

تمكين  
Tamkeen

# Hospitality and Tourism Sector

Skills Report 2024



مهارات البحرين  
Skills Bahrain

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# Content Disclaimer

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# Executive Summary

Bahrain's Hospitality and Tourism sector plays a crucial role in the country's economic development, accounting for almost 2% of real GDP, generating an output of BHD 222 million. It also serves as a major employer, with a diverse workforce of nearly 31,000 professionals, representing 5% of total private sector employment in 2022. Driven by the Kingdom of Bahrain Tourism strategy 2022-2026, the stakeholders in the tourism ecosystem have been working more closely to continue monitoring global trends and better understand how these trends influence tourist behaviors and desires, and to pivot the local tourism offerings accordingly to continue attracting visitors to the Kingdom.

Technology is being used to enhance and personalize guest experiences while social media is today the largest driving force in hospitality and a priority for companies looking to attract patrons. Tourists are also becoming more environmentally conscious, and as a result, companies are increasingly adopting and marketing sustainable practices to cater to their needs. Moreover, the shift to remote work following the pandemic has given rise to staycations and "workcations," which blends work and leisure, attracting an entirely new segment of customers. The industry in Bahrain has highlighted this segment as a key customer, designing specific packages to attract in-country tourists and short-term visitors.

Employers in the Hospitality and Tourism sector signaled a strong need for core and technical skills development within the workforce. Core skills like communication, collaboration and teamwork, problem-solving and digital literacy are particularly

important to employers as these contribute to effective and efficient workplaces, while enhancing opportunities for employee career growth into senior management positions. For technical skills, there is a growing demand for a diverse set of skills to enhance the overall tourist experience. Key areas include customer service and health and safety to ensure guest satisfaction; event and crowd management for optimized events and attractions; specialized Food and Beverage (F&B) skills; digital marketing and social media management; data analysis; and strong sales techniques to drive revenue across the sector.

Bahrain's Education and Training sector offers diverse opportunities for individuals seeking to develop these skills and enter, progress, and excel in the Hospitality and Tourism industry. From undergraduate degrees to vocational training programs, students can pursue pathways tailored to various aspects of the sector, including hospitality management, tourism studies, and specialized certifications in digital marketing, ecotourism, tour guides and lifeguard training. To maintain competitiveness and meet the evolving needs of employers, it's imperative to foster stronger ongoing collaboration between universities, training institutions, and industry stakeholders. This alignment ensures that educational offerings remain relevant, up-to-date, and aligned with the demands of the Hospitality and Tourism sector, ultimately equipping professionals with the skills and knowledge needed to thrive in this dynamic field.



# Introduction and Purpose

## Purpose

This report serves as a resource for individuals, organizations, and professionals intending to or currently operating in the Hospitality and Tourism sector. Its primary aim is to provide a clear understanding of both the current and future skills landscape within the sector, reflecting the views and insights from industry representatives alongside comprehensive secondary research. The report

identifies emerging trends, highlights the evolving nature of jobs and career opportunities in the sector, and outlines critical skills required to enhance the workforce's alignment with industry needs. Additionally, it provides an overview of the various educational pathways and training programs available to embark on or advance a career within the Hospitality and Tourism sector.

## Intended Audience

### Individuals

Provides insights into sector trends, jobs and skills in demand, as well as relevant trainings and programs, aiding in informed career planning.



### Employers

Provides insights into sector trends, current and emerging skills landscape, and relevant trainings to guide workforce planning.

### Academia and Training Providers

Provides insights to support curriculum and training program development in alignment with industry needs.

## Methodology

### Research Methodology

A robust and systematic approach was followed with several key research activities, starting with an international benchmarking exercise to implement best practices in the development of a sector skills report. This initial step, in addition to guidelines from the International Labour Organization (ILO), informed the design of the engagement methodology outlined in the following section.

Extensive desktop research established an understanding of the current landscape within Bahrain's Hospitality and Tourism sector. Furthermore, a review of government strategies ensured alignment of findings with national strategic priorities. This included the Kingdom of Bahrain Tourism strategy 2022-2024 that was launched as part of the Government's Economic Recovery Plan. Economic and labor market data were sourced from official Governmental sources.

Engagements with sector representatives (*see 'Engagement Methodology'*) provided the core insights into the sector's specific dynamics and requirements embedded throughout the report. The findings from these research activities have been consolidated into the sector skills report, which serves as a valuable resource for individuals, employers, academic institutions, and training providers.

*Note: Macroeconomic data related to Hospitality and Tourism is represented based on publicly available data related to Accommodation and Food Services Activities which are considered an integral part of the sector.*

### Engagement Methodology

To gather critical insights, a Sector Working Group was formed, serving as a collaborative platform for engagement and knowledge exchange. The Sector Working Group aimed to uncover trends, opportunities, and challenges within the Hospitality and Tourism sector, and to identify the skills gap in the workforce.

This group included a diverse array of stakeholders and experts from both local and international contexts, encompassing representatives from small and medium-sized enterprises (SMEs) and large companies, as well as higher education, vocational and training institutions. This wide-ranging representation ensured a holistic view of the sector's needs and dynamics.

Over 7 weeks, the Sector Working Group conducted a series of workshops with the active participation of almost 30 representatives from 6 industries within the Hospitality and Tourism sector, including hotels and resorts, food services, travel agencies, local tour operators, attractions and entertainment, and event planning and management. These collaborative sessions were crucial in validating job demands and career pathways in the Hospitality and Tourism sector, drawing on the collective insights of the Sector Working Group members.

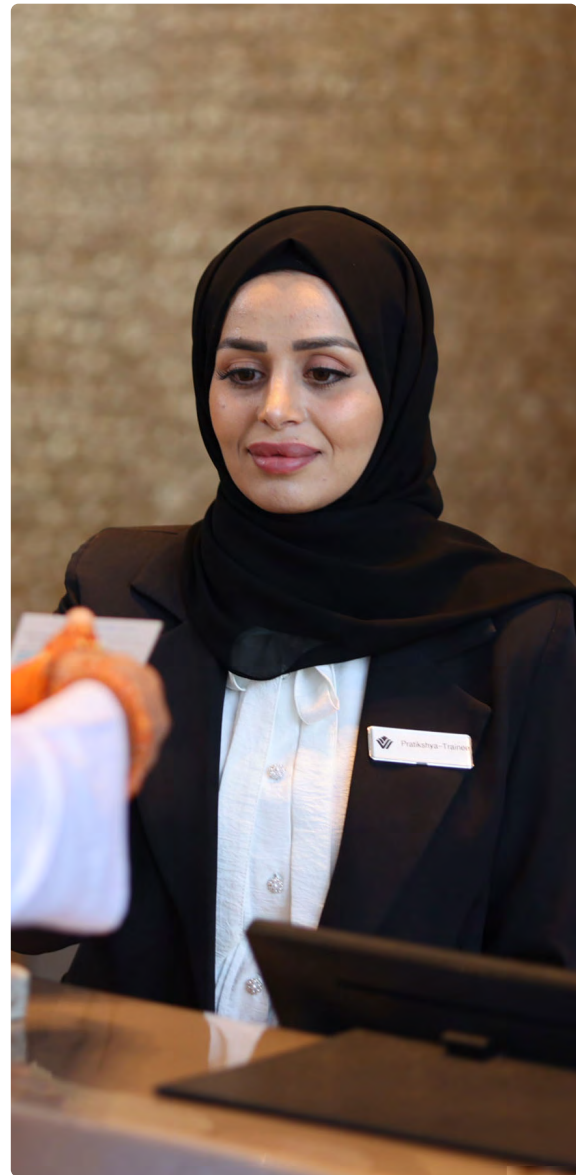
The contributions of the Sector Working Group were instrumental in the development of a sector skills framework tailored to the sector's requirements and context in Bahrain. The insights and findings from the Sector Working Group engagement have been thoroughly integrated into this report.

# Sector Overview

The Hospitality and Tourism sector in Bahrain holds significant importance as a priority sector contributing to the country's economy, supporting growth, employment, and economic diversification. Bahrain's strategic location in the Gulf region, combined with its rich cultural heritage and modern infrastructure, positions it as an appealing destination for both tourists and business travelers. In 2022, the sector witnessed a substantial increase, with around 9.9 million inbound visitors, marking a 175% rise from the previous year (IGA 2021). According to the Bahrain Economic Report 2022 published by the Ministry of Finance and National Economy, the sector also recorded about BHD 1.5 Billion in inbound tourism revenues, reflecting an increase of 107% from the previous year.<sup>1</sup> Furthermore, the sector contributed 1.67% to the national economy in the same year, generating a total output of approximately BHD 222 million and providing 30,892 employment opportunities, representing 5% of total private sector employment.

