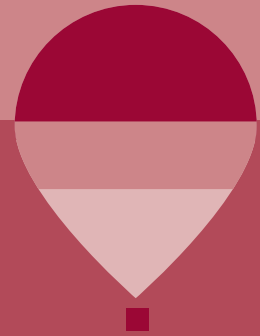


**Service IQ**  
SMARTER PEOPLE FOR  
SMARTER BUSINESSES



# REGIONAL ROADMAP SERVICE SECTOR — Waikato —



2018/2019

# Contents

<b>Introduction</b> .....	<b>i</b>
<b>Service Sector Workforce Development Plan</b> .....	<b>1</b>
<b>Current position</b> .....	<b>2</b>
<b>Vision for the Waikato service sector</b> .....	<b>6</b>
<b>Initiatives for the Waikato service sector</b> .....	<b>7</b>
Attract and retain people with the right attitude and aptitude .....	8
Increase the numbers of able people transitioning to work.....	10
Increase access to and engagement with training.....	11
Develop and maintain high quality qualifications and programmes that meet the needs of industry .....	12
Increase productivity by developing core skills .....	12
Improve business and management capability.....	13
<b>Waikato Service Sector – Sector by Sector</b> .....	<b>14</b>



## Introduction

“The mighty Waikato River is the lifeblood that flows throughout the region that embraces visitors, is recognised for its manaakitanga, and is alive with people enjoying authentic experiences, journeys and vibrant communities”. This is the vision of the Hamilton & Waikato Tourism Opportunities Plan 2016, which aims to expand the visitor economy to \$1.35 billion by 2025; an average of 2.7 per cent growth in tourism expenditure per annum.

To accomplish this and to achieve future success, the region needs a vibrant service sector, with skilled staff providing a great customer experience.

*#servicesuccessnz*

## ServiceIQ

ServiceIQ is the Industry Training Organisation for the aviation, hospitality, retail and retail supply chain, travel, tourism and museum sectors – the service sector. We are recognised by government to set skill standards in the service sector and to arrange training in the workplace.

ServiceIQ is owned by industry. We work to empower and motivate people to provide great service to help businesses remain competitive, and for New Zealand to be internationally recognised as a great place to live or visit.

ServiceIQ advocates on behalf of industry for workforce development, and provides a national perspective and leadership for the service sector.

***All employment, occupation, demographic and business data underpinning our regional and national work is supplied by Infometrics.***

ServiceIQ developed the Service Sector Workforce Development Plan 2015 following extensive industry consultation over a two-year period. The Plan has been agreed by industry and is owned by industry. The Plan articulates a shared vision for the sector to respond to the challenges and changes it is facing, and a framework for workforce development.

The framework encapsulates the three primary levers a sector can use to develop the skills of the workforce; that is: attraction and retention, skill development, and skill utilisation. This framework has six priority actions and these underpin our workforce development activities. The priority actions are:

- ▶ Attract and retain people with the right attitude and aptitude
- ▶ Increase the number of able school leavers transitioning into the sector
- ▶ Increase access to and engagement with training
- ▶ Develop and maintain high quality qualifications and programmes that meet the needs of industry
- ▶ Increase productivity by developing core skills
- ▶ Improve business and management capability.

These priorities have been chosen because they are the most likely to have a significant impact on increasing business productivity and growth, and closely align to the primary levers.

## Service sector workforce roadmap for Waikato

---

The Workforce Development Plan highlighted the need for service sector workforce development at a regional level. The service sector workforce roadmap provides a Waikato orientation and focus point for the six priorities; and provides a means for creating concrete, detailed actions for realising the vision for the service sector.

A service sector workforce roadmap is a plan to meet forecast workforce growth in a region over the next five years. The demand side of the plan will include detailed forecasts of workforce changes including changes in workers, changes in occupations, and changes in skill levels. The supply side will outline how we can harness Waikato knowledge and innovation to create industry-led solutions that best meet those workforce needs.

Pivotal to the success of these plans is collaboration with key organisations in the region, including city councils, regional tourism organisations, iwi, businesses, schools and tertiary education organisations.

The roadmap will link supply and demand for skills, better connect different parts of the tertiary sector, provide information to young people about where there are likely to be opportunities, and ensure that there is a pipeline to meet future sector needs.

## Developing a service sector roadmap for Waikato

---

ServiceIQ surveyed local businesses and organisations, and hosted a workshop in Waikato in January 2018. Representatives from local businesses, industry associations, government, council, education providers, hapū and community representatives attended the workshop. The group developed a vision for the service sector in Waikato and established a range of strategies for achieving this vision. A first draft of the outcomes of the workshop was developed in February and tested with members of the group for coherency and accuracy. This formed the basis of the Waikato Regional Roadmap.

### Critical success factors

---

The success of the regional roadmap action plan is dependent on the Waikato service industry taking leadership, with regular measurement and updates on progress.

ServiceIQ will track and measure progress against the Waikato service sector workforce roadmap action plan.



## Current position

The Waikato region stretches from the Bombay Hills and Port Waikato in the north down to the Kaimai Ranges and Mt Ruapehu in the south; from Mokau on the west coast across to the Coromandel Peninsula in the east. In 2017, the region had an estimated resident population of 460,100; almost 10 per cent of the New Zealand population<sup>1</sup>. Based on medium projections the population will grow to 493,500 by 2023<sup>2</sup>, and North Hamilton was identified as one of New Zealand's top future growth areas in the Infometrics Regional Hotspots 2016 report.

The Waikato region boasts the popular tourist attractions of the Hobbiton Movie Set, Waitomo Caves, Lake Taupō and Tongariro National Park; since 2014 the region has had impressive growth in visitor nights and tourism spend.

Achieving recognition as an excellent visitor destination, and ensuring a region is attractive and liveable, relies heavily on a flourishing service sector with high-quality customer experiences delivered by a skilled workforce.

## The service sector covers:

- ▶ Accommodation
- ▶ Aviation
- ▶ Cafés, Bars and Restaurants
- ▶ Catering
- ▶ Clubs
- ▶ Museums
- ▶ Quick Service Restaurants
- ▶ Retail and Retail Supply Chain
- ▶ Tourism
- ▶ Travel

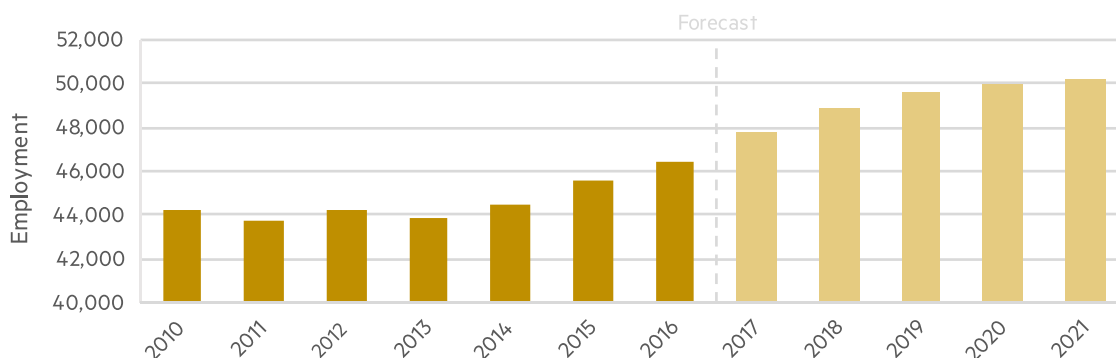
## Service sector in Waikato

The service sector in Waikato contributed \$2,746 million to GDP in 2016; this accounted for 14.1 per cent of the total GDP for the region. There were 8,846 service sector businesses in the region in 2016, with an average of 5.2 employees per business. This is higher than the average number of employees across the total Waikato region, which had an average of 3.8 employees per business. The self-employment rate in the service sector is lower than that of the total region; 13.8 per cent compared to 19.3 per cent in the total region.

There were 46,369 jobs in the Waikato service sector in 2016 (40,330 FTEs); this is 22.7 per cent of all filled jobs in the region. Employment in the Waikato service sector is forecast to grow by 3,891 jobs over the five years from 2017 to 2021. Combined with replacement roles, there are forecast to be over 15,000 job openings in the sector.

Most people in the Waikato service sector work full time (30 hours or more per week); 66.8 per cent work full time in their main role and 30.8 per cent work less than 30 hours per week in their main role. The average hours worked in service sector roles is 36.5 hours.

