary levels to motivate employees to enroll in work-readiness programs. Providers: Industry-wide providers, Kauai chapter of SHRM, KCC, OCET

2. KNOWLEDGE OF HOST CULTURE

Objective

To provide visitor industry employees training that will result in adequate and accurate knowledge of Hawaii's host culture and more opportunities to share the knowledge both with visitors and members of the community

Proposed Initiatives

- Establish various certification programs for visitor industry employees, managers, tour guides. Providers: KCC Hawaiian Studies program
- Deliver customized, modular course in Hawaiian language pronunciation to visitor industry worksites. Provider: KCC, visitor industry employers
- Expand industry internship opportunities for students of Hawaiian studies. Provider: Kauai chapter of HHLA, KCC
- Create a position for a Kauai visitor industry cultural specialist. Provider: KCC, Hawaiian cultural organizations

3. VISITOR INDUSTRY AWARENESS

Objective

To increase employee awareness of professions and career options in the visitor industry including information on job-related training based on industry demand and to increase awareness among students of job options in management and entrepreneurship within the visitor industry.

Proposed Initiatives

- Capitalize on career fairs to hold visitor industry/job training workshops on-site. Providers: JSEC, Kauai Chapter of HHLA, DOE, Kauai Chamber of Commerce
- Develop comprehensive communication plan for “awareness of visitor industry employment” and publicize information (including accurate information on salary range, how-to guides to careers, etc.) Providers: State and county agencies, visitor industry
- Use summer and winter school year breaks to enhance visitor industry awareness via modular mentorship programs, speaker programs, industry-wide open house days. Providers: KCC, County of Kauai and KVB.
- Increase visitor industry support of the DOE Adopt-a-School program to include delivery of training modules and mentorship. Providers: DOE, Kauai chapter of HHLA
- Extend TIM/UHM programs to Kauai through special measures that include scholarships and on-line classes. Providers: TIM/UHM

4. SPECIAL NEEDS TRAINING

Objective

To provide specialized training to employees in today's limited labor pool including retirees, immigrants, high school drop-outs, ex-offenders, ADA-defined populations.

Proposed Initiatives

- Coordinate meeting of core Kauai agencies responsible for special needs training in order to “clearly and coherently define positions within the visitor industry in which special needs individuals can be successful.” Ensure any information developed through this means is available to the HTA, KVB and all state and county workforce agencies. Providers: Public and private agencies, OCET/KCC, Chamber of Commerce, Rural Development Project, professional public relations agency
- Deliver modular workshops with targeted visitor industry content to special needs clients ranked in order of priority as follows: ESL for immigrants; technology training for retirees; soft-skills training for ex-offenders and ADA-defined groups Providers: OCET/KCC, Kauai Community School (Adult Education)
- Create and maintain a resource pool of special needs trainers who are aware of visitor industry employment opportunities for special needs clients. Providers: Public and private agencies
- Hold job fairs on hotel properties targeted to special needs groups. Providers: Kauai chapter of HHLA and industry partners

5. TRAINING THE TRAINER PROGRAMS

Objective

To assist visitor industry employers to develop “training the trainers” programs to address specialized and emerging skill-sets needs in the market.

Proposed Initiatives

- Conduct outreach to companies on existing training opportunities and their value. Providers: Professional public relations agency
- Develop and publish full inventory of existing training programs available to Kauai residents for visitor industry career advancement. Providers: JSEC, various agencies, KCC
- Create and administer four scholarships (one for each side of Kauai) to pay for training programs. Deliver programs via on-line methods such as HITS, or sponsor travel for off-island attendance of classes. Providers: KCC, various training programs
- Offer employer-sponsored monetary incentives to employers who become trainers within companies (tie remuneration to acquisition of trainer skills). Providers: Individual companies

- Train DOE teachers and counselors in visitor industry training and values via a program that will bring DOE trainers to company sites. Providers: Kauai chapter of HHLA, DOE, KCC

Key to abbreviations:

ADA: Americans with Disabilities Act

AOHT: Academy of Hospitality and Tourism

DOE: Department of Education

HHLA: Hawaii Hotel and Lodging Association

HITS: Hawaii Interactive Television System

HOST Program: KCC Hospitality and Tourism Program (formerly known as HOPE)

HTA: Hawaii Tourism Authority

JSEC: Job Service Employment Committee

KCC: Kauai Community College

KVB: Kauai Visitors Bureau

OCET: Office of Continuing Education and Training

SHRM: Society of Human Resource Managers

TIM/ UHM: Travel Industry Management School/ University of Hawaii at Manoa

TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN MEETING
KAUAI PARTICIPANTS
(June 26, 2006)

Last Name	First Name	Title	Organization
Aiwohi	Leah	Director of Kauai High Schools Academy of Hospitality and Tourism	Kauai's Academy of Hospitality and Tourism
Baker	Deborah	Director of Human Resources	Princeville Resort
Brady	Chuck	Director of Human Resources	Marriott Waiohai & Beach Club
Burgess	Stella	Hawaiian Culture Manager	Grand Hyatt Regency Kauai Resort & Spa
Cha	Peggy	Chancellor	Kauai Community College
Chun	Dennis	Instructor of Hawaiian Studies	Kauai Community College
Hirano	Tracy	Kauai Branch Manager	State Department of Labor and Industrial Relations/ Workforce Development Division
Hoehn	Kelly	General Manager	Princeville Resort
Isobe	John	Customized Education Trainer	Kauai Community College
Kanoho	Sue	Executive Director	Kauai Visitors Bureau
Ladd	Shannon	Director of Human Resources	Sheraton Kauai Resort
Mehta	Lucy	Human Resources Manager	Hanalei Bay Resort
Thomas	Remi	Manager of Employment and Training Program	Alu Like
Nagaoka	Lynne	Director of Human Resources	Kauai Marriott Resort & Beach Club
Nakamura	Harold	Division Chair	Kauai Community College
Oyama	Marc	Assistant Prof of Food Service	Kauai Community College
Panui-Shigeta	Jamie	General Manager	Embassy Vacation Resort - Poipu Point
Shirai	Calvin	Project Director	Rural Development Project
Taitano	Joseph	Director of Human Resources	Grand Hyatt Regency Kauai Resort & Spa
Tokioka	Beth	Director	Office of Economic Development, County of Kauai
Uegawa	Eugene	Principal	Kauai Community Adult Education
Yamase	Darlene	Talent Manager	Kukuiula Development
Yoshioka	Mattie	Executive Director	Kauai Economic Development Board

APPENDIX B
MAUI MEETING REPORT
(June 29, 2006)
Maui Community College

Five categories of training needs were presented to the group based on the statewide survey summary (see Attachment B). Participants voted to prioritize the categories, recommended programs to be implemented and identified providers to be submitted to HTA and other sources of funding support. Participants chose to combine the “Training the Trainers” category with “Work-Readiness.” Work-readiness was then defined and discussed in two sub-categories per recommendations of the participants:

Sub-category A: Many visitor industry job applicants and employees need soft-skills training to achieve applied competency in the basics of spoken and written communication, literacy and math. Additionally, many visitor industry job applicants and employees need training to improve the ability to behave in accordance with standards of workplace conduct.

Sub-category B: Many visitor industry job applicants and employees need training in customer service, on-the-job decision-making and the applied concepts of the tourism industry mission. In addition, “training the trainer” programs need to be expanded and made available within the continuum of work-readiness training for visitor industry employees.

1. WORK-READINESS

Objective

To provide visitor industry job applicants and employees with training in basic communication, literacy and math skills and other training to enhance their ability to follow or interpret instructions, conform to standards of workplace behavior, and practice principles of service industry-based employment.

Proposed Initiatives

- Expand VITEC/MCC to include a specialized visitor industry training institute, offering the following components: courses in work-readiness, core hospitality, industry internships, job placement. To expedite the development of the recommended institute, the following actions may be taken: refine, coordinate and expand components within existing VITEC programs, including RISE and RITE. Providers: VITEC/MCC, Industry and Employment Council
- Establish extra-curricular “hospitality industry clubs” in high schools and middle schools as a venue for industry mentors to present non-credit and modular work-readiness training. Providers: DOE
- Expand AOHT through the following measures: establish a long-term Maui-AOHT position, implement AOHT in more area high schools, begin implementation of AOHT-related curriculum in middle schools. Providers: DOE/AOHT

- Secure commitment from Maui industry stakeholders to sponsor short-term job-shadowing for students in Maui high schools. Providers: Industry, DOE

2. KNOWLEDGE OF HOST CULTURE

Objective

To provide visitor industry employees training that will result in an adequate and accurate knowledge of Hawaii's host culture and more opportunities to share the knowledge both with visitors and members of the community.

Proposed Initiatives

- Establish and implement systemized curriculum and delivery for host culture training for incoming or newly-hired industry managers. Providers: NaHHA, MCC/VITEC, various community kupuna, cultural practitioners, representatives of cultural clubs and organizations
- Create curriculum and venue for standardized certification of Hawaiian cultural trainers. Providers: VITEC, local cultural practitioners
- Expedite existing plans for the Hawaiian cultural center where cultural practitioners can work in funded positions and deliver training to visitor industry employees. Providers: MCC/VITEC, Maui Arts and Cultural Center, NaHHA
- Deliver customized and modular Hawaiian cultural programs in the community and develop and implement a related plan to make cultural programs available to small visitor industry businesses. Providers: NaHHA, MCC/VITEC, various community kupuna, cultural practitioners, representatives of cultural clubs and organizations
- Expand credit and non-credit Hawaiian studies and cultural practices programs at MCC. Providers: MCC/VITEC
- Develop a collaborative industry plan to systematically incorporate knowledge of Hawaiian culture as a required skill for specific industry jobs. Providers: Industry partners, Maui chapter of SHRM
- Establish two annual TIM/UHM scholarships for Maui high school students who have stated intentions of studying the benefits of Hawaiian culture within the tourism industry. Providers: TIM/UHM

3. SPECIAL NEEDS TRAINING

Objective

To provide specialized training to employees in today's limited labor pool including retirees, immigrants, high school drop-outs, ex-offenders, ADA-defined populations.

Proposed Initiatives

- Establish and administer apprenticeships in the visitor industry for people within special needs groups. Providers: MEO, various public and private agencies, industry partners

- Convene council of existing agencies serving special needs clients to design and distribute information on how to best adapt special needs groups to workplace requirements. Providers: Professional media and communications agency
- Create systematic collaboration with the Maui chapter of SHRM to evaluate job placement of special needs job-seekers. Providers: SHRM, various public and private programs, industry partners

4. VISITOR INDUSTRY AWARENESS

Objective

To increase employee awareness of professions and career options in the visitor industry including information on job-related training based on industry demand and to increase awareness among students of job options in management and entrepreneurship within the visitor industry.

Proposed Initiatives

- Expand the existing Adopt-a-School program. Providers: Maui chapter of HHLA, MVB, Maui Chamber of Commerce, DOE
- Expand Maui AOHT program to include more schools and introduce a middle school component. Create a funded position for a DOE/visitor industry liaison. Providers: DOE/AOHT
- Access the Kama’aina Come Home program to target mainland transplants for career information about visitor industry employment. Develop program of managerial job placement to incentivize return to Hawaii for locals. Providers: Economic Development Alliance of Hawaii
- Create and implement media campaign to showcase success stories about locals with rewarding careers in tourism. Providers: MVB, Maui chapter of HHLA
- Develop more partnerships between industry and educational institutions to highlight successful role models and careers in the visitor industry. Providers: MCC/VITEC, DOE
- Gather “critical mass” support of visitor industry employers and workforce professionals to develop and deliver a comprehensive appeal to the TIM/UHM to implement changes in the UH system to enable full transfer of course credit for MCC hospitality program to TIM/UHM. Providers: UHM

Key to abbreviations:

ADA: Americans with Disabilities Act
 AOHT: Academy of Hospitality and Tourism
 DOE: Department of Education
 HHLA: Hawaii Hotel and Lodging Association
 HTA: Hawaii Tourism Authority

MCC: Maui Community College
MVB: Maui Visitors Bureau
MEO: Maui Economic Opportunity
NaHHA: Native Hawaiian Hospitality Association
RISE: Restaurant Industry Service Excellence
RITE: Retail Industry Training in Excellence
SHRM: Society of Human Resource Managers
TIM/UHM: Travel Industry Management School/ University of Hawaii at Manoa
VITEC: MCC Office of Continuing Education and Training

**TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN MEETING
MAUI PARTICIPANTS
(June 29, 2006)**

Last Name	First Name	Title	Organization
Baz	Sandy	Executive Director	Maui Economic Opportunity
Belmonte	Leah	Human Resources Manager	Renaissance Wailea Beach Resort
Burgess	Marlene	Director of Employment and Training Programs	Alu Like - Maui Office
Chang	Douglas	General Manager	Hotel Hana Maui
Coyle	Dee	Director of Training	Kaanapali Beach Hotel
de Sousa	Suzy	Director of Human Resources	Grand Wailea Resort Hotel & Spa
Echiverri	Laura	Maui Coordinator	Maui's Academy of Hospitality and Tourism
Fernandez	Lori	Employment Manager	Grand Wailea Resort Hotel & Spa
Greenwood	Lois	Director/Associate Professor, Vital & Innovative Training & Economic Development Center	Maui Community College
Holt-Padilla	Hokulani	Cultural Programs Director	Maui Arts and Cultural Center
Inamasu	Joann	Director	Maui County Office of Economic Development
Kino	Malia	Human Resources Director	Sheraton Molokai Lodge & Beach Village
Lind	Leimamo	Executive Director	Maui Hotel & Lodging Association
McGovern	Andrew	Director of Personnel Services	Maui Marriott Ocean Club
Nakama	Debra	Associate Professor/ Articulation Coordinator	Maui Community College
Pellegrino	Walette	Associate Professor, Cooperative Education	Maui Community College
Peros	Lorelle	Program Coordinator and Instructor for Hospitality and Tourism	Maui Community College
Sablas	Lori	Director of Po'okela Program	Kaanapali Beach Hotel
Speere	Christopher	Associate Professor of Research & Development	Maui Community College
Thieman	Susie	Director of Special Programs	Maui Economic Opportunity
Vencl	Terryl	Executive Director	Maui Visitors Bureau

APPENDIX B
HILO MEETING SUMMARY
(July 31, 2006)
University of Hawaii at Hilo

Five categories of training needs were presented to the group based on the statewide survey summary (see Attachment B). Participants elected to discuss four categories and identified occupations and levels of employment where training gaps have been experienced within each category. They provided a qualitative assessment of available training programs to meet training gaps and prioritized recommended programs and related program providers.

1. WORK-READINESS

Objective

To provide incoming and incumbent visitor industry employees with training in the following: basic communication skills; customer service skills; awareness of workplace rules; ability to follow and interpret instructions; basic literacy; basic writing skills; basic computation skills; ability to apply workplace mission; ability to perform teamwork; ability to respond to problem situations.

Proposed Initiatives

- Adapt HELCO and DOE Hui Ana pilot program (provides academic credit for workplace activity and trains industry representatives in principles of mentoring) to hospitality industry as a vehicle for visitor industry work-readiness training for academically-challenged high school students. Providers: DOE, hotel and transportation industries
- Capitalize on Kohala Coast employees' utilization of Aloha Bus by implementing a soft-skills curriculum that may be delivered via appropriate technology during the two hour commute between East and West Hawaii. Providers: HCC, state and county agencies, Alu Like, KCRA
- Promote executive support for customer service training of incumbent frontline workers in retail, food and beverage, landscaping and activities and attractions through targeted and customized professional development training of corporate managers. Providers: HCC, Dale Carnegie Training, UH Hilo School of Business and Economics
- Customize OCET's Ed2Go courses in communications for visitor industry application. Provider: HCC

2. KNOWLEDGE OF HOST CULTURE

Objective

To provide visitor industry employees training that will result in adequate and accurate knowledge of Hawaii's host culture and more opportunities to share the knowledge both with visitors and members of the community

Proposed Initiatives

- Revive, promote and implement certified host culture training (known as the No Ka Oi program) previously available through HCC/OCET by taking the following steps: shorten the established 40 hour course length; amend the existing state-owned manual with more information pertinent to the Big Island; re-establish data base for certification of drivers; investigate the possibility of linking driver access of Hilo harbor to valid certification. Providers: HCC/OCET, DOE community schools
- Professionalize and promote *kupuna* delivery of tour bus driver training and attractions interpretation through a program of *kupuna* mentorship. Program would include a means of authenticating non-traditional credentials of *kupuna*. Providers: industry, Edith Kanakaole Foundation, UH Hilo, HCC
- Maximize utilization of available Hawaiian cultural expertise through a “train the trainer” partnership between industry places and the Department of Hawaiian Studies at UH Hilo by taking the following steps: Department oversees “train the trainer” curriculum and delivery; industry Hawaiian studies majors in part-time employment to also act as on-site trainers within occupations where host culture training is identified as most needed. Providers: industry, Edith Kanakaole Foundation, UH Hilo, HCC
- Expand and incentivize a pilot host culture training program for supervisors and executives. Subsequent favorable business outcomes would be reported publicly. Providers: HHLA, Hilo Chamber of Commerce
- Establish data base and ensure an assessment mechanism for measuring the business value of host culture training. Possibly conduct cost-benefit analysis of host-culture training and report results. Providers: HCC, state and county agencies
- Provide public recognition of companies that incorporate Hawaiian values into business practices through annual awards, promotion of successful business outcomes, use of employee and customer satisfaction surveys as measurement of “aloha application”. Providers: Public relations and advertising contractors, UH Hilo EDventures program

3. VISITOR INDUSTRY AWARENESS

Objective

To expand occupational skills of incumbent employees in response to workplace implementation of new technologies, changes in industry environment and/or job promotion to managerial level.

Proposed Initiatives

- Facilitate application process for ETF macro-fund grants, available to business organizations for specified types of occupational training. Providers: State and county agencies, various industry organizations
- Customize HCC’s FIRWM program in computer literacy for “mature workers” and make available to the following computer based visitor industry occupations: reservationist, food and beverage manager, retail manager. Provider: HCC

- Utilize hospitality training provided by EDventures of Hilo as a model for incumbent worker training. Training model stresses the tutelage role of employees in a visitor market by providing strategies to build personal relationships between employees and visitors. Providers: UH Hilo EDventures program

4. SPECIAL NEEDS TRAINING

Objective

To provide Hawaii residents with special attention to students at all levels, accurate guidance and up-to-date knowledge of and access to various career pathways within tourism and to support industry businesses to raise awareness of training opportunities related to occupations where the demand for employees is greatest.

Proposed Initiatives

- Implement the AOHT within Big Island high schools and use as a venue to coordinate job shadowing, internships and speakers program targeted to teenagers. The program currently does not exist on Big Island. Providers: DOE
- Expand delivery of food service and HOPE courses within the hospitality division of HCC by supporting and facilitating adjunct faculty positions for industry professional. Provider: HCC to facilitate application process for ETF macro-fund grants available to business organizations for specified types of occupational training. Providers: State and county agencies, various industry organizations.
- Facilitate application process for ETF macro-fund grants, available for specified forms of occupational training to organizations of business operators within sectors. Providers: State and county agencies, various industry organizations
- Provide infrastructure for coordinated promotion of all available training programs. Target the promotion specifically to executives and supervisors in the industry. This initiative addresses the need for top-down action to support training and also recognizes the low rate of client self-referral to training programs. Providers: Public relations or advertising contractor, state and county agencies

Key to abbreviations:

ADA: Americans with Disabilities Act

AOHT: Academy of Hospitality and Tourism

DOE: Department of Education

FIRWM: Foundations in Reading, Writing, and Math

HELCO: Hawaiian Electric Light Company

HHLA: Hawaii Hotel and Lodging Association

HOPE: Hotel Operations Program, Hawaii Community College

HTA: Hawaii Tourism Authority

HCC: Hawaii Community College

KCRA: Kohala Coast and Resort Association

OCET: Office of Continuing Education and Training

SHRM: Society of Human Resource Managers

TIM/ UHM: Travel Industry Management School/ University of Hawaii at Manoa

**TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN MEETING
HILO PARTICIPANTS
(August 1, 2006)**

Last Name	First Name	Title	Organization
Applegate	George	Executive Director	HVCB
Arnott	Doug	Owner	Arnott Tours
Bergknut	Leomi	Educational Specialist	Hawaii Community College - RDP
Birnie	Ian	Harbors District Manager	Hawaii Island District - State Harbors
Brown	Thomas	Transit Administrator	Hawaii County Transit Service
Fox Goldstein	Judith	Executive Director	EDventures
Kunz	Charlie	Hilo Office Manager	State Department of Labor and Industrial Relations, Workforce Development Division
Ley	Diane	Deputy Director	County of Hawaii Department of Research and Economic Development
Nunokawa	Randal	Coordinator	Hawaii Community College , Continuing Education & Training
Sakai	Marcia	Dean of the College of Business and Economics	University of Hawaii - Hilo

APPENDIX B
KONA MEETING REPORT
(August 2, 2006)
Royal Kona Resort

Five categories of training needs were presented to the group based on the statewide survey summary (see Attachment B). Participants elected to discuss four categories and identified occupations and levels of employment where training gaps have been experienced within each category of need. They provided a qualitative assessment of available training programs, made recommendations for new and amended programs to meet training gaps, and prioritized recommended programs and related program providers.

