



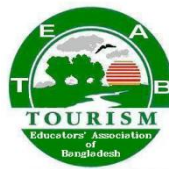
**Bangladesh Tourism Board**  
Ministry of Civil Aviation and Tourism  
Government of the People's Republic of Bangladesh

**Final Report**

on

**National Tourism Human Capital Development Strategy for  
Bangladesh: 2021-2030**

*Presented By*



**Tourism Educators' Association of Bangladesh (TEAB)**

**June 2021**

## National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

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<b><i>Submitted by:</i></b>	Tourism Educators' Association of Bangladesh (TEAB)

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### ***Lead Consultant***

---

**Professor Dr. Syed Rashidul Hasan**  
Chairman, Department of Maritime Tourism  
Bangabandhu Sheikh Mujibur Rahman Maritime University  
Former Professor, Department of Tourism and Hospitality Management, University of Dhaka

### ***Project Manager***

---

**Professor Dr. Badruzzaman Bhuiyan**  
Professor  
Department of Tourism and Hospitality Management, University of Dhaka

## ***Research Team***

---

**Professor Dr. Syed Rashidul Hasan**

(Lead consultant)

Professor, Department of Maritime Tourism, Bangabandhu Sheikh Mujibur Rahman Maritime University

**Professor Dr. Badruzzaman Bhuiyan**

(Project Manager)

Professor, Department of Tourism and Hospitality Management, University of Dhaka

**Kamrul Hasan Bhuiyan**

Lecturer, Department of Tourism and Hospitality Management, National University, Bangladesh

**Shohel Md. Nafi**

Assistant Professor, Department of Tourism and Hospitality Management, Noakhali Science and Technology University

**Bipul Kumar Sarker**

Lecturer in Statistics, Department of BBA Professional, Habibullah Bahar College, Dhaka

**Dr. Islam Md Hashanat**

Head, Learning & Development, Le Meridien Dhaka, ILO Fellow on Tourism and Hospitality

**Md. Mohiuddin Helal**

CEO, Tourism & Hospitality Industry Skills Council & Editor, ParjatanBichitra

**Dr. Mehedi Hasan Tuhin**

Associate Professor and Chairman, Department of Business Administration, Sylhet International University

**Kahkasha Wahab**

Lecturer, Department of International Tourism and Hospitality Management, Prime Asia University

**Sayeeka Huq**

Senior HR Consultant, Infinigent Consulting Ltd Ex-Director, HR & Training Intercontinental, Dhaka

**Sonia Akter**

Lecturer, Department of International Tourism and Hospitality Management, Prime Asia University

**Muskaan Tabassum**

Postgraduate student, Dept. of Tourism & Hospitality Management, Dhaka University

and

**Dr. Kamrul Hassan**

(Project Director)

Associate Professor, Department of Tourism and Hospitality Management, University of Dhaka

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

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## Abbreviations

<b>ATAB</b>	Association of Travel Agents of Bangladesh
<b>BAAPA</b>	Bangladesh Association of Amusement Parks and Attractions
<b>BPC</b>	Bangladesh Parjatan Corporation
<b>BPATC</b>	Bangladesh Public Administration Training Centre
<b>BTB</b>	Bangladesh Tourism Board
<b>BTEB</b>	Bangladesh Technical Education Board
<b>DSHE</b>	Directorate of Secondary and Higher Education
<b>GDP</b>	Gross Domestic Product
<b>HSC</b>	Higher Secondary School
<b>ILO</b>	International Labor Organization
<b>KSA</b>	Knowledge, Skill, And Ability
<b>MoCAT</b>	Ministry of Civil Aviation and Tourism
<b>MoE</b>	Ministry of Education
<b>MTO</b>	Management Trainee Officer
<b>NCTB</b>	National Curriculum and Textbook Board
<b>NGO</b>	Non-Governmental Organization
<b>NTCC</b>	National Tourism Curriculum Committee
<b>NU</b>	National University
<b>PPP</b>	Public Private Partnership
<b>PPPA</b>	Public Private Partnership Authority
<b>UGC</b>	University Grants Commission
<b>SDGs</b>	Sustainable Development Goals
<b>SG</b>	Strategic Goal
<b>SME</b>	Small and Medium Enterprise
<b>SO</b>	Strategic Objective
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>SSC</b>	Secondary School Certificate
<b>TEAB</b>	Tourism Educators' Association of Bangladesh
<b>TOAB</b>	Tour Operators Association of Bangladesh
<b>TOR</b>	Terms of Reference
<b>TRIAB</b>	Tourism Resort Industries Association of Bangladesh
<b>UGC</b>	University Grants Commission
<b>USD</b>	United States dollar
<b>WTO</b>	World Tourism Organization
<b>WTTC</b>	World Travel and Tourism Council

## Executive Summary

The tourism sector in many countries is often identified as the main job creation vis-a-vis labor-intensive sector which is highly based on knowledge, skill, and ability. The success of tourism sector is determined by, among other factors, the quality of human capital such as utilizing innovative service/idea, flourishing inner potential of human resources, ensuring work effectiveness and efficiency to provide excellence in service. Realizing the importance of adequate qualified and skilled manpower for the development of the tourism industry in Bangladesh, Bangladesh Tourism Board constantly feels the need for a ‘Tourism Human Capital Development Strategy’ which should provide detailed strategic guideline to develop qualified and competent human resources in this sector.

“Tourism Educators’ Association of Bangladesh” (TEAB), assigned by Bangladesh Tourism Board, has formulated the report on “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030”. The key purpose of the formulation of these strategies is to help the tourism organizations to optimize the human capital resources for effective and efficient achievement of sustainable development goals (SDGs). The specific objectives of the report are: (i) Assessment of workforce requirement of the tourism sector nationally and internationally; (ii) Assessment of current status of tourism human capital development of Bangladesh; (iii) Qualification services for the tourism sector in Bangladesh; (iv) Develop an effective, practical and feasible “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030”, that will contribute to the achievement of SDG and socio-economic development of Bangladesh; (v) Implementation plan for Strategy and alignment of the strategy with key policy imperatives in respect of tourism and skills development and (vi) Developing Policy Guidelines and piloting tourism job fair in Bangladesh.

The study used a holistic approach, involving desk research, questionnaire survey (350 respondents), interviews (150 in-depth interviews), focus group discussions (5 sessions), observation and consultations with a range of tourism stakeholders in order to collect data. The collected data was analyzed through descriptive analysis, frequency analysis and forecasting analysis to answer the questions related to objectives of the study.

Based on the findings of the study, the qualifications/skills needed to carry out the specific jobs for maintaining standard service in tourism sector has been identified and most importantly, ‘Tourism Human Capital Development Strategy’ is formulated to achieve five broad strategic goals, which are: (i) To Increase the number of young professionals and attract the young generation in the tourism and Hospitality Sector; (ii) To improve the quality of education, skills and credibility of profession; (iii) To enhance the credibility of jobs from the employers and owners end for the retention of employees and effective deployment in the industry; (iv) To enhance the industry-academia linkage and support innovative ideas for entrepreneurship.

Each strategic goal has been segregated into attainable strategic objectives with identifying proposed activities. Apart from formulation of strategies, an implementation plan outlining possible time frame and concerned responsible parties to perform the assigned activities has also been also proposed. Finally, a policy guideline has been developed for arranging a tourism job fair, and piloting a plan for the fair.

This report is designed to provide a comprehensive overview of the human resource situation in tourism industry, the strategic directions and guidelines and the implementation, monitoring and evaluation frameworks for sustainable tourism human capital development in Bangladesh. We strongly believe that “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030” and its associated implementation tools shall guide the

Government organizations (Such as Ministry of Civil Aviation and Tourism, Bangladesh Tourism Board, Ministry of Education, Ministry of Environment and Forest, Ministry of water Resources, other relevant and related Ministries, Small and Medium Enterprise (SME) Foundation, Banks, Educational institutions, private sector, and job providers (such as hotels, resorts, tour operators, travel agencies, restaurants, airlines, cruise ships, transportation, event organization, amusement park) on how to invest into tourism and hospitality industry and how to develop knowledge, skills and ability to meet the current and future challenges.

This report is a comprehensive one where meticulously we have found and discussed about the present situation prevailing in tourism sector, total number of employees, their educational qualification, reasons for their happiness and unhappiness. In this report we also extrapolated the supply and demand of efficient human resources. Besides, we have tried to identify the ways through which we can produce trained and efficient human resource.

# **Chapter 1**

## **Introduction**

## 1.0 Background

Developing the tourism sector is often identified as a labor-intensive sector which is highly based on knowledge, skill, and ability (KSA). The success of tourism sector is determined by the quality of human capital such as utilizing innovative service/idea, flourishing inner potential of human resources, ensuring work effectiveness and efficiency to provide excellence in service. The growth of tourism sector can also be expected to employ more human resources as it is one of the nine largest employment generating sectors in Bangladesh.

Bangladesh has made praiseworthy progress over the past decades in human development, poverty reduction and economic growth. It is a country with enormous prospective that is yet to be realized. One advantage of the country is that tourism is not concentrated on the capital Dhaka city only but dispersed throughout the country, starting from the world's largest unbroken sandy sea beach at Cox's Bazar and the Chittagong Hill Tracts in the southern-east to the tea-gardens of Sylhet in the northern east, again the world's largest mangrove forest, the Sundarbans in the southern-west to the abode of mango gardens and silk-city in the northern west. For different individuals, a wide variety of skills are needed across the sector from simple housekeeping to advanced trekking and mountaineering.

It is revealed that direct and indirect work opportunities in tourism sector are very high. This study has been carried out on firms across various sub-sectors in tourism to identify constraints to growth and future labor demand. It is felt that out of many major challenges in the growth of this industry, lack of skilled human capital specialized in tourism and hospitality is a big challenge. However, a good number of universities and training institutions are providing specialized/concentrated education and training on tourism to the graduates/trainees for obtaining their desired job. The report, therefore, was targeted to find the gap between the demand and supply of human capital development in tourism. It also tried to identify the qualifications/skills needed to carry out the specific jobs for maintaining standard service. Most importantly, this report formulates the strategies for 2021 to 2030 to develop the human capital for tourism and hospitality industry linking to Sustainable Development Goals (SDGs). The report, besides, constructed an implementation plan based on formulated strategy. Finally, it develops a policy guideline for a tourism job fair, and piloting a plan for the fair as desired by the client.

## 1.1 Global Tourism Industry

Tourism is a fast-growing industry and accounts for an increasing share of economic activity in many countries. It is one of the most vital and major sources of employment. This sector is also the biggest justifiable service industry that is generating huge revenue for tourist importing countries. In the tourism industry, career development opportunities are claimed to be more accessible than other industries of the economy due to both the nature of the organization and the strong international affiliation of tourism enterprises (Baum, 1995). In terms of GDP growth in 2019, Travel and Tourism is the world’s third largest economic sector after Information & Communication and Financial Services. According to World Travel & Tourism Council (WTTC, 2020), the followings are some indicative statistics regarding the remarkable growth of international tourism:

**Table 1.1: Economic Indicators of World Tourism 2019**

<i>Economic Indicators</i>	<i>Amount</i>	<i>% of Share</i>
GDP total contribution	\$9.2 Trillion	10.4%
Employment Direct Contribution	334 million	10.6%
Visitor export (out of total export)	\$1.7 Trillion	6.8% of total export

Source: WTTC (2020)

**Table 1.2: Regional Economic Indicators of Tourism 2019**

<i>Region</i>	<i>Economic Contribution</i>	
	<i>GDP (USD)</i>	<i>Employment (Million)</i>
Americas	2.5 Trillion	45.3
Africa	168.5 Billion	24.6
Asia Pacific	3 Trillion	182
Middle East	245.5 Billion	6.7
Europe	2.0 Trillion	37.1

Source: WTTC (2020). Travel and Tourism Global Economic Impact & Trends 2020

However, the world phenomenon has been changed after 2019. In this time, the COVID-19 situation affected the tourism industry. WTTC (2020) estimated some key points that are given below:

- The Travel & Tourism sector suffered a loss of almost US\$4.5 trillion to reach US\$4.7 trillion in 2020, with the contribution to GDP dropping by a staggering 49.1% compared to 2019; relative to a 3.7% GDP decline of the global economy in 2020.
- In 2019, the Travel & Tourism sector contributed 10.4% to global GDP; a share which decreased to 5.5% in 2020 due to ongoing restrictions to mobility.
- In 2020, 62 million jobs were lost, representing a drop of 18.5%, leaving just 272 million employed across the sector globally, compared to 334 million in 2019. The threat of job losses persists as many jobs are currently supported by government retention schemes and reduced hours, without a full recovery of Travel & Tourism.
- Domestic visitor spending decreased by 45%, while international visitor spending declined by an unprecedented 69.4%.

## **1.2 Tourism Industry in Bangladesh**

The national tourism policy was rectified by the Bangladesh government. This policy aims to increase employment, ensures economic development, environmental purity, and sustainability (Siraj et al., 2009). After that Bangladesh tourism industry has been trying to accelerate the growth of tourism industry. In this regard, domestic tourism in Bangladesh has been flourishing in a very fantastic way. Bangladesh is a country full of natural and man-made treasures, which create the abundant scope for international tourist arrivals and revenue earning. (Pennington and Thomsen, 2010). Bangladesh is a developing country in Asia having high potentiality for tourism industry. According to WTTC (2020) report, the impact of Bangladesh tourism in economy in the year 2019 is given below:



**Table 1.3: Economic Indicators of Bangladesh Tourism 2019**

<i>Economic Indicators</i>	<i>Amount</i>	<i>% of Share</i>
GDP total contribution	USD 9,113.2 Million	3.0%
Employment Direct Contribution	1.85 Million	2.9%
Visitor export (out of total export)	USD 333.5 Million	0.7% of total export

Source: WTTC (2020)

Table 1.4 shows the comparative analysis of tourism economic contribution in South Asian Countries.

**Table 1.4: Comparative Tourism Economic Indicators of South Asian Countries, 2019**

<b>Economic Indicators</b>	<b>Bangladesh</b>	<b>India</b>	<b>Nepal</b>	<b>Sri Lanka</b>
GDP total contribution	USD 9,113.2 Million	USD 194.3 Billion	USD 2051.4 Million	USD 8924.1 Million
Employment Direct Contribution	1.85 Million	39.82 Million	1.03 Million	0.903 Million
Visitor export (out of total export)	USD 333.5 Million	USD 30.3 Billion	USD 833.8 Million	USD 4815.8 Million

Source: Compiled from WTTC (2020)

It is revealed from the above table that the direct and indirect work opportunities in tourism sector are very high.

### **1.3 Objectives of the Study**

The key purpose of the formulation of strategies is, as described in the Terms of Reference (TOR), to help the tourism organizations to optimize the human capital resources for effective and efficient achievement of sustainable development goals (SDGs). This proposal on the “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030” is a part of the larger report that will aim (but not limited to) at the following:

- A. Assessment of workforce requirement of the tourism sector nationally and internationally.
- B. Assessment of current status of tourism human capital development of Bangladesh.
- C. Qualification services for the tourism sector in Bangladesh.
- D. Develop an effective, practical and feasible “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030”, that will contribute to the achievement of SDGs and socio-economic development of Bangladesh.
- E. Implementation plan for strategy and alignment of the strategy with key policy imperatives in respect of tourism and skills development
- F. Developing Policy Guidelines and piloting tourism job fair in Bangladesh.

## **Chapter 2**

# **Literature and Country Review**

## **2.0 Introduction**

An important feature of an extensive and rigorous research based strategic paper is to analyze different reports working on the relevant field. “A substantive, thorough, sophisticated literature review is a precondition for doing substantive, thorough, sophisticated research” (Boote and Beile, 2005). This section provides a concise review of different strategic paper on tourism and hospitality human capital development strategies, and demand and supply gap adopted by different countries and organization. This section also includes the interpretation of current literature and the significance of updated advances in the field of national tourism human capital development strategy to determine the continuity of knowledge and relevance of existing materials. The literature mainly focuses on methods and approaches adopted by the researchers while conducting the research. It also analyzes the findings and outcomes of analyzed reports, and what are the recommendations, strategic actions and plans are taken.

### **2.1 Literature Review**

Aurther and Sheffrin (2003) stated the human capital as a set of capabilities, knowledge and attributes embodied in the capability to accomplish labour. The attributes grew by a worker through education and experiences that will help produce economic value. According to Inyang and Esu (2008) “human capital states to the costs individuals or organizations acquire on activities and processes that lead to the acquisition of competencies, abilities, talents, possession of positive attitude and skills.” Therefore, human capital can add value to the productivity of an organization or nation.

The development of skills to meet the needs of the tourism industry is frequently seen as a partnership between the industry and training providers (Baum and Kokkranikal, 2005). Hence, to develop and implement the most appropriate strategies for a proactive human resource development requires a plan. Bangladesh reached the lower middle-income country status in 2015. It is an undeniable fact that attaining middle-income status, is one of the core visions of the Government of Bangladesh. But attaining that will require a different skill composition among its working population.

Keeping this in mind, this study was performed to access the human resource requirement in the tourism and hospitality industry. The findings of this study show tourism graduate needs some generic skills like communication and team management skills which are not included in the existing tourism curriculum. Tourism curriculum should include these soft skills. This

study also emphasizes on the practical knowledge development of the students. On the other hand, personal characteristics such as being patient and self-motivated, were also observed as crucial to achieve career success. Hence, this study examines the tourism modules which are included in a four-year program in Business Administration. Stergiou and Ailey, (2017) mention that along with the basic tourism and hospitality courses, the educational institutes focus on the introduction to tourism, front desk management, hotel procurement, tourism geography, clients record keeping, sociology of tourism, events management, organization and operations of travel agencies, food & beverage management, English for tourism, alternative forms of tourism, tourism economics, professional cooking, bartending oenology, customer relationship management in tourism, hospitality management, global reservation systems, graduate seminar, dissertation and an industrial placement (Stergiou and Ailey, 2017). It is rare that any other instate has been offering soft skill development courses.

The Strategic human resource development plan is based on a situational analysis and aims to contribute to an effective utilization of resources to positively impact on the employment situation in the tourism industry (Ministry of Tourism, Arts and Culture, Maldives, 2011). In Bangladesh, the plan strives to better understand the local human resource supply and projected demand in the hospitality and tourism industry and improve policy around the tourism sector human resource development, including increased participation by locals.

The job skills and job abilities are rated according to the results of a number of studies. Beeton and Graetz (2001) have listed five main skill areas in which the tourism and hospitality industries can gain from upgrading (business, management, language and culture, sales, and service skills and three key methods for obtaining the training (external, internal, industry) were identified. If tourism skills training is to provide positive result, it should start with industry experiences (Ladkin, 2005). When applying for a tourism industry position, employers are particularly looking for specific knowledge and skills.

## **2.2 Literature Review by Countries**

The advancement of a knowledge-based economy in the coming century brings about a transition in academia, which allows for social change and economic progress to take off by making use of education (Pan, 2004). The mechanism by which humans create products and

commodities is called "human capital" (Cooper, 2002). Human resources are needed to serve others and support others, too.

### **2.2.1 Bangladesh**

Usually, organizations prepare for future requirements for inventory, facilities, capacity expansion, and funding. Additionally, organizations must prepare to meet their human capital requirements. Human capital preparation entails assessing manpower requirements, estimating appropriate resources, and determining whether additions or replacements are necessary to retain employees' correct number and quality to accomplish the organization's goals. The human resource planning role entails at least three distinct components: task analysis, demand and supply forecasts, and legal constraints (Morgan, 2004). This research has been conducted to assess the workforce requirement for the human capital of Bangladesh in tourism and hospitality sector.

Various studies have been adapted to alleviate the gap between the demand and supply of enriched and skilled human resources, specialized in the tourism and hospitality industry. These studies identify the demand sector where there is a need for skilled human resources for the tourism industry. On the other hand, there is a supply sector, which builds, creates, motivates, trains, and provides these human resources as the products of the market to meet up the demand of skilled human resources (Inui, Wheeler, & Lankford, 2006; Tribe, 2001, 2002).

Various countries have researched and are still investigating the human capital development of the tourism and hospitality industry. A study on the Labor Market and Skill Gap in Bangladesh was performed by the Bangladesh Institute of Development Studies (BIDS) in 2017. The objectives of the report was to review and assess present status and emerging needs of the Bangladesh economy; to project future skill needs to achieve higher growth. However, this study provides sector-wise employment projection for the 10 years from 2016 to 2025. This study includes nine sectors: readymade garments, construction sector, light engineering, ICT, shipbuilding, leather goods, hospitality and tourism, health care, and agro-food. Quantitative analysis technique was used to conduct the study. For that reason, secondary data and reanalysis of Labour Force Survey of 2013 and 2010 were the main source of data analysis. After accomplishing the secondary research, a primary survey with basic informants of eleven hotels and resorts has been carried out across Chittagong, Cox's

Bazar, Dhaka, and Sylhet. Discussions were taken up with representatives of chosen sectors and with other experts. Industry representatives provided inputs through informal discussion as well as through responses (BIDS, 2017).

This Labour Market and Skill Gap study analyses the Hospitality and Tourism Sector (HTS) from different perspectives; the current levels of skills manpower, shortage and gaps; the nature and extent of skill shortage, skill gaps, and recruitment difficulties; and projection of the requirement of different compositions and skill categories of employees, and the training needs by skill categories. The major findings and recommendation of this study are given below:

Major Findings	Recommendation
<ul style="list-style-type: none"> <li>- The number of establishments grew at a rate of 22.73 per cent between 2003 and 2010</li> <li>- The number of employment in HTS increased by 32.29 per cent between 2003 and 2010</li> <li>- Almost 65% of total workforce work in Food and Beverage department and 21.69% work on the housekeeping department.</li> <li>- 6 out of 11 properties have no labor shortage.</li> <li>- Labour availability mainly depend on the regional dimensions. Lack of skilled employee outside Dhaka.</li> <li>- Expectations of higher salary by the graduates from public or private universities.</li> <li>- Lack of practical training, inadequate and inappropriate training on IT skill, lack of proper training on language skill, preference toward overseas employment</li> </ul>	<ul style="list-style-type: none"> <li>- Skills trainings are necessary to minimize the current gaps.</li> <li>- In-house training facility for unskilled and semi-skilled employee.</li> <li>- Students should be provided with the opportunity to visit the hotel/resorts that will help them align the theoretical knowledge with practical applications.</li> <li>- Educational institutes can be provided with the facility of “Application Hotel Program”.</li> <li>- Increased duration of practical training (at least six months) for both diploma and bachelor degrees.</li> <li>- The training institutes should introduce more courses for developing the communication skill.</li> <li>- Mismatch between the expected salary and offer salary should be reduced.</li> </ul>

Source: Yunus and Chowdhury (2017)

Another study was performed by the Hasan and Hossain (2018) to evaluate the skills demand needs arising within the Hospitality sector in Bangladesh. The main areas covered in the study were – Front office, F&B production, F&B service, Housekeeping, Tour operators and Travel agents. The aim was to ensure that there will be the right supply of skills to help drive domestic hospitality sector business and employment growth. To conduct this study 28 large, 35 medium and 2 small sized hotels, 16 tour operators and 14 travel agents were selected from the demand side. On the other hand, 11 training institutions were selected from the supply side. A survey questionnaire was developed to conduct the study. In the process of doing the research, several meetings were conducted with hotel managers, tour operator and travel agency owners/managers, and the owner/principals of the training institutes. Data analysis was carried out by using software SPSS and appropriate statistical tools.

Major findings from the hospitality sector shows that, 80% employees belonged to non-Executive i.e. operational category, 39% were found trained and therefore belong to skilled category. However, in large hotels, about 30% of the graduate employees have professional training and experiences, and 40% of the total graduate employees are found with training backgrounds. This study found that major reasons of shortage of skilled employees are training institutions do not provide adequate practical training, lack of training facilities on communication skills, inadequate IT skills training, high salary expectation, poor working conditions, poor image of the industry in society and longer working hours. On the other hand, job scope in travel agent and tour operator is not plenty. They prefer to recruit graduate students at a low salary and train them up. The employees in Tour operators and Travel agents are found to have more qualified employees (graduate and over) than the hotels.

### **2.2.2 Tanzania**

A study on the Human Resource Needs and Skill Gaps in the Tourism and Hospitality Sector in Tanzania was performed by Anderson (2015). The study's overarching goal was to ascertain the educational requirements and capability shortages in Tanzania's tourism field. The analysis identified the types of skills available, the resources and gaps in their availability both now and in the future, and how to reduce the gap. The work was quantitative (number of jobs) and qualitative (types of skills) in nature, addressing both skill demand and supply. Additionally, the research took a medium-term (5-10 years) and a long-term (10-15 years) view. The ultimate goal was to create a strong analytical framework for guiding



effective system extension and action design that would ensure tourism growth was realized with an adequately qualified workforce.

Between February and May 2015, the research was performed in four regions of Tanzania. Due to the industry's diversity in terms of services available, company size, ownership, and skills acquisition processes, a broad coverage of skills-related variables using various data collection methods was needed. Field and online polling, observation techniques, and focus group meetings were the primary approaches used. There were 259 respondents in all, including 148 tourism companies, 93 participants in four focus group discussions, and 18 training organizations. Accordingly, the experience of tourism training in Kenya and Uganda was analyzed.

The study found many gaps/shortages of skills in their tourism and hospitality sector. Tanzania's tourism and hospitality industries face significant difficulties in matching their expertise needs to a changing labor market. The gap between demand and availability for generic skills is pervasive. Anderson (2015) found that the following capabilities deficits exist in all tourism sub sectors: communication – multilingualism and communications skills (strong management, listening, and public relations abilities); customer care; marketing and advertising abilities; ingenuity and creativity abilities; leadership and strategic abilities; and basic ICT expertise. Employees at the organizational stage had a significant competence gap in comparison to those at the supervisory and administrative levels; the most troublesome occupational areas is as follows:

- Accommodation and food and beverage sectors - cooks, chefs, reservation staff, food and beverage managers, and waiters/waitress
- The travel services - the professional guides
- Tourist attractions – professional guides and attraction managers
- Direct retail to tourists – craftsmen, marketing and sales assistants

Additionally, a gap has been established in a number of evolving technical fields, including hospitality architecture, business model design, safety and hygiene standards, and tourism-related technology.

Anderson (2015) made a forecast for the next five to ten years. His research findings showed that the number of visitors arriving from abroad is expected to reach two million in 2020 and three million by 2025. Tourist arrivals would increase by 9%, equating to 0.34 direct jobs per

additional arrival, or one job for every three additional tourists. Additionally, tourism spending would rise at a 6.7% annual pace for the next decade. Accommodation and travel activities would continue to employ the majority of tourism workers (87%).

The top five qualities that would continue to be in demand are (i) soft skills (strong organizational, communication, and public relations ability, as well as time management, charisma, and problem-solving abilities), (ii) customer service, (iii) creativity and innovation, (iv) information technology, and (v) marketing and sales abilities.

Finally, the survey suggested that Tanzania has a lot of potential, and its infrastructure is rapidly expanding. Tourism will fail if the quality of workers does not increase at the same rate. On the basis of the assessment and findings, several recommendations are made to the government, tourism training institutions, and service providers.

### **2.2.3 British Columbia, Canada**

Smith (2004) conducted a study on Tourism Human Resource Development Strategies in British Columbia, which was prepared for go2 (Organization for Tourism Human Resource Development in British Columbia), the coordinating organization for tourism human resource development (HRD) in British Columbia.

The paper's primary objective was to assist the tourism sector in achieving its market objectives through human capital investment. go2's objective was to recruit many sufficiently trained individuals to the tourism workforce to meet the 2012 tourism goals and ensure the workforce is globally competitive.

To do this, go2 educated and assisted tourism employees on a variety of recruiting, retention, administration, and training topics. Additionally, the association focused on long-term strategic projects, such as lobbying to boost public perceptions of tourism careers, encouraging business career awareness activities, and collaborating with educators to ensure that graduates possess the necessary skills.

The overarching objective of this project was to provide go2 with an exhaustive overview of the regional tourism sector and labor market data sources. Three primary study issues were answered in order to do this:

1. In addition to the informational criteria established by go2, what were the main tourism industry associations' informational interests?

2. Where can go2 obtain primary tourism industry and labor market data, and how could go2 obtain this data in a timely manner?
3. What discrepancies existed between the information needed by go2 and the information available, and how could these discrepancies be closed?

This project made use of three analysis methods:

The first method was an internet review, where the Internet was used to learn about organisations that might have access to or had primary tourism industry and labor market data. Certain more comprehensive internet sources were used to ascertain basic features of usable data/statistics (e.g. some sites specify what information they have available, when it is available, and at what cost).

Interviews were the second method. Interviews via email and telephone were performed with:

1. Representatives of major tourism industry organizations to determine the kinds of tourism industry and labor market data that they would find useful;
2. Key informants that could guide to sources of different forms of information; and,
3. Data collectors and suppliers in the tourist industry and labor market in order to provide a concise overview of the data they collected/provided (including the expense of collecting the data, the manner in which the data is provided, and so on), as well as to decide how go2 could obtain data that was not readily accessible.

Finally the third method was Gap Analysis. The results of the Internet analysis and telephone/email interviews were linked to go2's initial information "wish list" to decide whether any information discrepancies remain. On the basis of the interviews and Internet analysis, recommendations to go2 were made for filling these informational gaps.

This analysis identified a vast number of sources from which go2 could collect knowledge about the tourism industry and labor market. However, the gap analysis found some significant issues with the currently available data.

To begin, the information's utility is debatable. Many of the data is collected from national databases, specifically Statistics Canada's surveys. Indeed, the majority of regional data is extracted from these surveys as well. Although these surveys may contain extremely valuable details, their use is severely limited by their inability to conduct comprehensive regional assessments. This is true not only for the tourism industry, but for all industries, as timely

regional-specific data is vital for human resource planning and growth. However, tourism stakeholders must contend with classification schemes that do not recognize tourism as a distinct and significant group.

#### **2.2.4 APEC Tourism Working Group**

The Asia-Pacific Economic Cooperation (APEC) Tourism Working Group undertook a similar study in 2017, sponsored by Australia and conducted by Garofano et. al (2007). It builds on the APEC Leaders' Action Plan for Promoting Quality Employment and the 2014 pledge of the APEC Tourism Ministers to address and strengthen tourism cooperation processes in the Asia-Pacific, particularly in manpower education, training and job development. Additionally, the APEC TWG's primary goal was to promote sustainable and inclusive tourism development in the APEC region, thus improving member economies' competitiveness.

The aim of this study was to provide data on the current state of skill shortages in the Asia-Pacific Economic Cooperation (APEC) tourism sector and to recognize leading practices that key stakeholders should follow to address these shortages. Businesses, government, industry associations, educators, and non-governmental organizations (NGOs) are among the main stakeholders in the twenty-one APEC economies, including the countries like - Australia, New Zealand, Brunei Darussalam, Papua New Guinea, Canada, Peru, Chile, Philippines, China, Russia, Hong Kong, Singapore, Japan, Thailand, United States, etc.

They gathered data through a desktop audit, a stakeholder survey, a stakeholder workshop, and the creation of a case study. They mentioned in their methodology that they gathered primary and secondary data through internet searches that included scholarly literature, related agency-published reports and supporting documentation, and existing business websites that showcased local expertise. Their desktop audit aided in the creation of the stakeholder questionnaire. Around 47% of responses came from developed economies, while 53% came from emerging economies.

The core recommendations of the study were based on the primary research performed with APEC economies (including the interview, workshop, and case studies) and the literature review:

The Tourism Working Group's critical position as a clearinghouse for information and knowledge transfer, as well as a pioneer in human resource development, such as creating a Women and Youth Advisory Group to facilitate information sharing, undertaking a pilot project to collect comparative data on labor and capacity requirements around APEC economies and sharing experience on the convergence of government, business, and education, as well as the benefits of tourism awareness campaigns.

A core recommendation of their study was to make partnership and collaboration with universities and business groups to monitor emerging developments such as job digitization, emerging career options, and entrepreneur support programs; and further investigate the advantages of small business financing schemes, seasonal worker programs, and labor relocation programs that cover women and youth.

### **2.2.5 Maldives**

Maldives has developed a Strategic Human Resource Development Plan for the Maldives Tourism Industry (2011-2015). This project is a sector specific contribution supported by the UNDP project. This objective of the report was to enable environment needed to address the unemployment situation in the Maldives, placing special emphasis on the low participation of women and youth in the tourism sector as a critical problem. The report's findings show some problems like increasing number of expatriate employees in the tourism industry, increasing social challenges related to drugs and crime among the young people, and social values attached to working away from family and subsequent undesirable working conditions for females.

This plan is based on a Situational Analysis and goals to contribute to actual utilization of resources to positively impact on the employment situation in the tourism industry for Maldivians. The situation analysis of human resource in the tourism industry includes the larger context of industry characteristics, geographical, socio-economic aspects, its educational system, and the regulatory environment of Maldives. This situational analysis helps to understand the local human resource supply and project future demand in the tourism and hospitality industry. One of the major drawbacks of this report is, it only considered the accommodation sector to formulate the strategy. However, the proposed strategic human resource plan addresses the following sections:

Action Plan	Challenges	Actions	Tasks
Increase Interest in Tourism Labour	Overcoming the reservations towards tourism employment by addressing (mis-) perceptions and social/cultural reservations.	Curriculum Enhanced	<ul style="list-style-type: none"> <li>- Emphasize on the both Academic and vocational education system.</li> <li>- To prepare students for key managerial roles in the tourism industry</li> <li>- To prepare students to develop and impart quality service</li> <li>- To develop transferable skills</li> <li>- To develop the student's ability to think flexibly and critically</li> <li>- To gain a holistic understanding of tourism</li> <li>- To develop a practical understanding of preserving the natural environment</li> <li>- To enable the student to understand his/her role in national development</li> <li>- To prepare students to contribute to the overall planning of tourism development</li> </ul>
		National Awareness Drive Towards Active Involvement In The Tourism Industry	<ul style="list-style-type: none"> <li>- Improve the image of tourism jobs.</li> <li>- Linking educational institute with the current tourism professionals.</li> <li>- Educational institute visits by the Minister</li> <li>- Introduce tourism week for the publicity.</li> </ul>
		Increase Industry Commitment Towards Maldivian Employees	<ul style="list-style-type: none"> <li>- A self-regulating effort, standards and a code of conduct should be formulated that reflect a willingness to address tangible aspects of human resource aspects in tourism</li> </ul>
Enhance Career Development	Lack of trained workforce in the tourism and hospitality industry	Training	<ul style="list-style-type: none"> <li>- Resort Based Training Program</li> <li>- Coordinate the training program and create the database</li> <li>- Scholarship facilities for students in tourism and hospitality management discipline</li> <li>- Department specific training program for students</li> </ul>
		Career	<ul style="list-style-type: none"> <li>- Maldivians need to be encouraged to participate longer and work towards an individual career path</li> </ul>

Action Plan	Challenges	Actions	Tasks
			that forms a true reflection of individual's strengths and potential.
Value Chain Development	Socio-cultural challenges hinder the engagement of Maldivians, especially women, in direct employment at resorts. Little integrated market dynamics exist around tourism at atoll level.	Organized Island Tourism Association	- Formalization of local tourism association at island level to serve as guides, interpreter, caterer, home stay, cultural performances, etc.
		Economic User Rights	- Development of heritage tourism products for visitors - Creation of community franchises
		Resort Forum	- Establishment of 20 resort forums based on the existing and identified stakeholders group.
		Staff Accommodation At Inhabited Islands	- Phased transition from resort-based staff housing to inhabited-island housing as catalyst for local economic development.
Enhanced Enabling Environment	To develop a sustainable human resource plan, it needs to overcome challenges on three levels: - the confusing and conflicting mandate, responsibilities and procedures around human resources issues - the weakness in enforcement and control of current policies and regulations and - weak and erratic communications between, and amongst, tourism stakeholders	Government Control	- A clear, user-friendly work permit system created and appropriately enforced. - Mandate & authority of Ministry of Tourism, Arts & Culture (re-) defined - Tourism mandate introduced at island/atoll council level
		Civil Society	- Incorporate a tourism mandate and initiative amongst 10, island-based NGOs
		Industry Organization	- Establishment of structured, thematic industry forums - Twice annual national tourism dialogue created - Industry representation in the national dialogue for HR policy formulation

Source: Ministry of Tourism, Arts and Culture (2011) of Maldives

## 2.2.6 Sri Lanka

Sri Lanka has developed a skills development plan and employment strategy for the hospitality and tourism sector for the Eastern Province in 2017. It was a five year plan and provided the conditions for the Eastern Province to move from a lower skilled equilibrium to higher skilled and inclusive growth equilibrium. The main objectives of this report was to provide a framework for matching supply and demand for employment strategy, identify and

set priorities for the skills development fund, ensure inclusive growth in tourism employment sector. This study was formulated based on the secondary data. To formulate the skills development plan a five step approaches are taken that include: understand demand of the sector, determine the key skill needed for the sector, identify the current constraints, develop strategic response and create action plan. Employment and skills development in this province face three types of constraints: supply constraints, demand constraints, and matching constraints. However, this human resource development strategy has also suggested a way to overcome these particular obstacles. The following table summarized the constraints and recovery strategy for which is suggested by the report.

<b>Supply Constraints</b>	<b>Tackling Supply Constraints</b>
<ul style="list-style-type: none"> <li>- Limited access to Tertiary Vocational Education Training (TVET) programs</li> <li>- Poorly equipped training providers</li> <li>- Lack of suitable training programs for the sector</li> <li>- Low quality skills being developed</li> <li>- TVET programs that take too long to deliver</li> <li>- Poor attitudes of parents and learners towards the sector</li> <li>- A large brain drains for occupations at all levels</li> </ul>	<ul style="list-style-type: none"> <li>-Improving Access through expansion of existing system &amp; innovative delivery</li> <li>- Diversification of skills on offer, including shortening of programs and delivering of middle and higher skilled programs in demand</li> <li>- Improvements in quality of provision through investment in industry standard equipment, training of trainers and management development</li> <li>- Promoting positive attitudes towards TVET and working in the tourism and hospitality sector</li> <li>- Reverse the brain drain and attract diasporas</li> </ul>



<p><b>Demand Constraints</b></p> <ul style="list-style-type: none"> <li>- Limited commitment to training</li> <li>- Lack of organized employers in the tourism sector</li> <li>- Lack of modern HR practice in the workplace</li> <li>- Failure to market Eastern Province as a tourist destination</li> <li>- Limited utilization of ICT in the sector</li> <li>- Labour legislation that favors employees</li> <li>- Limited support for the informal sector</li> </ul>	<p><b>Tackling Demand Constraints</b></p> <ul style="list-style-type: none"> <li>- Improve collaboration of employers in the sector, particularly around the area of training and development for youth</li> <li>- Support commitment to improved training and the use of modern HRD practices in the workplace.</li> <li>- Market the Eastern Province as a major tourism destination</li> <li>- Improve support for the informal sector and encourage improved productivity, and possible movement into the formal sector</li> <li>- Support a more favorable climate for MSMES, including possible reforms in legislation</li> </ul>
<p><b>Matching constraints</b></p> <ul style="list-style-type: none"> <li>- Failure to use intelligence to inform decision making processes for decentralized planning</li> <li>- Limited coordination and synergies between planning processes at different government levels</li> <li>- Poor capacity at the decentralized level for planning skills development and a tendency to rely on traditional methods, such as manpower planning</li> <li>- Lack of Public/Private/Partnerships at all levels of the system,</li> <li>- Ineffective employment agencies at the decentralized levels, including private sector agencies that exacerbate Labour shortages through recruitment of workers for export</li> </ul>	<p><b>Tackling Matching Constraints</b></p> <ul style="list-style-type: none"> <li>- Improved utilization of intelligence on the labour market and improved decision making</li> <li>- Support for improved planning, including synergies between national, regional and district frameworks, as well as between tourism and skills development</li> <li>- Improved public/private/partnerships, including the introduction of systems, structures and mechanism for more effective engagement</li> <li>- Making employment Agents operate more effectively, including incentives to place those with disabilities into the workplace</li> </ul>

Source: Scope Global Pty Ltd. (2017)

# **Chapter 3**

## **Methodology**

### **3.0 Introduction**

This section intends to describe and discuss the research method that has been used to conduct in this study and provide a justification for their selection. The study used a holistic approach, involving desk research, employers and trainers' surveys, interviews, focus group discussions (FGD), observation and consultations with a range of tourism stakeholders in order to collect quality data. The entire task was performed through methods, process, techniques, procedures, and each of the phases contain series of steps and activities. Thus, it provides us an understanding how this project should be performed to get the expected outcome.

#### **3.1 Research Design**

A research design provides a framework on how data are to be collected and which priority instruments should be used for analyzing them (Bryman, 2004). In this study multi-stage sampling techniques have been used, which consist of stratified sampling, and convenient sampling. Stratified sampling method has been used to select division so that the sampling units selected by convenient sampling are homogeneous. This method covers various techniques such as population, sample, procedure of sampling; interviews, questionnaires and numerical examination are presented below.

#### **3.2 Target Population**

According to TOR, the study sought to understand the current demand and supply of employment status of Tourism and Hospitality Industry of Bangladesh. It also projects out the number of employment opportunities will be available by 2030 by existing and new field. So, to get the idea concerning the whole industry, the study considers all the sectors involved in this tourism and hospitality industry directly and indirectly as well as it covers all the population working in the industry directly and indirectly throughout the country. It covers accommodation, transportation, visitor attractions, entertainment, travel services, tourism education and training provider and government tourism organizations. Furthermore, as tourism is decentralized and diversified industry, the study sought to understand employment working throughout the country. So it covers all the 8\* divisions- Dhaka, Chattagram, Sylhet, Khulna, Maymensing, Rajshahi, Rangpur, and Barishal.

*\* Now the ninth division is declared as Cumilla division which was under Chattagram division earlier.*

### **3.3 Sampling Design**

The sample of population for this study composed the representation of the whole industry comprising sectors of accommodation, transportation, visitor attractions, entertainment, travel services, tourism education and training provider and government tourism organizations. In this study, multi-stage sample technique was used (Stratified and Convenient Sampling). Total 500 sample data were collected to do the analysis in two ways like survey questionnaires and interviews. 350 questionnaires were collected from Human resource department of different hotels, resorts, guest house, travel agent, tour operator, career vessel, airlines, tourist coach, theme parks, amusement parks, museums, parks, entertainment houses, universities, colleges, training institutes and 150 interviews were taken from the industry leaders, govt. officials and stakeholders.

### **3.4 Data Collection Methods**

For collecting Data, the Research Team follows holistic approach, as mention before, after defining what kind of data and volume of data needed. However, there are two methods (primary and secondary data collection) applied. Secondary data collected from different sources like journals, magazines, websites and books, and primary data collected through survey questionnaire, In-depth interview and, workshop and Focus Group discussion. For developing strategy for the development of Human capital in the field of Tourism and Hospitality industry, themes developed by the collected data applied.

#### **3.4.1 Primary Data collection**

Primary data is one of the most significant data collection methods for getting the good insights about any specific object, which is collected directly from the respondents. The Research Team collected the data through survey questionnaire and In-depth interview and, workshop and Focus Group discussion.