Employment in the Waikato Service Sector



<sup>1</sup> MBIE: Regional Economic Activity Web tool accessed 20.12.2017

<sup>2</sup> Statistics New Zealand Subnational population projections 2013 (base)-2043

The service sector in Waikato is ageing; this is in line with national and international trends.

In 2006, there were 6,361 employees in the service sector aged 15 to 19 years old. By 2013, this had dropped by 27 per cent to 4,666; despite overall service sector employment growing during this time. Employees aged 65 years and over increased by 84 per cent, from 1,302 employees in 2006 to 2,392 employees in 2013.

**The number of employees 65 years and older increased by 84% between 2006 and 2013**

More females than males are employed in the service sector in Waikato; 53 per cent of employees are female compared to 47 per cent male. This is in contrast to the overall Waikato workforce where 47 per cent of the workforce is female and 53 per cent male.

### Service Sector Workforce Born Overseas



The number of service sector workers born overseas is increasing. In 2006, 7,809 people (17.8 per cent of the workforce) were born overseas; by 2013 this had increased to 10,147 people (23.1 per cent of the workforce). The majority of those born overseas came from Asia (9.3 per cent of the workforce) and Europe (7.2 per cent of the workforce). The Waikato service sector workforce is predominantly European; 78.2 per cent identify as European, 14.8 per cent identify as Māori, 11.4 per cent Asian and 2.3 per cent Pasifika<sup>3</sup>.

Low skilled roles (those typically requiring a Level 3 qualification or lower), account for 58.3 per cent of the Waikato service sector; medium skilled roles (those typically requiring a Level 4 qualification), account for 10 per cent; medium-high skilled roles (Level 5 and 6 qualifications) are 15.1 per cent of the sector and high skilled roles (those requiring a Bachelor Degree or higher) are 16.6 per cent of the sector. When we compare that to the qualifications held by the workforce, it indicates there may be a skills gap in medium-high and highly skilled roles as they make up 31.7 per cent of roles, but only 20.5 per cent hold qualifications at these levels.

### Worker Skill Level and Role Skill Requirement in the Waikato Service Sector



<sup>3</sup> NOTE: Respondents can identify with more than one ethnicity.

## Challenges to supply and demand facing Waikato

Nationally, the changing characteristics and expectations of the sector's workforce and its customers are likely to influence and shape the sector over the next five to ten years. Advancing technology is also offering new ways for the sector to engage with its customers, and in turn, this is offering new ways for engaging service sector professionals in skill development.

Over the five years between 2017 and 2021, the Waikato service sector is forecast to have over 15,000 job openings. The average rate of total job openings per year, including new jobs and employee turnover, is 6.3 per cent.

Employee turnover costs between 50 to 300 per cent of base salary per person. Retail workers, on average, earn \$47,690, and based on this estimate, the cost to the business of replacing staff is at least \$23,845<sup>4</sup>.

(A review of forecast supply for each sector is included as an appendix.)

### Attracting young people into the sector

---

New Zealand's service sector is facing strong competition for entry-level workers; the number of young people relative to the population is decreasing and young people stay longer in education institutions. As the service sector has traditionally relied on younger staff for many roles, attracting young people will become increasingly important.

It can be difficult to connect workplaces to the youth talent pool and those recently out of school may not be aware of the opportunities available in the service sector. The training, development and career pathways the sector can provide must be recognised to attract young people. To effectively communicate these opportunities, employers need to understand young people and how to reach them. Youth use informal networks to know where the jobs are, and social media, e.g. Facebook and Snapchat, are important communication tools. Employers may also be reluctant to hire youth, concerned with their skills and work ethic. They may not give youth the opportunity to demonstrate their strengths or offer incentives to enter the sector and remain in the Waikato region.

### Availability of skilled workers

---

As is the case throughout New Zealand, Waikato businesses are finding it difficult to fill skilled roles and there is growing competition for skilled workers. It is hard to attract experienced people into supervisory and management roles and there has been a lack of succession planning within some businesses. Employers may need to hire applicants with a great attitude and teach the required skills, rather than looking for experienced candidates.

Stepping up into a leadership role can be a significant change, requiring someone who is responsible, accountable and goal-driven, with great people skills and drive. Without appropriate training and support, staff may leave a leadership role due to the pressure or see better opportunities for their skills elsewhere.

### High rates of staff turnover

---

Many parts of the service sector are characterised by relatively high staff turnover and, since the end of the global financial crisis, there has been an increase in voluntary turnover across all industries. Although it can be frustrating to put effort into staff training if they do not remain with the business, employers need to acknowledge the transitory workforce to successfully plan ahead. Staff need a reason to come to work other than just pay and are placing increasing importance on job satisfaction. Training and development can keep people engaged in the workplace; training models, delivery methods and timeframes must be relevant and meet employer/employee needs. Opportunities for progression and development within a business need to be visible to retain workers, as well as attract them in the first place.

<sup>4</sup> New Zealand Turnover Survey (April 2016)

## Supporting employees in the workplace

---

Employers, and the wider sector, need to recognise and adapt to the need for additional support to expand the pool of potential workers. To help transition more Māori and Pasifika workers into the service sector, better understanding of any additional pastoral care and community support is necessary.

Pastoral support is vital for new staff transitioning into the workforce. Shyness and anxiety can be a significant barrier to entering work for some people, they need guidance and encouragement to overcome these obstacles. In some cases, new workers may not have a strong support network to give them the aid they need, or have the resilience to recover from setbacks and cope with stress.

Support is also necessary to retain the existing workforce; mental health issues in particular can pose a considerable challenge for employees and managers alike. Being aware of these issues and providing appropriate support can be the difference between keeping and losing staff, but employers and managers may not be equipped to deal with these staff challenges.

## Nature of work

---

The nature of work available in the service sector can pose challenges to recruitment and staff retention. The rates of pay in the Waikato service sector can be seen as uncompetitive when compared with those available in Auckland, Australia or roles in other sectors. People may overlook the careers and development available and opt for an alternative.

Some parts of the service sector (particularly tourism) are very seasonal; this poses challenges around staffing. The working environment and hours of work affect the ability of the sector to attract and retain employees.

People can have unrealistic expectations of what working in the service sector is actually like; they see a glamourised version on TV and are unprepared for the realities of the role. They can feel entitled to higher profile roles, e.g. head chef, without recognising the hard work and training required to reach these positions. The difference between an amateur cook and a top chef has been blurred, disregarding the time and effort necessary to reach these positions.

## Adapting to change and new technology

---

Industry needs to move quickly to adapt to advancements in technology and changing preferences. The service sector must be responsive in this evolving environment and able to make fast decisions.

The range of ages in the workforce has resulted in diverse needs and priorities. Younger generations can place a strong emphasis on sustainability and want to work in a solution-seeking business. To keep pace with the changing workplace, older workers may need to upskill or retrain to maintain their proficiency.

Technology can be used to enhance a workplace; Facebook groups and social media can be an effective way of communicating with staff. Increasing technology can improve the customer experience, but it has also changed their expectations. People are able to research online and are better informed about their purchasing decisions. In these situations, the quality of face-to-face experiences with customer service staff is what makes a positive difference.

### *Other issues of note include:*

The need for a Driver's License can be a barrier to employment; some employers and employees lack knowledge and understanding of employment law.





— Waikato's —  
**world class**  
**customer experience**  
*— is delivered by a sector that —*  
**rewards training**  
*and*  
**hard work**

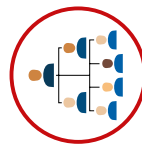
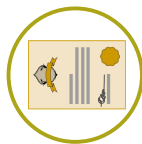
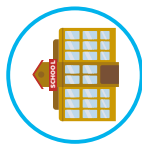
**By 2021:**

- ▶ Employers and employees understand each other's needs and expectations; with more people employed, earning better pay
- ▶ Employers are people and culture focused; workplaces have greater participation from Māori and the ageing workforce
- ▶ Future workforce needs are anticipated; connections between schools and industry facilitate transitions into work, supported by a wider network

# Initiatives for the Waikato service sector



	2018				2019				Future
	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>Attract and retain people with the right attitude and aptitude</b>		1.1 Attract people into the Waikato service sector			1.2 Support for workers entering the sector				
		1.3 Advocate multiple employment pipelines and in-house promotion to fill job openings							
<b>Increase the number of school leavers transitioning into the sector</b>		2.1 Build strong networks between schools and industry			2.2 Support in-school work experience programmes				
				2.3 Promote Vocational Pathways profile and award				1.4 Explore innovative solutions to employment challenges	
<b>Increase access to and engagement with training</b>					3.1 Influence employers to develop their staff				
						3.2 Encourage learners to define their own career paths			
<b>Develop and maintain high quality qualifications and programmes that meet the needs of industry</b>						4.1 Provide a range of training options			
<b>Increase productivity by developing core skills</b>					5.1 Identify an industry-recognised work readiness scheme				
					5.2 Promote the support available for workers with core skill needs, such as dyslexia				
<b>Improve business and management capability</b>					6.1 Improve awareness of and access to available resources and business support				
						6.2 Create opportunities for the sector to come together			
							6.3 Encourage employers to invest in leadership development		





## Attract and retain people with the right attitude and aptitude

To help the sector thrive, effort must be put into attracting the right people and retaining them.