1. WORK-READINESS

Objective

To provide incoming and incumbent visitor industry employees with training in the following: basic communication skills; customer service skills; awareness of workplace rules; ability to follow and interpret instructions; basic literacy; basic writing skills; basic computation skills; ability to apply workplace mission; ability to perform teamwork; ability to respond to problem situations.

Proposed Initiatives

- Establish video telecasts of HCC work-readiness classes to be received by Kohala Coast hotel properties in order to address the special circumstances of commuter employees from Hilo. Providers: HCC, hotel industry, HHLA, KCRA
- Expand DOE Adult Community School's work-study program for academically challenged adults by increasing enrollment and the rate of visitor industry job placement for work-study students. Provider: DOE Community School for Adults
- Promote work-readiness training in a culturally sensitive manner by implementing an "ohana setting" that includes outreach to immediate family members of students. Providers: DOE Community School for Adults, HCC, Alu Like
- Expand the "people skills" component of the introductory HCC HOPE course to include regular summer courses and Internet-based delivery. Provider: HCC

2. KNOWLEDGE OF HOST CULTURE

Objective

To provide incoming and incumbent visitor industry employees with an adequate and accurate knowledge of Hawaii's host culture and more opportunities to share the knowledge.

Proposed Initiatives

- Revitalize the state-sponsored and KCC-based No Ka Oi program for training and certification of tour bus drivers by shortening the 40 hour course, re-establishing

- the database of certified drivers, providing an oral version of certification exam, linking driver certification to premium tour rates. Providers: HCC/OCET, DOE community schools
- Reduce industry’s high per capita cost of host culture training for tour bus drivers by establishing a professional CDL training program at HCC, where drivers may be licensed before entering employment in the industry. Providers: HCC/OCET, industry
 - Expand host cultural training for employees in the activities and attractions sector by standardizing curriculum and certification programs and by integrating host culture training with customer service training for front-line workers. Providers: HCC/OCET
 - Promote host culture training in tourism through a media campaign that includes the supportive testimonials of both front-line employees and top executives. Providers: State and county agencies, public relations or advertising contractor

3. INCUMBENT WORKER TRAINING

Objective

To expand occupational skills of incumbent employees in response to workplace implementation of new technologies, changes in industry environment and/or job promotion to managerial level.

Proposed Initiatives

- Promote as a “best practice” the positive outcomes of local culinary training by creating public events to highlight local chefs and by conducting a media to highlight local culinary achievement, including Pacific Rim cuisine and Big Island agricultural products. Providers: HCC in collaboration with industry, agriculture and advertising contractor
- Engage in cooperative and sustained action within the industry to establish minimum qualifications for hiring and promotion of cooks in order to reduce a high culinary school drop-out rate resulting from industry’s hiring of first-year culinary students to fill vacancies. Provider: Industry
- Provide well-equipped facilities outside of normal kitchen operations for professional and hands-on training of incumbent cooks and chefs. Providers: Industry, HCC, DOE high school culinary programs
- Expand capacity for continuous training at all levels of industry by changing the top-down managerial paradigm and encouraging executives to empower subordinates in decision-making related to job training policies. Provider: HHLA, Say Leadership Coaching
- Enhance managerial practices with cultural sensitivity by instructing executives in Hawaiian or local values and by using a “train-the-trainer” approach. Provider: Say Leadership Coaching
- Increase promotion of qualified incumbent employees into first-time manager positions throughout industry through cooperative support of Dale Carnegie training. Provider: Dale Carnegie Training

- Increase opportunities for the training of hotel food and beverage managers by reducing their shift-lengths, restructuring their schedules to include job-sharing, eliciting their feedback after job promotion and providing them with executive guidance immediately following any job promotion. Providers: HHLA, Dale Carnegie Training, and other private providers of leadership training

4. INDUSTRY CAREER DEVELOPMENT

Objective

To provide Hawaii residents, with special attention to students at all levels, accurate guidance and up-to-date knowledge of and access to various career pathways within tourism and to support industry businesses to raise awareness of training opportunities related to occupations where the demand for employees is greatest.

Proposed Initiatives

- Implement the AOHT within Big Island high schools as a venue to coordinate job shadowing, internships and speakers program targeted to teenagers. The program currently does not exist on Big Island. Provider: DOE
- Expand industry's support of DOE's on-going initiatives in vocational education by creating an industry mentorship program, an industry speaker program, an industry schedule of promotional and educational events. Providers: HHLA, KCRA, industry
- Take cooperative and proactive steps within industry by establishing hospitality training programs that are active on other islands, including START, Hui Ana, HARIETT. Providers: HHLA, KCRA
- Expand delivery of culinary courses within area high schools and within hospitality division of HCC by supporting and facilitating adjunct faculty positions for industry professionals. Providers: HCC, HHLA
- Expand capacity for culinary education with the help of industry in making available appropriate equipment and facilities for training purposes. Provider: Industry
- Develop program for management mentorship patterned after KTA Supermarket model. Providers: HHLA, KCRA, Kona Chamber of Commerce

Key to abbreviations:

ADA: Americans with Disabilities Act

AOHT: Academy of Hospitality and Tourism

CDL: Commercial Driver's License

DOE: Department of Education

HARIETT: Hotel and Restaurant Industry Education and Training Trust

HHLA: Hawaii Hotel and Lodging Association

HTA: Hawaii Tourism Authority

HCC: Hawaii Community College

KCC: Kapiolani Community College

KCRA: Kohala Coast and Resort Association

OCET: Office of Continuing Education and Training

START: Skills, Tasks, and Results Training

TIM/UHM: Travel Industry Management School/ University of Hawaii at Manoa

TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN MEETING
KONA PARTICIPANTS
(August 2, 2006)

Last Name	First Name	Title	Organization
Aderinto	Connie	Director of Human Resources	Sheraton Keahou Bay Resort & Spa Kona
Akaka, Jr.	Daniel	Director of Cultural Affairs	Mauna Lani Resort
Barr	Sandy	Instructor	Hawaii Community College
Bergknut	Leomi	Educational Specialist	Hawaii Community College - RDP
Chin	Sacha	Director of Food & Beverage	Sheraton Keahou Bay Resort & Spa Kona
Clarke	Kathy	Owner	Kathy Clarke Meetings & Incentives
DeSilva	Doreen	Human Resources	The Fairmont Orchid
Howard	Toni	Workplace Aloha Coach	Say Leadership Coaching
Ishii	Gordon	Personnel Manager	Polynesian Adventures Tours
Krueger	Robin	Principal	Kona Community School for Adults/DOE
Lelewi	Mary	West Hawaii Program Coordinator	Hawaii Community College, Office of Continuing Education and Training
Lightner	James	Culinary Program Supervisor	Hawaii Community College
Matsumoto	Kurt	General Manager	Maunalani Bay Hotel and Bungalows
Peck	Sara	West Hawaii Extension Agent	UH Sea Grant College Program - SOEST
Rynne	Suzanne	Director of Human Resources	Four Seasons Resort Hualalai at Historic Kaupulehu
Sanford	Fran	Manager	Kathy Clarke Meetings & Incentives
Sasaki	Lori	Branch Manager for Kona Workforce Development	Department of Labor and Industrial Relations
Say	Rosa	Founder & Coach	Say Leadership Coaching
Yonting	Maya	Program Lead	Kathy Clarke Meetings & Incentives

APPENDIX B
HONOLULU MEETING REPORT
(July 26, 2006)

School of Travel Industry Management, UH at Manoa

Five categories of training needs based on the statewide survey summary (see Attachment B) were presented for discussion. Participants representing training providers assessed several components of existing programs including marketability, content and delivery and made recommendations to improve or expand programs in order to better meet tourism training needs.

1. WORK-READINESS

Objective

To provide incoming and incumbent visitor industry employees with training in the following: basic communication skills; customer service skills; awareness of workplace rules; ability to follow and interpret instructions; basic literacy; basic writing skills; basic computation skills; ability to apply workplace mission; ability to perform teamwork; ability to respond to problem situations.

Proposed Initiatives

- Expand delivery throughout the CC system of Ho‘okipa me ke Aloha, KCC’s Interpret Hawaii course in customer service; add customized modules and instructional staff. Providers: KCC/OCET
- Conduct media campaign targeted to industry executives on the business value of work-readiness training. Providers: Public relations or advertising contractor
- Increase enrollment in all pre-vocational training at the CC’s and the DOE community schools through a collaborative media campaign designed to appeal to young adults. Providers: Community colleges, DOE, advertising or public relations contractor
- Expand the 2005 State of Hawaii work-readiness certificate pilot program by adding courses, instructional staff, case management for low income-eligible clients. Providers: DOE Community Schools for Adults, DHS
- Reestablish at a new location the Waikiki Learning Center’s work-readiness and ESL programs (former location was shut down in 2005) and extend a cooperative agreement with the hotel industry for employee training. Provider: KCC
- Increase public access to pre-apprenticeship components of Local 5’s HARIETT program by expanding Internet-based delivery beyond its current KCC and HCC base to WCC and LCC. Providers: KCC, HCC, WCC, LCC
- Support START, a nationally certified introductory hospitality program sponsored by HHLA, through an appropriate “youth-oriented” media campaign and by expanding industry participation in mentorship activities. Provider: DOE Community Schools for Adults, industry

2. KNOWLEDGE OF HOST CULTURE

Objective

To provide incoming and incumbent visitor industry employees with an adequate and accurate knowledge of Hawaii's host culture and more opportunities to share the knowledge both with visitors and members of the community.

Proposed Initiatives

- Revitalize No Ka Oi, a tour guide driver training and certification course within KCC's Interpret Hawaii Program, through implementing statewide delivery, revising existing tour driver manuals, expanding instructional staff, establishing infrastructure for certification, marketing the program, developing ongoing partnerships between trainers and industry. Provider: KCC
- Implement on a statewide basis Interpret Hawaii, KCC's Hospitality and Host Culture program, through coordinated definition of "specialty niches" in host culture training for each CC. Provider: All CC's with core coordination at KCC
- Customize and expand Ho'okipa me ke Aloha, a customer service training course within KCC's Interpret Hawaii program, through modules for each of the following industry sectors: transportation, activities and attractions, hotel, retail. Coordinate the modules by linking certification for each into a comprehensive database and framework. Provider: KCC
- Expand the role of Hawaiian culture in defining management of the hospitality industry through training and certification of supervisors and executives in host culture values. Provider: NaHHA
- Conduct a study on host culture training and utilize results to develop a "best practices" guide for Hawaii businesses. Provider: UH, NaHHA

3. INCUMBENT WORKER TRAINING

Objective

To expand occupational skills of incumbent employees in response to workplace implementation of new technologies, changes in industry environment and/or job promotion to managerial level.

Proposed Initiatives:

- Support continued delivery of HARIETT apprenticeship training for pastry cooks (through KCC) and for hotel maintenance workers (through HCC) by marketing HARIETT to the public and to industry. Provider: Public relations or advertising contractor
- Revitalize within a new location the Waikiki Learning Center's computer training for hotel employees (former location was shut down in 2005) and sustain an existing cooperative agreement for training hotel employees. Provider: KCC
- Establish CC's as a center for managerial training through a modular "train the trainer" curriculum in leadership skills, workplace diversity and teambuilding. Establish infrastructure at KCC to market and assess the program. Provider: KCC, other CC's

- Increase ESL training for hotel employees through partnerships such as the one between DOE’s Kaimuki Community School for Adults and three Waikiki properties of the Outrigger Hotels and Resorts. Providers: DOE Community Schools for Adults
- Foster opportunities for foreign language learning related to market demand for particular languages by reviving KCC modular classes for hotel employees in basic conversational skills of pertinent languages. Provider: KCC

4. INDUSTRY CAREER DEVELOPMENT

Objective

To provide Hawaii residents, with special attention to students at all levels, accurate guidance and up-to-date knowledge of and access to various career pathways within tourism and to support industry businesses to raise awareness of training opportunities related to occupations where the demand for employees is greatest.

Proposed Initiatives

- Conduct a sustained and comprehensive campaign to improve industry support of training programs. Develop media products to deliver information on the business value of training to industry executives. Providers: Public relations or advertising contractor
- Market visitor industry training programs, use media to promote occupational training in sectors where labor shortage exists. Providers: Public relations and advertising contractor

5. SPECIAL NEEDS TRAINING

Objective

To provide specialized training to employees in today’s limited labor pool including retirees, immigrants, high school drop-outs, ex-offenders, ADA-defined populations.

Proposed Initiatives

- Promote occupational training for at-risk youth through cooperative action of training providers, industry and social services agencies, modeled on the partnership of the Waimanalo DOE Community School for Adults and Hawaii Job Corps program in culinary arts training. Providers: DOE Adult Education Programs, Hawaii Job Corps, various industries
- Increase ESL training for hotel employees through partnerships such as the one between DOE’s Kaimuki Community School for Adults and the Outrigger Hotels. Providers: DOE Community Schools for Adults

Key to abbreviations:

ADA: Americans with Disabilities Act

AOHT: Academy of Hospitality and Tourism

CC’s: Community Colleges (in the University of Hawaii system)

DHS: Department of Human Services
DOE: Department of Education
ESL: English as a Second Language program
HARIETT: Hotel and Restaurant Industry Education and Training Fund
HCC: Honolulu Community College
HHLA: Hawaii Hotel and Lodging Association
HTA: Hawaii Tourism Authority
HCC: Hawaii Community College
KCC: Kapiolani Community College
NaHHA: Native Hawaiian Hospitality Association
OCET: Office of Continuing Education and Training
START: Skills, Tasks, and Results Training
TIM/ UHM: Travel Industry Management School/ University of Hawaii at Manoa
WCC: Windward Community College

**TOURISM WORKFORCE DEVELOPMENT STRATEGIC PLAN MEETING
OAHU PARTICIPANTS
(July 26, 2006)**

Last Name	First Name	Title	Organization
Apo	Peter	Director of Culture and Education	NAHA
Arquette	Lulani	Executive Director	Native Hawaiian Hospitality Association
Baker	Vaughn	Director of Workforce Development/VP for Community Colleges	UH Community College Workforce Development
Evans	Dave	Associate Professor of Hospitality and Tourism Education	Kapiolani Community College
Fouts	Jan	Director of Continutin Education and Community Education	Windward Community College
Hoshiko	Carol	Dean of Culinary, Hospitality and College Advancement	Kapiolani Community College
Kobashigawa	Clyde	Resource Teacher	DOE Division Branch of Instructional Services
Lau	Sherilyn	Educational Specialist	DOE Division Branch of Instructional Services
Messner	Roger	Vocationist Dept	Job Corps Hawaii
Pang	Teri	Business Developer	The Business Center @ Oahu WorkLinks
Pang	Trude	Professor of Community Relations	Kapiolani Community College
Rawlins	Cybil	Education Specialist	Hawaii Hotel and Lodging Association
Sakata	Wendy	Placement Specialist	Job Corps Hawaii
Santamaria	John	Apprenticeship Coordinator/Local 5 KCC Liason	Kapiolani Community College/Local 5
Tagawa	Michael	Dean of Career and Technical Education	Leeward Community College
Takahashi	Ron	Associate Professor & Chairperson - Culinary Arts Department	Kapiolani Community College
Takaki	Gary	Principal	Windward School for Adults
Velligas	Robert	Employment Specialist	ALU LIKE, Inc. Honolulu Office
Yagodich	Palakiko	Program Coordinator of Interpret Hawaii, Hospitality & Tourism Education	Kapiolani Community College
Yuen	Kevin	Vice Principal	MCSA

APPENDIX C

EMPLOYMENT IN HAWAI'I'S TOURISM INDUSTRY

APPENDIX C

EMPLOYMENT IN HAWAI‘I’S TOURISM INDUSTRY

Introduction

This section focuses on the economic implications of projected trends in Hawai‘i’s visitor industry workforce. The Department of Labor and Industrial Relations (DLIR) has projected average annual job openings for the period 2004-2014. These demand-driven job-opening projections are by industry and by occupation for the entire Hawai‘i workforce. Relevant data for the visitor industry have been extracted, and analyzed in relation to similar long-term projections for the Hawai‘i economy, including labor force and visitor expenditures.

The assessment encompasses seven sections. Section 1 provides statistical measures demonstrating the large impact of visitor expenditures on the Hawai‘i economy, including the large share of total jobs in the visitor industry. Section 2 examines the Department of Business Economic Development and Tourism’s (DBEDT) projected growth of the economy in the 2005-2015 period, including the major visitor industry variables – visitor arrivals, hotel room inventory and visitor expenditures. Section 3 defines “visitor industry” in relation to those conventionally classified industries that make up the overall tourism sector. Section 4 discusses the DLIR projected average annual job openings to 2014 and compares them with DBEDT projections of the main economic variables that determine employment demand in the period 2005-2015. Of special interest in this section is the projected labor force growth, as the DLIR job openings projections assume availability of labor. Section 5 covers projected average annual job openings due to growth and separations in each of the visitor industry sub-industries, in terms of the main occupations comprising each sub-industry. Section 6 covers annual wage rates by visitor sub-industry and by principal occupations comprising the visitor industry. Comparisons of average annual wages is made among Hawai‘i industries and to the same industries in other states and nationally. Section 7 addresses major workforce issues, including projected slow growth of labor force, potential for attracting increased immigration of workers, and structural changes likely to affect the visitor industry workforce.

Given the historically low unemployment rate currently prevailing in Hawai‘i, with the consequent tight labor market, limited labor supply will likely be a significant factor in determining the extent and nature of growth of the visitor industry workforce. Policy and planning strategies for workforce development are indicated to:

- Increase the supply of new workers for the tourism industry
- Increase the rate of retention for specific types and levels of occupations in the tourism industry
- Expand education, training, recruitment, and work incentive programs for the tourism industry

1. Importance of Tourism in the Hawai‘i Economy

Since statehood, continued rapid growth of tourism has resulted in the industry becoming Hawai‘i’s leading sector accounting for a large part of the state’s total employment and income. However, Hawai‘i tourism has now become a mature industry, and as such can look forward to a more modest future expansion and the increasing challenges of maintaining sustainability as the large number of visitors draw upon the resources, natural, human and man-made, needed to deliver the superior tourism experience expected of Hawai‘i.

Visitor Expenditures

The economic impact of tourism is large and pervasive, as one might expect of the State’s largest industry. Specific measures of economic impact are presented in Table 1 for 2005 and 1980 for historic comparison. In 2005 visitor expenditures statewide were \$13.37 billion in current dollar terms, spending equivalent to about 24.9 percent of Gross State Product (GSP). At the individual county level, the economic impact of visitor spending is relatively much greater in the less populated Neighbor Island counties, particularly in Kaua‘i and Maui, compared with Honolulu. Visitor expenditures in 2005 as a ratio to Gross County Product amounted to over 60 percent for Maui (66.6%) and Kaua‘i (65.1%) followed by Hawai‘i county (37.6%) and Honolulu (15.8%).

Table 1. Economic Impact of Tourism on Hawai‘i Economy: 2005 and 1980

2005					
	Visitor Expenditures (million \$)	Visitor Expenditures as % of GSP/GCP	Average Daily Census (number)	ADC as % of De Facto Population	Direct Jobs * Created by Visitor Expenditures (%)
Statewide	13,373	24.9	185,445	13.3	17.5
Honolulu	6,460	15.8	89,588	9.5	12.0
Hawai‘i	2,002	37.6	27,768	14.8	20.6
Kaua‘i	1,419	65.1	19,675	24.8	36.6
Maui	3,491	66.6	48,414	26.7	37.9
1980					
Statewide	2,875	21.6	96,497	9.2	15.9
Honolulu	2,097	19.3	66,680	8.1	13.8
Hawai‘i	188	16.8	7,195	7.3	13.4
Kaua‘i	189	40.5	7,259	15.7	28.3
Maui	401	44.9	15,363	17.8	33.2

Sources: Visitor Expenditures: 2005 – State of Hawai‘i Data Book 2005, Table 7.29 (Note: Visitor expenditures include overseas airline spending.)

1980 – State of Hawai‘i Data Book 1983, Table 192

GSP & CGP: 2005 and 1980 GSP – 2005 Data Book, Table 13.02. GCP allocated to Counties using U.S. Bureau of Economic Analysis personal income data from Table 13.02 (State Data Book 2005).

Average Daily Census (ADC) from 2005 Data Book, Table 7.06. ADC data by County used to allocate visitor expenditures to Counties. 1980 ADC from State Data Book 1982, Tables 163 and 166. De Facto Population for 2005 from State Data Book 2005, Table 1.09 and 1980 data from State Data Book 2000, Table 1.07.

* - Last column is Direct Jobs created by visitor spending as percent of total jobs, including the self-employed. Direct jobs statewide estimated at 132,100 for 2004 based on data in Tables 7.29 and 7.30, State Data Book 2005. Total direct jobs generated by visitor expenditures statewide in 2004 were allocated to Counties using ADC. Total jobs data for the counties, including the self-employed, were only available for 2004 from the U.S. Bureau of Economic Analysis, Table CA25N, <http://bea.gov/bea/regional/reis/action.cfm>. Statewide direct jobs related to visitor expenditures for 1980 from State Data Book 1982, Table 177.