#### **3.4.2 Fieldwork: Survey**

Survey methods can be defined as the collection of information from individuals through their response to questions (Check and Shcutt, 2012). To assess the current status of human capital development and workforce requirement of the tourism sector nationally, first hand data collected from respondents through survey. The team conducted a focus group meeting in the early stages of questionnaire development in order to better understand how people think about an issue or comprehend a question. Pre-testing a survey is an essential step in the

questionnaire design process to evaluate how people respond to the overall questionnaire and specific questions (Scheuren, 2004). Thus, the team develops 9 (nine) questionnaires shown in **Appendix-E** for in-depth understanding of workforce status and requirement at seven targeted respondent's groups: accommodation, transportation, food & beverage, visitor attraction, travel services, formal education providers and vocational training Institutions. Each group is classified according to geographic location and density of population (respondents). Approximately 350 respondents were interviewed from the seven groups (numbers vary among the groups)-

- a. Accommodation (Hotels, Resort, Motels, Guest houses,)
- b. Transport (Airline, Tourist Vessel, Other vehicles like- bus/coach/ costar operators)
- c. Food and Beverages (Restaurants, Fast food sales, Cafes, Coffee /Tea shops) etc.
- d. Visitor Attractions (Theme park, game's zone, nature & leisure parks, theatre, museums)
- e. Travel Services (travel agencies, tour operators, etc.)
- f. Formal tourism education providers (tourism department of universities & Colleges) and
- g. Vocational training institutes (both public and private)

All the sample data were collected from all the divisions of Bangladesh. Mostly, the collection focused on the key destinations. Accommodations are classified with resort, hotels and guest houses. Furthermore, accommodation was divided into large, medium and small. According to Ministry of Tourism, Govt. of India (2017), hotels with 25 rooms or less are known as small hotels, 26 to 100 rooms are medium and above 100 rooms are identified as large. We have followed the same criteria. The following table shows the number of hotels selected for our purpose :

**Table 3.1: Sample Survey: Accommodation (Hotel / Resort/ Guest Houses):**

Division	City	Large	Medium	Small	Total
Dhaka	Dhaka City	5	10	15	30
Rajshahi	Rajshahi	2	4	2	8
Mymensing	Mymensing	1	2	1	4
Chittagong	Chittagong city	2	3	2	35
	Cox's Bazar	5	10	5	
	Bandarbans	---	2	2	
	Rangamati	---	2	2	
Sylhet	Sylhet City	2	2	2	10
	Moulvibazar	1	1	1	
	Hobigong	1	--	--	
Khulna	Khulna	1	2	2	5
Rangpur	Rangpur	---	---	2	2
Barisal	Barisal city	---	1	1	6
	Kuakata	1	1	2	
<b>Total no of Hotel &amp; Resorts</b>					<b>100</b>

**Table 3.2: Sample Survey: Cruise Vessel Operators:**

Division	City	Big	Medium	Small	Total
Dhaka	Dhaka City	--	2	3	05
Chittagong	Cox's Bazar	1	2	--	03
Khulna	Khulna City	---	4	3	07
Total no of Cruise Vessel Operators					<b>15</b>

**Table 3.3: Sample Survey: Travel Agent/ Tour Operators:**

Division	City	Travel Agents	Tour Operators	Total
Dhaka	Dhaka City	20	18	38
Chittagong	Chittagong city	5	4	15
	Cox's Bazar	3	3	
Sylhet	Sylhet City	2	1	03
Khulna	Khulna City	--	4	04
Total no of Travel Agencies & Tour Operators				<b>60</b>

**Table 3.4: Sample Survey: Training Institute (Tourism Dept. / Collage / Institute):**

Division	City	Tourism Dept.	Colleges	Institute	Total
Dhaka	Dhaka City	10	2	5	17
Rajshahi	Rajshahi	2			2
Chittagong	Cox's Bazar	1	---	2	04
	Noakhali	1	---	---	
Sylhet	Sylhet City	---	---	1	02
	Moulvibazar	---	---	1	
Total no of Institute as Supply side					<b>25</b>

**Table 3.5: Sample Survey: Food and Beverage( Restaurant/café/Fast food/ street Food):**

Division	City	Total
Dhaka	Dhaka City	30
Chittagong	Chittagong city	36
	Cox's Bazar	
	Bandarbans	
	Rangamati	
Sylhet	Sylhet City	13
	Moulvibazar	
	Hobigong	
Khulna	Khulna	5
Rajshahi	Rajshahi	5
Mymensing	Mymensing	5
Rangpur	Rangpur	2
Barisal	Barisal city	6
	Kuakata	3
Total no of Food & Beverage		<b>105</b>

**Table 3.6: Sample Survey: Visitor Attractions**

Division	City	Total
Dhaka	Dhaka	8
Chittagong	Chittagong	3
	Cox's Bazar	3
Sylhet	Sylhet	3
Khulna	Khulna	1
Rajshahi	Rajshahi	1
Mymensing	Mymensing	2
Rangpur	Dinajpur	1
Barisal	Barishal	3
Total no of Visitor Attractions		25

**Table 3.7: Sample Survey: Transportation**

Division	City	Total
Dhaka	Dhaka	6
Chittagong	Chittagong	2
	Cox's Bazar	3
Sylhet	Sylhet	3
Khulna	Khulna	1
Rajshahi	Rajshahi	1
Mymensingh	Mymensingh	1
Rangpur	Rangpur	1
Barisal	Barishal	2
Total no of Transportation		<b>20</b>

### 3.4.3 In-depth Interview

In depth interview is an effective data collection method that involves direct and one-on-one engagement with individual. Lofland and Lofland(1995) said it is often considered as conversation having specific objectives and goals. Body language also can be used to

understand the answer of the respondent. In successful in-depth interviews listening is more important than talking. The style of the interview depends on the response of the interviewer; a flexible way will be followed to understand the real scenario. Structure and open-ended questioning showed in **Appendix-E** applied with a discussion guide to flushing out respondent's view. 150 respondents covering Government officials, Associations Leaders, Academies, and Employers have been conducted for in- depth- interview for formulating strategy.

**Table 3.8: Selected respondent for Interview**

<b>Stakeholders Geographic Location</b>	<b>Number of Sample</b>
<b>Dhaka</b> (MoCAT, Accommodation property, BTB,BPC, TOAB, TRIAB, Tour Operators, Tourism educational Institutions, carrier vessel, travel agent, visitor attractions, airlines, Human consultancyfirms, Tourist Police ...) 	<b>60</b>
<b>Chattagram</b> (Accommodation Property, Travel agents, Tour Operators, Tourism educational Institutions, carrier vessel, Tourist police...) 	<b>30</b>
<b>Sylhet</b> (Accommodation Property, Travel agents, Tour Operators, Tourism educational Institutions, ...) 	<b>20</b>
<b>Khulna</b> (Accommodation Property, Travel agents, Tour Operators, Tourism educational Institutions, carrier vessel, ...) 	<b>10</b>
<b>Other Region</b> (Accommodation Property, Travel agents, Tour Operators, Tourism educational Institutions, ...) 	<b>30</b>
<b>Total</b>	<b>150</b>

#### **3.4.4 Focus Group Discussion**

Focus Group discussion is a facilitated discussion, held with a small group of people having experience and specialty in a specific topic. It is an appropriate data collection method which provides wide range of information and ideas for larger scale study (Krueger and Casey, 2000).In this project, the group of participants were around 10 and maximum of 15 people who were guided by two moderators who introduced topics for discussion and helped the



group to participate in a lively and natural discussion amongst them. Approximately 5 sessions were arranged. To generate responses and to find out the maximum specific outcomes, the moderator followed predetermined semi-structured interview in a given time period.

#### **3.4.5 Secondary Data collection: Document Study**

Content Analysis technique was used to analyze secondary data (tourism curriculum, tourism policy etc.) exploring current status of human capital development in the tourism and hospitality sector through various existing literature. It also analyzed secondary information about existing relevant policy and strategy, statistics for number of employees, management types about hotels and tour operator and agencies. Furthermore, it reviewed different brochure of degree and training providing institutions about their courses, facilities, enrollment and other relevant information.

Most importantly, for collecting the workforce requirement internationally, this method would have been very effective. The Research Team collected relevant information from various country's official websites, Tourism Board magazines and websites, workforce departments websites, relevant international organization reports and others effective sources.

For formulating strategies to develop human capital for the tourism industry, the Team collected documents of at least 10 country's human capital strategies, policies and regulations.

#### **3.5 Data Preparation:**

After the completion of the data collection (questionnaires and interviews), the next step was the preparation and analysis of the collected data (Al-Kharusi, 2003; Qureshi&Herani, 2011).The data preparation procedures started with checking the obtained questionnaires and deciding on their admissibility. Once this was accomplished, the data were edited, coded and transcribed. After the data were refined properly, the eligible data analysis technique was elected (Qureshi&Herani, 2011).

#### **3.6 Data Analysis:**

The collected data underwent a preparation procedure to allow an inconceivable of assessment techniques, ranging from descriptive to frequency analysis. The selection of these techniques was based on the sample size and the nature and source of data and their complexity (Allison, 1999).

The data were coded in a numerical manner according to the nature of the questions. For example, nominal data were expressed as n-valued variables; ordinal data were multi-valued with an ordering relationship.

### **3.6.1 Descriptive Techniques and Frequency Statistics**

Descriptive statistics to be used depend on the type of research question and design that was applied to the study, which could be either quantitative or qualitative. Descriptive statistics address the ‘what’ question and do not answer questions about ‘how’, ‘when’ or ‘why’. A descriptive statistic is defined as ‘a general term for methods of summarizing and tabulating data that make their main features more transparent’ (Everitt, 2002). To minimize the raw data that have been collected, the analysis commenced with descriptive analysis to transform the raw data into a summary format through the calculation of averages, frequencies and percentages (Zikmund, 1994).

Frequency distributions (counts and percentages) were tabulated for all questions with a categorical response (nominal or ordinal) and descriptive statistics were tabulated for all questions with a continuous response.

The questions where respondents could choose multiple categorical responses were analyzed using a multiple response method as opposed to a multiple dichotomy method. The multiple response method treats each response as a separate variable (Vaus, 2002) and was chosen because of its parsimony and its suitability for the purposes of this research.

### **3.6.2 Forecasting Analysis**

The yearly staff numbers were collected from 2016 to 2021 from seven different sectors related to the tourism and hospitality industry. Based on that information, "Holt's Double Exponential" method has been used to determine the required amount of workforce for the tourism and hospitality industry in 2030.

Exponential smoothing methods give larger weights to more recent observations, and the weights decrease exponentially as the observations become more distant. These methods are most effective when the parameters describing the time series are changing slowly over time. Holt double exponential Methods are applicable when trend pattern exist. Holt double exponentialsmoothing methods were designed for time series that exhibit linear trend. The Holt's double exponential smoothing method was originally developed by Holt's and involves

estimating two smoothing parameters associated with the level, trend factors (Bermudez, Segura and Vercher, 2006).

### **3.6.2.1 Tool Used for Analysis**

The analysis part of this study was made by using the various statistical outcomes namely, Descriptive Analysis, Frequency Analysis, Percentage Analysis, and Forecasting. In this research Microsoft Excel and Statistical software's SPSS were used for analyzing data. Microsoft excel is used for preparing the base tables, some normal calculation, and draw bar/pie charts for graphical data representation. IBM SPSS version 21.0 is used for statistical analysis.

## **Chapter 4**

### **Findings of the Study: Demand and Supply**

## 4.0 Introduction

To collect demand and supply side data this study develops questionnaires. The detailed findings of this study are given below:

### 4.1 Demand Side: Accommodation

**Table 4.1.1: Distribution of Accommodation by Size in Sample**

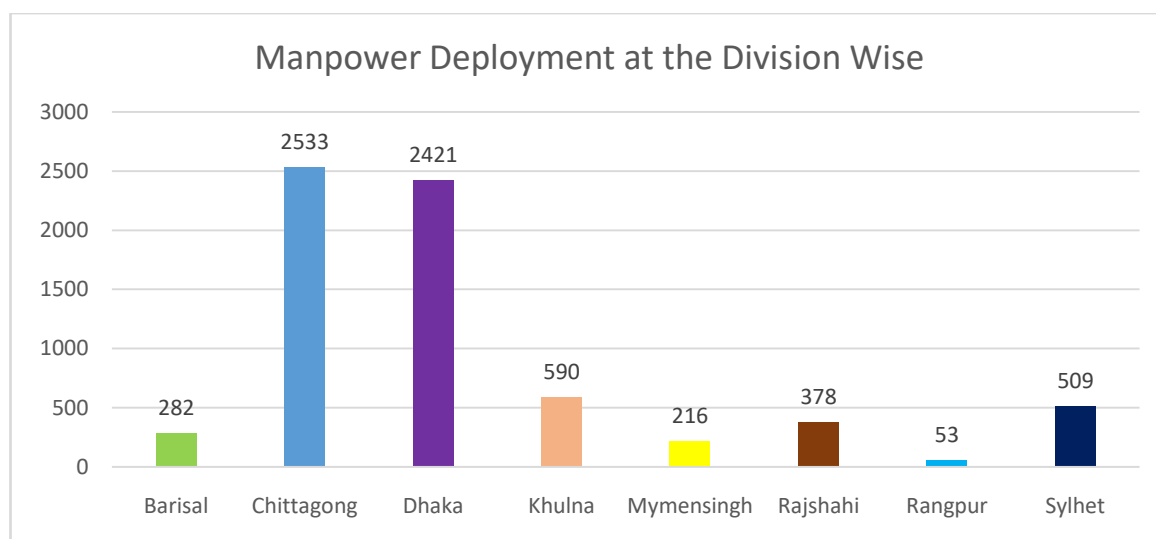
Size	Frequency	Percent
Small	41	41.0
Medium	38	38.0
Large	21	21.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

From the representative set of data, it has been found that in Bangladesh, almost 41% of the hotels are of small size, 38% of the hotels are of medium size and the 21% of the hotels can be considered as of large sized hotel. Table 4.1.1 represents the distribution of accommodation by the size of the hotels in the sample data.

### Man Power Deployment in the Hotels :

**Table 4.1.2: Manpower deployment at the Division Wise**

Division	Departments				Total
	Managerial Level	Supervisor Level	Operational Level	Contractual and Casual	
Barisal	35	40	161	46	282
Chittagong	351	294	1528	360	2533
Dhaka	424	321	1161	515	2421
Khulna	130	68	286	106	590
Mymensingh	58	24	129	5	216
Rajshahi	69	45	223	41	378
Rangpur	8	6	39	0	53
Sylhet	104	93	228	84	509
<b>Total</b>	<b>1179</b>	<b>891</b>	<b>3755</b>	<b>1157</b>	<b>6982</b>



**Figure 4.1.1: Manpower deployment at the Division Wise**

Out of the total 6982 hotel staff/employees there are 1179 employees who are working at the managerial level, 891 employees are working at the supervisory level; 3755 employees are employed at the operational level, and 1157 employees are working at the contractual and casual level. This data represents that the greatest number of employees are working at the operational level at all the 8 divisions of the country. Among them, the highest number of employees are working in the Chattogram division, followed by the number of employees working at the Dhaka division.

Figure 4.1.1 shows the histogram representation of the number of employees working at different levels at 8 divisions of the country. The histogram shows that, as a whole, a big slice of employees naturally belong to the properties of Dhaka and Chattogram divisions.

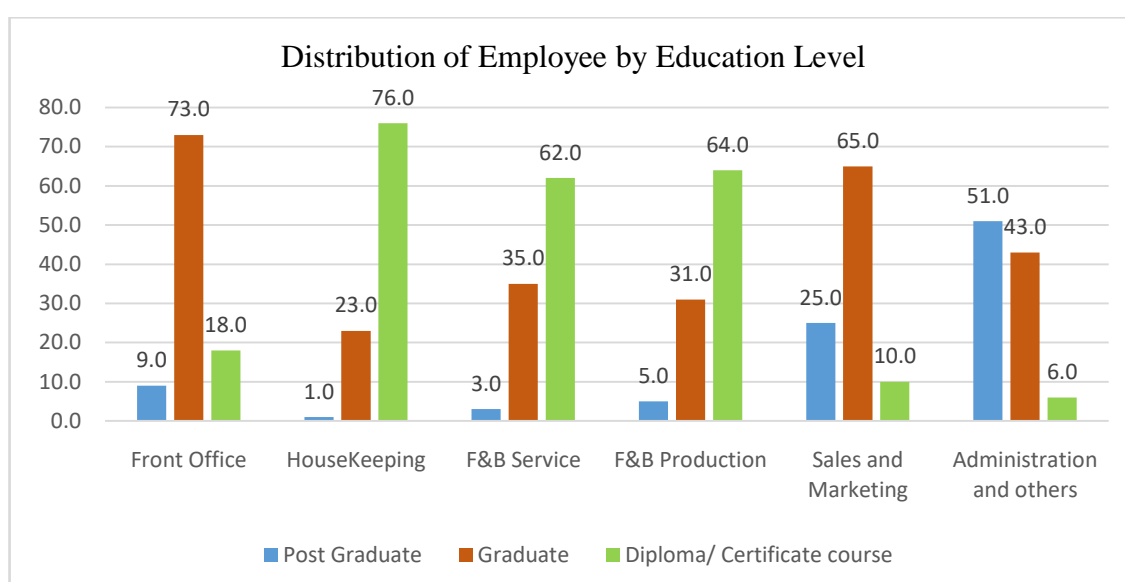
**Table 4.1.3: Distribution of Employee by Size of the Accommodation**

Departments	Large		Medium		Small	
	Frequency	%	Frequency	%	Frequency	%
Front Office	307	9.47	247	10.44	153	11.14
Housekeeping	674	20.79	564	23.84	261	19.00
Sales and Marketing, Revenue	233	7.19	147	6.21	87	6.33
Administration, HRM Accounts, and IT	287	8.85	163	6.89	119	8.66
Engineering, safety and Security	289	8.91	243	10.27	140	10.19
F&B Production	494	15.24	408	17.24	258	18.78
F&B Service	958	29.55	594	25.11	356	25.91
<b>Total</b>	<b>3242</b>	<b>100%</b>	<b>2366</b>	<b>100%</b>	<b>1374</b>	<b>100%</b>

In table 4.1.3 the activities of the hotels are subdivided into the 7 major departments of a hotel as per the size. The data represents that there are 3242, 2366 and 1374 employees working in the various departments of the large, medium and small size hotels respectively. Majority of the employees are employed in the F&B service department and the Housekeeping department. The hoteliers mentioned that they need a huge number of trained persons in all these departments, However they specifically mentioned of two departments -- F&B preparation and the F&B Services. Opportunities for job are more in these two departments. Tourism and Hotel institutes and other academic institutes should tailor their curriculum according the demand in the job market.

**Table 4.1.4: Percentage Distribution of Employees by Education Level as Per Different Activities**

Departments	Postgraduate		Graduate		Diploma/ Certificate course	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Front Office	9.0	9.0	73.0	73.0	18.0	18.0
Housekeeping	1.0	1.0	23.0	23.0	76.0	76.0
F&B Service	3.0	3.0	35.0	35.0	62.0	62.0
F&B Production	5.0	5.0	31.0	31.0	64.0	64.0
Sales and Marketing	25.0	25.0	65.0	65.0	10.0	10.0
Administration and others	51.0	51.0	43.0	43.0	6.0	6.0

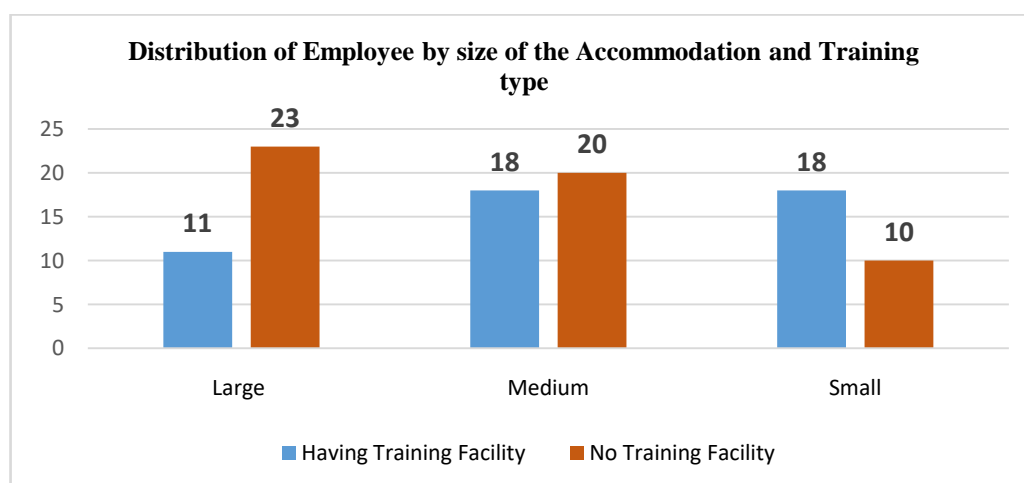


**Figure 4.1.2: Distribution of Employee by Education Level**

In the table 4.1.4, the concurrent data on the education level of the employees have been provided based on different departments. The three levels of education that have been considered are the post-graduate, graduate and diploma/certificate level course. The data represents varying levels of education among the employees. Most of the employees working in various departments are graduates. A few number of employees in the front office department, housekeeping department, F&B service and F&B production department are post-graduates. However, the housekeeping, F&B Service and Production departments are dominated by students completing Diploma and/or Certificate course only.

**Table 4.1.5: Distribution of Employee by size of the Accommodation Units and type of Training**

	Large		Medium		Small	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Having Training	11	32.4	18	47.4	18	64.3
No Training	23	67.6	20	52.6	10	35.7
<b>Total</b>	<b>34</b>	<b>100%</b>	<b>38</b>	<b>100%</b>	<b>28</b>	<b>100%</b>



**Figure 4.1.3: Distribution of Employee by size of the Accommodation and Training type**

With the help of table 4.1.5 and Figure 4.1.3, it has been tried to identify the proportion of human resources in the accommodation sector that have received training or not. The results

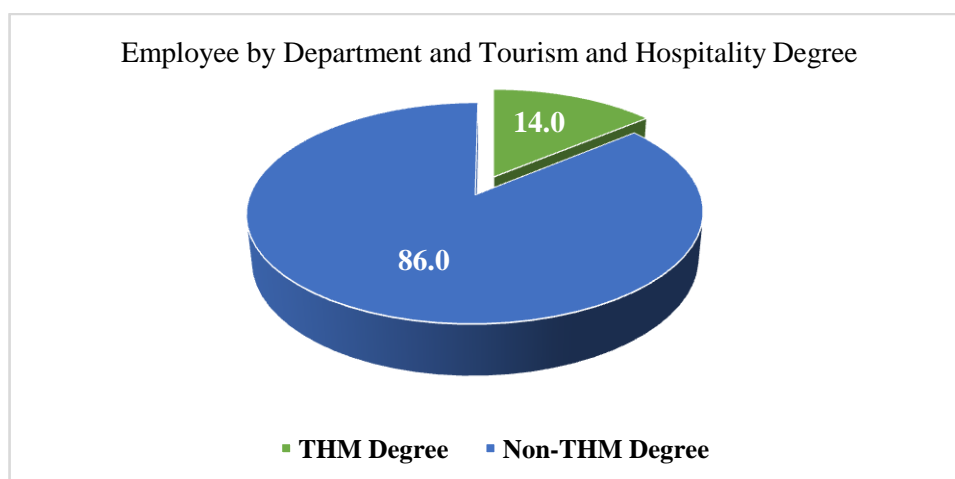


indicated that around 64% of the employees have received training at any stage of their working life, whereas 36% employees do not have any kind of training.

**THM Degree employees working by departments:**

**Table - 4.1.6 : Distribution of Employees by Department having Tourism and Hospitality Degree**

Departments	THM Degree	Non-THM Degree
Front Office	147	440
Housekeeping	146	1041
Sales and Marketing, Revenue	108	343
Administration, Accounts, HRM, and IT	132	404
Engineering, Safety and Security	43	846
F&B Production	131	1005
F&B Service	214	1576
<b>Total</b>	<b>921</b>	<b>5655</b>



**Figure 4.1.4: Employee by Department and Tourism and Hospitality Degree**

Only 921 individuals in the accommodation sector have a degree or professional training in tourism and hospitality management, according to the sample workforce. The remaining 5655 employees do not have degree in tourism and hospitality management. They have bachelor's degrees from other fields. It reveals that a big chunk of workforce in our tourism and hospitality sector has no Tourism degrees. It raises a question in mind that why tourism

graduates are not interested to join in their own field ? Tourism graduates from different universities showed different reasons why they are not interested to build their career in this sector.

Similarly, the pie-chart in Figure - 4.1.4 illustrates that a large percentage of the pie-chart is held by employees with no tourism or hospitality education or degree.

**Table 4.1.7: Organization’s Recruitment Process**

Organization’s Recruitment Process	Frequency
Internal Recruitment	69
Two Steps Examination (Written and Viva)	36
Walk in Interview	43
Contacting with Educational Institutions	18

Table 4.1.7 has attempted to know how personnel are recruited in the accommodation sector of the country. According to the results of the survey, the majority of employees are hired internally (69), followed by walk-in interviews (43), and two step examination (36). However, minimum number of workforce is drawn from the educational institutions (18).

**Table 4.1.8: Distribution of Advertisement Media for Recruitment Process**

Advertisement Media	Frequency
Newspaper	42
Online Job Portal	49
Website	27
Social Media	42

The percentage of recruitment advertisement released in various media is shown in Table - 4.1.8. It can be noted that a large number of job advertisements are posted on online job portals (49), which is quite popular these days. The next most popular way for recruitment advertisements are newspapers and social media (42) respectively.

**Table 4.1.9: Distribution of Preferences of Selecting Candidate in Recruitment Process**

Preferences of Recruitment	Frequency
Practical Knowledge but No Specialized Education	38
Practical Knowledge and Specialized Education	37
Job Experience and Specialized Education	55
Fresher's but no experience	48
Others	8

According to the data in Table 4.1.9, Job Experience and Specialized Education are the most preferred factor in selecting candidates(55)which is followed by the freshers(48), Practical Knowledge but No Specialized Education (38), and Practical Knowledge and Specialized Education (37).

**Table 4.1.10: Required Skill to Perform the Operation Smoothly**

Required Skill		Frequency	Percentage	Required Skill		Frequency	Percentage
Communication Skill	Yes	99	99%	Time Management	Yes	77	77%
	No	1	1%	Stress Management	No	23	23%
Technical and IT Skill	Yes	71	71%	Emotional Intelligence	Yes	57	57%
	No	29	29%		No	43	43%
Problem Solving	Yes	83	83%	Team Work	Yes	32	32%
	No	17	17%		No	68	68%
Leadership	Yes	80	80%	Interpersonal Relationship	Yes	81	81%
	No	20	20%		No	19	19%
Innovation	Yes	44	44%	Cultural Awareness	Yes	52	52%
	No	56	56%		No	48	48%
Customer Service	Yes	66	66%	Multi-tasking	Yes	64	64%
	No	34	34%		No	36	36%
Personal Grooming	Yes	64	64%	Foreign Language	Yes	43	43%
	No	36	36%		No	57	57%
Foreign Language	Yes	66	66%				
	No	34	34%				

A variety of skills and talents are required to complete a job successfully in the accommodation sector. The skills required to perform the myriad of tasks in the accommodation sectors have been categorized into communication skill, time management, stress management, technical and IT skill, Problem solving skills, leadership skills, innovation, customer service, emotional intelligence, teamwork, interpersonal relationship, cultural awareness, personal grooming, multitasking, and foreign language.

In case of the accommodation sector, owners/employers were asked to rank the required skills needed to perform a specific task by the employees. Communication skills are the most desired and essential ability (99%) of a person working in the accommodation sector, according to the findings. The other important qualities of the employees are , Problem solving (83%), Team work (81%), Leadership (80%), Time management (77%) and Technial and IT skills (71%).

#### 4.1.11: Distribution of Lack of Skill and Knowledge for Current Employees/Managements

P.C of Current Employees lacking some specific qualities	Frequency	Percentage
Overall Communication Skill	27	27%
IT Skill	12	12%
Customer Service	10	10%
Leadership Skill	6	6%
Innovation	13	13%
Foreign Language (at least one)	25	25%
Digital Marketing	6	6%
Cultural Awareness	1	1%

The earlier Table stated the employers' view on what the qualities they think are helpful in skillful performance of the job. Table 4.1.11 focus on the percentage of present employees who lack ability and expertise which have been reviewed in earlier table. It has been shown that 27% of employees lack the ability to communicate in general, which is really critical for

hotel business. Following that 25% of the employees lack the ability to speak in at least any one foreign language and 13% of the employees lack innovation qualities.

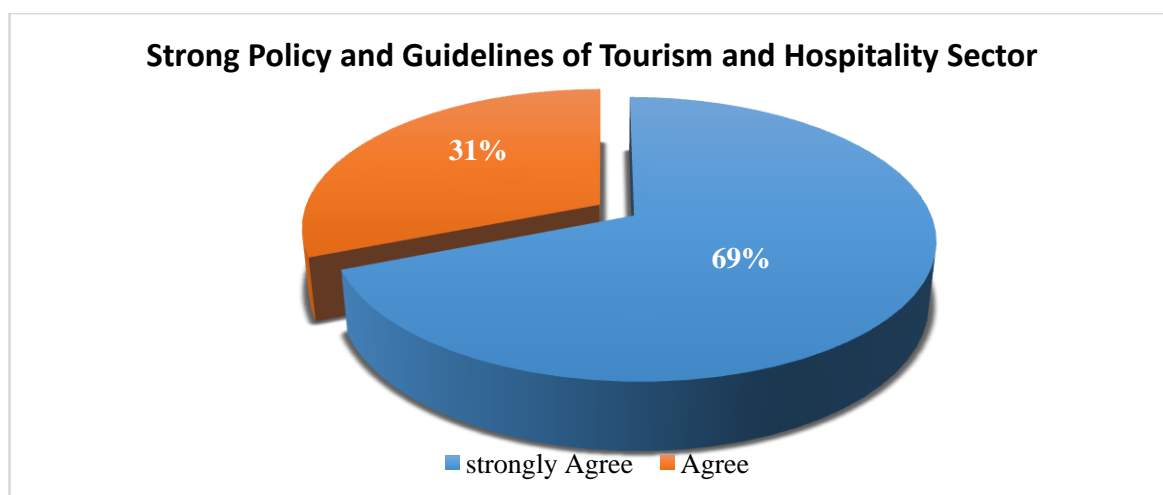
**Table 4.1.12: New Careers/Jobs in the Next 10 Years in Tourism and Hospitality Industry**

New Careers/Jobs in the Next 10 Years	Frequency
Networks and Internet Security Designers	60
IOT and Device Controller	26
Digital Marketing Executive	89
Big Data Analyst	28
Content Developer	66
VR, Chat bot and Travel bot	66
Environment Expert	44

Table 4.1.12 displays the kind of new careers/jobs that may arise in the tourism and hospitality industry, especially in the accommodation sector during the next 10 years. According to the data, there is a strong proclivity of developing Digital Marketing Executives (89) as a career option. Following that, the survey results predict that, as time passes, Content Developer and VR, Chat bot, and Travel bot (66) will be the most hyped jobs for those who can successfully operate bots and software. In the near future as the robots will replace human workers and create new job opportunities for IT experts, those with experience operating various bots will have a competitive advantage in their careers.

**Table 4.1.13: Distribution of Strong Policy and Guidelines are Important for Development of Tourism Sector**

	Category	Frequency	Percentage
<b>Strong Policy and Guidelines</b>	Strongly Agree	69	69.0
	Agree	31	31.0
<b>Total</b>		<b>100</b>	<b>100%</b>



**Figure 4.1.5: Distribution of Strong Policy and Guidelines are Important for Development of Tourism Sector**

The respondents were questioned if they agreed that strong policies and guidelines are crucial for the tourism sector's development. 69% of respondents strongly agreed with the statement, and the rest 31% agreed. This survey result shows that robust policies and rules are essential for the tourism sector's success. The pie-chart of the survey results is represented in Figure 4.1.5.

**Table 4.1.14: Distribution of Employees of Accommodation by Departments in 2021 (all Hotels)**

Departments	Managerial Level	Supervisory Level	Operational Level	Contractual and Casual	Total
Front Office	5255	3406	10867	3406	22935
Housekeeping	4996	4477	32862	6293	48628
Sales and Marketing and Revenue	3504	2660	4931	4055	15149
Administration, Accounts, HRM, and IT	6001	2693	5774	3990	18458
Engineering, safety and Security	3082	3828	11581	3309	21800
F&B Production	5839	4801	20956	6034	37630
F&B Service	9570	7039	34841	10446	61896
<b>Total</b>	<b>38247</b>	<b>28904</b>	<b>121812</b>	<b>37533</b>	<b>226496</b>

Table 4.1.14 shows the number of workers working in various departments of the hotels and accommodation sector of Bangladesh in 2021.

According to the data, there are currently 22935 people working at the Front Office Department at various levels of management, 5255 employees in managerial positions, 3406 in supervisory positions, 10867 in operational positions, and 3406 employees working on a contract or casual basis.

In the Sales and Marketing and Revenue department, there are a total of 15149 employees working at various managerial levels, with 3504 people working at the managerial level, 2660 at the supervisory level, 4931 at the operational level, and 4055 at the contractual or casual level.

In the Administration, Accounts, HRM, and IT department, there are a total of 18454 employees working at various managerial levels, with 6001 individuals in the managerial level, 2693 in the supervisory level, 5774 in the operational level, and 3990 people working on a contractual or casual basis.

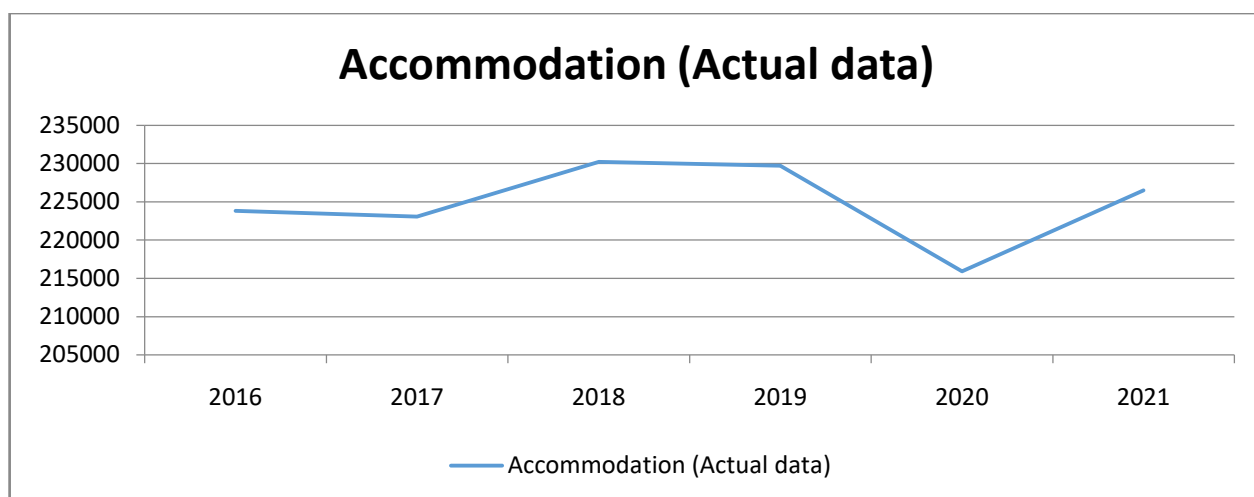
In the Engineering, safety and Security department, there are a total of 21800 employees working at various managerial levels, including 3082 employees working at the managerial level, 3828 at the supervisory level, 11581 at the operational level, and 3309 on a contractual or casual basis.

Consequently, there are 37630 employees working in the F&B Production department at various managerial levels, including 5839 individuals in the managerial level, 4801 in the supervisory level, 20956 in the operational level, and 6034 people working on a contract or casual basis.

The F&B Service department employs the most people out of all of these, where 61896 people are currently employed in different managerial positions. There are 9570 individuals in the managerial level, 7039 in the supervisory level, 34841 in the operational level, and 10446 people working on a contractual or casual basis.

**Table 4.1.15: Number of employees currently working in the Accommodation (Actual)**

Number of employees currently working in the Accommodation (Actual)						
Year	2016	2017	2018	2019	2020	2021
<b>No. of Employees</b>	<b>223836</b>	<b>223057</b>	<b>230227</b>	<b>229740</b>	<b>215921</b>	<b>226496</b>



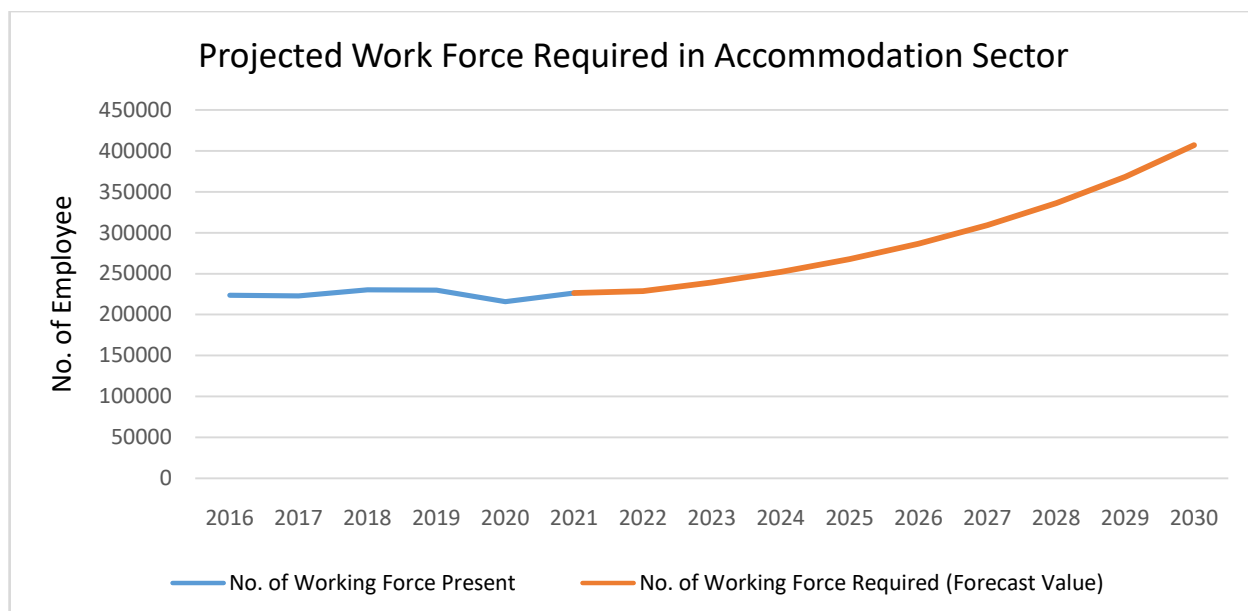
**Figure 4.1.6: Number of employees currently working in the Accommodation (Actual)**

Over the years 2016-2021, this data provides a detailed overview of the number of employed workers in the country's accommodation sector. We can see from the statistics in Table 4.1.15 and Figure 4.1.6 that the number of employees coming to the hotel industry, particularly the accommodation sector, is increasing. However, because the year 2020 was an extraordinary year of pandemic induced by COVID-19, it is not indicative of the previous years. As a result, we can find a modest decrease trend in the number of employees in 2020. However, this figure rose to 226496 in 2021.

**Table 4.1.16: No of Workforce Required in Accommodation in Future (Forecasting)**

No. of Workforce Required in Accommodation in Future (Forecasting)									
Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>No. of Employees</b>	<b>228994</b>	<b>239329</b>	<b>252169</b>	<b>267815</b>	<b>286665</b>	<b>309241</b>	<b>336212</b>	<b>368431</b>	<b>406986</b>





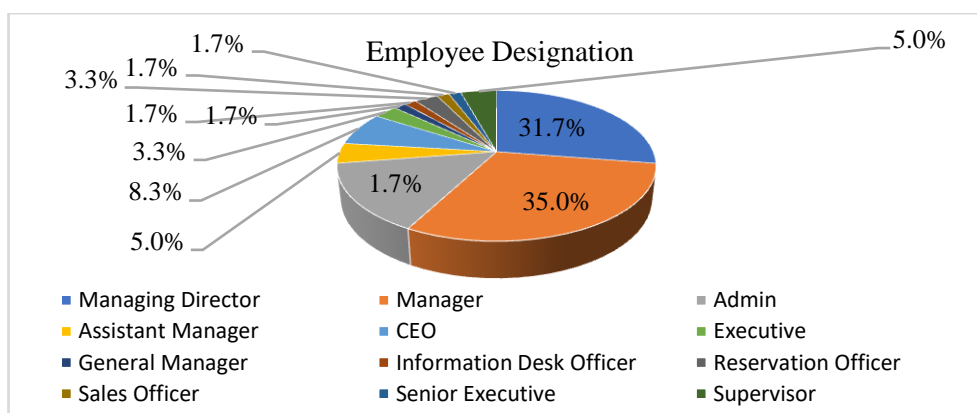
**Figure 4.1.7: No of Workforce Required in Accommodation in Future (Forecasting)**

Table 4.1.16 and Figure 4.1.7 are especially important for this study because they show the future projection or anticipated data on the number of workers required in Bangladesh's accommodation sector over the next ten years (2021-2030). The data shows a very arduous and optimistic trend. The research demonstrates that the number of manpower requirements in the hotel industry is increasing. As a result, it is estimated that the number of workers required in Bangladesh's hotel business and accommodation sector will expand to 406986 by 2030, up from 226496 currently, which will almost double the present figure. Furthermore, this estimate raises the prospect of further expansion in Bangladesh's accommodation industry in the not-too-distant future. We have been reported that some 19 numbers of international hotel chains are planning to establish 5\* hotels in next 10 years. Beside, many economic zones are being created by the government and the foreign investors. All the economic zones will have several hotels, entertainment facilities and other tourist services that will usher a new era in Bangladesh tourism.

## 4.2: Demand Side: Tour Operators and Travel Agents:

**Table 4.2.1: Types of Employments based on Designation in the ‘Tour Operators and Travel Agent’ Segment**

Designation	Frequency	Percentage
Managing Director	19	31.7%
Manager	21	35.0%
Admin	1	1.7%
Assistant Manager	3	5.0%
CEO	5	8.3%
Executive	2	3.3%
General Manager	1	1.7%
Information Desk Officer	1	1.7%
Reservation Officer	2	3.3%
Sales Officer	1	1.7%
Senior Executive	1	1.7%
Supervisor	3	5.0%
<b>Total</b>	<b>60</b>	<b>100%</b>



**Figure 4.2.1: Percentage Distribution of the types of Employments based on Designation in the ‘Tour Operators and Travel Agent’ Segment**

From the Table:4.2.1, we can observe that out of total sample, 35% are working in the travel agents and tour operations as the managers. There are employees occupying a significant proportion in other roles including - Managing Director (19%) and CEO (5%). Thus, it can be projected that people working in the travel agencies and tour operations have a possibility to occupy a significant portion of the industry's white-collar positions over the next few years. The Figure-4.2.1 represents the pie-chart of the table-4.2.1 and reflects that two major positions - Managing Director and Managers are occupying more than half of the pie.

**Table 4.4.2: Distribution of Employees Working in Travel Agent and Tour Operator by Department Wise**

Departments	Travel Agencies		Tour Operator	
	Frequency	Percentage	Frequency	Percentage
Guide	83	13.0%	101	23.2%
Ticketing	189	29.7%	100	22.9%
Sales and Marketing	163	25.6%	70	16.1%
Administration, Accounts, HRM, and IT	93	14.6%	51	11.7%
Tour Operation and Logistics	109	17.1%	114	26.1%
Total	637	100%	436	100%

Table - 4.2.2 is showing the major 5 departments (work area) i.e Guiding; Ticketing; Sales and Marketing; Administration, Accounts, HRM, and IT; and Tour Operation and Logistics along with the employees working in Travel Agencies and Tour Operators. Among the Travel Agencies, most of the human resources (29.7%) are utilized in ticketing positions followed by Sales and Marketing department (25.6%). On the other hand, about 23.2% people work in the tour operators as travel guides, and almost equal number of people (22.93%) are employed in the ticketing department of the tour operators.