The right people have strong core skills, a good work ethic, and a customer-focused attitude.

Attracting the right people involves raising the profile of the service sector and persuading prospective workers of the potential career and lifestyle possibilities.

To maximise utilisation of skills, generate a return on investment in training and reduce the cost of turnover, people need to continue working in the sector for longer.

Creating incentives for people to stay in the sector through developing clear career pathways and offering realistic progression opportunities will keep valuable skills in the sector.

#	Initiative	Description
1.1	Attract people into the Waikato service sector	<p>Economic and population growth is creating more opportunities in the Waikato and promotion of the Mighty Waikato brand is attracting more people and businesses into the region. People are needed to fill the increasing number of service sector jobs associated with this.</p> <p>Attracting people into the service sector is key to ensuring its success. The sector needs to understand youth and connect with the wider community to promote the skills needed to work in the sector, the opportunities available and where these opportunities are. To fill the roles, they must be visible to potential job seekers.</p> <p>The sector needs to be marketed as somewhere people want to work; the workplace needs to be a fun and supportive environment. It can be branded as an “experience sector”, to move beyond the idea of service and instead identify as where workers can do what they love. However, it is important that people entering the sector have realistic expectations of the type of work involved; the difference between what is seen on TV shows and the commercial environment. If people entering the sector know what to expect and the impact work can have on their lives, it could reduce the turnover of new employees.</p>
1.2	Support for workers entering the sector	<p>Reducing staff turnover is a major concern for most employers in the sector. Young employees and those new to the workforce can need additional support to face the pressures of daily life while holding down a job. A pastoral approach may be needed to improve retention rates in these groups.</p> <p>Mentoring and pastoral care is incorporated into some training and recruitment schemes:</p> <ul style="list-style-type: none"> <li>▶ ProStart support their graduates in the form of pastoral care and mentorship in the first 6 months of their employment</li> <li>▶ ServicelQ mentor and support their apprentices throughout their on-job training</li> <li>▶ Wintec tutors support their students and mentor them in the realities of a workplace</li> <li>▶ MSD provide ongoing post-placement support for their candidates</li> </ul> <p>Employers that recognise the broader needs of their workforce, and address them, can maintain a healthy and thriving workforce.</p>

## Attract and retain people with the right attitude and aptitude (*continued*)



#	Initiative	Description
1.3	Advocate multiple employment pipelines and in-house promotion to fill job openings	<p>Employers report difficulty finding the right people to fill job openings; broadening the supply of potential workers will be important to meet predicted job growth.</p> <p>The service sector workforce is changing; the sector needs a diverse workforce to reflect a diverse customer base. To expand the pipeline of workers into the sector, strategies that focus on the growing parts of the population will produce great benefits. As the population ages, an ageing workforce strategy could meet the need for more people in the sector. There are consultancy agencies available, e.g. Partners in Change to help businesses plan and develop strategies to become age-friendly employers of choice.</p> <p>Employers can also look to their existing workforce to fill future job openings. By training and upskilling their current workforce employers can promote from within. Not only will employers fill upper level roles with staff who understand their business, visible progression pathways and developing their staff can make them an employer of choice and improve retention rates. As their staff succeed they will continue to pursue further successes.</p>
1.4	Explore innovative solutions to employment challenges	<p>There can be a number of barriers to employment for young people and the wider potential workforce. Issues such as increasing accommodation costs, transport difficulties and health and safety concerns can limit the available pool of workers. Innovative solutions are needed to address these issues; encouraging employers and the community to work together to find practical solutions to these barriers could increase the supply of workers.</p>



## Increase the numbers of able people transitioning to work

Young people bring energy and new ideas into the service sector.

Ensuring strong connections between schools and tertiary providers, schools and workplaces, helps to create and sustain a pipeline into service sector careers.

#	Initiative	Description
2.1	Build strong networks between schools and industry	<p>Building stronger connections between industry and schools can help teachers and students understand the skills needed to work in the sector.</p> <p>Having school students visit the workplace can generate interest in the service sector. Seeing their peers working in the sector and meeting people like themselves, can build wider networks and be an effective way to access the youth market. Wintec run Teaching the Teacher days, to develop the relationship with schools in Waikato and assist teachers in developing the next generation of kiwi chefs. Smart Waikato run the Secondary Schools Employment Partnership (SSEP) where employers from a range of sectors interconnect with school faculties contextualising learning for Year 9 and 10 and introducing them to a range of careers.</p> <p>Strengthening these networks and making the most of opportunities can help schools and their students recognise career pathways in the service sector.</p>
2.2	Support in-school work experience programmes	<p>The Gateway programme and Youth Guarantee schemes (3+2 and 4+1) provide school students with a work placement experience to gain workplace-based training. This training helps students to gain skills, experience and kick-start their career in the service sector. Students attain unit standards and make professional contacts that can help open doors to future jobs.</p> <p>The existing programmes are well supported throughout Waikato, with schools having good relationships with the employers offering placements. Part of building strong networks between schools and employers will be through promoting and extending employer involvement in these schemes.</p>
2.3	Promote Vocational Pathways profile and award	<p>Service Industries is one of the six Vocational Pathways developed to prepare young people for the workplace and further study. The Vocational Pathway Award is linked to the Student Management System used by schools; it aligns the credits achieved by a student to the appropriate pathway.</p> <p>An aspect of the Vocational Pathways is the student's profile; this can clearly show how credits achieved relate to the service sector (the service pathway is blue). An employer can ask to see a prospective employee's profile or if they have a Vocational Pathway Award in the service industries, to quickly ascertain how their time in school may have already prepared them for the workplace.</p> <p>For the Vocational Pathways to have value they need to be understood and used by employers, schools and students. Promoting the Vocational Pathway Award and increasing the understanding of what it can offer is fundamental to its usefulness.</p>

## Increase access to and engagement with training



One of the biggest issues limiting skills development is access to training.

The reasons for this are various, such as workers having limited access to training materials and resources, or limited time for undertaking training, or a lack of support from within the workplace for accessing training.

#	Initiative	Description
3.1	Influence employers to develop their staff	<p>Training and developing staff is key to improving retention and increasing productivity. Emphasising the value of attitude over experience, recruiting to train rather than searching for pre-existing ideal candidates, and looking after and developing existing staff is important in today's workplace.</p> <p>Employers that offer comprehensive and varied training e.g. Repco University and Z Academy, cite the success of their staff. Training can be delivered in a range of ways, including online and on-job programmes. The training incorporates vital aspects of working for the business; health and safety, brand identity and team culture.</p> <p>Training for qualifications can be tailored to suit an individual company's needs e.g. the New Zealand Certificate in Tourism (Visitor Experience) Level 3 for staff at Tourism Holdings Ltd – Waitomo; this ensures trainees and the business receive maximum benefits.</p>
3.2	Encourage learners to define their own career paths	<p>To empower learners and deepen their engagement with the sector, students and trainees need to be challenged to challenge themselves. By defining their own pathways and chasing their own career aspirations, they become committed to their own advancement - goals are student-led.</p> <p>Secondary and tertiary student participation in industry events and competitions, e.g. the Waikato Culinary Fare competition (the second largest culinary competition in New Zealand), provide a platform for talented young chefs to show pride in their chosen path and motivate them to further development.</p>

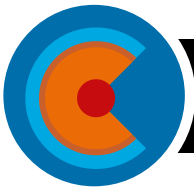


## Develop and maintain high quality qualifications and programmes that meet the needs of industry

Education and training that does not meet industry's current or future needs is counterproductive.

