



EHL CASE STUDY



Addressing the crisis of teacher shortage in hospitality by employing industry professionals as teachers and developing their skills through shadowing

Advanced Hospitality Trainer Certificate Program

The role of education in economic prosperity

Education plays a fundamental role in driving economic prosperity by equipping individuals with the knowledge, skills, and competencies necessary to thrive in the workforce and contribute to economic growth.

A well-educated workforce fosters innovation, productivity, and competitiveness, laying the foundation for a dynamic and resilient economy.

Furthermore, education promotes social mobility, empowering individuals from diverse backgrounds to access opportunities for upward socioeconomic mobility. Beyond the individual level, investment in education strengthens human capital development, leading to higher levels of workforce participation, increased earnings potential, and reduced unemployment rates.

Education is instrumental in fostering a culture of lifelong learning, enabling individuals to adapt to technological advancements and evolving labor market demands. Ultimately, a robust education system is essential for fostering inclusive economic development and building prosperous societies.

The role of education in the development and prosperity of the hospitality industry

Education plays a pivotal role in fostering the development and prosperity of the hospitality industry by equipping individuals with specialized skills and practical knowledge essential for success in various hospitality sectors. Hospitality focused programs - like VET by EHL - offer tailored training in areas such as hospitality management, culinary arts, hotel operations, and customer service, preparing students for diverse roles within the industry.

By providing hands-on learning experiences and an industry-relevant curriculum, hospitality education ensures that graduates are well-prepared to meet the demands of the dynamic hospitality sector. Moreover, these programs often incorporate internships, apprenticeships, and work-based learning opportunities, allowing students to gain real-world experience and establish valuable connections within the industry. As a result, hospitality education enhances the employability of individuals and strengthens the overall competitiveness and growth of the hospitality industry, driving economic prosperity and creating pathways for career advancement and success.



The teacher shortage crisis and measures to address it

Despite the increasing need for hospitality focused programs, numerous countries continue to grapple with a shortage of qualified teachers. This shortage can be traced to various factors, including obstacles in implementing training reforms, challenges in attracting new teacher recruits, and a declining interest among young people.

Teachers and leaders are at the heart of education, embodying what is often referred to as a "dual profession." They are tasked with imparting both pedagogical expertise and industry knowledge to effectively prepare young individuals and adults for the workforce. Meanwhile, institutional leaders within the education sector undertake multifaceted roles, from nurturing and empowering teachers to engaging diverse stakeholders and enhancing the quality of education through strategic resource allocation and instructional guidance.

As the landscape of teaching and learning evolves, so do the skills demanded by the labor market. This underscores the importance for teachers to remain updated with new pedagogical methodologies, classroom technologies, and workplace dynamics. The rising need for fundamental, digital, and soft skills in the labor market necessitates that teachers equip themselves with these competencies and adeptly transmit them to their students.

Amidst these evolving demands, the hospitality sector encounters several challenges, most notably significant shortages of qualified teachers in numerous countries.

While training remains pivotal for preparing and advancing teachers, many nations struggle to adequately address the full spectrum of skills required. Additionally, barriers to accessing training persist for teachers due to insufficient support, lack of incentives, and conflicts with their work schedules. Similarly, leaders grapple with a complex array of responsibilities, often without sufficient access to relevant training opportunities and tailored support mechanisms.





Ensuring an adequate supply of well-prepared teachers

Efforts to increase the attractiveness of teaching involve financial incentives, targeted support for initial teacher education and training (ITET), and professional development (PD). Encouraging industry professionals into teaching requires flexible pathways for qualification and training. Collaboration between institutions and industry is crucial to engage industry professionals effectively.

Effectively preparing and developing teachers

Initial teacher education and training programs should focus on developing pedagogical skills alongside basic, digital, and soft skills, and vocational knowledge. Ongoing professional development is essential to adapt to changing teaching environments and labor market needs. Collaboration among stakeholders is key to providing relevant and engaging PD opportunities.

Promoting innovative pedagogical approaches

Innovative pedagogical approaches enhance the quality of teaching and develop transversal skills. Encouraging the use of technology and providing strategic guidance and institutional support to teachers are vital. Partnerships between the education sector and industry can improve access to materials and equipment tailored to teaching needs.