Average Daily Census of Visitors

Another significant measure of economic (and social) impact is the average daily census (ADC) of visitors staying overnight or longer in Hawai'i. In 2005 on average for any given day, there were an estimated 185,445 visitors present, about 13.3 percent of the state de facto population. For the Neighbor Island counties the 2005 ADC also was much larger as a percentage of de facto population compared to Honolulu: Maui (26.7%), Kaua'i (24.8%), Hawai'i (14.8%) and Honolulu (9.5%).

Jobs Generated by Tourism by County

Another significant measure of visitor industry economic impact is the estimated number of jobs created or generated by visitor expenditures. In 2004 on a statewide basis it is estimated that the visitor industry directly accounted for about 17.5 percent of total civilian jobs, including both wage and salary, and self-employment jobs. As in the case of visitor spending on total goods and services produced (GSP and GCP), job creation impacts were much higher in 2004 in the Neighbor Island counties where over one-third of all direct jobs in Maui (37.9%) and Kaua'i (36.6%) were estimated to be attributable to visitor expenditures. In comparison, for Hawai'i County, only about 20.6 percent of total direct jobs were generated by visitor spending followed by Honolulu (12.0%).

In contrast to the 2005 impact of visitor spending on the county economies, in 1980 the impact was significantly less, as shown in Table 1. Only for Honolulu was the impact greater in 1980 in terms of income and direct jobs. The Neighbor Island counties have increasingly gained market share in visitor expenditures and ADC in the last 25 years, and this is reflected in the large increase in impact in terms of expenditures as a percent of GCP, ADC as a percent of de facto population, and for direct jobs generated by visitor spending as a percent of total direct jobs.

2. Growth of Economy and Visitor Industry

Growth Trends 1990-99

In the late 1990's the Hawai'i economy was largely stagnant, exhibiting slow growth of GSP between 1996 and 1999 (averaging 1.5% per annum). Poor performance in overall growth was in large part a consequence of essentially no growth in total statewide visitor expenditures (averaging -1.5%) in this period. Although both the civilian labor force and employment in the 1996-1999 exhibited slow growth, employment grew marginally faster (0.9% versus 0.6% per annum for labor force), resulting in a decline in unemployment from 5.9 percent (1996) to 5.0 percent in 1999¹.

Growth Trends 2000-05

Overall economic growth was minimal in the early part of the 2000-2005 period (see Table 2), but strengthened substantially between 2003 and 2005 as indicated by accelerating growth of GSP, visitor expenditures, and average daily census. The year-on-year increases of 8.0 percent and 9.6 percent in visitor expenditures in 2004 and 2005, respectively, were undoubtedly a significant contributor to strong growth in employment in these years, and the consequent sharp decline in the statewide unemployment rate, from an average of 3.9 percent in 2003 to a remarkably low 2.8 percent average monthly rate in 2005.

Growth Trends by County

While the overall pattern of economic growth of heavily populated Honolulu largely mirrored the statewide pattern between 2000 and 2005, in the more rural, less populated Neighbor Island counties, the impact of tourism has probably been a more significant contributor to overall economic growth, given the relatively greater importance of the visitor industry in the counties' industrial structure – particularly in Kaua'i and Maui counties. Although annual time series data on gross county product (GCP) and visitor expenditures are not available, personal income and Average Daily Census (ADC) data were used to distribute the statewide GCP visitor expenditures to the counties (in Table 2.2). In all three Neighbor Island counties, ADC experienced a largely level trend in the period 1996-2003, but trended sharply upward between 2003 and 2005. (An exception occurred in Kaua'i in 2001 when there was a sharp decline, followed in 2002 by a sharp rise in ADC). Strong tourism growth in 2004 and 2005 and the rise in total employment relative to available labor force resulted in a substantial decline in the Neighbor Island counties' unemployment rates.

¹ DBEDT, State Data Book 2005, Tables 7.03, 7.25, 12.06, and 13.02.

Table 2. Growth of Economy and Visitor Industry: 2000-2005

State	GSP (million \$)	Visitor Expenditures (million \$)	Average Daily Census (number)	Civilian Labor Force	Employment	Unemployment Rate (%)
2000	40,202	10,397	168,637	608,950	584,900	4.0
2001	41,822	9,195	158,247	615,250	589,250	4.2
2002	43,476	9,994	160,195	610,450	585,700	4.1
2003	46,386	10,055	161,048	614,700	590,750	3.9
2004	50,238	10,862	171,481	619,150	598,900	3.3
2005	53,710	11,904	185,445	634,650	616,900	2.8
Honolulu County	GCP (million \$)					
2000	31,036	5,235	84,911	433,100	416,450	3.9
2001	32,119	4,632	79,702	435,300	417,500	4.1
2002	33,259	4,962	79,544	430,900	413,850	4.0
2003	35,393	4,793	76,776	432,650	416,300	3.8
2004	38,332	5,303	83,718	433,850	420,000	3.2
2005	40,964	5,751	89,588	445,150	432,950	2.7
Hawai'i County						
2000	3,739	1,346	21,831	74,200	70,750	4.7
2001	4,015	1,224	21,064	76,300	72,500	5.0
2002	4,261	1,361	21,811	76,600	73,100	4.6
2003	4,592	1,369	21,934	78,150	74,550	4.6
2004	4,974	1,479	23,376	79,350	76,300	3.9
2005	5,323	1,782	27,768	81,450	78,750	3.3
Kaua'i County						
2000	1,648	1,112	18,041	30,350	29,000	4.5
2001	1,715	978	16,830	30,450	28,950	5.0
2002	1,739	1,063	21,811	30,450	29,100	4.4
2003	1,902	1,113	17,828	31,250	30,000	4.0
2004	2,060	1,195	18,869	31,600	30,550	3.4
2005	2,181	1,263	19,675	32,350	31,450	2.7
Maui County						
2000	3,779	2,703	43,854	71,300	68,700	3.7
2001	3,973	2,362	40,651	73,200	70,300	4.0
2002	4,217	2,607	41,795	72,500	69,650	3.9
2003	4,499	2,779	44,510	72,650	69,900	3.8
2004	4,923	2,883	45,517	74,350	72,050	3.1
2005	5,243	3,108	48,414	75,700	73,750	2.6

Source: GSP – Statewide figures from State of Hawai'i Data Book 2005, Table 13.02. GCP estimated by allocating GSP to Counties using distribution of personal income, Table 13.10 in 2005 Data Book. Personal income for 2005 not available so percent distribution of 2004 personal income used to allocate 2005 GSP to Counties. Statewide visitor expenditures are from Table 7.28, 2005 State Data Book. Visitor expenditures for State and County do not include overseas airline expenditures. Statewide figures allocated to Counties using Average Daily Census, from Table D4, County Social, Business and Economic Trends in Hawai'i: 1990-2005, DBEDT, December 2006. Labor force, employment and unemployment rate are from Table 12.07, 2005 State Data Book. County sums may not add to state totals due to rounding.

3. Employment by Industry

The tourism sector or “visitor industry” is comprised of many different sub-industries (i.e. defined as specific activities within a major industry classification) each of which are part of one of the several major industries. Civilian employment for Hawai‘i’s eleven major industry divisions on a statewide basis is shown in Table 3 for 2004, with projected employment for the year 2014². The 2004 industry employment estimates of Table 3 represent the base year data for the projection model used by the Department of Labor and Industrial Relations (DLIR) to project industry employment to 2014, and for this reason are shown although more recent industry employment estimates have been issued by the DLIR³. Industry definitions follow the North American Industry Classification System (NAICS) adopted by the U.S. Office of Management and Budget in 1997. The NAICS replaced the Standard Industrial Classification (SIC) formerly used throughout the U.S. since the 1930’s.⁴ Since 2001, Hawai‘i employment estimates have been compiled in accordance with the new classification system.

The five largest industries in Hawai‘i in 2004 were: Education and Health Services (119,040), Trade Transportation & Utilities (112,230), Leisure & Hospitality (103,770), Professional & Business Services (70,750), and Government (68,640). Of these five, only Leisure & Hospitality represents a major industry classification that in its entirety is a part of the overall visitor industry. In Hawai‘i, the other main NAICS defined industries that include more sub-industry activities that largely or significantly cater directly to visitors are: Trade Transportation & Utilities and Financial Activities (Table 4). In general, those sub-industry activities in which a significant share of total annual sales is to visitors from other states and nations (as opposed to Hawai‘i residents) are typically considered a part of the visitor industry.

DBEDT Input-Output Model

It is important to note that the Department of Business Economic Development and Tourism (DBEDT) estimates the size of the visitor industry in terms of its total output (sales) by using the State Input-Output Model⁵, which in the case of tourism relies largely on data from the Visitor Expenditure Survey that is conducted annually in conjunction with the airlines serving Hawai‘i. A profile or distribution of visitor expenditures by category (e.g., room accommodations, tour bus and car rentals, retail goods and services) is used to determine total output (sales) by industry that is attributable to visitors. Likewise, the impact of total visitor spending can also be determined through I-O Model analysis to measure the amount of employment and income created in a given year. Using the DBEDT methodology, 17.5 percent

² The civilian employment data cover wage and salary jobs, and therefore exclude the self-employed. Also excluded are student workers in universities, colleges and high schools, private household workers and unpaid workers in family businesses. The employment data also have not been adjusted for persons who held two or more jobs in different establishments.

³ For a full explanation of the NAICS and the reason for its adoption, see <http://www.census.gov/epcd/www/naicsusr.html> . Accessed 1/31/07.

⁴ DLIR, *Employment & Payrolls in Hawai‘i, 2005*, p.10. <http://www.hiwi.org/> .

⁵ An Input-Output (I-O) or interindustry model is a mathematical model that utilizes a survey based tabulation by industry of all sales of goods and services produced (and imported) in the economy for a given year. The State I-O Model (DBEDT, June 2006) provides a quantitative description of the industrial structure of the State, and can be used to determine the impact (in terms of output, income, employment and other economic variables) of a given economic event. For example, the economic impact of basing a proposed new 2,000 passenger cruise ship.

of all jobs statewide in 2004 (132,100 jobs) were attributed to visitor expenditures (Table 1). This share of total jobs is an estimate based on an earlier DBEDT study⁶. The 132,100 direct jobs created by visitor spending are those in the industry establishments directly catering to visitors, e.g. hotels, restaurants and tour operators.

Visitor Industry Direct Employment

For the purpose of this analysis, total direct employment is derived by summing all industries in which a significant share of sales are to visitors using the DLIR employment data in Table 3. Although this approach necessarily involves judgment as to the significance of visitor sales for any given industry activity counted as part of the visitor industry, the results provide a useful measure of total direct employment.

Table 3 Statewide Employment by Industry: 2004 and Projected 2014

Industry	Employment (number)		Change (number)	Growth Rate (annual average percent)
	2004	2014		
Agriculture, Forestry, Fishing & Mining	8,090	7,640	-450	-0.6
Construction	29,150	35,210	6,060	2.1
Manufacturing	15,390	15,610	220	0.1
Trade, Transportation & Utilities	112,230	127,320	15,090	1.3
Information	10,800	11,570	770	0.7
Financial Activities	28,810	29,840	1030	0.4
Professional & Business Services	70,750	87,210	16,460	2.3
Education & Health Services	119,040	142,930	23,890	2.0
Leisure & Hospitality	103,770	116,020	12,250	1.2
Other Services	24,460	26,440	1,980	0.8
Government	68,640	71,720	3,080	0.5
Total Employment	591,130	671,520	80,390	1.4

Table 4 shows a more detailed distribution of those main NAICS industries that also serve visitors and make up the overall visitor industry. Direct employment in 2004 totaled 151,700 for the component NAICS industries⁷. Examining the different industry components (e.g., Clothing & Accessory Stores, Air Transportation) it becomes obvious that these industries serve both visitors from out-of-state and state residents which is the nature of the Hawai'i visitor industry,

⁶ *The State of Hawai'i Data Book 2005*, Tables 7.29 and 7.31. The ratio of visitor-related expenditures in 2004 to the same expenditures in 2002 is 1.081 which when multiplied by 122,219 direct jobs in 2002, provides 2004 estimate of 132,100 (rounded to nearest 100).

⁷ In 2002 DBEDT estimated that statewide there were 122,219 direct jobs attributable to visitor expenditures (*State of Hawai'i Data Book 2005*, Table 7.31). This number was derived by taking the percent share of sales attributable to visitors in each industry (from the State I-O Model) directly serving visitors, and applying these shares to sum across the industries. All NAICS industries (that include establishments that directly serve visitors) are included and many of these have only small shares of total sales to visitors, and therefore contribute relatively few direct jobs to the total. In contrast, the approach followed in Table 4 only counts those industries judged to have significant shares of sales to visitors, and all of the employment of these industries is considered a part of total direct visitor industry employment.

or the visitor industry in general. The establishments in the industries defined to be a part of the visitor sector listed in Table 4 serve both local residents and visitors from other states and countries.

Table 4. Visitor Industry Distribution of NAICS Component Industries: 2004 and 2014

Industry	Employment (number)		Change (number)	Growth Rate (annual average percent)
	2004	2014		
Trade Transportation & Utilities				
Retail Trade				
Health & Personal Care Stores	4,870	5,380	510	1.1
Clothing & Accessory Stores	10,100	12,320	2,220	2.2
Sporting, Book, Music & Hobbies	3,330	3,860	530	1.6
Transportation & Warehousing				
Air Transportation	10,230	11,130	900	0.9
Water Transportation	1,620	5,000	3,380	20.9
Ground Passenger Transport	2,110	2,110	0	0.0
Sightseeing Transportation	3,290	4,110	820	2.5
Financial Activities				
Real Estate, Rental, Leasing	12,380	13,170	790	0.6
Leisure & Hospitality	103,770	116,020	12,250	1.2
Arts, Entertainment & Recreation	11,400	13,370	1,970	1.7
Accommodation & Food Services	92,370	102,650	10,280	1.1
Accommodation	37,780	42,110	4,330	1.2
Food & Drinking Places	54,600	60,550	5,950	1.1
Total Employment	151,700	173,100	21,400	1.3

Counting all the employment of the visitor industry as defined in Table 4, the total of 151,700 represents 25.7 percent of total statewide civilian employment (in contrast to the direct visitor employment figures in Table 1 that are based on visitor-related expenditures compiled by DBEDT). The 2004 industry employment data referred to in Table 4 were compiled by the DLIR as part of the baseline historical data used in their model for making the statewide job projections to 2014, and therefore these data do not include county level data. However, industry level data for 2005 for each of the counties is also available as shown in Table 5.

Table 5. Tourism Direct Jobs as a Percent of Total Wage & Salary Jobs: 2005

Area	2005		
	Tourism Jobs	Total Jobs	Percent Tourism Jobs
State	155,834	603,663	25.8
Honolulu	94,713	440,540	21.5
Hawai'i	17,950	64,009	28.0
Kaua'i	11,148	29,584	37.7
Maui	28,598	69,531	41.1

Source: DLIR, 2005 Employment and Payrolls in Hawai'i, October 2006.

The county data on direct tourism jobs in Table 5 indicate the much larger relative impact of tourism spending on employment in the Neighbor Islands (particularly Kaua'i and Maui)

compared with Honolulu, which is less dependent on tourism. It should be noted that the statewide employment (3,425 jobs) for the Water Transportation industry could not be broken out at the county level because of non-disclosure guidelines followed in compiling the data.

4. Projected Visitor Industry Employment

The DLIR in its *Employment Outlook for Industries & Occupations 2004-2014* has projected growth of employment by industry and occupation based on a methodology that utilizes a 15-year historical time series (1990-2004) of employment by industry (according to NAICS industry codes) and other economic and demographic variables to project industry growth to 2014. Industry staffing patterns were then developed for each industry using occupational employment survey data (for non-agricultural industries) and census data (for agricultural industries). Finally, the DLIR produced industry-occupational matrices, adjusting the industry staffing patterns for 2014 to take into account technological developments based on U.S. Bureau of Labor Statistics data on “national change factors”⁸.

Projected Growth by Industry

In Table 3, projected growth of employment to 2014 is shown for the eleven major industry groupings. Industries experiencing the largest amount of growth were Professional & Business Services (2.3% average annual growth from 2004 to 2014), Construction (2.1% growth), and Education & Health Services (2.0% growth). In comparison, Leisure & Hospitality, the largest single NAICS major industry grouping in the visitor industry, is projected to grow at an average annual rate of only 1.2 percent between 2004 and 2014.

Examining the visitor industry data in Table 4, which breaks out the more narrowly defined component industry activities that comprise the overall visitor sector, it can be seen that while some industries, such as Water Transportation (20.9% annual growth)⁹, Sightseeing Transportation (2.5% annual growth) and Clothing & Clothing Accessory stores (2.2% annual growth) are expected to experience more rapid growth to 2014, overall the visitor industry as defined in Table 4 is projected to grow at only 1.3 percent per annum on average from 2004 to 2014.

DLIR Growth Projections

The DLIR employment projections are based on assumptions that current social, technological and scientific trends will continue, that the institutional framework of the national and local economy will not change drastically, and no major events will significantly alter the industrial structure of the economy¹⁰. Although the employment projections were based on trend analysis that was focused on economic demand variables (e.g., personal income, average visitor census), and as such could be expected to capture much of the effect of the six trends in tourism noted in the DBEDT study on sustainable tourism, there are two limitations of the DLIR projections that are important to note. First, supply or availability of workers (labor) was not considered in making the employment projections. That is, labor supply is assumed to be available to fulfill the demand determined projected employment, if not by local workers, by immigration. Second, with respect to job openings (discussed in D.5), separation rates do not consider worker transfers from one occupation to another, nor occupational gains and losses due

⁸ DLIR, October 2006, p.34.

⁹ High rate of growth reflects cruise industry expansion plans for Hawai‘i.

¹⁰ DLIR, October 2006, p. 35.

to migration. In view of the importance of labor supply on workforce development, this issue will be further discussed in section 7.

Column three of Table 4 (Change) presents the projected increase in number of jobs in each of the distinct industries comprising the visitor industry. This increase reflects expected growth in the number of jobs between 2004 and 2014, not counting the number of job openings that can be expected to occur because of job separations (number of workers retiring, dying, or leaving the workforce for other reasons). Real growth of visitor expenditures (expenditures adjusted for inflation) will likely be the main driver of most of the industries comprising the visitor industry sector, as measured by the expansion in number of jobs. Resident population growth and real growth of personal income can also be expected to contribute to growth of the visitor industry, particularly in those distinct industries that rely heavily on sales to residents including – retail stores; air transportation; arts, entertainment and recreation; and eating and drinking places. In terms of absolute increase in number of jobs, food and drinking places (5,950 job increase), accommodation (4,330), water transportation (3,380), clothing and accessory stores (2,220), and arts entertainment and recreation (1,970) are the industries expected to account for the bulk of the overall 21,400 increase in jobs between 2004 and 2014.

DBEDT Growth Projections

The outlook for Hawai‘i’s economy in the mid- and long-terms will depend largely on growth of the visitor industry and, in turn, expansion of the overall workforce and visitor industry employment. The 2030 Series report by DBEDT¹¹ provides economic projections for the State and for each of the four counties. Tables 6 and 7 include projections of selected economic variables that could be expected to be associated with the DLIR’s statewide industry employment projections. Table 6 shows projections of visitor arrivals, hotel rooms, visitor expenditures and output of the Accommodation and Food Services sector for 2005 and 2015, for approximately the same period covered by the DLIR’s *Employment Outlook for Industries & Occupations 2004-2014*. The DBEDT economic projections are especially useful because they provide county data that the DLIR report does not.

¹¹ DBEDT, *Population and Economic Projections for the State of Hawai‘i to 2030*, 2030 Series, August 2004.

Table 6. Projected Growth of Visitor Industry: 2005-2015

State/County	Visitor Arrivals (‘000)		Hotel Rooms (number)		Visitor Expenditures (millions of 2000 \$)		Output Accommodation & Food Services (millions of 2000 \$)	
	2005	2015	2005	2015	2005	2015	2005	2015
State	6,970	8,620	72,160	82,630	11,708	18,876	6,827	8,693
Honolulu	4,760	5,610	36,300	41,480	7,627	12,196	4,104	5,167
Hawai‘i	1,310	1,570	10,430	11,810	1,146	1,897	756	988
Kaua‘i	1,130	1,360	7,160	8,070	661	1,067	417	536
Maui	2,390	2,860	18,270	21,270	2,274	3,716	1,550	2,003
Growth Rates: 2005-2015								
(Average Annual)								
State		2.2		1.4		4.9		2.5
Honolulu		1.7		1.3		4.8		2.3
Hawai‘i		1.8		1.3		5.2		2.7
Kaua‘i		1.9		1.2		4.9		2.5
Maui		1.8		1.5		5.0		2.6

Differences in DBEDT-DLIR Growth Rates

The data in Table 7 relate to the overall economy of the State and each of the counties, including GSP/GCP, labor force, employment and per capita real personal income. At the statewide level (Table 7), the DBEDT employment projection for the period 2005-2015 indicates slower expected growth (0.9% average annual) compared with DLIR’s (Table 3), projected average annual growth of 1.4 percent between 2004 and 2014. While differing assumptions and analysis of trends can be expected to produce different results, but having said this, the difference in rate of growth (the DLIR growth rate is 56% higher) is significant. In any event, DBEDT cautions that: *Long-range economic projections are not growth targets. They are simply an extension of existing trends into the future, tempered by some knowledge of constraining or encouraging factors that we think might change or reinforce past trends*¹². The DLIR also cautions us to, *Keep in mind the numbers themselves are merely estimates, not predictions. They show what might occur if certain assumptions hold true*¹³.