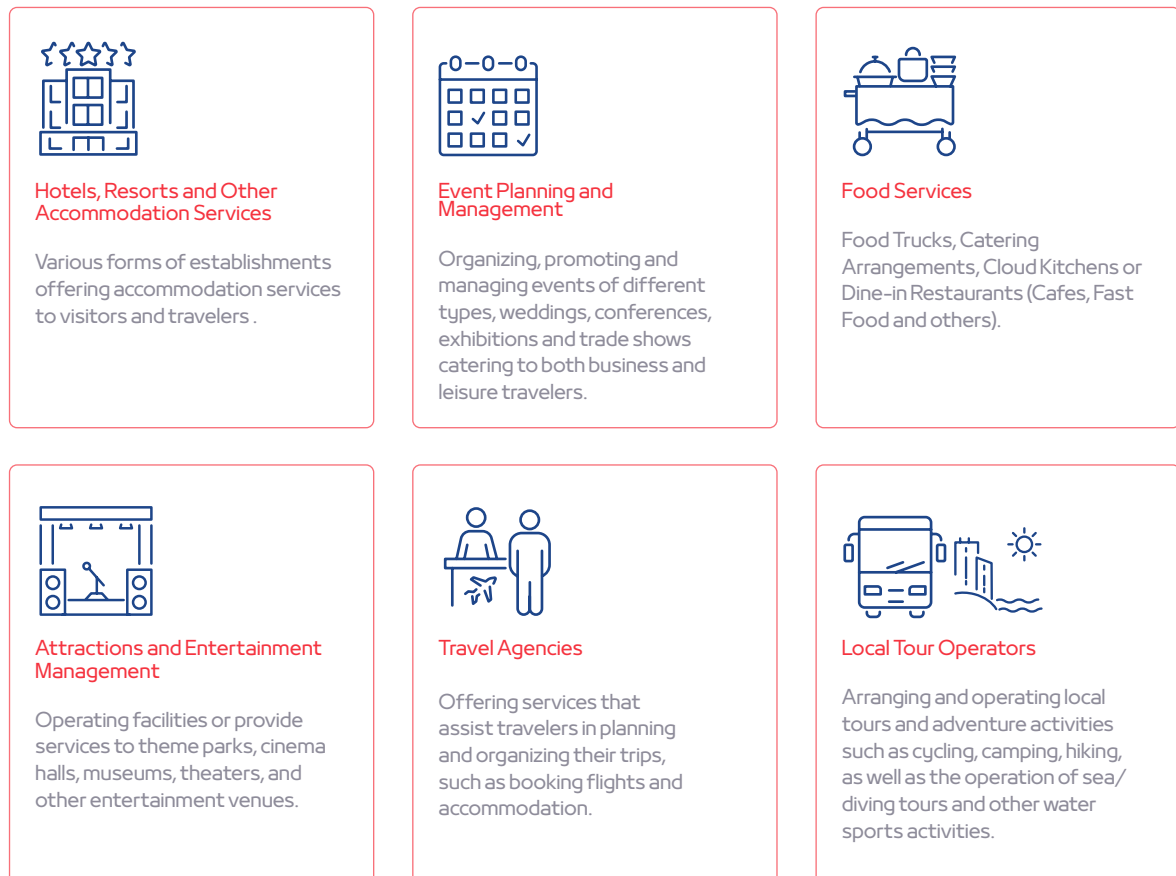
Licensing and regulatory oversight of Bahrain's Hospitality and Tourism sector involve several Government entities. The main authority is the Ministry of Tourism, and it is responsible for formulating policy, legislation, and leading tourism development projects. Meanwhile, the Bahrain Tourism and Exhibitions Authority (BTEA) manages all tourism industry affairs and regulates and licenses the sector. Additionally, the Bahrain Authority for Culture and Antiquities (BACA) oversees the management and operation of national museums, theaters, art centers and archaeological sites, and organizes annual festivals and events. These entities align their activities through the Kingdom of Bahrain Tourism strategy launched in 2021, leading to several enabling projects such as the inauguration of Bahrain's new international airport, Exhibition World Bahrain, Beyon Al Dana Amphitheater, and numerous new hotel chains and beachfront developments, signaling a commitment from both government and industry to develop the sector further.

The Hospitality and Tourism sector encompasses a diverse range of businesses, including SMEs, as well as local and international establishments. These include hotels, resorts, and other accommodation services, event planning and management, food services, attractions and entertainment management, travel agencies, and local tour operators.



<sup>1</sup> Data.gov.bh (n.d.) Inbound visitors by country/region of residence. Available at: <https://www.data.gov.bh/explore/dataset/05-inbound-visitors-by-countryregion-of-residence/table/?disjunctive.month&sort=-n> (Accessed on: 14 August 2024).

Figure 1: Hospitality and Tourism subsectors



The Hotels and Accommodation subsector in Bahrain has a longstanding history, with the first established hotel in the GCC region dating back to 1950. Recording BD 121 million contribution to the real GDP in 2022, this subsector is pivotal in the broader Hospitality and Tourism sector, serving as a primary driver for downstream industries such as Food Services, Attractions and Entertainment, and Local Tour Operators. Over the years, Bahrain's hospitality industry has evolved to meet domestic, regional, and international demands, and as such, hotels and accommodations cater to different types of tourism. Bahrain offers a range of internationally renowned luxury hotels and resorts to family-

friendly and budget hotels. Amongst other accommodations are serviced apartments, and waterfront accommodations.

The Food Service industry is a vibrant and dynamic cornerstone of Bahrain's culinary scene and ever-evolving to meet the tastes and preferences of its clientele. It is a sector that also represents the rich culture and tastes of the region, which is competitive and diverse, contributing almost BHD 102 million to the real GDP in 2022. The industry has many offerings, in F&B including fine dining restaurants, cafes, fast-food chains, and casual dining.



Throughout Bahrain's food service history, it was predominantly dominated by family-run businesses, many of which still exist today and continue to thrive with notable success stories. The industry has demonstrated a platform for innovation and exploration, providing fertile ground for emerging chefs and startups that push culinary boundaries. Encouraged by Bahrain's dynamic food scene, young chefs are empowered to experiment with fusion cuisines, reimagine traditional dishes, and introduce novel flavors to meet evolving tastes. The industry's landscape is further enriched by the emergence of food trucks, which embody Bahrain's openness to culinary innovation. In recent years, food trucks have seen the rise of diverse menus that blend global influences with local ingredients, engaging customers in casual and interactive street-side experiences. Moreover, the impact of technology has given way to the rise of cloud kitchens and food-tech concepts, which leverage efficiency and cater to the growing demand for food delivery services. Overall, Bahrain's Food Service industry represents a harmonious blend of tradition and innovation, continually evolving to meet the dynamic preferences of both locals and visitors.

The sector also caters to the dynamic world of Event Planning and Management, with numerous exciting Attractions and Entertainment options, including many indoor and outdoor activity and game centers, waterparks, beach attractions, and cinemas; local tour operators and travel agencies provide these indispensable services. In line with the Kingdom of Bahrain Tourism strategy, strategic initiatives have been implemented to promote a year-round events

calendar, with investments in infrastructure such as the "Beyond Al Dana Amphitheater" and the new "Exhibition World Bahrain" center. This has led to a surge in demand for professional event management services, positioning Bahrain as a sought-after wedding destination. Key players in the events industry specialize in organizing diverse events, ranging from concerts to exhibitions.

Local tour operators also provide a range of land-based and water-based activities, such as history and cultural tours, camping activities as well as pearl diving trips, ensuring travelers have authentic and enriching encounters with Bahrain's culture and heritage. Travel agencies play an essential role as well in facilitating smooth inbound and outbound travel, handling logistics to streamline the travel process for visitors. These sub-sectors collectively contribute to Bahrain's reputation as a lively and memorable destination for locals and tourists alike.

Bahrain's Hospitality and Tourism sector plays a crucial role in promoting long-term economic development and is focused on achieving sustainable growth and diversification goals. The Ministry of Tourism has launched several initiatives to drive growth and productivity in the sector and position it strategically to capitalize on emerging opportunities and trends globally and regionally, reflecting the Kingdom's strategic vision for long-term growth.

## The Hospitality and Tourism Sector in Numbers

### GDP Contribution



1.67%

In 2022, the Hospitality and Tourism sector contributed **1.67%** to Bahrain's real GDP.

**BHD 222 Million**

Total real output in **2022**.

Source: Information and eGovernment Authority (IGA)

Note: Data represents IGA Economic "Activities Hotels and Restaurants"

### Foreign Direct Investment



**BHD 64 Million**

In 2022, the Hospitality and Tourism sector attracted **BHD 64 million** of foreign direct investments (FDI) into the Kingdom.

Source: Information and eGovernment Authority (IGA)

Note: Data represents IGA Economic Activities "Accommodation and Food Services Activities"

### Employment



30,892

By the end of **2022**, Hospitality and Tourism workforce stood at almost **31,000 employees**, constituting **5%** of total private sector employment.

**12%**

In 2022, employment in the Hospitality and Tourism sector **grew 12% YoY**.

Source: Social Insurance Organization (SIO) published by Labour Market Regulatory Authority (LMRA)

Note: Data represents Labour Market Regulatory Authority (LMRA) economic activities "Accommodation and Food Service Activities"

## Trends Shaping Bahrain's Hospitality and Tourism Sector

The Hospitality and Tourism sector is undergoing a significant transformation following the emergence of several trends that are shaping the future of the industry and workforce dynamics. These trends are driven by technological advancements, a pursuit of health and wellness, a desire for more authentic experiences, and a shift toward a growing commitment to environmental sustainability.

### Technology-enabled Tourism Experiences

As much as the sector is seen as one that is highly dependent on human interaction, the use of technology in the sector is revolutionizing various aspects of the customer experience. According to the World Economic Forum (WEF) Future of Jobs Report 2023, technologies most likely to be adopted in the sector over the next five years include digital apps and e-commerce platforms, Internet of Things (IoT) technologies, and Big Data Analytics.

In Bahrain, digital platforms and applications are utilized differently across sub-sectors, such as hotels using e-keys for seamless check-in and check-out processes, and tour guides employing translation applications for interactions with tourists. Additionally, various digital systems, including online travel agencies (OTAs), direct online bookings, digital payment systems, and mobile devices, provide guests with greater convenience and reduced person-to-person contact. As for e-commerce platforms, these become crucial for hotels and food service outlets helping them reach broader domestic and international markets mainly through booking and delivery platforms.

Digital marketing and social media platforms also play a significant role in influencing travelers' decisions and preferences. According to a study by Statista in 2023, 75% of respondents indicated that social media influences their travel destination choices.<sup>1</sup>

Moreover, 48% of travelers select destinations to showcase themselves off on social media. These platforms provide people access to relevant networks to seek recommendations and discover new places, be it restaurants, hotels, events or attractions. This interactive aspect of social media fosters a sense of trust and credibility among individuals seeking guidance for their consumer choices. Understanding this trend, different companies operating in the Hospitality and Tourism sector must pay high attention to their online presence and the reputation being built on these social platforms. This indicates the urgent need for competent talents specialized in Digital Marketing, Creative Digital Content Creation as well as Social Media Experts.

Furthermore, Internet of Things technologies are transforming the operating models of food service outlets through self-service kiosks and kitchen automation technologies where robots are being employed to perform various tasks, such as taking orders, serving food, and even cooking. Cloud kitchens have also emerged as a significant aspect of digital transformation in the industry, especially as the food delivery market grew exponentially during the pandemic. These cloud kitchens provided a "kitchen-as-a-service" platform for restaurants to launch delivery-only food services that operate solely through online food delivery platforms. By leveraging technologies such as advanced software and automation systems, orders can be efficiently received, processed, and delivered to customers.

Other technologies of particular interest to the Hospitality and Tourism sector as highlighted by the Sector Working Group include Virtual Reality (VR) and Artificial Intelligence (AI) technologies. Wide adoption of VR can be seen in the entertainment and gaming segment, with direct applications offering immersive gaming experiences across leisure hubs in Bahrain. Additionally, the hospitality industry sees the potential in leveraging VR-powered simulations to

<sup>1</sup> Statista (2024) Chart: Media influences on travel destination. Available at: <https://www.statista.com/chart/30135/media-influences-on-travel-destination/> (Accessed on: 14 August 2024).

access specific training programs as a new experiential long-distance learning for their staff. This can help hotel operators overcome the challenge of expensive training abroad by offering the learning experience to staff physically present in their home market. Meanwhile, AI has shown to have numerous applications across the sector, with strong future potential to be used in the Attractions Management sub-sector. For example, theme parks and other attractions can use AI to personalize the experience through interactive environments and based on the visitor's profile and past preferences. Attraction operators can also leverage AI sensors and systems for smarter queue management and safer rides through predictive maintenance.