**Table 4.2.3: Distribution of Employees Working in Touroperatin and Travel Agencies by job position (job levels)**

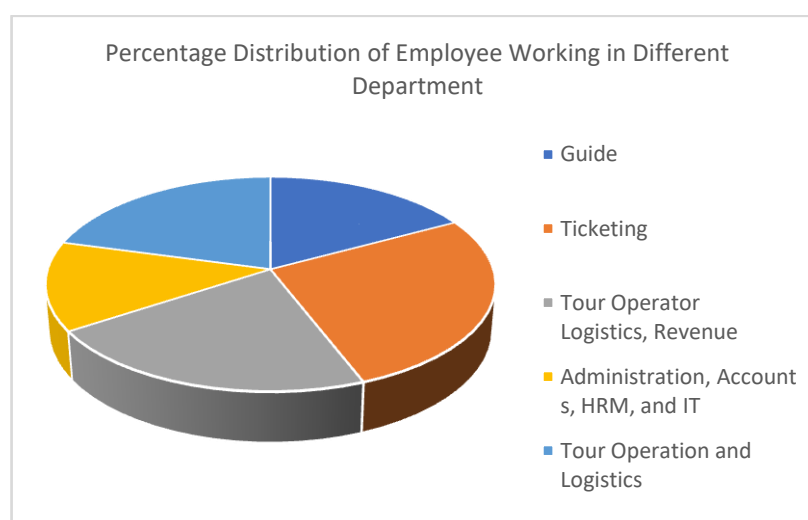
Departments	Managerial Level (%)	Supervisory Level (%)	Operation Level (%)	Contractual and Casual (%)
Guide	16 (1.5)	25 (2.3)	105 (9.8)	38 (3.5)
Ticketing	56 (5.2)	76 (7.1)	135 (12.6)	22 (2.1)
Sales and Marketing	70 (6.5)	47 (4.4)	110 (10.3)	6 (0.6)
Administration, Accounts, HRM and IT	76 (7.1)	31 (2.9)	37 (3.4)	0 (0)
Tour Operation and Logistics	16 (1.5)	42 (3.9)	132 (12.3)	33 (3.1)

It is seen that maximum number of workers are working at the operation level (12.13%) The least number of employees (1.5%) are working at the managerial levels. The table indicates that there is a potential need for more employment at the Operational level.

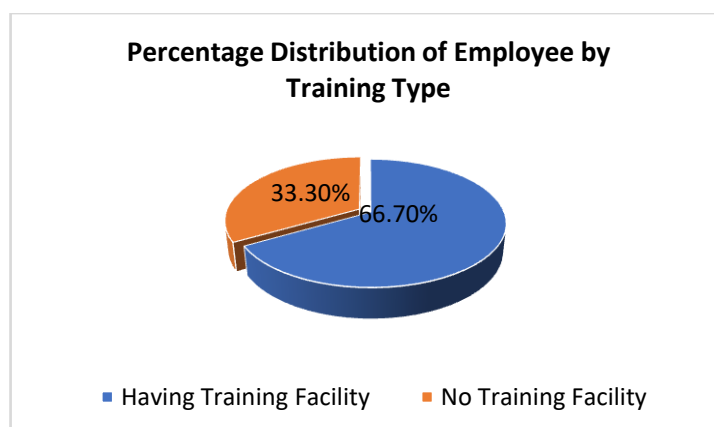
**Table 4.2.4: Distribution of Employees by Department Wise of TA and TO**

Departments	Frequency	Percentage
Guide	184	17.2%
Ticketing	289	26.9%
Sales and Marketing	233	21.7%
Administration, Accounts, HRM, and IT	144	13.4%
Tour Operation and Logistics	223	20.8%
Total	1073	100%

**Figure 4.2.2: Percentage Distribution of Employee Working in different Department**



The Table 4.2.4 and the figure alongwith show that majority of the employees are working in Ticketing department. Sales and Marketing is in 2<sup>nd</sup> position and Tour operation and logistics are in 3<sup>rd</sup> position.



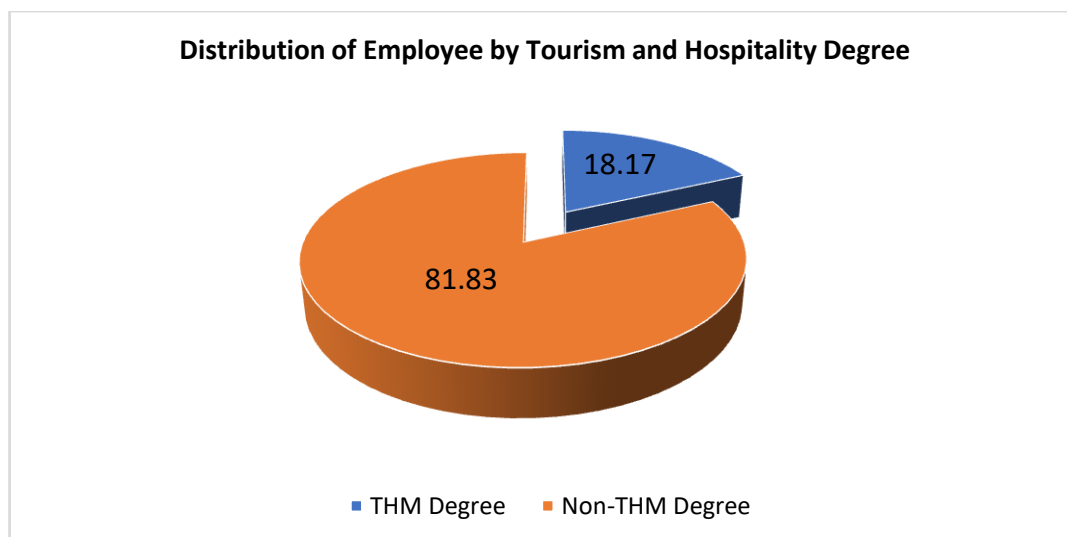
**Figure 4.2.3: Distribution of Employee by Training Type**

The figure 4.2.3 shows the percentage of employees of TO and TA units in terms of having training and no-training. The results indicated that 66.7% of the employees have received training at any stage of their work life or have the training facilities in their workplace, whereas 33.3% employees do not get any kind of training facilities from their organization or elsewhere.

By different departments of TO and TAs, we were interested to know how many employees are having THM degrees. The following table shows it :

**Table 4.2.5: Distribution of Employee by Department and Tourism and Hospitality Degree**

Departments	THM Degree	Non-THM Degree
Guide	24	160
Ticketing	34	255
Sales and Marketing	56	177
Administration, Accounts, HRM and IT	47	97
Tour Operation and Logistics	34	189
<b>Total</b>	<b>195</b>	<b>878</b>



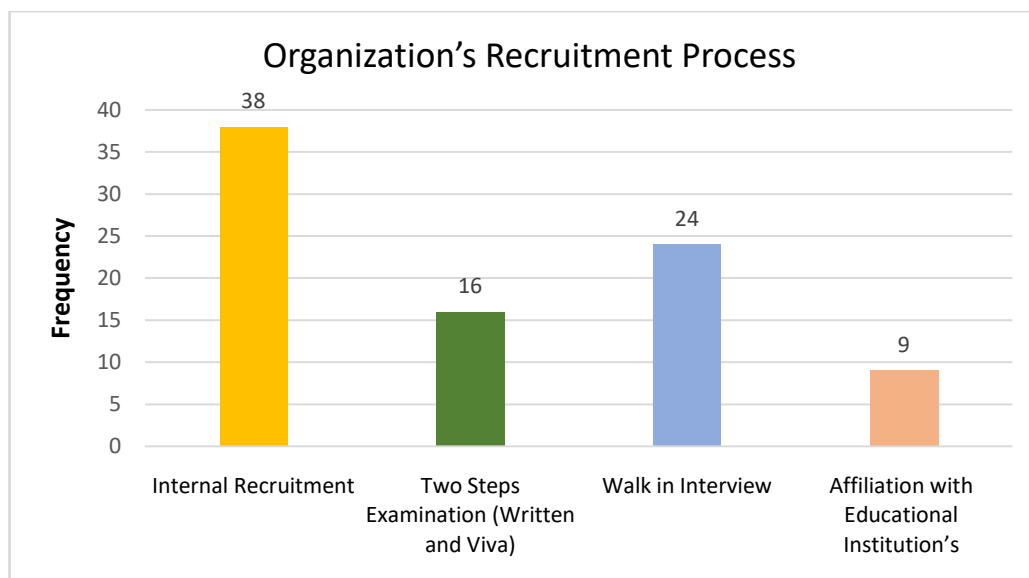
**Figure 4.2.4: Percentage Distribution of Employee by Tourism and Hospitality Degree**

Out of the sample workforce of TO and TA, only 18.17% of the employees have a degree in THM or have professional training in Tourism and Hospitality Management

Similarly, the pie-chart shown in Figure - 4.2.4 shows that a significant proportion of the pie-chart is occupied by the employees (81.83%) who do not have any tourism and hospitality education/degree.

**Table 4.2.6: Distribution of Organization's Recruitment Process**

Organization's Recruitment Process	Frequency	Percentage
Internal Recruitment	36	63.3%
Two Steps Examination (Written and Viva)	16	26.7%
Walk in Interview	24	40.0%
Affiliation with Educational Institution's	9	15.0%

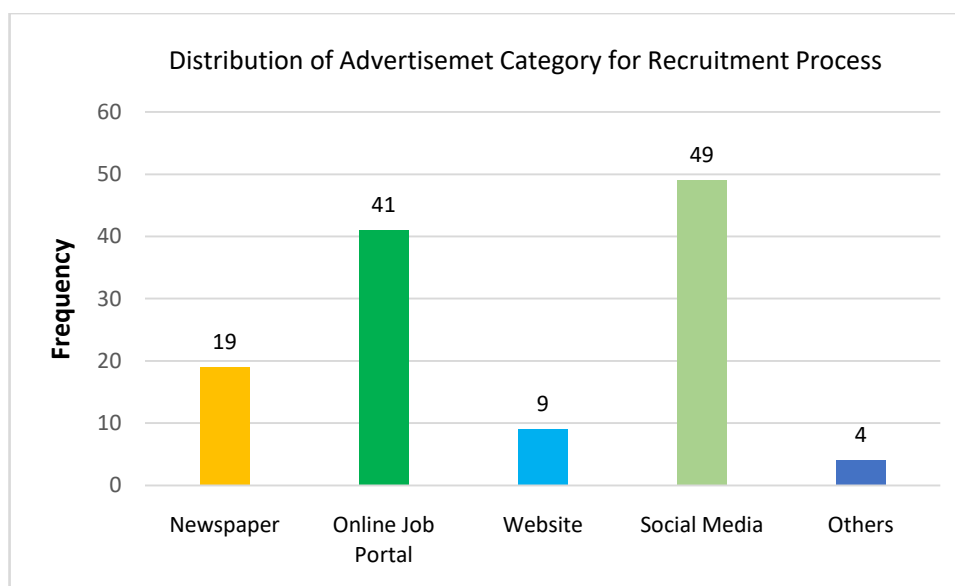


**Figure 4.2.5: Frequency Distribution of Organization's Recruitment Process**

In this section, Table 4.2.6 shows how the employees are recruited in the travel agencies and tour operations. The survey result indicates that most of the employees are recruited internally (almost 63.3%). Next about 40% employees are recruited based on the walk-in interviews. Only 9% employees are recruited from the affiliated educational institutions.

**Table 4.2.7: Frequency Distribution of media of Advertisement for Recruitment Process**

Advertisement Category	Frequency	Percentage
Newspaper	19	31.7%
Online Job Portal	41	68.3%
Website	9	15.0%
Social Media	49	81.7%
Others	4	6.7%



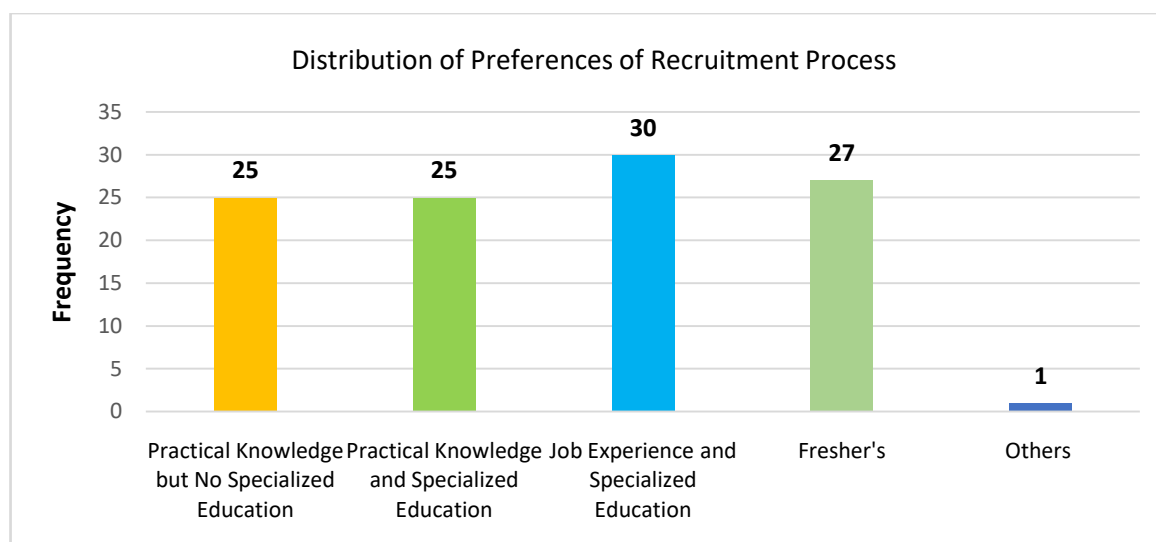
**Figure 4.2.6: Frequency Distribution of Advertisement media for Recruitment Process**

We were interested to know which of the advertisement media the TO and TAs prefer while advertising for different categories of employees. It has been seen that the social media is at the top and most favored (about 82%) media for the TO and TAs. Job portals are in the 2<sup>nd</sup> position. In future, the use of internet and other technology-based media will gain more popularity.

**Table 4.2.8: Preferences of Selecting Candidate in Recruitment Process**

Preferences of Recruitment	Frequency	Percentage
Practical Knowledge but No Specialized Education	25	41.7%
Practical Knowledge and Specialized Education	25	41.7%
Job Experience and Specialized Education	30	50.0%
Fresher's	27	45.0%
Others	1	1.7%





**Figure 4.2.7: Frequency Distribution of Preferences of Recruitment Process**

From the results shown in the Table - 4.2.8 and histogram of Figure 4.2.7, Job Experience along with Specialized Education is the most important factor to consider by the job providers (50%) in recruitment process. However, a big number of job providers prefer the freshers (45%) for the job they offer. It may be because of two reasons mainly : a) it is easier to get a fresher who is looking for a job at a cheaper wage and/or b) the job provider may think to mouldup and train the employees as per his own plan and wish.

**Table 4.2.9: Required Skill to Perform the Operation Smoothly**

In a question to the job providers, it was asked that which or what rtype of skills are more needed to perform the job efficiently. We constructed the following table on the basis of their answer :

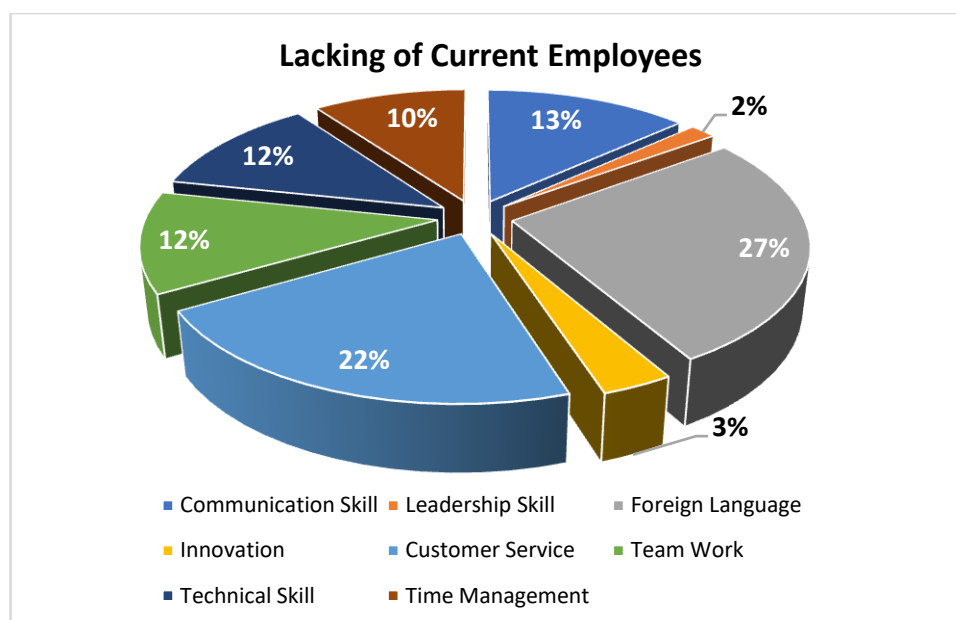
Required Skill	Frequency	Percentage
Communication Skill	59	98.3%
Technical and IT Skill	35	58.3%
Problem Solving	29	48.3%
Leadership	30	50.0%
Innovation	26	43.3%
Customer Service	58	96.7%
Personal Grooming	24	40.0%
Foreign Language	49	81.7%
Time Management	52	86.7%

Stress Management	30	50.0%
Emotional Intelligence	23	38.3%
Team Work	45	75.0%
Interpersonal Relationship	34	56.7%
Cultural Awareness	39	65.0%
Multi-tasking	29	48.9%

The results in the table indicate that the most preferred and required skill of a travel agent and/or tour operator is the communication skills (98.3%) followed by Customer service (96.7%). After that we get Time Management (86.7%) and Foreign language (81.7%). Next is the skill of knowing a foreign language and the capability of time management. In addition, Technical and IT Skill, Leadership, Innovation, Teamwork, etc. are worth to be mentioned.

**Table 4.2.10: Distribution of Lack of Skill and Knowledge for Current Employees/Managements**

Lacking for Current Employees	Frequency	Percentage
Communication Skill	8	13%
Leadership Skill	1	2%
Foreign Language	16	27%
Innovation	2	3%
Customer Service	13	22%
Team Work	7	12%
Technical Skill	7	12%
Time Management	6	10%
Total	60	100%



**Figure 4.2.8: Percentage Distribution of Lack of Current Employees**

In Table-4.2.10 the data of the percentage of lacking the skill and knowledge of the current employees have been evaluated. It has been observed that 27% of the employees lack the skill of knowing a foreign language, which is very vital to perform the tasks of the travel agents and tour operators efficiently. Lack of Skill of customer service (22%) is in the second position and employees lacking communication skill (13%) is in the 3<sup>rd</sup> position.

**Table 4.2.11: New Careers/Jobs in the Next 10 Years in Tourism and Hospitality Industry**

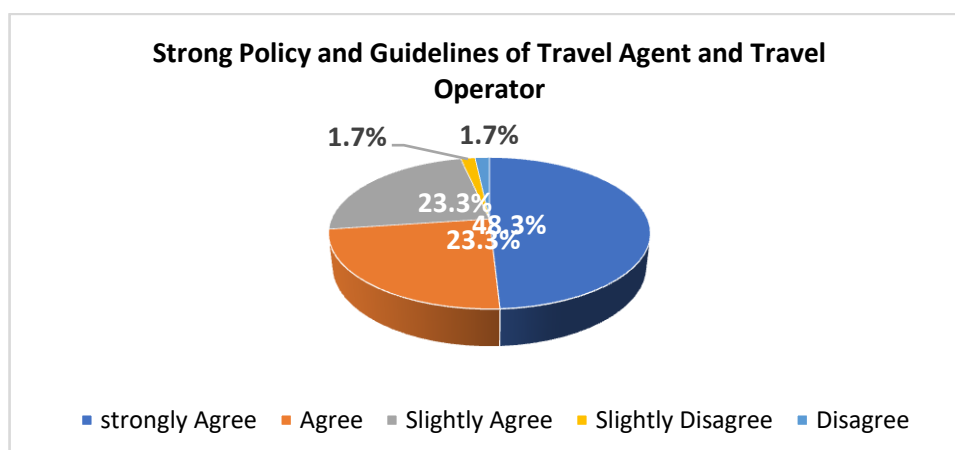
New Careers/Jobs in the Next 10 Years	Percentage
Networks and Internet Security Designers	41.7%
IOT and Device Controller	15.0%
Digital Marketing Executive	86.0%
Big Data Analyst	20.0%
Content Developer	53.0%
VR, Chat Bot, Chart bot and Travel bot	65.0%
Environment Expert	23.3%
Others	3.3%

Table 4.2.11 shows the kinds of new careers/jobs that may emerge in the next 10 years in the Tourism and Hospitality Industry. It is observed from the table, the job providers believe there is a high propensity of emerging Digital Marketing Executive (86%) as a career option. Next,

the survey results forecast that with the flow of time, VR, Chart bot, Chat bot and Travel bot (65%) are the kinds of robots that may replace human workforce and simultaneously create huge new work opportunities. Therefore our new generation has to be trained with the new technology type to get the competitive advantage in their career.

**Table 4.2.12: Strong Policy and Guidelines are Important for Development of Tourism Sector**

Strong Policy and Guidelines	Frequency	Percentage
Strongly Agree	29	48.3%
Agree	14	23.3%
Slightly Agree	14	23.3%
Slightly Disagree	1	1.7%
Disagree	1	1.7%



**Figure 4.2.9: Distribution of Strong Policy and Guidelines are Important for Development of Tourism Sector**

The respondents were asked if they think strong policy and guidelines are important for development of tourism sector. 48.3% of respondents ‘strongly agreed’ with the statement, and same number of respondents (23.3%) respectively answered ‘agreed’ and ‘slightly agreed’ that there must be strong Policy and Guidelines.

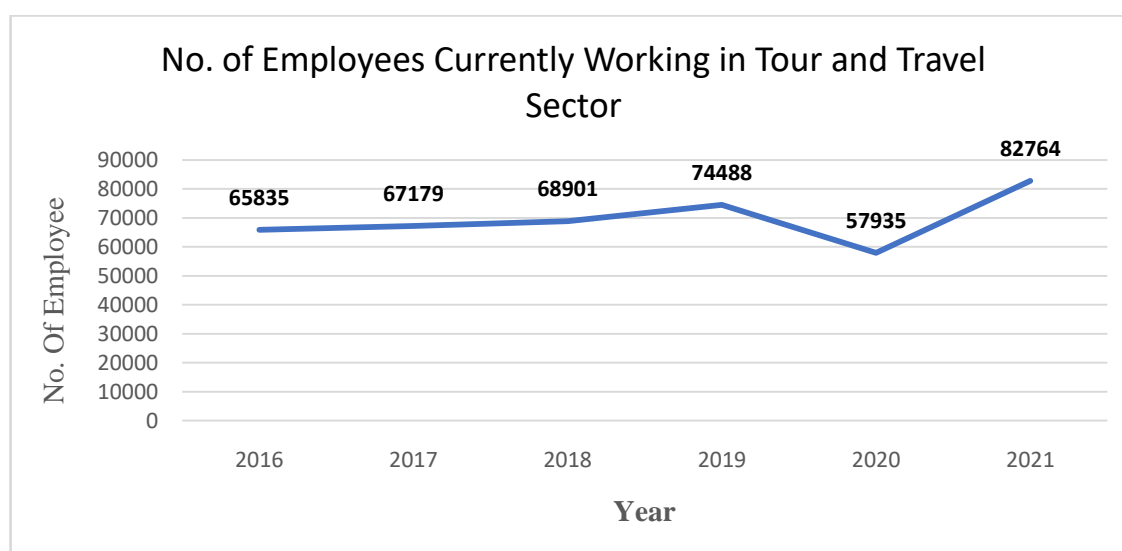
**Table 4.2.13: Distribution of Employees of Tour Operator and Travel Agent by According to the Departments and the Levels of Administration in 2021**

Departments	Managerial Level	Supervisory Level	Operation Level	Contractual and Casual	Total
Guide	16	25	105	38	184
Ticketing	56	76	135	22	289
Sales and Marketing	70	47	110	6	233
Administration, Accounts, HRM and IT	76	31	37	0	144
Tour Operation and Logistics	16	42	132	33	223
<b>Total</b>	<b>234</b>	<b>221</b>	<b>519</b>	<b>99</b>	<b>1073</b>

The table shows that maximum number of employees are working in Ticketing (almost 27%) followed by Sales and Marketing (almost 22%) and about 20% belong to Operation and Logistics department.

**Table 4.2.14: Number of Employees Currently Working in the Tour and Travel Sector**

Year	Number of Employees Currently working in the Tour and Travel Sector					
	2016	2017	2018	2019	2020	2021
No. of Employee	65835	67179	68901	74488	57935	82764

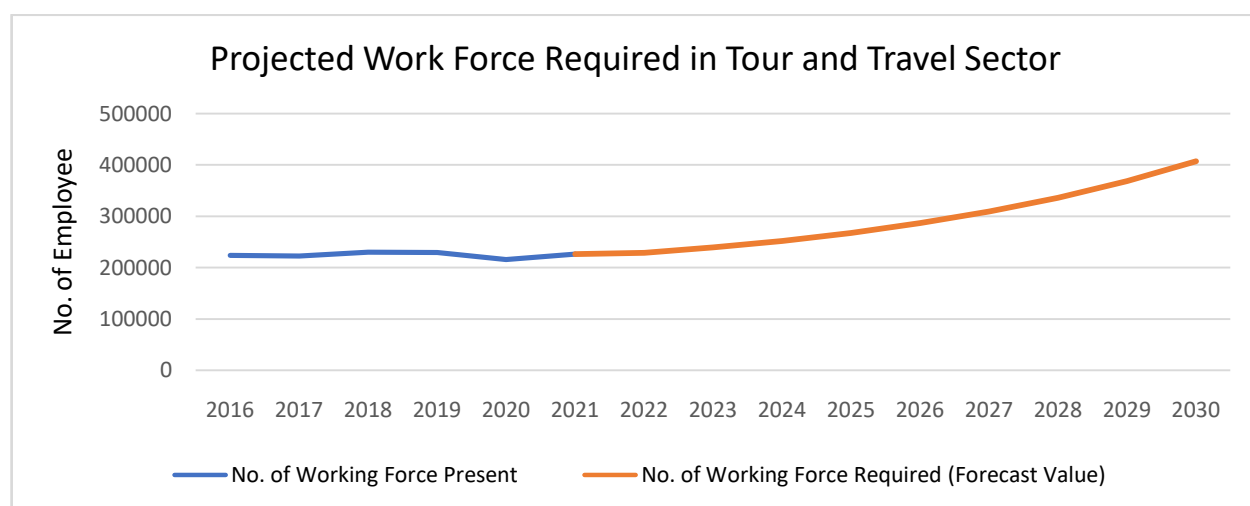


**Figure 4.2.10: Number of Employees Currently Working in the Tour and Travel Sector**

The data provides a comprehensive picture on the number of employees working in the tour and travel sector of the country during 2016-2021. From the data in Table 4.2.14 and Figure 4.2.10 according to time series analysis, we see that there is an increasing trend in the number of employees working in the travel industry. 2020 being an exceptional year for pandemic caused by COVID-19 is not representative of other years, thus we can see a big downfall in the number of employees (57935) in 2020, which again rose to 82,764 in the year 2021.

**Table 4.2.15: No of Workforce Required in Tour and Travel Sector (Forecast Value)**

	No. of Workforce Required in Tour and Travel Sector (Forecast Value)								
Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
No. of Employee	75936	79519	83592	88217	93473	99450	106261	114040	122952



**Figure 4.2.11: Projected number of Workforce Required in Tour and Travel Sector  
Tour Operator and Travel Agencies (Forecast Value)**

Table 4.2.15 and Figure 4.2.11 is particularly vital for this study as this exhibits the future forecast or projected data on the number of workforces required in the travel industry (TO & TA) of Bangladesh, in the next ten years (2021-2030). Under the business as usual (BAU) the data provides an optimistic and positive trend. The data shows an upward trend in the number of workforce requirement in the travel sector. Thus, it can be projected that in the year 2030, the number of workforces required for the travel industry of Bangladesh will increase to 122952, which is 82764 at present. This projection thus provides an opportunity for the

people who want to build up their career in travel industry. Short term and long term training programs should be initiated to build this big number of work force.

### 4.3: Demand Side: Restaurants, Cafe, Coffee/Tea shop, Street food and Convention Centers

These are mainly small enterprizes. However, these small units play important role in overall tourism business. We are discussing the salient features of these enterprizes below :

**Table 4.3.1: Distribution of Employee by Designation Category**

Designation Of Respondent's	Frequency	Percentage
Managing Director	32	30.5%
Manager	58	55.1%
Assistant Manager	6	5.7%
Cashier	7	6.7%
Supervisor	1	1.0%
In charge	1	1.0%
<b>Total</b>	<b>105</b>	<b>100%</b>

According to table 4.3.1, 55% of the respondents are the Managers and 30.5% respondents are the Managing Directors of different units under this category. Because of prevailing pandemic situation, we found many of the food shops were closed. It was absolutely difficult to locate a common street food shop. Therefore the data reflects mainly on the restaurants, food shops, café and convention/community centers.

**Table 4.3.2: Use of Website by the enterprizes**

Website	Frequency	Percentage
Yes	19	18.1%
No	86	81.9%
<b>Total</b>	<b>105</b>	<b>100%</b>

When asked to the different Restaurants, Cafe, Coffee/Tea shop, Street food and Convention/Community Centers about if they have their own websites and use it, most of the restaurants, Café/Café shops, Convention/Community centers replied in negative.

However, interestingly, we found that some the respondents have confusion in between e-mail id and website.

**Table 4.3.3: Distribution of Type of Shop**

Type of Shop	Frequency	Percentage
Restaurant	66	62.88%
Café	10	9.52%
Coffee/Tea shop	6	5.71%
Fast Food	15	14.28%
Street Food	1	0.95%
Conventional Center	7	6.67%
<b>Total</b>	<b>105</b>	<b>100%</b>

Consumption of food outside the home has become trendy in Bangladesh. Even with the pandemic in full swing, many people still want to get together with friends and family for dinner or a drink. Restaurants are more than just places to eat. They are also a gathering spot. After demonstrating and analyzing essential figures and facts regarding the type of food shops in Bangladesh, out of total sample, 63% were restaurants, about 15% were Café and Coffee/teashops and Fast food was 14%. Convention/Community centers were about 7%.

**Table 4.3.4: Frequency Distribution of Employee Training Facility of these shops**

Training Type	Frequency	Percentage
Having Training Facility	49	46.70%
No Training Facility	56	53.30%
<b>Total</b>	<b>105</b>	<b>100%</b>

According to the findings, 47% of employees got training at some point in their careers, however 53% do not have any form of training.



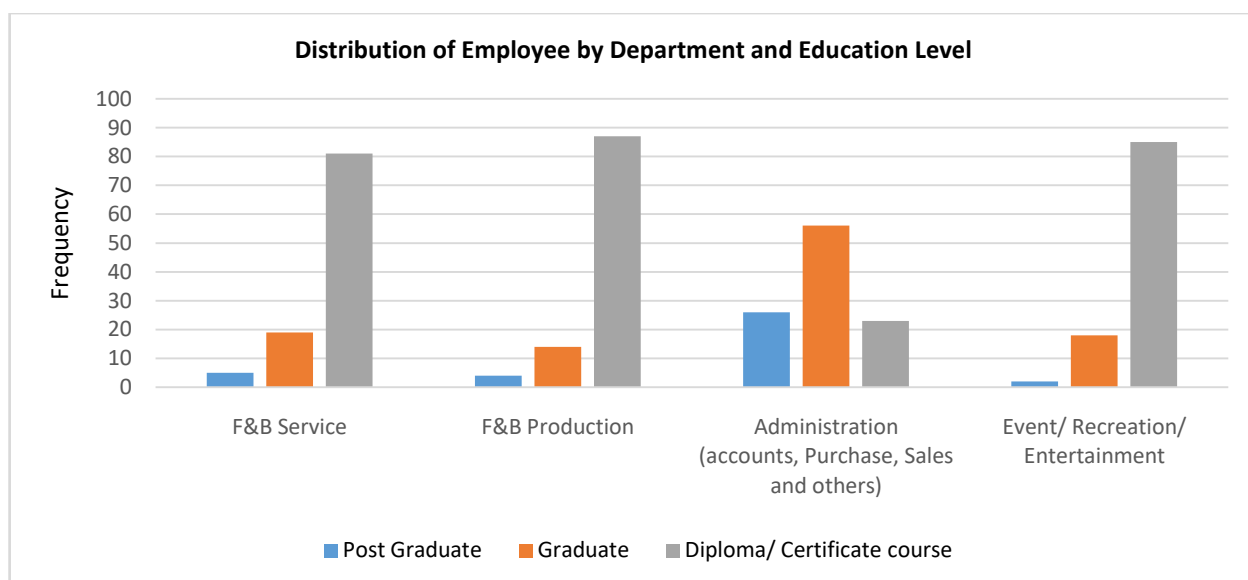
**Table 4.3.5: Distribution of Employees having Tourism and Hospitality Degree/Diploma**

Departments	THM Degree	Non-THM Degree
F&B Service	12	1005
F&B Production	33	576
Administration (accounts, Purchase, Sales and others)	42	181
Conventional Center	41	114
<b>Total</b>	<b>127</b>	<b>1876</b>

According to the sample workforce, just 127 people in the restaurant sector have a degree or a career in tourism and hotel management. The remaining 1876, which indicates they may have a Bachelor in another field, does not have any specialty in the subject of tourism and hospitality management. According to this information, not only THM graduates, but also other students from other fields are offered career prospects for restaurants and food shops. On the other hand, THM graduates should be encouraged to put their skills, knowledge and talents first in order to work in restaurants.

**Table 4.3.6: Distribution of Employee by Education Level**

Departments	Postgraduate		Graduate		Diploma/ Certificate course	
	Frequency	%	Frequency	%	Frequency	%
F&B Service	5	4.8	19	18.1	81	77.1
F&B Production	4	3.8	14	13.3	87	82.9
Administration (accounts, Purchase, Sales and others)	26	24.8	56	53.3	23	21.9
Conventional Center	2	1.9	18	17.1	85	81.0



**Figure 4.3.1: Frequency Distribution of Employee by Department and Education Level**

Table 4.3.6 provides the simultaneous information on the level of education of employees based on the various departments. The study levels of three stages are the postgraduate, graduate and diploma/certificate courses. The data indicate different degrees of employee education. In various departments, the majority of employees have diploma/certificate courses. The postgraduate and graduate students occupy most of the administrative posts, whereas the graduates occupy a good number of posts in every department. The Figure 4.3.1 shows the histogram representation of these data.

**Table 4.3.7: Enterprize’s Recruitment Process**

Organization’s Recruitment Process	Frequency	Percentage
Internal Recruitment	75	71.4%
Two Steps Examination (Written and Viva)	27	25.7%
Walk in Interview	55	52.4%
Affiliation with Educational Institution’s	9	8.6%

According to the survey results, staffs are mostly recruited internally (almost 71 percent). After internal recruitment process, around 52% are recruited on a walk-in basis.

**Table 4.3.8: Distribution of Ad Media for Recruitment Process**

Advertisement Category	Frequency	Percentage
Newspaper	25	23.8%
Online Job Portal	58	55.0%
Website	18	17.1%
Social Media	83	79.0%
Others	11	10.5%

Table - 4.3.8 shows quite large percentage of employment advertisements (79%) are posted on social media sites, which are now very popular. Online job portals are in the next leading position. The usage of the Internet and technology in the next ten years will reach a highest point so virtual advertisement will be a big opportunity for the tourism sector.

**Table 4.3.9: Distribution of Preferred Processes for Selecting Candidate in Recruitment Process**

Preferences of Recruitment	Frequency	Percentage
Practical Knowledge but No Specialized Education	73	69.5%
Practical Knowledge and Specialized Education	32	30.5%
Job Experience and Specialized Education	30	28.6%
Fresher's	66	62.9%

The Table above shows, job providers prefer candidates who have Practical knowledge but specialized education in this field is not required (about 70.5%). This is followed by fresh students from any branch of education(63%),

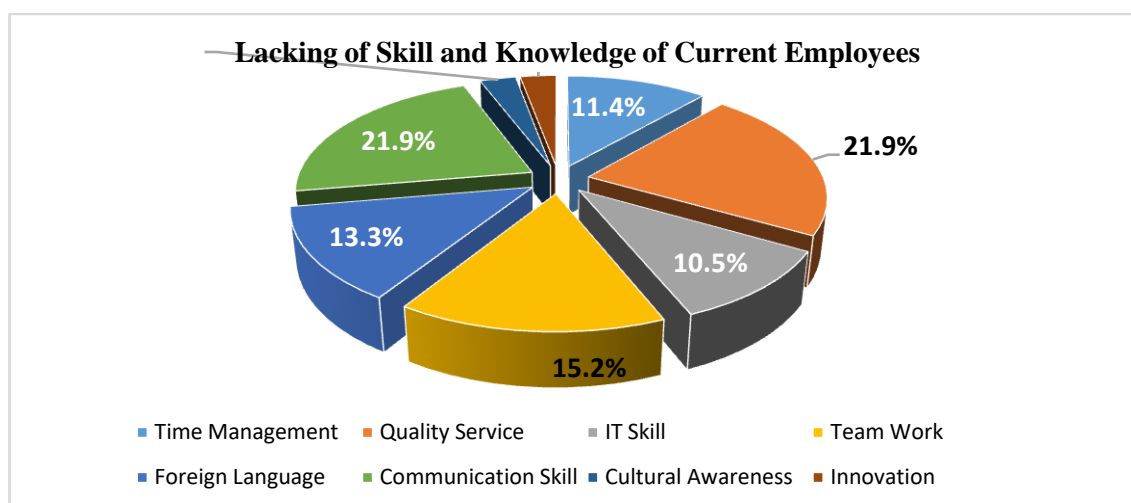
**Table 4.3.10: Distribution of Required Skill to Perform the Operation Smoothly**

Required Skill	Frequency	Percentage
Communication Skill	103	98.1%
Technical and IT Skill	35	33.3%
Problem Solving	84	80.0%
Leadership	77	73.3%
Innovation	33	31.4%
Customer Service	104	99.0%
Personal Grooming	74	70.5%
Foreign Language	42	40.0%
Time Management	92	87.6%
Stress Management	51	48.6%
Emotional Intelligence	27	25.7%
Team Work	95	90.5%
Interpersonal Relationship	44	41.9%
Cultural Awareness	44	41.9%
Multi-tasking	54	51.4%
Other	1	1.0%

Like other business enterprises, restaurant industry as a whole, requires some important qualities and skills from the employees. Communication skills, time management, stress management, technical and IT skills, problem solving skills, leadership skills, innovation, customer service, emotional intelligence, teamwork, interpersonal relationships, cultural awareness, personal grooming, multitasking, and foreign language are some of the skills required to perform a wide range of tasks in the hospitality industry. According to the Table, customer service and communication skills are the most desirable and necessary skill/ability of a person working in the food service business. Following that, teamwork ability, leadership, capacity to communicate in foreign language, and the ability to manage time have emerged as very needed qualities of the employees.

**Table 4.3.11: Existing Employees Lacking Different Skill and Knowledge**

Lacking for Current Employees	Frequency	Percentage
Time Management	12	11.4%
Quality Service	23	21.9%
IT Skill	11	10.5%
Teamwork	16	15.2%
Foreign Language	14	13.3%
Communication Skill	23	21.9%
Cultural Awareness	3	2.9%
Innovation	3	2.9%
Total	105	100%



**Figure 4.3.2: Percentage Distribution of Lacking Skill and Knowledge of Current Employees**

Table-4.3.11 summarizes the percentage of current employees who lack specific ability and knowledge. According to this study, about 22 percent of employees lack the ability to provide quality service and communication skills which are essential for restaurant staff. Following that, (15%) have difficulties in teamwork and almost 11% of employees lack the capacity to manage time tactfully and efficiently.

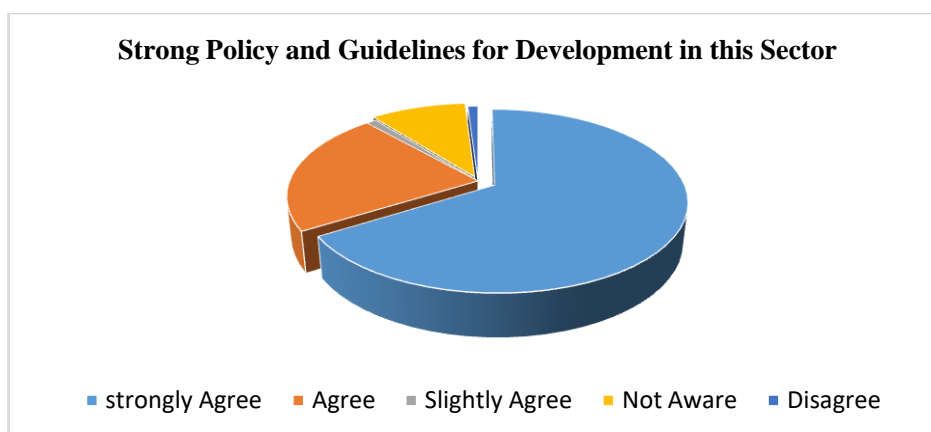
**Table 4.3.12: New Careers/Jobs in the Next 10 Years in Tourism and Hospitality Industry**

<b>New Careers/Jobs in the Next 5-10 Years</b>	<b>Percentage</b>
Networks and Internet Security Designers	20.0%
Digital Marketing Executive	90.5%
Content Developer	35.2%

Table 4.3.12 depicts the kind of new careers/jobs that may emerge in the restaurants and food service business, within the next 10 years. According to the study, there is a great scope for new type of marketing which is known as “Digital Marketing” (90.5%). Following that, the study results forecast that, over time, Content Developer (35.2%) would be the most sought-after positions for individuals who can successfully handle bots and software. As robots will replace human labor and provide new career prospects for IT expertise in the near future; the people having experiences in operating diverse bots will have a competitive advantage.

**Table 4.3.13: Distribution of Strong Policy and Guidelines for Development in this Sector**

<b>Strong Policy and Guidelines</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	64	60.95%
Agree	24	22.86%
Slightly Agree	6	5.75%
Not Aware	10	9.52%
Disagree	1	0.95%
<b>Total</b>	<b>105</b>	<b>100%</b>



**Figure 4.3.3: Percentage Distribution of Strong Policy and Guidelines for Development in this Sector**

The interviewees were asked if they agree that strong policies and guidelines are essential to the development of the restaurant sector. As we can see from the data of table 4.3.12 and figure 4.3.3 that a major portion of pie is occupied by the respondents who ‘strongly agree’ (about 61%), and almost 23% said they ‘agree’. The results of this poll suggest that comprehensive policies and rules are crucial to the development of the restaurant and food business sector.

**Table 4.3.14: Distribution of Employees of Restaurants, Fast food, Cafe, Coffee /Tea shops, Street Food, Convention Centre by Departments in 2021 (in Sample)**

Departments	Managerial Level	Supervisory Level	Operational Level	Contractual and Casual	Total
Sales and Marketing, Revenue	55	55	63	4	177
Administration, Accounts, HRM, and IT	96	76	48	0	220
F&B Production	137	145	304	14	600
F&B Service	178	196	675	48	1097
Conventional Center	88	16	20	4	128
<b>Total</b>	<b>554</b>	<b>488</b>	<b>1110</b>	<b>70</b>	<b>2222</b>

Table 4.3.14 provides comparative statistics on the number of employees in Restaurants, Fast food, Cafe, Coffee /Tea shops, Street Food, Convention Centre by Departments in 2021.