¹² DBEDT, April 2006, p.22.

¹³ DLIR, October 2006, p.36.

Table 7. Projected Growth of Economy: 2005-2015

State/County	GSP/GCP (in mil. of 2000 \$)		Civilian Labor Force (number)		Civilian Employment (number)		Per Capita Real Personal Income (in 2000 \$)	
	2005	2015	2005	2015	2005	2015	2005	2015
State	47,168	58,808	621,500	679,150	593,400	647,350	31,024	35,940
Honolulu	35,560	44,135	438,250	475,200	420,300	455,200	33,330	38,749
Hawai'i	4,344	5,496	75,550	84,450	70,650	78,950	23,331	27,382
Kaua'i	2,061	2,619	30,550	33,800	28,900	31,750	25,709	30,310
Maui	5,204	6,558	77,100	85,700	73,550	81,450	27,279	31,186
Growth Rates: 2005-2015								
(Average Annual)								
State		2.2		0.9		0.9		1.5
Honolulu		2.2		0.8		0.8		1.5
Hawai'i		2.4		1.1		1.1		1.6
Kaua'i		2.4		1.0		0.9		1.7
Maui		2.3		1.1		1.0		1.4

Growth Rates by County

The Neighbor Island data in Tables 6 and 7 indicate significantly more rapid growth of tourism and of the overall economy than in Honolulu. Only in Kaua'i with respect to hotel room growth and in Maui with respect to per capita real personal income are the 10-year projected growth rates less than for Honolulu. For example, with respect to total employment, 0.8 percent average growth is projected for Honolulu, compared with growth rates ranging from 0.9 percent for Kaua'i County to 1.1 percent for Hawai'i. In terms of real visitor expenditures, the 10-year average rates of growth for the Neighbor Island counties range from 4.9 percent (Kaua'i) to 5.2 percent (Hawai'i), compared with 4.8 percent growth for Honolulu.

5. Visitor Industry Occupations and Employment Trends

Occupational Classifications

Occupational structure applicable to all jobs in Hawai'i follows the Standard Occupational Classification (SOC) code system used throughout the U.S. At the highest level of aggregation, occupations fall within 10 major classifications, and within these classifications there are 22 major occupational groups (in Hawai'i, most major classifications also define the major group). Within each of the major occupational groups are minor groups. Given the wide diversity of occupations that may represent any given economy, the SOC system assigns a 6-digit code to each occupational group. The first 2 digits of the 6-digit code represent the major group, e.g. 13-0000 represents Business and Financial Operations occupations. The third digit of the occupational code indicates the minor group, e.g. 13-1000 represents Business Operations Specialists. The 6-digit code for minor groups ends in "000", whereas broad occupations within a minor group are assigned digits in the third through fifth positions of the 6-digit code, e.g. 13-1020 represents buyers and purchasing agents (within the major group, Business Operations Specialists). At the highest level of detail, a digit other than "0" is assigned in the 6th position, to designate a more narrowly defined occupation, e.g. 13-1022 representing wholesale and retail buyers, except farm products¹⁴.

5.1 Accommodation Industry

In assessing the current occupational structure and projected trends to 2014, specific occupations within the major industries comprising the visitor sector are discussed here by industry. For example, Tables A1 and A2 (see chapter appendix) address the principal occupations in the Accommodation industry along with the projected job openings for the 2004-2014 period. In terms of all occupations, the accommodations industry in 2004 employed 37,780, 6 percent of total state civilian employment, and is projected to provide about 1,520 job openings annually to 2014.

The largest major occupational group in the accommodations industry is the building and grounds cleaning and maintenance occupations (37-0000). This major occupational group is projected to increase from 10,960 jobs in 2004 to 21,400 jobs in 2014. In terms of total job openings annually, this group is projected to account for an average of 370 openings per annum. Food preparation and serving occupations (code 35-0000) constitute another large group, numbering 10,790 jobs in 2004, and projected to expand to 11,680 jobs in 2014. Within this major occupational group, food and beverage servers (35-3000) are projected to number 5,370 in 2014, about 14 percent of such workers in all industries. In terms of projected job openings (Table A2), food preparation and serving total job openings are projected to number 510 annually, 90 openings due to growth of employment and 420 openings due to separations¹⁵. Job openings in food and beverage serving occupations are projected to total 300 per annum on average, again mostly because of expected separations (260 annually). Specific occupations within the food preparation and serving, and building and grounds cleaning and maintenance groups that are projected to account for a significant number of total job openings are: cooks and

¹⁴ DLIR, October 2006, p.3.

¹⁵ Separations include retirements, deaths, and workers leaving labor force for other reasons.

food preparation workers (35-3000), 300 total job openings on average annually; and building cleaning and pest control workers (37-2000), 350 total job openings per annum on average to 2014.

Management occupations (11-0000) overall within the accommodations industry are projected to total 50 openings annually on average, with food service managers (11-9051) and advertising, public relations and sales managers (11-2000) projected to account for about 10 of those openings annually.

5.2 Food Services and Drinking Places Industry

This is the largest of the visitor industry sub-industries, accounting for 54,600 jobs in 2004 – 9.2 percent of total civilian employment in the state. The food services and drinking places industry serves both local residents and visitors, which is true of all sub-industries comprising the tourism sector. Data from the State I-O model indicate that for the eating and drinking industry, final demand sales in 2002 were almost evenly split between residents (\$1.192 billion) and visitors (\$1.094 billion)¹⁶. Geographic location of establishments in the industry determines the extent to which sales are from residents as opposed to visitors. For example, a restaurant located in Waikiki is much more likely to be catering mainly to visitors rather than to residents, other things being equal. However, type of food served, and management strategies, including advertising, will heavily influence the extent to which the restaurant caters to visitors.

Occupational structure and job openings data for the industry are shown in Tables A3 and A4. Occupations entailing food preparation and serving account for a large majority of all occupational employment. Combined food preparation and serving workers (35-3021) numbered 7,690 in 2004, and waiters and waitresses (35-3031) numbered 11,300 in the same year. Projected total job openings, including openings due to separations, are expected to average 420 per annum in the former (35-3021) and 700 per annum in the latter occupation (35-3031). Sales and related occupations (41-0000) in the food services and drinking places industry are projected to provide total average annual job openings of 90 for the 2004-2014 period. Most of these job openings are projected to be for retail sales workers (41-2000).

Management jobs (11-0000) numbered 1,670 in 2004, and are projected to increase to 1,880 in 2014. Including job openings due to both employment growth and separations, management job openings are expected to average 50 per annum (Table A4). Of these management openings, those for food service managers (11-9051) are projected to number 40 total openings yearly on average. Three-quarters of all food service manager occupation jobs are to be found in the food services and drinking places industry, with most of the balance (about 16% of all such managers) being in the accommodation industry.

¹⁶ DBEDT, June 2006, Table 2.1.

5.3 Air Transportation Industry

Occupations in the Industry

The transportation industry, especially the air transportation segment, is heavily dependent on visitor expenditures. Data from the State I-O model indicate that in 2002 just over \$2.0 billion in overall transportation industry (all modes) sales were to visitors, representing more than 70 percent of final demand sales to residents and visitors¹⁷. Total civilian employment in 2004 in air transportation amounted to 10,230, just under 2 percent of total state employment (Table A5). Of those occupations accounting for the majority of job in this industry, office and administrative support occupations (43-0000) accounted for 4,770 jobs, nearly half of all jobs in the industry in 2004. The second largest occupational group is flight attendants (39-6031) numbering 1,580 in 2004. Management occupations (11-0000), numbering 340 in the same year represented 3.4 percent of the industry's jobs.

Projected Job Openings

With respect to projected job openings to 2014, total average annual openings for all occupations in air transportation are expected to number 330 per annum (Table A6). Office and administrative support, flight attendant and management total average annual job openings are projected to number 120, 50 and 20, respectively. About half (10 openings) of total annual job openings in management are projected to be in operations specialties occupations (11-3000) between 2004 and 2014.

5.4 Arts, Entertainment and Recreation Industry

Occupations in the Industry

This sub-industry within the overall visitor industry is one of the two industries comprising the NAICS defined major industry groups, Leisure and Hospitality. The accommodation and food services industry is the other industry in this group (see Table A1). The total number of jobs in the arts, entertainment and recreation industry in 2004 was 11,400 (Table A7), approximately the same size as the air transportation industry. The major occupational group in terms of number of jobs (2,570) in 2004 is Personal Care and Service occupations (39-0000). The number of jobs in this major occupational group is projected to increase by 530 to 3,100 in 2014. Fitness trainers and aerobics instructors (39-9031) constitute a significant occupation within the latter major group. Other significant occupational groups include Food Preparation and Serving (35-0000), Building and Grounds Cleaning and Maintenance (37-0000), Arts, Design, Media, Entertainment and Sports occupations (27-0000), and Sales and Related occupations (41-0000). The number of jobs in the latter occupational groups in 2004 was 1,720, 1,410, 1,280, and 1,020, respectively.

Projected Job Openings

¹⁷ DBEDT, June 2006, Table 2.1.

With respect to projected job openings for the ten years ending in 2014, the industry as a whole is expected to provide about 520 openings per year on average (see Table A8), including both openings due to growth (200) and openings due to separations (320). Those major occupational groups projected to provide the most total job openings are personal care and service (120 openings), food preparation and serving (90), and arts, design, media, entertainment and sports (70). Management occupations (11-0000) are projected to provide 20 total job openings per annum on average, with about half of these (10) in the Top Executives occupational group (11-1000). Other specific occupations of interest are Entertainers and Performers (27-2000), Landscaping and Grounds-keeping workers (37-3011), Fitness Trainers and Aerobics Instructors, noted above. Total average annual job openings projected for the latter specific occupations in the 2004-2014 period number 50, 40, and 20, respectively.

5.5 Water Transportation Industry

Occupations in the Industry

The water transportation industry includes cruise ship operations, which are a relatively recent addition to the Hawai'i visitor industry. With total industry employment of 1,620 in 2004, the industry is small compared with the hotel/resort segment of the visitor industry. However, currently planned expansion of cruise ship activity is expected to result in a three-fold increase in projected employment, to 5000 jobs in 2014 (Table A9). Given the nature of its operations, the principal occupational group is Transportation and Material Moving Occupations (53-0000), employment in which is projected to increase from 800 in 2004 to 2,300 in 2014. Other significant occupational groups include Installation, Maintenance and Repair Occupations (49-0000), and Management Occupations (11-0000). The latter two groups each employed 120 in 2004, with projected employment expected to rise to 400 in 2014 in management occupations and 410 in installation, maintenance and repair jobs in the same year.

Projected Job Openings

Overall, the water transportation industry is projected to generate a total of 380 jobs per annum on average during the 2004-2014 period, including job openings due to growth and job openings due to separations (Table A10). As might be expected, transportation and material moving occupations are projected to be the single largest contributor to job openings, with total job openings averaging 180 yearly for the decade ending in 2014. Within this major occupational group, Ship Engineers (53-5031) and Water Transportation Workers (53-5000) are projected to account for 30 and 100 total average annual job openings in the period to 2014.

5.6 Real Estate, Rental and Leasing Industry

Occupations in the Industry

The real estate, rental and leasing industry in 2004 accounted for 12,380 jobs. This industry includes occupations associated with the management and operation of time-share units, vacation rental units, Bed & Breakfast units, and condominium hotels that typically have a significant share of individually owned apartment units in a rental pool that is largely used by visitors. While these diverse accommodation modes altogether constitute a relatively small

portion of the overall accommodation industry, in future these modes, particularly time-share operations, may be expected to increase their share of the accommodation market. Also, given the typically smaller size of establishments compared with the traditional hotels/resorts, managerial occupations (including many who are self-employed) can be expected to account for a larger share of the overall industry occupational mix. The industry classification also includes car rentals a fairly significant sub-industry in terms of jobs and income.

As might be expected for this segment of the overall Financial Activities industry, Sales and Related Occupations (41-0000) constitute a significant share (2,860 jobs in 2004) of all occupations in the industry. Office and Administrative Support Occupations (43-0000) and Building and Grounds Cleaning and Maintenance Occupations (37-0000), with 2,960 and 1,430 jobs, respectively, in 2004, are also significant occupation groups. Management occupations (11-0000) represented 4.6 percent (1,310 jobs) of the total number of industry jobs (Table A11) in 2004 and are projected to increase to 1,520 in 2014, about 11.5 percent of projected industry employment (13,170) in 2014.

Projected Job Openings

The industry as a whole is projected to provide total average annual job openings numbering 390 in the period 2004 to 2014 (Table A12). The main occupational groups contributing to total job openings are: sales and related occupations (120 job openings), office and administrative support occupations (70 openings), and management occupations (50 openings). Specific occupations of interest in this industry are: Property, Real Estate and Community Association Managers (11-9141) with 30 total average annual projected job openings and Financial Clerks (43-3000) with 20 projected total average annual job openings.

5.7 Scenic and Sightseeing Transportation Industry

Occupations in the Industry

Although a relatively small industry, the Scenic and Sightseeing industry is an important segment of the overall visitor industry, as it includes tour activities and ground transportation to many popular tourist attractions. The industry also includes airplane and helicopter tours, and waterborne tours, dinner cruises and other water leisure, recreation and sports activities for tourists. In 2004, total employment in the industry was 3,290 (see Table A13), and is projected to grow to 4,110 total jobs in 2014.

The main occupation groups comprising the industry workforce include: Transportation and Material Moving Occupations (53-0000) with 1,500 jobs (in 2004), Personal Care and Service Occupations (39-0000) with 580 jobs, and Office and Administrative Support Occupations (43-0000) with 420 jobs. A significant occupation of interest is Captains, Mates and Pilots of Water Vessels (53-5021) that in 2004 accounted for 350 jobs in the industry, about 52 percent of all such occupations in the state.

Projected Job Openings

In terms of job openings (Table A14), the overall industry is projected to provide total annual openings numbering 160 for the decade ending in 2014, half (80 openings) due to growth of employment, and half (80) due to separations. The single largest occupation contributing to the projected job openings is Transportation and Material Moving Occupations, as would be expected, with total average annual openings numbering 70. Within this occupational group, Captains, Mates and Pilots total job openings is projected to number 20 per annum on average to 2014.

5.8 Retail Trade Industry

Occupations in the Industry

Retail trade is an important segment of the overall visitor industry. Those sub-industries counted as part of the direct visitor industry are: Health & Personal Care Stores, Clothing & Accessory Stores, and Sporting Goods, Book, Music & Hobbies Stores. These industries accounted for about 18,300 employees in 2004 (Table A15), with projected employment to number 21,560 in 2014.

Projected Job Openings

In terms of job openings, total openings are projected to average 900 per year (Table A16), with 340 openings being due to growth and 570 openings due to separations. Those occupations accounting for a large majority of total projected openings are First-Line Supervisors/Managers of Retail Sales Workers (41-1011), projected to account for 70 average annual total openings; and Retail Salespersons (41-2031) which are projected to account for 570 total job openings for the period 2004-2014.

Visitor Sub-industries Job Openings

Table 8 provides a reference to projected total job openings by sub-industry within the overall visitor industry, and to those visitor industry occupations projected to provide the most job openings between 2004 and 2014. The visitor industry, comprised of the eight sub-industries shown in Table 8, is projected to provide 7,030 total average annual job openings, including openings due to growth and to separations. These 7,030 job openings represent 30 percent of total average annual job openings projected for all occupations during the decade ending in 2014. Food Services and Drinking Places (2,810 openings), Accommodation (1,520), and Retail Trade (900) are the main sub-industries expected to contribute the most annual job openings between 2004 and 2014. Reflecting the kinds of jobs most prevalent in these industries, the occupations listed in Table 8 indicate large numbers of average annual openings for Waiters and Waitresses (880), Retail Salespersons (570), Combined Food Preparation and Serving Workers (420), Building Cleaning and Pest Control Workers (350), Supervisors, Food Preparation & Serving Workers (150), Information and Record Clerks (100), and Water Transportation Workers (100).

Table 8. Summary of Visitor Industry Job Openings by Sub-Industry and by Occupation: 2004-2014

Sub-Industry	Job Openings Due to Growth	Job Openings Due to Separations	Total Average Annual Job Openings
Accommodation	450	1,070	1,520
Food Services & Drinking Places	600	2,210	2,810
Arts, Entertainment and Recreation	200	320	520
Air Transportation	110	240	350
Water Transportation	340	40	380
Scenic & Sightseeing Transportation	80	80	160
Real Estate & Rental and Leasing	100	290	390
Retail Trade (*)	340	570	900
Total	2220	4,820	7,030
Job Openings by Occupation:			
Mgmt Occupations (11-0000)	120	110	230
Top Executives (11-1000)	0	10	10
Advertising, Marketing, Promotion, Public Relations, and Sales Managers (11-2000)	10	-	10
Operations Specialties Mgrs. (11-3000)	-	10	10
Other Mgmt Occupations (11-9000)	10	10	20
Food Service Managers (11-9051)	20	30	50
Property, Real Estate & Community Association Managers (11-9141)	10	20	30
Arts, Design, Media, Ent. & Sports (27-0000)	30	40	70
Entertainers & Performers (27-2000)	20	30	50
Food Preparation & Serving Occupations (35-0000)	670	2,540	3,210
Supvs, Food Prep & Serving Workers (35-1000)	50	100	150
Cooks & Food Preparation Workers (35-2000)	30	70	100
Food & Beverage Serving Workers (35-3000)	40	260	300
Combined Food Prep & Serving Workers, Including Fast Food (35-3021)	90	330	420
Waiters and Waitresses (35-3031)	150	730	880
Bldg & Grounds Cleaning & Maint (37-0000)	170	290	460
Bldg Cleaning & Pest Control Workers (37-2000)	160	190	350
Landscaping & Grounds Keeping Wkrs (37-3011)	20	20	40
Personal Care & Service Occupations (39-0000)	110	160	270
Transp, Tourism & Lodging Attendants (39-6000)	30	40	70
Flight Attendants ((39-6031)	30	20	50
Fitness Trainers & Aerobics Instructors (39-9031)	10	10	20
Sales and Related Occupations (41-0000)	340	710	1,060
First Line Suprv/Mgr Retail Sales Wkr (41-1011)	20	50	70
Retail Salespersons (41-2031)	220	350	570

Office and Adm Support Occupations (43-0000)	110	430	540
Financial Clerks (43-3000)	-	20	20
Bookkeeping, Acctg, & Auditing Clerks (43-3031)	-	10	10
Information and Record Clerks (43-4000)	40	60	100
Installation, Maint & Repair Occupations (49-0000)	30	-	30
Transportation & Material Moving Occup (53-0000)	210	140	340
Water Transportation Workers (53-5000)	70	30	100
Captains, Mates, Pilots of Water Vessels (53-5021)	10	10	20
Ship Engineers (53-5031)	20	10	30

Source: DLIR, internal records, February 2007, and

<http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix> . Accessed 2/20/07.

Notes: 1. Job openings data represent average annual openings for the period 2004-2014.

2. Growth and separation openings may not add to total openings due to rounding and because negative growth is counted as zero growth.

(*) – Retail Trade that is counted as part of visitor industry includes only three sub-industries considered representative of the overall retail trade sector. These sub-industries are: Health and Personal Care Stores; Clothing and Clothing Accessory Stores; and Sporting Goods, Hobby, Book and Music Stores.

6. Wages and Salaries

In this section wages and salaries in the visitor industry are discussed in the context of occupations projected to account for the bulk of job openings, and in relation to level of pay, both compared among different occupations within the visitor industry, and to typical occupations in other Hawai'i industries. Wage rates for sub-industries within the visitor industry are also compared with their counterpart industries in the U.S., nationally and at the state level.

Level of Occupation and Wages

The occupational wages and salaries data compiled by the DLIR are not broken out by industry, but rather on the basis of all industries for each occupational code. A listing of most of the occupations found in the visitor industry, along with job openings for each occupation, is shown in Table 9. It is important to emphasize the data in Table 9 is for occupations in all industries not just the visitor industry. Median wage data in the DLIR Table 9 include employer reported estimates of tip income for employees.

Referring again to some of the occupations that are most prevalent in the visitor industry, median annual wages as of May 2005 are presented in Table 9 as follows: Waiters & Waitresses - \$18,180; Combined Food Preparation and Serving Workers - \$15,070; First-Line Supervisors/Managers of Food Preparation & Service Workers - \$31,510; Restaurant Cooks - \$22,230; Maids & Housekeeping Cleaners - \$25,530; Amusement & Recreation Attendants - \$18,660; Tour Guides & Escorts - \$21,820; Retail Salespersons - \$19,470; Cashiers - \$17,320; Hotel, Motel & Resort Clerks - \$30,870; and Sailors and Marine Oilers - \$26,180.