While Bahrain's Hospitality and Tourism sector is making strides in technology adoption, there is still sufficient opportunity to leverage Big Data Analytics for understanding customer behavior and designing customized services/products. This trend underscores the increasing demand for Data Analysts and Automation Specialists to capitalize on these emerging opportunities. As tech adoption gains momentum across the sector, information security becomes even more important, and therefore the demand for Cybersecurity specialists is expected to also increase in sub-sectors such as Events Management and Hotels and Accommodation.



## Eco-Tourism and Sustainable Travel

Globally, sustainability has become a top priority for CEO's and industry leaders. According to a report published by the World Economic Forum, the Travel and Tourism sector holds great responsibility towards sustainable development as it accounts for 11% of global carbon emissions.<sup>1</sup> As such, eco-tourism and sustainable travel are increasingly significant trends that have been shaping the global hospitality and tourism industries.

Despite the global push for sustainability, the Travel and Tourism Development Index (TTDI) 2021 found that economies across the Americas, sub-Saharan Africa, Asia and the Middle East tend to underperform in the "Environmental Sustainability" pillar. In line with these findings, Bahrain faces similar challenges. While the country has prioritized sustainable development through initiatives like the National Afforestation Campaign "Forever Green" that aims to expand green areas across Bahrain, there is more to be done to protect its natural environment and make available more of its natural capital and outdoor tourism offerings.

Travelers are increasingly seeking experiences that minimize environmental impact and support local communities. They are looking for accommodations and services that adhere to high environmental standards, sustainable transportation and travel options, and educational experiences that enhance their understanding of environmental issues, as well as local cultures and heritage.

Many of these trends place hotels, airlines and large attractions operators at the forefront of eco-tourism, and employers in Bahrain's Hospitality and Tourism sector have already mobilized numerous initiatives towards a more sustainable future for the sector. Leading hotels have balanced their luxury offerings with sustainable practices, introducing energy-efficient systems and waste reduction programs, reducing single-use plastic usage, sourcing locally, and using eco-friendly materials and

ingredients across hotel room amenities (e.g. toiletries, coffee capsules, etc.). Gulf Air, The national carrier of the Kingdom of Bahrain has also made strides by reducing its carbon footprint and various measures to enhance fuel efficiency, including partnering with a carbon offsetting platform to support travelers in understanding and managing their carbon footprint. As for the Bahrain International Circuit (BIC), home of the Formula 1 Bahrain Grand Prix, it won the Event Innovation Award in 2023 for several key sustainable innovations. This included BIC's solar park that produced over 5 million KWH of clean energy in its first year of operation (enough renewable energy to cover all the usage for F1 with significant surplus capacity), and other measures to reduce energy consumption by 30% over the year through efficient management of light and air conditioning provision.

Understanding the influence of these trends on travelers' behavior presents an opportunity for Bahrain to pivot its tourism value proposition and strengthen its positioning as an attractive destination for the environmentally conscious, sustainable traveler. Looking ahead, and as more employers embrace sustainable practices, the recruitment of specialized talent will become necessary for developing and executing strategies to minimize the environmental impact of venue operations (e.g. hotel, restaurant, attraction facility, etc.), promote eco-friendly initiatives, and ensure compliance with sustainability standards and regulations.

## Authentic Experiences

In today's hospitality and tourism landscape, there is a growing demand for authentic experiences that offer travelers unique and memorable moments. According to a survey by Booking.com<sup>2</sup>, 75% of respondents seek authentic experiences that are representative of local culture, highlighting the importance of immersive experiences that allow travelers to connect with local cultures and traditions. From traditional tea ceremonies in Japan, to cooking

1. World Economic Forum (2023) How to create the sustainable travel products customers want. Available at: <https://www.weforum.org/publications/how-to-create-the-sustainable-travel-products-customers-want/> (Accessed on: 14 August 2024).

2. Booking.com (2023) Sustainable travel report 2023. Available at: <https://globalnews.booking.com/download/31767dc7-3d6a-4108-9900-ab5d11e0a808/booking-com-sustainable-travel-report2023.pdf> (Accessed on: 14 August 2024).



classes in Italy, and spiritual yoga retreats in India, global tourism destinations have increasingly invested in the development of authentic experiences as part of their allure to travelers. This requires a concerted effort from various players across the Hospitality and Tourism ecosystem to support, guide and lead tourists through such tailored experiences, while providing the highest levels of service to make tourist visits memorable.

Bahrain's Authority of Culture and Antiquities has played a crucial role in leading the development of infrastructure to support authentic travel experiences. Projects such as "The Pearling Path", "Bahrain Fort" site and museum, and the "Al Jassa Crafts Center" provide visitors the opportunity to immerse themselves in Bahrain's rich history and culture. To promote and support this trend, the availability of well-trained and representative local tour guides is essential in ensuring the successful delivery of these experiences.

The country's vibrant culinary scene is also a very important component of this authentic touristic experience, offering a diverse range of dining options from local street food in Manama Souq to fine-dining experiences in areas such as "Block 338" in Adliya. Demand for such culinary experiences brings a demand for competent waiters, baristas and specialized chefs together creating memorable moments for travelers.

Local tour operators also offer a variety of land and water-based activities, such as cycling, hiking, camping, fishing, and diving, targeting younger travelers and providing opportunities to explore Bahrain's natural beauty. Ensuring these activities are conducted by specialized Activities and Adventure Organizers following international health and safety measures is vital for delivering safe and memorable experiences.

From the perspective of hotels, this trend highlights the importance of having well-informed and trained local Concierge staff who can provide visitors with recommendations on where to go and what to eat, tailored to the unique aspects of Bahraini culture and its seasonal offerings.

## Staycations and Short-term Holidays

Bahrain's strategic location at the crossroads of continents has been and continues to be ideal stop-over point for travelers, with the King Fahd Causeway providing convenient access from neighboring countries, particularly the Kingdom of Saudi Arabia. Throughout history, Bahrain has been a popular short-term travel destination for visitors from Saudi Arabia, who can regularly explore the country's attractions during the weekends and holiday periods.

Bahrain's Economic Recovery Plan, launched in 2021, emphasizes tourism development as a key element for rebounding from the pandemic-induced economic slowdown. One notable aspect of the Kingdom of Bahrain Tourism strategy is the promotion of Bahrain as an international Meetings, Incentives, Conferences and Exhibitions (MICE) hub and as a stop-over destination through customized packages offered by the national carrier Gulf Air, together creating demand for short stays.

Over the past few years, the pandemic also induced the demand for staycations which not only contributes to the local economy but also fosters a sense of pride in Bahrain's offerings. Residents can enjoy diverse staycation experiences, from relaxing beachfront getaways to cultural excursions, within the country itself through attractive offers targeting residents and local families. Additionally, as remote work becomes more common globally, Bahrain also promotes "workcations," allowing professionals to combine work and leisure from beachfront hotels or co-working spaces.

Bahrain's strategic initiatives position it as an attractive stop-over point and an appealing staycation destination. Leveraging its unique position and investing in infrastructure, Bahrain aims to transform its tourism sector into a major engine of growth, offering diverse experiences for travelers and residents alike.

# Career Opportunities

Bahrain's Hospitality and Tourism sector presents a dynamic labor landscape with a diverse workforce of 30,892 professionals as of the end of 2022. The Kingdom of Bahrain Tourism strategy 2022-2026 aims at enhancing job prospects for Bahrainis in this sector, especially across skilled roles that range from entry-level to managerial.

The Hotels and Accommodation and Food Services sub-sectors are expected to dominate employment opportunities within the Hospitality and Tourism sector due to the multitude and size of businesses driving these sub-sectors.

Despite the availability of attractive managerial positions that require extensive experience, there is a limited pool of candidates with the required experience limits their representation in these roles.

The remaining employment opportunities are dispersed across sub-sectors such as Event Planning and Management, Attractions and Entertainment Management, Travel Agencies, and Local Tour Operators, which seem to have varying rates of local workforce representation.

Furthermore, technological advancements are reshaping the sector, influencing job roles and the composition of the workforce. While some positions may be less common, the adoption of technology is expected to create new, high-skilled jobs, presenting opportunities for skills development and career advancement in the future.

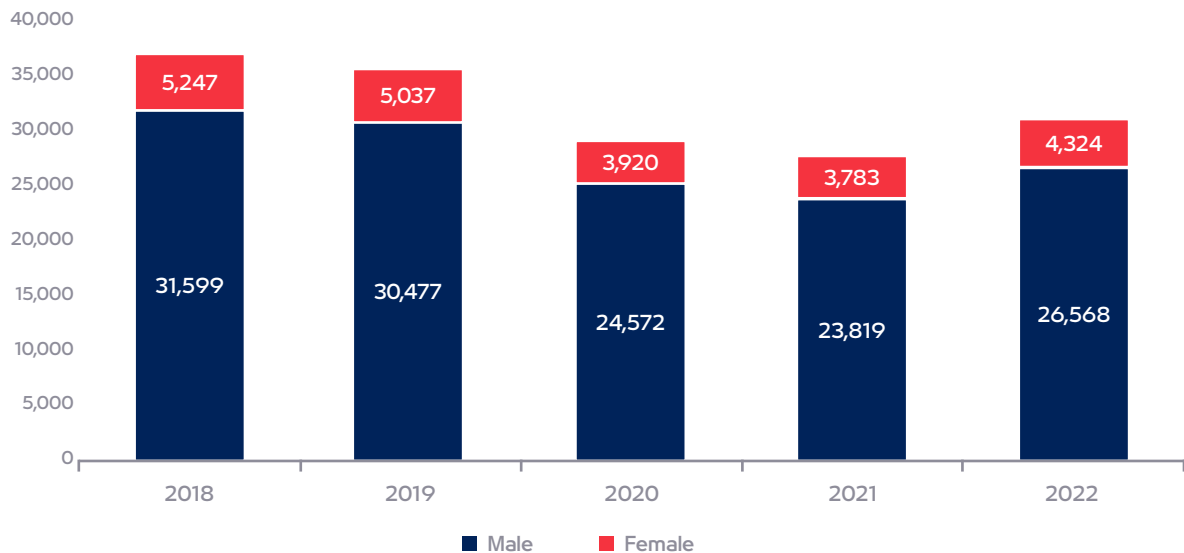


Bahrain’s Hospitality and Tourism sector faced significant challenges during the pandemic due to strict activity restrictions. Many establishments had to reduce their workforce, resulting in a notable decline in employment during that period. In 2020, there was a 13% drop, followed by an 11% decrease in 2021, resulting in the loss of around 7,000 jobs.