The data show that 177 persons work at various levels of management in the Department of Sales and Marketing, Revenue. There are 55 management staff, 55 supervisory staff, 63 operational and 4 contractually or casually employed.

There was a total of 220 employees in the Administration, Accounts, HRM, and IT department working at different levels, including 96 managers, 76 supervisors, 48 operating employees and 0 contractual or informal workers.

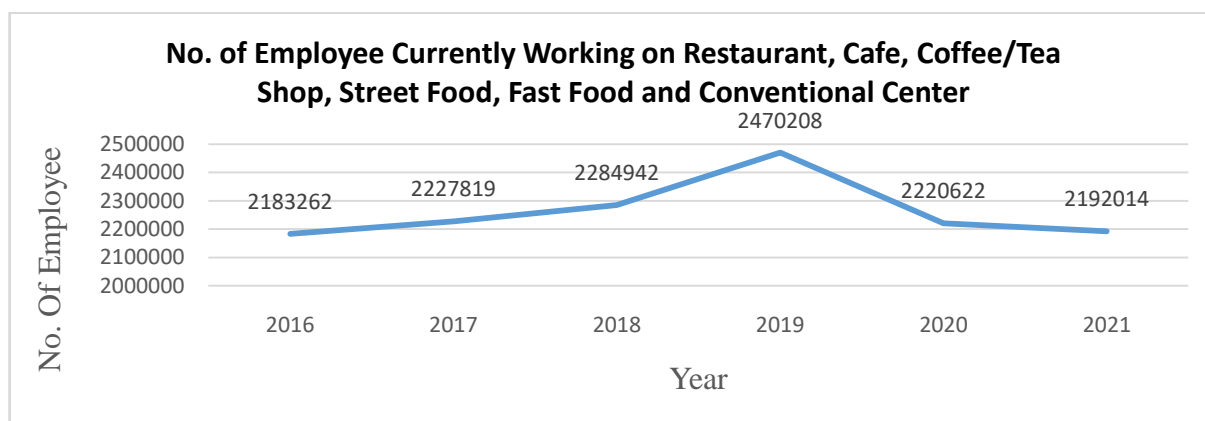
A total of 600 personnel, comprising 137 managerial staff members, 145 supervisory staff members, 304 operational staff and 14 contractual and casual labor, are employed in the F&B Production departments.

The Department of F&B Service employs a total of 1097 individuals, comprising 178 managerial employees, 196 supervisor workers, 675 operational employees and 48 contractual and casual employed employees.

As such, there are 128 employees employed at various management levels in the Event/Recreation/Entertainment department, including 88 managers, 16 supervisory staff, 20 operational staffing staff and 4 contract and casual employees.

**Table 4.3.15: Number of employees currently working in this Sector (Actual)**

	Number of Employees Currently Working in the Restaurant (Actual)					
Year	2016	2017	2018	2019	2020	2021
No. of Employees	2183262	2227819	2284942	2470208	2220622	2192014



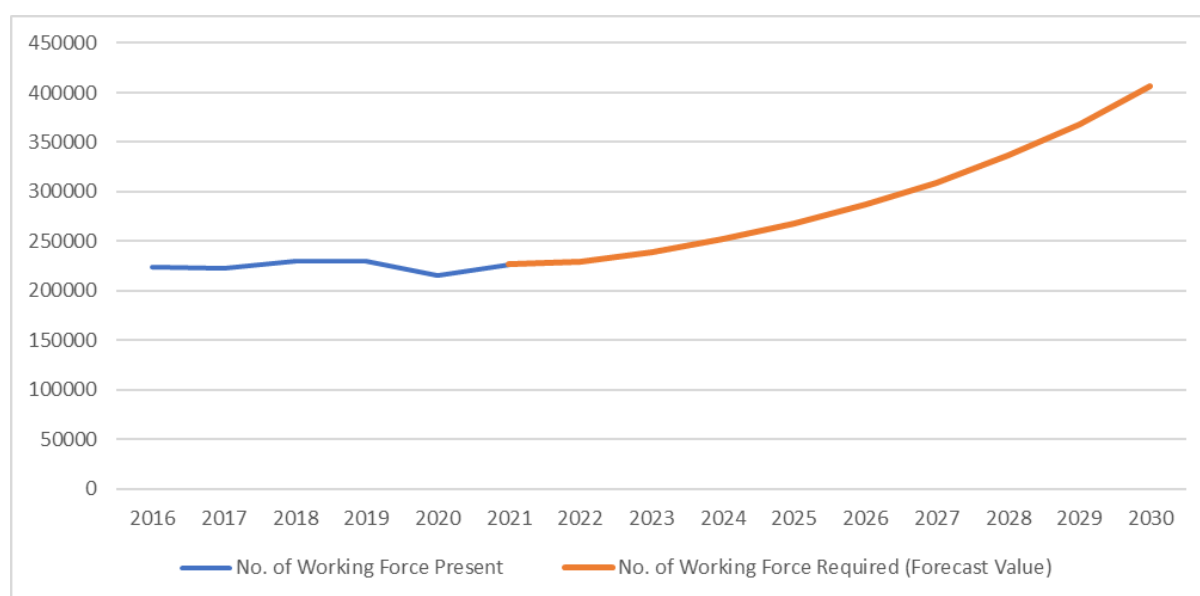
**Figure 4.3.4: Frequency Distribution of Employees Currently Working on Restaurant, Café, Fast Food, Street Food, Coffee/Tea Shop, and Convention Center**



This information gives an insight into the number of workers employed in the restaurant sector across the country throughout the years 2016-2021. The statistical figures in Tables 4.3.15 and figure 4.1.4 show that the number of employees in the restaurant sector is having a slight decline. Because the pandemic generated by COVID-19 was an exceptional year in 2020, it does not reflect earlier years. The number of employees increased expeditiously in the year 2019, which dropped at the same rate in 2020. A minor decline of 2220622 in 2020 to 2192014 in 2021 is observed.

**Table 4.3.16: Distribution of Working Force Required Next 5-10 Year in this Sector (Forecast Value)**

		Number of Working Force Required in the Restaurant (Forecast Value)								
Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	
No. of Employees	2244423	2254181	2266904	2282969	2302903	2327415	2357450	2394248	2439439	



**Figure 4.3.5: Frequency Distribution of Working Force Required Next 5-10 Year in this Sector (Forecast Value)**

Tables 4.3.16 and figure 4.3.5 are particularly essential for this study as they represent projections or expected data (target) on the number of employees required in the restaurant sector of Bangladesh in the next 10 years (2021-2030). The figures reflect a positive trend. The data shows that the demands for workforce in the restaurant business are growing very

expeditiously. Consequently, the number of jobs in the restaurant sector in Bangladesh is anticipated to rise to 2439439 by 2030, up from 2192014 in 2021.

#### 4.4: Demand Side: Tourist Vessels

One of the most important aspects of the tourism business is water transportation. The following sections illustrate the result of the survey conducted on the Tourist Vessel.

Table 4.4.1 describes the distribution of employees by their designation. The survey has been done in four categories of designation of the employees/staffs of the Vessel, viz– Chairman, Managing Director, Manager, Officer In-charge. Among 15 respondents, 53.3% of those surveyed from the tourist vessels are Managers, 26.7% are Managing Directors, 6.7% are the Chairman and are the most senior designation representatives, and the rest of the 13.3% are the Officers-in-charge.

**Table 4.4.1: Distribution of Employee by Designation Wise**

Respondents by Designation	Frequency	Percentage
Chairman	1	6.7
Manager	8	53.3
Managing Director	4	26.7
Officer In-charge	2	13.3
Total	15	100%

Table 4.4.2 provides data about updating the website on regular basis. When different Tourist Vessel service providers were asked whether they regularly update their websites regarding the employees’ profiles and availability of job opportunities, 73.3% of the respondents answered positively, and 26.7% answered negatively. It indicates only a large number of Tourist Vessel service providers maintain websites.

**Table 4.4.2: Distribution of Website Category**

Website Category	Frequency	Percentage
Yes	11	73.3
No	4	26.7
Total	15	100%

Table 4.4.3 delineated the various departments in a tourist vessel where different categories of employee’s work. From the obtained data, it can be seen that the large number of people are working in the F&B Service and Production departments representing 47.39% and 26.3% respectively. On the other hand, a small percentage of the employees engaged in the front office, housekeeping, sales and marketing department, administration, accounts, HRM, IT, Engineering, safety and security departments representing around 3% to 8%. So, the special attention should be given in F&B Service and Production while formulating strategies.

**Table 4.4.3: Distribution of Employee by Department**

Departments	Frequency	Percentage
Front Office	29	5.20%
Housekeeping	34	6.13%
Sales and Marketing, Revenue	23	4.16%
Administration, Accounts, HRM, and IT	20	3.60%
Engineering, Safety and Security	40	7.21%
F&B Production	146	26.31%
F&B Service	263	47.39%
<b>Total</b>	<b>555</b>	<b>100%</b>

The Table 4.4.4 illustrates the distribution of the employees and the categories of staff. The departments are divided into four groups based on employment level – management level; level of supervision; level of operation and levels of contract and casual activities. The results show that the majority of human resources (about 123 out of 555) working as operational level employees followed by the supervisory level and Managerial level employees.

**Table 4.4.4: Distribution of Employee Department and Staff Category**

Departments	Managerial Level	Supervisory Level	Operation Level	Contractual and Casual	Total
Front Office	6	8	12	3	29
Housekeeping	1	6	27	0	34
Sales and Marketing, Revenue	6	3	14	0	23
Administration, Accounts, HRM, and IT	7	3	10	0	20
Engineering, Safety and Security	8	7	25	0	40
F&B Production	3	5	19	2	146
F&B Service	7	9	31	0	263
<b>Total</b>	<b>38</b>	<b>41</b>	<b>138</b>	<b>5</b>	<b>555</b>

Table 4.4.4a shows how the employees are recruited in the Tourist Vessel. The survey result indicates that in the Tourist Vessel providing agency a significant number of employees are recruited internally and through walk-in interviews (almost 80%) whereas, only a small number of employees are recruited by two steps examination, and from the affiliated educational institutions (6.7%). To increase employee’s efficiency and ease the recruitment process, as evident, more emphasize should be given to affiliation and linkage with educational institutions. Thus, a strong recruitment and skill foundation can be built.

**Table 4.4.4a: Distribution of Organization’s Recruitment Process**

Organization’s Recruitment Process	Frequency	Percentage
Internal Recruitment	12	80.0%
Two Steps Examination (Written and Viva)	2	13.3%
Walk in Interview	12	80.0%
Affiliation with Educational Institution’s	1	6.7%

Table 4.4.5 provides insights into the percentage of recruitment process advertisements released in various media. The result reflects that a large number of job adverts are posted on Social Media (80%) of vessel, which is quite popular these days. Subsequently, some other popularways to communicate recruitment advertisements are respectively online job Portal (33.3%), newspapers (26.7%) and websites (13.3%).

**Table 4.4.5: Distribution of Advertisement for Recruitment Process**

Advertisement Type	Frequency	Percentage
Newspaper	4	26.7%
Online Job Portal	5	33.3%
Website	2	13.3%
Social Media	12	80.0%
Others	1	6.7%

According to the data in Table 4.4.6, the most important component of preference assessed in the recruiting process is the preference for new graduates (86.7%).This is followed by a preference for Practical Knowledge but No Specialized Education, which is weighted at 60%,

practical knowledge and specialized education 26 %, and job experience and specialized education 33.3%. The preference for other candidates is almost non-existent.

**Table 4.4.6: Distribution of Preferences of Selecting Candidate in Recruitment Process**

Preferences of Recruitment	Frequency	Percentage
Practical Knowledge but No Specialized Education	9	60.0%
Practical Knowledge and Specialized Education	4	26.0%
Job Experience and Specialized Education	5	33.3%
Fresher's	13	86.7%

To work in the transportation sector various skills are required. These skills can be categorized into communication skills, time management, technical and IT skill, problem-solving skills, leadership skills, innovation, customer service, personal grooming, foreign language and Cultural awareness. In order to learn about the significance of these distinctive skills in tourist vessel, respondents were asked to provide their preferences for the abilities required to perform the job duties effectively. According to the survey result depicted in table 4.4.7, communication skills and Technical and IT skills are the most desired ability of a person working in the tourist vessel. The ability to speak a foreign language another important attribute. Apart from this, in this sector a variety of other abilities, such as leadership, innovation, teamwork, and cultural awareness, are necessary for carrying out the activities in an efficient manner.

**Table 4.4.7: Required Skill to Perform the Operation Smoothly**

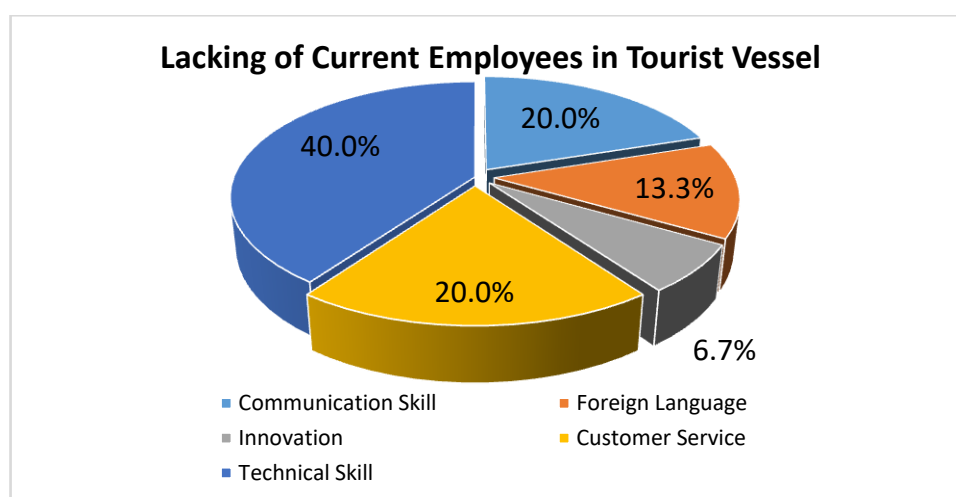
Required Skill	Frequency	Percentage
Communication Skill	12	80.0%
Technical and IT Skill	13	86.7%
Problem Solving	8	53.3%
Leadership	5	33.3%
Innovation	5	33.3%
Customer Service	9	60.0%
Personal Grooming	1	6.7%
Foreign Language	11	73.3%
Time Management	8	53.3%
Cultural Awareness	8	53.3%

Table 4.4.8 delineates the lack of necessary skills in current employees. The result reveals that significant numbers of the employees (40%) do not have the adequate technical skills

necessary for the ease of service. A considerable number of employees (20%) cannot provide proper customer service and communicate skillfully as they do not have the ability to speak in other language. However, the lack of innovation remains insignificant as the y the managers think it they have low innovation involvement.

**Table 4.4.8: Distribution of Lacking Skill and Knowledge for Current Employees/Managements**

Lacking for Current Employees	Frequency	Percentage
Communication Skill	3	20%
Foreign Language	2	12.3%
Innovation	1	6.7%
Customer Service	3	20%
Technical Skill	6	40%
Total	15	100%



**Figure 4.4.1: Percentage Distribution of Lack of Current Employee**

Table 4.4.9 illustrates the kind of new careers/jobs that could emerge in the tourist vessel sector during the next 5-10 years. According to the research, there is a strong preference for developing Digital Marketing Executives as a career option (86 %). Following that, the study's findings predict that, in the long run, VR, Chat bot and Travel bot (65%) and Content Developer (35.2%) will be the most sought-after roles for persons who can successfully

handle bots and software. There is a 41.7% chance for the posts of Networks and Internet Security Designers to emerge as new career opportunities.

**Table 4.4.9: New Careers/Jobs in the Next 10 Years in Tourist Vessel Sector**

New Careers/Jobs in the Next 5-10 Years	Frequency	Percentage
Networks and Internet Security Designers	3	41.7%
Digital Marketing Executive	14	86.0%
Content Developer	8	53.0%
VR, Chart bot and Travel bot	4	65.0%

Table 4.4.10 depicted the necessity of the policy and guideline for the development of tourist vessel throughout the country. Participants were asked if they agreed that strong policies and rules are necessary for the development of the tourist vessels. Most of the respondents who strongly agree and agree occupying 53.3% and 40% respectively. Very insignificant number of respondent thinks the policy and guidelines are not required. However, it is evident that thorough policies and procedures are critical to the success of the tourist vessel business in Bangladesh.

**Table 4.4.10: Distribution of Strong Policy and Guidelines for Development of Tourist Vessel Sector**

Strong Policy and Guidelines	Frequency	Percentage
Strongly Agree	8	53.3%
Agree	6	40.0%
Slightly Agree	1	6.7%
Total	15	100%

The Table 4.4.11 provides a detailed overview of the number of employed workers in the country's tourist vessel business from 2016 to 2021. It can be seen that the number of employees working in the tourist vessel is increasing. Because 2020 was an extraordinary year of pandemic induced by COVID-19, it is not indicative of the other years, we can detect a tiny decrease trend in the number of employees in 2020, which then increased to 5,610 in 2021.

**Table 4.4.11: Number of Employees Currently Working in the Tourist Vessel (Actual)**

	Number of Employees Currently Working in the Tourist Vessel (Actual)					
Year	2016	2017	2018	2019	2020	2021
No. of Employees	4562	4811	5194	5364	4990	5610

Table 4.4.12 is very significant for the study because they reflect estimates or predicted statistics on the number of personnel needed in Bangladesh's tourist vessel business over the next ten years (2021-2030). The data show a very positive trend that is the need for workers in this sector is increasing at a rapid pace. As a result, the number of jobs in Bangladesh is expected to increase to 15,342 by 2030, up 5,610 in 2021.

**Table 4.4.12: Number of Working Force Required in the Tourist Vessel (Forecast Value)**

	Number of Working Force Required in the Tourist Vessel (Forecast Value)								
Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
No. of Employees	5729	6110	6648	7365	8292	9477	10982	12897	15342

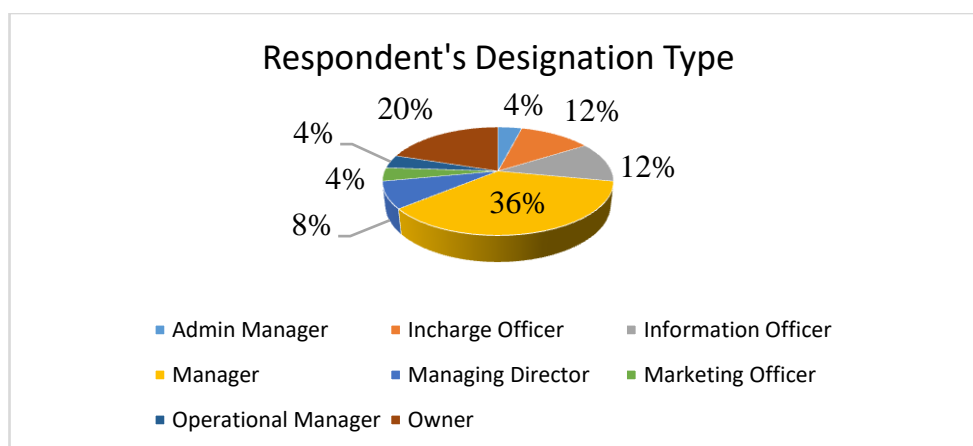


## 4.5: Demand Side: Attraction/Recreation/Entertainment

One of the most important components of tourism and hospitality industry is Attraction/Recreation/Entertainment sector. This section demonstrates the results of survey conducted on attraction/ recreation/entertainment.

**Table 4.5.1: Distribution of Employee by Designation Wise**

Respondent's Designation Type	Frequency	Percentage
Admin Manager	1	4%
In charge Officer	3	12%
Information Officer	3	12%
Manager	9	36%
Managing Director	2	8%
Marketing Officer	1	4%
Operational Manager	1	4%
Owner	5	20%
Total	25	100%

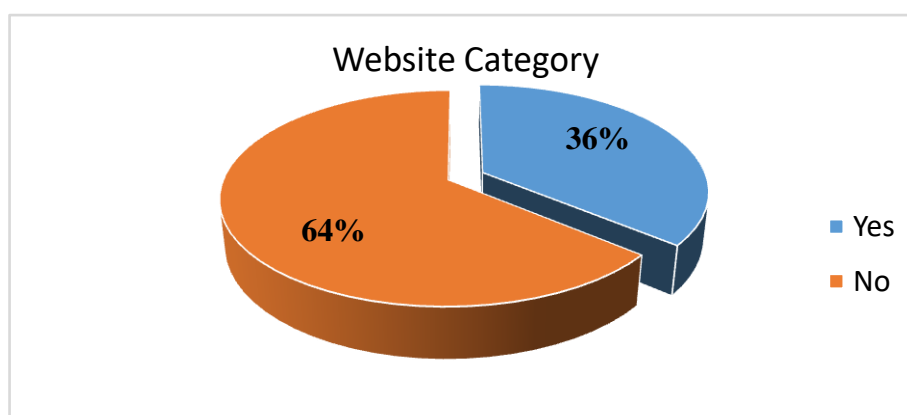


**Figure 4.5.1: Percentage Distribution of Respondent's by Designation**

The Table 4.5.1 and figure 4.5.1 describes the distribution of employees by their designation. We can observe that 36% of the total representative sample working in the attraction, recreation or entertainment sector are the managers, followed by owner (20%) and officer in charge Officer (12%). Whereas only a few respondents were from authoritative positions like - Admin Manager, Marketing Officer and Operational Manager (4% each).

**Table 4.5.2: Distribution of Website Category**

Website Category	Frequency	Percentage
Yes	9	36%
No	16	64%
Total	25	100%



**Figure 4.5.2: Distribution of Website Category**

The table 4.5.2 and figure 4.5.2 illustrates the number of organization have websites. It shows that 64% of the respondent organization have websites. As the websites is one of the very useful tools for communication with guest and customers, all the organization should have the interactive websites.

**Table 4.5.3: Distribution of Service Category**

Service Category	Frequency	Percentage
Rides	20	80%
Accommodation	5	20%
Meeting and Convention Hall	9	36%
Natural Park	18	72%
Restaurant	18	72%
<b>Total</b>	<b>25</b>	

The table 4.5.3 delineated different kind of services which are provided by the attraction sites of Bangladesh. It shows that almost all the attractions have rides (80%), 72 % of them have natural parks and offers restaurants, 36% of the attractions offer meetings and convention halls. Only 20% of the attractions provide accommodation for the guests. So it is evident that more employees are needed in technical sides.

**Table 4.5.4: Distribution of Employees by Department Wise in Sample**

Department	Frequency	Percentage
Event/Recreation/Entertainment	821	43%
F&B Outlets	191	10%
Accommodation	229	12%
Administration, Accounts and Others	286	15%
Sales and Marketing	382	20%
<b>Total</b>	<b>1909</b>	<b>100%</b>

The table 4.5.4 depicted various departments in the tourist attractions where different categories of employee’s work. From the survey, it can be seen that 43% of the employees are engaged in the event, recreation and entertainment departments, which are indeed the major departments of any attraction sites. 20% are in the sales and marketing department and 15% of the employees are working in the administration, accounts and other departments, whereas only a small percentage of the employees are engaged in the F&B outlets and accommodations. So, it is evident that more employees are need in event and entertainment including rides which requires special attention while providing training and education.

**Table 4.5.5: Distribution of Employees by Department and Staff Category (In Sample)**

Department	Managerial Level	Supervisory Level	Operational Level	Contractual and Casual	Total
Event/Recreation/Entertainment	82	164	575	0	821
F&B Outlets	19	38	134	0	191
Accommodation	23	46	160	0	229
Administration, Accounts and Others	29	57	200	0	286
Sales and Marketing	38	76	267	0	382
<b>Total</b>	<b>191</b>	<b>382</b>	<b>1336</b>	<b>0</b>	<b>1909</b>

The Table 4.5.5 illustrates the distribution of the employees and the categories of staff. The departments are divided into four groups based on employment level – management level; level of supervision; level of operation, and levels of contract and casual activities. It shows that, On the basis of the results, the majority of human resources (about 1336 out of 1909) at operational level followed by supervisory level (382).

**Table 4.5.6: Distribution of Employees by Department and Education**

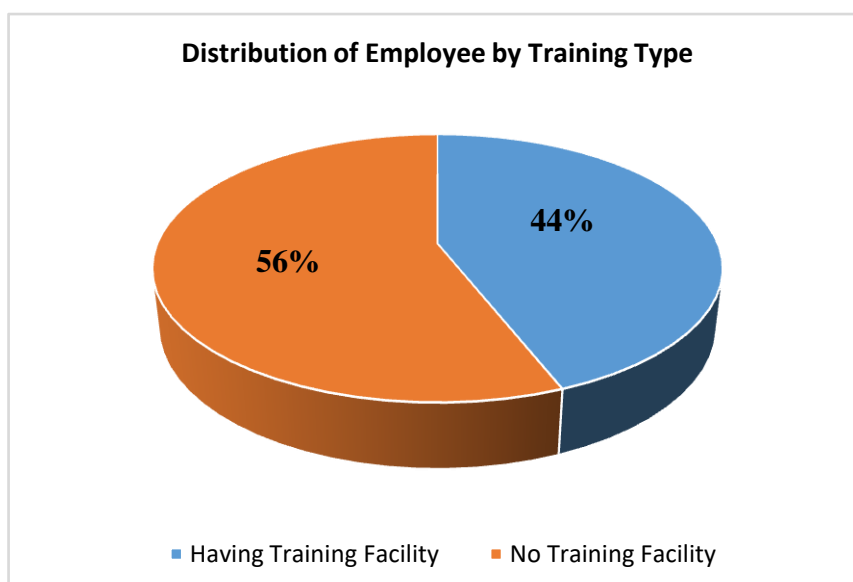
Department	Post-Graduation		Graduation		Certificate Course/Diploma	
	Frequency	%	Frequency	%	Frequency	%
Front Office	3	12%	20	80%	2	8%
Housekeeping	0	0%	7	28%	18	72%
F&B Service	0	0%	9	36%	16	64%
F&B Production	0	0%	8	32%	17	68%
Sales and Marketing	10	40%	14	56%	1	4%
Administration and others	12	48%	13	52%	0	0%

Table 4.5.6 provides simultaneous information on the level of education of employees of the airlines based on the various departments, such as - Front office, Housekeeping, F&B Service and Production, Sales and Marketing, and Administration and others. The study levels of three stages are the postgraduate, graduate and diploma/certificate courses. The majority of employees working in various departments are graduates.

The postgraduate degree is required for high officials in some departments in Admiration, front office, and sales and marketing. The housekeeping department, F&B Service and Production departments are operated by the employees which requires minimum certificate level training.

**Table 4.5.7: Distribution of Employees by Training Type**

Training Type	Frequency	Percentage
Having Training Facility	11	44%
No Training Facility	14	56%
<b>Total</b>	<b>25</b>	<b>100%</b>

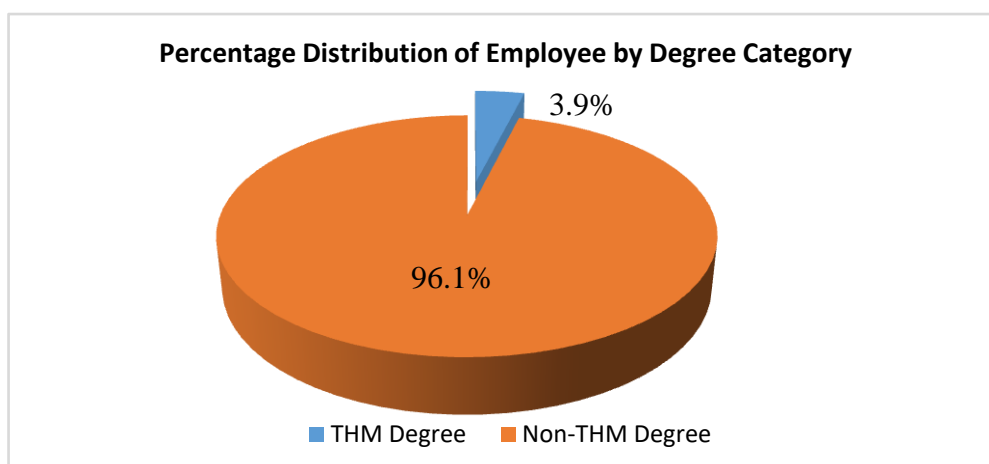


**Figure 4.5.3: Percentage Distribution of Employees by Training Category**

It has been attempted to identify the proportion of human resources who received training in providing bus/coach service and the proportion who did not receive any training (see table 4.6.5 and pie chart 4.5.7). The result reveals that 56% of employees receive training or have the training facilities at all levels of their career, compared to 44% of employees with no training facilities at all.

**Table 4.5.8: Distribution of Employees by Department and Degree Category**

Department	THM Degree	Non-THM Degree
Sales and Marketing	26	356
Administration, Finance and Accounting, HRM	14	272
Event/Attraction/Entertainment	0	821
Accommodation	22	207
F&B Outlets	13	178
<b>Total</b>	<b>75</b>	<b>1834</b>



**Figure 4.5.4: Percentage Distribution of Employees by Degree Category**

According to table 4.5.8 and figure 4.5.4, just a small fraction (3.1%) of people in the attraction and entertainment sector have a degree or a career in tourism and hotel management. The remaining 1834 (96.1%), which indicates they have a Bachelor in another field, does not have any specialty in the subject of tourism and hospitality management. According to this information, not only THM graduates, but also other students from other fields are offered career prospects for tourism and hostels. On the other hand, THM graduates should be encouraged to put their skills, knowledge and talents first in order to work in tourism.

**Table 4.5.9: Distribution of Organization's Recruitment Process**

Organization's Recruitment Process	Frequency	Percentage
Internal Recruitment	19	31.1%
Two Steps Examination (Written and Viva)	2	3.27%
Walk in Interview	32	52.45%
Affiliation with Educational Institution's	8	13.11%

Table 4.5.9 shows how the employees are recruited in the entertainment sector. The survey results indicate that most people are recruited from the walk-in interviews (52%). Internal recruitment is also common in this sector having 31.1%. apart from this organization recruit from directly educational institutions (13. %). Very few number of people are recruited through two steps examinations.

**Table 4.5.10: Distribution of Advertising media for Recruitment Process**

Advertisement Category	Frequency	Percentage
Newspaper	3	12.0%
Online Job Portal	15	60.0%
Website	1	4.0%
Social Media	15	60.0%

Table 4.5.10 provides insights into the percentage of recruitment process advertisements released in various media. A large proportion of job postings (60%) are now posted on online job portals and social media sites, which have grown in popularity. Newspapers and websites are the next most popular method of disseminating recruiting advertisements.

**Table 4.5.11: Distribution of Preferences for Selecting Candidate in Recruitment Process**

Preferences of Recruitment	Frequency	Percentage
Practical Knowledge but No Specialized Education	17	68.0%
Practical Knowledge and Specialized Education	7	28.0%
Job Experience and Specialized Education	16	64.0%
Fresher's	17	68.0%

According to the Table 4.5.11, the most important component of preference assessed in the recruiting process is the preference for Practical Knowledge but No Specialized Education and for the freshers, both being 68%. This is followed by a preference for Job Experience and Specialized Education, which is weighted at 64.0 percent, and practical knowledge and specialized education (28 %).

**Table 4.5.12: Required Skill to Perform the Operation Smoothly**

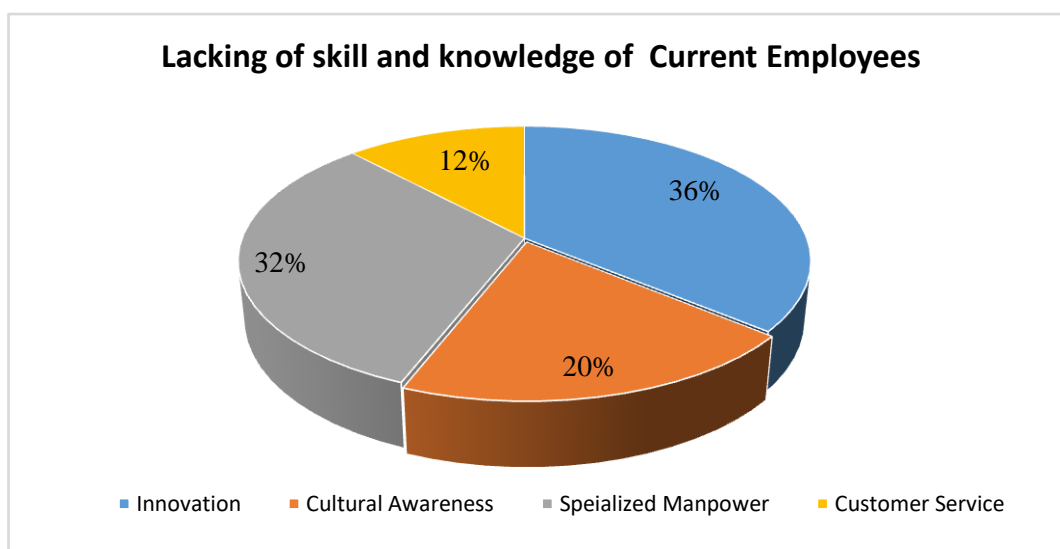
Required Skill	Frequency	Percentage
Communication Skill	20	80.0%
Technical and IT Skill	17	68.0%
Problem Solving	4	16.0%
Leadership	11	44.0%
Innovation	10	44.0%
Customer Service	13	52.0%
Time Management	15	60.0%

A variety of talents and abilities are required for a successful career in entertainment sector. Communication skills, technical and IT skills, problem solving skills, leadership skills, innovation, customer service, and time management are just a few of the skills required in the tourism and hospitality industry, a major part of which is the tourist attractions, recreation and entertainment. The Table 4.5.12 depicted that communication skill (80%) followed by technical and IT skills (68%), and Time management (60%) are mostly required to perform the work smoothly. Aside from this, additional abilities such as competence in problem solving, leadership, innovation, cultural awareness, and so on are necessary to complete the activities of the entertainment sector.

**Table 4.5.13: Distribution of Lacking Skill and Knowledge for Current Employees**

Lacking for Current Employees	Frequency	Percentage
Innovation	9	36%
Cultural Awareness	5	20%
Specialized Manpower (training in T&H)	8	32%
Customer Service	3	12%
Total	25	100%





**Figure 4.5.5: Percentage Distribution of Lack of Current Employee in this Industry**

Table 4.5.13 and figure 4.5.5 delineates the lack of necessary skills in current employees. The result reveals that significant numbers of the employees (36%) Are not innovative and 32% of the respondents thinks employees lacks training of special knowledge. Following that, 12% of employees lack the ability to provide professional customer service, and 20% are not culturally aware.

**Table 4.5.14: New Careers/Jobs in the Next 10 Years in this Sector**

New Careers/Jobs in the Next 5-10 Years	Frequency	Percentage
Networks and Internet Security Designers	5	20.0%
Digital Marketing Executive	20	80.0%
Content Developer	12	48.0%
VR, Chat bot and Travel bot	13	52.0%

The new careers/jobs in the field of tourism entertainment for the next 5-10 years are illustrated in Table 4.5.14. Research shows that the development of digital marketing managers as a career option is a significantly rise (80 % of the respondents think). Thereupon, the findings in the survey forecast that the most sought-after tasks for individuals who can successfully deal with bots and software are, over the long term, VR, Chatbot and Travel bot (52%) and Content Developers (48%). Networking and Internet Security Designers' roles are 20% likely to develop as new employment prospects.

**Table 4.5.15: Distribution of Strong Policy and Guidelines for Development of Tourist Vessel Sector**

<b>Strong Policy and Guidelines</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	11	44.0%
Agree	8	32.0%
Slightly Agree	6	24.0%
<b>Total</b>	<b>25</b>	<b>100%</b>

Table 4.5.15 depicts the necessity of the policy and guideline for the development of entertainment, attraction and events sector throughout the country. Participants were asked if they agreed that strong policies and rules are necessary for the development of this sector. The statement was firmly strongly approved by 44% of the responders and approved by the rest 32%. The results of this survey suggest that comprehensive policies and rules are crucial to the development of the tourism sector.

**Table 4.5.16: Distribution of Employees Currently Working in Attraction/Recreation/Entertainment (Actual)**

<b>Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>No. of Employees</b>	<b>163302</b>	<b>171096</b>	<b>176069</b>	<b>171652</b>	<b>175364</b>	<b>178147</b>

The table 4.5.16 illustrates the detailed summary of the number of workers employed in the entertainment sector of the country in the years 2016-2021. It is seen that the number of employees coming to the tourism and hospitality industry, particularly the entertainment sector, is increasing. A minor decline in the number of employees can be detected in 2020(as it an extra ordinary year), which in 2021 increased to 178147.

**Table 4.5.17: Distribution of Workforce Required in Attraction/Recreation/Entertainment Next 5-10 Years (Forecast Value)**

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
No. of Employees	185570	202150	226230	236523	243398	246456	257306	260558	263114

Table 4.4.12 is very significant for the study because they reflect estimates or predicted statistics on the number of personnel needed in Bangladesh’s attraction and entertainment business over the next ten years (2021-2030). The figures reflect a really positive trend. Research shows that the numbers of employees in this sector are growing. As a result, the number of individuals required to operate in the entertainment, recreation and attraction sector in Bangladesh is anticipated to increase up to 263114 by 2030, up from 178147 at now. So, while formulating strategies, special attention should be given in this sector as many employees are working and the rate of increment is comparatively high.

#### **4.6: Demand Side: Transportation (Bus/Coach and Airlines)**

Since tourism necessitates the movement of people from their homes to tourist sites, every tourist must travel to access the points of interest. As a result, one of the most important aspects of the tourism business is transportation. To establish any tourist attraction, proper, efficient, and safe routes of transportation are required. The transportation of the tourism industry of Bangladesh has been divided into two major subdivisions, viz - buses/coaches and airlines.

The results of the survey (data collected from the bus/coach and airlines) are interpreted in the following sections.

Table 4.6.1 describes the distribution of employees by their designation. The type of transportation is subdivided into two major departments: i) buses/coaches and ii) airlines. The survey has been done in four categories of designation of the employees/staffs of the bus/coach, viz - Assistant Manager, Manager, Managing Director and Supervisor. On the

other hand, airlines have been sub-categorized into Director and Manager based on the respondent's designation type.

Among 15 respondents from bus/coach, the data shows that there is 53.3% of the staff work as the manager, 26.7% is the supervisor, 13.3% are the managing director and only 6.7% are the assistant manager. In the airline industry, among the 5 respondents, there are 40% directors and 60% managers.

**Table 4.6.1: Distribution of Employees by Designation (Bus/Coach and Airlines)**

Transportation Type	Respondent's Designation Type	Frequency	Percentage
<b>Bus/Coach</b>	Assistant Manager	1	6.7%
	Manager	8	53.3%
	Managing Director	2	13.3%
	Supervisor	4	26.7%
	<b>Sub Total</b>	<b>15</b>	<b>100%</b>
<b>Airlines</b>	Director	2	40.0%
	Manager	3	60.0%
	<b>Sub Total</b>	<b>5</b>	<b>100%</b>
<b>Total</b>		<b>20</b>	

Table 4.6.2 provides data about updating the website on regular basis. When different bus/coach service providers were asked whether they regularly update their websites regarding the employees' profiles and availability of job opportunities, almost everyone answered negatively. It indicates only a small number of bus/coach service providers maintain websites.

The airline industry portrays a completely different picture. When the same question was asked to different airline service providers, almost everyone responded positively and none of them responded negatively. It indicates airline industry is quite concerned about regularly updating their websites regarding the employees' profiles and job opportunities.

**Table 4.6.2: Distribution of Website Type (Buses/Coaches and Airlines)**

Website Update	Buses/Coaches		Airlines	
	Frequency	%	Frequency	%
Yes	0	0%	5	100%
No	15	100%	0	0%
<b>Total</b>	<b>15</b>	<b>100%</b>	<b>5</b>	<b>100%</b>

**Department Wise Education Level - Bus/Coach:**

Table 4.6.3 provides simultaneous information on the level of education of employees based on the various departments of bus/coach service providers. The study levels of three stages are the postgraduate, graduate and diploma/certificate courses. The data indicate different degrees of employee education. In various departments, all the guides/supervisors and drivers have diploma/certificate courses. However, most of the employees working in sales and marketing (60%) have graduation degree and in general administration (73.3%) has post-graduation degree.

**Table 4.6.3 Distribution of Employees by Education Level**

Education Level	Guide/Supervisor	Sales and Marketing	Driver	General Administration
Post-Graduation	0 (0%)	3 (20%)	0 (0%)	11 (73.3%)
Graduation	0 (0%)	9 (60%)	0 (0%)	4 (26.7%)
Diploma/Certificate Course	15 (100%)	3 (20%)	15 (100%)	0 (0%)

Similarly, table 4.6.4 provides simultaneous information on the level of education of employees of the airlines based on the various departments, such as - catering, sales and marketing, flight crew, ground handling, general administration. The study levels of three stages are the postgraduate, graduate and diploma/certificate courses. The data show that most of the employees in sales and marketing (80%), grounds handling (100%) and general administration (60%) are highly educated having post-graduation degrees. On the other hand, almost all the flight crews have diploma/certificate courses and significant number of employees (80%) associated with catering service is graduated.

### Airlines:

**Table 4.6.4: Distribution of Employees by Education Level in Different Departments**

Education Level	Catering	Sales and Marketing	Flight Crew	Grounds Handling	General Administration
Post-Graduation	1 (20%)	4 (80%)	2 (40%)	5 (100%)	3 (60%)
Graduation	4 (80%)	1 (20%)	3 (60%)	0 (0%)	2 (40%)
Diploma/Certificate Course	0 (0%)	0 (0%)	15 (100%)	0 (0%)	0 (0%)

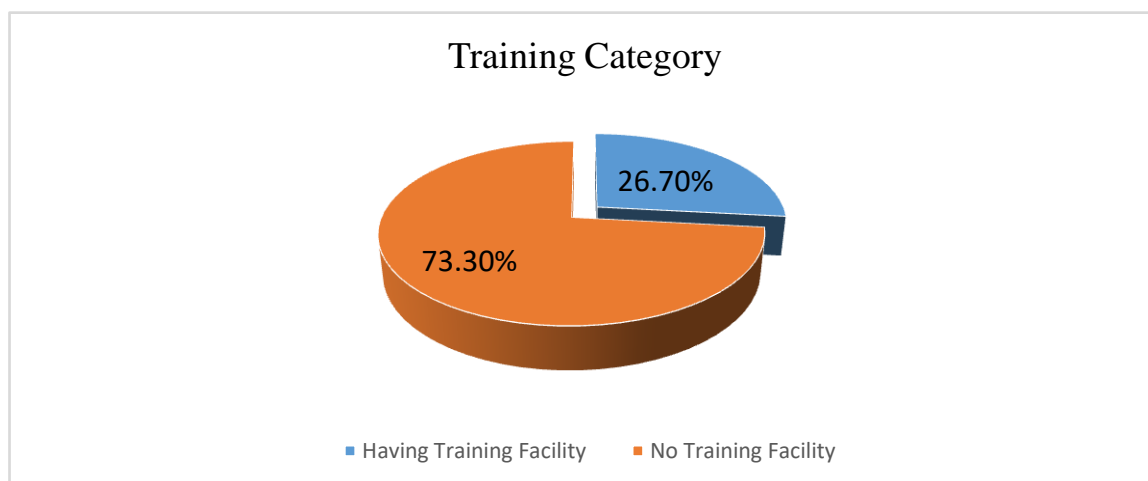
### Training Facility - Bus/Coach:

It has been attempted to identify the proportion of human resources who received training in providing bus/coach service and the proportion who did not receive any training (see table 4.6.5). The result reveals that only 26.70% of employees receive training or have the training facilities at all levels of their career, compared to 73.30% of employees with no training facilities at all.

