

TANZANIA TOURISM TRAINING PROJECT

TRAINING NEEDS ANALYSIS

April – May 2008



Ministry of Natural Resources and Tourism



European Union



GOPA Worldwide Consultants

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ANNEXES

1. BACKGROUND

1.1 Methodology

Implementing in-house training for the tourism sector in Tanzania requires up-to-date knowledge of the latest training needs of the sector. Preference was given to an electronic survey above other methods for the following reasons.

- a. It is the most time/cost effective way, provided the number of responses are adequate
- b. to familiarize the industry with the TTP's website in general
- c. to facilitate the industry with a method of quickly responding to a limited number of questions

The TNA was promoted amongst the industry through:

- a. emails
- b. phone calls

1.2 Dates

The TNA was conducted during the month and April – May 2008

1.3 Number of respondents

The total number of respondents was 46. The original data base is with answers is available in electronic format for further verification.

2. QUESTIONS

2.1 Questions asked

The TNA consisted of the following 7 main topics:

- a. Size of the property and location
- b. Entry-level training requirements
- c. Supervisory level training requirements
- d. Management level training requirements
- e. Preferred delivery mechanisms of training
- f. Priorities in training at levels
- g. Present training situation within the respondents company

Each main topic was divided into more subtopics or listing of professions. The sample of the original TNA is attached in Annex I.

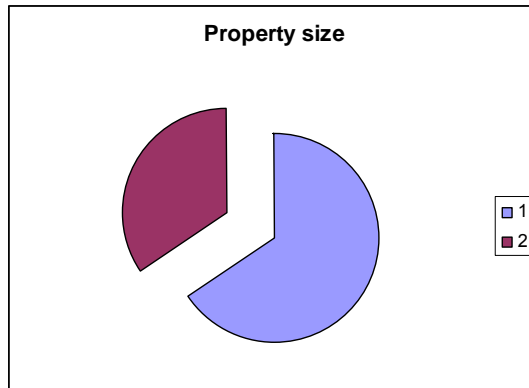
3. RESULTS



3.1 Property size and location

Question 1: How many rooms does your hotel have?

Results:

Total number of respondents	= 46	100 %
Less than 75 rooms	= 30	71 %
More than 75 rooms	= 16	29 %

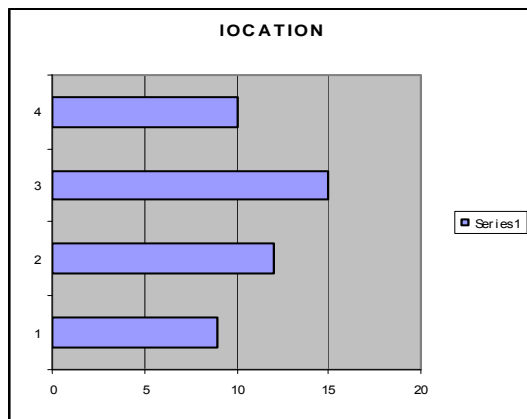


-  more than 75 rooms
-  Less than 75 rooms

Question 2: In which area is your property located?

Results:

Total number of respondents	= 46	100%
Northern Circuit	= 9	20 %
Southern Circuit	= 12	26 %
Coastal Circuit	= 15	33 %
Zanzibar, Pemba & Mafia	= 10	21 %



- Northern circuit
- Southern Circuit
- Coastal Circuit
- Zanzibar, Pemba & Mafia

3.2 Training requirements at various levels

Question 3: ENTRY-LEVEL training requirements

Please select in the table below the preferred profession for each discipline for which your company needs training programmes.
(select one or more from each discipline)

Results:

Food & Beverage Services

<input type="checkbox"/>	Bar Tender	= 15
<input type="checkbox"/>	Food & Beverage Cashier	= 8
<input type="checkbox"/>	Host / Hostess	= 9
<input type="checkbox"/>	Junior Waiter / Waitress	= 28
<input type="checkbox"/>	Room Service Server	= 6
<input type="checkbox"/>	Senior Waiter / Waitress	= 35

Housekeeping

<input type="checkbox"/>	Room Attendant	= 41
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Front Office

<input type="checkbox"/>	Night Auditor	= 12
<input type="checkbox"/>	Receptionist	= 33