Strengthening leadership

Hospitality institutions require well-prepared leaders with an in-depth understanding of the sector and labor market dynamics. Ensuring access to initial training and professional development for leaders is crucial. Developing middle management roles and supporting leaders through peer learning can enhance leadership effectiveness and attractiveness.

Employing industry professionals as teachers

Increasing the attractiveness of teaching is crucial for addressing teacher shortages, but attracting professionals from industry and graduates specializing in relevant subjects requires additional efforts. Regulatory barriers, such as restrictive entry qualification requirements or employment restrictions, can deter them from pursuing teaching roles. To overcome such obstacles, promoting various recruitment and work arrangements for teachers is essential. Providing multiple and flexible pathways for recruiting and qualifying teachers is key to facilitating the entry of professionals from diverse backgrounds.

Recruitment into hospitality teaching primarily occurs through two main paths: traditional teacher education and training and recruiting individuals with relevant vocational skills, regardless of formal qualifications.

Efforts to attract industry professionals are worthwhile, as they offer numerous benefits beyond addressing teacher shortages.

1. Expertise enriching learning experiences

Industry professionals bring invaluable firsthand knowledge and skills from their field directly into the classroom, significantly enhancing students' learning experiences in the hospitality industry. For example, a former hotel manager turned teacher can share real-world insights into hotel operations, customer service techniques, and industry trends. By drawing upon their practical experience, they provide students with a more profound understanding of industry practices, preparing them more effectively for their future careers.

2. Networking for work-based learning

Leveraging their extensive professional connections, industry professionals create invaluable opportunities for work-based learning within the hospitality industry. For instance, a teacher with connections to local hotels may organize internships or job shadowing experiences for students. Through these experiences, students gain hands-on exposure to industry settings, develop practical skills, and establish valuable connections that can lead to future employment opportunities.

“Industry professionals in teaching roles are the bridge between classroom learning and real-world application, enriching students' educational journey and preparing them for success in the dynamic hospitality industry. With the Advanced Hospitality Trainer Certificate Program, we aim to transform hospitality professionals into standout trainers and visionary leaders; thus answering the teacher shortage and insuring the development of a qualified workforce for the growing hospitality industry.”

Sidhant Bedi, Consultant

3. Mentorship for teaching excellence

With their wealth of industry experience, industry professionals in teaching roles serve as valuable mentors to their fellow teachers, contributing to the overall improvement of teaching quality within the hospitality industry. For example, an experienced chef-turned-teacher may mentor novice culinary instructors, sharing best practices, providing feedback, and offering guidance on curriculum development. This mentorship fosters a culture of continuous learning and professional growth among educators, ultimately benefiting students.

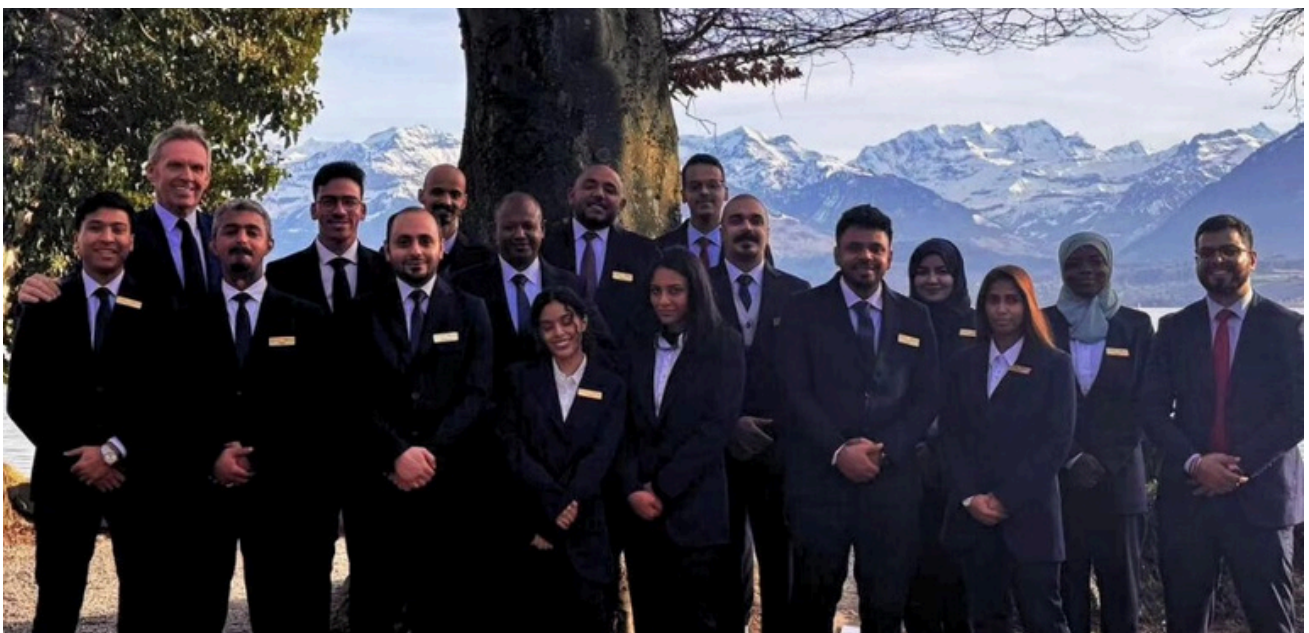
4. Adaptability to changing industry demands

