



# Putting this into action for Tourism Services

Transformational change in the Service sector workforce will take time but to achieve that change we need to start taking action now. The following plan includes the key areas of focus, medium term actions and short-term initiatives. These initiatives and actions can be thought of as individual threads that weave together to achieve workforce transformation.

**Actions:**  
Where we would like to be

| Māori succeeding as Māori                                                                                                                                                                                                                                                                                 | Attracting and retaining the future workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <ul style="list-style-type: none"> <li>Māori business and workforces have opportunities to connect.</li> <li>The Service sector and vocational education system understands and acts on Māori views of success.</li> <li>The vocational education system is shaped by a Mātauranga Māori lens.</li> </ul> | <ul style="list-style-type: none"> <li>Improve the availability and use of high-quality information about Service sector businesses and workforce.</li> <li>Improve participation of Māori, Pacific peoples, tāngata whaikaha, and other population groups.</li> <li>Industry is visible and promoted to a wide range of potential ākonga and kaimahi.</li> <li>Roles and responsibilities of system level players are understood and have arrangements in place to work well together.</li> </ul> |

**Initiatives:**  
What we can do to get there  
Service Sector Initiatives

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| <ul style="list-style-type: none"> <li><b>R I</b> Establish and grow the Māori Service Sector Forum.</li> <li><b>R</b> Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations.</li> <li><b>R I</b> Te Kāhui Mātauranga Māori to provide Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches.</li> </ul> | <ul style="list-style-type: none"> <li><b>R</b> Undertake the Future Workforce project that aims to understand work, skills and training in New Zealand in 2040.</li> <li><b>I</b> Amplify work that aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums.</li> <li><b>R</b> Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data.</li> </ul> |
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**Tourism specific initiatives**



**Who is leading the initiative**

**R** = Ringa Hora

**I** = Industry

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| <ul style="list-style-type: none"> <li><b>R</b> Identify and support Māori industry bodies.</li> <li><b>R I</b> Map qualifications development designed in collaboration with mana whenua for regional NZ History to identify links with storytelling for regional tourism.</li> <li><b>R I</b> Support and enhance existing training strategies that work for Māori:               <ul style="list-style-type: none"> <li>Investigate existing values-based training methods utilised by Māori for skills training.</li> </ul> </li> <li><b>R I</b> Enhance visibility of Māori tourism and values in action specifically manaakitanga and kaitiakitanga.</li> <li><b>R I</b> Providers work with Māori to ensure qualification delivery, skills and training are relevant, accessible and digestible for Māori learners.</li> </ul> | <ul style="list-style-type: none"> <li><b>R I</b> Support the development of a new NCEA Tourism Achievement Standard at NCEA levels 2 and 3 in school education that facilitates broad entry pathway. (ITP)</li> <li><b>I</b> Industry Implements the 'Careers in Tourism' package to attract future workforce. (TIA)</li> <li><b>R I</b> Improve visibility and understanding of pathways into the industry.</li> <li><b>R I</b> Investigate tourism apprenticeship model and flexible in-work training options.</li> </ul> |
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## Developing broad skills for the future

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| <ul style="list-style-type: none"> <li>Vocational education and training is flexible and adaptable to current and emerging industry requirements.</li> <li>Workforces and businesses are well prepared to adapt and innovate.</li> <li>Investment decisions are transparent and based on high quality advice.</li> </ul> | <ul style="list-style-type: none"> <li><b>R</b> Create a package of short, sharp, stackable credentials that meet industry need through Waihangatia te Āmua Ao   Shaping the Future of Service Skills project.</li> <li><b>R I</b> Amplify work that supports people to learn about broad skills for the Service sector, such as MBIE's Digital Boost initiative.</li> </ul> |
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| <ul style="list-style-type: none"> <li><b>R I</b> Industry works with Ringa Hora to implement workforce development, education, and training elements of the Tourism Industry Transformation - Better Work Action Plan.</li> <li><b>R I</b> Working partnership between Ringa Hora and peak industry bodies, to build a cohesive work programme that shapes educational needs of industry. (ITP)</li> <li><b>R I</b> Enhance industry wide recognition of Mātauranga skills sets including Manaakitanga, Pūrākau, Waiata, Haka.</li> </ul> |
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## Creating mana-uplifting jobs and opportunities

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| <ul style="list-style-type: none"> <li>Workplaces are accessible and attractive to the current and future workforce.</li> <li>The workforce is recognised, valued, and safe.</li> <li>The workforce and businesses move through the cycle of employment (recruitment, on-boarding, retention, and progression) in ways that suit them.</li> <li>The range of roles is articulated and available.</li> <li>Learning and skills development supports upwards and lateral progression.</li> </ul> | <ul style="list-style-type: none"> <li><b>R</b> Develop an 'employer hub' that shares resources, information, and case studies of Service sector excellence – targeted at SMEs.</li> <li><b>I</b> Amplify approaches that improve diversity, equity and inclusion, such as Diversity Works NZ, Disabled Persons Assembly Information Exchange resources for employers, and Rainbow Tick.</li> </ul> |
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| <ul style="list-style-type: none"> <li><b>I</b> Industry, maintain open communications and foster opportunities to connect across tourism, other industries and with the New Zealand public. (TIA)</li> <li><b>I</b> Tourism businesses ensure the quality of the employment that they provide contributes to the employment attractiveness of the industry. (TIA)</li> <li><b>I</b> Industry fosters an environment that strengthens relationship building for Māori and non-Māori Tourism stakeholders.</li> <li><b>I</b> Industry advocates and educates on environmental sustainability &amp; biodiversity matters at a local and national level. (ITP)</li> </ul> |
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