KENTUCKY DEPARTMENT OF EDUCATION
FUTURING PANEL REPORT
MAY 17, 2022

Contents

Introduction and Project Overview

On May 17, 2022, the Kentucky Department of Education (KDE) partnered with MBA Research and Curriculum Center to convene a Hospitality and Tourism Management Futuring Panel with hospitality and tourism executives from across Louisville, Lexington, and the surrounding areas. The panel was conducted at Jessamine Career and Technology Center in Nicholasville, Kentucky. This was the last in a series of four panels held as part of a multiyear standards revision process for the KDE. A marketing panel was convened in 2019, a finance panel was convened in 2018, and a business management panel was convened in 2016.

The hospitality and tourism executives provided their perspectives on:

- Trends shaping the workforce development needs in the Kentucky hospitality and tourism management careers and some of the skill sets needed to address those trends
- A review and validation of ethical leadership traits as they relate to hospitality and tourism industry workplaces
- Credentials and certifications of value within the hospitality and tourism industry

The hospitality and tourism management panel was represented by executives in each of the following pathways:

- Events Management (including performing arts venues)
- Lodging Management
- Restaurant Management
- Travel and Tourism Management

Trends Discussion

Panelists were asked to identify trends that are affecting or changing the way they do business or how they plan for the future. Group facilitators stressed the importance of identifying trends evident in the hospitality industry, especially in Kentucky.

We encouraged executives to think about trends from a business perspective rather than from an educational/teaching perspective. Participants were given six general trend categories to think about as they identified the trends.

Trend Categories

Cultural: The major elements of culture including material culture, language, aesthetics, education, religion, attitudes, values, and social organization

Environmental: Any forces that impact how businesses interact with the environment and use their natural resources (e.g., fresh water, air, living organisms, metal ores, oil, most forms of energy)

Global/Political: The impact of a political ideology (e.g., capitalism, socialism, communism), nationalism, stability, and international relations on business

Governance: Factors that impact the principles and standards that govern business decision-making and business oversight. Governance refers to all processes and decisions that seek to define actions, grant power, and verify performance.

Regulatory/Legal: The full breadth of laws, rules, and regulations that businesses are subjected to by governing bodies, whether through civil or common code, domestic or international law, or governmental entities, agencies, or jurisdictions

Technological: The direct and indirect impact of technology on any aspect of business, from strategy to operations to tactics

Trends List

Top Trends

- Rising Costs and Supply Chain Shortages Go Hand in Hand
- Worker Shortage/Fatigue Impacts Recruiting/Retention
- Shifting Worker Expectations/Changes in Work Ethic
- Impact of Technology on Communication in the Workplace
- Demand for Diversity, Equity, and Inclusion (DEI)
- Professional Development
- Crisis Management: Customers and Employees

Additional Trends

- Growing Need for Customization and Unique Experiences
- Business Viability
- Tech Disrupters
- Increased Safety and Sanitation Expectations
- Climate Change – Environmental Sustainability
- Legal/Regulatory Knowledge Is Valuable for Survival
- Brand Reputation Management

More Trends by Category

Cultural

- Remote work negatively impacting morale and teamwork
- Small businesses losing customers due to remote work—no lunch crowd

Governance

- Growth opportunities: growth and development need to come back
- Investing in human capital

Regulatory/Legal

- J-1 visas are becoming increasingly important to address staff shortages

Technological

- Loss of room service and other longtime customer service amenities
- New ways of doing business (curbside service)

Top Trends

The following trends were identified as top trends by panel participants.

<u>Trend: Rising Costs and Supply Chain Shortages Go Hand in Hand</u>

Key Points of Discussion

With high gas prices, restaurants trying to support local producers, and an increase in overall food costs, participants say they're experiencing a decrease in available menu items and other effects to the availability of consumables. With supply shortages and price increases on everything, consumers are now focusing on what's necessary and pulling back on their spending. Managers are trying to drive ROI for their businesses but are often stuck finding the break-even point.