Industry professionals in teaching roles demonstrate remarkable adaptability, effectively addressing the evolving needs of the hospitality industry. For instance, a teacher with experience in event management may develop new courses or modules to meet the growing demand for specialized skills in the events sector. By staying abreast of industry trends and emerging occupations, these professionals ensure that provision remains relevant and responsive to the changing labor market landscape.

5. Innovation and industry integration

Industry professionals bring a fresh perspective to teaching, fostering innovation and integrating industry practices into the classroom. For example, a former hotel technology specialist may introduce cutting-edge hospitality software or digital tools to enhance students' technical skills and prepare them for modern industry practices. By incorporating the latest innovations and technologies, teachers with industry experience ensure that students are equipped with the most relevant and up-to-date knowledge, ultimately enhancing their competitiveness in the job market.

Many countries recognize the importance of industry professionals, actively try to attract them to the education sector and train them appropriately. For example, Bunyan Academy plays a vital social role in Saudi Arabia through educational and training programs in emerging industries that invest in human capital according to Vision 2030. It aspires to be the center of excellence in the development of a leading national workforce in the field of tourism.



Advanced Hospitality Trainer Certificate (AHTC)

To address the need for appropriate teacher training for industry professionals, EHL Group has created the Advanced Hospitality Trainer Certificate Program to transform professionals in hospitality and beyond into exceptional trainers and visionary leaders.

The AHTC program recently launched at Bunyan Academy, where its development was instigated by the Saudi Ministry of Culture and funded by the country's Human Resources Development Fund (HRDF). Implemented by Training Company Limited (Bunyan), this meticulously crafted year-long faculty development initiative aims to empower participants with essential knowledge, competencies, and a transformative mindset, equipping them to excel as effective facilitators. The program consists of three distinct types of objectives:

I: Knowledge: Building foundations for the education and hospitality industries

The AHTC Program aims to equip participants with comprehensive industry knowledge, spanning key trends, educational philosophies, and effective teaching methodologies. By mastering these fundamentals, participants gain a solid foundation to navigate the complexities of the hospitality sector.

Industry-Specific Knowledge:

Understand key industry trends, regulations, and best industry practices.

Pedagogy, Andragogy, and Epistemology:

Understand different learning approaches and the philosophy of education.

Teaching vs. Facilitating:

Distinguish between teaching and facilitating and their impact on learning and students' learning.

Learning Objectives:

Elaborate the importance of clear learning objectives in course development.

Talent Management:

Explore strategies and tactics for talent management and development.

Technology Proficiency:

Master relevant software and tools used in training.

Cultural Awareness:

Recognize cultural nuances and diversity management.



2. Competencies: Gaining effective teaching techniques

In the competency domain, the program empowers participants with practical skills in facilitation, curriculum design, and conflict resolution. Through these competencies, participants are poised to create engaging learning environments and effectively address challenges within the training landscape.

