

Workplace learning in a transient sector: Challenges and opportunities

The case of tourism and hospitality in the Arctic region

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Why is learning & development essential?

- Helps create good work environment
- Higher employee satisfaction
- Lower intentions to leave, and higher intentions to stay
- Potential momentum for business development, including profitability

Transient sectors

- High staff turnover
- Example: Tourism & hospitality industries
- Learning and development key to attracting, recruiting and retaining staff
- Organization of work to facilitate daily learning and development
 - among staff
 - for the business



“One has to work with development and learning because if [the employees] develop, there are better chances they stay.”



Workplace learning (WPL) is viewed as important for staff retention...

“It is a pass-through industry. At the same time as the demands from guests are increasing all the time, the competence is incredibly difficult to fulfill.”



... but difficult conditions to make it happen

“We are positive towards everyone learning and developing. It is a way of retaining staff too, to stimulate them to perform and do a good job.”



Employers see WPL as a strategy for business development → profit..

“[The industry] is too transient to have routines for learning and development.”



... but high staff turnover makes it challenging to invest in and organize for WPL, especially formal learning



arbetsplats- lärande

– vad, hur
och varför
det är viktigt

Checklist

1. Inventory needs for business development and individual development
2. Ensure business development and individual development go hand in hand
3. Plan, carry out, and follow up
4. Create joint commitment



arbetsplats- lärande


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Checklist

5. Management's active involvement
6. Consider collaborating with other businesses
7. Investment or cost?

Handbook in workplace learning - what, how and why it is important

https://www.esf.se/app/uploads/2021/01/Handbok_i_arbetsplatsl%C3%A4rande.pdf



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