Unpredictable Demand

Businesses are having a hard time raising prices and increasing inventory because they're unsure of the demand. They're seeing 10–15% increases in demand (and supply prices) and are not able to respond accordingly, worrying that the increase won't last or that customers will get spooked by prices and they'll be stuck with inventory that they can't move.

How To Respond and Stay Afloat

Businesses are between a rock and a hard place right now with supply chain shortages and rising costs creating cascading issues:

- A shortage of supplies driving up costs while in a price-sensitive environment makes it hard to maintain the bottom line.
- Less negotiating is happening on supply prices because everyone is in the same position—vendors also have rising costs, supply chain shortages, driver shortages, etc.
- With 10–15% increases and no corresponding price hikes to the customer, the cuts tend to fall on staff who are already working 45- to 50-hour weeks, leading to worker fatigue (another trend).
- Enticing new staff means recruitment dollars and retention efforts are impacting ROI/NOI.

Related Skill Sets

- Adaptability
- Budgeting/Budget management
- Decision-making skills
- Inventory management
- Negotiating skills
- Personal financial management
- Problem identification/Problem-solving
- Evaluating/Identifying potential problem areas and creating solutions
- Creative thinking skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Adaptability: **LAP-EI-006, Go With the Flow (**Demonstrating **Adaptability)**
- Budgeting/Budget management:
  - **LAP-FI-106, Money Tracks (Nature of Budgets)**
  - **LAP-FI-099, Build Your Game Plan (Developing a Company/Department Budget)**
- Decision-making skills:
  - **LAP-PD-017, Weigh Your Options (Decision-Making)**
  - **LAP-EI-091, Worth the Risk (Assessing Risks of Personal Decisions)**
  - **LAP-EI-075, It's Up to You (Taking Responsibility for Decisions and Actions)**
- Negotiating skills: **LAP-EI-062, Make It a Win-Win (Negotiation in Business)**
- Personal financial management:
  LAP-FI-002, Give Credit Where Credit Is Due (Credit and Its Importance)
- Problem identification/Problem-solving:
  LAP-PD-077, No Problem (Demonstrating Problem-Solving Skills)
- Evaluating/Identifying potential problem areas and creating solutions:
  LAP-PD-077, No Problem (Demonstrating Problem-Solving Skills)
- Creative thinking skills: **LAP-PD-012, Imagine That (Demonstrating Creativity)**

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Trend: Worker Shortage/Fatigue Impacts Recruiting/Retention

Key Points of Discussion

Attendees discussed the challenges that they are all facing in trying to address the current worker shortage and the challenging work-life balance for employees who are shouldering the additional responsibilities and acting in dual roles in this short-staffed environment.

Worker Shortage

The availability of part-time staff (for hospitality jobs) is very limited right now. There are not enough people willing to come back to work the part-time shifts that are needed to reboot the hospitality industry. In this post-pandemic society, people are saying they want to spend more time with their families. They are complaining of too much work for too little money. Companies are trying to keep the forward momentum in terms of reopening for in-person dining, events, and performances, but the staffing resources needed for this effort are simply not available.

The major factors driving the part-time worker shortage include the following:

- Former restaurant and hospitality workers are being more selective about employment post-COVID.
- Many opportunities exist for former part-time staff to work remotely in other industries.
- People are choosing retail for more predictable hours.
- Job security is important now—fewer workers want to be independent contractors.

Worker Fatigue

To compensate for the worker shortage, employees acting in dual-role positions are commonplace now. This added responsibility is causing great strain for those who continue to work in the frontline hospitality industry.

Recruiting/Retention Challenges

In response to the worker shortage, companies are having to barter to bring these workers back. It's incredibly important now for companies to set themselves apart to attract new employees. However, it's hard to stand out when everyone is vying for the same employees. With rising costs, hiring managers can only go so far in terms of increasing wage offers.