Some of the more highly skilled and paid occupations found in the visitor industry (Table 9) include the following: Food Service Managers - \$43,800; Lodging Managers - \$50,850; Specialist Meeting & Convention Planners - \$42,220; Musicians & Singers - \$25.22/hour (see note 1 to Table 9); Chefs & Head Cooks - \$39,650; First-Line Supervisors/Managers of Landscaping & Grounds Keeping - \$40,770; Concierges - \$32,960; First-Line Supervisors/Managers of non-retail Sales Workers - \$52,360; Airline Pilots, Copilots & Flight Engineers - \$125,210; and Air Traffic Controllers - \$87,450.

Comparison with other Industries

Table 9. Job Openings and Wage Rates of Selected Visitor Industry Occupations

(Job Openings – Average Annual Number: 2004-2014. See Note 4.)

Occupation	SOC Code	Job Openings Due to Growth	Job Openings Due to Separations	Total Job Openings	Median Hourly Wage	Annual Median Wage
Management Occupations						
Food Srvc. Mgrs	11-9051	20	30	50	\$21.06	\$43,800.00
Lodging Mgrs	11-9081	10	10	10	\$24.45	\$50,850.00
Business & Financial Occupations						
Specialists Mtg & Conv. Planner	13-1121	10	10	10	\$20.30	\$42,220.00
Arts, Design, Entertain. Sports & Media Occup						
Musicians & Singers	27-2042	20	10	30	\$25.22	(1)
Protective Services Occupations						
Sec. Guards	33-9032	100	160	260	\$9.68	\$20,140.00
Food Preparation & Serving Occupations						
Chefs & Head Cooks	35-1011	20	40	50	\$19.06	\$39,650.00
First-Line Sup/Mgr Food Prep & Service Worker	35-1012	60	100	150	\$15.15	\$31,510.00
Cooks, Fast Food	35-2011	40	100	150	\$7.88	\$16,400.00
Cooks, Restaurant	35-2014	70	190	260	\$10.69	\$22,230.00
Cooks, Short Order	35-2015	10	40	50	\$10.02	\$20,840.00
Food Prep. Workers	35-2021	100	190	290	\$9.61	\$19,990.00
Bartenders	35-3011	30	130	160	\$10.45	\$21,740.00
Comb. Food Prep & Serving Wkr, Inc. Fast Food	35-3021	140	420	560	\$7.24	\$15,070.00
Concession & Coffee Shop	35-3022	80	420	500	\$7.32	\$15,230.00
Waiters & Waitresses	35-3031	160	790	960	\$8.74	\$18,180.00
Food Servers, Non-Restaurant	35-3041	10	30	40	\$11.36	\$23,640.00
Dining Room & Café Attend. & Bartender Helper	35-9011	50	150	200	\$9.59	\$19,950.00
Dishwashers	35-9021	50	160	210	\$8.30	\$19,050.00

Table 9. (Cont'd, page 2)

Occupation	SOC Code	Job Openings Due to Growth	Job Openings Due to Separations	Total Job Openings	Median Hourly Wage	Annual Median Wage
Food Preparation & Serving (Cont'd)						
Hosts & Hostesses, Rest, Lounge & Coffee Shop	35-9031	30	80	110	\$8.49	\$17,670.00
Food Prep. & Serving Related Worker, Other	35-9099	*	*	10	\$9.45	\$19,660.00
Bldg & Grounds Cleaning & Maintenance						
Housekeeping & Janitorial Wrkr	37-1011	50	50	90	\$15.76	\$32,790.00
First-Line Sup/Mgr Landscaping, Lawn Svc. & Grounds keeping	37-1012	10	10	20	\$19.60	\$40,770.00
Maids & Housekeeping Cleaners	37-2012	150	240	390	\$12.27	\$25,530.00
Personal Care & Service Occupations						
Amusement & Recreation Attendants	39-3091	40	50	90	\$8.97	\$18,660.00
Baggage Porters & Bellhops	39-6011	30	50	80	\$7.87	\$18,710.00
Concierges	39-6012	10	20	30	\$15.85	\$32,960.00
Tour Guides & Escorts	39-6021	10	40	50	\$10.49	\$21,820.00
Trans. Attendant, (Excludes Flight Attend) & Baggage Porter	39-6032	20	10	30	\$10.52	\$21,890.00
Recreation Worker	39-9032	30	40	60	\$12.91	\$26,850.00
Sales & Related Occupations						
First Line Supervisors/Mgr Retail Sales Wrkr	41-1011	50	110	160	\$16.37	\$34,050.00
First Line Supervisors/Mgr of Non-Retail Sales Wrkr	41-1012	10	30	40	\$25.17	\$52,360.00
Cashiers	41-2011	40	630	670	\$8.33	\$17,320.00
Counter & Rental Clerks	41-2021	40	80	120	\$8.30	\$17,270.00
Retail Salesperson	41-2031	460	860	1,320	\$9.36	\$19,470.00

Table 9. (Cont'd, page 3)

Occupation	SOC Code	Job Openings Due to Growth	Job Openings Due to Separations	Total Job Openings	Median Hourly Wage	Annual Median Wage
Office & Admin Support Occupations						
Customer Service Representatives	43-4051	140	100	230	\$13.34	\$25,360.00
Hotel, Motel, & Resort Clerks	43-4081	30	100	120	\$14.84	\$30,870.00
Receptionists & Info. Clerks	43-4171	60	100	170	\$11.21	\$23,310.00
Reservation & Trans. Ticket Agent & Travel Clerk	43-4181	10	120	130	\$15.16	\$31,540.00
Transportation & Material Moving Occupations						
Airline Pilots, Copilots, & Flight Engineers	53-2011	10	20	30	\$0.00	\$125,210.00
Commercial Pilots	53-2012	10	10	10	\$0.00	\$74,440.00
Air Traffic Controllers	53-2021	*	10	10	\$42.04	\$87,450.00
Bus Drivers, Transit and Inter-City	53-3021	20	50	70	\$15.67	\$32,590.00
Taxi Drivers & Chauffeurs	53-3041	30	10	40	\$8.94	\$18,590.00
Sailors and Marine Oilers	53-5011	50	20	70	\$12.59	\$26,180.00
Parking Lot Attendants	53-6021	0	70	70	\$6.94	\$14,450.00

Source: DLIR, May 2005 Occupational Employment and Wage Estimates are from <http://hiwi.org/> .

Notes: * - denotes employment estimate that is less than 10 but greater than 0.

- (1) Annual wage data for musicians and singers are not available due to varied working hours associated with the profession.
- (2) \$0.00 wages means no data available. Hourly wage data not available for pilots that work less than 2080 hours per year.
- (3) Totals for employment may not add due to rounding to the nearest 10, and occupations with less than 20 employees in 2004 and 2014 have been excluded.
- (4) Job openings and wages data are based on occupational employment data from all industries.

Comparison with Other Industries

In light of Hawai'i's very tight labor market, with current unemployment rate at 2.0 percent (December 2006), the lowest level ever measured in Hawai'i and lowest in the U.S., industry leaders and policy makers have become increasingly concerned with how competitive the visitor industry is in attracting and retaining workers. Level of wages and salaries is one important measure of competitiveness.

Wage rates are presented in Table 10 for seven Hawai'i industries. The data represent mean (average) annual wage for each of the industries for 2004 and 2005. Four of the industries shown are visitor sector sub-industries, including the largest and second largest sub-industries – Food Services and Drinking Places, and Accommodation, respectively. Retail Trade (excluding food services and drinking places) and Transportation & Warehousing are also considered a part of the visitor industry. Three industries, Construction, Professional and Technical Services and Health Care and Social Assistance, are not part of the visitor sector, and compete with the visitor industry in attracting new labor force entrants – those largely lacking training or skills beyond a high school education¹⁸.

The Food Services and Drinking Places industry in 2005 paid \$16,062 in wages on average, only about 47 percent of the overall private sector average wage of \$34,558 in 2005. It is important to note that the computation of average wage is on the basis of employer payrolls divided by number employed, and therefore does not necessarily reflect full-time annual wage rates based on employees being paid for 2,080 hours per annum (i.e., 40 hours/week). In the Food Services and Drinking Places industry, many workers hold part-time jobs and for all workers in the industry the average workweek is well below 40 hours¹⁹. This is a significant contributor to the lower average wage in this sub-industry relative to other sub-industries in the visitor industry and to the significantly higher all-industries average wage.

As indicated in Table 10, Construction industry average annual wage was \$54,378 in 2005, nearly 60 percent higher than the all industries average. In the Professional and Technical Services industry, too, wages were relatively high compared with both the all industries average and with the average annual wage in the Accommodation (\$34,244), Transportation & Warehousing (\$36,195) and Retail Trade (\$25,033) industries. The Accommodations industry average wage in 2005 was very nearly the same as the all industries average, and was just 14 percent below the average wage paid by the Health Care and Social Assistance industry. It should be noted that Retail Trade is another industry in which the incidence of part-time work is much higher than in other industries, and is in this respect similar to the Food Services and Drinking Places industry in being a factor contributing to the lower average wage compared with other tourism sector sub-industries and the all-industries average wage.

¹⁸ The Professional and Technical industry competes with the Visitor Industry mainly with respect to labor force participants with baccalaureate or higher, and to a lesser extent in some occupations requiring only associate degrees, some college education or specialized post-secondary training.

¹⁹ In 2004 and 2005, statewide average weekly hours reported were 24.6 and 23.8, respectively, for the Food Services and Drinking Places industry. DLIR data. December 2005 data were preliminary.

Table 10 Visitor Industry and Selected Other Industry Wages: 2004 and 2005
(Average Annual \$)

Industry	2004	2005
Construction	50,970	54,378
Retail Trade	24,569	25,033
Transportation & Warehousing	36,316	36,195
Professional and Technical Services	51,218	55,396
Health Care and Social Assistance	38,173	39,178
Accommodation	33,316	34,244
Food Services and Drinking Places	15,465	16,062
Average, All Private Sector Industries	33,576	34,558

Source: DLIR, *2005 Employment and Payrolls in Hawai‘i*, October, 2006; and *2004 Employment and Payrolls in Hawai‘i*, October 2005.

Hawai‘i Compared with Other States

Given the possible need to recruit visitor industry workers from other states, it is important to know how Hawai‘i wages compare with the U.S. national average and to other states. The DBEDT report, *Wage and Employment Structure: Comparing the Recent Trends Between Hawai‘i and the U.S.*, provides comparative wage data for 2004²⁰. For Food Services and Drinking Places, the U.S. average wage was \$13,885, compared with the same industry in Hawai‘i that was \$16,393 (ranked 6th in nation), and in the state with the highest average wage, New York with an average wage of \$17,221 in 2004²¹. Similarly, for the Accommodation industry, the U.S. average annual wage was \$24,765, compared with Hawai‘i’s \$36,410, which was the highest wage among all U.S. states in 2004. For the Retail Trade industry, the U.S. average wage in 2004 was \$24,443, very nearly the same as Hawai‘i’s \$24,587 average wage, which was ranked 15th in the nation. The top ranked retail trade industry was that of California, which had an average wage of \$28,914. With respect to Transportation and Warehousing, the U.S. average wage in 2004 was \$40,137, compared with Hawai‘i’s \$36,545 (ranked 33rd) and the top ranked state of Alaska, which had an average wage of \$47,673 in 2004.

In regard to the all-industries wage, the U.S. average for 2004 was \$38,793, compared with Hawai‘i’s \$35,750 (ranked 23rd nationally), and the top ranked state, Connecticut with average wage of \$49,926. For the Construction industry, the U.S. average wage was \$40,540, compared with Hawai‘i’s \$50,901 (ranked 4th) and the top ranked state, Alaska with average wage of \$52,825 in 2004. For the Health Care and Social Assistance industry, the U.S. average wage was \$36,262, compared with Hawai‘i’s \$37,319 (ranked 12th) and the top ranked Nevada, \$41,640 in 2004.

²⁰ DBEDT, December 2005, Table 3.

²¹ The DBEDT report is based on U.S. Bureau of Economic Analysis data that includes the self-employed, so the average wage figures are different from those in Table 2.26 from the DLIR, which include only covered wage and salary employment.

It is important to emphasize that the above comparisons between Hawai'i and other states do not take into account differences in cost-of-living, which is higher in Hawai'i than in the majority of Mainland states, except Alaska. This point will be further discussed in the next section.

7. Visitor Industry Workforce Issues

The foregoing analysis revealed several key issues related to labor supply and employment in Hawai'i. This section analyzes these factors in more detail along with trends in visitor demand likely to influence the structure of the industry and hence appropriate strategies for workforce development and the need for information to facilitate more effective policy and planning.

7.1 Labor Supply

Robust growth of visitor arrivals, ADC and visitor spending has significantly contributed to employment demand and the resulting tight labor market, demonstrated by the extremely low unemployment rate (2.1%)²² that is well below the national rate. While there may be a slowing in growth of the national and state economies in the short-term (next 2-3 years), the longer term outlook to 2014 is for continuing growth of the visitor industry, federal spending and growth of the Hawai'i economy. These long-term trends are reflected in both the DBEDT 2030 Series population and economic projections, and the DLIR employment outlook for industries and occupations to 2014.

Employment Growth

As discussed in Section D.4, employment growth between 2004 and 2014 is projected at 1.4 percent per annum by DLIR, but is projected at a significantly slower rate by DBEDT (see Table 7), at 0.9 percent. The DLIR employment (and job openings) projections are based solely on demand, and do not factor-in constraints in labor supply. The slower growth projections for the 2005-2015 period with respect to employment from the 2030 Series report take into account labor force growth, as this variable was also projected at the same 0.9 percent per annum rate.

At 0.9 percent growth of employment, the increase in workforce between 2005 and 2015 would amount to 53,950, or about 5,395 additional jobs each year due to growth (the DBEDT projection). However, if the DLIR projection of job openings due to growth for the 2004-2014 period is assumed, there would be about 8,470 openings per annum, nearly 60 percent more job openings than that projected by DBEDT, and much higher than the 0.9 percent growth in labor force that is projected by DBEDT. Moreover, when the DLIR projected job openings due to separations (14,910 annual openings) are also taken into account, then it becomes obvious that Hawai'i will either have to depend heavily on increased net in-migration of workers or manage best it can a situation of excess visitor demand versus limited supply of accommodation and other services that would be restricted due to the short-fall in visitor industry workforce. Managing or coping with excess demand would inevitably be resolved through the economy experiencing a sharp rise in inflation, with consequent run-up in hotel & lodging room rates, and price of meals, and other goods and services sold to visitors (and local residents).

²² On a seasonally adjusted basis the 2.1 percent unemployment rate for Hawai'i in October 2006 was the lowest in the U.S. for the third straight month, and lowest ever recorded for Hawai'i. Star Bulletin, 11/22/96.

Population Growth

While long-term projections of visitor growth are necessarily subject to a fair degree of uncertainty, labor force projections are much more reliable since they are largely based on demographic trends (e.g., birth and death rates), which typically change slowly. Both in Hawai‘i and nationally, the resident population overall is aging, resulting in proportionately fewer workers in the prime working age (18-54) entering the labor force and proportionately more workers leaving the labor force through retirement, death or other reasons. Based on census data, projected change in population between 2000 and 2020 is expected to increase the number of persons age 15-54 by 59,000, compared to an increase of 75,900 for persons age 55-64. For youth age 14 or less, the change is projected at only 42,400, compared with the elderly age 65+ whose number is projected to increase by 99,500.²³ Based on the same data source, high school graduates are expected to fill less than half of (then) projected 29,000 annual job openings between 2001 and 2018²⁴.

In-migration of Workers

The tight labor market may have contributed to the situation of virtually no growth in room inventory in recent years, or it may simply be a lag effect following a rapid growth of visitor demand and favorable operating profits – time required to prepare expansion plans and line up financing of hotel/resort development. What is clear is that visitor industry leaders and investors will have to cope with a limited supply of labor, given projected long-term growth of visitor expenditures. Recruiting workers from Mainland states for the visitor industry is likely to be quite difficult in view of Hawai‘i’s high cost of living (discussed below), and the fact that in most states an aging population is having the same effect as in Hawai‘i of limiting labor force growth. This leaves the alternative of overseas foreign recruitment. Thus far, one hotel has pursued this option in bringing in about 50 workers from the Philippines²⁵. Bringing in large numbers of foreign workers is likely to be a very difficult endeavor given Hawai‘i’s situation with respect to affordable housing. Many currently in the visitor industry workforce have difficulty in finding affordable housing, and this is likely to become increasingly an issue for government in the processing of permits for new hotel/resort development.

Some emerging trends that have been identified and discussed in the *Planning for Sustainable Tourism* project may be seen as ways to mitigate and/or offset the limited availability of labor. These include development of the cruise ship industry and more rapid development of timeshare accommodation facilities. These trends and other sustainable tourism issues related to workforce development are discussed below.

7.2 Wage Rates in Relation to Cost of Living

Resident Attitudes

In view of the visitor industry being the State’s leading industry, accounting for nearly one in five of all direct jobs in the economy, adequacy of pay has long been a significant issue.

²³ Hawai‘i National Governors Association (NGA) Project, June 2006, p.21. Numbers rounded to nearest 100.

²⁴ Hawai‘i NGA Project, p.23.

²⁵ Honolulu Advertiser, 12/1/06.

Surveys on resident attitudes toward tourism have been undertaken for the Hawai'i Tourism Authority (HTA) or DBEDT in 2005, 2002, 2001 and 1999, and similar large-scale surveys were done in 2003 and 1988. In relation to jobs, surveys in five years²⁶ asked the question: *Do you agree or disagree with the following statements?* Of the seven statements given, one was, "Jobs pay pretty well". In 2005, 37% agreed with the statement. In previous years the percentage response that agreed was as follows: 2002 (46%), 2001 (40%), 1999 (54%), and in 1988 (38%). The survey report noted that the response rates to this question suggested that tourism "booms" seemed to correlate with perceptions of lower pay²⁷. Whether "boom" year or not, the fact that in four out of five years, only a minority of respondents agreed that visitor industry jobs "pay pretty well", indicates that the prevailing perception of residents is that visitor industry jobs do not pay well.

Consumer Price Index

With respect to cost-of-living in Hawai'i, the booming real estate market along with a run-up in gasoline prices, have been major contributors to the rise in Hawai'i's rate of inflation as measured by the Honolulu all-items Consumer Price Index (CPI). After two years of inflation in the 3-4 percent range (3.8% in 2005 and 3.3% in 2004), Honolulu's rate of inflation in 2006 jumped to 5.9 percent, nearly twice the national rate (3.2%) in 2006²⁸.

Comparison with Other States

Compared with most U.S. cities, Hawai'i's cost-of-living is significantly higher. Out of 20 major metropolitan areas in the U.S., Hawai'i ranked 7th most costly in 2004, 2005 and 2006. The only major areas surveyed that ranked more expensive were: New York City, Los Angeles, White Plains, N.Y., San Francisco, Chicago and Miami²⁹. While living costs are higher than in most states, income levels in Hawai'i are below many states. In 2004 the median money income of Hawai'i households was \$48,299, which ranked 11th highest among the 50 states³⁰. Among all 50 states, Hawai'i's median household income of \$48,299 was ranked 11th highest, but it had declined 10.3 percent between 2000 and 2004 – only Illinois and Mississippi experienced larger declines, 11.2 and 11.3 percent, respectively.

In view of Hawai'i's high cost-of-living, typical wage rates for occupations in the visitor industry (listed in Table 9) are in most cases (taking into account the number of jobs in these occupations) just above the poverty threshold level for a family of 4 (\$22,260 in February 2005³¹). To some extent, this may reflect the fact that many workers who take jobs in the visitor industry are young and/or lack training and experience that would qualify them for higher paying occupations in another industry or in the visitor industry itself. But at the same time, many occupations in the visitor industry are relatively well paid (although much less numerous relative

²⁶ Years of surveys were: 2005, 2002, 2001, 1999 and 1988.

²⁷ Survey of Hawai'i Resident Sentiments on Tourism in Hawai'i, December 2005, p.21-23.

²⁸ DBEDT, *Quarterly Statistical and Economic Report, Executive Summary*, 1st Quarter 2007, Table B-9.

²⁹ The State of Hawai'i Data Book, 2005, Table 14.18.

³⁰ The State of Hawai'i Data Book 2005, Table 13.18. The income data for the states were derived from the Current Population Survey and personal income estimates from the Bureau of Economic Analysis and as such are estimates.

³¹ State Data Book 2005, Table 13.25.

to the lower paid occupations), but require working experience and in most cases formal training and/or 4-year college degrees or higher.

Workforce Development Programs

To attract and retain resident workers, including former Hawai'i residents now living in other states, the visitor industry must strengthen its human resources development (HRD) programs. Employees should have increased access to training and education enabling them to qualify for, and move into better-paid positions that offer challenging managerial, supervisory or technical responsibilities. Consistent with trends toward visitors seeking more active holidays that include opportunities for cultural interaction with the community, demanding physical recreational pursuits, emersion in plant and wildlife preserves and a wide range of educational activities, tourism product development needs to more aggressively capitalize on these trends. In so doing, diverse occupational needs have to be met. This can be expected to promote increased diversity of the Hawai'i visitor industry in terms of job openings in a range of new occupations, many of which would likely be associated with skills that would command higher wage rates than the entry level jobs now prevailing in the food services and drinking places, accommodation and retail industries that dominate the visitor industry.

