



# Post Summit Report

from the January 2007 Workforce Summit

Governor's Workforce Investment Board

March, 2007

## GWIB Hosts Successful Hospitality and Tourism Summit

GWIB's Hospitality and Tourism Industry Initiative steering committee held its workforce summit at the University of Maryland University College Inn and Conference Center, in Adelphi, Maryland January 23, 2007.

The one-day meeting allowed the 240 attending leaders from industry, government and education, to review the industry monograph and validate the industry's profile, data and workforce issues.

The day's agenda featured keynote speakers J.W. Marriott, Chairman and CEO, Marriott International, and Emily Stover DeRocco, Assistant Secretary, United States Department of Labor Employment and Training Administration.

Mr. Marriott spoke on how Marriott's success is largely attrib-

communication and collaboration with education and workforce service providers.

### Next Step — Taking Action

"Solving our workforce challenges is the whole point of the industry initiative process," stated Brendan Keegan, GWIB Board Member and International Vice-President of Human Resources for Marriott International (retired).

The Hospitality and Tourism Steering Committee met just weeks after the Summit to begin developing a plan of action to implement the recommendations discussed and ranked by Summit attendees.

"Industry, state government and education partnerships developed in the committee, and exemplified by GWIB, will be critical to our future efforts," said Keegan. The industry's plan of action will be presented at the Governor's Workforce Investment Board meeting June 2007.

### Summit Defines Industry Workforce Challenges

*Industry Appeal* Employees are unwilling to enter or remain in the industry due to negative perceptions about career choices, advancement, benefits, and compensation.

*Industry Exposure* Potential employees are unaware of the variety of career opportunities available in the industry.

*Skills* Potential employees are deemed unqualified because of a lack of skills or because employers cannot determine skill level.

*Immigration Status* Potential employees are disqualified because of immigration status or because employers are unable to confirm immigration status.

*Seasonal Workforce* Employers require temporary seasonal workforce.

*Benefits and Compensation* Employees are unable to enter, advance, or remain in industry due to inadequate benefits and compensation.

*Labor-Saving Technology* Employers are unaware of labor-saving alternatives.

*Housing and Transportation* Potential employees are unable to enter industry due to lack of affordable housing or transportation to and from places of employment.

**Source:** *Hospitality and Tourism Industry Monograph*. Free copy available on GWIB website: <http://www.mdworkforce.com>



Steering Committee co-chairs Tom Warren, Morrison Healthcare Food Services and Thomas Hall, Thomas H. Hall Company with keynote speaker J.W. Marriott, Jr., Marriott International.

uted to the fact that they treat their employees well, who in turn treat their customers well. He talked about the importance of demonstrating employees' value to the company providing them with opportunities to excel, and treating them with respect. "Respect is one of those things: the more you give, the more you get in return," said Mr. Marriott.

Ms. DeRocco spoke about the importance of the future workforce. Her expressed belief is that we must combine and leverage resources from industry, government, and education in order for the United States to remain competitive.

Attendees agreed that all industry representatives faced the same challenges. They also felt that there should be more extensive



## Summit Activities

On January 23, 2007, leaders from industry, government and education convened the GWIB Hospitality and Tourism Workforce Summit at the Inn and Conference Center, at University of Maryland University College in Adelphi, Maryland.

### Morning General Session

The day's event began with a morning general session. Summit emcee, Paul C. Wolman, P.W. Feats, Inc, called the session to order, followed by welcoming remarks from George A. Shoenberger, CFO and Vice President Admissions, University of Maryland University College and Bernie Antkowiak, Assistant Secretary Division of Workforce Development.

Brendan Keegan, Executive Vice President, Marriott International, Inc. and GWIB

Board member, and steering co-chairs, reviewed the history of the Maryland Governor's Workforce Investment Board industry initiative process, and the mission of the hospitality and tourism steering committee.

Tom Hall, President, The Thomas H. Hall Company, and Tom Warren, Regional Director Operations, Morrison Healthcare Food Services, then provided an overview of the key findings from the industry monograph. Mr. Hall described a diverse industry of 13,000 businesses that provide hospitality to 27 million visitors and contributed \$10-billion to the state's economy. He also defined the scope of the current and pending workforce shortage.

Mr. Warren reviewed the workforce issues and recommendations developed by the steering committee and published in the Hospitality and Tourism Industry Monograph, which debuted at the Summit.

### Workgroup Sessions

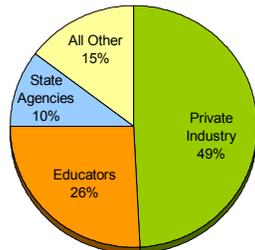
Following the general session, participants attended pre-assigned workgroups. They reviewed, discussed and ranked the recommendations based on their topic. Each workgroup was managed by a two-person team: a facilitator, and a Hospitality and Tourism Steering Committee Member.