Businesses need access to quality qualifications and training programmes tailored to the service sector if they are to attract and retain skilled workers who best meet their needs.

#	Initiative	Description
4.1	Provide a range of training options	<p>Making training accessible and functional is vital to its success. A broad range of training options will cater to a wide customer base.</p> <p>Some learners prefer online courses to paper-based delivery and smaller, bite-sized training modules can also be a better fit in some situations.</p> <p>New models of training delivery due to technology and changing attitudes are gaining favour for some businesses and learners. Shorter courses and online options allow for pre-employment training, which can be an advantage for job seekers and employers alike.</p>

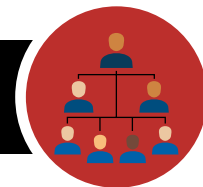


## Increase productivity by developing core skills

Core skills are the 'glue' that binds vocational skills together. The service sector has a significant opportunity to increase its productivity and profitability if it lifts the core skills of the people it employs.

#	Initiative	Description
5.1	Identify an industry-recognised work readiness scheme	<p>A common concern from industry is that job seekers often lack core employability skills and life skills. Employers are looking for a recognised measure of work readiness in job applicants, particularly those entering the workforce.</p> <p>A measure of employability skills could help prepare applicants for the workforce and increase employer confidence when hiring new people. The Ready-to-Work app in development by Smart Waikato could provide the evidence employers are looking for that a young person has the core "soft" skills required.</p>
5.2	Promote the support available for workers with core skill needs, such as dyslexia	<p>There is support available for employees and learners with recognised core skills needs. Services such as Workbridge provide funding and support for eligible students and job seekers with learning disabilities. Students and job seekers diagnosed with dyslexia can access mentoring resources and technological tools to meet the needs of their workplace.</p> <p>Raising awareness of the support available, and helping employers and employees access it, can remove what could otherwise be a significant barrier to employment and allow the service sector to tap into a wider source of potential workers.</p>

# Improve business and management capability



Business and management capability is fundamental to the success of any business and the service sector.

Quality management can make a business profitable, enable it to make better use of resources, and contribute to its sustainability. A good manager can ensure that worker skills are effectively utilised and best contribute to business objectives. Given the limited supply of skilled workers, effective skill utilisation is becoming more important.

#	Initiative	Description
6.1	Improve awareness of and access to available resources and business support	<p>Businesses would benefit from wider visibility of the various support available for employers in the region. These include:</p> <ul style="list-style-type: none"> <li>▶ MSD subsidies and support for employers e.g. work brokers, Flexi-wage subsidies and Skills for Industry</li> <li>▶ External recruitment agencies e.g. Student Job Search</li> <li>▶ Volunteering Waikato (a valuable network organisation)</li> <li>▶ Health and Safety agencies</li> <li>▶ Mental Health support e.g. Workplace Wellbeing</li> </ul> <p>An easily accessible resource that identifies the support available, including information on how to connect with these services could improve employer and staff wellbeing.</p>
6.2	Create opportunities for the sector to come together	<p>Businesses sharing ideas, information and experiences can strengthen the whole sector. Partnerships with the key regional players and industry leaders can pave the way for better equipped service sector businesses moving forward.</p> <p>Inviting visitors, e.g. international students, into workplaces (even for short periods of time) lifts the standards across the board and allows workers to network, connect with new information and share pride in their jobs.</p> <p>Networking events are key to building business relationships; the Waikato/Bay of Plenty branch of the NZ Chefs Association is active again and supporting industry; the Restaurant Association, Chamber of Commerce and other industry associations host events during the year. Employers and businesses can benefit from participating in these networking opportunities.</p>
6.3	Encourage employers to invest in leadership development	<p>Employers and managers need to develop the future leaders in their staff today to prepare the workforce for tomorrow. Robust succession planning with a clearly-defined, visible pathway to leadership will strengthen the sector and address shortages in skilled roles. Investing and training existing staff is key to a successful future workforce.</p>





## ServiceIQ sector coverage

### Aviation

---

Aeronautical engineering and aircraft operation. Includes pilots, cabin crew, and aircrew; safety management; air traffic services; airline and airport operations; customer check-in; air cargo; and aviation ground support operations.

### Museum

---

Includes all collections, art galleries, historical societies, and science centres – either volunteer or permanently staffed.

### Travel

---

Including the management and operation of all forms of retail, wholesale and corporate based sales, packaging or brokering of inbound and outbound travel and tourism products – including store-based, online and travel reservation centres.

### Tourism

---

Includes all aspects of visitor services; attractions; adventure providers; tourism guiding.

### Accommodation

---

Includes all hotels, motels and other commercial accommodation establishments such as backpackers, hostels, holiday accommodation parks, bed and breakfasts, lodges, resorts, halls of residence and apartments.

### Cafés, Bars, Restaurants

---

Includes licensed or unlicensed cafés, bars, taverns, pubs and restaurants.

### Catering

---

Includes food service premises, on-premises catering and food services carried out in hospitals, residential, prisons, education facilities, offices, airports, factories and other workplaces, stadium and event catering, and off-premises catering.

### Clubs

---

Includes licensed or unlicensed clubs such as sport and recreation clubs, social clubs, working men's clubs, cosmopolitan clubs, chartered clubs, town and country clubs, community clubs and Returned and Services' Associations.

### Quick Service Restaurants

---

Includes fast-food and take-away national and regional chains, franchises and independent outlets.

### Retail and Retail Supply Chain

---

Includes the operation of all forms of consumer based sales of goods and services including store-based, online, national and regional chains, franchises and independent outlets.

# Aviation

The aviation sector in the Waikato region accounted for 637 jobs in 2016 (614 FTEs) which was a 2.8 per cent decrease compared to the previous year.

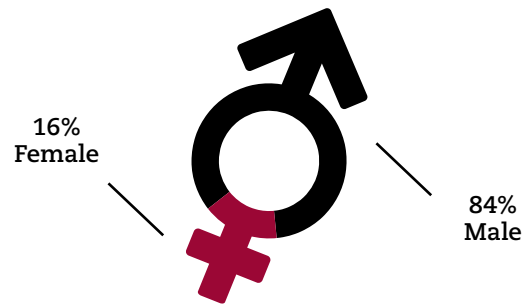
The number of aviation businesses in the Waikato region in 2016 was 146, two more than in 2015.

In 2016, the Waikato aviation sector contributed \$50.4 million to GDP, which was a 2.7 per cent decrease. Aviation in the Waikato region made a GDP per FTE contribution of \$81,954 which was a 1.4 per cent reduction when compared to 2015.

The Waikato aviation sector is predominantly made up of people who identify as European (86.7 per cent). 10.3 per cent identify as Māori ethnicity, 3.4 per cent as Asian ethnicity and two per cent Pasifika<sup>5</sup>. Most of the people working in the sector were born in New Zealand (76.8 per cent) or Europe (10.5 per cent).

The aviation workforce is predominantly male with the sector comprising 535 males (84 per cent) and 102 females (16 per cent) in 2016.

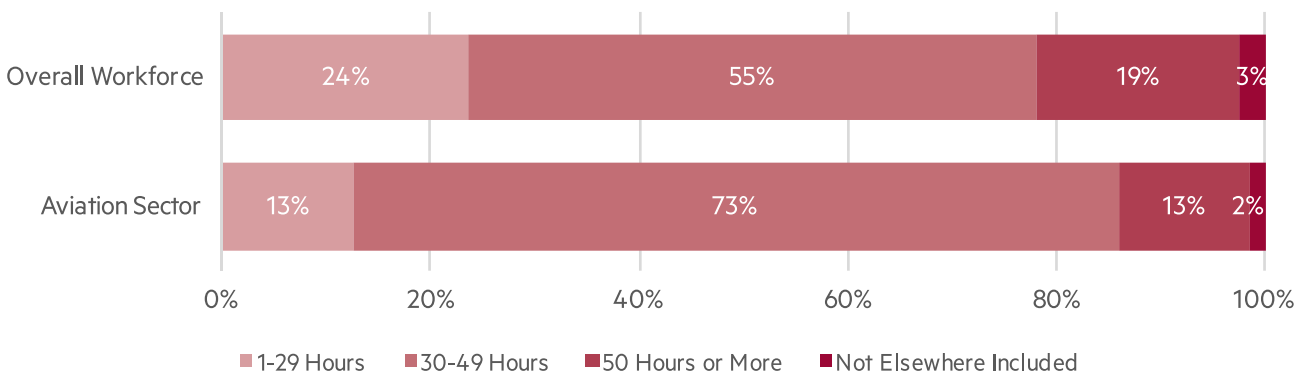
**Gender in the Waikato Aviation Sector**



The percentage of young people aged from 15 to 24 years working in the Waikato aviation sector has increased from 8.7 per cent in 2006 to 10.4 per cent in 2013. There has also been an increase in the number of people aged 60 years and older, up from 7.4 per cent of the sector in 2006 to 13.6 per cent in 2013.