According to the World Travel and Tourism Council (WTTC), the hospitality sector is a significant employer of women globally within the travel and tourism sector, with roughly 50% representation of the total workforce in the segment, with limited presence in leadership roles<sup>1</sup>. In Bahrain, female employment in the hospitality sector has consistently remained at 14% of the workforce from 2018 to 2022, with a recognized presence of Bahraini females (representing 28% of total Bahraini nationals employment) serving mostly in back office and customer service roles.

However, signs of recovery emerged in 2022 as total employment figures in the sector increased. Notably, the number of Bahraini employees remained relatively stable throughout this period, reflecting the sector’s commitment to Bahrainization initiatives and supportive government policies.

**Figure 2:** Hospitality and Tourism sector employment evolution, by gender (2018 – 2022)



Source: Social Insurance Organization (SIO) published by Labour Market Regulatory Authority (LMRA)

\*Note: Data represents LMRA economic activities “Accommodation and Food Service Activities”

1. World Travel & Tourism Council (2024) Women are a driving force for travel and tourism, says WTTC. Available at: <https://wtcc.org/news-article/women-are-a-driving-force-for-travel-and-tourism-says-wtcc> (Accessed on: 14 August 2024).

It is essential for employers and stakeholders in the Hospitality and Tourism sector to understand these developments and delve deeper into the obstacles hindering greater participation, particularly among females, in various roles within the industry. By gaining insight into these dynamics, they can tailor initiatives to foster a more equitable and inclusive workforce in hospitality.

### Rewarding Careers in the Hospitality and Tourism Sector

The Hospitality and Tourism sector consists of many roles and offers dynamic and rewarding career opportunities catering to individuals with varied educational and professional backgrounds. These roles primarily focus on creating memorable experiences for guests and travelers across different aspects of the industry. They range from hotel management, ensuring smooth operations and guest satisfaction, to event planning and coordination for successful gatherings.

Inspired by the Kingdom of Bahrain Tourism strategy, and in collaboration with the Sector Working Group, the sector was scoped to cover six sub-sectors currently in Bahrain set out in Figure 3. Opportunities for career growth and progression were also identified and mapped accordingly. (See supplementary document "Hospitality and Tourism Career Pathway Map" covering around 100 jobs offered by the sector).

Each job family in the Hospitality and Tourism sector Career Pathway Map encompasses a diverse array of roles, from entry-level positions such as Waiters, Cook, and Baristas, to more senior roles like Restaurant Managers, Executive Chefs, and Event Directors. This indicates a wide spectrum of career opportunities with multiple entry points and progression routes for job seekers.

According to the insights provided by the Sector Working Group, the current employment landscape in Bahrain's Hospitality and Tourism sector reflects a demand for roles that blend technical proficiency with operational expertise across various job families catering to different facets of the industry.



Figure 3: Hospitality and Tourism job families



Source: Hospitality and Tourism Sector Working Group

### Hotels, Resorts, and Other Accommodation Services

In Bahrain's Hotels, Resorts and Other Accommodation Services job family diverse roles such as Revenue Manager, Concierges, Catering and Events Executives and Front Office Officers are integral to ensuring smooth operations and guest satisfaction. The career landscape in this sector offers a broad spectrum of pathways for those venturing into hospitality careers. While aspiring to become a Hotel General Manager is enticing, the journey typically begins with more practical roles like Guest Relations or Reservations Officer, leading to department head positions and eventually the general manager role.

Concierges for example are essential for elevating guest experiences through personalized services and local insights, with strong communication skills a friendly and approachable demeanor, and the ability to handle multiple tasks efficiently in a

dynamic environment, candidates starting their career in this role often progress into positions in the Front Office and Guest Relations function that could lead to the Director of Rooms position.

Catering and Event Coordinators on the other hand administer and coordinate all aspects of events held in the hotel facility from conception to completion including client liaison, vendor management and on-site coordination. Candidates starting their career in this role have the potential to progress into a supervisory and managerial role leading to the Director of Sales and Marketing position.

With a commitment to excellence and continuous learning, Bahrain's Hotels, Resorts, and Other Accommodation Services job family presents promising career prospects for aspiring hospitality professionals. With the increasing integration of technology into the guest experience, there is a growing demand for professionals adept at navigating and leveraging social media platforms.



The Sector Working Group highlighted that roles such as Social Media Marketing Specialists, Digital Marketing Managers, and E-Commerce Managers, are particularly sought after as businesses expand their online presence and digital marketing efforts. These roles provide entry routes into the sector for individuals with marketing, communication, and digital media backgrounds, entering as fresh graduates or even utilizing the skills gained from a similar role in another sector, retail for example.

Additionally, roles such as Cybersecurity Experts, Data Specialists, and Creative Design team members are becoming increasingly vital in driving innovation and ensuring the sector's sustainable growth.

### Food Services

Career opportunities in the Food Services job family encompass diverse roles catering to various aspects of culinary excellence and guest satisfaction. The Sector Working Group conveyed several highly sought-after roles, such as chefs and restaurant managers to waiters and food and beverage supervisors, to deliver exceptional dining experiences.

The Sector Working Group also highlighted a focus on local and authentic culinary offerings as a growing demand in Bahrain, and the need for skilled professionals who can innovate and create gastronomic delights that resonate with tourists and locals. Other emerging roles relate to research and culinary innovation and offer avenues for creative expression and trendsetting in the ever-evolving food industry.

The Food Service job family presents many entry-level opportunities with promising career paths for individuals passionate about dining and hospitality to progress as Bahrain positions itself as a culinary destination.

### Event Planning and Management

Career opportunities in Bahrain extend beyond traditional hospitality roles, encompassing dynamic positions in Event Planning and Management. Event planners, conference organizers, and exhibition managers are integral in conceptualizing, organizing, and executing various events, from corporate conferences and product showcases to sports competitions and weddings.

Entry-level roles, such as Event Coordinators, provide opportunities to gain experience in logistics, vendor management, and client communication, paving the way for progression to mid-level positions like Event Managers. Advanced roles, such as Event Directors or Creative Directors, require strategic planning, business development, and the ability to oversee large-scale events.

Occupations offered under the Content Creation and Creative Design function such as 2D and 3D Digital Artists, Animators, Photographers, Videographers, Web and Applications Developers, as well as Copywriters and Social Media Officers were also recognized by the Sector Working Group as in high demand. From another dimension the Sector Working Group highlighted that candidates with relevant skills and competencies to these roles can find freelancing practice a possible entry route into the industry, providing them with the opportunity to build their portfolios, network and reputation in the field while capitalizing on the Virtual Commercial Registration facility offered by the Ministry of Industry and Commerce.

Bahrain's growing tourism landscape and government support for MICE tourism offer a conducive environment for event professionals to thrive, making it an exciting career path in the vibrant hospitality sector of Bahrain.

## Attractions and Entertainment Management

Attractions and Entertainment Management offers diverse roles, from Theme Park Managers to Cinema Directors, all contributing to the array of experiences available to visitors.

The Sector Working Group discussed many attractive career opportunities in the job family, such as the Entertainment Facility Operation Director who oversees daily operations and guest safety in the entertainment attraction with opportunities to progress from Admission and Ticketing Crew. Maintenance Technicians as well can also find an interesting progression route to Maintenance and Safety Managers with the right training and certifications, representing together perfect entry occupations for High-Schools and Vocational Schools graduates.

The Attraction and Entertainment Management job family offers promising career pathways for individuals passionate about creating memorable entertainment experiences in Bahrain. As Bahrain strives to establish itself as a cultural and entertainment hub, the Sector Working Group indicated the need for professionals specializing in venue operations, program development and visitor engagement to elevate its appeal.

## Travel Agencies

Travel Agencies cater to travelers' needs by providing services such as itinerary planning as well as accommodation and transportation booking. Career opportunities in Bahrain's travel agencies job family offer diverse roles to individuals passionate about facilitating enriching client travel experiences.

Travel Consultants play a crucial role in planning, bookings and crafting personalized itineraries whether in traditional travel agencies, online



platforms or corporate travel settings allowing them to progress to senior positions or explore specialized areas such as luxury travel or niche markets like adventure trips or cruises. Training and education programs in travel and tourism, coupled with experience in customer service or sales, serve as entry points into this dynamic field.

Another important function operating under the Travel Agencies job family is the Travel Technologies that provides attractive careers for Software Developers who play a critical role in designing, developing and maintaining softwares and systems used by the agency.

## Local Tour Operators

Serving in an island ecosystem, Local Tour Operators in Bahrain mainly operate with land and water-based activities. Both offer local experiences and activities for travelers in different environments. The local Tour Operators job family offers promising career pathways for those dedicated to delivering exceptional tour and adventure experiences in Bahrain. The Sector Working Group highlighted that local talent, well-versed in destination knowledge, customer relations, and tour guiding are essential for providing enriching and seamless travel experiences following the resurgence of travel post-pandemic.

Tour Guides offer immersive experiences by leading travelers through cultural, historical, or natural sites whether on guided tours, cruise excursions, or eco-tourism ventures. Beginning as entry-level guides, as a part-time job even during university years, individuals can advance by gaining expertise in specific regions or themes and eventually becoming Product and Experience Development Managers in bigger organizations. Education and training

programs with focus on local history, combined with a passion for storytelling and local insights, provide this sector with entry opportunities and career prospects.

Considering the Kingdom of Bahrain Tourism strategy's focus on developing Bahrain's water-front attractions, relevant service providers (normally operating as SMEs) and occupations are anticipated to become in higher demand over the coming few years. These include Boat Captains operating a boat or vessel for tour operations Dive Masters leading and supervising scuba diving activities or Beach Operations Supervisors responsible for overseeing the daily operations of beach activities and facilities.

Despite challenges posed by external factors such as regional competition and regulatory hurdles, Bahrain's Hospitality and Tourism sector presents promising career prospects. Addressing the skills gap through targeted training programs and leveraging technology-driven solutions can enhance the industry's competitiveness and capitalize on emerging opportunities in the evolving tourism landscape.



**Figure 4:** Jobs anticipated by the Sector Working Group to be in demand.

Note: The jobs listed below are highlighted by the Sector Working Group and are not ranked based on their level of demand.