**Table 4.6.5: Distribution of Training Category**

Training Type	Frequency	Percentage
Having Training Facility	4	26.70%
No Training Facility	11	73.30%
<b>Total</b>	<b>15</b>	<b>100%</b>

The pie chart in figure 4.6.1 shows that maximum number of employees has no training facility in the transportation sector. The reason underlying behind this could be the fact that most of the operators in transportation sector are unwilling to carry out the extra cost for providing training to the employees. Apart from this, employees working in this sector are poorly paid compared to other sectors.



**Figure 4.6.1: Percentage Distribution of Training Category**

Similarly, it has also been tried to identify the proportion of human resources who received training in airlines and the proportion who did not receive any training (see table 4.6.5). The data reveals that almost all employees working in airline industry have training facility in different stages of their career.

#### Airlines:

**Table 4.6.6: Distribution of Training Category**

Training Type	Frequency	Percentage
Having Training Facility	5	100.00%
<b>Total</b>	<b>5</b>	<b>100%</b>

#### Organization's Recruitment Process:

Table 4.6.7 shows how the employees are recruited in the bus/coach and airlines. The survey result indicates that in the bus/coach service providing agency a significant number of employees are recruited internally (almost 80%) and through walk-in interviews (66.7%) whereas, only a small number (6.7%) of employees are recruited from the affiliated educational institutions. In terms of airline industry, most of the (40%) employees are recruited based on walk-in-interview and a few (20%) are chosen based on two-step examination.

**Table 4.6.7: Distribution of Organization’s Recruitment Process for Bus/Coach and Airlines**

Organization’s Recruitment Process	Bus/Coach		Airlines	
	Frequency	Percentage	Frequency	Percentage
Internal Recruitment	12	80.0%	0	0.0%
Two Steps Examination (Written and Viva)	0	0.0%	1	20.0%
Walk in Interview	10	66.7%	2	40.0%
Affiliation with Educational Institution’s	1	6.7%	0	0.0%

**Advertisement of Recruitment Process:**

Table 4.6.8 provides insights into the percentage of recruitment process advertisements released in various media. The result reflects that a large number of job adverts are posted on online job portals (86.7%) of the bus/coach, which is quite popular these days. Subsequently, some other popular ways to communicate recruitment advertisements are respectively social media (66.7%), newspapers (33.3%) and websites (20%). On the other hand, airlines mostly promote their recruitment advertisements through digital media such as online job portals (100%), websites (100%), and, social media (80%) and hardly through traditional media like newspapers (40%). So it is evident from the results that, digital media are dominating in both industries in terms of distributing advertisements for recruitment process.

**Table 4.6.8: Distribution of Advertisement for Recruitment Process for Bus/Coach and Airlines**

Advertisement	Bus/Coach		Airlines	
	Frequency	Percentage	Frequency	Percentage
Newspaper	5	33.3%	2	40.0%
Online Job Portal	13	86.7%	5	100.0%
Website	3	20.0%	5	100.0%
Social Media	10	66.7%	4	80.0%



### Preferences of Recruitment:

According to the survey results portrayed in table 4.6.9, the most important factor of preference evaluated in the recruitment process of bus/coach service is practical knowledge, but no specialized education and the next major preference is for the fresher's (60%). In the case of the airlines, a completely different picture is depicting where most of the employees are recruited based on practical knowledge and specialized education and a few are recruited based on the job experience and specialized education.

**Table 4.6.9: Distribution of Preferences of Recruitment Process for Bus/Coach and Airlines**

Preferences of Recruitment	Bus/Coach		Airlines	
	Frequency	Percentage	Frequency	Percentage
Practical Knowledge but No Specialized Education	11	73.3%	0	0.0%
Practical Knowledge and Specialized Education	1	6.7%	5	100.0%
Job Experience and Specialized Education	0	0.0%	1	20.0%
Fresher's	9	60.0%	0	0.0%

### Required Skill to Perform the Operations Smoothly: Bus/Coach

To work in the transportation sector various skills are required. These skills can be categorized into communication skills, time management, stress management, technical and IT skill, problem-solving skills, leadership skills, innovation, customer service, emotional intelligence, and teamwork. In order to learn about the significance of these distinctive skills in transportation sector, respondents were asked to provide their preferences for the abilities required to perform the job duties effectively. According to the survey result depicted in table 4.6.10, communication skills and the ability to provide good customer service are the most desired ability of a person working in the transportation sector. The ability to manage time is another important attribute. Apart from this, in the transportation sector a variety of other abilities, such as technical and IT expertise, leadership, innovation, teamwork, and cultural awareness, are necessary for carrying out the activities in an efficient manner.

**Table 4.6.10: Distribution of Required Skills in Bus/Coach Transportation**

Required Skills	Percentage
Communication Skills	80.0%
Technical and IT Skills	53.3%
Customer Service	80.0%
Foreign Language	20.0%
Personal Grooming	46.7%
Time Management	73.3%
Teamwork	13.3%

**Airlines:**

In the airline industry, time management is considered the most significant skill. Technical and IT skills and foreign language are the two vital skills that are valued most after time management skills. Subsequently, communication skills and the ability to provide organized customer service are some other desired skills required in the airline industry.

**Table 4.6.11: Distribution of Required Skills in Airlines Transportation**

Required Skills	Percentage
Communication Skills	60.0%
Technical and IT Skills	80.0%
Customer Service	60.0%
Foreign Language	80.0%
Time Management	100.0%

**Lack of skills in Current Employee:**

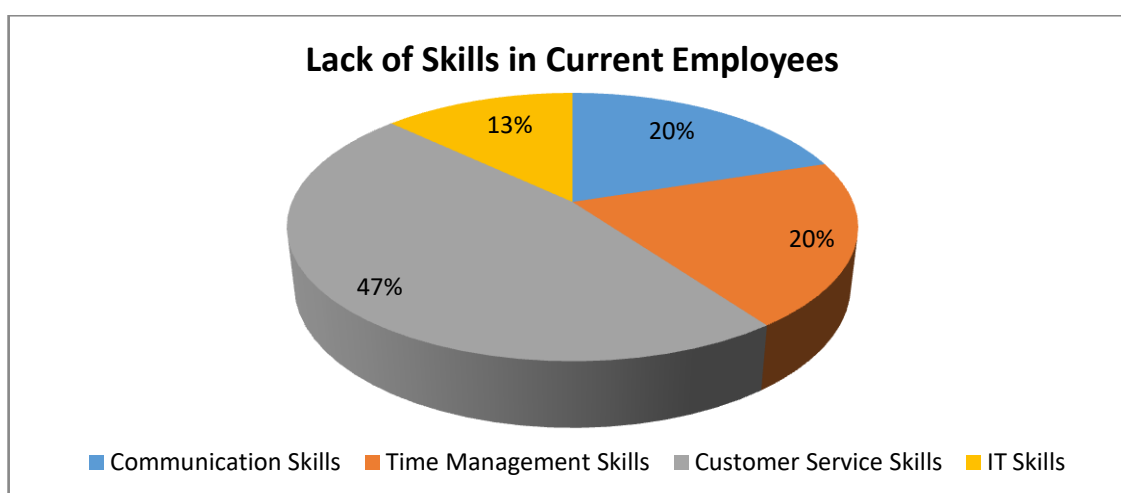
Table 4.6.12 delineates the lack of necessary skills in current employees. The result reveals that significant numbers of the employees (47%) do not have the ability to provide professional customer service. A considerable number of employees (20%) cannot manage time and communicate skillfully. However, in the current world use of ‘Information Technology’ or having IT skills has become an essential requirement for any profession hence a few (13%) employees lack IT skills.

**Bus/Coach:**

**Table 4.6.12: Distribution of Lack of Skills in Current Employees in Bus/Coach Transportation**

Lack of Skills in Current Employees	Frequency	Percentage
Communication Skills	3	20%
Time Management	3	20%
Customer Service	7	47%
IT Skills	2	13%
Total	15	100%

Figure 4.6.2 represents a graphical representation of this data. The figure is depicting that most of the employees require the ability to provide professional customer service, which is one of the most crucial factors for the bus/coach service providers. Moreover, time management skills, communication skills and IT skills are subsequently required for the employees to provide the services in an efficient manner.

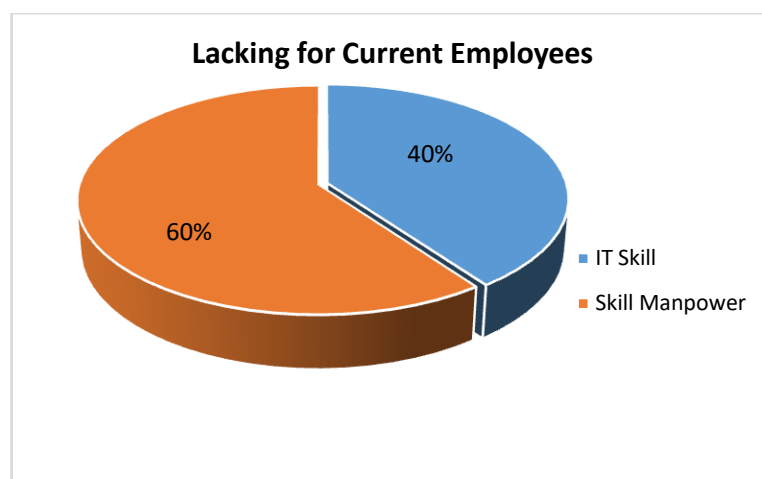


**Figure 4.6.2: Percentage Distribution of Lack of Skills in Current Employees**

**Airlines:**

**Table 4.6.13: Distribution of Lacking for Current Employees in Airlines Transportation**

Lacking for Current Employees	Frequency	Percentage
IT Skill	2	40%
Skilled Manpower	3	60%
Total	5	100%



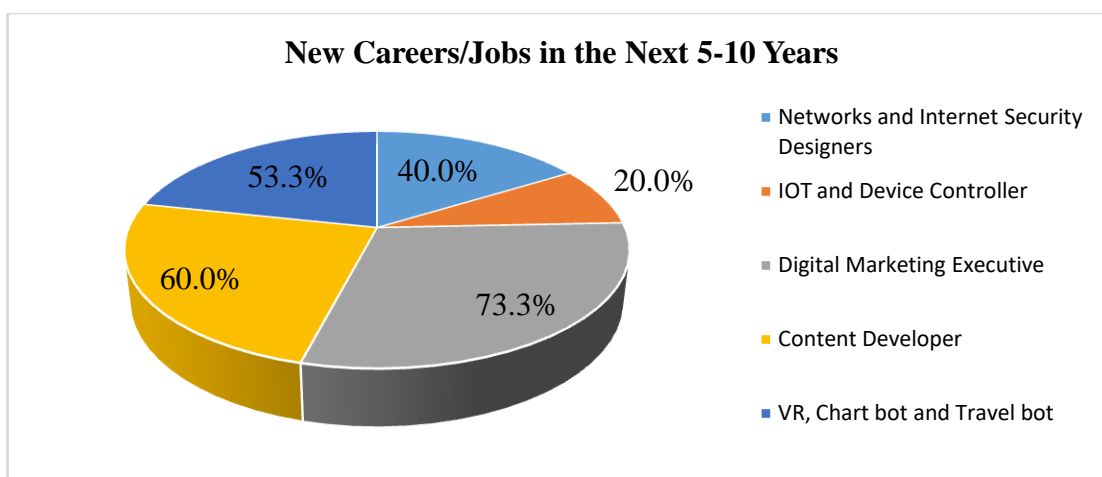
**Figure 4.6.3: Percentage Distribution of Lacking for Current Employees**

Similar studies have been carried out on the airlines sector. The data on the percentage of present employees that lack ability and expertise in the airlines are reviewed in Table-4.6.13 and figure 4.6.3. It has been shown that 40% of employees lack the ability to have IT skill and the rest 60% are not skilled manpower.

#### **New Careers/Jobs in the Next 5-10 Years:Bus/Coach:**

**Table 4.6.14: Distribution of New Careers/Jobs in the Next 5-10 Years in this Sector**

<b>New Careers/Jobs in the Next 5-10 Years</b>	<b>Frequency</b>	<b>Percentage</b>
Networks and Internet Security Designers	6	40.0%
IOT and Device Controller	3	20.0%
Digital Marketing Executive	11	73.3%
Content Developer	9	60.0%
VR, Chat bot and Travel bot	8	53.3%



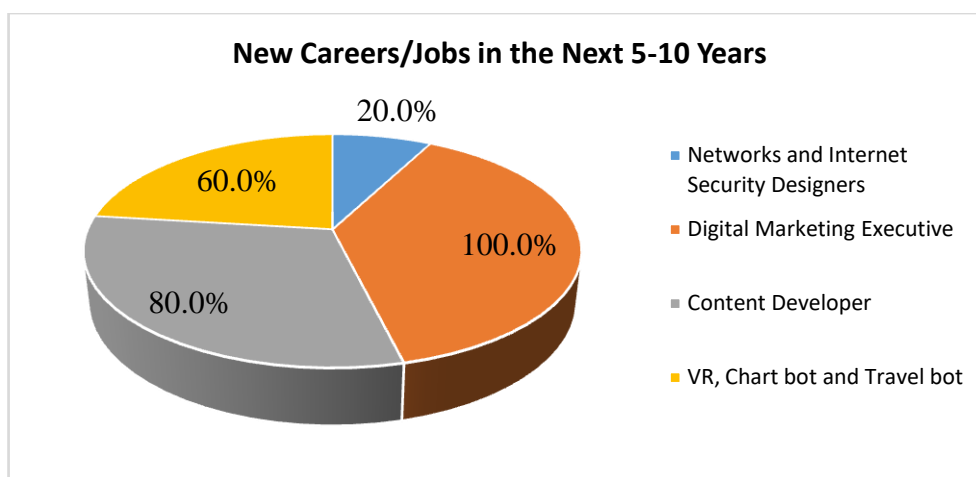
**Figure 4.6.4: Distribution of New Careers/Jobs in the Next 5-10 Years in this Sector**

Table 4.6.14 depicts the kind of new careers/jobs that may emerge in the bus/coach business, within the next 5-10 years. According to the study, there is a great predisposition for developing Digital Marketing Executives as a career option (73.3 percent). Following that, the study results forecast that, over time, Content Developer (60%) would be the most sought-after positions for individuals who can successfully handle bots and software. As robots replace human labor and provide new career prospects for IT expertise in the near future, those with experience operating diverse bots will have a competitive advantage.

#### Airlines:

**Table 4.6.15: Distribution of New Careers/Jobs in the Next 5-10 Years in this Sector**

New Careers/Jobs in the Next 5-10 Years	Frequency	Percentage
Networks and Internet Security Designers	1	20.0%
Digital Marketing Executive	5	100.0%
Content Developer	4	80.0%
VR, Chart bot and Travel bot	3	60.0%



**Figure 4.6.5: Percentage Distribution of New Careers/Jobs in the Next 5-10 Years in this Sector**

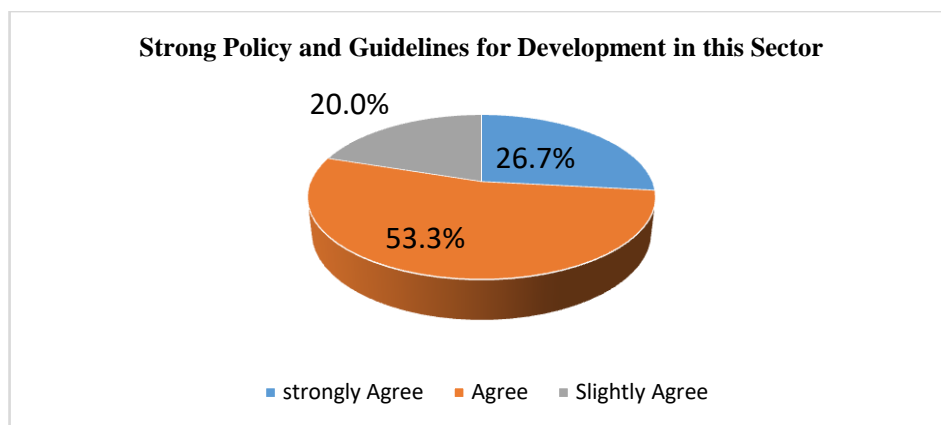
Table 4.6.15 displays the kind of new careers/jobs that may arise in the airline industry during the next 5-10 years. According to the research, there is a strong tendency to grow Digital Marketing Executives as a career option (100 percent). Following that, the study's findings predict that Content Developer (80 percent) will become the most valued career for people who can successfully handle bots and software in the future. Those who have experience running a variety of bots will have a competitive advantage as robots replace human work and give new career opportunities for IT experts in the near future.

**Strong Policy and Guideline:Bus/Coach:**

**Table 4.6.16: Distribution of Strong Policy and Guidelines for Development in the Sector**

Strong Policy and Guidelines	Frequency	Percentage
Strongly Agree	4	26.7%
Agree	8	53.3%
Slightly Agree	3	20.0%
Total	15	100%

The respondents were questioned if they agreed that strong policies and guidelines are crucial for the development of the transportation sector, specially the bus and coach. 53.3% of respondents agreed with the statement, and the rest 26% strongly agreed and 20% slightly agreed. This survey result shows that robust policies and rules are critical for the tourist sector's success. The pie-chart of the survey results is represented in Figure 4.6.6.

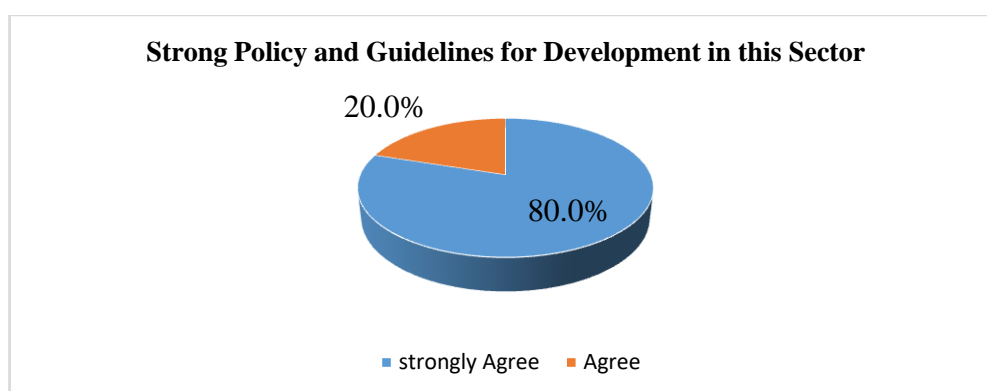


**Figure 4.6.6: Percentage Distribution of Strong Policy and Guidelines for Development in the Sector**

**Airlines:**

**Table 4.6.17: Distribution of Strong Policy and Guidelines for Development in the Sector**

Strong Policy and Guidelines	Frequency	Percentage
Strongly Agree	4	80.0%
Agree	1	20.0%
Total	5	100%



**Figure 4.6.7: Percentage Distribution of Strong Policy and Guidelines for Development in the Sector**

The respondents were asked if they felt that strong policies and rules are necessary for the airline industry's success. The remark was strongly agreed upon by 80 percent of respondents, with the remaining 20% agreeing. The findings of this study suggest that strong policies and

rules are essential for the aviation industry's performance. Figure 4.6.7 depicts the survey results in a pie-chart format.

### Distribution of Employee by Department Wise: Bus/Coach

**Table 4.6.18: Distribution of Employees by Department Wise in 2021 on Bus/Coach Sector (In Sample)**

Department	Managerial Level	Operational Level	Total
Guide Supervisor	24	172	196
Sales and Marketing (Counter & Others)	39	170	209
Driver	0	594	594
Administration	48	103	151
<b>Total</b>	<b>111</b>	<b>1039</b>	<b>1150</b>

As of 2021, Table 4.6.18 offers concurrent statistics on the number of workers working in various departments of the bus/coach service providing sector of Bangladesh.

According to the data, there are currently 196 people working as the Guide Supervisor at various levels of management. There are 24 employees in managerial positions and 172 in the operational level. Similarly, there are 0 drivers in the managerial level and 594 drivers in the operational level.



### Airlines:

**Table 4.6.19: Distribution of Employees by Department Wise in 2021 on Airlines Sector (In Sample)**

Department	Managerial Level	Supervisory Level	Operational Level	Total
Catering	76	142	508	<b>726</b>
Sales and Marketing	227	426	1523	<b>2176</b>
Flight Crew	189	356	1270	<b>1815</b>
Grounds Handling	76	142	508	<b>726</b>
General Administration	189	356	1270	<b>1815</b>
<b>Total</b>	<b>757</b>	<b>1422</b>	<b>5079</b>	<b>7258</b>

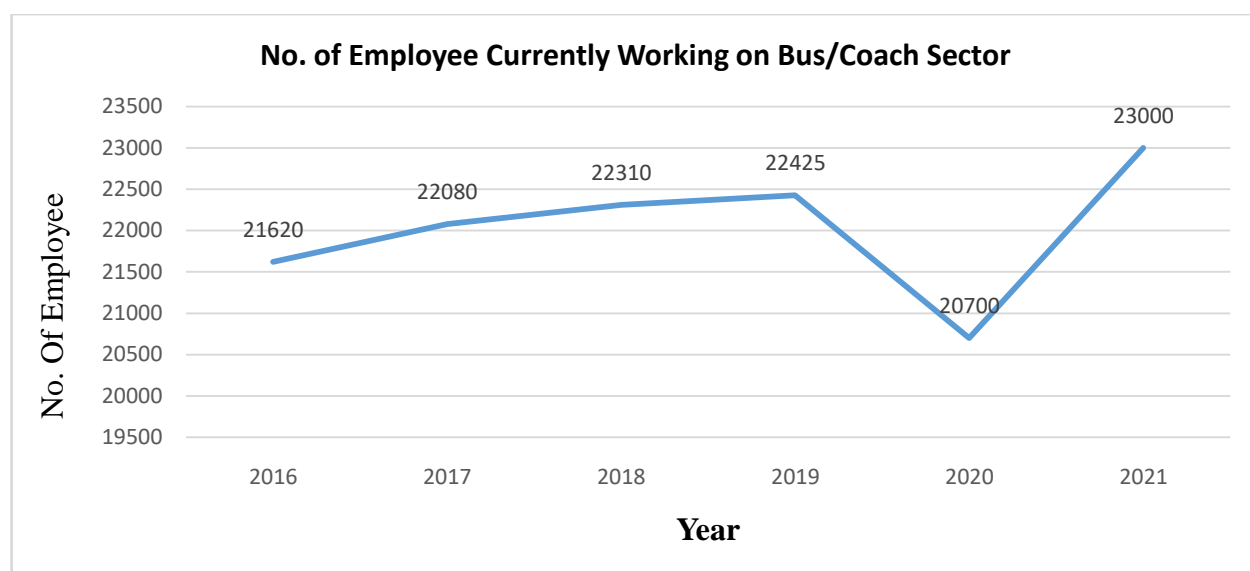
As of 2021, Table 4.6.19 offers concurrent statistics on the number of workers working in various departments of the airline of Bangladesh. According to the data, there are currently 7158 people working in the airline sector at present. Among them, 726 people are working in the catering department. 76 of them are at the managerial level, 142 are at the supervisory level and the rest 508 are at the operational level.

Likewise, 2176 people work in the Sales and Marketing department, where 227 people are at the managerial level, 426 are at the supervisory level and the rest 1523 are at the operational level. 1815 people work in the Flight crew department, where 189 people are at the managerial level, 356 are at the supervisory level and the rest 1270 are at the operational level. 726 people work in the Ground Handling department, where 76 people are at the managerial level, 142 are at the supervisory level and the rest 580 are at the operational level. 1815 people work in the general administration department, where 757 people are at the managerial level, 1422 are at the supervisory level and the rest 5079 are at the operational level. This implies that a substantial number of employees are employed at the operational level of the airlines.

### Projected Workforce required in the Bus/coach and Airlines Sector: Bus/Coach

**Table 4.6.20: Distribution of workforce Present in Bus/Coach Sector**

Year	2016	2017	2018	2019	2020	2021
No. of Employees	21620	22080	22310	22425	20700	23000

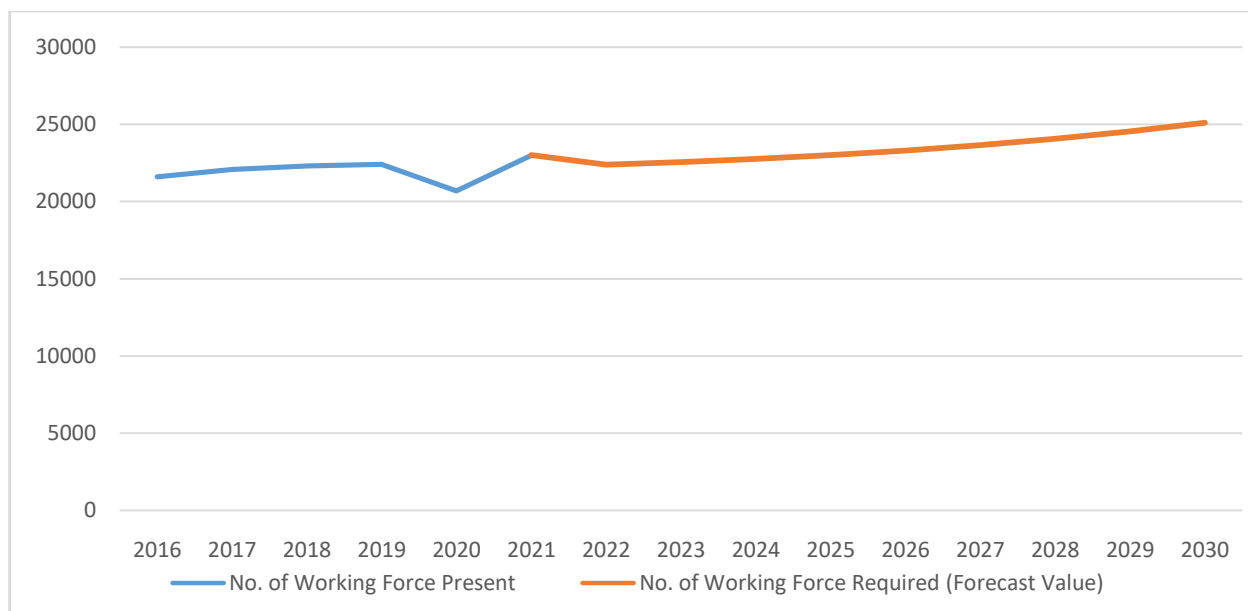


**Figure 4.6.8: Distribution of Employees Present Work on Bus/Coach Sector**

Over the years 2016-2021, this data provides a detailed overview of the number of employed workers in the country's transportation (bus/coach) sector. We can see from the statistics in Table 4.6.20 and Figure 4.6.8 that the number of employees coming to the transportation industry is increasing. Because the year 2020 was an extraordinary year of pandemic induced by COVID-19, it is not indicative of the previous years. A major decline in the number of employees can be detected in 2020, which in 2021 increased to 23000.

**Table 4.6.21: Distribution of Workforce Required in Bus/Coach Sector (Forecast Value)**

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
No. of Employees	22381	22548	22755	23006	23304	23656	24066	24544	25099



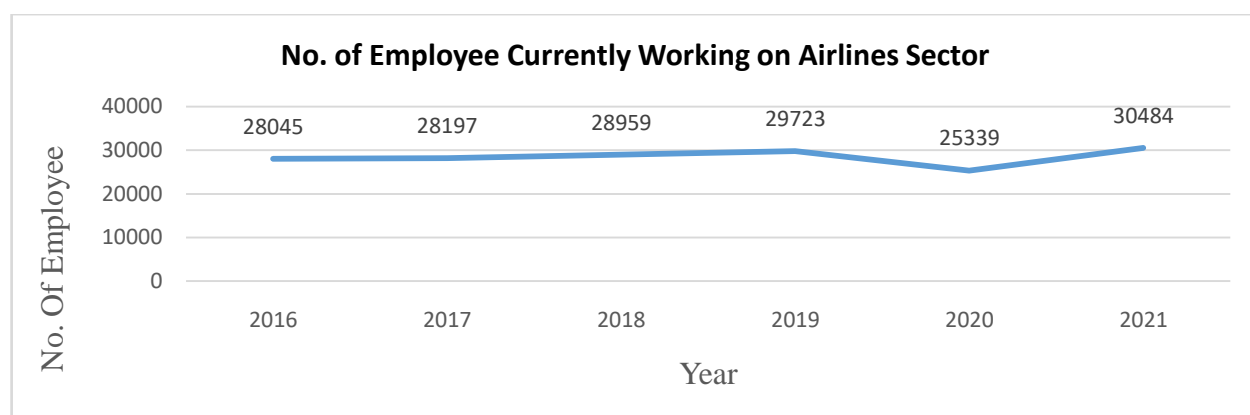
**Figure 4.6.9: No. of Workforce Required in Bus/Coach Sector**

Table 4.6.21 and Figure 4.6.9 are particularly relevant to this research since they represent future projections or predicted data on the number of personnel required in Bangladesh's transportation sector over the next 10 years (2021-2030). The data reveals a very productive and encouraging trend. According to the findings, the number of staff requirements in the transportation business is on the rise. As a result, the number of personnel required in Bangladesh's tourism-related transportation industry is expected to increase to 25099 by 2030, up from 23000 today. As a result, this vision opens doors for people interested in studying and working in the transportation industry.

### Airlines:

**Table 4.6.22: Distribution of workforce Present in Airlines Sector**

Year	2016	2017	2018	2019	2020	2021
No. of Employees	28045	28197	28959	29723	25339	30484

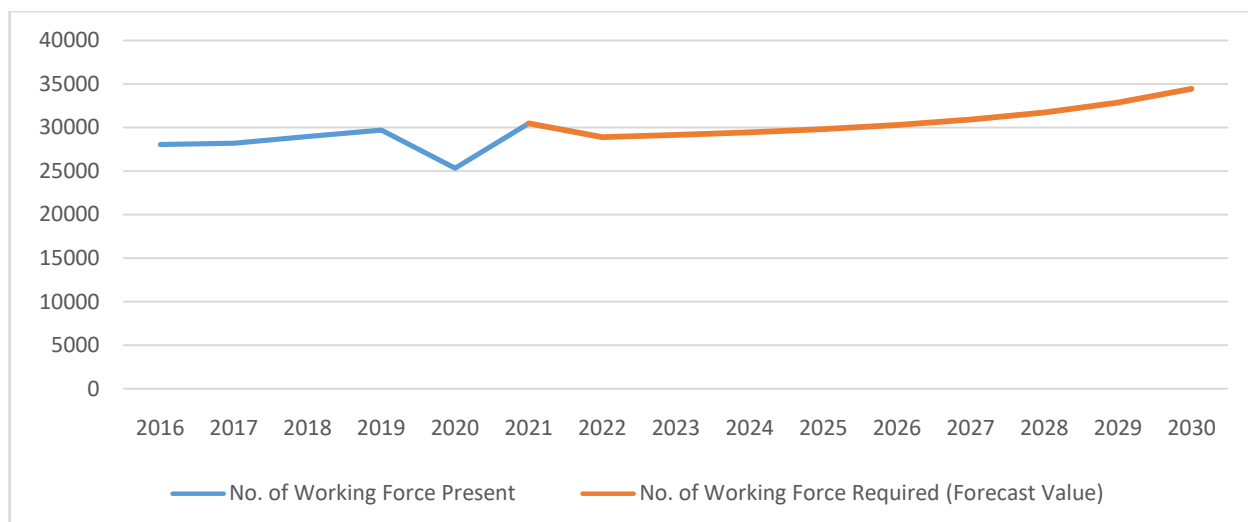


**Figure 4.6.10: Distribution of Employees Present Work on Airlines Sector**

This report provides a detailed picture of the number of employed workers in the country's airline sector from 2016 to 2021. The statistics in Table 4.6.22 and Figure 4.6.10 show that the number of people who want to work in the airline business is very high. Because the year 2020 was a one-of-a-kind pandemic triggered by COVID-19, it is not representative of earlier years. In 2020, there was a slight decrease in the number of employees, which increased to 30484 in 2021.

**Table 4.6.23: Distribution of Workforce Required in Airlines Sector (Forecast Value)**

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
No. of Employees	28897	29152	29453	29821	30288	30897	31715	32839	34422



**Figure 4.6.11: No. of Workforce Required in Airlines Sector**

In the same way, Table 4.6.23 and Figure 4.6.11 are particularly significant to this study since they show future estimates or expected statistics on the number of people needed in Bangladesh's airline industry over the next ten years (2021-2030). The data shows a very positive and productive development. The number of people needed in the aviation industry is increasing, according to the statistics. As a result, the number of people needed in Bangladesh's tourism-related aviation business is predicted to rise from 30484 presently to 34422 by 2030. As a result, those interested in studying and working in the flight and aviation industry can benefit from this vision.

## 4.7 International Workforce Requirement

Tourism is one of the most employee generating industry having more than 10% global employment, and it is estimated that this industry accounted for 1 in 4 of all new jobs across the world. Prior to the pandemic, International organizations like UNWTO, WTTC, PATA and etc. forecasted that this ever-increasing jobs in Tourism and hospitality industry will continue through the decades regardless the well-known tourism destinations(Countries). However, this section describes the demand of employees and examines opportunities we can avail based to different regions.

### Middle East:

Middle east is one of the popular destinations where lots visitors from around the world visits, and creates thousands of jobs every year. As Bangladesh have a strong tie with middle east, it has become the largest labor suppliers. It has already sent millions of migrant workers but mostly unskilled. However, it is evident that middle-east demanded skilled workers which mainly captured by India and Pakistan. So, it can be a good place to send our skilled manpower in this sector, especially key destinations- Saudi Arabia, UAE, Kuwait and Qatar. The table 4.7.1 illustrates available jobs and opportunities in 2019 and 2020.

**Table 4.7.1: Jobs in Tourism and Hospitality Sector in Middle East**

Country	2019 (000s)	2020 (000s)
Saudi Arabia	1584.4	1424.6
Kuwait	133.2	104.6
UAE	749.2	574.3
Iraq	685.2	569.5
Qatar	262.3	210.3

Source: WTTC

### Europe:

Europe is one of the global leaders in the hospitality and tourism industry having more than 700 million inbound tourists, and one of the popular job markets around the globe accounted 37.8 million employees. Food and beverage sector accommodates around 18 million

employees, which is followed by accommodation having around 10 million employees and transport, travel agent and tour operator contributing 10 million. As it allows only skilled labor from developing countries, Bangladesh can target this destination to send manpower skilled in hospitality and tourism. The key destinations are- UK, Germany France, Italy and etc.

**Table 4.7.2: Jobs in Tourism and Hospitality Sector in Europe**

Country	2019 (000s)	2020 (000s)
United Kingdom	4268.2	3961
Germany	5872.6	5431.4
France	2691.6	2499.1
Italy	3499.3	3162
Denmark	190.4	181.3
Russian Federation	4039.7	3834
Spain	2855.7	2547.9
Switzerland	493.5	453.3

Source: WTTC

**Asia Pacific:**

Asia Pacific contributes 55% of the global employment in travel and tourism and is considered as fastest growing in the world having a growth rate of 5.5%. It is estimated by WTTC that this region contributes 182 million employments. The key destinations in this region such as China, Malaysia, Thailand, Singapore, Australia, New Zealand and Japan are producing thousands of jobs in this sector, and create a demand of for skilled labor for developing countries. Bangladesh has long historical ties among these countries, and can attain this opportunity. The statistics on contributions to employment are-

**Table 4.7.3: Jobs in Tourism and Hospitality Sector in Asia Pacific**

Country	2019 (000s)	2020 (000s)
China	82,218.9	66,169.8
India	40,111.9	31,785.2
Japan	5706.5	5416.3
Turkey	2616.9	2189.5
Singapore	538.5	503.7
Maldives	149.1	102.9
Malaysia	2279.8	2023.8
Australia	1652.8	1431.9
New Zealand	424.0	392.9

Source: WTTC

**North and Latin America:**

Tourism in the North America and Latin America is a large industry that functions millions of international and domestic visitor’s yearly, and it remains world’s largest travel and tourism industry. The contribution towards employment is around 45.3 million in 2019 (WTTC). The key destinations- USA and Canada- are the most employment generating countries in this region, which have created thousands employment opportunities for developing countries. Bangladesh can avail this opportunity by sending skilled man-power based on travel and Tourism.

**Table 4.7.4: Jobs in Tourism and Hospitality Sector in North and Latin America**

Country	2019 (000s)	2020 (000s)
United States	16585.3	11073.1
Canada	1782.1	1408.8

Source: WTTC

So, from the above statistics, it is evident that there are lots of job opportunities available in different countries around the world. Bangladesh can attain this opportunities by providing skilled manpower towards those countries. However, due to covid-19 pandemic, world



reputed organization withdraw their previously published reports on future trends of job creation and employments. Thus, we provided current status of the employment around the world.

#### 4.8: Supply Side: Institutes/Universities Offering THM Degree or Training Program:

**Table 4.8.1: Distribution of Institutes/University Offering THM Degree or Training Program**

Institutes/University/College	Number	Percentage
<b>University</b>		
Public University	8	15.40%
Private University	17	32.69%
<b>National University</b>		
College	9	17.30%
<b>Institute</b>		
Training Institutes	18	34.61%
<b>Total</b>	<b>52</b>	<b>100%</b>

From the data reflected in Table 4.8.1, we can see that the institutes/universities offering THM degree or training programs have been divided into universities, national universities and institutes. It is observed that at present, there are currently 52 educational institutions offering education specialized in tourism and hospitality management. Among them, there are 25 universities (08 public universities and 17 private universities) and 9 colleges (affiliated under National University Bangladesh) who are offering BBA degree in Tourism and Hospitality. It is also learnt that some (6 or 7) government Technical and Vocational institutes are also offering diploma in tourism course. In 2 visited technical institutes are running such programs in tourism but they do not have any instructors having tourism education background. Many of the public and private universities do not have any practical laboratories. The students mostly are taught theories which may be considered as a reason for not getting jobs in the industry.

### Current Supply Side Status:

**Table 4.8.2: Distribution of No. of Students Graduated from Universities/Institutes (Yearly)**

<b>University/Institute</b>	<b>No. of Student's</b>
<b>Public University</b>	
Graduate (BBA) per year	<b>506</b>
<b>Private University</b>	
Graduate (BBA) per year	<b>287</b>
<b>College (Under National University)</b>	
Graduate (BBA) per year	<b>225</b>
<b>Training Institute</b>	
NHTTI per year	<b>4018</b>
Diploma/Short Course (per year)	<b>2200</b>
<b>Total</b>	<b>7236</b>

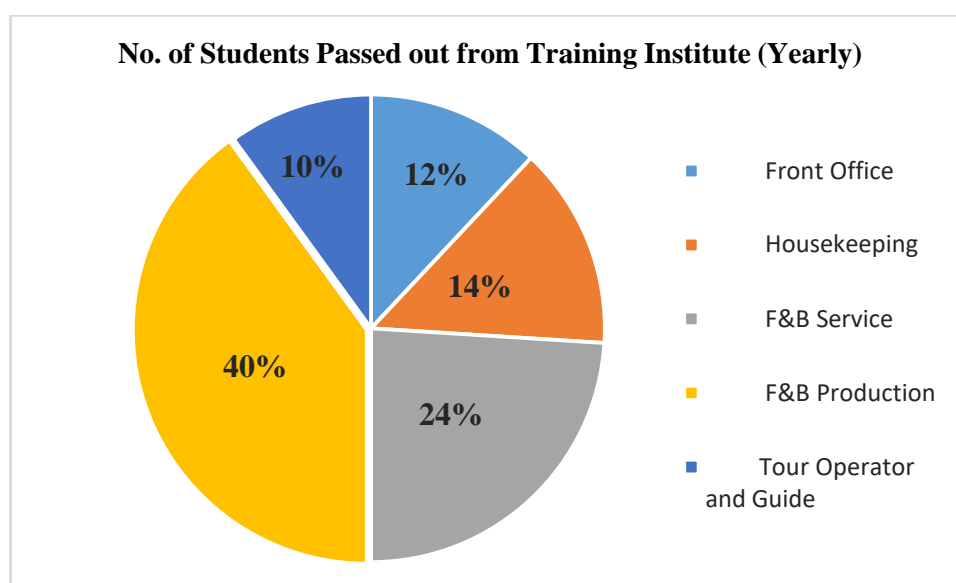
From the data reflected in table 4.8.2: we can see the distribution of the number of students who graduate from universities/institutes. These data have been divided into 4 genre public universities, private universities, colleges (under national university) and training institutes. Currently it is shown that the total number of total students in public universities are 2024 and graduates are 506, total current students in private universities are 1150 and graduates are 287, total current students in colleges are 900 and graduates are 225 and lastly total graduates from training institutes are 6218. It is very clear here that the number of students graduating from training institutes are huge compared to the number of public, private and colleges. There is a matter of concern that training institutes provide only vocational and practical degrees. They opt out of giving the text based knowledge. So, we can draw a conclusion about the fact that students graduating from training institutes are unable to sit on the managerial positions of any tourism and hospitality sector. Though these institutions are the primary providers of workers in the THM industry of Bangladesh we need to expand the

number of seats in public and private universities for having bookish knowledge. Because students from private and public can be the only strategy planners for this industry. We are in need of strategy makers and managers equivalent to the number of operational workers.

### Training Institute Current Students Status by Department Wise:

**Table 4.8.3: Distribution of No. of Students Passed Out from Training Institutes by Department Wise**

Department	Frequency	Percentage
Front Office	264	12%
Housekeeping	308	14%
F&B Service	528	24%
F&B Production	880	40%
Tour Operator and Guide	220	10%
<b>Total</b>	<b>2200</b>	<b>100%</b>



**Figure 4.8.1: Percentage Distribution of No. of Students Passed out from Training Institute**

Somemajor departments in the tourism and hospitality sector including food and beverage, front office, housekeeping, tour operator, and guide will be studied as major coursesin any institution like public and private universities/colleges as well as training institutes. Table

4.8.3 demonstrates that F&B production has the biggest number of students, with 880 students aspiring to be chefs and 40% of students in training institutes. Gradually, 528 students, or 24 % of all students, have chosen the F&B service industry as their major, followed by 308 students, or 14 % of all students, in the housekeeping department, 264 students, or 12 % of all students in the front office department, and finally, 220 students, or 10 % of all students in the tour operator and guide department. Students are less interested in tour operator and guide areas due to a lack of growth and achievement.

**University/College Current Students Status by Degree Wise:**

**Table 4.8.4: Distribution of No. Students by Degree Level (Yearly)**

Degree Level	Frequency
Graduate (BBA)	1018
<b>Total</b>	<b>1018</b>

Table 4.8.4 depicts that out of 1018 students, all of them are graduates and have completed their BBA majoring in Tourism and Hospitality Management.