This can lead to impulsive decisions when hiring, resulting in less-than-ideal candidates for the job. Participants told us that students don't see customer service and a strong work ethic as a necessity right now, at least not in exchange for a part-time wage. Many employers are hearing "I don't get paid enough to do this."

There are additional challenges that businesses are up against with entry-level workers:

- Students are no longer expected to work early in life, resulting in skill set gaps in their first jobs.
- The demand for workers is driving young people to demand high salaries without the work experience to back it up.
- Employers say that these students need time in a job to understand communication and relationship building before they can rightfully earn high salaries.

> *"You don't just walk into a job and make $60,000 right off the bat. How do we teach them upper-level skills when their skills are basic at best? Students don't know social skills (how to talk, how to shake hands, how to introduce themselves, how to look someone in the eye when speaking with them)."*

Related Skill Sets

- Time management
- Stress management
- Conflict management
- Multitasking skills (doing the work of more than one employee or job)
- Scope/Big-picture thinking (not getting bogged down in the details)
- Marketing/Communications skills
- Creative skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Time management:
    - **LAP-PD-001, About Time (Time Management)**
    - **LAP-EI-077, Commit to It! (Managing Commitments in a Timely Manner)**
- Stress management: **LAP-EI-028, Keep Your Cool (Stress Management)**
- Conflict management: **LAP-EI-915, Stop the Madness (Conflict Resolution)**
- Creative skills: **LAP-PD-012, Imagine That (Demonstrating Creativity)**

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Trend: Shifting Worker Expectations/Changes in Work Ethic

Key Points of Discussion

Although this could be seen as part of the larger discussion around worker shortage, the panel attendees saw this as a separate trend because of its impact on current workplace dynamics.

After over two years of the COVID-19 pandemic, employees are expecting different things today regarding work-life balance. Benefits like mornings off or the choice to work remotely, once seen as luxuries, are now commonplace expectations among new hires. One attendee termed it the *"what are you going to do for ME"* attitude that employers are encountering with their workers. There is a real change in the power dynamic—applicants know they have the power because of the hiring needs, and in some circumstances, they're lacking the *desire* to work**.**

These same people tend to expect immediate gratification, e.g., applicants expecting unrealistic salaries and overly accommodating schedules even before they're hired or before demonstrating their commitment to the job.

In stark contrast, with the overall labor shortage, many in the workforce are being asked to play dual roles and wear many hats which makes the workers' expectations completely out of step with the reality of the job. This dichotomy is causing friction between workers and hiring managers who are shouldering more responsibilities due to the labor shortage.

Email etiquette and other types of professional communications are also declining in this current environment.

Related Skill Sets

- Adaptability
- Flexibility
- Time management
- Professional communication skills
- Strong work ethic

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Adaptability: **LAP-EI-006, Go With the Flow (Demonstrating Adaptability)**
- Time management:
    - **LAP-PD-001, About Time (Time Management)**
    - **LAP-EI-077, Commit to It! (Managing Commitments in a Timely Manner)**
- Professional communication skills:
    - **LAP-EI-140, More Than Just Talk (Effective Communication)**
    - **LAP-EI-129, Can We Talk? (Fostering Open, Honest Communication)**
- Strong work ethic: **LAP-EI-004, Work Right (Demonstrating Ethical Work Habits)**

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Trend: Impact of Technology on Communication in the Workplace

Key Points of Discussion

Employees today need to know their way around or be able to quickly pick up new technology related to industry: social media platforms (TikTok), apps, etc.

They also need to know how to target/engage younger age groups and use in-house resources to reach diverse audience segments. Automation is happening, but employees still need to be able to do things by hand.

It is necessary to stay current with the ever-changing landscape of rules and regulations on social media, including what types of advertisement are permitted.

