

Accommodation



Employee & organisational resilience in accommodation sector was consistently higher than tourism services (inc. retail) & food & drink sectors.

Factors which distinguish accommodation sector:



At employee level

- More women (higher resilience)
- More FT workers
- Younger front-line workers & mature supervisors



At organisation level

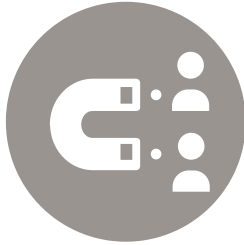
- Empowered employees
- More mature & larger businesses
- Large multi-national hoteliers – more flexibility

Our research shows that impacts are felt differently according to size and ownership structure of business.



Destination Workforce Resource

Workforce attraction & retention:



Workers are key to the industry. COVID-19 demonstrated the need to improve conditions to retain & attract workers. All actor groups play a role in making work more secure, safe, exciting, & to offer incentives to reduce region to city drain. Further, housing issues need to be resolved. Focus on culture & vibe of industry, not pay – & target key influencers (e.g., parents, career advisors).

Communication, leadership, & collaboration:



Consistent messaging, leadership & supports from policymakers are critical in times of crisis. Leaders should work with employees & operators (in-region) to capitalise on local knowledge & experiences - to seek solutions before, during, & after crises.

Training, development, & empowerment:



All stakeholders need ongoing training to prepare them for crises. Employees, managers, & volunteers alike crave career development & promotional opportunities which enhance resilience & organisational/industry loyalty.

A community approach:



To endure crises, businesses, industry & not-for-profit groups, & local government can build a united 'destination approach' - with input from and engagement with the needs of the broader community. All actors can help revitalise tourism regions' employer/employee brand.

Wellbeing & social support:



Non-work factors are key to workforce resilience. Factors such as work-life balance, secure accommodation, and family and wellbeing supports are critical to improving circumstances. Accessible (in-person) wellbeing programs need to be offered in regional areas.