**Demand and Supply of Employee by Department:**

**Table 4.8.5: Comparison between No. of Students by Department in Demand and Supply**

Department	Supply	Demand	Gap
Front Office	315	2976	2661
Housekeeping	410	2555	2145
F&B Service	935	10575	9640
F&B Production	1185	10113	8928
Tour Operator and Guide	373	3139	2766
<b>Total</b>	<b>3218</b>	<b>29358</b>	<b>26140</b>

Table 4.8.5 summarizes the market demand for manpower, as well as the actual supply and the gap. In the preceding sections, we looked at the demand for skilled labor in various tourism and hospitality industries. Based on that, we arrive at the following conclusion:

In the Front Office department, the actual market demand is 2976 employees, whereas the supply is only 315, resulting in a gap of 2661 employees. In the housekeeping department, there is a demand for 2555 employees, but only 410 skilled individuals are supplied. Thus, the gap is 2145. The required demand is 10575, while the supply is 935 in the F&B service department. Thus, the gap is 9646. In the F&B production department, the demand for the employees is 10113 but the supply of skilled Human Resources is only 1185. The gap is 8928 people. Finally, there are 3139 people in demand and only 373 persons supplied in the Tour Operator and Guide department. There are 2766 persons in the gap. In Bangladesh's tourism and hospitality industry, the required labor force demand and the smallest gap between demand and supply of workers have been required to realize maximum potential.

**Table 4.8.6: Distribution of No. of Employees Currently Working in different Sectors in Tourism and Hospitality Industry**

<b>Direct Tourism-related Sectors</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Accommodation	223836	223057	230227	229740	215921	226496
Restaurant, Café, Coffee/Tea Shop, Fast Food	2183262	2227819	2284942	2470208	2220622	2192014
Attraction/Recreation/Entertainment	163302	171096	176069	171652	175364	178147
Tour Operator and Travel Agent	65835	67179	68901	74488	57935	82764
<b>Transportation Sector:</b>						
Tourist Vessel	4562	4811	5194	5364	4990	5610
Bus/Coach	21620	22080	22310	22425	20700	23000
Airlines	28045	28197	28959	29723	25339	30484
Informal jobs/works	133000	141000	147000	150000	135000	179000
<b>Sub-total</b>	<b>2823462</b>	<b>2885239</b>	<b>2963602</b>	<b>3153600</b>	<b>2855871</b>	<b>2917515</b>
<b>Other Tourism-supporting Sectors</b>						
Railway Sector	25226	25823	25526	27990	28140	28940
Water Transport Sector	287361	305280	273450	294560	309288	303928
Rental Transport Service	1274350	1306209	1304297	1312581	1298142	1350068
Cultural Service	2542	2687	2832	2977	3122	3268
Health Service	425498	459998	491977	517870	551109	582019
<b>Sub-total</b>	<b>2014977</b>	<b>2099996.8</b>	<b>2098082</b>	<b>2155978</b>	<b>2189801</b>	<b>2268223</b>
<b>Grand Total</b>	<b>4838439</b>	<b>4985235.8</b>	<b>5061684</b>	<b>5309578</b>	<b>5045672</b>	<b>5185738</b>

Table 4.8.6 summarizes the data discussed in the previous sections regarding the number of employees currently working in different sectors of the tourism and hospitality industry. The data source of other tourism-supporting sectors are collected from Statistical Year Book (BBS) and websites of different ministry of Bangladesh government.

The accommodation sector employs 226496 employees, up from 223836 in 2016. Similarly, the employees of restaurants, cafés, coffee/tea shops, and fast-food stores are 2192014. The attraction/recreation and entertainment industries will employ 178147 people by 2021. The tour operator and travel agency industries today employ 82764 people whereas 65835 individuals worked in 2016. The transportation sector, which includes tourist vessels, buses and coaches, and airlines, has seen a comparable increase in the number of employees over the last five years. The tourism and hospitality industry employs a total of 2917515 individuals but five years ago, this number was 2823462. Over time, steady growth can be seen. Besides, 2268223 people are working for other sectors (the sectors are included based on Industry Policy 2022, and Tourism Satellite Account 2020) that are directly supporting tourism industry in Bangladesh. Therefore, in 2021, we can conclude approximately 5.19 million workforce has employment in tourism industry of the country (see Table 4.8.6).

### **Upcoming Three Tourism Special zones**

BEZA (Bangladesh Economic Zones Authority) has been working to establish three Special Tourism Parks in Bangladesh's Cox's Bazar district: a) Sonadia Eco-Tourism Park Parks, b) NAF Tourism Park, and c) Sabrang Tourism Park. Developers from Thailand, Singapore, Japan, and Bangladesh have also expressed interest in constructing the NAF and Sabrang Tourism Park. Through the creation of tourism parks, it is expected that Bangladesh's existing tourism status will improve from three to two digits (The Travel & Tourism Competitiveness Index 2019 Ranking). According to Mr. Paban Chowdhury, Executive Chairman of BEZA, the establishment of these parks will employ around 200,000 people over the next eight years and produce over \$ 2.5 billion in annual financial activity.

### **Informal Working Opportunities:**

In terms of economic development and employment creation, tourism is one of the most promising industries. It accomplishes this in two ways: formally and unofficially. Due to their lack of experience and training, many of the employees work part-time. Drivers, local restaurant or store owners/workers, boatmen, and employees in other sub-sectors participating in the industry as informal workforces are among the main persons. The research team spoke with formal and informal people (mostly association leaders and representatives) to learn about the number of employed people in their segments, the opportunities and threats they face, and their future objectives. The research team also attempted to predict how many people could be employed or start businesses in these

industries in the future. They also had conversations with local government officials. Based on all of the talks, it's estimated that roughly 1,20,000 people work informally, with the statistics predicting that by 2030, around 250,000 people will be working informally in this area.

**Table 4.8.7: Distribution of No. of Workforce Required in Tourism and Hospitality Industry (Forecast Value), 2022 – 2030**

Direct Tourism-related Sectors	Number of Working Force Required in the Tourist Vessel (Forecast Value)								
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Accommodation	228994	239329	252169	267815	286665	309241	336212	368431	406986
Restaurant, Café, Coffee/Tea Shop, Fast Food	2173926	2268913	2365317	2463361	2563272	2665287	2769648	2876608	2986432
Attraction/Recreation/Entertainment	185570	202150	226230	236523	243398	246456	257306	260558	263114
Tour Operator and Travel Agent	75936	79519	83592	88217	93473	99450	106261	114040	122952
<b>Transportation Sector</b>									
Tourist Vessel	5729	6110	6648	7365	8292	9477	10982	12897	15342
Bus/Coach	22381	22548	22755	23006	23304	23656	24066	24544	25099
Airlines	28897	29152	29453	29821	30288	30897	31715	32839	34422
Special Tourism Parks by BEZA									200,000
Informal jobs/works	189500	195000	201700	209000	217600	228400	233750	243500	250000
<b>Sub-total</b>	<b>2981430</b>	<b>3027989</b>	<b>3089451</b>	<b>3144716</b>	<b>3205923</b>	<b>3274992</b>	<b>3357742</b>	<b>3451057</b>	<b>4304347</b>
<b>Other Tourism-supporting Sectors</b>									
Railway Sector	29739	30539	31338	32138	32937	33737	34536	35336	36135
Water Transport Sector	311526	319937	328896	338434	349940	362538	368339	374969	382468
Rental Transport Service	1383819	1421183	1460976	1503344	1554458	1610418	1636185	1665636	1698949
Cultural Service	3413	3558	3703	3848	3993	4138	4283	4428	4574
Health Service	612928	643837	674747	705656	736566	767475	798384	829294	860203
<b>Sub-total</b>	<b>2341425</b>	<b>2419054</b>	<b>2499659</b>	<b>2583420</b>	<b>2677894</b>	<b>2778307</b>	<b>2841727</b>	<b>2909663</b>	<b>2982329</b>
<b>Grand Total</b>	<b>5322855</b>	<b>5447043</b>	<b>5589110</b>	<b>5728136</b>	<b>5883817</b>	<b>6053299</b>	<b>6199469</b>	<b>6360720</b>	<b>7286676</b>



Finally, Table 4.8.7 shows the distribution of the number of the workforce required in the tourism and hospitality industry in the upcoming years, from 2022 to 2030. In the year 2030, 406986 people will be needed in the accommodation sector, 2439439 in the restaurant, café, coffee/tea shop, and fast-food store, 263114 in the attraction, recreation, and entertainment sector, 90280 in the tour operator and travel agencies sector, 15342 in the tourist's vessel, 25099 in the bus/coach service providing business, and 34422 in the airline sector, according to the data. By 2030, BEZA's special tourism parks and other informal industries will have created an additional 450,000 employment.

Other tourism-supporting sectors (railway sector, water transport sector, rental transport service, cultural service and health service) might create approximately 2982329 jobs in 2030. As a result, by 2030, the overall labor demand will be 7.29 million. According to the data, the tourism and hospitality industry will see a major increase in demand for qualified human resources in the next years.

## 4.9 Finding from FGD and Interview



**National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030**

**Focus Group Discussion**

**Guests:**

1. Paban Chowdhury, Chairman, BEZA	6. Md. Rafeuzzaman, President, TOAB	11. Mahbub Parvez, Head, DTHM, Daffodil International University
2. Javed Ahmed, CEO, BTB	7. Kamrul Islam, GM, US-Bangla Airlines	12. Dr A. R. Khan, Chairman, ITHM, Primeasia University
3. Prabir Kumar Saha, MD, Dream Holiday Park	8. Kamrul Hassan, Associate Professor, DTHM, University of Dhaka	13. Mohammad Shajibul Al Rajib, MD, Dhaka Resort Ltd.
4. Md. Alamgir, Managing Director, Pan Pacific Sonargaon	9. Mohammad Saiful Hassan, Deputy Director (Research & Planning), BTB	14. Atiqur Rahman, Director, Save our Sea
5. Khabir Uddin Ahmed, President, TRIAB	10. Ziaul Haque Hawladar, Manager, BPC	

Presided by: Prof. Dr. Syed Rashidul Hasan, President, TEAB & Former Vice Chancellor, National University, Bangladesh

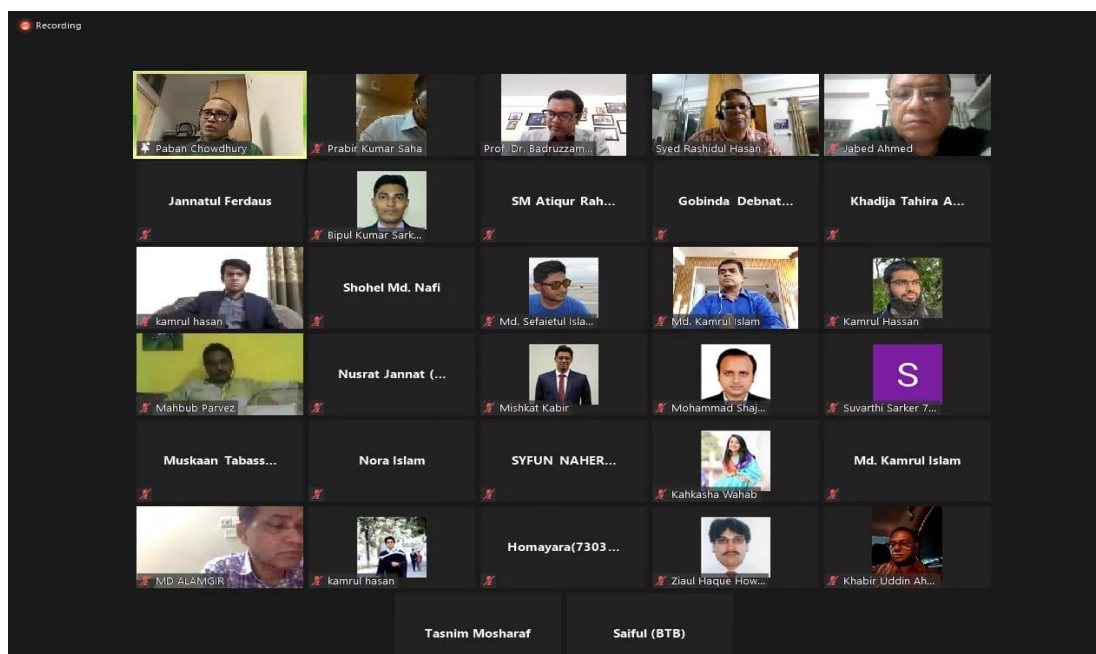
Hosts: Prof. Dr. Md. Badruzzaman Bhuiyan, Chairman, DTHM, University of Dhaka  
Secretary General, TEAB,  
Kamrul Hasan Bhuiyan, Lecturer, National University, Bangladesh

8 Pm 24th may, 2021

A led discussion with a small group of people who have experience and expertise in a given issue is known as a Focus Group discussion. It's a good technique to gather information and generate ideas for future research (Krueger and Casey, 2000). This research included five focus groups in which two moderators guided a group of 10 to 15 people through a dynamic and natural discussion atmosphere, and the group was given topics to argue and was assisted. The majority of the attendees are executives from various industries and sub-sectors. In addition, 150 interviews with mid-level to top-level executives from various organizations and government offices, as well as industry stakeholders, were conducted. We can summarize their valuable comments, opinions, and suggestions in the following ways:

1. BTB is committed to sustainably developing the tourism industry keeping the SDGs in mind. BTB has organized many short training programs for different sub-sector beneficiaries. BTB is also committed to conducting research and survey works in this sector to create Bangladesh as a Tourism Hub.
2. 95% ± of the tourists are domestic tourists. So, we have to formulate plans and implement these to bring more tourists from abroad.
3. In Bangladesh, skilled human capital will be in high demand shortly.
4. Covid – 19 has had a significant detrimental impact on our tourism industry, as well as a temporary impact in the form of unemployment in this area.
5. At Sonadia, Naf, and Sabrang special zones, BEZA is establishing three exclusive tourism and economic zones.

6. For foreign visitors, these three special zones will feature resorts, 5-star hotels, restaurants, children's parks, fun lakes, aqua parks, golf clubs, water base amusement parks, water sports, and casinos.
7. In the next 8 years, tourism will provide a fantastic opportunity for roughly 200,000 people to find work (as per BEZA authority). As a result, professional human capital will be in high demand in Bangladesh's tourism industry.



8. The market has a skills shortage. However, many unskilled employees operate in the industry, particularly in the areas of lodging, food and beverage services, transportation, small companies, and the entertainment industry.
9. F&B productions, service, and housekeeping have the greatest demand in the job market.
10. The majority of participants agreed that universities, colleges, and training institutions should tailor their curricula to meet the needs of service providers. Educational institutions should train workers to meet the needs of hotels and other businesses.
11. During the discussion, it was suggested that students do not need to understand the practical components of all four key departments: front desk, food, and beverage service, food, and beverage manufacturing, and housekeeping. After gaining a foundational understanding of all four disciplines, students should be able to pursue a major in any of them. They should have been allowed to select the major subject in

which they wish to pursue a career. After examining the demand region, universities may occasionally advise students to choose their sectors.

12. The tour operators told the candidates that they lacked experience in tour and travel planning, tour management, and itinerary development. It is the responsibility of the institutes to look after this.
13. They also believe that guide training is inadequate. The guiding modules should be tailored to the type and category of tourism; for example, tour guiding for archaeological places differs significantly from tour guiding for natural destinations, trekking, climbing, mountaineering, culture, and various water sports.
14. Personnel with the appropriate quality/skill/education in this specialist tourism component are not available in the amusement parks and entertainment sectors. The employment providers stated not to find skilled and experienced people with prior knowledge because no educational institutions offer courses on amusement parks, theme parks, and other similar attractions. Thus, people must train for a while (at least three months) to comprehend the advantages and disadvantages of amusement and entertainment parks. The BAAPA Executives see this as a time-consuming and costly scenario.
15. They concluded that the content of amusement/recreation/theme parks and other related industries should be included in the academic curriculum, or special training programs should be offered by the competent authority and they pointed to BTB.
16. International tourists are hesitant to visit Bangladesh due to the absence of nightlife facilities in our country's tourist destinations, a lack of trust in safety and security, and a negative image of the country.
17. Our educational institutions do not provide any courses on motivation, attitude, interest development, leadership, innovation, or other related topics.
18. Soft skills and IT-related knowledge should be prioritized in the course module at all levels of education.
19. It is evident from the debate that more female employees are needed in certain departments, but finding a sufficient number of qualified female members is difficult. Female graduates are also barred from working in hotels, restaurants, and other places due to societal stigma. However, changing this condition will take time.
20. To attract young individuals to the hospitality industry, the Management Trainee Officer (MTO) position should be introduced. The appointment letter should include a government-approved pay scale for various positions as well as the working hours.

21. The sector, particularly lodging properties, should provide a pleasant working environment to retain employees.
22. ILO legislation should be followed to ensure employees' rights.
23. The majority of the employees polled expressed dissatisfaction with their employers' salary packages. They proposed that the government intervene in the preparation of a fair salary package for the tourism kingdom's workers.
24. The supply-side players urge government entities to assist institutions in developing facilities, internships, and job chances.
25. Most of the interviewees and the participants suggested the following things with great emphasis-
  - i) The employees need a regular in-house professional training.
  - ii) They have to develop communication skills.
  - iii) They should have a tourism and hospitality educational background.
  - iv) The universities/institutes should develop curricula and change them from time to time considering market demand to meet the requirement of the industry.
  - v) A cohesive liaison between the universities/institutions and the industry should be established.
  - vi) The employer should encourage employees by introducing benefits/performance incentives, and other financial/non-financial benefits.
  - vii) BTB should be given more authority to prepare, change, and monitor academic matters, resulting in effectively matching the demand and supply issues.

#### **4.10 THM Human Resources demand 2021-2030: As Per Different Sectors and departments**

To recapitulate the data analysis, we have found the following demand of the tourism and hospitality human resources according to different sub-sectors.

**Table: 4.10.1: No. of Workforce Required in Accommodation Sector- Department Wise (Forecast value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Front Office	22935	23188	24234	25535	27119	29028	31314	34045	37307	41211
Housekeeping	48628	49164	51383	54140	57499	61546	66393	72184	79101	87379
Sales and Marketing and Revenue	15149	15316	16007	16866	17913	19173	20683	22487	24642	27221
Administration, Accounts, HRM, and IT	18458	18662	19504	20550	21825	23361	25201	27399	30025	33167
Engineering, safety and Security	21800	22040	23035	24271	25777	27591	29764	32360	35461	39172
F&B Production	37630	38045	39762	41895	44495	47626	51377	55858	61211	67617
F&B Service	61896	62579	65403	68912	73188	78339	84508	91879	100684	111220
Total	226496	228994	239329	252169	267815	286665	309241	336212	368431	406986

**Tale: 4.10.2: No. of Workforce Required in Tour and Travel Sector -Department Wise (Forecast Value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Guide	14193	13022	13636	14335	15128	16029	17054	18221.83	19556	21084
Ticketing	22292	20452	21418	22515	23760	25176	26786	28620.16	30715	33116
Sales and Marketing	17972	16489	17267	18152	19156	20297	21595	23074.38	24764	26699
Administration, Accounts, HRM and IT	11107	10191	10672	11218	11839	12544	13347	14260.56	15305	16501
Tour Operation and Logistics	17200	15782	16526	17373	18334	19426	20669	22084.07	23701	25553
<b>Total</b>	<b>82764</b>	<b>75936</b>	<b>79519</b>	<b>83592</b>	<b>88217</b>	<b>93473</b>	<b>99450</b>	<b>106261</b>	<b>114040</b>	<b>122952</b>

**Table 4.10.3: Distribution of Working Force Required in Restaurant, Café, Fast Food, Street Food, Coffee/Tea Shop, and Convention Center- Department Wise (Forecast Value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Sales and Marketing, Revenue	174611	178786	179564	180577	181857	183445	185397	187790	190721	194321
Administration, Accounts, HRM, and IT	217031	222220	223186	224446	226037	228010	230437	233411	237054	241529
F&B Production	591903	606055	608690	612125	616463	621846	628465	636575	646512	658714
F&B Service	1082196	1108070	1112888	1119169	1127100	1136942	1149043	1163872	1182039	1204349
Conventional Center	126273	129292	129854	130587	131512	132661	134073	135803	137923	140526
<b>Total</b>	<b>2192014</b>	<b>2244423</b>	<b>2254181</b>	<b>2266904</b>	<b>2282969</b>	<b>2302903</b>	<b>2327415</b>	<b>2357450</b>	<b>2394248</b>	<b>2439439</b>



**Table: 4.10.4: Number of Working Force Required in the Tourist Vessel- Department Wise (Forecast Value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Front Office	293	299	319	347	385	433	495	574	674	802
Housekeeping	344	351	374	407	451	508	580	673	790	940
Sales and Marketing, Revenue	232	237	253	275	305	344	393	455	534	636
Administration, Accounts, HRM, and IT	202	206	220	240	265	299	342	396	465	553
Engineering, Safety and Security	404	413	440	479	531	598	683	791	930	1106
F&B Production	1476	1507	1607	1749	1937	2181	2493	2889	3393	4036
F&B Service	2658	2715	2895	3150	3490	3929	4491	5204	6112	7270
Total	5610	5729	6110	6648	7365	8292	9477	10982	12897	15342

**Table 4.10.5: Distribution of Workforce Required in Attraction/Recreation/Entertainment Industry, Department Wise (Forecast value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Event/Recreation/Entertainment	76615	79808	86938	97294	101721	104678	105993	110659	112058	113157
F&B Outlets	17824	18567	20226	22635	23665	24353	24659	25744	26069	26325
Accommodation	21370	22261	24250	27138	28373	29198	29564	30866	31256	31563
Administration, Accounts and Others	26689	27801	30285	33893	35435	36465	36923	38549	39036	39419
Sales and Marketing	35648	37133	40451	45270	47329	48705	49317	51488	52138	52650
<b>Total</b>	<b>178147</b>	<b>185570</b>	<b>202150</b>	<b>226230</b>	<b>236523</b>	<b>243398</b>	<b>246456</b>	<b>257306</b>	<b>260558</b>	<b>263114</b>

**Table 4.10.6: Distribution of Workforce Required in Bus/Coach Sector- Department Wise (Forecast Value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Guide Supervisor	3920	3815	3841	3878	3921	3972	4032	4102	4183	4278
Sales and Marketing	4180	4068	4098	4135	4181	4235	4299	4374	4461	4561
Driver	11880	11560	11647	11753	11883	12037	12219	12431	12678	12964
Administration	3020	2939	2961	2988	3021	3060	3106	3160	3223	3296
<b>Total</b>	<b>23000</b>	<b>22381</b>	<b>22548</b>	<b>22755</b>	<b>23006</b>	<b>23304</b>	<b>23656</b>	<b>24066</b>	<b>24544</b>	<b>25099</b>

**Table 4.10.7: Distribution of Workforce Required in Airlines - Department Wise (Forecast Value)**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Catering	3049	2890	2916	2946	2983	3030	3091	3172	3285	3443
Sales and Marketing	9139	8664	8740	8830	8941	9081	9263	9508	9845	10320
Flight Crew	7623	7226	7290	7365	7457	7574	7726	7931	8212	8608
Grounds Handling	3049	2890	2916	2946	2983	3030	3091	3172	3285	3443
General Administration	7623	7226	7290	7365	7457	7574	7726	7931	8212	8608
<b>Total</b>	<b>30484</b>	<b>28897</b>	<b>29152</b>	<b>29453</b>	<b>29821</b>	<b>30288</b>	<b>30897</b>	<b>31715</b>	<b>32839</b>	<b>34422</b>

## 4.11 Supply-Demand Gap in Tourism and Hospitality Industry

### Current Supply-Side Status:

The following table 4.11.1 shows the training target by the Ministry of Civil Aviation and Tourism from 2020-21 to 2024-25.

**Table 4.11.1: Training Targets by Ministry of Civil Aviation and Tourism from 2020 To 2025**

Ministry	Agency	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Ministry of Civil Aviation and Tourism	Bangladesh Tourism Board	1080	2695	3455	4205	4955	16390
Ministry of Civil Aviation and Tourism	Biman	8637	9499	10499	11494	12662	52721
Ministry of Civil Aviation and Tourism	Bangladesh Services Limited	282	302	370	410	475	1839
Ministry of Civil Aviation and Tourism	Bangladesh Overseas Employment and Services Limited. (BOESL)	400	1500	1900	2300	3000	9100
		<b>10399</b>	<b>13996</b>	<b>16224</b>	<b>18409</b>	<b>21092</b>	<b>80050</b>

The following table 4.11.2 shows the training target by Different Ministries on Tourism from 2020-21 to 2024-25.

**Table 4.11.2: Training Targets by Different Ministries on Tourism from 2020 To 2025**

Ministry	Agency	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Technical and Madrasah Education Division	Bangladesh Technical Education Board (BTEB)	1450	1890	2450	3340	4830	<b>13960</b>
Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE)	PKSF	399	2075	2160	2075	1700	<b>8409</b>
Ministry of Expatriates' Welfare and Overseas Employment	Bureau of Manpower Employment and Training (BMET)- Language	6016	6416	6966	7166	7216	<b>33780</b>
Ministry of Industries	Bangladesh Small and Cottage Industries Corporation (BSCIC)	380	395	414	434	458	<b>2081</b>
Rural Development and Co-operatives Division	Rural Development Academy	427	578	303	378	454	<b>2140</b>
Rural Development and Co-operatives Division	Bangladesh Rural Development Board- Handicraft	2100	2100	2150	2200	2250	<b>10800</b>
Security Services Division	BRAC Skills Development Program	1339	1751	1854	2009	2163	<b>9116</b>
Ministry of Women and Children's Affairs	JatiyoMohilaSangstha	1025	950	950	1075	1200	<b>5200</b>
Ministry of Youth and Sports	Department of Youth Development	4215	6519	8155	9624	10700	<b>39213</b>
<b>Total</b>		<b>17351</b>	<b>22674</b>	<b>25402</b>	<b>28301</b>	<b>30971</b>	<b>124699</b>

Source: National Skills Development Authority

The following table 7.8 shows the Current Skill Supply Plan by educational Institutes, ministries, and other stakeholders.

**Table 4.11.3: Current Skill Supply Plan by educational Institutes, ministries and other stakeholders**

Sector	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Universities/ College/ Institutes</b>	7236	7236	7236	7236	7236	7236	7236	7236	7236	7236
<b>Ministry of Civil Aviation and Tourism</b>	10399	13996	16224	18409	21092	Data not available	Data not available	Data not available	Data not available	Data not available
<b>Other Ministries</b>	17351	22674	25402	28301	30971	Data not available	Data not available	Data not available	Data not available	Data not available
<b>Total</b>	<b>34986</b>	<b>43906</b>	<b>48862</b>	<b>53946</b>	<b>59299</b>	<b>7236</b>	<b>7236</b>	<b>7236</b>	<b>7236</b>	<b>7236</b>

Note: Ministries have not yet forecasted on number of training to be arranged beyond 2024 - 2025

Table 4.11.4 shows the GAP for the tourism sectors' employees. This chart then shows the intended training method for narrowing the GAP, however, the informal sector employment market, which is crucial to creating, is not included in this table. Informal sector entrepreneurs/employees can be found in great numbers in popular tourist destinations such as Cox's Bazar, Sylhet, Kuakata, and Bandarban. Nonetheless, this research discovered that communicating with tourists, businesses in the informal sector, and employees require behavioral training. Criteria for this form of training may be set by the National Tourism Curriculum Committee and the National Career Board. According to the findings, at least five days of instruction with a primary focus on human behavior and attitude is required. The BTB, BPC, and the local government should all conduct this training.

**Table 4.11.4: Gap Analysis and Training Plan**

	<b>Demand</b>	<b>GAP (current+ previous year)</b>	<b>Existing Supply</b>	<b>GAP after existing supply</b>	<b>Training Plan</b>
<b>2022</b>	2981430	-63915	34986	-29529	-----
<b>2023</b>	3027989	-110447	43906	- 66541	ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees by different ministries (Division/District wise): 10000
<b>2024</b>	3089451	$-(61462 + 49041) = -110503$	48862	-61641	New 10 Training Institute- $1000*10= 10000$ Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees by different ministries (Division/District wise): 10000
<b>2025</b>	3144716	$-(55265+ 34141) = -99406$	53946	-45460	New 10 Training Institute- $1000*10= 10000$ Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees by different ministries (Division/District wise): 10000
<b>2026</b>	3205923	$-(61207+ 17960) = -79167$	59299	-19868	New 10 Training Institute- $1000*10= 10000$ Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees by different ministries (Division/District wise)- 10000
<b>2027</b>	3274992	$-69069+ 7632= 61437$	7236	-54201	New 10 Training Institute- $1000*10= 10000$ Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and

	<b>Demand</b>	<b>GAP (current+ previous year)</b>	<b>Existing Supply</b>	<b>GAP after existing supply</b>	<b>Training Plan</b>
					employees by different ministries (Division/District wise)- 10000 Different Ministries and Organizations = 20000
<b>2028</b>	3357742	-(82750+ 6701) = - 89451	7236	-82215	New 10 Training Institute- 1000*10= 10000/Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees (Division/District wise)- 20000 Different Ministries and Organizations = 20000
<b>2029</b>	3451057	-(93315+ 24715) = - 118030	7236	-110794	New 10 Training Institute- 1000*10= 10000/Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees (Division/District wise)- 20000 Different Ministries and Organizations = 20000
<b>2030</b>	3757354	-(306257 +53294) = - 359591	7236	-352355	New 10 Training Institute- 1000*10= 10000/Yearly ATAB- 1000 TOAB-1000 BIHA- 1000 TRIAB-1000 ISC- 3500 Short Training for small scale entrepreneurs and employees (Division/District wise)- 20000 Different Ministries and Organizations = 20000
<b>Total Gap after 2030 = 294855</b>					

(NB1: Tourism organizations that do not have any training institute will provide internship opportunities)

(NB2: The other tourism-supporting sectors (railway sector, water transport sector, rental transport service, cultural service and health service) is excluded in Table 4.11.4, as skills required for those sectors will be fulfilled by respective ministries and departments.



**Table 4.11.5: Proposed Training Plan by Universities, Training Institutes, Tourism Stakeholders from 2024 to 2030**

Agency/ Institute	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>New Training Institute</b>		10000	10000	10000	10000	10000	10000	10000	<b>70000</b>
<b>ATAB</b>	10000	1000	1000	1000	1000	1000	1000	1000	<b>8000</b>
<b>TOAB</b>	10000	1000	1000	1000	1000	1000	1000	1000	<b>8000</b>
<b>ISC</b>	3500	3500	3500	3500	3500	3500	3500	3500	<b>28000</b>
<b>BIHA</b>	1000	1000	1000	1000	1000	1000	1000	1000	<b>8000</b>
<b>TRIB</b>	1000	1000	1000	1000	1000	1000	1000	1000	<b>8000</b>
<b>Short Training for small scale entrepreneurs and employees (Division/District wise)</b>	10000	10000	10000	10000	10000	20000	20000	20000	<b>110000</b>
<b>Different Ministries and Organizations</b>					20000	20000	20000	20000	<b>80000</b>
<b>Total</b>	<b>35500</b>	<b>27500</b>	<b>27500</b>	<b>27500</b>	<b>47500</b>	<b>57500</b>	<b>57500</b>	<b>57500</b>	<b>320000</b>

Table 4.11.5 shows the proposed training plan conducted by new training institutes, public universities, and other tourism stakeholders to fulfill the supply-demand gap. Due to COVID-19, the current supply of human resources is adequate to fulfill the employment demand in 2022 and 2023 (Table 4.11.4). This section illustrates a roadmap for filling the supply-demand gap in the tourism and hospitality industry by 2030. However, chapters 6 and 7 show the detailed strategy and implementation plan.

## **Chapter 5**

# **Services Qualifications for the tourism sector in Bangladesh**

## **5.0 Introduction**

Tourism and hospitality industry is one of the world's largest industries. According to WTTC (2020), travel and tourism industry is the world's third largest industry with 3.5 percent GDP growth. This industry creates almost 330 million jobs worldwide where the ratio of men and women are almost same. In Bangladesh, travel and tourism created 1.8 million jobs in 2019 (WTTC, 2020). Tourism and hospitality sector of Bangladesh has huge potentiality to generate skilled employment. The educational institutes (University, College, Training Institutes) are the major source of suppliers for the employment. It is now essential to explicit the required 'qualification services' for the tourism sector in order to ensure service quality. This chapter presents the entry level job qualification of some selected positions in tourism and hospitality sector. Strict adherence to the criteria for selection of fresh employees is supposed to ensure satisfactory job efficiency. Without institutional education coupled with practical training, it is almost impossible to generate efficient tourism and hospitality human resources. In order to ensure quality services of different departments, the employer has to recruit right man in right position. In different countries including Bangladesh, the terms and conditions and wage offered for a certain position are not in compliance with education levels. Consequently, we proposed to create a position level called "Management Trainee Officer (MTO)" in each and every major departments of different tourism establishments. This chapter presents the required qualifications of proposed Management Trainee and other entry positions in respective sectors.

## **5.1 Hotel and Resort**

### **5.1.1 Housekeeping Department**

#### **(a) Room Attendant :**

A room attendant is responsible for cleaning and servicing guest rooms in order to provide a pleasant and comfortable experience for guests. S/he needs to ensure that all rooms are neat and clean and also addresses all guest queries politely and knowledgeably.

Level of job: Entry level

### **Job Requirements**

- Higher Secondary Certificate (HSC) degree having minimum 4-month certificate course on Housekeeping from any recognized institution.
- Knowledge of proper cleaning techniques, requirements and use of equipment such as Vacuum cleaners, Electric brooms, Wet-and-dry vacuum cleaners, floor maintenance machine for scrubbing, buffing polishing.
- Knowledge of proper chemical handling.
- Must meet all physical requirements, including the ability to participate in emergency life-saving drills and required training.
- A sound knowledge in operating computer and Microsoft office
- Good knowledge of English is preferable
- Ability to work as a part of team
- Must be polite and well mannered
- Strong verbal and interpersonal skills
- Adhere to the policies and procedures of the hotel

## **5.1.2 Front Office Management**

### **(b) Guest Service Agent**

A Guest Service Agent is the first spokesperson who communicates and receives guests to make or cancel hotel reservations. S/he coordinates and maintains liaison with all the department of hotel like housekeeping, food and beverage, transport to meet the guest's requirement and make necessary arrangements for the guest.

Level of job: Entry level

### **Job Requirement**

- Minimum 1-year professional diploma degree in Front office operation or 2-year diploma in Hotel Management from any recognized institutions with Higher Secondary Certificate (HSC) degree.
- Excellent computer skills specially MS Word, MS Excel and E-mail and good command over entire computer system and telephone extension.

- Experience with hotel reservations software, like FOSSE a plus, eZee Absolute, NICE etc.
- Problem solving and quick decision-making skills
- Fluent in speaking English and Bengali, 3<sup>rd</sup> language will add an advantage but not mandatory.
- Excellent oral and written communication skills.
- Excellent communication skills when interacting with guests and employees.
- Frequently standing up behind the desk and front office areas
- Must possess the ability to handle multiple tasks
- Adhere to the policies and procedures of the hotel

### **5.1.3 Food and Beverage Service**

#### **(c) Waiter :**

A waiter is a person greets guests and offers food menus, answers questions about menu offerings, processes food and drink order, carries food and drinks from kitchen to tables, and prepares bills and process payments.

Level of position: entry level

#### **Job Requirement**

- Minimum 4 months of certified course on Food and Beverage Service from any recognized institution with HSC degree.
- Hands-on experience with cash register and ordering information system (POS) will add extra advantage.
- Basic knowledge about food and beverage operations
- Excellent presentation skills
- Must be polite and well mannered
- Fluency in speaking in English
- Active listening and effective communication skills
- Ability to spot and resolve problems efficiently.
- Adhering to all food safety regulations and quality controls.

- Ready to be welcoming, friendly and chatty with guests and to go above and beyond to provide guests with the best possible experience
- Basic computer knowledge

## 5.1.4 Food and Beverage Production

### (d) Commis Chef

Commis chef is a trainee chef who works under the direct supervision of a Chef de Partie/ Station Chef in a kitchen to expand his or her knowledge. S/he performs a number of tasks such as assisting chef de partie in cooking, cleaning, delivering food, and other support duties as instructed by the chef de partie or station chef.

Level of position: entry level

### Job Requirement

- Minimum 1 year of professional diploma in Food and beverage production or Certificate Chef course with Higher Secondary Certificate (HSC) degree
- Sound knowledge of food hygiene, health and safety regulations.
- Basic computer literacy
- Ability to work well under pressure and multiple tasking
- Ability to stand for longer time
- Passion in preparing food and cooking
- Ability to work in an environment that demands excellence, time and energy
- Enjoy working closely in a team

## 5.1.5 Sales and Marketing

### (e) Executive (Marketing), (in the position of MT) :

A marketing executive is a responsible person for developing marketing campaign, conducting research and analyzing data to identify the potential customers or market. S/he also designs different promotional ideas, strategies to promote products and services to potential market.

Level of position: Entry level

## **Job Requirement**

- Bachelor degree in Tourism and Hospitality Management or Masters in Tourism Marketing
- Proficiency in English
- Ability to spot and resolve problems efficiently.
- Proficient communication skills both written and verbal
- Capable of delegating multiple tasks.
- Communication and leadership skills.
- Excellent computer literacy with Microsoft office product
- Strategically thinking ability and an affinity for numbers
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Sound knowledge about sales & marketing.
- Ability to take challenges and must be visionary
- Ability to build relationships with people from all demographics

### **5.1.6 (f) Management Trainee (Hotel and Resort)**

A Management Trainee –works under the supervision of managers and supervisor in hotel. This is a comprehensive program that helps individual in gaining knowledge and experience required for advancement to higher-level management positions. After the end of the program s/he might be promoted as an Assistant Manager. A Management Trainee will acquire and perform all knowledge, skills and duties of entire hotel operation and also develop the analyzing skills to maximize guest satisfaction and profit of the hotel at the same time. S/he may work on given specific management objective such as to identify the problem facing by guest with front office services. Trainees are responsible for the supervision of all aspects of the department functions, in accordance with hotel standards, supported by management. Trainees direct, implement and maintain service as shift leaders, serving as a resource to guide respective staff, to develop supervisory skills.

The program typically should have a duration of eighteen months where s/he will rotate to learn in all roles assigned by management in Front Office, Housekeeping, Marketing and F&B, after which the graduates of the program may qualify to transfer or be promoted to an available mid-level position within the hotel or any other big establishments.

## **Level of Position: Entry level management**

### **Job Requirement**

- Minimum 4-year Bachelor degree in Tourism and Hospitality Management, Master's degree will be an added advantage.
- Tech-savvy with proficiency in Microsoft Office products and good command over telephone extension like PBX.
- Sound knowledge over hotel reservations software such as Opera PMS, eZee Absolute, NICE, housekeeping mechanical equipment such as Vacuum cleaners, Electric brooms, Wet-and-dry vacuum cleaners, floor maintenance machine for scrubbing, buffing polishing will add extra value
- Sound knowledge of food hygiene, health and safety regulations.
- Flexibility, solution-oriented action and multitasking skills
- A positive attitude and open-mindedness
- Strategically thinking ability and an affinity for numbers
- Excellent oral and written communication and interpersonal skills
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Willing to upgrade and willing to learn.
- Strong organizational/time management skills and detail oriented
- Ability to work closely with other departments
- The ability to provide a great customer service experience
- Working collaboratively within a team environment
- Planning, coaching and delegation skills
- Adhere to the policies and procedures of the hotel

## **5.2 Tour Operator/ Travel Agency**

### **5.2.1 (a) Reservation/Ticketing/Ticket and Reservation/**

A person who responds to all the customers' queries and assists them in booking tickets and pass specially airline ticket. S/he also helps customers in planning tour and advise them for vacation. S/he answers customers' questions, make travel suggestions and book rooms and tickets.



Level of Job: Entry Level

## **Job Requirement**

- Minimum 5 months certificate course on Ticketing & Reservation with Higher Secondary Certificate (HSC) degree.
- Excellent knowledge over computer reservations systems, GDS systems and e-travel
- Must possess excellent communication skills and a clear voice.
- Pleasant personality.
- Proficiency in using computers.
- Working knowledge of office equipment such as multi-line phones, phone etiquette, Word, Excel, and email.
- Should be able to work in a team under pressure with multiple functions.
- Candidates with personal travel experience will be preferred

### **5.2.2 (b) Tour Guide**

Tour guides escort groups of guests to tourist destination and provide them all information and insights about attractions and travel that help them to make the most of the experience. S/he may work with day-trippers or on walking tours, or support tourists on longer visits that encompass overnight stays, might be to rural or remote locations. S/he also works as a translator sometimes between tourist and host communities.

Level of job: Entry

## **Job Requirement**

- A degree is not mandatory for this position. However, it could be an advantage to have national vocational qualifications or a degree in an appropriate subject like Tourism and Hospitality Management.
- Fluent in English, any 3<sup>rd</sup> language will add an extra advantage
- Extremely polite and patience
- Travel should be passion
- Hard working and physically strong
- Positive, professional attitude.
- Ability to make responsible decisions.

- Ability to adapt easily to changing circumstances in a busy work place.
- Excellent time-management skills

### **5.2.3 (c) Travel Consultant/ Tour Planner/ Corporate Travel Consultant**

A Travel Consultant is responsible for advising customers about appropriate travel options in accordance with their needs, wants and capabilities. In addition, s/he also helps them to plan trips to domestic or international destinations, tours, accommodation, transport, insurance and fares.

Level of Job: Entry

#### **Job Requirement**

- Bachelor degree in Tourism and Hospitality Management or Diploma in Hotel Management.
- Excellent knowledge over computer reservations systems, GDS systems and e-travel
- Proficiency in English; knowledge of additional languages is an advantage
- Exemplary sales skills and customer-oriented approach
- Well versed in various areas of travel (domestic/international, business/holidays, group/individual etc.)
- Ability to present, persuade and communicate effectively
- Demonstrable ability to handle crises
- Candidates with personal travel experience will be preferred

### **5.2.4 (d) Tour Coordinator**

A Tour Coordinator works as a tour manager who organizes everything as per previous plan. S/he manages the entire tour, ensure customer satisfactions, organizes all logistics required

Level of Job: Entry level

#### **Job Requirement**

- Bachelor degree in Tourism and Hospitality Management or Diploma in Hotel Management.
- Knowledge of geography and travel industry.

- Skill in bargaining to purchase best travel package at economical price.
- Skill in public relations and handling complaints.
- Skill in organization in order to coordinate several events simultaneously.
- Skill in both verbal and written communication.

### **5.2.5 (e) Sales and Marketing**

#### **Executive**

A marketing executive is a responsible person for developing marketing campaign, conducting research and analyzing data to identify the potential customers or market. S/he also designs different promotional ideas, strategies to promote products and services to potential market.

Level of position: Entry level

#### **Job Requirement**

- Bachelor degree in Tourism and Hospitality Management or Masters in Tourism Marketing or Marketing
- Proficiency in English
- A sound knowledge over computer reservations systems, GDS systems and e-travel
- Ability to spot and resolve problems efficiently.
- Proficient communication skills both written and verbal
- Capable of delegating multiple tasks.
- Communication and leadership skills.
- Excellent computer literacy with Microsoft office product
- Strategically thinking ability and an affinity for numbers
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Sound knowledge about sales & marketing.
- Ability to take challenges and must be visionary
- Ability to build relationships with people from all demographics

## **5.2.6 (f) Management Trainee (Tour Operator/ Travel Agency)**

Level of Position: Entry level management

### **Job Requirement**

- Minimum 4-year Bachelor degree in Tourism and Hospitality Management, Master's degree will add an advantage.
- Tech-savvy with proficiency in Microsoft Office products
- Sound knowledge over computer reservations systems, GDS systems and e-travel
- Flexibility, solution-oriented action and multitasking skills
- A positive attitude and open-mindedness
- Strategically thinking ability and an affinity for numbers
- Excellent oral and written communication and interpersonal skills
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Willing to upgrade and willing to learn.
- Strong organizational/time management skills and detail oriented
- Ability to work closely with other departments
- The ability to provide a great customer service experience
- Working collaboratively within a team environment
- Planning, coaching and delegation skills

## **5.3 Airlines**

### **5.3.1 (a) Food and Beverage Production**

#### **Airline Chef**

Airline chef is responsible for a variety of tasks that range from personnel management to menu planning to food preparation and presentation. S/he needs to prepare delicacies for passengers, who are the airline's clients. During the journey, the chef prepares pleasant foods and snacks as ordered by the commuters to make them feel more relaxed and at home.