Job in demand	Job Overview
<b>Marketing Coordinator</b> (leading to Marketing Executive)	<p>Understanding the digital media's influence on the customers' behavior, the digital reputation of Hospitality and Tourism companies plays an important role in their operating model, targeting customers from different regions and cultures. This trend created a high demand for competent Digital Marketers.</p>
<b>Social Media Officer</b>	<p>In support of the digital presence of businesses operating in the Hospitality and Tourism sector, Social Media coordinators/specialists emerged as of high importance to the sector.</p>
<b>Creative Design Team</b> (2D and 3D Digital Artists, Animators, Videographers and Photographers, Web and Applications Developers)	<p>Comprising individuals from different design disciplines the Creative design team is responsible for designing all the visual components of an event that will bring the event concept to life.</p> <p>Digital Artists are responsible for creating visually engaging and innovative 2D or 3D graphics and illustrations while Animators design and produce animations relevant to various event-related media. Videographers and Photographers on the other hand create visual narratives that effectively communicate the essence of the event, from intimate gatherings to large-scale productions, while Web and Applications Developers develop and maintain websites and applications that enhance an event experience.</p>
<b>Travel Consultant</b>	<p>Travel consultants guide clients through planning, offering personalized recommendations and creating customized itineraries. The role requires strong communication skills and industry knowledge. As the industry evolves with digital transformation and sustainability concerns, professionals adapt by leveraging digital platforms, promoting sustainable practices, and delivering personalized experiences.</p>
<b>Tour Guide</b>	<p>Tour guides are instrumental in providing guests with immersive experiences and insightful exploration of destinations. Their responsibilities include meticulously planning itineraries, booking tickets, and adapting plans as needed. Armed with region-specific knowledge, they weave captivating narratives, enhancing guests' local understanding and appreciation.</p> <p>Operating as freelancers on many occasions (after obtaining a license from BTEA), this job can be a perfect starting job (can even be practiced during university years) allowing candidates to enhance their skills while receiving an attractive pay especially during high touristic seasons.</p>

Job in demand	Job Overview
<p><b>Boat Captain</b></p>	<p>Boat Captains command vessels to ensure safe and efficient tour operations. They are responsible for navigation, safety compliance, and adherence to regulations, and providing informative and engaging experiences for guests. Captains manage crew members, schedule maintenance, and conduct repairs to uphold vessel integrity. Effective communication with passengers and crew members is required, especially during emergencies, where captains lead response efforts and evacuation procedures. Additionally, they maintain comprehensive logs and records to meet legal requirements.</p> <p>Considering the Kingdom of Bahrain Tourism Strategy’s attention to beachfront attractions, demand for relevant occupations to beach operations and water-based activities is expected to increase over the coming few years.</p>
<p><b>Event Coordinator</b> (Leading to Event Manager)</p>	<p>Event Coordinators oversee the planning and execution of corporate events, conferences, and special occasions. Their responsibilities include detailed planning, client communication, logistics management, budgeting, vendor coordination, on-site execution, and post-event evaluation. They work closely with internal teams, clients, and external vendors to deliver seamless events.</p> <p>With the anticipated increase in events activities over the coming years driven by the Kingdom of Bahrain Tourism strategy demand for this role is expected to increase. At the same time it is important to highlight that the experience in this occupation develops a very unique set of skills, making the candidate attractive to other sub-sectors or industries.</p>
<p><b>Revenue Supervisor</b> (leading to Revenue Manager)</p>	<p>This occupation is considered among the most attractive occupations to local talents within the Hotels and Accommodation sub-sector considering its back-office nature and the availability of specialized talents (degree holders in accounting or finance) in the local market.</p> <p>The Revenue Supervisor supports the Revenue Manager in implementing strategies to maximize revenue. This position involves assisting in the analysis of market trends, monitoring competitor pricing, and ensuring optimal pricing and inventory management.</p> <p>Employees in this occupation must become familiar with AI applications affecting the work in this domain.</p>



**Job in demand****Job Overview****Chef de Partie**  
(Leading to Executive Chef)

Considering the influential contribution of food services in shaping a traveler's experience in the country, and the innovative space this domain can provide, the availability of competent chefs with specialization in different cuisines (Bahraini, Vegan, etc.) operating at international standards provides the basis of growth of this industry.

The Chef de Partie, also known as a Station Chef or Line Cook, holds a critical role in the kitchen, taking full responsibility for a specific section of the kitchen, such as sauces, pastries, or grills. This position requires expertise in a particular culinary area, with the Chef de Partie managing and preparing dishes within their specialty, ensuring they meet the establishment's quality and presentation standards.

Normally starting their career as cooks/commis, the sector offers then an opportunity of growth up to an Executive Chef in the Food services or Hotels and Accommodation Industry.

**Technicians**  
(Maintenance, Electric, Electronics, Lighting, Audio, Video, Stage, etc.)

As machine handling forms a key activity of the sector operations especially in the Attraction and Entertainment Management, Events Management and Local Tour Operators sub-sectors, the availability of technically trained staff to handle the operation, troubleshooting and maintenance of these machines is necessary. Taking into consideration that this occupation offers attractive entry into the sector for technical school graduates and provides them with interesting progression pathways into the maintenance and safety domain.

In the Hotels and Accommodations sub-sector, Maintenance Technicians are responsible for the maintenance, repair, and inspection of various facilities of the property. Their expertise in electrical systems, plumbing, HVAC (heating, ventilation, and air conditioning), and general infrastructure is crucial in maintaining a safe environment for visitors.

In the Attractions Management sub-sector, the Maintenance Technician is responsible for performing routine maintenance and repairs on various equipment, rides, and facilities within an attraction or entertainment venue. This role involves ensuring all aspects of the venue are operating safely and efficiently, addressing mechanical issues, conducting preventive maintenance, and responding to emergency repair needs.

Technicians in the Events Management industry support the preparation and running of different types of events (exhibitions, conferences, live performances, etc.). Different specializations required might include, Lighting, Audio, Video, Stage, etc. operating as a team under an Event/Media Production Manager.



# Career Spotlight

## Career Spotlight:

# FRONT OFFICE MANAGER

### Role Overview

A Front Office and Guest Relations department can be considered the hotel's face as it is usually the first point of contact for guests arriving at a hotel. The department is primarily responsible for optimizing the guest experience and ensuring that customer expectations are met and, if possible, exceeded.

The Front Office Manager is essential in managing the front desk operations of a hotel, serving as the face of the hotel and the first point of contact for guests. This role is pivotal in ensuring guests receive a warm welcome, efficient check-in and check-out service, and assistance throughout their stay. The Front Office Manager oversees the front office team, ensuring they deliver consistent and high-quality guest services. Responsibilities include managing reservations, handling guest inquiries and complaints, coordinating with housekeeping and maintenance departments to ensure room readiness and standards, and overseeing the financial transactions at the front desk. This role requires strong leadership, effective communication, and a deep commitment to customer service excellence.

### Career Pathway and Progression

A Front Office Manager can start his/her career either as a Concierge or a Front Office Officer as this role requires hands-on experience that is gained through entry-level customer-facing roles in the hotel. While the Concierge acts as a personal assistant focused on providing customized service and exclusive access for guests, a Front Office / Guest Relations Officer handles guest check-in, room assignments, billing and other typical requests.

A Concierge candidate can start the role with a high school diploma, strong English language and other communication skills. By capitalizing on advancing work-related skills, candidates can grow to a Concierge Chief/Head leading the concierge team, followed by a Front Office Duty Supervisor role overseeing the front desk staff, managing room allocations, and ensuring smooth check-in and check-out processes during an allocated shift.

A Front Office Officer can start his/her career with a high school diploma and strong English language skills, combined with excellent communication skills, a friendly and professional demeanor, and the ability to handle multiple tasks efficiently in a fast-paced environment the candidate can grow to a Front Office Duty Supervisor leading to the Manager role.

## Career Spotlight:

# SOUS CHEF

### Role Overview

The Sous Chef holds a pivotal position in the kitchen hierarchy, acting as the second-in-command and direct assistant to the Head/Executive Chef. This role is instrumental in managing daily kitchen operations, supervising staff, and ensuring the highest standards of food quality, preparation, and presentation. The Sous Chef is involved in menu planning, inventory control, and maintaining kitchen equipment, alongside hands-on food preparation. Leadership, creativity, and a thorough understanding of culinary techniques are crucial, as the Sous Chef often leads the kitchen team in the Head/Executive Chef's absence, ensuring that the kitchen operates smoothly and efficiently.

### Career Pathway and Progression

The journey to Sous Chef typically begins at the bottom of the kitchen hierarchy and progresses through dedication and hard work. Starting from a Cook/Commis responsible for preparing and cooking a variety of dishes according to the restaurant's menu and culinary standards under the supervision of senior kitchen staff. At this stage a candidate will master basic kitchen tasks, build knife skills, and learn proper hygiene practices. Although academic background is not necessarily required, a culinary degree or diploma from a reputable institution can accelerate the progress of a candidate.

In the next stage a candidate can become a Chef de Partie (also known as a Station Chef or Line Cook) who is responsible for a specific section of the kitchen, such as sauces, pastries, or grills. The role

involves supervising junior kitchen staff in their section, maintaining inventory levels, and adhering to health and safety standards.

By mastering the skills through these two occupations, a candidate will be ready to hold the Sous chef position yet remember that the key to becoming a Sous Chef is a relentless passion for food, a willingness to learn, and a dedication to excellence in every aspect of the kitchen.



# Career Spotlight: RESTAURANT MANAGER

## Role Overview

The Restaurant Manager is pivotal in overseeing the day-to-day operations of a hotel or standalone restaurant, ensuring an exceptional dining experience for guests. This role encompasses a broad range of responsibilities, including staff management, guest service, financial management, and operational oversight. The Restaurant Manager is responsible for maintaining high standards of food quality, service, and cleanliness throughout the restaurant. They play a key role in menu development, staff training, and ensuring compliance with health and safety regulations. The ability to manage effectively under pressure, strong leadership skills, and a deep understanding of hospitality management are essential for success in this role.

## Career Pathway and Progression

Restaurant Management offers a dynamic and rewarding career path for those passionate about hospitality. It's more than just overseeing tables; it's about creating a thriving atmosphere, leading a team, and ensuring exceptional guest experiences. Besides leading and developing a team, a Restaurant Manager deals with different business areas such as budgeting, cost control, marketing and inventory management where every day brings new challenges and opportunities.

The path to a Restaurant Manager starts at the frontline of guest service in roles such as a "Host" greeting guests, managing reservations and seating arrangements, a "Waiter" presenting menus, taking

orders and serving food and beverage, a "Barista" specializing in crafting a range of beverages including coffee, tea and fresh juices, or a "Cashier" handling payments and processing transactions. Mostly rotating between these roles in the early years, the candidate will gain crucial customer service skills, learn restaurant operations and understand guest needs. Taking into consideration that these entry roles don't require a formal degree, these are considered ideal occupations for high school graduates or university students.