Food Production

<input type="checkbox"/>	Cook	= 38
<input type="checkbox"/>	Cook's Helper	= 19
<input type="checkbox"/>	Pastry Cook	= 4

Question 4: SUPERVISORY-LEVEL training requirements

Please select in the table below the preferred profession for each discipline for which your company needs training programmes. (select one or more from each discipline)

Results:

Food & Beverage Services

Food Service Supervisor	= 31
Room Service Supervisor	= 13

Housekeeping

Executive Housekeeper	= 17
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Front Office

Environmental Coordinator	= 3
Front Desk Supervisor	= 20
Front Office Manager	= 22
Reservations Supervisor	= 12

Food Production

Food Preparation Supervisor	= 13
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Question 5: Please select a Management Position for which your company needs training.(specify one or more)

Results:

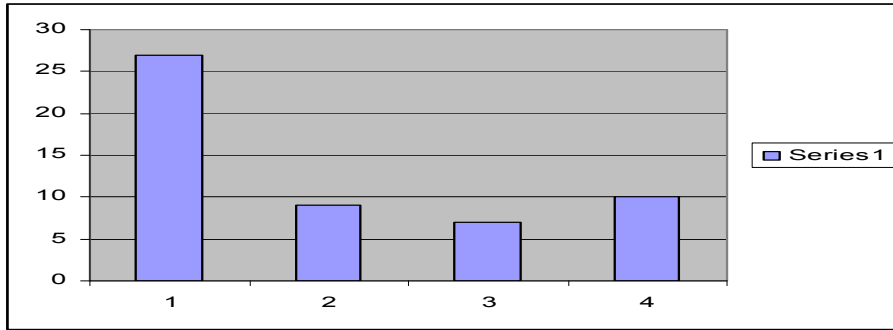
Rooms Division Manager	= 8
Executive Chef	= 3
Food & Beverage Manager	= 39
Executive Housekeeper	= 8
Sales & Marketing Manager	= 3
Human Resource Manager	= 3
Financial Controller	= 2
Other (please specify job)	= 0

3.3 Delivery mechanisms and priorities at level

Question 6: Please specify the preferred delivery mechanism for training programmes.(select only ONE)

Results:

- 1. On-the-Job programs = 27
- 2. External consultants = 9
- 3. Educational Institutes = 7
- 4. Other = 3



Question 7: Please indicate which of the levels for training listed below is needed most urgently in your organization. (tick the priority indicator for each item)

Results:

priority (1 = highest)	1	2	3	4	5
Entry level	37	6	1	2	0
Supervisory level	25	17	3	1	0
Management level	19	9	12	5	1
Other courses	0	0	1	2	2

3.4 Current Training Situation

Question 8: What is the most convenient month to train your staff?

Result:

January	08
February	02
March	07
April	06
May	08
June	06
July	01
August	02
September	01
October	02
November	02
December	01

Question 9: Which training delivery source(s) are you using at present?

Result:

In-house trainers	= 34
Local trainers	= 5
Hospitality Institutes	= 5
Regional trainers	= 1
International trainers	= 0
Other sources	= 0

Question 10: How many days training does each level get

Result:

Number of days	1	1-5	5-10	more	none
How many training days does your ENTRY-LEVEL staff currently get yearly?	18	15	5	1	0
How many training days does your SUPERVISORY staff currently get yearly?	12	18	5	0	0
How many training days does your MANAGEMENT staff currently get yearly?	16	13	4	2	0

4. CONCLUSION

4.1 Conclusion

Responses were percentage wise more or less equally received from each area. The areas indicated in the TNA are in conformity with the areas listed in the Tourism Master Plan (Northern Circuit, Southern Circuit, Coastal Circuit and Zanzibar, Pemba & Mafia).

The biggest training needs are still felt at entry-level by the industry in Tanzania, while in-house training/on-the-job is the preferred delivery mechanism.

No judgment can be made how effective the training efforts are in the industry, however noticeable amounts of training days are being presently conducted.

Preferred training at entry level:

- * Senior waiter/waitress
- * Room attendant
- * Receptionist
- * Cook

Therefore the Terms of Reference of the Tanzania Training Programme to develop and deliver in-house training at entry-level are still valid.

4.2 Recommendations

The Tanzania Training Programme should divide its efforts equally over the 4 areas listed in the Tourism Master plan.