Level of Job: Entry

## **Job Requirement**

- Minimum 2 year of diploma in Food and beverage or culinary certification with bachelor degree in Tourism and Hospitality Management.
- Sound knowledge of food hygiene, health and safety regulations.
- Excellent time management skills and be culturally aware.
- Fluent in speaking English and 3<sup>rd</sup> language will add an extra value
- Ability to work well under pressure and multiple tasking
- Ability to stand for longer time
- Passion in preparing food and cooking
- Ability to work in an environment that demands excellence, time and energy
- Enjoy working closely in a team

### **5.3.2 (b) Executive- Flight Catering**

An executive who prepares and serves elegant meal options to the airlines' guests in flight. S/he also ensures catering orders distributed to the various sections-sub sections and maintain quality as well as presentation of catering meals.

Level of Job: Entry level

## **Job Requirement**

- Graduate in Tourism and Hospitality Management or Diploma degree on Food and Beverage productions and services
- Fluent in English Communication
- Should have the mind to work in a team
- Should have good computer literacy and letter drafting capability
- Must possess Food Hygiene Certificate from recognized organization
- Should have good knowledge on HACCP Program
- Hands-on experience with creating menus from scratch
- Ability to train the subordinates to prepare quality food of different choice
- Should have the ability to work under pressure

### **5.3.3 (c) Executive- Scheduling (Cabin Safety & Service Team)**

Scheduler is an administrative professional who schedules and arranges cabin crew and service team duty and coordinates roasters and ensure all possible logistics required for them.

Level of Job: Entry

#### **Job Requirement**

- Minimum 4 years bachelor degree specially in Tourism and Hospitality Management or Management
- Should have excellent computer literacy
- Ability to work independently as well as part of a team
- Ability to work under pressure
- Ability to communicate clearly and effectively in English, both in spoken and written form.

### **5.3.4 (d) Executive- Customer Service**

Customer service executives are responsible for meeting the needs and safety requirements of passengers and airport personnel. They assist customers before and after a flight. Customer service executives also provide support to other airport personnel, including pilots and engineers.

Level of Job: Entry

#### **Job Requirement**

- Minimum 4 years bachelor degree specially in Tourism and Hospitality Management
- Must be Computer savvy
- Excellent knowledge over computer reservations systems, GDS systems and e-travel
- Positive and outgoing team player
- Able to multi-task and carry out duties in a dynamic environment
- Excellent communication skills
- Should have the habit to work under pressure.
- Ability to maintain liaison with relevant authorities
- Ability to work under pressure.
- Leadership quality to lead the Customer Service team.

- Ability to work well without supervision
- Must be problem solver and Punctual

### **5.3.5 (e) Cabin Crew/ Flight Steward**

Cabin Crew/ Flight Steward is responsible for the comfort, safety and welfare of passengers travelling on aircrafts during short-haul and long-haul flights. S/he also works in teams to make the passengers comfortable in the Flight and to check the safety & security of the passengers in the tough situations. They also make sure that first-aid kits and other emergency equipment are on board and work properly or not.

Level of Job: Entry

#### **Job Requirement:**

- Minimum Higher Secondary School (HSC) degree
- At least 18 years of age at the time of joining
- Physically fit for this demanding role with a healthy Body Mass Index (BMI)
- Height is not less than 158 cm for Female Candidates.
- Height is not less than 168 cm for Male Candidates.
- Fluent in English & Bengali (Written and Spoken)
- Unaided clear eyesight.
- No visible tattoos or Marks on body
- Can adapt to new people, new places and new situations
- Should be able to swim.
- Flexibility and the motivation to manage a demanding work schedule of regular flights.

### **5.3.6 (f) Executive- Sales and Marketing**

Level of position: Entry level

#### **Job Requirement**

- Minimum bachelor degree in Tourism and Hospitality Management or Marketing, Masters will add an advantage
- Excellent knowledge over computer reservations systems, GDS systems and e-travel

- Proficiency in English
- Ability to spot and resolve problems efficiently.
- Proficient communication skills both written and verbal
- Capable of delegating multiple tasks.
- Communication and leadership skills.
- Excellent computer literacy with Microsoft office product
- Strategically thinking ability and an affinity for numbers
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Sound knowledge about sales & marketing.
- Ability to take challenges and must be visionary
- Ability to build relationships with people from all demographics

### **5.3.7 (g) Management Trainee – Customer Service/ Sales & Marketing**

Level of Position: Entry level management

#### **Job Requirement**

- Minimum 4-year Bachelor degree in Tourism and Hospitality Management, Master's degree will add an advantage.
- Tech-savvy with proficiency in Microsoft Office products
- Sound knowledge over computer reservations systems, GDS systems and e-travel
- Flexibility, solution-oriented action and multitasking skills
- A positive attitude and open-mindedness
- Strategically thinking ability and an affinity for numbers
- Excellent oral and written communication and interpersonal skills
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Willing to upgrade and Willing to learn.
- Strong organizational/time management skills and detail oriented
- Ability to work closely with other departments
- The ability to provide a great customer service experience
- Working collaboratively within a team environment
- Planning, coaching and delegation skills



## **5.4 Cruise ship (Onboard Departments)**

### **5.4.1 (a) Housekeeping Department**

#### **Room Attendant/ Accommodation Attendant/ Stateroom Steward/ Cabin Steward**

The Housekeeping room attendant/ Accommodation Attendant/ Stateroom Steward/ Cabin Steward is responsible for maintaining the highest level of cleanliness and service in guest staterooms, public areas, and open decks. S/he is also responsible for the movement of baggage on and off the ship and making sure the ship is ready for new guests each and every cruise.

Level of job: Entry level

#### **Job Requirements**

- Minimum 4-month certificate course on Housekeeping from any recognized institution with HSC degree.
- (Standards of Training, Certification, and Watch keeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining
- Knowledge of proper cleaning techniques, requirements and use of equipment such as Vacuum cleaners, Electric brooms, Wet-and-dry vacuum cleaners, floor maintenance machine for scrubbing, buffing polishing.
- Knowledge of proper chemical handling.
- Must meet all physical requirements, including the ability to participate in emergency life-saving drills and required training.
- A sound knowledge in operating computer and Microsoft office
- Ability to work as a part of team
- Must be polite and well mannered
- Strong verbal and interpersonal skills
- Must be able to swim

### **5.4.2 (b) Laundry Steward(ess)**

The laundry steward(ess) is responsible for managing the laundry services and completing all laundry onboard. This position's duties include washing, ironing, pressing, folding and expert stain treatment of clothes as well as linens, carpets and curtains in a timely and efficient manner. At times this role may require long hours in small, interior laundry facilities on board.

Level of position: entry level

### **Job Requirement**

- Minimum 4-month certificate course on housekeeping laundry from any recognized institution with HSC degree.
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining
- Must have extensive knowledge of stain removal products and how to apply & keep all laundry equipment in pristine
- Good knowledge of English is preferable
- Keen eye for attention to detail
- Self-motivated&Energetic
- Organizational skills
- Flexible
- Positive outlook under often stressful circumstances
- Organized and methodical

### **5.4.3 (c) Food & Beverage Department**

#### **Waiter**

A waiter is a person greets guests and offers food menus, answers questions about menu offerings, processes food and drink order, carries food and drinks from kitchen to tables, and prepares bills and process payments.

Level of position: entry level

### **Job Requirement**

- Minimum 4 months of certified course on Food and Beverage Service from any recognized institution with HSC degree.
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining
- Hands-on experience with cash register and ordering information system (POS) will add extra advantage.
- Basic knowledge about food and beverage operations
- Excellent presentation skills

- Must be polite and well mannered
- Fluency in speaking in English
- Active listening and effective communication skills
- Ability to spot and resolve problems efficiently.
- Adhering to all food safety regulations and quality controls.
- Ready to be welcoming, friendly and chatty with guests and to go above and beyond to provide guests with the best possible experience
- Basic computer knowledge
- Must be able to swim

#### **5.4.4 (d) Bar Steward/Bartender/ Barkeeper/ Bar Attendant**

A Bar Steward/Bartender/ Barkeeper offers,prepares, serves and clean food and beverages to the guests at bar area. S/he also greets and interacts with customers in a courteous and pleasant manner and prepare or issue bill.

#### **Job Requirement**

- Qualified training in the hotel industry or Food and Beverage service or professional experience as a bar waiter, if possible, on board a cruise ship
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining
- Hands-on experience with cash register and ordering information system (POS) will add extra advantage.
- Basic knowledge about food and beverage operations
- Understanding of merchandise management, good knowledge of bar drinks, including the associated calculations
- Basic knowledge of wine
- Fluency in speaking English
- Confident and confident demeanor, good manners
- Basic computer literacy
- Must be able to swim
- Strong communication skills

### **5.4.5 (e) Commis Chef**

Level of position: Entry level

#### **Job Requirement**

- Minimum 1 year of professional diploma in Food and beverage production or Certificate Chef course with Higher Secondary school (HSC) degree
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining
- Sound knowledge of food hygiene, health and safety regulations.
- Basic computer literacy
- Ability to work well under pressure and multiple tasking
- Ability to stand for longer time
- Passion in preparing food and cooking
- Ability to work in an environment that demands excellence, time and energy
- Enjoy working closely in a team
- Must be able to swim

### **5.4.6 (f) Customer Service Department**

#### **Guest Service Officer**

A Guest Service Officer is responsible for providing exceptional genuine & personalized guest service with friendliness, empathy, knowledge, and care to exceed guest's expectations in line with the company's strategy and core values. S/he also ensures appropriate guest engagement and impeccable hospitality experience, anticipating guests' needs and exceeding their expectations.

Level of job: Entry level

#### **Job Requirement**

- Minimum 1-year professional diploma degree in Front office operation or 2-year diploma in Hotel Management from any recognized institution with Higher secondary school (HSC) degree.
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or S/he must complete this course after joining

- Excellent computer skills specially MS Word, MS Excel and E-mail and good command over entire computer system and telephone extension.
- Knowledge on hotel reservations software, like FOSSE a plus, eZee Absolute, NICE etc. will add an extra value
- Problem solving and quick decision-making skills
- Fluent in speaking English and Bengali, 3<sup>rd</sup> language will add an advantage but not mandatory.
- Excellent oral and written communication skills.
- Excellent communication skills when interacting with guests and employees.
- Frequently standing up behind the desk and front office areas
- Must possess the ability to handle multiple tasks

#### **5.4.7 (g) Staff Photographer**

The Staff Photographer will complete photographic assignments to produce quality photographs to make the guests' experience memorable.

Level of Job: Entry

##### **Job Requirement**

- Minimum 1-year professional photography training with excellent work record
- Strong computer skills and digital photography experience are preferred
- Strong shooting and editing skills
- Must be polite and well mannered
- Passion for photography

#### **5.4.8(h) Executive- Sales and Marketing**

Level of position: Entry level

##### **Job Requirement**

- Minimum bachelor degree in Tourism and Hospitality Management or Marketing, Masters will add an advantage
- Excellent knowledge over computer reservations systems, GDS systems and e-travel
- Proficiency in English
- Ability to spot and resolve problems efficiently.

- Proficient communication skills both written and verbal
- Capable of delegating multiple tasks.
- Communication and leadership skills.
- Excellent computer literacy with Microsoft office product
- Strategically thinking ability and an affinity for numbers
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Sound knowledge about sales & marketing.
- Ability to take challenges and must be visionary
- Ability to build relationships with people from all demographics

#### **5.4.9 (i) Management Trainee (Cruise ship)**

Level of Position: Entry level management

##### **Job Requirement**

- Minimum 4-year Bachelor degree in Tourism and Hospitality Management, Master's degree will add an advantage
- Tech-savvy with proficiency in Microsoft Office products and good command over telephone extension like PBX.
- (Standards of Training, Certification, and Watchkeeping) STCW Basic Safety Training short course preferable, or s/he must complete this course after joining.
- Sound knowledge over hotel reservations software such as Opera PMS, eZee Absolute, NICE, etc.
- Sound knowledge of proper cleaning techniques, requirements and use of equipment such as Vacuum cleaners, Electric brooms, Wet-and-dry vacuum cleaners, floor maintenance machine for scrubbing, buffing polishing.
- Sound knowledge of food hygiene, health and safety regulations.
- Flexibility, solution-oriented action and multitasking skills
- A positive attitude and open-mindedness
- Strategically thinking ability and an affinity for numbers
- Excellent oral and written communication and interpersonal skills
- Advanced analytical and project management skills.
- Confident and dynamic personality.

- Willing to upgrade and willing to learn.
- Strong organizational/time management skills and detail oriented
- Ability to work closely with other departments
- The ability to provide a great customer service experience
- Working collaboratively within a team environment
- Planning, coaching and delegation skills
- Must be able to swim

## **5.5 Restaurant**

### **5.5.1 (a) Waiter**

Level of position: entry level

#### **Job Requirement**

- Minimum 4 months of certified course on Food and Beverage Service from any recognized institution with HSC degree.
- Hands-on experience with cash register and ordering information system (POS) will add extra advantage.
- Basic knowledge about food and beverage operations
- Excellent presentation skills
- Must be polite and well mannered
- Fluency in speaking in English
- Active listening and effective communication skills
- Ability to spot and resolve problems efficiently.
- Adhering to all food safety regulations and quality controls.
- Ready to be welcoming, friendly and chatty with guests and to go above and beyond to provide guests with the best possible experience
- Basic computer knowledge

### **5.5.2 (b) Commis Chef**

Level of position: entry level

#### **Job Requirement**

- Minimum 1 year of professional diploma in Food and beverage production or Certificate Chef course with Higher Secondary school (HSC) degree
- Sound knowledge of food hygiene, health and safety regulations.
- Basic computer literacy
- Ability to work well under pressure and multiple tasking
- Ability to stand for longer time
- Passion in preparing food and cooking
- Ability to work in an environment that demands excellence, time and energy
- Enjoy working closely in a team

## **5.6 Event Entertainment**

### **5.6.1 (a) Event Planner/ Event Coordinator**

An Event Planner/Event Coordinator plans and executes the program structures as per clients demand and ensure the logistics as per requirement to run the event smoothly including choosing locations, hiring caterers, entertainment, and other vendors.

Level of Job: Entry Level

#### **Job Requirement**

- Graduation is preferred especially in Tourism and Hospitality Management or Diploma in Event Management.
- Tech-savvy with proficiency in Microsoft Office products.
- Excellent listening, speaking, and writing skills
- Ability to communicate & negotiate with vendors, contractors and suppliers
- Excellent interpersonal skills
- Planning, coaching and delegation skills
- Ability to work both independently and as part of a team.
- Ability to establish priorities, manage shifting priorities, and handle numerous timesensitive projects with multiple deadlines.
- Demonstrated creativity, problem solving skills, taking initiative, judgment, and decision-making skills.



- Ability to accomplish goals working through formal and informal channels, with diplomacy and tactfulness.
- Excellent interpersonal, communication, time management, and customer service skills. Must be well organized and detailed oriented.
- Ability to interact and successfully collaborate with a broad spectrum of contributing groups and customers.

### **5.6.2 (b) Executive- Marketing & Promotion**

Level of position: Entry level

#### **Job Requirement**

- Minimum bachelor degree in Tourism and Hospitality Management or Marketing or diploma in Event Management, Masters will add an advantage
- Quick thinker with strong decision-making skills
- Ability to excel independently and on a team
- Fluency in English (Writing & Speaking)
- Ability to spot and resolve problems efficiently.
- Excellent communication skills both written and verbal
- Capable of delegating multiple tasks.
- Communication and leadership skills.
- Excellent computer literacy with Microsoft office product
- Strategically thinking ability and an affinity for numbers
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Sound knowledge about sales & marketing.
- Ability to take challenges and must be visionary
- Ability to build relationships with people from all demographics

### **5.6.3 (c) Client Service Agent/ Key Account Manager/ Customer Service Executive**

Client Service Agent/ Key Account Manager/ Customer Service Executive builds new customer acquisition strategy and maintain relationship with existing customers on a regular basis. S/he also provides insights and ideas of different event that can be benefited for the client organization.

Level of Job: Entry

#### **Job Requirement**

- Graduates from business background specially Tourism and Hospitality Management or Marketing
- Strong sense of compassion, empathy, and integrity
- Conscientious work ethic with self-discipline
- Excels under pressure and in fast paced environments
- Resourceful and solutions oriented
- Proficient verbal communication skills
- Motivated by collaborative and individual goals
- Sociable and eager to reach out to others
- Excellent interpersonal skills

### **5.6.4 (d) Public Relation Officer**

Public Relation Officer plans public strategies and campaigns of the company. They also deal with inquiries from the public, press and other related organizations and maintain effective communications with them.

Level of Job: Entry

#### **Job Requirement**

- Graduates from Public Relations, Journalism, Communications or a related field.
- Familiarity with project management software and video/photo editing is a plus
- Strong communication ability (oral and written)

- Excellent organizational skills
- Ability to work well under pressure
- Creativity and problem-solving aptitude

### **5.6.5 (e) Corporate Event Planner**

Corporate Event Planner only deal with corporate clients especially for MICE market. S/he plans and executes the program structures as per clients demand and ensure the logistics as per requirement to run the event smoothly. S/he maintain corporate relationship with clients.

Level of Job: Entry Level

#### **Job Requirement**

- Graduation is preferred especially in Tourism and Hospitality Management or Diploma in Event Management.
- Tech-savvy with proficiency in Microsoft Office products.
- Excellent listening, speaking, and writing skills
- Ability to communicate & negotiate with vendors, contractors and suppliers
- Excellent interpersonal skills
- Planning, coaching and delegation skills
- Ability to work both independently and as part of a team.
- Ability to establish priorities, manage shifting priorities, and handle numerous timesensitive projects with multiple deadlines.
- Demonstrated creativity, problem solving skills, taking initiative, judgment, and decision-making skills.
- Ability to accomplish goals working through formal and informal channels, with diplomacy and tactfulness.
- Excellent interpersonal, communication, time management, and customer service skills. Must be well organized and detailed oriented.
- Ability to interact and successfully collaborate with a broad spectrum of contributing groups and customers.

## 5.6.6 (f) Management Trainee

Level of Position: Entry level management

### Job Requirement

- Diploma in Event Management, bachelor degree in Tourism and Hospitality Management or Marketing
- Tech-savvy with proficiency in Microsoft Office products.
- Flexibility, solution-oriented action and multitasking skills
- A positive attitude and open-mindedness
- Strategically thinking ability and an affinity for numbers
- Excellent oral and written communication and interpersonal skills
- Advanced analytical and project management skills.
- Confident and dynamic personality.
- Willing to upgrade and willing to learn.
- Strong organizational/time management skills and detail oriented
- Ability to work closely with other departments
- The ability to provide a great customer service experience
- Working collaboratively within a team environment
- Planning, coaching and delegation skills

The service requirements that we have mentioned above are mainly for the persons who are willing to join at the entry level and wish to build the career up in the various departments of the industry. Right recruitment is all the time is a good investment. In Bangladesh, there is huge demand of skilled people in different sectors of this industry. But from supply side, we are not capable of producing quality human resources for various reasons. So the employers hire persons of other disciplines who do not have any exposure/interest to tourism and hospitality. The employers take the advantage of this situation and employ these non-tourism people at much lower salary structure. Consequently, the tourism graduates/diploma holders express their unwillingness to join in the tourism establishments and try for jobs in other organizations where the salary structure is much attractive.

In this Chapter we propose that in tourism enterprises hiring the inexperienced people should be discouraged and the right persons having tourism background should be given employment. This is absolutely important if we want to raise quality of services. Side by side,

a justified and respectable financial package should be offered to the job seekers who have training experience and formal tourism education.

We have mentioned above in this chapter the minimum qualification and requirements of a job searcher to join at entry levels. Implementation of this proposition seems to be difficult right at this moment; nevertheless, in order to ensure the quality services, we have to accomplish it in future step by step.

## **Chapter 6**

# **Tourism Human Capital Development strategy for Bangladesh 2021-2030**

## 6.0 Introduction

The chapter begins with presenting the broad goals of the strategy formulation with respect to human capital development in the tourism sector of Bangladesh. Then each strategic goal has been justified in terms of related problem statements identified in the finding sections of Chapter 4. Further, each strategic goal has been segregated into attainable strategic objectives with identifying proposed activities to achieve them.

### 6.1 Strategic Goals

The main goal of the strategy formulation with respect to human capital development is to establish tourism industry as one of the developing and sustainable sectors through generating employment and achieving socio-economic development. The broad strategic goals can be summarized as follows:

1. To increase the number of young professionals and attract the young generation in the tourism and hospitality sector
2. To improve the quality of education, skills and credibility of the profession
3. To enhance the job security from the employers and owners end for hiring right people and retention of qualified employees
4. To enhance the industry-academia linkage and support innovative ideas for entrepreneurship.

#### 6.1.1 Strategic Goal- 1 (SG1)

*Problem Statement: Though there is a huge gap of skilled human resources in demand and supply in tourism and hospitality sector, it is evident from the findings that young generations (who have recently completed their education and are looking for job), especially the females, are reluctant to start their career in tourism and hospitality sector. (Findings from Chapter 4).*

To achieve Strategic Goal1 (SG1), four strategic objectives have been developed based on the above problem statement and suggest fourteen actions to be performed. The strategic goals 1 are summarized at (Table 6.1) with strategic objectives and proposed actions.

**Table 6.1: Summary of Strategic Goal1 with Strategic objectives, actions and key targets** (To increase the number of young professionals and attract the young generation in the tourism and hospitality Sector)

<b>Strategic Objective (SO)</b>	<b>Proposed Activities</b>
<p><b>SO1:</b> Promote tourism and hospitality among the young generation (specially the women).</p>	<ol style="list-style-type: none"> <li>1. Introducing tourism related subject matters in National Curriculum text books at secondary and higher secondary levels.</li> <li>2. Initiating tourism clubs at school, college and university levels.</li> <li>3. Introducing Management Trainee Officer (MTO) position in different branches of tourism and hospitality industry to attract young graduates.</li> <li>4. Providing basic tourism knowledge to newly recruited BCS cadres, tourism related ministry officials and local government people.</li> </ol>
<p><b>SO2:</b> Establishing new tourism training institutes</p>	<ol style="list-style-type: none"> <li>5. Establishing new training institutes on public/private/ Public and Private partnership (PPP) basis.</li> <li>6. Establishing initially at least 13 training institutes; one in each 8 divisional head quarters and 5 in key destinations (Cox’s Bazar and Bandarban / Rangamati / Khagrachhari / Kuakata ). In the second stage, in all the vocational and technical institutes of the country, short training programs in different areas of tourism and hospitality should be introduced.</li> <li>7. Provide short term (4/6 months) to long term (2 years) Diploma/ training courses in educational institutions (public and private colleges and universities).</li> <li>8. Introduce short workshop/certificate training program (day long/ 5 days) for grassroot level existing informal tourism service providers.</li> </ol>



<p><b>SO3:</b> Offering facilities for enhancing quality of tourism education</p>	<p>9. Mandatorily follow the proposed course content provided by National Tourism Curriculum Committee (NTCC) (see Appendix-B)</p> <p>10. Provide support to establish fully equipped labs for training.</p> <p>11. Make internship facilities in both home and abroad for the students who are going to complete their under grad programs in tourism and hospitality.</p>
<p><b>SO4:</b> Increasing the number of students in existing educational institutions.</p>	<p>12. Increase the number of students by the institutes who have the capacity to increase.</p> <p>13. Increase the facilities like classroom, hands-on training facilities, internship facilities, placement facilities etc.</p>
<p><b>SO5 :</b> Discourage to open up T &amp; H departments in universities who do not have their own lab facilities.</p>	<p>14. University Grants Commission (UGC) may be requested not to permit to open up tourism and hospitality departments in universities who fail to show their lab facilities in the campus.</p>

### 6.1.2 Strategic Goal 2

**Problem Statement:** *It is revealed from the study that there is lack of required education and skills among employees and newly recruits to run operations satisfactorily and skillfully in tourism and hospitality sector. Many of the universities, including Dhaka university, do not have training laboratories (see Chapter 4).*

To achieve Strategic Goal 2 (SG2), four strategic objectives have been developed based on the above problem statement and also pro-active suggestions to implement. The Strategic goals 2 are summarized (Table 6.2) with strategic objectives and proposed actions.

**Table 6.2: Summary of Strategic goal 2 with Strategic objectives and actions (Improve the quality of education, skills and credibility of the profession)**

	<b>Proposed Activities</b>
<b>SO1:</b> Develop learning and teaching materials and resources especially for the local small entrepreneurs at grass root levels (Guiding for example)	<ol style="list-style-type: none"> <li>1. Developing short term training programs (may be 7 to 15 days) for the local small entrepreneurs at grassroot levels (CBT, guiding, photography, street food vendors, auto drivers, handicraft artisans and others).</li> <li>2. Local colleges/training institutions and local government machinery will be responsible for providing training to the local small entrepreneurs</li> </ol>
<b>SO2:</b> Establish tourism and hospitality education accreditation system.	<ol style="list-style-type: none"> <li>3. Create a National Accreditation Board (NAB) for hospitality and tourism education. BTB may be empowered to form this NAB. NAB will be responsible to monitor the quality and standard of tourism education offered in universities, colleges, and different tourism training education/training.</li> <li>4. Focus on the soft skills and marketing techniques.</li> <li>5. Attitudinal, behavioral, postural and gesturing issues should be highlighted.</li> </ol>
<b>SO3:</b> Stopping recruitment of non-tourism teachers/instructors in universities/colleges.	<ol style="list-style-type: none"> <li>6. (a) It is seen that many non-tourism teachers are taking classes on tourism and hospitality at many universities and colleges. It hampers the quality of tourism education. Therefore, it is recommended that people having tourism education and/or having long time practical experience in this sector may be recruited as faculty members. (b) Regular training programs should be introduced for tourism faculty members to upgrade the standard of quality education.</li> </ol>
<b>SO4:</b> Arrange regular seminars, workshops, case development, and visits to tourism establishments/spots for the faculty members.	<ol style="list-style-type: none"> <li>7. MoCAT, BTB and BPC and other related government departments and training institutes will take over the responsibility of arranging the activities stated in Strategic Objective 4.</li> </ol>

The main points of Strategic Objectives and implementation activities of SG1 and SG2 have been summarized below :

1. Establish a National Tourism Curriculum Committee for preparation/up-gradation/revision of tourism and hospitality curriculum at every level.
2. The course content provided by the National Tourism Curriculum Committee must be followed by all the training and educational institutions.
3. Help establishing practical training facilities (lab) in every public/private universities and colleges where tourism and hospitality courses are being offered. .
4. Develop short courses for the grassroots level small entrepreneurs focusing on the areas which they need
5. Focus on the soft skills and IT related training
6. Create a National Accreditation Board to oversee the quality of training and education
7. Arrange national and international conferences on various aspects of hospitality and tourism on a regular basis.
8. Organize special training programs for the employees of some specialized tourism activities like amusement park, event management, water sports, tour guides, tourism product development, CBT and others.

### 6.1.3 Strategic Goal 3 (SG3)

**Problem Statement:** *It is evident from the findings of the study that Skilled and competent professionals and workers leave tourism and hospitality sector due to low salary and wages and unpleasant working environment. (Finding from Chapter 4).*

Three Strategic Objectives have been developed based on the above problem statement and suggest four actions to be performed. The Strategic Goals 3 are summarized at (Table 6.3.) with strategic objectives and proposed actions.

**Table 6.3: Summary of Strategic Goal 3 with Strategic objectives and actions** (retention of employees and ensuring effective working environment in the industry)

Strategic Objective (SO)	Proposed Activities
<b>SO1:</b> Develop a data base of all the employees mentioning their salary structure, benefits and facilities and years of employment.	1. Sector-wise and department wise of all the hospitality and tourism industry establishments employee-data base should be developed. BTB may take the initiative.

<p><b>SO2:</b>Develop a suitable wage packages for operational employees and management trainee employees of different sectors and subsectors of tourism considering the category of properties/business, nature of employment, location, levels of effort needed, and others.</p>	<ol style="list-style-type: none"> <li>2. Formulate a national committee to examine and review the wage packages (Appendix-A) of all categories of employment.</li> <li>3. Set and implement the wage packages</li> </ol>
<p><b>SO3:</b>Ensure quality working environment</p>	<ol style="list-style-type: none"> <li>4. To ensure quality working environment, ILO guideline may be followed.</li> <li>5. Ensure safety and security for all the members of the working force. Special attention needed for the safety and security of the female employees.</li> <li>6. Develop ‘Better practice’ models for improving the mentoring capacity</li> </ol>
<p><b>SO4</b> Establish own In-house training programs in each large and medium properties.</p>	<ol style="list-style-type: none"> <li>7. Make it compulsory to establish In-house training programs for all the capable establishments/properties and other specialized tourism entities.</li> </ol>

To achieve Strategic goal 3, all the actions are to be performed effectively. The actions are described in below-

1. Develop a database for the employees of tourism and hospitality industry
2. Formulate a national committee to examine and review the wages packages
3. Formulate service rules in light of ILO guidelines for tourism and hospitality employees
4. ‘Better practice’ models for improving the mentoring capacity.
5. Create In-house training institutes at large and medium tourism and hospitality establishments.

#### **6.1.4 Strategic Goal 4 (SG4)**

**Problem Statement:** *It is clear from the findings of the study that there is a gap between practical knowledge and skill required in tourism and hospitality industry and the knowledge*

*and skills provided in educational and training institutions. Furthermore, It is revealed from the findings of this study that there is lack of knowledge, innovativeness and motivation among the fresh graduates and young professionals (Finding from Chapter 4).*

To achieve Strategic Goal 4 (SG4), Nine strategic objectives have been developed based on the above problem statement and suggest actions to be performed. The Strategic Goals 4 are summarized in (Table 6.4) with strategic objectives and proposed actions.

**Table 6.4: Summary of Strategic goal 4 with Strategic objectives and actions (To enhance the industry-academia linkage and support innovative ideas for entrepreneurship.)**

Strategic Objective (SO)	Proposed Activities
<p><b>SO1:</b> Strengthen industry and academy linkage</p>	<ol style="list-style-type: none"> <li>1. Encourage the Universities and other educational institutions to involve industry people throughout the academic calendar. This may be inviting the industry people as speaker in a seminar, job fairs, curriculum development/revision process, laboratory development and others</li> <li>2. Arrange periodic workshops and seminar with industry experts</li> <li>3. Research collaboration with educational institutes nationally and internationally.</li> <li>4. Initiate financial support/sponsorship for the student's activities (tour, seminar, workshop) by the industry under their Corporate Social Responsibility (CSR) program</li> <li>5. Clearly showing the Brand names of the industry units in suitable places with whom the institution has signed a MoU for collaboration and cooperation.</li> </ol>

<p><b>SO2</b> Setting “National Career Board” at BTB premises where BTB will collect cv from students and help the students getting internship and jobs nationally and internationally</p>	<p>6. Formulate a National Career Board (NCB) at BTB premises (Appendix- C). Designate responsible personnel to look after it</p> <p>7. Contacting and lobbying with other tourism boards/authorities/ educational institutes/ hotel and entertainment chains in and outside countries for internship and job placement.</p> <p>8. Arrange at least 2 job fairs yearly. National Career Board may be given the responsibility.</p>
<p><b>SO3:</b> Formulating guidelines for the internship and hands on training</p>	<p>9. Formulate national guideline for 3/6 months’ internship/hands on training program for all the tourism students</p> <p>10. Create internship facilities in every capable tourism and hospitality business organization.</p>
<p><b>SO4:</b> Inspire internee students by offering them with some pocket money allowances.</p>	<p>11. Formulate guidelines for giving minimum pocket money and other facilities to the internee in consultation with the Ministry, respective educational institutes, owners/employers, trade bodies and others.</p>
<p><b>SO5:</b> Make it mandatory for all the large and medium tourism and hospitality establishments to accept an agreed number of internees of different educational institutions.</p>	<p>12. Our ‘properties’ are not much interested in creating internship facilities for the fresh students for many reasons. Therefore like many other countries, make it mandatory for these establishments to accept freshers (at least a certain percentage of their total number of employees) as internees.</p> <p>13. To make it mandatory, if necessary, Ministry/BTB/BPC may change the existing laws and policies of the Hotel and Restaurants and other establishments.</p>
<p><b>SO6:</b> Arranging idea competition among the tourism students</p>	<p>14. Organize at least one national tourism business idea competition held at different layers (universities/colleges/ training institutes)</p>

	15. Best business idea(s) will be awarded and supported by the SMEF/BTB/MoCAT/ Trade organizations
SO7: Visitation to different destinations/establishments of the industry	16. Arrange regular visits to different successful tourism enterprises. 17. Financial support will be provided by the respective educational institutions, BTB, MoCAT or Industry may sponsorship
SO8: Helping the aspirant entrepreneur students getting fund from different sources	18. SME foundation/commercial banks/ Bangladesh bank/financial institutes or foreign donor agencies may be approached to start a scheme for tourism entrepreneurship.
SO9: Make the students more intelligent, imaginative, initiating and innovative	19. Changing the Course curriculum and the contents to make it more practical, thought provoking and action packed. More emphasis should be given Case based curriculum

Followings are the important points to achieve Strategic Goal 4 :

1. Include industry people in different academic programs.
2. Periodic seminar with industry experts.
3. Initiate financial support/sponsorship for the student's activities (internship program, tour, seminar, workshop etc.)
4. Formulate a National Career Board (NCB ) at BTB premise to help students in placement and internship programs.
5. Contact with foreign educational institutes, tourism boards/organization for internship.
6. Organize at least one national tourism business idea competition held at different levels (universities and colleges/ training institutes).
7. Approaching the SME foundation/Bangladesh bank/commercial banks/financial institutes to launch a scheme to provide the seed money to the aspiring entrepreneur students.
8. Establishan one-stop servicecenter to start the business.

## **Chapter 7**

### **Implementation plan for Strategy and alignment of the strategy with key policy imperative**



## **7.0 Introduction**

Different government and stakeholders are involved in the skills development process for the tourism and hospitality sectors. This is a complex situation to outline everyone's roles in the skills development process. But based on the findings, this study attempts to portray the whole scenario and identify the stakeholders and their responsibilities. Each of the different Strategic Goals, Strategic Objectives and Action Plans in Chapter 6 have identified the strategic goals, strategic objectives and activities in specific terms. This chapter will discuss about the implementation process and also mention the possible time frame for accomplishing the proposed activities.

Chapter 7 shows a detailed outline to achieve the required human resource skills targeted by 2030. In this process, the role of government organization, private organization and educational institute is essential. Ministry of Civil Aviation and Tourism (MoCAT), Ministry of Education, Small Cottage Industries Corporation, Bangladesh Tourism Board, Bangladesh Parjatan Corporation, Small and Medium Enterprise (SME) Foundation and Youth Development directorate, training Institutions of other ministries and private organizations like TOAB, Inbound Tourist organization, Tourism and Hospitality ISC and others may play the pivotal role to give policy support and coordinate the activities. On the other hand, public universities, private universities, colleges, government and private training institutes are expected to play important role to develop skilled manpower from the supply side. In addition, job providers' role in the tourism and hospitality sectors (hotel, resort, tour operators, travel agency, restaurant, airlines, cruise ships, transportation, event organization, amusement park) are also addressed in this section. This section also illustrates how to develop human resources directly/indirectly related to the tourism and hospitality sectors.

More specific details on the implications of these strategic frameworks for skills development have been identified in this Chapter.

## **7.1 Implementation Plan for National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030**

Detailed implementation plan for SG1, SG2, SG3, SG4 and SG5 are given below:

SG1: To increase the number of young professionals and attract the young generation in the tourism and Hospitality Sector

**Table 7.1: Detailed Implementation Plan of SG1**

<b>SG1: To increase the number of young professionals and attract the young generation in the tourism and Hospitality Sector</b>				
<b>Strategic Objective (SO)</b>	<b>Proposed Activities/Actions</b>	<b>Partners/ Responsible Group</b>	<b>Time Frame</b>	<b>Comment</b>
<b>SO1:</b> Promote tourism and hospitality among the young generation (specially the women).	1. Introducing tourism related subject matters in National Curriculum text books at secondary and higher secondary levels	BTB, MoCAT, MoE, NCTB, DSHE, T and H ISC and others	2021-2023: Planning and Implementation	BTB will initiate and engage the respective ministries and departments, training institutes.
	2. Initiating tourism clubs at school, college and university levels	BTB, BPC, MoCAT, MoE, DSHE, Public/Private University, Colleges	2021-2023	BTB may initiate developing the structure of the organization (clubs) and initially test it in a few numbers of institutions before going to replicate the idea.
	3. Introducing Management Trainee Officer (MTO) position in different branches of tourism and hospitality industry to attract young graduates.	BTB, MoCAT, TEAB, TOAB, ATAB, TRIAB, ISC, BAAPA, Hotel owners' associations, Hoteliers associations, Trade bodies etc.	2021-2022: engage all stakeholders and create guidelines. Implementation	BTB will initiate and engage all parties;
	4. Providing basic tourism knowledge to newly recruited BCS cadres, tourism related ministry officials and local government people.	BTB, MoCAT, BPC, BPATC, DCs, UNOs	2022 to continue	BTB will co-ordinate the activity

<b>SO2:</b> Establishing more and more tourism training institutes.	5. Establishing new training institutes on public/private/ Public and Private partnership (PPP) basis.	MoCAT, BTB, BPC, PPPA, BTEB, Divisional Administration, other ministries, Private organizations.	2021-2023	BTB will initiate, and engage respective parties for the implementations.
	6. Establishing initially at least 13 training institutes; one in each 8 divisional headquarters and 5 in key destinations (Cox's Bazar and Bandarban/Rangamati/Khagrachhari/Kuakata). In the second stage, in all the vocational and technical institutes of the country, short training programs in different areas of tourism and hospitality should be introduced.	MoCAT, BTB, BPC, PPPA, BTEB, Divisional Administration, other ministries, Private organizations	2023-to continue	BTB will initiate, and engage respective parties for the implementations.
	7. Provide short term (4/6 months) to long term (2 years) Diploma/ training courses in educational institutions (public and private colleges and universities).	Existing and New Training Institute.	2021-to continue	BTB and BPC will organize and monitor.  Training Institutes will implement this activity
	8. Introduce short workshop/certificate training program (day long/ 5 days) for grassroot level existing informal tourism service providers.	Public University, NU, Existing and New Training Institute.	2022- to continue	BTB will initiate, and engage respective parties for the implementations.
<b>SO3:</b> Offering facilities for	9. Mandatorily follow the proposed course content provided by National Tourism Curriculum Committee (NTCC) (see Appendix-B)	National University, BTB, UGC, MoCAT, MoE, NTCC	2022-to continue	BTB will initiate, and engage respective parties

enhancing quality of tourism education	10. Provide support to establish fully equipped labs for training.	UGC, National Univ, BTB, BPC, MoCAT, MoE, National Tourism Curriculum Committee.	2022 to continue	BTB will initiate and implement.
	11. Make internship facilities in both home and abroad for the students who are going to complete their under-grad programs in tourism and hospitality.	BTB, Universities, Colleges, UGC, MoFA, Proposed Career Board	2022-2025	BTB will Coordinate provide support
<b>SO4:</b> Increasing the number of students in existing educational institutions.	12. Increase the number of students by the institutes who have the capacity to increase.	BTB, UGC, National University, different universities, Colleges, Institutes	2022 to 2025	BTB will initiate
	13. Increase the facilities like classroom, hands-on training facilities, internship facilities, placement facilities etc.	BTEB, Universities, Colleges, Institutes	2022 to continue	BTB, NU, BTEB and other representative groups will take action
<b>SO5:</b> Discourage to open up T&H departments in universities who do not have their own lab facilities.	14. University Grants Commission (UGC) may be requested not to permit to open up tourism and hospitality departments in universities who fail to show their lab facilities in the campus.	UGC, BTB, Universities, National University	2022 to continue	UGC will initiate

**Table 7.2: Detailed Implementation Plan of SG2**

<b>SG2: Improve the quality of education, skills and credibility of profession</b>				
<b>Strategic Objective (SO)</b>	<b>Proposed Activities/Actions</b>	<b>Partners</b>	<b>Time Frame</b>	<b>Comment</b>
<b>SO1:</b> Develop learning and teaching materials and resources specially for the local small entrepreneurs at grass root levels (Guiding for example)	1. Developing short term training programs (may be 7 to 15 days) for the local small entrepreneurs at grass root levels (CBT, guiding, photography, street food vendors, auto drivers, handicraft artisans and others).	BTB, TEAB, TOAB, Stakeholders, T&H ISC, DC Office, UNO Office,	2022 to Continue	BTB will initiate to form the committee and formulate the guidelines
	2. Local colleges/training institutions and local government machinery will be responsible for providing training to the local small entrepreneurs	UGC, Universities, NU, College, Training Institutes	2024 to Continue	National curriculum committee will coordinate the activities
<b>SO2:</b> Establish tourism and hospitality education accreditation system.	3. Create a National Accreditation Board (NAB) for hospitality and tourism education. BTB may be empowered to form this NAB. NAB will be responsible to monitor the quality and standard of tourism education offered in universities, colleges, and different tourism training education/training.	BTB's National Accreditation Committee, UGC, NU, Universities, Colleges, Training Institute	2023 to Continue	BTB through National Accreditation Committee will perform this activity.
	4. Focus on the soft skills and marketing techniques.	BTB, Accreditation Committee, Universities, NU, and field Expert	2022- to continue	BTB through National Accreditation Committee will perform this activity.