From these customer-facing roles a candidate can grow into a "Food and Beverage Supervisor" in a restaurant or a hotel, where he/she will be supervising the daily operations of dining areas, implementing operational improvements, managing staff performance and training, handling customer inquiries and complaints while ensuring guest satisfaction with the dining experience in preparation for the "Restaurant Manager" role.

To accelerate the career progression in this domain, a Bachelor's degree in Hospitality Management can give the candidate a significant edge. These programs provide them with business skills, marketing knowledge, and restaurant-specific management principles. Additionally, industry certifications in areas like food safety are valuable assets.



## Career Spotlight:

# EVENT MANAGER

### Role Overview

The Event Manager is pivotal in the planning, organization, and execution of events, ensuring everything runs smoothly and meets or exceeds client expectations. This role involves working closely with clients to understand their needs as they act as the internal interface between the client and the operations department. They participate in business growth by securing clients and business ventures. They are involved in managing logistics and overseeing event set-up and breakdown ensuring alignment with budget and time constraints.

### Career Pathway and Progression

Event Management is a captivating career for those who thrive in fast-paced environments and enjoy creating unforgettable experiences. It's more than just planning; it's about meticulous organization, creativity, and the satisfaction of seeing your vision come to life. Working in this role a candidate will constantly be challenged by diverse projects, demanding creativity, problem-solving skills, and handling multiple tasks while working with a variety of vendors, clients and internal teams fostering strong relationships and expanding your professional network.

The path to Event Manager often starts with an entry-level role such as an "Event Coordinator" coordinating with vendors and service providers,

facilitating logistics, and participating in event set-up and breakdown. In Bahrain, Bachelor's degree holders have higher chances of employment in this role with Business, Communications or Marketing specialization. Progressing into an Event Manager, Industry certifications from recognized professional bodies can also enhance the candidate's attractiveness for the role.

Looking at the Career map developed with the Sector Working Group, candidates with experience in this role get a chance to sharpen many transferrable skills that make them attractive candidates for other positions within and beyond the Hospitality and Tourism sector.



## Career Spotlight:

# MAINTENANCE AND SAFETY MANAGER

### Role Overview

The Maintenance and Safety Manager has a critical role within the Attractions and Entertainment Management job family, responsible for ensuring the safety and proper maintenance of attractions and entertainment venues. This position involves developing and implementing maintenance and safety protocols, conducting regular inspections, managing repair and upkeep activities, and ensuring compliance with safety regulations and standards. The manager works closely with the technical team and operational managers to address any safety concerns and maintain the integrity of the venue's infrastructure, equipment, and facilities.

### Career Pathway and Progression

The role of a Maintenance and Safety Manager in an Entertainment Attraction company offers a career path perfect for those who crave a fast-paced environment, where ensuring safety goes hand-in-hand with keeping the thrills rolling.

The journey typically starts with hands-on experience and progresses through a dedication to safety and technical knowledge. Starting as a "Maintenance Technician" responsible for performing routine and emergency maintenance and repairs on various equipment, rides, and facilities. While a vocational high-school diploma is sufficient to start the role, associate degrees in fields like Mechanical, Electrical and Computer Engineering can be beneficial.

From there a candidate can grow to a "Safety Officer" responsible for implementing and overseeing safety protocols and procedures. This role involves conducting regular safety audits, training staff on safety practices, and ensuring compliance with local and national safety regulations. Specialized Health and Safety certifications like NEBOSH and IOSH Certification will help in preparing the candidate for the responsibilities of the Maintenance and Safety Manager.

# Career Spotlight:

# TOUR GUIDE

## Role Overview

Tour Guides complement Bahrain's tourism initiatives, especially as the sector evolves towards personalized trips and authentic experiences. They showcase the country's cultural heritage, historical landmarks, and hidden gems to tourists, enriching their visitor experience. By offering informative and engaging tours, Tour Guides promote Bahrain's unique attractions and help visitors discover the essence of the country, creating lasting memories. In the Hospitality and Tourism industry, Tour Guides are essential assets, providing guests with immersive and enlightening experiences. From warmly welcoming guests to managing itineraries and adapting plans, they ensure unforgettable journeys. Armed with regional knowledge, they skillfully narrate captivating stories, enriching guests' understanding and appreciation. Essential qualifications include guiding experience, excellent communication skills, and a passion for travel. With their personable demeanor and organizational abilities, Tour Guides prioritize guests' safety, comfort, and enjoyment, leaving a lasting impression on their travel experiences.

## Career Pathway and Progression

Tour Guides embark on dynamic career pathways within the Hospitality and Tourism sector, beginning with entry-level positions that lay the foundation for their journey. As trainee Tour Guides, individuals immerse themselves in local attractions, learning under experienced guides and gaining practical knowledge about historical sites and cultural significance. Licensed by BTEA, candidates can operate as freelancers from their early years (even

during university years) through tour operation agencies. This exposure will allow the candidates to sharpen their skills while making an attractive income especially during high touristic seasons.

With experience, Tour Guides may specialize further to deepen their expertise and cater to specific demographics. Local Tour Guides focus on specific regions or cities, delving into local history, traditions, and landmarks. Language-specific Guides leverage their linguistic abilities to cater to international tourists, enhancing their experience and communication. They can also explore various specializations such as Cruise Ship Tour Guides or Educational Tour Guides, offering diverse opportunities for growth and development. These roles prepare them for advanced positions where specialization and leadership are essential.

In advanced roles, Tour Guides may become "Product and Experience Development Manager" in bigger organization setups, responsible for designing, developing, and implementing of tour products and experiences while taking on managerial responsibilities, overseeing teams of guides, coordinating schedules, and ensuring smooth tour operations.

Continuous learning and adaptation are key aspects of career progression for Tour Guides. Obtaining relevant certifications (currently offered by University of Bahrain), networking with industry professionals, and continuously honing customer service skills are essential for staying competitive in the field. By embracing lifelong learning and adapting to evolving trends, tour guides can carve out fulfilling and successful careers in the hospitality and tourism industry.



# PREPARING A FUTURE-READY HOSPITALITY AND TOURISM WORKFORCE

Today's workforce needs to cultivate the skills needed to adapt and respond effectively in a constantly evolving job market shaped by global transformations. A skill-centric approach is replacing the traditional focus on tenure and job titles. Individuals must prioritize continual skill development and adaptability to navigate the complexities and opportunities of globalization and connectivity, changing consumer behavior, digitalization, and sustainability. Embracing this mindset ensures relevance and competitiveness in the evolving landscape.

Recognizing this need, Tamkeen, in collaboration with Sector Working Groups, has developed National Occupational Standards and Career Pathway Maps specifically for the Hospitality and Tourism sector. These resources are instrumental in illustrating the various career trajectories available within the industry, both vertically and laterally. They provide a clear framework for understanding the skills and competencies required at different stages and roles, offering guidance for those aiming to advance or pivot within the sector. This approach empowers employees to make informed decisions about their career paths and professional development, focusing on acquiring and refining the most valued and needed skills in the modern Hospitality and Tourism landscape. By utilizing these standards and maps, Bahrain's Hospitality and Tourism sector workforce can better align their personal career goals with the sector's evolving needs, ensuring a robust, skilled, and adaptable talent pool.

As the sector undergoes profound transformations—from the adoption of digital and technological transformation to personalized experiences and a shift to consumer behavior, remote work, and the promotion of 'workcation travel' blending work and leisure and collaboration across sectors—combined with the fierce regional competition on competent talent, the demand for a skilled workforce adept in these new paradigms is paramount. For Bahrain, with its commitment to a sustainable and diversified economy, nurturing a workforce with the right skill set is a strategic imperative for success.

Skills can be classified as either core or technical skills, which play a crucial role in shaping an individual's competency and contributing to the overall success of projects, teams, and organizations. Core skills, also known as generic or soft skills, are the basic skills required to function in life and work. Technical skills are the abilities, knowledge, or expertise needed to perform specific, job-related tasks. They are usually developed through on-the-job experience and structured training or learning programs.



## Bahrain's Core Skills Framework

Tamkeen has developed and pioneered a national Core Skills Framework as part of the country's wider skills taxonomy. The framework has been developed and aligned against a comprehensive list of international benchmarks and best practices, whilst reflecting the specific needs and aspirations of Bahrain as a progressive country.

Core skills underpin, promote and provide the foundation of the skills required to carry out specific job roles and functions. They are usually gained through life and work experience or through structured learning and training programs. Core skills are essential for any job or profession, providing a strong basis for lifelong learning and for building the technical skills required to support specific job roles.

The core skills framework is structured around three key pillars: Social Intelligence, Self-Management, and Analytical Skills, each playing a vital role in shaping a proficient and adaptive workforce. Under each of the key pillars, four core skills are defined forming a complete framework of twelve core skills.



# Core Skills Framework



**SOCIAL INTELLIGENCE**

The ability to be self-aware, inclusive, communicative and form relationships with others with empathy, compassion and assertiveness

**Building Inclusivity**

The ability to create an environment and manage relationships across diverse groups in a range of different contexts by seeking to establish common ground regardless of race, ethnicity, religion, gender, age, ability, education, or socio-economic status.

**Communication**

The ability to listen effectively and understand, articulate thoughts and ideas effectively, exchange information, employ negotiation skills and use oral, written and non-verbal skills across a range of different environments.

**Empathy**

The ability to demonstrate emotional intelligence by demonstrating awareness of the feelings and emotions of others and being able to act accordingly within that context.

**Collaboration and Teamwork**

The ability to work collectively and effectively with one or more people in order to achieve a common goal, bringing together a range of experience and skills based on exchanging ideas, sharing experience and developing creative solutions.



**SELF MANAGEMENT**

The ability to manage behaviors, thoughts and emotions in a conscious and productive way

**Adaptability**

The ability to easily adapt to new situations and changing circumstances in life and work and change actions as required.

**Initiative**

The ability to think independently, identify opportunities, think innovatively and take action when necessary and without direction.

**Planning and Organizing**

The ability to plan and organize tasks in order to fulfill requirements within a given time.

**Literacy**

The ability to understand and have the confidence and skills to work with language to identify, interpret, create and communicate effectively in written and oral formats.



**ANALYTICAL SKILLS**

The ability to collect, organize, visualize and assimilate data using a range of tools and skills

**Digital Literacy**

The ability to find, evaluate, analyze, use, share and create content using digital devices, use software applications and troubleshoot common problems.