Facilitation Skills:

Perform the following tasks for One-On-One (OOO) and One-On-Many (OOM) training sessions.

Iterative Improvements:

Prepare, deliver, audit, give and receive feedback and assess.

Questioning Techniques:

Incorporate effective questioning techniques, active listening, and engaging trainer-dialogue principles in Facilitation.

Curriculum Design:

Design course materials and evaluations based on learning objectives and industry relevance.

Innovative Pedagogy:

Apply innovative pedagogical methods for optimal training.

Adaptability:

Adjust training methodologies to suit participants and the learning environment.

Conflict Resolution:

Effectively handle problems/conflicts that may arise during training.

3. Mindset: Becoming agile professionals

In mindset development, the program fosters a transformative outlook characterized by continuous learning, industry awareness, and effective communication. By cultivating this mindset, participants emerge as adaptable professionals capable of driving innovation and success in the hospitality education sphere

Talent development paradigms:

Explain different paradigms in talent development.



Awareness of industry changes:

Be aware of the changes in the education and hospitality industry and the importance of keeping up to date to ensure quality and relevant class delivery.

Motivation and communication:

Develop personal abilities conducive to motivating and effectively communicating with students for enhanced learning.

Continuous learning:

Embrace a lifelong learning mindset.

Shadowing as a Pedagogical Tool for Trainer Development Used During the AHTC Program

Shadowing is a valuable approach across various fields, including hospitality educator training, providing firsthand learning experiences and insights into workplace practices. In hospitality education, shadowing enables educators to immerse themselves in teaching topics related to service delivery, going beyond mere observation to actively participating in teaching professionals' roles. Through this hands-on approach, educators gain firsthand insights into best practices, communication strategies, and student interactions, which are invaluable and cannot be replicated in a classroom setting alone. Shadowing serves as a bridge between theory and practice, allowing educators to contextualize theoretical concepts within the dynamic teaching environment, thus enriching teaching methodologies and enhancing student learning experiences.

Types of shadowing

1. Observation (Non-interference)

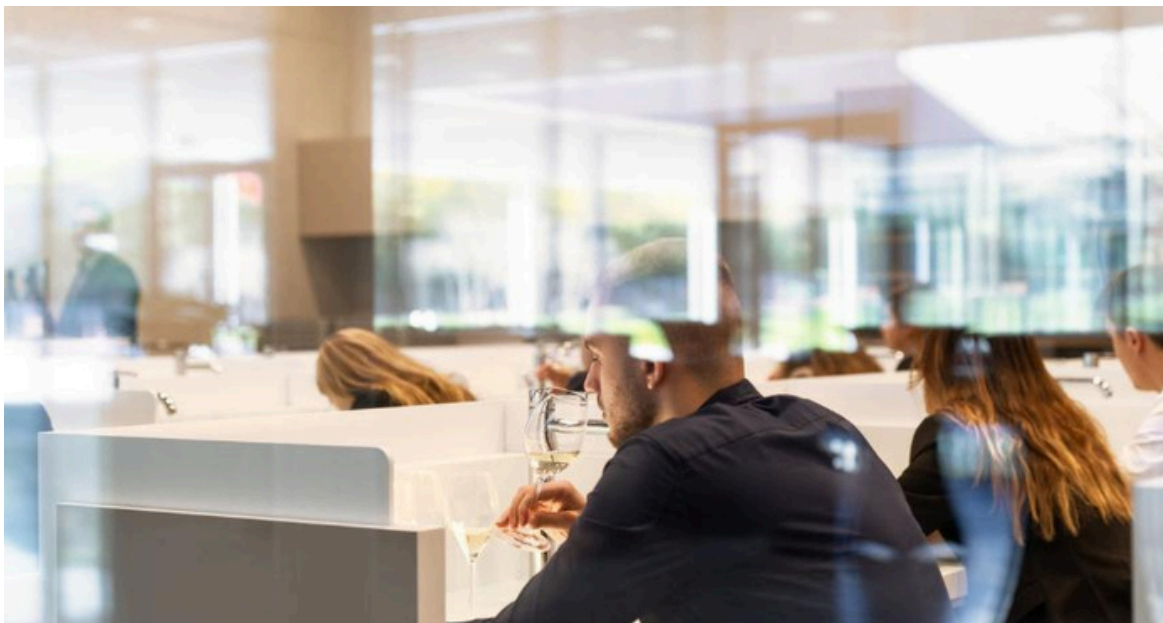
In this type of shadowing, the primary objective is to observe the natural execution of a specific activity without any interference. Individuals engaging in this form of shadowing adopt a passive role, merely observing the actions and behaviors of the host.