Housing

Affordable housing is also an urgent need in relation to attracting and retaining visitor industry workforce. This need will have to be more effectively met than in the past, both for resident and in-migrant workers. To the extent job demand projections are realized (e.g., DLIR projected 23,380 annual job openings), resident labor force will be insufficient, even with upgraded better-resourced HRD programs. To obtain the necessary immigration clearance for bringing in foreign workers (under the temporary work visa program), the visitor industry will have to provide worker housing quality of life.

Maintaining Public Support

The above initiatives will also be important for maintaining broad public support of the visitor industry. This support will be essential if projected growth of visitor spending is to continue to be Hawai'i's leading industry for generating income and jobs. Diminishing public support would likely constrain the industry in several significant respects: (a) increase the difficulty of recruiting new labor force entrants vis-à-vis other competing Hawai'i industries (e.g., construction, and health care and social assistance), (b) contribute to the out-migration of residents who leave Hawai'i to seek employment in other states, and (c) make it more difficult for developers to obtain necessary government approvals to build new hotels and other visitor-related infrastructure.

7.3 Workforce Implications of Structural Changes in Visitor Industry

Structural changes in the Hawai'i visitor industry, to the extent these occur, would necessarily impact the industry's workforce through corresponding changes in occupational staffing ratios. Depending on the nature of the structural changes, very significant changes could

occur. For example, with rapid expansion in timeshare accommodations and cruise ship passengers, demand for traditional housekeeping, front desk, and food preparation workers would likely diminish in relative terms, as hotel/resort accommodation would constitute a smaller share of total visitor accommodation (i.e., visitors staying in time share condo units would enjoy much less service; and cruise passengers would be catered to by a different occupational staffing mix – no grounds keepers, distinct mix of entertainment and recreational staffing). Perhaps even more significant potentially, would be the demand for relatively new occupations (that in Hawai‘i are now sparsely represented). These occupations would include specialized guides, trainers/instructors, personal/health care specialists, cultural/natural resource instructors, and others needed to deliver the kinds of recreational, educational and personal development experiences that are increasingly sought by tourists.

Projected Trends Affecting the Visitor Industry

In April 2006 DBEDT released a major tourism study, *Planning for Sustainable Tourism*³². This study was prepared between 2002 and 2005. A number of findings of this study suggest that significant structural changes may be occurring in the industry. Although tourism is Hawai‘i’s largest industry by a wide margin (over the second largest industry, Federal spending including defense), it is a mature industry and cannot be expected to grow at the much higher rates experienced in the 1970’s and 1980’s. Moreover, given the large size of the tourism sector as measured by visitor expenditures and average daily census in relation to GSP, de facto population and the more fragile ecological systems of the Hawai‘ian Islands, maintaining a sustainable visitor industry has become more of a challenge. Among the findings in *Planning for Sustainable Tourism* six major trends were identified. These trends include: 1.) An end to, or at least a pause in, new hotel development, 2.) Emergence of timeshare development, 3.) Cruise ships, 4.) Bed-and-Breakfasts (B&Bs) and Individual Vacation Unit (IVU) rentals, 5.) Growing visitor use of outdoor natural resources, 6.) Boom in recreational real estate.

Sustainability of tourism growth and development inevitably relates to a number of conditions and issues prevalent in varying degree among the counties. The identified emerging trends can be viewed as visitor industry responses to conditions affecting sustainability, e.g. tight labor market and projected slow growth of resident labor force, limited growth of traditional hotel/resort capacity, diversification of tourism products, and more effective policies to address resident concerns regarding visitor activities and spending. The implications of these trends and related issues are discussed below.

Changing Accommodations Sector

The first trend mentioned was, “An end to, or at least a pause in, new hotel development”. In connection with this trend, it was noted that Kaua‘i and Honolulu already were facing an impending shortage of (hotel) rooms, and Maui, and later, Hawai‘i county could also experience a room shortage. The study’s analysis of hotel room capacity indicated that “as occupancy rates reach more critical levels, visitors will increasingly seek alternatives to hotels including time-shares, condominiums, and other accommodations. Based on interviews with experts, the consensus view was that in the foreseeable future new visitor accommodations will

³² DBEDT, *Planning for Sustainable Tourism, Part I Summary Report*, April 2006.

more likely take the form of cruise ships, timeshare, B&B's and vacation rentals, as well as the continued development of recreational real estate, i.e. vacation and retirement homes³³.

From a workforce standpoint, B&B's and Individual Vacation Rentals (IVR) are much less labor intensive, and much of the work involved in managing and operating such units is performed by the owners, who are typically self-employed. This is particularly the case for B&B's located in residential areas outside of resorts. For timeshares, and many IVR's located within resort areas, the management and operations are performed by specialized firms - sometimes larger companies, but often by smaller firms. While the Neighbor Islands have B&B ordinances, Oahu since 1989 has placed a moratorium on issuance of B&B permits, and does not allow IVR's outside of resort zoned areas. In the Neighbor Islands and Oahu many B&B's and IVR's are believed to operate without permits, and in some areas these operations have become a contentious issue. As noted in the sustainable tourism study, "spill-over" effects (of tourists staying in residential areas) can intrude into residents' lives because of traffic, and effects related to housing costs and crime. However, the study also notes that "spill-over" effects can be positive, e.g., tourist spending in local stores, and often in the case of B&B's there is the opportunity for community-based tourism³⁴.

Governments have attempted to make estimates of the number of B&B's and IVR's, and guesstimates suggest that at least several thousand may be operating. However, since the majority of such units are unlicensed, information on their economic and workforce impact is largely unknown. It is contended that most operators, whether licensed or not, pay their taxes, and therefore government would have a measure of this impact. What seems evident is that there is significant demand on the part of visitors for timeshare, B&B, and IVR accommodations.

Cruise Ship Industry

The cruise ship industry has grown dramatically in Hawai'i. Cruise passengers in Hawai'i numbered 321,500 in 2005, compared with 242,100 visitors in 2002, an overall gain of 32.8 percent in the three-year period. Hawai'i residents comprise less than 3.0 percent of total passengers, and most visitors arrive by air³⁵. Among states, in terms of spending Hawai'i ranked 8th in the U.S. in 2005, moving up from 15th rank in just 2 years, since 2003. Total cruise industry spending in Hawai'i in 2005 was estimated to be \$512 million, which generated estimated direct and indirect jobs numbering over 12,000, and which paid wages of \$32,300 on average. With three ships home-ported in Hawai'i, there were about 4,000 on-board jobs. Of the \$512 million in direct spending in Hawai'i in 2005, an estimated \$350 million went to tour operators, airlines, hotels and other tourism-related industries.³⁶ The local cruise line operator indicated that Hawai'i residents currently hold about 10 percent of the 4,000 on-board jobs. Although growth of the cruise industry has been rapid, with such a short history in Hawai'i, it is difficult to estimate projected growth to 2014. The DLIR projected 380 total average annual job opening in the water transportation industry for the period ending in 2014, but given the low share of jobs going to local workers this projection could be too high. Depending on how

³³ DBEDT, April 2006, p.9-10.

³⁴ DBEDT, April 2006, p.51-52.

³⁵ DBEDT, State Data Book 2005, Table 7.27. Numbers have been rounded.

³⁶ Business Research & Economic Advisors, *The Contribution of the North American Cruise Industry to the U.S. Economy in 2005*, August 2006.

profitable cruise operations become after the recent start-up of this new industry, and how much growth occurs in hotel and lodging room capacity, future growth could result in significant structural change in the visitor industry.

Self-employed Sole Proprietors

There is also another facet of the labor market in Hawai'i that has not been effectively addressed. This refers to self-employed sole proprietors. The DLIR does not include self-employed in its labor force statistics and other programs, even though such employment data for Hawai'i is compiled by the U.S. Bureau of Economic Analysis. Sole proprietors numbered 122,400 in 1995, about 18.0 percent of the total labor force. In 2000, sole proprietors accounted for 18.6 percent (132,400) of the labor force, and in 2005, sole proprietors accounted for 19.6 percent (153,200) of the labor force³⁷. Sole proprietors operate many of the smaller tourism-related businesses, including B&B's and IVR's. This segment of the labor market is significant and potentially could be more involved in tourism development. Moreover, more experienced Hawai'i residents who live in other states could be recruited or attracted to visitor industry related opportunities in Hawai'i, probably more easily than for employee job openings.

Impact on Resources

With over seven million visitors now and projected average growth of 2.2 percent for statewide visitor arrivals to 2015, sustainability is a major concern. Particularly in the Neighbor Islands where the largely rural resident populations are relatively small compared with numbers of visitors (ADC), impacts on natural resources, infrastructure and recreational/cultural resources could be substantial – especially if actual long-term growth were to exceed the 2030 Series Report projections (in Table 6). As the sustainable tourism study points out, higher rates of growth of visitors is of concern, not so much because of the impact of visitor activity alone, but because of the growth of resident population and activity that this visitor industry growth might bring, assuming in-migration. The major impacts on resources would be mainly from the larger resident population. While the net in-migration may not all come from other states, it could come through importation of foreign workers.

Given this line of reasoning, policy makers have taken the position of promoting tourism growth that brings higher paying visitors, resulting in significant growth in expenditures, while keeping growth of visitor numbers minimal. This would entail new product development targeted at the higher spending tourists – those mentioned earlier who desire more active and diversified experiences, and are willing to pay more per day to have this kind of holiday. In effect, Hawai'i would attempt to transition from mass tourism to more targeted tourism that would attract independent, quality conscious visitors.

Sustainability and Employment

A major component of the sustainable tourism study was the building of a computable general equilibrium (CGE) model to quantitatively capture the effects of different tourism growth scenarios in terms of their impact on sustainability. The impacts modeled included the

³⁷ Bureau of Economic Analysis, <http://bea.gov/regional/> . Report SA25N.

physical (on infrastructure and natural resources) and economic.³⁸ Of interest here is the scenario entailing visitor expenditure growth with no labor growth. The modeling exercise specified three different one-time increases in visitor expenditures. All results were in real dollar terms (fixed 1997 dollars). Visitor expenditures were increased 1.0 percent, 5.0 percent and 10.0 percent over the baseline annual expenditure amount of \$10.931 billion.

With the 5.0 percent visitor expenditure increase, the Hawai'i Consumer Price Index increased from 100.0 to 101.7, that is a 1.7 percent rise in inflation. Given the fixed labor supply, this amount of increase in the inflation rate is somewhat surprising. One might have expected inflationary effects to be so severe as to produce negative real income results in terms of household and production impacts. However, real average household expenditures increased from \$41,741 to \$42,533, a modest 1.9 percent gain. Real compensation of employees increased from \$21,626 to \$21,763, an increase of 0.6 percent. For other economic variables, small increases resulted. While households and workers (economy-wide, not just those associated with the visitor industry) experienced modest gains from the one-time 5.0 percent visitor expenditure increase (in a one-year period), holding labor supply (all industries) fixed, many questions are raised by the exercise. For example, what would be the response of visitors to increased prices in the face of diminished service (per dollar spent)? The reputation of the industry would likely suffer, with potential subsequent decline in visitor arrivals. It is unlikely that the labor supply could remain fixed for 2 or 3 years without major negative impacts to the visitor industry in terms of quality of service. Other industries, which would be coping with declining sales and loss of workers, would also be affected.

The scope of the modeling exercise was confined to a single year and maybe too limited to provide any meaningful information in terms of what the consequences might be in the event the industry did experience a 2-3 year period of visitor growth with a continuing tight labor market (i.e., little or no growth in labor force). Under such circumstances, structural changes could occur in the economy, providing incentives for those segments of the industry that are less labor intensive to expand proportionately more. The emerging trends related to timeshare and cruise ship expansion might be interpreted as a response to the present tight labor market and limited room facilities situation. Although cruise ship labor intensity may be just as high as that of hotels, the industry's capacity to recruit nationwide effectively eliminates the labor constraint.

To summarize, the overall tourism industry workforce-related implications of this analysis indicate the following:

- Projected slow growth of Hawai'i labor force (DBEDT projection 2005-2015) in relation to the demand-driven projections of job openings (DLIR 2004 to 2014), poses potential problems that may have to be resolved through visitor industry structural changes and/or immigration of workers.
- Current Hawai'i visitor industry wage rates may not be sufficiently competitive, considering high local cost of living, to attract workers from other states and countries,

³⁸ DBEDT, April 2006, Table 11. Table 11 presented the visitor impacts, household impacts, and production impacts.

without providing more attractive work-related benefits such as enhanced access to housing and training.

- Structural changes already taking place (e.g., timeshare accommodation and cruise ship vacations) may represent a response to the tight labor market and shortfall in traditional accommodation. Other areas affected by sustainability factors also need to be monitored for their workforce implications.

APPENDIX C

Data Sources and Methodology

The data sources and methodology used in this analysis are related to: (1) projected job openings by industry and occupation, presented in the State Department of Labor and Industrial Relations report, *Employment Outlook for Industries & Occupations 2004-2014*, released in October 2006; and (2) economic projections, including civilian labor force and employment, provided by the State Department of Business Economic Development and Tourism report, *Population and Economic Projections for the State of Hawai‘i to 2030*, released in August 2004.

1. Data Sources

For DLIR employment outlook projections in (1) above, industry employment estimates for the 15-year time series used in the projection model were from the DLIR’s Current Employment Statistics (CES) program and the Quarterly Census of Employment and Wages. These programs are based on quarterly reports required of employers under the Hawai‘i Employment Security Law and Unemployment Compensation of Federal Employees. Source of data for the economic projections in (2) above, are from the DBEDT’s ongoing data collection programs that rely on U.S. Census Bureau reports, U.S. Bureau of Economic Analysis reports, and employment and wages reports from the DLIR. Adjustments to data sets used in the projection model are explained in the above DBEDT report (in (2) above)³⁹.

2. Methodology

With respect to the methodology used by the DLIR to project job openings, the Department used a 15-year historical time series (1990-2004) of employment by industry (according to NAICS industry codes) and other economic and demographic variables to project industry employment growth to 2014. Industry staffing patterns were then developed for each industry using occupational employment survey data (for non-agricultural industries) and census data (for agricultural industries). Finally, the DLIR produced industry-occupational matrices, adjusting the industry staffing patterns for 2014 to take into account technological developments based on U.S. Bureau of Labor Statistics data on national productivity change factors. Job openings due to separations were based on national statistical and actuarial tables that summarize mortality experience and withdrawals from the labor force, but did not take into account occupational or geographic job mobility⁴⁰. The DBEDT 2030 Series report utilizes an inter-county input-output model developed specifically for the 2030 economic projections. This I-O model incorporates a demographic module and an economic module. Details of the methodology are given in the DBEDT report cited in footnote 1 (pages 12-23 of cited report).

³⁹ DBEDT, August 2004, p.12-23.

⁴⁰ DLIR, October 2006, p.34-35.

**APPENDIX C
EMPLOYMENT IN HAWAII'S TOURISM INDUSTRY**

Table A1. Accommodation Industry Occupational Structure: 2004-2014

Table A2. Accommodation Industry Job Openings: 2004-2014

Table A3. Food Services and Drinking Places Industry Occupational Structure: 2004-2014

Table A4. Food Services and Drinking Places Job Openings: 2004-2014

Table A5. Air Transportation Industry Occupational Structure: 2004-2014

Table A6. Air Transportation Job Openings: 2004-2014

Table A7. Arts, Entertainment & Recreation Industry Occupational Structure: 2004-2014

Table A8. Arts, Entertainment & Recreation Job Openings: 2004-2014

Table A9. Water Transportation Industry Occupational Structure: 2004-2014

Table A10. Water Transportation Job Openings: 2004-2014

Table A11. Real Estate, Rental and Leasing Industry Occupational Structure: 2004-2014

Table A12. Real Estate, Rental and Leasing Job Openings: 2004-2014

Table A13. Scenic and Sightseeing Transportation Occupational Structure: 2004-2014

Table A14. Scenic and Sightseeing Transportation Job Openings: 2004-2014

Table A15. Retail Trade Visitor-Related Industry Occupational Structure: 2004-2014

Table A16. Retail Trade Visitor-Related Job Openings: 2004-2014

Table A1. Accommodation Industry Occupational Structure: 2004-2014

Occupation	Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Mgmt Occupations	11-0000	1,400	3.8	4.9	1,710	4.1	5.1
Food Preparation & Serving Occupations	35-0000	10,790	28.6	15.5	11,680	27.7	14.9
Bldg & Grounds Cleaning & Maint.	37-0000	10,960	29.0	31.3	12,400	29.5	30.3
Personal Care & Svc. Occupations	39-0000	2,800	7.4	14.2	3,230	7.7	13.6
Office & Admin. Support Occupations	43-0000	5,470	14.5	5.4	5,940	14.1	5.6
Total Industry Employment		37,780			42,110		
Specific Occupations of Interest							
Advert, Mktg, Public Relations, Sales Mgrs	11-2000	270	0.7	10.7	350	0.8	11.2
Food Service Managers	11-9051	260	0.7	16.2	290	0.7	15.9
Other Management Occupations	11-9000	750	2.0	5.5	880	2.1	5.8
Cooks & Food Preparation workers	35-2000	2,050	5.4	12.0	2,350	5.6	12.0
Food & Beverage Serving Workers	35-3000	5,000	13.2	14.0	5,370	12.7	13.5
Waiters & Waitresses	35-3031	3,040	8.1	19.7	3,190	7.6	18.7
Bldg Cleaning & Pest Control Workers	37-2000	9,720	25.7	38.9	10,920	25.9	37.5
Transp., Tourism & Lodging Attendants	39-6000	1,770	4.7	27.1	2,040	4.8	26.4
Information & Record Clerks	43-4000	2,870	7.6	11.2	3,240	7.7	11.6

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries.

Table A2. Accommodation Industry Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	4,330	450	1,070	1,520
Mgmt Occupations	11-0000	290	30	20	50
Food Preparation & Serving Occupations	35-0000	890	90	420	510
Bldg & Grounds Cleaning & Maint.	37-0000	1,440	140	230	370
Personal Care & Svc. Occupations	39-0000	430	40	80	120
Office & Admin. Support Occupations	43-0000	470	50	170	220
Specific Occupations of Interest					
Advert, Mktg, Public Relations, Sales Mgrs	11-2000	80	10	-	10
Food Service Managers	11-9051	30	-	10	10
Other Management Occupations	11-9000	130	10	10	20
Cooks & Food Preparation workers	35-2000	300	30	70	100
Food & Beverage Serving Workers	35-3000	370	40	260	300
Waiters & Waitresses	35-3031	150	30	150	180
Bldg Cleaning & Pest Control Workers	37-2000	1,200	160	190	350
Transp., Tourism & Lodging Attendants	39-6000	270	30	40	70
Information & Record Clerks	43-4000	370	40	60	100

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpriReport.asp?menuchoice=occpri>. Accessed 2/13/07

Table A3. Food Services and Drinking Places Industry Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	54,600	100.0	9.2	60,550	100.0	9.0
Mgmt Occupations	11-0000	1,670	3.1	5.8	1,880	3.1	5.7
Food Preparation & Serving Occupations	35-0000	48,460	88.8	69.5	53,990	89.2	68.8
Sales & Related Occup.	41-0000	1,950	3.6	3.3	1,990	3.3	3.0
Selected Occupations of Interest							
Food Svc Managers	11-9051	1,220	2.2	75.9	1,380	2.3	75.3
Supervisors, Food Prep and Serving Workers	35-1000	3,720	6.8	69.5	4,170	6.9	68.7
Combined Food Prep & Serving Workers, Including Fast Food	35-3021	7,690	14.1	79.2	8,570	14.2	77.1
Waiters & Waitresses	35-3031	11,300	20.7	73.2	12,530	20.7	73.4
Retail Sales Workers	41-2000	1,820	3.3	4.6	1,850	3.1	4.1

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix> . Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A4. Food Services and Drinking Places Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	5,950	600	2,210	2,810
Mgmt Occupations	11-0000	210	20	30	50
Food Preparation & Serving Occupations	35-0000	5,530	550	2,030	2,580
Sales & Related Occupations	41-0000	40	-	90	90
Specific Occupations of Interest					
Food Svc Managers	11-9051	160	20	20	40
Supervisors, Food Prep and Serving Workers	35-1000	450	50	100	150
Combined Food Prep & Serving Workers, Including Fast Food	35-3021	880	90	330	420
Waiters & Waitresses	35-3031	1,230	120	580	700
Retail Sales Workers	41-2000	30	-	70	70

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occprjReport.asp?menuchoice=occprj>. Accessed 2/13/07

Table A5. Air Transportation Industry Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	10,230	100.0	1.7	11,130	100.0	1.7
Mgmt Occupations	11-0000	340	3.4	1.2	420	3.8	1.3
Flight Attendants	39-6031	1,580	15.4	100.0	1,900	17.0	100.0
Office and Administrative Support Occupations	43-0000	4,770	46.6	4.7	4,780	42.9	4.9
Selected Occupations of Interest							
Operations Specialties Managers	11-3000	160	1.5	2.9	190	1.7	2.9

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A6. Air Transportation Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	900	90	240	330
Mgmt Occupations	11-0000	80	10	10	20
Flight Attendants	39-6031	320	30	20	50
Office and Administrative Support Occupations	43-0000	10	-	120	120
Specific Occupations of Interest					
Operations Specialties Managers	11-3000	30	-	10	10