Training efforts should concentrate on in-house training with in-house trainers. Train-the-Trainer programmes should therefore be delivered with in-house follow-up. An inter-active website can support the in-house trainers.

Courses and curricula should be designed for senior waiters, room attendants, receptionist and cooks and at management level for Food & Beverage Managers.

With a carefully selected format of the Train-the-Trainer programme and industry based training (time-wise), programmes can be delivered at most periods of the year.

Annex I Original TNA

Training Needs Analysis survey

The intention of this Training Needs Analysis survey is to let the Tourism Industry in Tanzania decide on professions for which detailed Training Programmes will be developed.

You can participate in this survey anonymously.

To prevent anyone from participating more than once, your IP will be logged.

Online Training Needs Analysis:

Please answer all questions.

How many rooms does your hotel have?	<input type="checkbox"/> ≤ 50 rooms
	<input type="checkbox"/> > 50 rooms
In which area is your property located?	<input type="checkbox"/> Northern circuit
	<input type="checkbox"/> Southern circuit
	<input type="checkbox"/> Coastal circuit
	<input type="checkbox"/> Zanzibar, Pemba & Mafia

ENTRY-LEVEL training requirements

Please select in the table below the preferred profession for each discipline for which your company needs training programmes:

(select one or more from each discipline)

Food & Beverage Services	<input type="checkbox"/> Bar Tender
	<input type="checkbox"/> Food & Beverage Cashier
	<input type="checkbox"/> Host / Hostess
	<input type="checkbox"/> Junior Waiter / Waitress
	<input type="checkbox"/> Room Service Server
	<input type="checkbox"/> Senior Waiter / Waitress
Housekeeping	<input type="checkbox"/> Room Attendant
Front Office	<input type="checkbox"/> Receptionist
	<input type="checkbox"/> Night Auditor

Food Production	<input type="checkbox"/>	Cook
	<input type="checkbox"/>	Cook's Helper
	<input type="checkbox"/>	Pastry Cook

SUPERVISORY-LEVEL training requirements

Please select in the table below the preferred profession for each discipline for which your company needs training programmes:

(select one or more from each discipline)

Food & Beverage Services	<input type="checkbox"/>	Food & Beverage Supervisor
	<input type="checkbox"/>	Room Service Supervisor
Housekeeping	<input type="checkbox"/>	Executive Housekeeper
	<input type="checkbox"/>	Housekeeping Supervisor
Front Office	<input type="checkbox"/>	Environmental Coordinator
	<input type="checkbox"/>	Front Desk Supervisor
	<input type="checkbox"/>	Front Office Manager
	<input type="checkbox"/>	Reservations Supervisor
	<input type="checkbox"/>	Rooms Division Manager
Food Production	<input type="checkbox"/>	Executive Chef
	<input type="checkbox"/>	Food Preparation Supervisor

Please specify the preferred delivery mechanism for such training programmes.

(select only ONE)

On-the-job training	<input checked="" type="checkbox"/>
External consultants	<input checked="" type="checkbox"/>
Educational institutes	<input checked="" type="checkbox"/>
Other	<input checked="" type="checkbox"/>

Please select a Management Position for which your company needs training.

(specify one or more)

Rooms Division Manager	<input type="checkbox"/>
Executive Chef	<input type="checkbox"/>
Food & Beverage Manager	<input type="checkbox"/>
Executive Housekeeper	<input type="checkbox"/>
Sales & Marketing Manager	<input type="checkbox"/>
Human Resource Manager	<input type="checkbox"/>
Financial Controller	<input type="checkbox"/>
Other (please specify job)	<input type="checkbox"/> <input type="text" value="type name here"/>

Please indicate which of the levels for training listed below is needed most urgently in your organization:

(tick the priority indicator for each item)

priority (1 = highest)	1	2	3	4	5
Entry level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="text" value="type other course name(s)"/>				

Your current training situation:

What is the most convenient month to train your staff?	<input type="text" value="January"/>
Which training delivery source(s) are you using at present?	<input type="text" value="in-house trainers"/>
How many training days does your ENTRY-LEVEL staff currently get yearly?	<input type="text" value="1 day"/>
How many training days does your SUPERVISORY staff currently get yearly?	<input type="text" value="1 day"/>

How many training days
does your
MANAGEMENT staff
currently get yearly ?

Please click this  button when you are finished.

Thank you for helping us analyze your training needs.