*Tapping New Sources for Workers and Expanding Others* explored the advantages and challenges of hiring from non-traditional sources of workers including guest workers.

*Preparing the Emerging and Recycling Workforce* explored strategies which would have the greatest impact on creating cooperation between industry and education to prepare the workforce, as well as industry awareness of the Maryland workforce system.

*Focus on Small Business Challenges in Recruitment, Training and Retention* explored those strategies that would have the greatest impact on



Attendance by Type

small businesses' ability to attract, recruit and retain workers.

*Creative and Collaborative Industry Practices for Recruitment and Retention* explored challenges to creating a statewide information network.

### Afternoon General Session

Mr. Keegan and steering committee members who assisted with the workgroups provided a summary of the session discussions and presented the ranking of the fourteen recommendations as voted by the summit attendees. He stated that the workgroup notes and the rankings would be used by the steering committee to guide the development of a plan of action.

### Next Steps with Industry Partners

Panelists from Maryland state agencies responded to the recommendations

presented by the hospitality and tourism steering committee, while outlining ways their departments can and may help the industry solve its workforce issues.



Panelists included Department of Labor, Licensing, & Regulation, Bernie Antkowiak; Maryland State Department of Education, Katharine Oliver; Maryland Higher Education Commission, Judy Hendrickson; Office of the Secretary of State, Marina Harrison; and Department of Business and Economic Development, David Bahlman.

Panelists included Department of Labor, Licensing, & Regulation, Bernie Antkowiak; Maryland State Department of Education, Katharine Oliver; Maryland Higher Education Commission, Judy Hendrickson; Office of the Secretary of State, Marina Harrison; and Department of Business and Economic Development, David Bahlman.

### What the Participants Thought About the Summit

One-hundred attendees (a 40 percent response rate) submitted evaluation forms at the close of the summit. They represented a variety of private employers, associations, government agencies, and educational institutions.

Attendees were asked to use a five-point scale, from 1-Strongly disagree to 5-Strongly Agree, to rate a number of statements. All attendees, particularly the private sector attendees, rated these selected statements as follows:

The industry overview was accurate - 4.5

The most important workforce issues were highlighted - 4.7

The proposed solutions to the workforce issues were: Comprehensive(4.2), Realistic (4.1), Actionable( 4.1) and Attainable (4.0).

Want to be part of the solution?

Join the

Hospitality and Tourism Steering Committee

Call Bernard Reynolds

410-767-2017

Or email: [breyolds@gwib.state.md.us](mailto:breyolds@gwib.state.md.us)



# Summit Recommendations

## About the Recommendations

Summit participants ranked the fourteen workforce recommendations using a ballot method. Votes were tallied and the findings presented at the afternoon general session.

The 1 to 14 ranking order, the number precedes the description of the recommendation, will be used by the steering to guide future work on the plan of action.

The recommendations are linked to the Workforce Issues (page 1). Each recommendation may apply to one or more issues. The presentation below is a brief description of the recommendation. For complete details for both Issues and Recommendation refer to the Industry Monograph.

### Workforce Issues:

#### Industry Appeal, Industry Exposure and Skills

1. Continue to build partnerships with educational institutions, government agencies, local One-Stop Career Centers and other workforce service providers.

2. Develop an industry-wide marketing plan to improve the industry's image with affirming testimonials and accounts directly from and about industry members, accurate information about careers, nationwide mobility and transferable skills and job knowledge.

3. Improve and publicize benefits and career opportunities using best practices in employee recruitment, recognition, benefits, wages, work environment, and career advancement.

7. Create a statewide resource network and enhance funding for advancing basic employability skills.

11. Develop and disseminate recruitment plans to inform and establish a pipeline of qualified workers that takes advantage of the relationship between the hospitality and tourism industry and those places that can connect our industry with potential employees, such as Maryland's One-Stop Career Centers, high schools, community colleges, work development agencies, and community organizations.

10. Support legislative initiatives that provide tax incentives to employers to train their employees in basic employability skills, including learning English as a second language.

### Workforce Issues:

#### Immigration Status, Seasonal Workforce, and Housing and Transportation

5. Connect with nontraditional labor sources using outreach programs to senior citizens, immigrants, the disabled, veterans, youth, and ex-offenders.

6. Conduct workforce transportation and housing research to demonstrate the effect of the current transportation and housing conditions on the state's hospitality and tourism workforce.

8. Support the development of a state-level office devoted to connecting foreign-born workers with hospitality and tourism industry specialists and government officials to increase the number of legal immigrants employed in the industry.

This office would also keep abreast of immigration issues and their impact on Maryland, assist in formulating policy and advocacy strategies, and keep state officials and hospitality and tourism employers up-to-date on policy proposals and changes. The office would participate in identifying potential workers and help them with the legal immigration process. It would also collect state statistics pertaining to immigration and the hospitality and tourism industry workforce and craft future initiatives to enhance the immigration process.