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpjReport.asp?menuchoice=occpj>. Accessed 2/13/07

Table A7. Arts, Entertainment & Recreation Industry Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	11,400	100.0	1.9	13,370	100.0	2.0
Mgmt Occupations	11-0000	410	3.6	1.4	490	3.7	1.5
Arts, Design, Media, Entertainment, & Sports	27-0000	1,280	11.2	14.3	1,590	11.9	15.3
Food Prep & Serving Related Occupations	35-0000	1,720	15.1	2.5	1,940	14.5	2.5
Bldg & Grounds Cleaning & Maint. Occupations	37-0000	1,410	12.3	4.0	1,650	12.3	4.0
Personal Care & Service Occupations	39-0000	2,570	22.6	13.0	3,100	23.2	13.0
Sales & Related Occup.	41-0000	1,020	8.9	1.7	1,160	8.7	1.7
Selected Occupations of Interest							
Top Executives	11-1000	220	2.0	3.0	270	2.0	3.1
Entertainers & Performers	27-2000	940	8.3	36.1	1,180	8.8	37.3
Landscaping & Grounds-keeping Workers	37-3011	980	8.6	13.3	1,130	8.4	13.0
Fitness Trainers & Aerobics Instructors	39-9031	560	4.9	54.4	660	5.0	54.4

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A8. Arts, Entertainment & Recreation Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	1,970	200	320	520
Mgmt Occupations	11-0000	80	10	10	20
Arts, Design, Media, Entertainment, & Sports Occup.	27-0000	310	30	40	70
Food Prep & Serving Related Occupations	35-0000	220	20	70	90
Bldg & Grounds Cleaning & Maint. Occupations	37-0000	240	20	30	50
Personal Care & Service Occupations	39-0000	530	50	70	120
Sales & Related Occupations	41-0000	140	20	40	60
Selected Occupations of Interest					
Top Executives	11-1000	50	0	10	10
Entertainers & Performers	27-2000	240	20	30	50
Landscaping & Grounds-keeping Workers	37-3011	150	20	20	40
Fitness Trainers & Aerobics Instructors	39-9031	100	10	10	20

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpriReport.asp?menuchoice=occpri>. Accessed 2/13/07

Table A9. Water Transportation Industry Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	1,620	100.0	0.3	5,000	100.0	0.7
Mgmt Occupations	11-0000	120	7.2	0.4	400	7.9	1.2
Installation, Maint. & Repair Occupations	49-0000	120	7.6	0.5	410	8.1	1.5
Transportation & Material Moving Occupations	53-0000	800	49.3	2.1	2,300	47.5	5.5
Selected Occupations of Interest							
Ship Engineers	53-5031	90	5.8	79.0	320	6.3	91.6
Water Transportation Workers	53-5000	570	35.1	43.9	1,630	32.7	64.8

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A10. Water Transportation Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	3,380	340	40	380
Mgmt Occupations	11-0000	280	30	-	30
Installation, Maint. & Repair Occupations	49-0000	290	30	-	30
Transportation & Material Moving Occupations	53-0000	1,580	160	30	180
Selected Occupations of Interest					
Ship Engineers	53-5031	230	20	10	30
Water Transportation Workers	53-5000	1,060	70	30	100

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpriReport.asp?menuchoice=occpri>. Accessed 2/13/07

Table A11. Real Estate, Rental and Leasing Industry Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	12,380	100.0	2.1	13,170	100.0	2.0
Mgmt Occupations	11-0000	1,310	10.6	4.6	1,520	11.5	4.6
Bldg & Grounds Cleaning & Maint. Occupations	37-0000	1,430	11.5	4.1	1,520	11.6	3.7
Sales & Related Occup.	41-0000	2,860	23.1	4.8	3,150	23.9	4.7
Office & Admin Support Occupations	43-0000	2,960	23.9	2.9	2,860	21.7	2.7
Selected Occupations of Interest							
Property, Real Estate & Com. Assoc. Mgrs.	11-9141	940	7.6	57.6	1,120	8.5	58.2
Financial Clerks	43-3000	680	5.5	4.2	680	5.2	4.0
Bookkeeping, Acctg, & Auditing Clerks	43-3031	490	3.9	5.7	480	3.6	5.2

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A12. Real Estate, Rental and Leasing Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	790	100	290	390
Mgmt Occupations	11-0000	210	20	30	50
Bldg & Grounds Cleaning & Maint. Occupations	37-0000	90	10	30	40
Sales & Related Occup.	41-0000	290	30	90	120
Office & Admin Support Occupations	43-0000	-100	10	60	70
Selected Occupations of Interest					
Property, Real Estate & Com. Assoc. Mgrs.	11-9141	180	10	20	30
Financial Clerks	43-3000	-	-	20	20
Bookkeeping, Acctg, & Auditing Clerks	43-3031	-10	-	10	10

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpriReport.asp?menuchoice=occpri>. Accessed 2/13/07

Table A13. Scenic and Sightseeing Transportation Occupational Structure: 2004-2014

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	3,290	100.0	0.6	4,110	100.0	0.6
Personal Care & Svc. Occupations	39-0000	580	17.5	2.9	780	19.0	3.3
Office & Admin Support Occupations	43-0000	420	12.8	0.4	490	12.0	0.5
Transportation & Material Moving Occupations	53-0000	1,500	45.5	4.0	1,800	43.9	4.2
Selected Occupations of Interest							
Captains, Mates & Pilots of Water Vessels	53-5021	350	10.6	51.6	440	10.6	38.6

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

Table A14. Scenic and Sightseeing Transportation Job Openings: 2004-2014

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	820	80	80	160
Personal Care & Svc. Occupations	39-0000	200	20	10	30
Office & Admin Support Occupations	43-0000	70	10	10	20
Transportation & Material Moving Occupations	53-0000	300	30	40	70
Selected Occupations of Interest					
Captains, Mates & Pilots of Water Vessels	53-5021	90	10	10	20

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occpriReport.asp?menuchoice=occpri>. Accessed 2/13/07

Table A15. Retail Trade Visitor-Related Industry Occupational Structure: 2004-2014*

Occupation	SOC Code	2004			2014		
		Employment	Percent of Industry	Percent of Occupation	Employment	Percent of Industry	Percent of Occupation
Total, All Occupations	00-0000	18,300	-	-	21,560	-	-
Mgmt Occupations	11-0000	430			520		
Sales & Related Occup.	41-0000	13,330	-	-	15,990	-	-
Office & Admin Support Occupations	43-0000	1,570	-	-	1,640	-	-
Selected Occupations of Interest							
First-Line Supvs/Mgr of Retail Sales Workers	41-1011	2,140	-	-	2,400	-	-
Retail Salespersons	41-2031	9,450	-	-	11,690	-	-

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/iomatrixreport.asp?menuchoice=iomatrix>. Accessed 2/13/07.

* - Includes retail sub-industries: Health & Personal Care, Clothing & Accessories and Sporting Goods, Hobby, Book & Music Stores. “-“ denotes data not available.

Table A16. Retail Trade Visitor-Related Job Openings: 2004-2014*

Occupation	Code	2004-2014 Employment Growth	Avg Annual Openings Due To Growth	Avg Annual Openings Due To Separations	Total Avg Annual Openings
Total, All Occupations	00-0000	3,260	340	570	900
Mgmt Occupations	11-0000	90	0	0	20
Sales & Related Occup.	41-0000	2,660	270	460	730
Office & Admin Support Occupations	43-0000	70	10	40	60
Selected Occupations of Interest					
First-Line Supvs/Mgr of Retail Sales Workers	41-1011	260	20	50	70
Retail Salespersons	41-2031	2,240	220	350	570

Source: DLIR, <http://www.hiwi.org/cgi/dataanalysis/occprijReport.asp?menuchoice=occprij>. Accessed 2/13/07

* - Includes retail sub-industries: Health & Personal Care, Clothing & Accessories and Sporting Goods, Hobby, Book & Music Stores.

Notes: 1. Percent of Industry refers to number employed in occupation as a percent of the Accommodation industry's total employment.

2. Percent of Occupation refers to number employed in occupation as a percent of total employed in occupation in all industries

APPENDIX D

HAWAI'I WORKFORCE DEVELOPMENT PROGRAMS

APPENDIX D
LIST OF WORKFORCE DEVELOPMENT PROGRAMS
BY TARGET POPULATIONS

For Students...	<u>web addresses</u> ¹
K-12 Educational Program.....	doe.k12.hi.us
Transition Centers.....	doe.k12.hi.us
Youth Challenge Academy.....	doe.k12.hi.us
Secondary Career & Technical Education.....	www.hawaii.edu.cte
Native Hawaiian Career & Technical Education Program.....	www.alulike.org/services/index.html
Adult Education and Family Literacy.....	doe.k12.hi.us
University of Hawai‘i – Community Colleges.....	www.hawaii.edu
Post-Secondary Career & Technical Education.....	www.hawaii.edu.cte
University of Hawai‘i Four-Year Institutions.....	www.hawaii.edu
 For Youth...	
Hawai‘i Job Corps.....	jobcorps.doleta.gov/centers/hi.cfm
Workforce Investment Act Youth Programs.....	www.Hawaii.gov.Labor
Youth Services Center.....	www.co.honolulu.hi.us/dcs/index.htm
ALU LIKE’s Summer Youth Employment & Training Program.....	www.alulike.org/services/index.htm
Moloka‘i Youth Opportunity Grant.....	www.co.maui.hi.us/mayor/economic/hoikaika.htm
Bishop Museum	
Hui Mālama Learning Center’s Youth Programs	
 For Ex-Offenders...	
Corrections Program.....	www.hawaii.edu.cte
 For Farm Workers...	
National Farmworker Jobs Program.....	www.meoinc.org
 For Immigrants...	
Employment Core Services.....	www.Hawaii.gov.Labor
 For People with Disabilities...	
Vocational Rehabilitation.....	www.hawaii.gov/dhs/vr.pdf
 For Native Americans...	
Native American Employment & Training Programs.....	www.alulike.org/services/index.html

APPENDIX D
(continued)

For Low Income People...

Senior Community Service Employment Program.....	www.Hawaii.gov.Labor
Workforce Investment Act Adult Program.....	www.Hawaii.gov.Labor
Employment Core Services.....	www.Hawaii.gov.Labor
Food Stamp Employment and Training.....	www.hawaii.gov/dhs
First-to-Work.....	www.hawaii.gov.dhs
Self-Sufficiency Programs.....	www.hcdch.hawaii.gov

For Job Seekers and Employers...

Workforce Investment Act Dislocated Worker Program.....	www.Hawaii.gov.Labor
Labor Exchange.....	www.Hawaii.gov.Labor
Tax Credits: Work Opportunity/Welfare-to-Work.....	www.Hawaii.gov.Labor

For Employees and Employers...

Employment and Training Fund.....	www.Hawaii.gov.Labor
Registered Apprenticeship Programs.....	www.Hawaii.gov.Labor
Hawai'i Community Foundation	
Good Beginnings Alliance.....	www.hawaii.gov/dhs
Rural Development Project/Rural Job Training Initiative	

For the Public...

Hawai'i Career Information.....	www.Hawaii.gov.Labor
Women in Technology.....	www.medb.org/projects/wit.html

¹ For details on the listed programs, web addresses are included where available.

Source: Department of Labor and Industrial Relations, Workforce Development Council. Hawai'i at Work. First Annual Forum. (Forum Materials). Appendix A.

APPENDIX D

PUBLIC EXPENDITURES FOR WORKFORCE DEVELOPMENT PROGRAMS¹

For fiscal year 2005-2006, public expenditures for workforce development programs was estimated by the Hawai'i Workforce Development Council (WDC) to be at least \$2.6 billion. The entire budget of the Department of Education (DOE) and the University of Hawai'i (UH) system is included in this amount; i.e., 97% of the \$2.6 billion is for Hawai'i's public education systems. The remaining 3% is expended by other agencies involved in workforce development. The following table summarizes Hawai'i's government-funded workforce expenditures for fiscal year 2005-2006. State expenditures make up 72% and federal expenses, 28% of the total. The State government pays a proportionately larger share of education-related expenditures than does the federal government (approximately 80%), whereas the federal government pays a larger share of other workforce-related expenditures (approximately 82%).

Use of Funds

WDC's review of workforce development programs shows the following:

- Beyond funds going to the DOE or UH, the remaining funds are mostly for populations that have multiple employment and employability barriers, such as poverty and low literacy skills.
- Programs address workforce supply and workforce preparation gaps, but generally do not address issues related to Hawai'i's workers being able to earn a living wage and the common need to hold more than one job.
- Industry specific initiatives (such as tourism) are not included in the expenditure listing but benefit from the workforce development programs in terms of worker preparation.

Cost Effectiveness

Most, if not all, publicly-funded workforce programs have quantifiable annual goals, but the WDC indicates their cost-effectiveness is difficult to assess. Their respective values or roles in the education-to-work pipeline are often not readily apparent or measurable, and it is therefore difficult to develop recommendations that may lead to changes and improvements in existing programs, or the elimination of ineffectiveness programs and creation of new programs.

¹ Department of Labor and Industrial Relations, Workforce Development Council. *2007 Report to the Governor*, pp. 39-41. (December 2006)

APPENDIX D-2
Public Expenditures for Selected Workforce Development Programs, 2005-2006

Workforce Programs	Federal Expenditures	State Expenditures	Total Expenditures	# of Participants²
Total ³	\$570,720,531	\$2,038,734,171	\$2,609,454,702	
DEPARTMENT OF EDUCATION	233,100,000	1,513,200,000	1,746,300,000	188,511
Adult Education	2,329,046	5,747,831	8,076,877	66,271
DOD Hawai'i National Guard Youth Challenge Academy	1,920,000	1,280,000	3,200,000	180
UNIVERSITY OF HAWAI'I SYSTEM⁴	266,296,000	510,193,000	776,489,000	50,310
Community College System	3,540,927	146,061,900	149,602,827	25,589
Career & Technical Education ⁵	6,366,949	4,972,207	11,329,156	45,906
Rural Job Training Initiative/Rural Dev. Project	894,690		894,690	3,884
DEPARTMENT OF LABOR & INDUSTRIAL RELATIONS⁶	26,108,597	4,106,532	30,215,129	
Workforce Development Division - WIA programs	9,008,383		9,008,383	1,943
Workforce Dev. Div. - Labor Exchange & related programs	3,295,845		3,295,845	112,031
Workforce Development Division - Sr. Comm. Serv. Empl.	1,864,917	35,000	1,899,917	341
Workforce Development Division – ETF & other programs	96,000	1,341,038	1,437,038	7,271
Research & Statistics/Labor Market/Career Information	1,189,324	322,100	1,511,424	225,174
Office of Community Serv. - Employment-related programs	3,741,935	2,248,394	5,990,329	33,971
DEPARTMENT OF HUMAN SERVICES	25,968,807	9,727,254	35,696,061	3,749
Vocational Rehabilitation	9,611,426	3,355,385	12,966,811	7,474
Temporary Assistance for Needy Families	16,012,450	5,881,061	21,893,511	10,642
Food Stamps Employment & Training Program	344,931	490,808	835,739	1,490
ALU LIKE, Inc.	6,485,030		6,485,030	3,749
Native Hawaiian WIA Employment & Training Program	3,497,871		3,497,871	2,979
Native Hawaiian Career and Technical Education Program	2,987,519		2,987,519	770
OTHER FEDERAL GRANTS	12,762,097		12,762,097	517
USDOL Job Corps	11,982,855		11,982,855	362
USDOL Youth Build Re-Entry Program	68,206		68,206	100
HUD Youth Build Program	296,218		296,218	55
USDOL Youth Offender Program	414,818		414,818	dup. above
SELECTED OTHER STATE PROGRAMS		1,507,385	1,507,385	n.a.
Dept. of Public Safety HI Paroling Authority		78,041	78,041	n.a.
Dept. of Public Corrections Div. educ. Program		149,343	149,343	411

² Participant unit varies across programs. It can be an individual, a family, a website hit, etc.

³ Only BOLD numbers in each column are added for TOTAL expenditures.

⁴ The total expenditures for the DOE and UH are displayed.

⁵ CTE funds go to the UH, who then distributes them to the UH, DOE, and DPS.

⁶ The DLIR's total workforce development expenditures are displayed.

APPENDIX E

TRAINING PLAN FOR THE 2007 TOURISM WORKFORCE
DEVELOPMENT PROJECT
(UH Community Colleges)

APPENDIX E
UNIVERSITY OF HAWAI'I - KAPI'OLANI COMMUNITY COLLEGE
Hospitality and Tourism Education Department
Interpret Hawai'i - Continuing Education Services

Training Plan
For the
2007 Tourism Workforce Development
Project
(Tentative Proposal)

Prepared by:

Palakiko Yagodich, Kumu, Program Coordinator
Debbi Keolanui, Alaka'i, Trainer
Aloha Knaefler, Alaka'i, Trainer
Kapi'olani Community College
Hospitality and Tourism Education Department
Interpret Hawai'i
March 2, 2007

2007 Tourism Workforce Development Project Training Plan

Table of Content

1. Tourism Workforce Development Project (Workforce Project)
Host Cultural Training Objectives for O'ahu, Maui and
Hawai'i Island.
2. Introduction of Kapi'olani Community College (KCC) and
its Interpret Hawai'i Training Services
 - a. KCC - Commitment
 - b. KCC - *Ho'okipa Me Ke Aloha and Hawai'i No Ka Oi*
Supporting Teams
3. Training Courses
 - a. *Ho'okipa Me Ke Aloha*
 - b. *Hawai'i No Ka Oi*
4. Training Learning Outcomes Expected
5. Training Course Evaluation Process
6. Training Course Schedule
7. Training Budget

''I ha'aheo no ka lawai'a i ka lako i ka 'upena.''
Proud is the fisherman when supplied with the nets.
The worker succeeds when supplied with the right tools.
'Olelo No'eau, Mary Kawena Puku'i.

2007 Tourism Workforce Development Project Host Cultural Training Objectives for O'ahu, Maui and Hawai'i Island

Comprehensive research and interviews were conducted throughout the State among key visitor industry stakeholder groups in 2006 by the University of Hawai'i - School of Travel Industry Management (UH/TIM) confirming the need to achieve the following objectives:

1. Design custom training courses that effectively support island-specific host cultural tourism and provides factual information on the region's unique history, language, important visitor sites and values that set us apart from any other destination in the world. KCC offers two distinct courses that will effectively meet this objective:

- a. *Ho'okipa Me Ke Aloha* (O'ahu and Maui) - Module One: focuses on customer service principles to ensure guest satisfaction; team building methods based on Hawaiian values; and the use of valuable resources to further develop participant's ability to share "hospitality with Aloha."
- b. *Hawai'i No Ka Oi* (Hawai'i Island) - Takes an indigenous teaching approach of the local community as it applies to front-line visitor industry employees such as transportation drivers, tour guides, travel advisors, sightseeing attraction workers and hotel personnel.

2. Certify a core team of UH/Community College and Visitor Industry Partner trainers in a Certification Workshop to serve as hospitality training specialists for their region (see Exhibit WFD-1 attached) and provide a complete set of training materials for their continued use:

a. O'ahu	2 Days, <i>Ho'okipa Me Ke Aloha</i> , Module One	10
Instructors		
b. Maui	2 Days, <i>Ho'okipa Me Ke Aloha</i> , Module One	10
Instructors		
c. Hilo	3 Days, <i>Hawai'i No Ka Oi</i>	10
Instructors		
d. Kona	3 Days, <i>Hawai'i No Ka Oi</i>	<u>10</u>
<u>Instructors</u>		
	Total to be trained by KCC	40
	Instructors	

3. Train existing and prospective (transitioning workers, college students and high school seniors) visitor industry employees on a regular continuing education schedule using KCC certified instructors. The first organized Public Workshop is incorporated within the instructors' Final Exam Day certificate qualification (see Exhibit WFD-1 attached):

a. O'ahu	3 Hours, <i>Ho'okipa Me Ke Aloha</i>	
	35 Participants	
b. Maui	3 Hours, <i>Ho'okipa Me Ke Aloha</i>	
	35 Participants	
c. Hilo	8 Hours, <i>Hawai'i No Ka Oi</i>	
	35 Participants	
d. Kona	8 Hours, <i>Hawai'i No Ka Oi</i>	
	<u>35 Participants</u>	
	Total to be trained by KCC	140
	Participants	

4. Establish a certified Hospitality Trainers Resource Network coordinated through KCC to resolve on-going training concerns, receive updates on relevant tourism related information and offer new ideas or methods to continuously enhance training course materials and their efficient delivery.
5. Develop, implement and maintain a basic central database of Certification and Public Workshop participants to monitor Workforce Project progress and institute necessary measures ensuring their continued hospitality training success.

The overall mission of this plan is to create an ongoing host culture training infrastructure using certified instructors on O'ahu, Maui and Hawai'i Island serving the tourism workforce in a manner consistent with making the State of Hawai'i the most hospitable destination in the world.