Impersonal vs. Personal Communication Methods

Employees need to understand how to navigate the different personal and impersonal communication methods available today, choose the best fit for the circumstance, and adapt to the appropriate communication style for each (e.g., chat, email, text, phone call, and face-to-face communication).

Related Skill Sets

- Adaptability
- Basic professional skills (dressing for an interview/job, communication skills/expectations)
- Customer service (greetings, departures, etc.)
- Letter writing, basic computer skills (MS Word, Excel)
- Quick learner (of tech)
- Sense of urgency

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Adaptability: **LAP-EI-006, Go With the Flow (Demonstrating Adaptability)**
- Basic professional skills (dressing for an interview/job, communication skills/expectations):
  - **LAP-PD-002, Brand Me (Personal Appearance)**
  - **LAP-EI-140, More Than Just Talk (Effective Communication)**
  - **LAP-EI-129, Can We Talk? (Fostering Open, Honest Communication)**
- Customer service (greetings, departures, etc.):
  - **LAP-CR-004, Set Your Mind to It (Customer Service Mindset)**
  - **LAP-CR-003, Accentuate the Positive (Nature of Customer Relations)**

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Trend: Demand for Diversity, Equity, and Inclusion (DEI)

Key Points of Discussion

Employees need to know that every culture has its own set of cultural mores and values. Panel attendees said that this is one area that the younger generation is actually doing well in right now. They have an understanding of differences between cultures and of other differences between people, including differing abilities.

Cultural inclusion is another key component of the worker shortage. People are leaving jobs if they don't feel seen/understood/comfortable being themselves in a company's workplace culture. Cultural inclusion, therefore, is a big retention piece for businesses.

Cultural inclusion needs to extend to staff and guests. Everyone in hospitality and tourism needs to be aware and welcoming of individuals and groups who have been shut out of opportunities for a long time. Creating hiring opportunities for those who've been marginalized is critical to attracting a pool of employees that represents those they will be serving and that feels welcoming to incoming employees.

> *"We need to be in the business of creating more opportunities*
> *for everyone to be included and to feel included."*

Related Skill Sets

- Cultural awareness/Cultural sensitivity (knowing what might be offensive to a group of people; also referred to as cultural intelligence or cultural literacy)
- Customer service (treating every customer with respect)
- Empathy/Compassion
- Interpersonal skills/Relationship skills
- Multilingual—second and third languages are important now
- Recruitment of a diverse group of employees
- Respecting everyone equally, regardless of their pay level/responsibility level
- Responding to cultural differences (adapting to what is needed)

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Cultural awareness/Cultural sensitivity (knowing what might be offensive to a group of people; also referred to as cultural intelligence or cultural literacy):

  LAP-EI-033, Getting to Know You (Cultural Sensitivity)

- Customer service (treating every customer with respect):
  - **LAP-CR-004, Set Your Mind to It (Customer Service Mindset)**
  - **LAP-EI-036, Everyone's Worthy (Treating Others With Dignity and Respect)**

- Empathy/Compassion: **LAP-EI-030, Have a Heart (Showing Empathy for Others)**

- Interpersonal skills/Relationship skills:

  LAP-EI-037, Can You Relate? (Fostering Positive Working Relationships)

- Respecting everyone equally, regardless of their pay level/responsibility level:

  LAP-EI-036, Everyone's Worthy (Treating Others With Dignity and Respect)

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Trend: Increased Need for Professional Development

Key Points of Discussion

Participants noted that there is an overall lack of educational preparation for students in hospitality and tourism pathways. Companies are having to adapt to meet the needs of applicants (flexible schedule, cell phone usage, extra perks, etc.). Entry-level workers are currently lacking in confidence and perseverance; they are often too informal and lack a professional demeanor. Generational differences also need to be addressed to alleviate workplace conflicts.

There seems to be an overall conception that hospitality jobs are "not cool" anymore. This is a change from prior generations. Today, training programs are either poor quality or not available.

Participants said that more professional development is needed: train the trainer, quality certified trainer, etc.