"...all segments of the hospitality industry share many of the same challenges. This group today was excited and enthusiastic to seek solutions together."

"...the state of Maryland is serious about improving and promoting hospitality and tourism business."

Source: Summit Evaluations

9. Support a change in school-year calendar that begins classes after the federal Labor Day holiday allowing high school and college students to work during a high-demand time without missing classes.

10. Support legislative initiatives that provide tax incentives to employers to train their employees in basic employability skills, including learning English as

a second language.

### Workforce Issue:

#### Benefits and Compensation

4. Conduct research of best practices and innovations that help small-business owners to provide competitive compensation and benefits to their employees, especially in the area of medical insurance and health-care allowances.

13. Support systematic changes in the grant application process to make workforce funding more accessible to small-business owners, especially simplifying the application procedures and creating and promoting easily accessed portals to necessary information.

### Workforce Issue:

#### Labor-Saving Technology

12. Promote industry-wide conferences and meetings to communicate innovations and labor-saving technology solutions.

14. Conduct research on and the development of a communication system that will allow the industry to routinely inform businesses and employers of new workforce technology and supply details about alternative technologies.



## Summit Participants and Sponsors



**Brendan M. Keegan,**  
Marriott International, Inc.

force Investment Board  
Emily Stover De Rocco, U.S. Department of Labor

### Speakers

Paul Wolman, P.W. Feats Inc.  
George Shoenberger, University of Maryland University College  
Bernie Antkowiak, Maryland Department Labor, Licensing and Regulation  
Thomas Hall, Thomas H. Hall Company  
Tom Warren, Morrison Healthcare Food Services  
J.W. Marriott, Jr., Marriott International  
Gino Gemignani, Whiting-Turner Contracting Company  
Robert Seurkamp, Governor's Work-

### Summit Planning Team

Clare G. Vanderbeek, Vanderbeek Adventures, LLC  
Robert Allen, Marriott International, Inc.  
Karen Justice, Maryland Tourism Education Foundation  
JoAnn Hawkins, Howard Community College  
Susan Sykes Hendee, Baltimore International College  
Mary Jo McCulloch, Maryland Tourism Council and Maryland Hotel & Motel Association  
Tom Pierce, Baltimore International College

Karen H. Oertel, W.H. Harris Seafood  
David Bahlman, Maryland Department of Business and Economic Development

### Workgroup Facilitators

Rosalind Howard, Mayor's Office of Employment Development ♦ Fred Kramer, Marriott International, Inc. ♦ David Lycett, ABACUS Corporation ♦ Mary Ellen Mason, Anne Arundel Community College ♦ Nina Roa, Maryland State Department of Education ♦ Karen Justice, Maryland Tourism Education Foundation ♦ Barry F. Williams, Baltimore County Office of Employment and Training ♦ Willa Brooks, The Community College of Baltimore County ♦ Kobina Armoo, Baltimore International College ♦ Sara Baum, Howard Community College ♦ Kathleen M. Beauman, Anne Arundel Community College ♦ Rod Bourn, Harford Community College ♦ Marge Cangiano, Howard Community College ♦ Marcy Jackson, Montgomery Community College ♦ Penny Jung, Community College of Baltimore County ♦ Daphne Snowden, Baltimore City Community College (facilitators sponsored by the Maryland Association of Community Colleges).



MARTIN O'MALLEY, Governor  
ANTHONY G. BROWN, Lt. Governor

THOMAS E. PEREZ, Secretary  
Department of Labor, Licensing and Regulation

Governor's Workforce Investment Board  
1100 North Eutaw Street  
Room 108  
Phone: 410-767-2408  
Fax: 410-383-6732  
E-mail: gwib@gwib.state.md.us

Robert W. Seurkamp, Executive Director  
Art Taguding, Director, Center for Industry Initiatives  
Bernard Reynolds, Industry Coordinator  
Timothy Bibo, Jr., Industry Analyst  
Joanna Kille, GWIB and contributing writer

### With Deep Appreciation to...

Robert Allen and the talented, dedicated staff of Marriott whose exemplary hospitality made the summit, from registration to closing gavel, an extraordinary event.

### ..And to Our Generous Sponsors

whose support in time, money and services made the Hospitality and Tourism Workforce Summit possible.

Sodexo, Inc.

Marriott International

Marriott Business Council

Ecolab

Maryland Association of Community Colleges

Harris Crab House and Harris Seafood Company

Morrison Healthcare Food Services

Merit Hotel Group

Marriott-UMUC

Maryland Department of Business and Economic Development

Governor's Workforce Investment Board

Maryland Tourism Education Foundation

Party Cloths, Inc.

**The Hospitality and Tourism Industry Monograph**  
Sponsored by Sodexo, Inc is available in PDF format at  
[www.mdworkforce.com](http://www.mdworkforce.com)