**Critical Thinking**

The ability to analyze, interpret, evaluate, infer, explain, synthesize and self-reflect in the context of making reasoned judgements based on a logical sequence of independent thought.

**Problem Solving**

The ability to identify and assess issues and problems and make use of available resources to evaluate and generate potential solutions in personal, social and work contexts.

**Numeracy**

The ability to understand and have the confidence and skills to work with numbers using numerical skills to process, interpret and communicate information to help understand, predict and solve problems.

## Core Skills to Enable Your Success in the Sector

Core skills provide a foundation for continuous learning and development and play a crucial role in achieving success in a dynamic workplace. As professionals progress in their careers, there is greater emphasis on an advanced level of core skills that make up the key characteristics of a

successful leader. They have highlighted six overarching core skills that are required across most job roles in the sector. In their careers, there is greater emphasis on an advanced level of core skills that make up the key characteristics of a successful leader. The Sector Working Group has highlighted six overarching core skills that are required across most job roles in the sector.

**Figure 5:** Core skills in demand identified by the Sector Working Group

Note: The skills listed below are highlighted by the Sector Working Group and are not ranked based on their level of demand.

<p><b>Communication</b></p>	<p>Effective communication in the hospitality industry involves active listening, clear and concise communication, adaptability, conflict resolution, written communication, non-verbal skills, and negotiation. Active listening enables understanding of verbal and non-verbal cues from guests and colleagues, facilitating effective interactions. Clear communication ensures guests are well-informed, contributing to seamless services. Written communication is crucial for conveying information through various channels, while non-verbal skills enhance guest interactions. Negotiation skills are essential for managing guest requests and agreements with suppliers. Overall, effective communication is vital for delivering exceptional hospitality experiences and fostering positive relationships.</p>
<p><b>Problem Solving</b></p>	<p>Problem-solving skills are crucial in hospitality and tourism, helping professionals overcome challenges and improve guest experiences. This involves promptly identifying issues, analyzing root causes, and prioritizing solutions. Effective resource utilization, including leveraging technology, aids in efficient problem-solving. Creativity and adaptability are essential for generating innovative solutions. A guest-centric approach prioritizes guest satisfaction, offering alternative options and implementing service recovery when needed.</p>
<p><b>Digital Literacy</b></p>	<p>Digital literacy is crucial in hospitality and tourism, shaping guest interactions, efficiency, and competitiveness. Proficient professionals utilize technology to personalize guest experiences, manage operations effectively, and engage guests through social media and targeted online campaigns. They ensure safety by understanding cybersecurity risks and implementing contactless solutions. Adaptability to emerging technologies and collaboration are facilitated through digital tools, enhancing team coordination and enabling virtual meetings.</p>

**Collaboration and Teamwork**

Collaboration and teamwork are essential in hospitality and tourism, ensuring efficient operations, guest satisfaction, and innovation. Departments must coordinate seamlessly to meet revenue targets and provide exceptional experiences. Effective teamwork ensures unified guest experiences and swift service recovery, while collaborative environments foster innovation and the integration of technology to enhance guest experiences.

**Planning and Organizing**

Planning and organizing are vital skills in hospitality and tourism, ensuring efficient operations, guest satisfaction, financial management, quality assurance, risk mitigation, marketing, infrastructure development, and community engagement. Effective planning enables seamless coordination among departments, resource optimization, and adaptability to changing market trends. Consistent service, timely operations, and well-executed event management contribute to guest satisfaction. Financial management benefits from budgeting and revenue optimization strategies, while quality assurance relies on standardization and training programs. Risk mitigation involves contingency plans and crisis communication. Marketing efforts are organized through event planning and content calendars, while infrastructure development focuses on maintenance and sustainability. Community engagement involves collaboration and tourism development projects to benefit both tourists and residents.

**Critical Technical Skills for an Agile Workforce**

Building on the insights from the earlier sections of this report, it is evident that specific technical skills are in demand within the Hospitality and Tourism sector. These skills reflect the current operational needs and anticipate future sector requirements. A deeper understanding of these key areas can guide professionals in aligning their expertise with the sector's evolving landscape.

In Bahrain's Hospitality and Tourism sector, the demand for these skills is critical for the sector's growth and alignment with the Kingdom of Bahrain Tourism strategy. Professionals possessing these technical skills are well-positioned to make substantial contributions to the sector's evolution and support Bahrain's overarching Hospitality and Tourism objectives.

**Figure 6: Technical skills in-demand identified by the Sector Working Group**

Note: The skills listed below are highlighted by the Sector Working Group and are not ranked based on their level of demand.



### Customer Service

The Hospitality and Tourism industry is all about giving people a great experience when they travel, from helping them book a holiday to greeting them at a resort or leading a sightseeing tour. With customers expecting to receive a high level of service, cultivating a positive attitude and warm personality among employees in the sector is crucial to ensure they feel looked after. Finely tuned skills around active listening, compassion and follow-through ensure each customer encounter ends with a positive outcome.



### Data Analysis

The Hospitality and Tourism sector serves millions of guests every day. Each of them has their own set of preferences, expectations, and needs for the journey. This makes the industry data-rich and how this data is used will help maintain the entity's competitive advantage. Data Analysis can help in improving the revenue management, improvising the guest experience, measure and improve marketing effectiveness, scouting the business environment and competition and many more.



### Digital Marketing and Social Media Management

Digital marketing for the hospitality industry has become an indispensable tool today. Through a combination of online advertising, social media campaigns, and targeted content, digital marketing allows tourism businesses to reach a vast global audience. Tourism establishments use digital marketing mostly to showcase the uniqueness of their destinations, hotels, restaurants, and experiences, encouraging potential travelers to choose their offerings.



### Event and Crowd Management

Event and crowd management skills are essential for hospitality professionals involved in organizing and overseeing various events, conferences, and gatherings. From ensuring smooth logistics and coordinating with vendors to maintaining crowd safety and adhering to regulatory guidelines, effective event management ensures the success of both small-scale gatherings and large-scale events, enhancing guest experiences and optimizing revenue opportunities.



### F&B Specialized Skills

Proficiency in F&B specialized skills such as barista skills, food handling, and knife skills is fundamental for culinary professionals in the hospitality industry. Barista skills facilitate the crafting of quality coffee beverages, while expertise in food handling ensures adherence to hygiene standards and safe food preparation practices. Additionally, mastery of knife skills enhances efficiency and precision in food preparation, contributing to the delivery of exceptional dining experiences for guests.



### Health and Safety

Health and safety are vital in the tourism and hotel management industry, ensuring the well-being and satisfaction of guests. Effective hygiene and safety practices not only contribute to guest comfort but also play a crucial role in maintaining the reputation of hotels and tourism destinations. It's important to note that each sub-sector has its specific health and safety procedures, training and licensing.



### Sales Techniques

Sales techniques are integral for hospitality professionals involved in revenue generation and guest engagement. Whether it's promoting hotel amenities, upselling dining experiences, or securing event bookings, effective sales skills enable professionals to identify guest needs, showcase value propositions, and ultimately drive revenue growth. By cultivating rapport, understanding guest preferences, and employing persuasive communication, hospitality professionals can optimize sales opportunities and enhance overall business performance.

# Training Programs and Initiatives

The education and training landscape in Bahrain provides a comprehensive foundation for addressing many of the Hospitality and Tourism sector's immediate requirements through a wide range of undergraduate, postgraduate, diploma, and vocational training programs. These programs offer individuals various pathways to embark on, transition into, or grow within diverse and rewarding fields in the sector.

However, there should be stronger alignment and ongoing engagement between the education and training institutions, and employers within the industry to evaluate and expand the education and training offerings. This proactive approach will be key to ensuring the workforce remains competitive and prepared to meet the sector's future demand as the sector embraces digital and technological transformation and practices and prioritizes sustainable initiatives.

## Degrees and Programs

Bahrain's higher education landscape offers opportunities for individuals passionate about pursuing a career in the vibrant Hospitality and Tourism sector. At the undergraduate level, aspiring professionals can embark on Business Administration, Marketing as well as Accounting and Finance programs, which serve as a foundational gateway into the industry serving multiple functions such as "Marketing and Sales" as well as "Revenue and Reservation Management" in Hotels and Accommodation sub-sector. These programs provide a comprehensive understanding of business principles, management techniques, and organizational skills essential for success in hospitality and tourism. Graduates of such degrees yet lack the awareness of such opportunities within the sector and perhaps capitalizing on internship opportunities in relevant roles can bridge this gap.

Many academic offerings are also available in support of the "Content Creation" function captured under the Events Management sub-sector; these programs include Graphic Design, Media, Web Development, Visual Design, Interior Design and many more. Bahrain Polytechnic's learning model with industrial projects proved to be successful in this domain. Bahrain's Academic landscape also has generous talent supply offerings in the technology field. Academic programs with a focus on Programming, Software Engineering, Database Systems, and Cybersecurity are widely offered in Bahrain by different public and private institutes providing a solid basis for candidates in relevant specializations feeding into different occupations captured by the sector such as Web and Applications Developers, Digital Solutions Designers and Cybersecurity Specialists.

For those seeking specialized knowledge in the Hospitality and Tourism field, the University of Bahrain offers a dedicated Bachelor's Program in Tourism. The program delves into the intricacies of travel management, destination marketing, sustainable tourism practices, and cultural awareness, providing students with the expertise needed to navigate the dynamic tourism landscape. Additionally, Vatel Bahrain International Hospitality School caters to individuals aspiring to become Hotel Managers through their specialized Bachelor's Program in International Hotel Management. This program offers in-depth insights into hotel operations, guest services, revenue management, and culinary arts, complemented by practical training and internships in collaboration with internationally renowned hotels.

At the postgraduate level, individuals can further enhance their skills and expertise through specialized MBA Programs in International Hotel Management. These advanced degrees equip students with strategic leadership skills, financial acumen, and a global perspective, preparing them for managerial roles in luxury hotels, resorts, and hospitality corporations.



The specialization options available in Bahrain's higher education institutions cater to diverse interests and career paths within the hospitality and tourism sector. These specialized programs empower students to develop niche expertise and pursue rewarding careers in areas such as resort management, entrepreneurship, and sustainable tourism.

### Diplomas and Vocational Training Programs

Vocational training is crucial in equipping individuals with the specialized skills required to excel in various sectors of the Hospitality and Tourism industry. Employers conveyed that Bahrain's vocational training landscape offers very few opportunities for vocational training programs, and the majority of training is delivered in-house, with the exception of training for specialized roles, such as Lifeguards, Boat Captains, and other licensed professions.