Most of the aviation workforce is working full time (85.9 per cent) which is higher than the overall Waikato workforce where 73.8 per cent work full time. The most common hours worked in the Waikato aviation sector are 40 to 49 hours (64.1 per cent).

**Hours Worked in Waikato Aviation Sector and Overall Workforce**



Half of the Waikato aviation sector has a qualification at Level 4 or above (50.9 per cent), and almost a quarter have a qualification at Level 6 or above. In this sector 36.4 per cent of the workforce has no post-school qualification.

Employment in the aviation sector fell in 2016 after three years of growth. Employment numbers are forecast to grow to 691 over the five years from 2017 to 2021, with a total of 173 job openings over that time (both new and replacement roles).

<sup>5</sup> NOTE: Respondents can identify with more than one ethnicity.

## Museums

The museum sector in Waikato accounted for 104 jobs in 2016 (90 FTEs) which was a decrease of 12.3 per cent (14 jobs) compared to 2015. There were 26 businesses making up the sector in 2016 which is unchanged from 2015.

The sector contributed \$6.1 million to the region's GDP in 2016, a decrease of 14.1 per cent in comparison to 2015. The museums workforce makes a GDP per FTE contribution of \$67,545.

The museum sector in Waikato is older than most of the other service sectors in the region, with 64.3 per cent of the museum workforce aged 40 years and older, compared to 50 per cent of the service sector workforce. The percentage of people aged 60 years and over working in the museum sector has increased from 17.1 per cent in 2006 to 24.4 per cent in 2013.

Most of the people working in the museum sector were born in New Zealand (80.8 per cent), seven per cent were born in Europe and others were born in Asia, Australia, the rest of Oceania and North America. In the Waikato museum sector, 86.6 per cent identify as European, 10.7 per cent as Māori, 3.4 per cent as Asian and 3.1 per cent Pasifika.

There are almost twice as many females as males working in the Waikato museum sector. In 2016 there were 66 females (64 per cent) and 37 males (36 per cent).

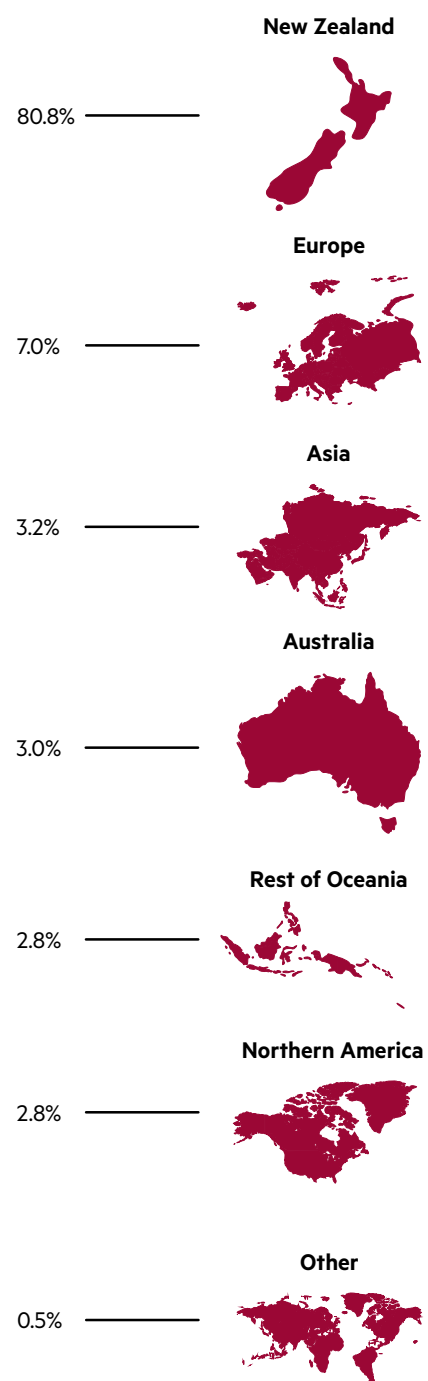
The majority of the museum sector (61 per cent) work full time with the most common hours of work being 40 to 49 hours per week (33.6 per cent). There has been an increase in the percentage of people working less than 30 hours, up from 34.3 per cent in 2006 to 38.8 per cent in 2013.

The museum sector in the region is well qualified with half of the workforce qualified at Level 5 Diploma and above compared to 30.7 per cent of the overall Waikato workforce. 38.9 per cent of the museum workforce are qualified at Bachelor Degree level or higher.

Over the past five years, employment in the Waikato museum sector has had three years in decline and two years of growth. Modest employment growth is forecast until 2020 when it is forecast to remain steady at 117 people in the sector, with 40 forecast job openings, including new and replacement jobs over that period.

**24.4% of the Waikato museum workforce are aged 60 years and over compared to 14.2% of the overall Waikato workforce**

**Waikato Museums  
Employment by country/region of birth**



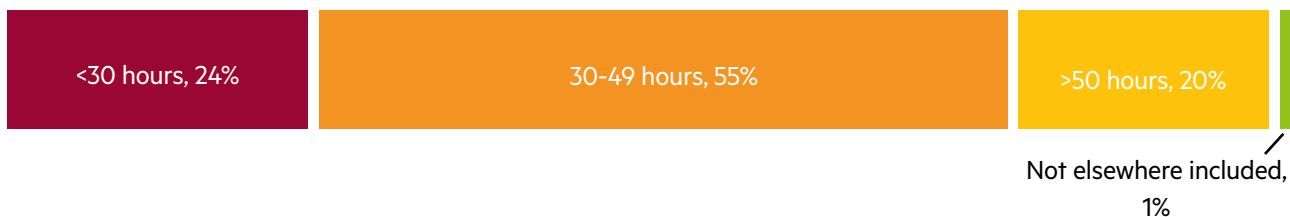
## Travel

The Waikato travel sector in 2016 employed 612 people (563 FTEs), which was an increase of 6.9 per cent (an 8.5 per cent increase in FTEs) compared to 2015. There were 130 travel sector businesses in 2016, which was an increase of three businesses since 2015.

The travel sector's contribution to Waikato GDP increased by 6.8 per cent in 2016 to \$20.9 million. The GDP per FTE contribution was \$37,118.

Three quarters of the workforce are working full time, which is similar to the overall workforce where 73.8 per cent work full time. The most common hours worked per week are 40 to 49 hours (38.5 per cent of the travel workforce).

### Waikato Travel Sector Hours Worked Per Week



The majority of those working in the region's travel sector are of European ethnicity (87.4 per cent), 11.6 per cent identify as Māori and 3.8 per cent Asian. The sector is predominantly made up of people born in New Zealand (82.5 per cent) with 8.5 per cent born in Europe, 3.6 per cent born in Asia and 2.1 per cent born in Australia.

The travel sector workforce includes all age groups but is ageing, and is similar to the overall Waikato workforce. One quarter of the travel workforce is aged 55 years or over, similar to the overall workforce where 24.2 per cent are aged 55 years or over. More young people work in the Waikato travel sector than nationally, 12.8 per cent are aged between 15 and 24 years in Waikato compared to nine per cent of the New Zealand travel sector.

The travel sector is predominantly female. In 2016, of the 612 people in the workforce 403 were female (66 per cent) and 209 were male (34 per cent).

Almost half of the people employed in the sector in 2013 (46.9 per cent) were qualified to Level 4 or above, an increase since 2006 when 42.5 per cent held a qualification at Level 4 or above. Thirty-eight per cent of the Waikato travel workforce hold no post-school qualification.

**One quarter of the travel workforce is aged 55 years or over**

Employment in the Waikato travel sector has been increasing since 2013 and this is expected to continue until 2019, after which it is forecast to remain steady at 641 people. Almost 200 job openings (new jobs and replacement roles) are forecast in the five years from 2017 to 2021.