2. Regular briefings or controlled

This type of shadowing offers a more structured approach compared to pure observation. Instead of passively observing, individuals shadow the host for specific tasks or activities, providing them with insights into the host's role within a controlled environment. This controlled shadowing allows for a more profound understanding of the host's responsibilities and processes.

3. Hands-on

After observing and gaining insights from the host, individuals transition to a hands-on approach. Here, they actively participate in executing tasks or activities, applying the knowledge and skills acquired through observation.



Benefits of shadowing for trainer development

Incorporating shadowing into hospitality training for trainer development reaps numerous benefits for both the prospective trainers and the professional educators guiding them.

For professional educators, shadowing offers opportunities to expand their professional network, collaborate, and seek career advancement. It provides fresh perspectives from prospective trainers, enriching their expertise and fostering collaborative learning. Guiding prospective trainers also helps educators refine their coaching skills by tailoring communication methods to individual learning needs. Additionally, shadowing allows educators to refresh and reinforce their expertise through interactions and inquiries from prospective trainers.

Prospective trainers, on the other hand, gain valuable insights through shadowing experiences. They learn new expertise from professional educators, integrating diverse perspectives into their roles. Shadowing also fosters a deeper understanding of organizational dynamics by showcasing the contributions of different roles. Moreover, prospective trainers receive expert guidance beyond traditional training materials, aiding in their professional development. Paired with senior trainers, they gain a comprehensive understanding of teaching requirements, enabling them to anticipate challenges and plan strategies effectively before assuming their roles.

In essence, shadowing benefits both professional educators and prospective trainers by facilitating networking, offering diverse perspectives, enhancing coaching skills, and equipping trainers with invaluable expertise and insights for their roles in hospitality training.

Incorporating shadowing into trainer development

Incorporating shadowing into trainer development programs in hospitality education organizations demands a structured and strategic approach. Initially, identifying shadowing opportunities across diverse service trainings such as front desk operations and food and beverage service is essential. Prospective trainers should concentrate on specific aspects of service training delivery in each shadowing session to ensure relevance to training objectives. Structured observation guides tailored to these goals can provide clear direction and focus.

Furthermore, integrating role-playing exercises post-shadowing sessions can reinforce learning and enable trainers to practice acquired skills in simulated scenarios, boosting their confidence for actual training sessions. Peer collaboration is pivotal in maximizing the benefits of shadowing experiences. Encouraging trainers to collaborate with peers fosters a culture of continuous improvement and innovation, allowing for the exchange of insights and perspectives. This collaborative environment enhances the overall effectiveness of the trainer development program.

In conclusion, shadowing is a powerful tool for training hospitality industry trainers. It enhances observation skills, provides practical insights, and improves training delivery. Integrating shadowing into development programs fosters continuous learning and ensures trainers are equipped to cultivate service excellence.

Insuring economic prosperity

The employment of industry professionals as teachers not only addresses teacher shortages but also brings significant economic benefits to the hospitality industry. For instance, this particular project aims to train 100 participants during its first year.

By leveraging their expertise, networking capabilities, mentorship, adaptability, and innovation, these professionals enrich the learning experiences of students, prepare them effectively for their future careers, and contribute to the overall improvement of teaching quality within the industry. Furthermore, their ability to stay abreast of industry trends and integrate innovative practices into the classroom ensures that hospitality provision remains relevant and responsive to changing labor market demands.

Initiatives like the Advanced Hospitality Trainer Certificate Program exemplify the commitment of educational institutions, such as Bunyan Academy, to invest in human capital development and support the growth of a skilled national workforce in emerging industries, ultimately driving economic prosperity and sustainability in line with national development goals like Vision 2030.

Learn more about