	5. Attitudinal, behavioral, postural and gesturing issues should be highlighted.	BTB, Accreditation Committee, Universities, NU, and field Expert	2022 to continue	BTB through National Accreditation Committee will perform this activity.
<b>SO3:</b> Stopping recruitment of non-tourism teachers/instructors in universities/colleges.	6. (a) It is seen that many non-tourism teachers are taking classes on tourism and hospitality at many universities and colleges. It hampers the quality of tourism education. Therefore, it is recommended that people having tourism education and/or having long time practical experience in this sector may be recruited as faculty members	UGC, National University, BTB, MoCAT Universities.	2022 to continue	Universities will arrange this summit in rotation basis with the help of BTB
	6. (b) Regular training programs should be introduced for tourism faculty members to upgrade the standard of quality education	MoCAT, BTB, BPC, Universities, Industry organizations	2022 to continue.	MoCAT, BTB, BPC, Industry Organizations, Universities, and sponsors.
<b>SO4:</b> Arrange regular seminars, workshops, case development, and visits to tourism establishments/spots for the faculty members.	7. MoCAT, BTB and BPC and other related government departments and training institutes will take over the responsibility of arranging the activities stated in Strategic Objective 4.	UGC, NU, BTEB, BPC, BTB, Training Institutes, expert Stakeholders.	2022- continue	BTB will coordinate this activity

**Table 7.3: Detailed Implementation Plan of SG3**

<b>SG3: retention of employees and ensuring effective working environment in the industry</b>				
<b>Strategic Objective (SO)</b>	<b>Proposed Activities/Actions</b>	<b>Partners</b>	<b>Time Frame</b>	<b>Comment</b>
<b>SO1:</b> Develop a data base of all the employees mentioning their salary structure, benefits and facilities and years of employment.	1. Sector-wise and department wise of all the hospitality and tourism industry establishments employee-data base should be developed. BTB may take the initiative.	Employers/owners, National curriculum committee	2022 to continue	MoCAT, BTB BPC will perform this activity
	<b>SO2:</b> Develop a suitable wage package for operational employees and management trainee employees of different sectors and subsectors of tourism considering the category of properties/business, nature of employment, location, levels of effort needed, and others.	2. Formulate a national committee to examine and review the wage packages (Appendix-A) of all categories of employment.	BTB, Ministry of finance, concerned stakeholders	2021-2023
	3. Set and implement the wage packages	BTB, concerned stakeholders	2023-2024	BTB along with stakeholders will monitor the implementation.
<b>SO3:</b> Ensure quality working environment	4. To ensure quality working environment, ILO guideline may be followed.	BTB, Concerned Employee and Owners Association, and Trade bodies and other concerned stakeholders.	2021- to continue	BTB will coordinate and perform this activity
	5. Ensure safety and security for all the members of the working force. Special attention needed for the safety and security of the female employees.	BTB, Concerned Employee and Owners association, and Trade bodies.	2022- to continue	

	6. 'Better practice' models for improving service quality and ensuring security and safety.	BTB, Stakeholders	2022 to continue	Stakeholders will perform this activity; and BTB will evaluate

**Table 7.4: Detailed Implementation Plan of SG4**

<b>SG4: Enhancing the academy and industry linkage nationally and internationally</b>				
<b>Strategic Objective (SO)</b>	<b>Proposed Activities/Actions</b>	<b>Partners</b>	<b>Time Frame</b>	<b>Comment</b>
<b>SO1:</b> Strengthen the industry and the academia linkage	1. Encourage the Universities and other educational institutions to involve industry people throughout the academic calendar. This may be inviting the industry people as speaker in a seminar, job fairs, curriculum development/revision process, laboratory development and others	BTB, industry leaders, educational institutions, and National Curriculum Committee.	2021 to continue	BTB will coordinate this activity
	2. Arrange periodic workshops and seminar with industry experts	Universities, Stakeholders, sponsors	2021 to continue	Universities will take the initiative
	3. Research collaboration with educational institutes nationally and internationally.	BTB, Universities, other Stakeholders	2022 to continue	Mainly universities will take the initiative with the help of BTB.
	4. Initiate financial support/sponsorship for the student's activities (tour, seminar, workshop) by the industry under their Corporate Social Responsibility (CSR) program	BTB, Universities, Stakeholders	2022 to continue	BTB and relevant stakeholders, and sponsors will work on this ground
	5. Clearly showing the Brand names of the industry units in suitable places with whom the institution has signed a MoU for collaboration and cooperation.			
<b>SO2:</b> Setting "National	6. Formulate a National Career Board (NCB) at BTB premises (Appendix- C). Designate responsible personnel to look after it	National Career Board, Educational Institutes	2021 - 2022	National Career Board will set the plan and coordinate with



Career Board” at BTB premises where BTB will collect cv from students and help the students getting internship and jobs nationally and internationally				the stakeholders and Educational Institute
	7. Contacting and lobbying with other tourism boards/authorities/ educational institutes/ hotel and entertainment chains in and outside countries for internship and job placement.	BTB, Career Board, Educational Institutes	2022 to Continue	Educational Institutes will ensure this with the help of BTB
	7. 8. Arrange at least 2 job fairs yearly. National Career Board may be given the responsibility.	BTB, Educational Institutes	2022 to Continue	BTB, and educational institutes in collaboration with sponsors will hold it.
<b>SO3:</b> Formulating guidelines for the internship and hands on training	8. Formulate national guidelines for 4/6 months’ internship program of all the students	MoCAT, BTB Career board	2022 to continue	BTB will perform this activity
	10. Create internship facilities in every capable tourism and hospitality business organization.	National Career Board, tourism entities, Educational Institutes	2022 to continue	National Career Board, Educational Institutes will set the activity and guidelines
<b>SO4:</b> Inspire internee students by offering them with some pocket money allowances.	11. Formulate guidelines for giving minimum pocket money and other facilities to the internee in consultation with the Ministry, respective educational institutes, owners/employers, trade bodies and others	BTB, Trade Bodies, Owners Association, Educational Institutions	2022-2024	BTB will initiate the parties and set minimum pocket money
<b>SO5:</b> Make it mandatory for all the large and medium tourism and hospitality establishments to accept an agreed number of internees of different educational institutions	12. Our ‘properties’ are not much interested in creating internship facilities for the fresh students for many reasons. Therefore, like many other countries, make it mandatory for these establishments to accept freshers (at least a certain percentage of their total number of employees) as internees.	BTB, Trade Bodies, Owners Association, Educational Institutions	2022-2024	BTB will initiate and monitor the activities
	13. To make it mandatory, if necessary, Ministry/BTB/BPC may change the existing laws and policies of the Hotel and Restaurants and other establishments	MoCAT, BTB, BPC, University representatives, other stakeholders’ representative	2022-2024	BTB will initiate and implement

<b>SO6:</b> Arranging idea competition among the tourism students	14. Organize at least one national tourism business development idea competition held at different layers (universities and college/training institute)	BTB, Educational Institute, Stakeholders, SME Foundation	2022 to continue	BTB will initiate the program
	15. Best business idea will be awarded and supported	BTB, MoCAT, SME Foundation, Sponsors	2022 to continue	BTB will initiate the activity
<b>SO7:</b> Visitation to different destinations/establishments of the industry	16. Arrange regular visits to different successful tourism enterprises.	BTB, BPC, Universities, Colleges, and Intuitions	2022 to continue	Respective educations intuitions will initiate and BTB and BPC will support.
	17. Best business idea(s) will be awarded and supported by the SMEF/BTB/MoCAT/Trade organizations	SME Foundations, BTB, trade organizations, Respective educations institutions	2022- to continue	BTB and Respective institutions will organize
<b>SO8:</b> Helping the aspirant entrepreneur students getting fund from different sources	18. SME foundation/commercial banks/ Bangladesh bank/financial institutes or foreign donor agencies may be approached to start a scheme for tourism entrepreneurship	Bangladesh Bank. Financial institutions, BTB, MoCAT, Universities, colleges and institutions.	2022 to continue	BTB will perform this activity
<b>SO9:</b> Make the students more intelligent, imaginative, initiating and innovative.	19. Changing the Course curriculum and the contents to make it more practical, thought provocation and action packed. More emphasis should be given Case based curriculum.	UGC, National University, BTEB, BTB, BPC, respective University, colleges, and Institutions, National Curriculum Board	2023-2024	BTB will engage all the parties

## **Chapter 8: Career Fair**

## 8.0 Introduction

A career fair provides job seekers opportunities to meet with many employers at one platform or event. Job seekers can create a good impression by unlocking their inner potential with the employers through speaking/ interviewing face-to-face, dropping resumes and asking questions as needed in the workplace.

Now a days virtual or online job fairs get more popularity beside the traditional or face to face job fair. One of the major benefits of virtual career fairs is online access virtually and much wider audience. This is also minimum cost and time saving fair. Hospitality and Tourism industry is most rewarding sector currently in Bangladesh and has a less competition to build the career than other industries. This career fair can create an advantage for both employers, job seekers and interns/freshers.

### 8.1 Outcomes:

- a) Opportunity of interacting one to one with employers and job seekers
- b) Practice and enhance networking skills
- c) Gain awareness of organizations and positions they are hiring for
- d) Establish professional relationships and gather contact information from employers
- e) Discover internship and job opportunities
- f) Possibly receive an invitation for an on-campus interview

### 8.2 Who can participate(from Employer perspective) :

- a) Hotel/ Resorts/ Motel/ Guest Houses
- b) Restaurants
- c) Tour operators
- d) Event planner/ Event Management
- e) Transportations companies (air, river/sea/ road)
- f) Hotel & Tourism Institutions
- g) Overseas Manpower agencies
- h) Embassies
- i) International and domestic Airport Authority
- j) Airlines
- k) Any third party recruiting for hospitality and Tourism organization

### **8.3 Who can Attend :**

- a) Tourism & Hospitality Management students of different universities and colleges.
- b) NHTTI/ or any other tourism and hospitality related diploma or short courses students
- c) Private training institutions students

### **8.4 On line or Off-line Choose an Event Platform & Planning:**

Career fair can be arranged face to face or virtually (on-line). However, face to face method seems to be more effective. It creates a realistic environment for interaction between the two parties.

### **8.5 Develop the event Budget:**

#### **a) For online arrangement**

No event venue. Factors like the number of attendees and the software features arranger will require budget to successfully arrange the event.

#### **b) Offline (face to face arrangement)**

Choice of venue, event management recruitment, sound system, Wi-Fi arrangement, food arrangement all together etc. will be considered in the budget.

### **8.6 Strategy Planning**

Start with goals and fix the dates, content creation, and sponsorship plans.

#### **A. Goal:**

The goal is creating bondage between employers and job seekers. From this platform employer can create a CV bank or directly employ a student or can create an internship opportunity. Simultaneously, a job seeker can show his/her potentiality / competency in one platform which requires in the workplace. At the same time both parties can create a strong relationship.

## B. Event planning

- Event Date: last weeks of June and December
- Duration of Event: 1 or 2 (two) days
- Event Type: Career Fair (virtually or face to face)
- Event time: 10:00 AM till 05:00 PM (if face to face)  
10:00 am to 02:00 pm (if virtual)
- Number of guests: In case of on-line, number of attending persons will be less  
And in case of off-line, it may be more.
- Proposed Venue: Renowned Hotel/Community centers/Google meet/ Zoom/  
Teammates etc.
- Set up: Head table / Stalls/Booth and open space
- If virtual no stall but will have online promo
- Venue Rent: Depends on the Venue / need to purchase Online  
platform

## C. Content Creation and Activities

- a) Select the Title of the Job fair
- b) Identify opening speaker
- c) Key note speaker
- d) Panel Discussion (need a theme)
- e) On-spot Interviews
- f) Career guidelines for fresher by professionals
- g) Mini professional development/Expert's advice seminar/ Motivational Speech
- h) CV writing sessions/ how to write a CV/ Interview preparation session
- i) Debate competition
- j) Culinary competition
- k) Arranging video making competition (as now is techno how era)
- l) Discussion about High performing team using remote office during pandemic  
period

#### **D. Sponsorship & Benefit**

- a) Need to arrange title and co-sponsor
- b) Promotional Materials: Any marketing or promotional materials like fliers, posters, and mailers will be developed with sponsor's name and logo. All online and electronic promotional messages will also feature the sponsor and include links to sponsor websites. Sponsors name, logo or any promo can go to Facebook, Instagram, Linked inn etc.
- c) Event Banners: Eye-catching backdrop "sponsored by" banners need to display at the career fair for both face to face/ virtual.
- d) Sponsors can distribute fun giveaways for registering attendees, such as branded T-shirts, coffee cups, pens, and notebooks.
- e) Exhibit Table can be arranged for face to face. For Virtual, promo can be in the scroll bar.
- f) Speaking Opportunity: The career fair will start with a public address system announcement that welcomes attendees to the event and recognizes Sponsors.
- g) Event arrangements: The main focus is to create a buzz to bring in high traffic through online and offline media. There will be on spot interviews for the job seekers. Database collection from the registered members as well as walk-ins/ online registration. Massive promotions of the fair should be conducted before the event.
- h) Arrange media partner like TV channel, newspapers or event management

**E. Implement the marketing plan:** Send e-mail, online advertisements, cold calls regarding the career fair to create awareness and to maximize the registration.

#### **F. What Features Can Make Virtual Career Fair Stand Out**

- **Virtual Exhibit Halls:** A well-structured list of exhibitors will enable your students to easily search by company name, apply relevant filters or even download a summary with all company details.

- **Attractive Virtual Stands:** Give recruiters the possibility to offer fully customizable virtual stands that are mobile-friendly and enhance intuitive interactions mid students (through images, engaging videos, links to social networks and shareable content).
- **Live Chat:** Another tip to make a splash amongst your candidates is to let them interact with recruiters via chat, so they can better decide for which available job vacancies they intend to apply.
- **Intuitive Application Process:** It's important to allow students to readily access job details and apply for them, within a simple click.
- **Video Call Interviews:** Ensure that all applications get immediately visible to the recruiters, so they can schedule relevant video call interviews in a timely manner.
- **Flexible Management:** As things run smoothly, recruiters should be able to freely add new job. Also allow them to look for specific candidates, download their CVs and schedule interviews.
- **Live Streaming and Q&A sessions:** Arrange live session.
- **Reports, Analytics:** When event is over, make sure it will have a comprehensive view of all sessions and the right data to understand the impact and ROI of virtual job fair.

**G. Appreciation and follow up with Attendees:** Follow up with the candidates that recruiters interacted. Use metrics to analyze the success of the event. Create a CV bank.

## 8.7 Policy for Execution of Career Fair:

### a. Formation of Committee:

- i. 2 members from Bangladesh Tourism Board (BTB)
- ii. 1 member from BPC
- iii. 1 member from TEAB
- iv. 2 Members from academicians/researchers
- v. 2 members from stakeholders of the Hospitality and Tourism sector
- vi. Few volunteers



**b. Get the Logistics**

Making sure the availability of logistics early is of major importance when it comes to organizing a job fair. One of the important task is to have good parking premise (if face to face), and need to consider a holiday or a day which will not conflict with any other important dates.

**c. Develop the Correct Recruitment Strategy**

A successful career fair relies heavily on adequate number of attendees, both job seekers and companies. Once the logistics are figured out and the recruitment policy are done, it is time to put on the event. It should go smoothly, with everyone being able to make the connections they desire. Make sure to deploy volunteers around to help, make it easy to navigate throughout the event. Provide sufficient space for people to get around, and ensure there are food and beverage options (if face to face).

**d. Delegation:**

If Bangladesh Tourism Board wishes, can give the authority to the event management organizations to arrange the event.

## **Chapter 9: Conclusion**

## 9.1. Concluding Remark

Today, tourism industry has been considered as a major economic contributor and employment generator in Bangladesh. Day by day the investment flow into this sector is increasing. The tourism industry in Bangladesh is facing with various challenges. One of the crucial challenges is to supply quality workforce in various sub sectors of tourism industry.

A major component of this project was to conduct a study to uncover gap between workforce that the industry needs and workforce that is being provided. The other major objective of the study was to assess current and future status of tourism human capital development in the country. This study found that there is a big gap between demand and supply of workforce and also there is lack of knowledge, skill and ability in existing manpower.

The major causes for shortage of unskilled and trained workers which have been identified in the study are: lack of proper training and training institutes, lack of training facilities and experienced instructors in educational and training institutions, lack of practical knowledge and skills oriented course curricula, weak linkage between academy and industry at national and international level, lack of government interference etc.

On the basis of findings of this study on “National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030”, a few number of strategies have been formulated. Implementation of these strategies may help improving the shortage of trained and skilled manpower for the tourism industry.

All the related stakeholders such as the ministries, government organizations like Bangladesh Tourism Board, Bangladesh Parjatan Corporation, BSCIC, DoE, Small and Medium Enterprise (SME) Foundation, Youth Development Directorate, private training institutions, academic institutions and job providers (such as hotels, resorts, tour operators, travel agencies, restaurants, airlines, cruise ships, transportation, event organization, amusement park) need to play their role for the successful implementation of these strategies. In conclusion it can be said that only formulation of good strategies without successful implementation will not bring success in this regard.

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# **Appendix**

(A to D)



## Appendix A:

**National Wage Board for Tourism:** This committee will be responsible to determining the wage packages for the tourism and hospitality sector employees. This committee will review the current wage structure and propose a new wage structure for all the position of all sectors related to tourism and hospitality management.

<b>Sl. No.</b>	<b>Committee Member</b>
<b>1.</b>	A representative from the Bangladesh Tourism Board (BTB)
<b>2.</b>	An independent member (Distinguished citizen)
<b>3.</b>	A representative from the educational institute
<b>4.</b>	A representative from hotel and resort employees
<b>5.</b>	A representative from tour operators or travel agencies
<b>6.</b>	A representative from the airlines or transportation sector
<b>7.</b>	A representative from the private training Institute
<b>8.</b>	A representative from the travel agencies
<b>9.</b>	A representative from the tour operators
<b>10.</b>	A representative from the hotel and resort organizations
<b>11.</b>	A representative from the airlines or transportation sector
<b>12.</b>	A representative from the amusement parks
<b>13.</b>	A representative from the Ministry of Civil Aviation and Tourism

## Appendix B:

Formation of **National Tourism Curriculum Committee (NTCC)**: The national curriculum committee will responsible to formulate new course curriculum or modify the current course curriculum for all level of the educational institute.

The formation of the national curriculum committee is given below

Sl. No.	Committee Member
1.	A representative from the Bangladesh Tourism Board (BTB)
2.	A representative from the tourism researchers
3.	A representative from UGC
4.	A representative from the National University (NU)
5.	Two representatives from the public university
6.	Two representatives from the private university
7.	A representative from the private training institute
8.	A representative from the travel agencies/tour operators
9.	A representative from the hotel and resort organizations
10.	A representative from Bangladesh Technical Education Board
11.	A representative from the Ministry of Civil Aviation and Tourism

### Appendix C:

Formation of **National Career (Placement) Board**: The national placement committee will be responsible for formulating guidelines for internship, creating internship opportunities for the fresher, and creating job opportunities in both home and abroad for the job seekers.

The formation of the national placement committee is given below

Sl. No.	Committee Member
1.	A representative from the Bangladesh Tourism Board (BTB)
2.	A representative from the tourism researchers
3.	A representative from the public university
4.	A representative from the private university
5.	A representative from the private training institute
6.	A representative from the travel agencies
7.	A representative from the tour operators
8.	A representative from the hotel and resort organizations
9.	A representative from the airlines or transportation sector
10.	A representative from the amusement park sector
11.	A representative from the Ministry of Civil Aviation and Tourism

## Appendix D:

Formation of **National Accreditation Committee**: National Accreditation Committee for tourism will responsible to ensure the quality education provided by the tourism training institutions. The committee will initiate grading system (A, B, C) to grade the institutions according to their quality.

The formation of the National Accreditation Committee is given below:

Sl. No.	Committee Member
1.	A representative from the Bangladesh Tourism Board (BTB)
2.	A representative from the tourism researchers
3.	A representative from UGC
4.	A representative from the National University (NU)
5.	A representatives from the public university
6.	A representatives from the private university
7.	A representative from the private training Institute
8.	A representative from the Bangladesh Accreditation Council
9.	A representative from the Ministry of Civil Aviation and Tourism

## **Appendix E: Questionnaire**

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Accommodation

### Part One: Company/Organization Profile

#### Question: 1

- Company Name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of establishment:
- Website:
- Establishment type (Please mark)

<b>Hotel</b>	<b>Guest House</b>	<b>Resort</b>
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- Establishment rank (Please Mark)

<b>Budget/ Economy</b>	<b>1 Star</b>	<b>2 Star</b>
<b>3 Star</b>	<b>4 Star</b>	<b>5 Star</b>

## Part B: General Information

### Question1:

How many employees you have/had based on different departments, level and year?

year	Departments/ Staff level	Front Office	Housekeeping	Sales and Marketing, Revenue	Administration, Accounts, HRM, and IT	Engineering, safety and Security	F&B Production	F&B Service	Total
2021	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2020	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2019	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2018	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2017	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
	Managerial level								

2016	Supervisory Level								
	Operational level								
	Contractual and casual								

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree holders	Non-THM degree holders
Front Office		
Housekeeping		
Sales and Marketing		
Administration, Accounts, HRM and IT		
Engineering, safety and Security		
F&B Production		
F&B Service		
Total		

### Question 3

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Front office	
Housekeeping	
F&B Service	
F&B Production	
Sales and Marketing	
Administration and others	
Total	

### Part C: Recruitment Process

#### Question: 1

What are your organization's recruitment Process?

- I. Internal Recruitment
- II. Two steps Examination (Written and Viva)
- III. Walk in Interview
- IV. Affiliation with Educational Institutions



**Question: 2**

Where do you advertise for your recruitment? (MarkTick)

- I. Newspaper
- II. Online job portal
- III. Website
- IV. Social Media
- V. Others (Specify)

**Question: 3**

What are the preferences of your recruitment? (MarkTick)

- I. Practical Knowledge but no specialized education
- II. Practical Knowledge and specialized Education
- III. Job Experience and Specialized Education
- IV. Fresher
- V. Others (Please Mention)

**Question 4:**

Do you have in House training facilities? (MarkTick)

Yes

No

**Question: 5**

What is your employee entry requirements?

<b>Particulars</b>	<b>Post Graduate</b>	<b>Graduate</b>	<b>Certificate course/ Diploma</b>
Front office			
Housekeeping			
F&B Service			
F&B Production			
Sales and Marketing			
Administration and others			

### Part D: Skills requirement Analysis

#### Question: 1

What are the skills required to perform the operations smoothly? Please mark tick and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

#### Question 2:

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	Lacking	Suggestion – how to overcome
1		
2		
3		
4		
5		

#### Question: 3

What new careers/jobs in the next 5-10 years do you anticipate the hospitality industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	

Big data analyst	
Content developer	
VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

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-----Thank You-----

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Attraction/Entertainment/Recreation Industry

### Part One: Company/Organization Profile

Question: 1

- Company name:
- Address:
- Year of establishment:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Website:
- Establishment type:
- Available service (Please Mark)

Rides	Natural park
Accommodation	Restaurant
Meeting and convention	Shopping facility

## Part B: General Information

### Question: 1

How many employees you have/had based on different departments, level and year?

year	Departments/ Staff level	Event/Recreation/ Entertainment	F&B Outlets	Accommodation	Administration accounts and others	Sales and Marketing	Total
2021	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2020	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2019	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2018	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2017	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2016	Managerial level						
	Supervisory Level						

	Operational level						
	Contractual and casual						

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree	Non-THM degree
Sales and Marketing		
Administration, Finance and Accounting, HRM		
Engineering , safety and Security		
Accommodation		
F& B Outlets		
Total		

### Question 3

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Sales and Marketing	
Administration, Finance and Accounting, HRM	
Engineering , safety and Security	
Accommodation	
F& B Outlets	
Total	

## Part C: Recruitment Process

### Question: 1

What are your organization's recruitment Process?

- I. Internal Recruitment
- II. Two steps Examination (Written and Viva)
- III. Walk in Interview
- IV. Affiliation with Educational Institutions

### Question: 2

Where do you advertise for your recruitment?

- I. Newspaper
- II. Online job portal

- III. Website
- IV. Social Medea
- V. Others (Specify)

**Question: 3**

What are the preferences of your recruitment?

- I. Practical Knowledge but no specialized education
- II. Practical Knowledge and specialized Education
- III. Job Experience and Specialized Education
- IV. Fresher's
- V. Others (Please Mention)

**Question 4:**

Do you have in House training facilities?

Yes

No

**Question: 5**

What is your employee Entry requirements?

<b>Particulars</b>	<b>Post Graduate</b>	<b>Graduate</b>	<b>Certificate course/ Diploma</b>
Front office			
House keeping			
F&B service			
F&B production			
Sales and marketing			
Administration and others			

### Part D: Skills requirement Analysis

#### Question: 1

What are the skills required to perform the operations smoothly? Please Mark Tick and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

#### Question 2:

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	Lacking	Suggestion – how to overcome
1		
2		
3		
4		
5		



**Question: 3**

What new careers/jobs in the next 5-10 years do you anticipate the hospitality industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	
Big data analyst	
Content developer	
VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

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-----Thank You-----

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Tour Operator/ Travel Agent

### Part One: Company/Organization Profile

Question: 1

- Company name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of establishment:
- Establishment type (Please mark)

<b>Travel Agent</b>	<b>Tour Operator</b>
---------------------	----------------------

### Part B: General Information

Question: 1

How many employees you have/had based on different departments, level and year?

Year	Departments/ Staff level	Guide	Ticketing	Sales and Marketing, Revenue	Administration, Accounts, HRM, and IT	Tour Operation and Logistics	Total
2021	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						

2020	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2019	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2018	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2017	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2016	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree holders	Non-THM degree holders
Tour guiding		
Ticketing		
Sales and marketing		
Administration, Accounts, HRM and IT		

Tour operation and logistics		
Total		

### Question 3

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Tour guiding	
Ticketing	
Sales and marketing	
Administration, Accounts, HRM and IT	
Tour operation and logistics	
Total	

### Part C: Recruitment Process

#### Question: 1

What are your organization's recruitment Process?

- I. Internal Recruitment
- II. Two steps Examination (Written and Viva)
- III. Walk in Interview
- IV. Affiliation with Educational Institutions

#### Question: 2

Where do you advertise for your recruitment?

- I. Newspaper
- II. Online job portal
- III. Website
- IV. Social Media
- V. Others (Specify)

#### Question: 3

What are the preferences of your recruitment?

- I. Practical Knowledge but no specialized education
- II. Practical Knowledge and specialized Education
- III. Job Experience and Specialized Education
- IV. Fresher's
- V. Others (Please Mention)

#### Question 4:

Do you have in House training facilities?

Yes

No

#### Question: 5

What is your employee Entry requirements?

Particulars	Post Graduate	Graduate	Certificate/ Diploma Course

Tour guiding			
Ticketing			
Sales and marketing			
Administration, Accounts, HRM and IT			
Tour operation and logistics			

### Part D: Skills requirement Analysis

#### Question: 1

What are the skills required to perform the operations smoothly? Please mark tick and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

#### Question 2:

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	Lacking	Suggestion – how to overcome
1		
2		
3		
4		
5		

**Question: 3**

What new careers/jobs in the next 5-10 years do you anticipate the hospitality industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	
Big data analyst	
Content developer	
VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
---------------------	------------	---------------------	----------------	------------------------	---------------	------------------------

**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

.....

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.....

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-----Thank You-----

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Restaurants, Fast food, Cafe, Coffee /Tea shops

### Part One: Company/Organization Profile

Question: 1

- Company name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of establishment:
- Number of outlets:
- Website
- Establishment type: (Please mark)

Restaurant	Fast Food
Café	Street food
Coffee/ Tea shops	Convention Centre

## Part B: General Information

### Question: 1

How many employees you have/had based on different departments, level and year?

year	Departments/ Staff level	Sales and Marketing, Revenue	Administration, Accounts, HRM, and IT	F&B Production	F&B Service	Event/Recr eation/ Entertainm ent	Total
2021	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2020	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2019	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2018	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2017	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2016	Managerial level						
	Supervisory Level						



	Operational level						
	Contractual and casual						

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree	Non-THM degree
F& B Service		
F&B Production		
Administration( accounts, Purchase, Sales and others)		
Event/ Recreation/ Entertainment		
Total		

### Question 3

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
F& B Service	
F&B Production	
Administration( accounts, Purchase, Sales and others)	
Event/ Recreation/ Entertainment	
Total	

## Part C: Recruitment Process

### Question: 1

What are your organization's recruitment Process?

- I. Internal Recruitment
- II. Two steps Examination (Written and Viva)
- III. Walk in Interview
- IV. Affiliation with Educational Institutions

### Question: 2

Where do you advertise for your recruitment?

- I. Newspaper
- II. Online job portal
- III. Website
- IV. Social Media
- V. Others (Specify)

**Question: 3**

What are the preferences of your recruitment?

- I. Practical Knowledge but no specialized education
- II. Practical Knowledge and specialized Education
- III. Job Experience and Specialized Education
- IV. Fresher's
- V. Others (Please Mention)

**Question 4:**

Do you have in House training facilities?

Yes

No

**Question: 5**

What is your employee recruitment requirements?

<b>Particulars</b>	<b>Post Graduate</b>	<b>Graduate</b>	<b>Certificate/Diploma Course</b>
F& B Service			
F&B Production			
Administration( accounts, Purchase, Sales and others)			
Event/ Recreation/ Entertainment			

## Part D: Skills requirement Analysis

### Question: 1

What are the skills required to perform the operations smoothly? Please Mark Tick and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

### Question 2:

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	Lacking	Suggestion – how to overcome
1		
2		
3		
4		
5		

### Question: 3

What new careers/jobs in the next 5-10 years do you anticipate the hospitality industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
Digital marketing executive	
Content developer	

Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

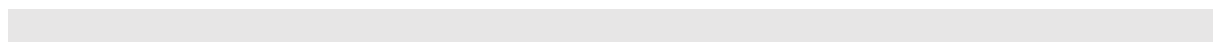
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-----Thank You-----



# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Transportation- Tourist Vessel

### Part One: Company/Organization Profile

#### Question: 1

---

- Company name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of Establishment:
- Website:

## Part B: General Information

### Question 1:

How many employees you have/had based on different departments, level and year?

year	Departments / Staff level	Front Office	Housekeeping	Sales and Marketing Revenue	Administration Accounts HRM and IT	Engineering , safety and Security	F&B Product ion	F&B Service	Total
2021	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2020	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2019	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2018	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								
2017	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								

2016	Managerial level								
	Supervisory Level								
	Operational level								
	Contractual and casual								

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree	Non-THM degree
Front Office		
Housekeeping		
Sales and Marketing		
Administration, Accounts, HRM and IT		
Engineering, safety and Security		
F&B Production		
F&B Service		
Total		

### Question 3:

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Front Office	
Housekeeping	
Sales and Marketing	
Administration, Accounts, HRM and IT	
Engineering, safety and Security	
F&B Production	
F&B Service	
Total	

## Part C: Recruitment Process

### Question: 1

What are your organization's recruitment Process?

- I. Internal Recruitment
- II. Two steps Examination (Written and Viva)
- III. Walk in Interview
- IV. Affiliation with Educational Institutions

**Question: 2**

Where do you advertise for your recruitment?

- I. Newspaper
- II. Online job portal
- III. Website
- IV. Social Media
- V. Others (Specify)

**Question: 3**

What are the preferences of your recruitment?

- I. Practical Knowledge but no specialized education
- II. Practical Knowledge and specialized Education
- III. Job Experience and Specialized Education
- IV. Fresher's
- V. Others (Please Mention)

**Question 4:**

Do you have in House training facilities?

Yes

No

**Question: 5**

What is your employee recruitment requirements?

Particulars	Postgraduate	Graduate	Certificate /Diploma
Front office			
House Keeping			
F&B Service			
F&B Production			
Sales and Marketing			
Administration and others			

**Part D: Skills requirement Analysis**

**Question 1:**

What are the skills required to perform the operations smoothly? Please Mark Tik and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	



Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

**Question 2:**

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	<b>Lacking</b>	<b>Suggestion – how to overcome</b>
1		
2		
3		
4		
5		

**Question: 3**

What new careers/jobs in the next 5-10 years do you anticipate the **Tourist Vessel** industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	
Big data analyst	
Content developer	
VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
---------------------	------------	---------------------	----------------	------------------------	---------------	------------------------

**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

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 .....  
 .....  
 .....

-----Thank You-----

# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Transportation- Airlines

### Part One: Company/Organization Profile

Question: 1

- Company name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of establishment:
- Website:
- Establishment type (Please mark)

Local	International
-------	---------------

## Part B: General Information

### Question 1:

How many employees you have/had based on different departments, level and year? (those who are Working in Bangladesh)

year	Departments/ Staff level	Catering	Flight Crew	Sales and Marketing, Revenue	Administration, Accounts, HRM, and IT	Grounds Handling	Total
2021	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and Casual						
2020	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2019	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2018	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
2017	Managerial level						
	Supervisory Level						
	Operational level						
	Contractual and casual						
	Managerial level						

2016	Supervisory Level						
	Operational level						
	Contractual and Casual						

### Question 2

Number of employees currently working in your organizations are foreigners?

Particulars	Managerial level	Supervisory Level	Operational level	Contractual
Numbers				

### Question 3

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree	Non-THM degree
Catering		
Sales and marketing		
Flight crew		
Grounds handling		
General administration		
Others		
Total		

### Question 4:

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Catering	
Sales and marketing	
Flight crew	
Grounds handling	
General administration	
Others	
Total	

## Part C: Recruitment Process

### Question: 1

What are your organization's recruitment Process?

- V. Internal Recruitment
- VI. Two steps Examination (Written and Viva)
- VII. Walk in Interview
- VIII. Affiliation with Educational Institutions

Question: 2

Where do you advertise for your recruitment?

- VI. Newspaper
- VII. Online job portal
- VIII. Website
- IX. Social Media
- X. Others (Specify)

Question: 3

What are the preferences of your recruitment?

- VI. Practical Knowledge but no specialized education
- VII. Practical Knowledge and specialized Education
- VIII. Job Experience and Specialized Education
- IX. Fresher's
- X. Others (Please Mention)

Question 4:

Do you have in House training facilities?

Yes

No

Question: 5

What is your employee recruitment requirements?

Particulars	Postgraduate	Graduate	Diploma/ Certificate
Catering			
Sales and marketing			
Flight crew			
Grounds handling			
General administration			
Others			

### Part D: Skills requirement Analysis

Question: 1

What are the skills required to perform the operations smoothly? Please Mark Tik and specify if you think more skills required.

Skills		Skills	

Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

**Question 2:**

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	<b>Lacking</b>	<b>Suggestion – how to overcome</b>
1		
2		
3		
4		
5		

**Question: 3**

What new careers/jobs in the next 5-10 years do you anticipate the Airlines industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	
Big data analyst	
Content developer	
VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	

Other.....	
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**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

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-----Thank You-----

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# National Tourism Human Capital Development Strategy for Bangladesh: 2021-2030

## Questionnaires: Tourism Workforce Requirement Analysis Transportation- Bus/Coach

### Part One: Company/Organization Profile

#### Question: 1

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- Company name:
- Address:
- Name of the respondents:
- Designation and department:
- Contact no:
- Email:
- Year of establishment:
- Website:

## Part B: General Information

### Question 1:

How many employees you have/had based on different departments, level and year?

year	Departments/ Staff level	Guide/ Supervisor	Sales and Marketing (Counter & Others)	Driver	Administration	Total
2021	Managerial level					
	Operational level					
2020	Managerial level					
	Operational level					
2019	Managerial level					
	Operational level					
2018	Managerial level					
	Operational level					
2017	Managerial level					
	Operational level					

### Question 2

How many of the employees had Tourism and Hospitality Degrees (any kind)?

Departments	THM Degree	Non-THM degree
Guide/ Supervisor		
Sales and marketing (Counter and others)		
Driver		
General administration		
Total		

### Question 3

Under Business-As-Usual (BAU) scenario, how many employees are needed in next 5 to 10 years?

Areas/departments	How many employees needed
Guide/ Supervisor	

Sales and marketing (Counter and others)	
Driver	
General administration	
Total	

### Part C: Recruitment Process

#### Question: 1

What are your organization's recruitment Process?

- IX. Internal Recruitment
- X. Two steps Examination (Written and Viva)
- XI. Walk in Interview
- XII. Affiliation with Educational Institutions

#### Question: 2

Where do you advertise for your recruitment?

- XI. Newspaper
- XII. Online job portal
- XIII. Website
- XIV. Social Medea
- XV. Others (Specify)

#### Question: 3

What are the preferences of your recruitment?

- XI. Practical Knowledge but no specialized education
- XII. Practical Knowledge and specialized Education
- XIII. Job Experience and Specialized Education
- XIV. Fresher's
- XV. Others (Please Mention)

#### Question 4:

Do you have in House training facilities?

Yes

No

#### Question: 5

What is your employee recruitment requirements?

	Postgraduate	Graduate	Diploma/Certificate
Guide/ Supervisor			
Sales and marketing (Counter and others)			
Driver			
General administration			

### Part D: Skills requirement Analysis

#### Question: 1

What are the skills required to perform the operations smoothly? Please Mark Tik and specify if you think more skills required.

Skills		Skills	
Communication		Time management	
Technical & IT skill		Stress management	
Problem solving		Emotional intelligence	
Leadership		Team work	
Innovation		Interpersonal relationship	
Customer service		Cultural awareness	
Personal grooming		Multi-tasking	
Foreign language		Other.....	
Other.....		Other.....	
Other.....		Other.....	

#### Question 2:

What are the skills and knowledge that are most lacking from your current employees/applicants/management based on question 1 and your anticipation? And how to overcome it?

	Lacking	Suggestion – how to overcome
1		
2		
3		
4		
5		

#### Question: 3

What new careers/jobs in the next 5-10 years do you anticipate the Bus/Tourist Coach industry will need? Please list with required skills.

Jobs	Skills
Networks and internet security designers	
IOT and device controller	
Digital marketing executive	
Big data analyst	
Content developer	

VR, chat bot and travel bot operator	
Environment expert	
Other.....	
Other.....	
Other.....	

**Question: 4**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 5**

What are your suggestions to develop the tourism sector in Bangladesh?

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-----Thank You-----

## Survey Questionnaire for National Tourism Human Capital Development Strategy for Bangladesh

### Supply Side

<b>Name of the institution:</b>		
<b>Name of the department:</b>		
<b>Address:</b>		
<b>Year of establishment:</b>		
<b>Name of the respondent:</b>		
<b>Email:</b>		<b>Contact Number:</b>

Q01. How many students have passed out of this educational institution in the last 3 years?									
Name of the Course/Degree/Training	2020			2019			2018		
	Number of Students:								
	Admitted	Passed	Dropped	Admitted	Passed	Dropped	Admitted	Passed	Dropped
Bachelors/BBA/Honors									
Masters/MBA									
Front Office Management									
Housekeeping Management									
F&B Production									
Travel Agency and Tours Operation Management									
Cabin Crew & Airport Service									
Culinary Arts									
Others (1):									
Others (2):									
Total:									

Q02. From the passed out/graduated students, how many of them are working in the tourism/hospitality or relevant industry?			
Name of the Job sectors	2020	2019	2018
<b>Tourism Industry:</b>			

Tourism Educator			
Travel Agency			
Tours Operator			
Cabin Crew & Airport Service			
Cruise			
<b>Hospitality Industry:</b>			
Hotel and Resorts:			
Front Office Management			
Housekeeping Management			
F&B production			
Culinary Arts			
Restaurants			
Event Management			
Total			
<b>Q03. What is the minimum educational qualification required to admission on a course?</b>			
i. Admission test, if any:			
ii. Minimum required GPA in SSC Examination:			
iii. Minimum required GPA in HSC Examination:			
iv. Any other pre-requisite:			
<b>Q04. Did the students attained any practical training/industry visit/tourism lab-based experience throughout their study period?</b>			
Yes:		No:	
<b>Q05. If you answered yes to the previous question, please specify the number of practical training/industry visit/tourism lab-based experience they received:</b>			

Practical training	Industry visit	Tourism lab-based experience	Seminar on career in tourism and hospitality industry
<b>Q06. Do you have a placement office (or personnel) for facilitating employment of the prospective graduates?</b>			
Yes:		No:	
<b>Q07. What is the rate of students who get tourism and hospitality job placement after their graduation?</b>			
<b>Q08. If they do not get job/are not willing to get job in tourism and hospitality industry, then where do they go for job?</b>			
1.			
2.			
3.			
<b>Q09. What are your suggestions to overcome the reasons of not being employed in the hospitality sector?</b>			
<b>Q10. What would you change about the curriculum in order to prepare you better for your career?</b>			



Q11. Statements:	Poor	Below Average	Average	Above Average	Excellent
<b>a) To what extent do you believe that the students are prepared in each of these communication skills?</b>					
Listening Skills					
Writing Skills					
Speaking Skills					
Presentation Skills					
<b>b) To what extent do you believe that the students are prepared for each of the following conceptual skills?</b>					
Clear understanding of the hospitality industry					
Hospitality Law					
Sales techniques and concepts					
<b>c) To what extent do you believe that the students are prepared in each of the following teamwork related skills?</b>					
Providing feedback & motivating others					
Working with others					
Employee relations & training					
<b>d) To what extent do you believe that the students are prepared for each of the following interpersonal skills?</b>					
Adaptability & learning					
Passion for service to the industry					
<b>e) To what extent do you believe that the students are prepared for each of the following fundamental curriculum related skills?</b>					
Understanding current issues and practices in the hospitality industry					
Experience based learning & application					

Q12. Does your institute have planning for any upcoming training program on new skilled occupation?		
Sl. No	Skilled occupations	When Planned? (a) In next six months to one year (b) In three years (c) In five years

**Question: 13**

Strong policy and guidelines are important for development of tourism sector.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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**Question: 14**

What are your suggestions to develop the tourism sector in Bangladesh?

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-----Thank You-----

Questions for the Executives

**Project:  
Human Resource Development & Formulation of Policy and Guidelines for  
Tourism in Bangladesh**

1. Our tourism sector offers quality services to the customers.

Strongly agree 1	Agree 2	Slightly agree 3	Not aware 4	Slightly disagree 5	Disagree 6	Strongly disagree 7
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2. If “Disagree”, would you mention some reasons?

- i) Tourism employees have lacking in behavioral issues
- ii) They are not much apt in performing their duties
- iii) They are not cooperative
- iv) They have problem in communication
- v) They do not look smart
- vi) Others (please specify):

3. Do you think that our tourism employees are well trained to perform their respective jobs?

- i) Yes
- ii) No

4. If the answer is ‘No’, could you give some suggestions how their skill can be enhanced?

- i) They need regular In-house professional training
- ii) They have to develop communication skill
- iii) They should have tourism & hospitality educational background
- iv) The universities/institutes should develop curricula to meet up the demand of the industry
- v) Cohesive liaison among the universities/institutions should be established
- vi) The employer should encourage employees by introducing benefits/ performance incentives
- vii) Others (please specify):

5. It is told that around 3 million people are directly or indirectly employed in different sectors of tourism industry of Bangladesh. What are the new areas other than hotels, motels, restaurants, entertainments etc. come to your mind where there is ample scope of creating more tourism related jobs for people?
- i) We have to create more tourist destinations
  - ii) Introduce new tourism activities like creating Community Based Tourism (CBT), Sports tourism, Promoting MICE, introducing sea based tourism activities etc. (if more suggestions, please write down at the bottom.
  - iii) Tourism education should be more IT based to produce creative young people
  - iv) Hotels and other tourism enterprises compulsorily have to employ only the persons having tourism education
  - v) Local new services/activities should be identified and promoted by the government
  - vi) Others (please specify):
6. What type/s of tourism is suitable for your area?
- |                             |                          |
|-----------------------------|--------------------------|
| i) Adventure tourism        | ii) Ocean cruise tourism |
| iii) Sports tourism         | iv) River tourism        |
| v) Agro-tourism             | vi) Haor tourism         |
| vii) Rural tourism          | viii) Religious tourism  |
| ix) Community based tourism | x) MICE tourism          |
| xi) Wildlife tourism        | xii) Food tourism        |
| xiii) Cultural tourism      | xiv) Others:             |
7. What policy should the Government take to develop the tourism in Bangladesh?
- i) Ensuring sustainability in tourism at any cost
  - ii) Educating responsible behavior to all the stakeholders of tourism
  - iii) Providing safety and security at tourism sites
  - iv) Involving community people in tourism development
  - v) Considering climate change and environmental issues
  - vi) Developing basic tourism facilities
  - vii) Collaborating among the relevant agencies for tourism development

viii) Conservation of tourism resources

ix) Others:

8. Is there any specific suggestion to develop tourism in your area? (please write a few sentences)

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Your name, designation and organization:

Mobile phone number:

Your business/office location: (a) Dhaka (b) Chittagong (c) Sylhet (d) Cox's bazar (e) Khulna (f) Other:

Thank you!