## Tourism

The Waikato tourism sector accounted for 17,461 jobs (14,760 FTEs) and grew by two per cent in 2016. This is 8.5 per cent of Waikato's total workforce.

The tourism sector's contribution to Waikato's GDP was \$764 million in 2016, which was a 1.7 per cent increase compared to 2015. The sector contributed \$51,795 to GDP per FTE.

*The tourism sector makes up 8.5 per cent of the Waikato workforce*

In 2016 there were 3,017 tourism-related businesses in Waikato, which was a year on year increase of 1.5 per cent (44 businesses). On average, these businesses are employing more staff than other businesses in the region (5.8 compared to 3.8 staff). The rate of self-employment within the Waikato tourism sector is 13.2 per cent.

Under 25 year olds make up 22.1 per cent of the people working in the tourism sector in Waikato, which is higher than the overall Waikato workforce where 13.7 per cent are under 25 years old. There has been a 51 per cent increase in the number of people aged over 60 working in the Waikato tourism sector, from 1,546 people in 2006 to 2,332 people in 2013. This group now represents 14.3 per cent of the sector.

Most people working in the tourism sector are working full time, while 35.6 per cent work less than 30 hours per week. This is more than the overall Waikato workforce where 23.6 per cent work less than 30 hours.

There are more females than males working in the tourism sector in Waikato. In 2016 there were 10,327 females (59 per cent) and 7,134 males (41 per cent).

### Ethnicity of the Waikato Tourism Sector Workforce



Of the people working in the tourism sector, 77.6 per cent are European. Other ethnicities represented are those identifying as Māori (16.7 per cent), Asian (10.7 per cent) and Pasifika (2.4 per cent). Most people were born in New Zealand (74.9 per cent) with increases in those born in Asia (8.9 per cent) and Europe (8.3 per cent).

Within the tourism sector, almost half (48.7 per cent) hold no post-school qualification, but this is gradually decreasing; 29.9 per cent now have a qualification at Level 5 or above, up from 25.5 per cent in 2006.

However, this sector has 40.3 per cent medium-high and highly skilled jobs which may indicate a skills shortage.

Employment in the Waikato tourism sector has grown over the past five years with the exception of a small decline in 2013, and employment growth is expected to continue. It is forecast that from 2017 to 2021 the sector will have 5,940 job openings, comprising 1,823 new jobs and 4,115 replacement jobs. This is 8.9 per cent of Waikato's expected job openings.

## Accommodation

The accommodation sector in Waikato accounted for 2,966 jobs in 2016 (2,486 FTEs) and grew by 3.4 per cent (a 5 per cent increase in FTEs).

Accommodation contributed \$91.3 million to Waikato's GDP in 2016, which was an increase of 3.7 per cent in 2015. The accommodation sector in 2016 had one of the lowest GDP per FTE contributions of the service sectors: \$36,744, second only to quick service restaurants in the Waikato service sector.

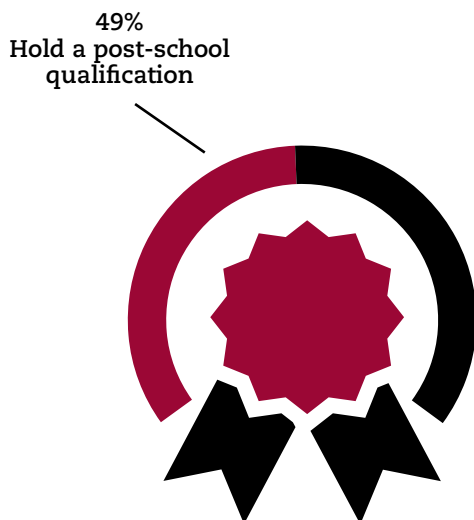
In 2016 there were 653 accommodation businesses in Waikato, which was an increase of 0.4 per cent from the previous year (two businesses).

The sector is mostly European (78.5 per cent), Māori (16.9 per cent) or Asian (8.8 per cent). Females outnumber males almost two to one in the Waikato accommodation sector, with 64 per cent female and 36 per cent male.

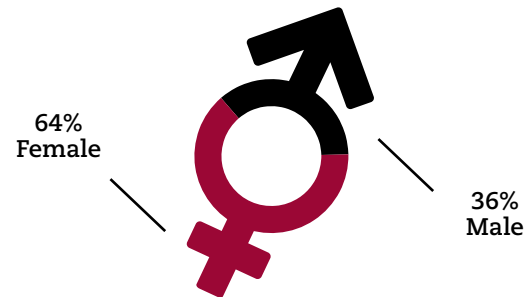
Most of the workforce was born in New Zealand (72.5 per cent), with 10.7 per cent born in Europe and 7.1 per cent born in Asia.

The Waikato accommodation sector is ageing. In 2006 people aged 60 years and over accounted for 14.4 per cent of the workforce. By 2013 this increased to 19.3 per cent, which is higher than the overall workforce where 14.2 per cent are aged 60 years and over. Over the same period those aged 15 to 24 years in the accommodation sector decreased, from 18.1 per cent in 2006 to 15.7 per cent in 2013.

Over half of the people working in the accommodation sector in Waikato are working full time (57.8 per cent). The most common hours worked are 40 to 49 hours per week which accounts for 22.3 per cent of the accommodation workforce. 13.5 per cent work 60 hours or more which is higher than the overall Waikato workforce, where 8.5 per cent work 60 hours or more.



### Gender in the Waikato Accommodation Sector



Half of the people working in the accommodation sector in Waikato have no post-school qualification (50.7 per cent). There has been an increase in the percentage with qualifications at Level 5 and above, up from 23.3 per cent in 2006 to 27.9 per cent in 2013. However, 42.3 per cent of accommodation sector roles are medium-high or high skilled which may indicate a skills shortage.

The accommodation workforce grew in 2015 and 2016, following three years of decline. Employment is forecast to continue to grow to 3,338 people in the five years to 2021. Including new and replacement jobs this equates to more than one thousand job openings.

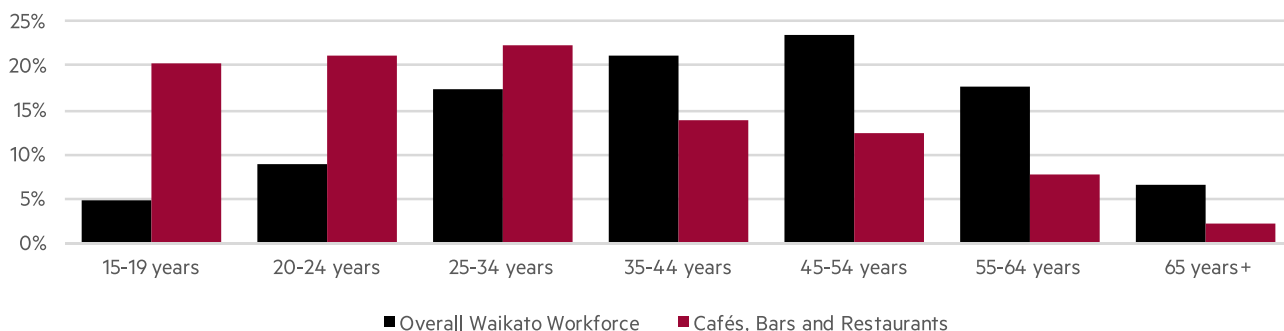
## Cafés, Bars and Restaurants

The café, bar and restaurant sector in Waikato accounted for 6,918 jobs in 2016 (5,663 FTEs) and grew by 2.7 per cent.

Cafés, bars and restaurants in Waikato contributed \$224 million to GDP in 2016, which was an increase of 3.7 per cent on 2015. Cafés, bars and restaurants had a GDP per FTE contribution of \$39,598.

In 2016 there were 1,032 cafés, bars and restaurants in the Waikato region, which was an increase of 4.1 per cent (41 businesses) on the previous year. The percentage of cafés, bars and restaurants employing 10 or more people is 24.9 per cent, which is considerably higher than overall Waikato businesses where seven per cent employ 10 or more people.

**Age of the Waikato Workforce**



The sector is predominantly European (70.5 per cent), Māori (19.8 per cent) or Asian (17.7 per cent). The percentage of people in the workforce who were born in New Zealand has declined from 78.6 per cent in 2006 to 70.5 per cent in 2013. There has been an increase in the percentage of the workforce born in Asia, up from 8.1 per cent in 2006 to 15.4 per cent in 2013.