Event planning and management, a crucial aspect of the Hospitality and Tourism sector, demands specialized skills in logistics, marketing, and execution. Training programs such as Event Management Masterclass are only offered by one training institution, and provide participants with a comprehensive understanding of event planning and management fundamentals, including management of venue, catering, attendees, and related aspects such as marketing and sponsorships. The two-day program equips individuals with the expertise to organize and oversee successful events, from corporate conferences to music festivals. Similarly, the IATA Foundation in Travel and Tourism offers valuable insights into the tourism industry, covering topics such as using the global distribution system to create and manage reservations, tour products, customer service and sales skills, preparing individuals for roles in travel agencies and tour operations.

In its efforts to enhance the overall tourist visitor experience, BTEA has conducted a series of training programs that aimed to address the shortage in quality Bahraini Tour Guides. Launched in 2018 in collaboration with the United Nations World Tourism Organization (UNWTO) and the World Federation of Tourist Guide Associations (WFTGA), the BTEA program combined both theoretical and hands-on training for tour guides. Furthermore, the best-performing Tour Guides were selected for a "Train the Trainer" program that equipped them with leadership skills and the capability to train new recruits and future prospective Tour Guides. As of 2024, BTEA requires licensed Tour Guides to renew their licenses annually, including taking a refresher course as part of the license renewal process.

As for the technician's role under the "Maintenance and Safety" and the "Event Operations and Execution" functions, the sector working group highlighted that they are in demand for candidates with hands-on technical experience at the entry level, which makes graduates from vocational schools the perfect candidates for such roles. Students graduating from Bahrain Polytechnic's recently launched Apprenticeship program should be perfect candidates for such roles.

In support of the roles under the "Water-Based Activities" function, Royal Yachting Association (RYA) Powerboat and Boat Captain courses as well as PADI and RAID Diving courses are widely available in Bahrain providing their holders with opportunities within the local tour operations sub-sector. Training for aspiring lifeguards is widely available through many providers offering a comprehensive lifeguard certification program covering topics such as injury avoidance, rescue skills, and emergency treatment, providing participants with certification in lifeguarding, first aid, and CPR/AED. With these diverse training options available, individuals can pursue their goal of becoming proficient lifeguards in Bahrain.

The Sector Working Group has highlighted a significant gap in Bahrain's education and training landscape, particularly in meeting the sector's immediate requirements. They highlighted the impact of International Experiences in shaping talents within the industry (mainly in Hotels and Accommodation, Food Services and Attractions Management sub-sectors). These international experiences provide the candidates with a feeling of the international service standards and allow them to practice the role in a more culturally relaxed environment. At the same time, the sub-sector sees high potential with the use of Virtual Reality technology in support of their training practice. This is expected to lower their training costs while providing a virtually simulated environment of international best practices. They also highlighted in different occasions that this subsector in Bahrain is challenged by the absence of a specialized culinary school supporting occupations

in the Kitchen Operations field which can provide attractive occupations as the candidates' progress in their careers (to Executive Chef for example).

Tamkeen is dedicated to supporting the enhancement of skills and competencies of both individuals and businesses, by addressing the changing demands of the Hospitality and Tourism sector. Tamkeen offers a range of programs that help bridge the skills gap and foster a culture of continuous learning and adaptation. It also offers businesses support to promote the upskilling and employment of Bahrainis in the Hospitality and Tourism sector. It offers this support through a range of programs that contribute to individual career growth and supports the overall competitiveness and sustainability of the Bahraini economy.





## Tamkeen: Employment Support Programs

### National Employment Program

The program encourages private sector enterprises to employ nationals through wage support for up to five years. This helps Bahraini graduates and jobseekers to enter the labor market, while also supporting enterprises to employ the talent they need to drive their productivity and success.

### Jobseeker Training Program

The program provides training and upskilling opportunities for jobseekers nominated by the Ministry of Labour to increase their competitiveness and facilitate their entry to the labor market.

### Train and Place Program

The program offers training support for jobseekers to gain essential skills and requirements for the labor market through creating sustainable employment opportunities and matching the requirements of the private sector with available talent.

### On-the-Job Training Program

The program provides opportunities for jobseekers to gain practical work experiences that can equip them with the required skills to enter the labor market.

### Apprenticeship Program

The program, in collaboration with academic and vocational training institutes, provides enterprises with the opportunity to employ Bahrainis as apprentices, giving them the chance to obtain in-demand vocational skills across different trades as well as specialize in the fields of information technology, cybersecurity, and other future jobs.



## Tamkeen: Career Development Support Programs

### Wage Increment Support

The program allows enterprises to obtain wage increment support for existing employees, facilitating the career progression of Bahrainis in the private sector and encouraging employers to retain and reward their workforce. As part of Tamkeen's commitment to supporting this progression, enterprises are encouraged to hire new talent at higher wages by fully covering the difference between the new and previous wages.

### Leadership Employment Program

The program aims to empower Bahrainis to advance in their careers by providing wage support/increment for enterprises looking to employ Bahrainis in mid and executive jobs in the private sector. This enables enterprises to employ and promote talented individuals to assume leadership roles, thus helping Bahrainis progress in their careers.

### Enterprise Training Support Program

The program offers enterprises support with their training costs to upskill and develop their human capital with the aim of improving their competencies and capabilities to become more productive, and help enterprises grow, remain competitive, and retain talented employees.

### Professional Certification Program

The program offers individuals an opportunity to enhance their skills and build their competencies through attaining internationally accredited professional certificates related to their area of expertise.

### Global Ready Talent Program

The program supports overseas placement and work opportunities for Bahrainis to help them gain valuable work experience, develop their skills and gain exposure to international work environments.

# Key Takeaways

▶ **The Hospitality and Tourism Sector offers many promising career opportunities for skilled Bahrainis**

Overcoming the cultural perception of hospitality jobs unlocks exciting and promising opportunities for skilled Bahrainis. With the recent revamp in the Kingdom of Bahrain Tourism strategy, the tourism sector is one of the key pillars of Bahrain's economy, offering a pathway to many roles ranging from hotel management and culinary arts to tour operations and guest services. The industry is committed to attracting and developing local talent, paving the way for Bahrainis to explore and advance upon a dynamic career path.

The sector is also offering attractive career entry routes through freelancing activities. Professions such as Tour Guides, Digital Artists, Photographers, Videographers, and Web and Applications Developers can capitalize on the Virtual Commercial Registration offered by MOIC to start their freelancing presence allowing them to build their portfolio and network leading either to successful startups or permanent jobs offered with employers in the sector.

▶ **Vocational Training and International Experiences are key to uplifting the standards of the industry**

To elevate the standards within the sector, training institutes should continue to align with the current and emerging industry needs, following best international practices in the field and iteratively expanding and enhancing their vocational training offerings. International experiences are also key to building competent talents in this field especially in the Hotels and Accommodation, Food Services and Attractions Management sub-sectors. Embedding International experience elements in training programs offered in the field are expected to deepen the candidates' understanding of offered service standards and widen their vision around the future potential of offerings in Bahrain.

Simultaneously, individuals looking to enter the sector or acquire specialization are encouraged to pursue vocational training in areas of interest. Engaging in these specialized educational pathways equips professionals with the necessary skills and significantly boosts their employability and potential for career advancement.



▶ **The global tourism industry is adopting sustainable practices, the sector in Bahrain must keep up with the trend to continue to attract tourists from all over the world**

As the global tourism industry increasingly embraces sustainability, companies in Bahrain must align with these green practices to remain competitive on a regional and international stage. Businesses in the sector must consider integrating sustainable operations into their core strategies. This includes implementing (and marketing) the reduction of waste, adopting energy-efficient practices, and the promotion of local culture. By adopting these practices, employers enhance their appeal to eco-conscious travelers and contribute towards Bahrain's sustainability goals.

▶ **Employers in the sector must keep embracing and leveraging technology to understand their customers, keep up with the latest trends and provide customers with a differentiated offering**

As regional competition for attracting tourists rises, employers in the sector must embrace and leverage technology to stay ahead. This technological adoption is crucial for understanding customer preferences, keeping pace with evolving market and social media trends, and offering unique, personalized experiences that differentiate Bahrain from other destinations. Employers should invest in advanced data analytics to gain deep insights into tourist behavior and preferences, enabling them to tailor their services effectively. Additionally, incorporating technologies like Augmented Reality (AR) and Virtual Reality (VR) can enhance the visitor experience, providing interactive and immersive explorations of attractions. Employers must also utilize digital marketing tools to reach a broader audience and implement efficient booking and management systems to improve operational effectiveness. By strategically leveraging technology, Bahrain's tourism sector can enhance its competitiveness, attract more visitors, and provide exceptional, customized experiences that meet the high expectations of today's tech-savvy travelers.

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# Glossary of Terms

Term	Definition
<b>Core skills</b>	The combination of essential skills required to be fully prepared for life and work in a global economy
<b>Digitalization</b>	The use of digital technologies, digitized information and data to change business operations and introduce efficiencies and opportunities
<b>Emerging Jobs</b>	A job/occupation that currently has small numbers but is expected to grow in the future
<b>Job</b>	A paid position of employment held by an individual
<b>Job Family</b>	A group of jobs/positions that involve work in the same functional occupation and share related core knowledge and background requirements. The job family structure is based on function rather than organizational structure.
<b>Job Role</b>	A specific set of responsibilities and duties assigned to an employee within an organization
<b>National Occupational Standards (NOS)</b>	A set of skills, knowledge and performance criteria required for key job roles in the sector. NOS provide a standardized framework for defining skills and competencies, ensuring that all individuals in the same sector or profession meet a certain minimum standard set by the sector
<b>Sector skills report</b>	A concise report which outlines an overview of an industry sector by identifying trends, presenting macro-economic data, outlining current and future job roles and associated skills gaps and making recommendations for the future
<b>Skills framework</b>	Provides information such as key sector information, occupations and job roles, and the required existing and emerging skills to fulfil roles within that sector
<b>Skills gap</b>	The difference between the identified skills (core and technical) that an employer expects their employees to have and the actual skills that employees possess
<b>Skills mismatch</b>	An overarching term which can be used to describe various instances of imbalance in skills e.g. skill shortage which is where the demand for a particular type of skills exceeds the supply of the workforce with these skills; skill surplus which is where the supply of the workforce with a particular type of skills exceeds demand in the job market; over-skilling occurs where the workforce has more skills than required to perform a job adequately; under-skilling occurs where the workforce has less skills than required to perform a job adequately
<b>Stakeholder engagement</b>	The process by which an organization involves others who may be affected by the decisions it makes or can influence the impact and implementation of its decisions
<b>Technical skills</b>	The specialized knowledge and expertise required to perform specific tasks and use specific tools and programs associated with a particular job role