Introduction of KCC - Interpret Hawai'i Training Services

KCC Commitment

Kapi'olani Community College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges, an institutional accrediting body recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. The College's purpose is to perpetuate a heritage of excellence set forth by Queen Kapi'olani (1874-1891) in her quest to ''Kulia i ka nu'u''... Strive for the highest and dedication to preserve the Hawaiian race, while her husband, King Kalakaua earnestly revived cultural pride.

KCC Supporting Team

Experienced KCC hospitality professionals have been assembled from its Interpret Hawai'i Training Services to provide specialized training courses focused on serving guests, families, communities and colleagues based on an enhanced respect for Hawai'i, its history, practices and language. Highly seasoned visitor industry professionals and Hawaiian culture specialists are dedicated to create and effectively conduct custom, island-specific training services to ensure the Workforce Project's success to meet its established objectives:

Palakiko Yagodich, Coordinator - Principal Consultant/Trainer

Palakiko graduated from UH/Manoa with a degree in Hawaiian Studies. He is the head coordinator and lead instructor for the UH/KCC Interpret Hawai'i - Continuing Education Services that is responsible for the development of the *Ho'okipa Me Ke Aloha* Training Program and has personally delivered this training to over 6000 visitor industry employees statewide and hundreds of visiting students, institutional and government groups from Japan, Korea and China to-date. In November 2005, he traveled to Namibia, Africa to educate and train their college faculty and staff to develop a host culture and language program for the Polytechnic of Namibia.

Debbi Keolanui, Lecturer - Consultant/Trainer

Debbi is currently a lecturer at UH/KCC and American College Hawai'i teaching hotel management and operation courses. She has over twenty years of hotel management experience serving in various positions in the Rooms Division at Turtle Bay Resort, Hawai'i Prince, Alana Waikiki, Halekulani and Hilton Hawaiian Village.

Aloha Knaefler, Lecturer - Consultant/Trainer

Aloha is currently a lecturer at UH/KCC teaching hospitality management and has over 25 years in U.S. and international multi-hotel and travel sales, marketing, revenue management, technology and cross-cultural experience at the Waikikian Hotel, ANA Hotels International, Sonoma Spa Resorts and most recently as Executive Vice President of the 200-member hotel marketing representation consortia, Luxe Worldwide Hotels.

Training Course Description

The Train-the-Trainer Certificate Courses offer Workforce Project the capacity to:

- a. develop island-specialist instructors with necessary skills to teach the Ho 'okipa Me Ke Aloha/Module One (O'ahu and Maui) and *Hawai'i No Ka Oi* (Hilo and Kona) courses;
- b. maintain long-term training support through local UH/Community Colleges within each of the four regions;
- c. encourage college and high school students to understand how the visitor industry impacts their community and consider it as a profession; and
- d. consistently refine the quality standards of hospitality training curriculum offered by UH/Community Colleges in partnership with the visitor industry.

Upon completion of the Train-the-Trainer Certificate Courses, participants will increase their knowledge of fundamental Hawaiian history, culture, values, language and develop skills to best convey "*Hospitality with Aloha*" as each interact with visitor partners, colleagues, family members and guests.

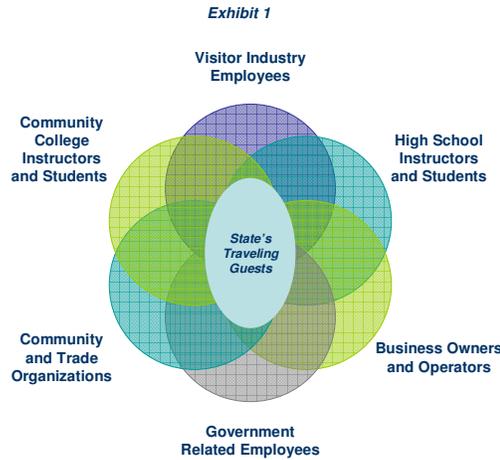
Training Learning Outcomes

Participants will:

1. Gain a deeper "sense of place" of where participants work and renewed respect for Hawai'i, its history, culture and language setting a higher standard for their personal and professional development.
2. Learn practical methods to enhance visitor service practices with traditional Hawaiian values that can be applied to their co-worker, community, customer and family interactions.
3. Strengthen their team-building skills applicable to those they instruct, engage and understand the importance to adopt a collaborative lifestyle in a manner that best represents... "*Hospitality with Aloha.*" Following is a graphic depicting the cohesive relationships that will be positively affected as a result of the Interpret Hawai'i training:

2007 Tourism Workforce Development Project

Targeted Workshop Participants



Training Course Evaluation Process

Participants will be required to complete a comprehensive evaluation form that rates each train-the-trainer class on a 5-point scale determining whether the training objectives and expected learning outcomes were achieved. Based on information compiled from participants' assessment and comments, KCC will develop and implement an action plan to monitor and support certified trainers in their efforts to provide ongoing training to existing visitor industry employees, transitioning workforce and students (high school/college) considering a hospitality career.

Training Course Schedule

KCC is prepared to conduct pre-training research in coordination with UH/TIM and regional colleges on Hawai'i Island, Maui and O'ahu to incorporate island-specific information for each training class by May 2007 and conclude all four sessions on or before August 31, 2007.

KCC Training Budget

Description	Budget
Hilo <i>Hawai'i No Ka Oi</i> Train-the-Trainer Class:	
1 Labor	\$ 7,000
2 Travel	\$ 3,520
3 Materials and Admin	\$ 7,100
4 Research, Marketing Communications	\$ 3,400
Hilo Sub-Total	\$21,020
Kona <i>Hawai'i No Ka Oi</i> Train-the-Trainer Class:	
1 Labor	\$ 7,000
2 Travel	\$ 3,520
3 Materials and Admin	\$ 7,100
4 Research, Marketing Communications	\$ 3,400
Kona Sub-Total	\$21,020

Maui <i>Ho'okipa Me Ke Aloha</i> Train-the-Trainer Class:			
1	Labor	\$ -0-	(Budget provided by KCC)
2	Travel	\$ 1,340	
3	Materials and Admin	\$ 7,100	
4	Research, Marketing Communications	\$ 2,040	
	Maui Sub-Total	\$10,480	
O'ahu <i>Ho'okipa Me Ke Aloha</i> Train-the-Trainer Class:			
1	Labor	\$ -0-	(Budget provided by KCC)
2	Travel	\$ 0	
3	Materials and Admin	\$ 7,100	
4	Research, Marketing Communications	\$ -0-	(Budget provided by KCC)
	O'ahu Sub-Total	\$ 7,100	
	Hospitality Trainers Resource Network	\$ 2,000	
	Database of certification and public workshops	\$ 2,800	
TOTAL BUDGET.....		\$64,420	(Tentative does not include Kaua'i)

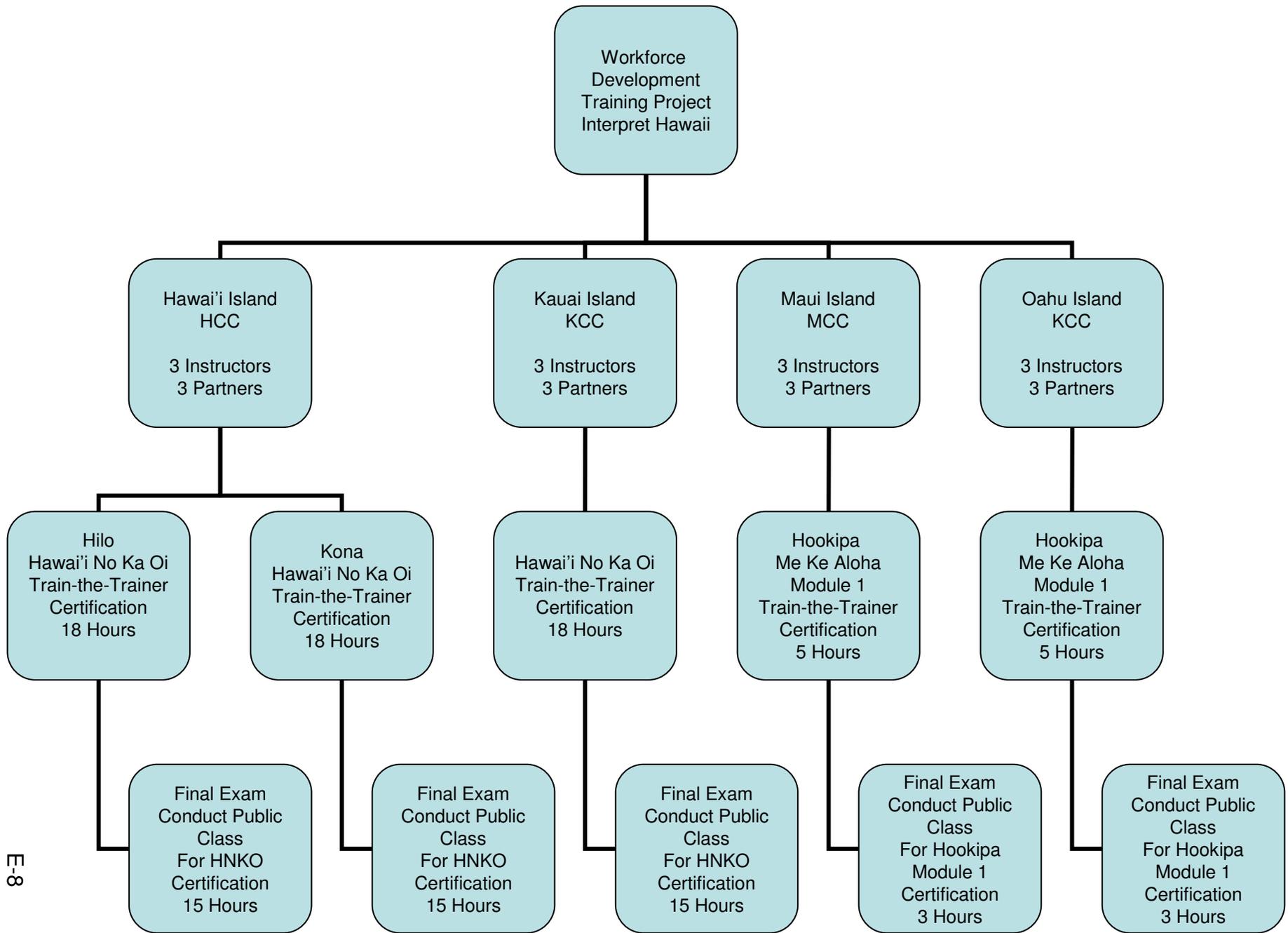
** Training materials included in the proposal fee per module per participant:

- Train-the-Trainer materials - 10 Per Class = 40 Total Participants*
- 1 Train-the-Trainer workbook
 - 1 Set of PowerPoint slides
 - 1 Set of graphics to produce Hawaiian values and language cards
 - 1 Poster
 - 1 'Olelo No'eau
 - 1 Hawaiian Language Dictionary
 - 1 Hawai'i Place Names Book
- Public Workshop Materials - 35 Per Class = 140 Total Participants*
- 1 Training packet (Hawai'i No Ka Oi or Ho'okipa Me Ke Aloha)
 - 1 Poster
 - 1 Hawaiian Language Pocket Dictionary
 - 1 Hawaii Place Names Pocket Book

Mahalo a nui loa for selecting KCC - Interpret Hawai'i as your training partner and you have our commitment to deliver the 2007 Tourism Workforce Development Project training in a manner that is consistent with the mission to make the State of Hawai'i the most hospitable destination in the world!

Malama pono,

Palakiko Yagodich
 Interpret Hawai'i
 Kapi'olani Community College



APPENDIX F

LIST OF STAKEHOLDERS

**APPENDIX F
LIST OF STAKEHOLDERS**

AOHT	The Academy of Hospitality & Tourism program (formerly known as AOTT), based on a national curriculum and program developed by the National Academy Foundation (NAF), targets DOE students from the tenth to the twelfth grade and is designed to provide hands-on learning experience for students who are interested in the field of travel and tourism.
BYUH	Brigham Young University Hawai'i, located on O'ahu, is a four-year undergraduate institution that educates 2,400 students from Asia, the Pacific, the U.S. and other parts of the world. Hospitality and Tourism Management degrees are offered in addition to educational opportunities for student at the adjoining Polynesian Cultural Center.
CTAHR	College of Tropical Agriculture and Human Resources at the University of Hawai'i at Manoa assists students in the global community through research and educational programs supporting tropical agricultural systems that foster viable communities, a diversified economy, and a healthy environment. Ag-tourism has been supported through efforts of CTAHR which has encouraged the establishment of a Hawai'i Ag-tourism Association to serve those who want to create ag-tourism attractions.
DBEDT	Department of Business, Economic Development and Tourism works to diversify the economy, expand existing business, and attract new economic activity.
DHS	Department of Human Services' provides programs, services, and benefits to empower those who are most vulnerable in our State. The Division of Vocational Rehabilitation within DHS administers the federal Vocational Rehabilitation program, which assists individuals with disabilities to become self-sufficient.
DLIR	Department of Labor and Industrial Relations administers programs that improve job opportunities, protect workers' employment rights, and assure a safe and healthy work environment.
DOE	Department of Education manages the statewide systems of public schools and public libraries, and includes such programs as the high school-level AOHT.
Haw CC	Hawai'i Community College, located in Hilo on the island of Hawai'i, is one of the ten branches of the University of Hawai'i system. Degrees in food services and hotel operations are offered.
HEPP	Hotel Education Partnership Program is formerly known as the Adopt-A-School Program. This Hawaii Hotel & Lodging Association (HHLA) program allows high school students to explore career opportunities and provides educator internship programs and student scholarships.
HHLA	Hawai'i Hotel & Lodging Association is a statewide trade association of hotels, hotel management firms, hotel owners, suppliers, and other

	related firms and individuals. The mission of the HHLA is to: 1) advocate the needs of its members with federal, state and county governments; 2) provide educational opportunities, timely information and appropriate resources to members, legislators, media and the community; 3) provide a wide range of economic benefits and preferred services to its members; and 4) support and contribute to a better quality of life and environment for the community and visitors.
HIEDB	Hawai'i Island Economic Development Board is a networking business organization that specializes in facilitating federal resource programs and implementation of economic development projects. HIEDB provides valuable information and contacts for area businesses and industries as well as key liaison to federal, state, county and private sector resources in financing, business planning, permitting, legal advice and other business services.
Hon CC	Honolulu Community College, located on O'ahu, is one of the ten branches of the University of Hawai'i system. Skills training for high school students in several areas including culinary arts is offered through The Employment Training Center.
HOST	University of Hawai'i Community Colleges (UHCC) Hospitality and Tourism program (formerly known as HOPE) is designed to meet the needs of those who are already employed in the hospitality services industry, as well as those who wish to prepare themselves for entry into this field.
HPHA	Hawai'i Public Housing Authority (formerly Housing and Community Corporation of Hawai'i) helps provide Hawai'i residents with affordable housing and shelter without discrimination. HPHA efforts focus on developing affordable rental and supportive housing, public housing and the efficient and fair delivery of housing services to the people of Hawai'i.
HPU	Hawai'i Pacific University, located on O'ahu, is the largest private university in the central Pacific, most noted for its diverse student body of almost 9,000 students, representing over 100 countries. Undergraduate degrees and concentrations at the graduate level are offered in Travel Industry Management.
HRA	Hawai'i Restaurant Association is a non-profit trade association dedicated to serving the needs of the restaurant and foodservice, hospitality and tourism industries in the state of Hawaii.
HSBDC	Hawai'i Small Business Development Center helps foster businesses, hone individuals' managerial and entrepreneurial skills, and provide resources that shape an economically and culturally vital Hawai'i.
HTA	Hawai'i Tourism Authority strengthens Hawai'i's visitor industry by formulating policy, conducting research, coordinating development and implementation of the Tourism Strategic Plan, supporting product development and coordinating the worldwide marketing of Hawai'i as a visitor destination.

HVCB	Hawai'i Visitors and Convention Bureau is a non-profit marketing organization with visitor industry and general business representation. The Hawai'i Tourism Authority selected HVCB for marketing management services in the North America Major Market Area and Corporate Meetings and Incentives.
ILWU	International Longshore and Warehouse Union Local 142 is the state's largest private sector union with many of its 22,000 members working in the tourism industry.
Kap CC	Kapi'olani Community College, located in Honolulu, O'ahu, is one of the ten branches of the University of Hawai'i system. Degrees in hotel/restaurant operations and travel and tourism are offered.
Kau CC	Kaua'i Community College, located west of Līhu'e, is one of the ten branches of the University of Hawai'i system. A degree in hospitality and tourism is offered.
LCC	Leeward Community College, located in Pearl City, O'ahu, is one of the ten branches of the University of Hawai'i system. A culinary arts program is offered in addition to educational opportunities for students at The Pearl Restaurant located on campus.
Local 5	Hotel and Restaurant Employees' Union (HERE) is one of the largest unions in Hawai'i with many of its 10,000 members working in the tourism industry.
MCC	Maui Community College, located in Kahului, Maui, is one of the ten branches of the University of Hawai'i system. Degrees in food service and hospitality and tourism are offered.
MCC VITEC	Maui Community College – Vital, Innovative Training and Economic Development Center provides continuing education and training in the University of Hawai'i system.
NAF	National Academy Foundation sustains a nation-wide network of career-themed Academies that are organized as small learning communities. NAF students remain together throughout their high school years with a core group of specially trained teachers. AOHT is a NAF academy.
NaHHA	Native Hawaiian Hospitality Association is a non-profit organization of individuals, corporate organizations, and institutions with an interest in the visitor industry and hospitality issues. NaHHA works to encourage the preservation and perpetuation of Hawaiian values, customs, language and artifacts; to incorporate the principles of ho'okipa and aloha into the operating culture of visitor industry enterprises; and to assist native Hawaiians in achieving success in tourism and hospitality endeavors that are culturally sensitive, environmentally sustainable, and economically beneficial.
OCET	Office of Continuing Education and Training at the University of Hawai'i Community Colleges (UHCC) provides customized training that responds to the professional and personal development needs of businesses and the community's lifelong learners. Courses are accelerated and focused to meet specific industry needs. A variety of

	specialized courses designed to prepare individuals for national and state certification exams are also offered.
OHA	Office of Hawaiian Affairs advocates for Hawaiians in the state legislature, state and federal courts, in the United States Congress, and in the local media, as well as by supporting community initiatives and interests related to native Hawaiians. Efforts to expand business in the Pacific, educate people about workforce development sensitive to Hawai'i's host culture, and provide access to loans, grants, and training and technical assistance have also been made.
RISE	Restaurant Industry Service Excellence is a Train-the-Trainer program developed by VITEC in a partnership with the Maui Chamber of Commerce under a grant from DLIR to train restaurant managers on how to train their staff in service excellence.
RITE	Retail Industry Training in Excellence is a Professional Sales Associate curriculum. This program is designed to increase professionalism, overall skill level and advancement opportunities for current retail employees, and gives a basic overview of retail operations to those interested in retail. This was piloted with great success in Maui with the Maui Chamber of Commerce and VITEC through a grant received from the DLIR Employment and Training Fund.
SBA	U.S. Small Business Administration was created as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. Free counseling to aspiring entrepreneurs as well as small business veterans is available. In Hawai'i, several thousand small businesspersons each year are helped by SBA loan programs.
SHRM	Society of Human Resource Management is the worldwide association devoted to human resource management. The Society's mission is to serve the needs of human resource professionals by providing the most essential and comprehensive resources available.
START	Skills, Tasks, and Results Training allows people to learn about careers in the hotel industry, including bell, front office, food and beverage and maintenance. Successful completion of this class comes with industry recognized line level certification. In January of 2006, the HHLA in collaboration with the DOE launched START on O'ahu. The program is currently offered at Moanalua and Waipahu community school for adults.
UH UHM UHH UHWO	University of Hawai'i provide all qualified people in Hawai'i with an equal opportunity for quality college and university education and training. Campuses include UH at Mānoa (UHM) and UH Hilo (UHH). Starting in Fall 2007 UH West O'ahu (UHWO) begins its first semester as a four year university.
UHCC	University of Hawai'i Community Colleges includes seven campuses that provide educational opportunities to the residents of Hawai'i.

	Various tourism, hospitality, and culinary arts programs are offered throughout the community college system.
UH-TIM	University of Hawai‘i at Mānoa School of Travel Industry Management provides undergraduate and graduate programs for students interested in working in the travel and tourism industry.
WCC	Windward Community College, located in Kāne‘ohe, O‘ahu, is one of the ten branches of the University of Hawai‘i system. Skills training for high school students in several areas including culinary arts is offered through The Employment Training Center.
WDC	The Hawai‘i Workforce Development Council is a private- sector led body responsible for advising the governor on workforce development to support economic development and employment opportunities for all. It is the State's advisory commission on employment and human resources as defined by the Hawaii Revised Statutes. The council is also the State Workforce Investment Board for purposes of the Workforce Investment Act (WIA) of 1998. It assists the Governor in developing and updating comprehensive five-year strategic workforce investment plans and oversees workforce (public) investment activities in the state.
WIB	Workforce Investment Board develops local workforce investment plans in coordination with economic development, certifies and oversees “ONE-STOP” operators, identifies eligible providers/vendors of the training services, provides grants for youth activities and meets agreed upon level of performance.

APPENDIX G

LIST OF REPORTS, STUDIES AND
OTHER REFERENCES

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