The majority of people working in the sector are under 30 years old (54.1 per cent) and 71 per cent are under 40. The average age of the café, bar and restaurant workforce in Waikato is 32.8 years compared to an average age of 43.5 years for the overall Waikato workforce.

There are more females than males working in Waikato's cafés, bars and restaurants, with 60 per cent female and 40 per cent male.

There has been an increase in the number of people working in the sector with a qualification at Level 4 or above (up from 20.3 per cent in 2006 to 26.6 per cent in 2013), but more than half of the people working in the sector have no post-school qualifications (58.1 per cent). In part, this will be due to the high number of young workers who are still in school, as 20.4 per cent of the workforce is 15 to 19 years old.

Over half of the people working in cafés, bars and restaurants in Waikato are doing so full time (56.7 per cent). The average hours of work in this sector is 32.9 hours per week and the most common hours of work are 40 to 49 hours per week (24.6 per cent of the sector's workforce).

Employment in the café, bar and restaurant sector has been growing since 2013 and this is expected to continue in the five years to 2021. It is forecast that there will be 7,843 people working in the sector by 2021, with 2,716 job openings over that five year period (including new jobs and replacement roles).

## Catering

The catering sector in Waikato accounted for 1,420 jobs (1,198 FTEs) in 2016. This was a slight decrease of 0.8 per cent on the number of jobs in 2015 (12 jobs), but a slight increase of 0.9 per cent in FTEs (11 FTEs). There was no change in the number of catering businesses in the region, 236 in both 2015 and 2016.

The catering sector contributed \$74.7 million to GDP in the Waikato region in 2016, an increase of two per cent on the previous year. The GDP per FTE contribution was \$62,387, this also increased since 2015 by 1.1 per cent. The GDP per FTE contribution of the catering sector increased by \$1,854 in the three years since 2013, unlike the GDP per FTE contribution for the overall Waikato region which has decreased by \$4,332 in the same period, from \$109,207 in 2013 to \$104,875 in 2016.

Like the service sector as a whole, the catering sector workforce is younger than the overall workforce in the Waikato region. Under 25 year olds account for 21.8 per cent of the catering workforce, compared to 13.7 per cent of the overall workforce.

**21.8% of the Waikato catering workforce is under 25 years old**

While there has been an increase in the percentage of the workforce aged 65 years and older, the Waikato catering sector workforce is not ageing as significantly as the national catering sector. In fact, the number of workers under 25 years old increased by 27.3 per cent between 2006 and 2013.

The Waikato catering sector is predominantly female, 66 per cent of the workforce is female and 34 per cent male. An increasing percentage of the catering workforce was born overseas. In 2006, 19.2 per cent of the workforce was born overseas, by 2013 this had increased to 25.6 per cent. The majority of the workforce identifies as European ethnicity (75.9 per cent), 18.3 per cent identify as Māori, 11.6% as Asian and 4.1 per cent as Pasifika.

### Ethnicity of the Waikato Catering Sector Workforce



A larger percentage of the catering sector work part-time than the overall Waikato workforce, 37.2 per cent compared to 23.6 per cent. The Waikato catering sector is well-qualified, 14.2 per cent have a Bachelor Degree or higher, 8.2 per cent have a Level 5 or 6 Diploma and 11 per cent have a Level 4 Certificate. This means that 33.4 per cent of the catering sector in Waikato have a qualification at Level 4 and above which compares well to roles in the sector; 32.2 per cent are medium, medium-high or highly skilled.

Other than the small decrease in employment between 2015 and 2016, the catering sector in Waikato has grown steadily since the end of the global financial crisis in 2011. It is forecast to continue growing to 1,591 jobs over the five years to 2021, with an additional 171 new jobs. Combining new jobs with replacement openings, the catering sector is forecast to have more than 500 job openings over that time.



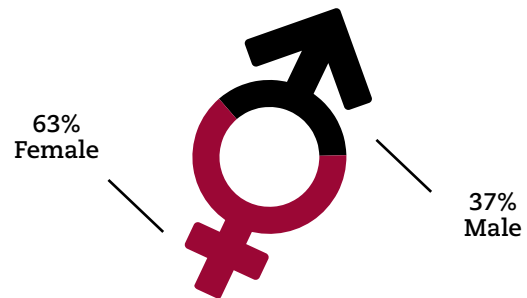
## Clubs

In 2016, there were 571 filled jobs (451 FTEs) in the Waikato clubs sector. This was growth of 3.5 per cent (19 jobs) from the previous year. There were 69 club businesses in the region, unchanged from 2015.

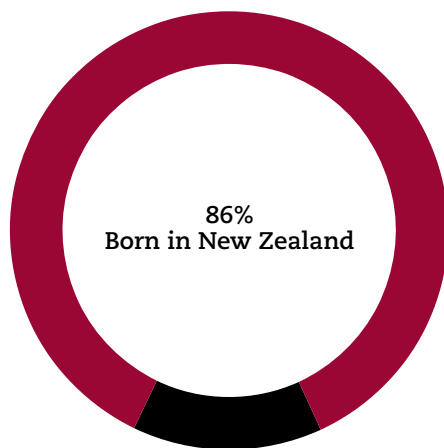
The clubs sector contributed \$18.3 million to GDP in 2016, an increase of 3.5 per cent over 2015. The GDP per FTE decreased however, from \$41,205 in 2015 to \$40,547 in 2016.

More females than males are employed in the clubs sector in Waikato, 63 per cent of the workforce is female compared to 37 per cent male. This is significantly different from the overall workforce in the region, where 47 per cent are female and 53 per cent are male.

### Gender in the Waikato Clubs Sector



### Waikato Clubs Sector Workforce Born in New Zealand



There is also a notable difference in ages within the Waikato clubs sector compared to the overall workforce. Workers under 25 years old account for 17.2 per cent of the clubs workforce, but only 13.7 per cent of the overall workforce. Workers aged 65 years and over account for 13.2 per cent of the clubs workforce and only 6.5 per cent of the overall Waikato workforce.

The difference in ages between the Waikato clubs and overall workforce may be due (at least in part) to the high proportion of part-time roles in this sector. Part-time roles make up 45.1 per cent of the roles in the clubs sector but only 23.6 per cent of roles in the overall Waikato region. Only 8.6 per cent of the clubs sector are self-employed compared to 19.3 per cent of the overall Waikato workforce.

The majority of the clubs sector workforce was born in New Zealand (85.5 per cent), 7.8 per cent were born in Europe, 1.9 per cent in Asia and 1.6 per cent in Australia. Other countries/regions of birth accounted for less than 1 per cent of the workforce. The workforce identifies predominantly as European and Māori, 78.7 per cent of the workforce identify as European, 26.8 per cent as Māori, 2.3 per cent Pasifika and 1.9 per cent Asian.

Qualifications in the Waikato clubs sector have improved since 2006; only 16.4 per cent of the workforce had a qualification at Level 4 or above in 2006; this had increased to 21.6 per cent by 2013. However, 48 per cent of roles in the clubs sector are classified as medium, medium-high and highly skilled; this may indicate a skill shortage.

**48 per cent of roles in the clubs sector are classified as medium, medium-high and highly skilled**

Employment in the Waikato clubs sector has fluctuated over the past five years. It is forecast to peak in 2019, with 594 jobs in the sector; it will then decline to 585 by 2021. Over the five years to 2021, there are forecast to be 159 job openings – the majority being replacement roles.

## Quick Service Restaurants

Quick service restaurants in Waikato accounted for 2,141 jobs (1,667 FTEs) and grew by 4.8 per cent in 2016.

Quick service restaurants contribute \$59.8 million to Waikato GDP, and this grew by 5.2 per cent in 2016. The sector has the lowest GDP per FTE contribution of the service sectors, at \$35,858 per FTE.

In 2016, there were 486 quick service restaurants in the Waikato region, which was an increase of 2.5 per cent on the previous year.

The sector is predominantly European (50.3 per cent) and Asian (41.9 per cent). It also comprises 14 per cent of people identifying as Māori ethnicity and 2.5 per cent Pasifika. Most people working in the sector were born in either New Zealand (50.8 per cent) or Asia (37.6 per cent). The percentage of people born in Asia is high compared to the overall Waikato workforce where only 5.5 per cent were born in Asia.

