

Food & Drink Service



Employee & organisational resilience in food & drink service sector was consistently lower than accommodation sector.

Factors which distinguish food and drink service sector:



At employee level

- Dominated by women
- High levels of contingent workers
- 25-34 age group largest cohort
- Fewer staff accessing supports/resources



At organisational level

- Learning culture & organisational support low
- Less empowered employees than accommodation

Organisational support is when employees perceive they are encouraged and given assistance e.g., valuing opinions

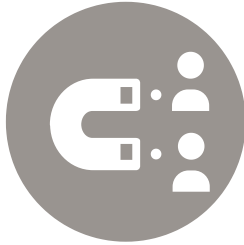


Research from the University of Queensland shows that food and drink service workers are more likely to be abused and harassed than workers in other industries.



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.