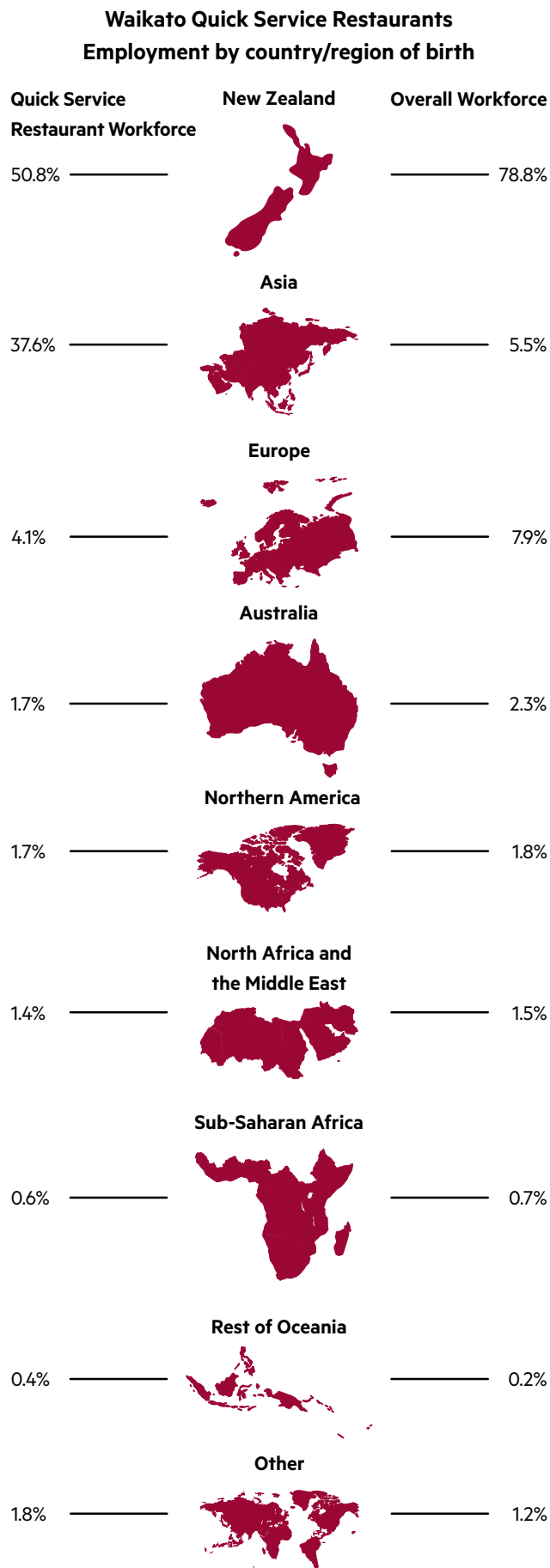
There are more females than males working in Waikato quick service restaurants, with 56 per cent female and 44 per cent male.

The sector is younger than most of the other service sectors with 45.5 per cent of the workers under 25 years old (compared to 13.7 per cent of the overall Waikato workforce). While the number of people aged 50 years and over working in the sector has increased, they still make up a small percentage of the quick service restaurant sector workforce at 15.6 per cent.

The majority of people working in quick service restaurants have no post-school qualifications (68.2 per cent or 1,318 people). The high number of young people working in the sector, some of whom will still be in school or study, will account for some of this and the percentage with qualifications at Level 5 or above has increased from 8.6 per cent in 2006 to 15.3 per cent in 2013. However, 23.8 per cent of roles in the quick service restaurant sector are medium-high to high skilled roles, which indicates a potential skill shortfall.

Almost half of the people working in the quick service restaurant sector are working full time (30 hours or more per week). Forty-seven per cent of the workforce work less than 30 hours per week (911 people) and 32.9 per cent work 40 hours or more (638 people).

Employment in quick service restaurants has grown every year since 2010, and this is expected to continue with almost 2,600 people forecast to be working in the sector by 2021. There are over 1,000 job openings forecast between 2017 and 2021 due to new growth and employee turnover.



## Retail and Retail Supply Chain

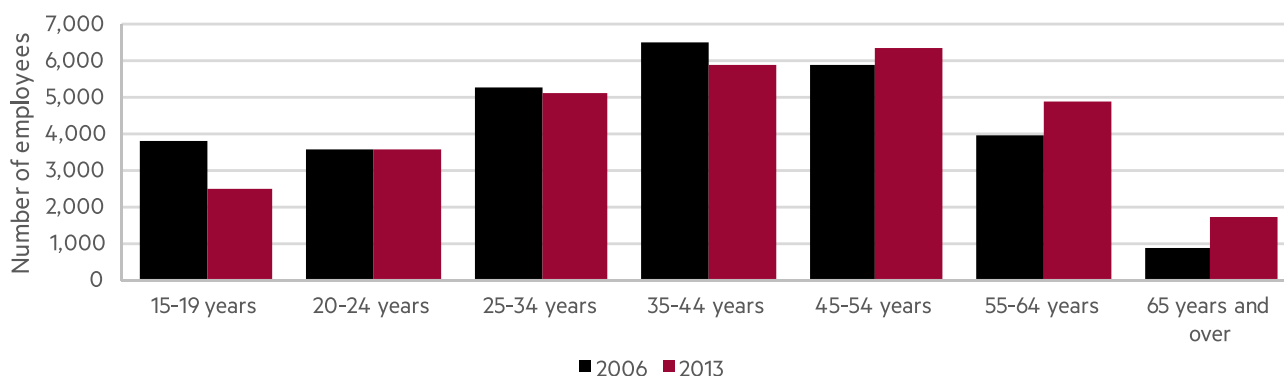
The retail and retail supply chain sector is the largest within the service sectors. Retail and retail supply chain accounted for 31,086 jobs in Waikato in 2016 (27,671 FTEs), an increase of 1.5 per cent (or 461 jobs). The sector accounts for 15.2 per cent of all jobs in the Waikato region.

The sector's GDP contributions increased by 2.1 per cent in 2016 to \$2,205 million and contributed \$79,671 to GDP per FTE.

The number of retail and retail supply chain businesses in the Waikato region fell by 0.2 per cent in 2016 to 6,090 businesses (15 fewer businesses than in 2015). Retail and retail supply chain businesses make up 11.4 per cent of all Waikato businesses.

Waikato's retail and retail supply chain workforce is predominantly European (81.4 per cent), Māori (13.4 per cent) and Asian (8.9 per cent). Most people were born in New Zealand (78.8 per cent or 23,653 people) with increasing numbers born in Europe (seven per cent) and Asia (6.9 per cent).

**Changing Age of the Waikato Retail and Retail Supply Chain Sector**



There has been a reduction in the number of 15 to 19 year olds working in the sector, from 3,786 people (12.7 per cent) in 2006 to 2,518 (8.4 per cent) in 2013. During this time, there has been an increase in people aged 60 years and over working in the retail and retail supply chain sector; up from 2,416 people (8.1 per cent) in 2006 to 3,911 people (13.1 per cent) in 2013.

The sector has a fairly even gender split with 51 per cent male and 49 per cent female in the workforce. While the retail and retail supply chain sector accounts for some part-time and casual work, 71 per cent of people working in the sector are doing so full time.

People with no post-school qualifications make up 57.1 per cent of the retail and retail supply chain sector. The percentage of the sector workforce with a qualification at Level 5 or above has increased from 15.5 per cent in 2006 to 20.3 per cent in 2013, but 34.1 per cent of roles are considered medium-high and highly skilled which may indicate a skills shortage.

Employment in the retail and retail supply chain sector increased in four of the five years to 2016. Employment is forecast to continue growing between 2017 and 2021 to reach almost 33,000 people in the sector workforce. Over this time there are forecast to be 9,286 job openings, with 1,873 being new roles.

AVIATION ▲ TOURISM ▲ TRAVEL ▲ MUSEUMS ▲ CATERING  
CAFES, BARS, RESTAURANTS ▲ QUICK SERVICE RESTAURANTS  
CLUBS ▲ ACCOMMODATION ▲ RETAIL AND RETAIL SUPPLY CHAIN

**Service IQ**

SMARTER PEOPLE FOR  
SMARTER BUSINESSES

**ServiceIQ.org.nz**

**E:** WorkforceDevelopment@ServiceIQ.org.nz

**P:** 04 817 5311

Level 14, Plimmer Towers  
2-6 Gilmer Terrace, Wellington 6011

PO Box 25 522, Wellington 6146