Related Skill Sets

- Adaptability
- Drive
- Initiative
- Motivation
- Problem-solving
- Resiliency

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Adaptability: **LAP-EI-006, Go With the Flow (Demonstrating Adaptability)**
- Drive: **LAP-EI-240, Hustle! (Taking Initiative at Work)**
- Initiative: **LAP-EI-240, Hustle! (Taking Initiative at Work)**
- Motivation: **LAP-EI-240, Hustle! (Taking Initiative at Work)**
- Problem-solving: **LAP-PD-077, No Problem (Demonstrating Problem-Solving Skills)**

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Trend: Crisis Management: Customers and Employees

Key Points of Discussion

This trend addresses expectations that employers have for entry-level employees to be able to respond to customer expectations and to come into a position with baseline communication skills.

Communication method (text, email, phone) and word choice are important when responding to irate people to de-escalate a situation.

The employee needs to keep in mind that responding inappropriately to an angry guest can trigger a negative review on social media. At the same time, it's important to politely explain to customers that verbal abuse is not acceptable.

Crisis Environment

Crises are worse today due to the last few years of political and social discord and the fallout from the pandemic on hospitality and tourism. Panel attendees feel that this "crisis atmosphere" is still peaking, still on an upward trend, as returning to work and being face-to-face means adjustments for everyone.

De-escalation Techniques

To respond to the negativity from guests and customers, businesses are giving employees incentives for engaging in de-escalation, including comp days and financial rewards.

The employee needs to be able to identify which de-escalation technique will work with a customer—these situations are challenging, and each one requires a customized response based on the customer. Expectations differ among generational groups of people when it comes to effective conflict resolution.

New Safety Measures

Companies are grappling with how to set up appropriate plans and sets of steps to keep guests and staff safe in a host of different emergency situations today. There is quite a bit of information overload for frontline employees, who are usually younger staff members and not always equipped to deal with these issues.

Additional safety measures include how to teach/respond to:

- A bomb threat
- An active shooter
- Current safety standards (CDC recommendations)
- Emergencies within a facility
- Fire safety
- OSHA issues

Related Skill Sets

- Customer service/Dealing with difficult people
- De-escalation techniques for stressful situations

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Customer service/Dealing with difficult people:
    - **LAP-CR-009, Making Mad Glad (Handling Difficult Customers)**
    - **LAP-CR-004, Set Your Mind to It (Customer Service Mindset)**
- De-escalation techniques for stressful situations:
    - **LAP-CR-009, Making Mad Glad (Handling Difficult Customers)**
    - **LAP-EI-915, Stop the Madness (Conflict Resolution)**

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Additional Trends

Trend: Growing Need for Customization and Unique Experiences

Key Points of Discussion

There is a growing trend of customers demanding unique experiences and customized service to gain their business. Everyone wants something special for themselves, and people are seeking out those companies that offer a certain level of customization.

Value and Trust

As businesses navigate the reopening phase, they are also encountering issues of conveying value and regaining the trust of staff and constituents. This is leading executives to ask, "Are we still relevant post-COVID?" Ensuring that the customer has a positive experience regardless of the failure of one aspect of an event is everyday reality for hospitality and tourism venues today. There is less room for error in the post-pandemic environment. Businesses' risk/loss tolerance is so low right now that they need every single customer to be happy with their experience.

Inflation Hits Discretionary Income

Due to rising costs for business and inflation for consumers, discretionary income is tight right now. Businesses are working hard to ensure that the customer gets their perceived money's worth when discretionary funds are so limited.

Trend: Renewed Focus on Business Viability

Key Points of Discussion

As people reenter the workforce, businesses need to create viable business plans that address today's challenges. How can businesses be profitable while dealing with all of the current issues around rising costs, supply chain slowdowns, and labor constraints?

Related Skill Sets

- Financial skills
- Business plan knowledge

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Financial skills: **LAP-FI-579, By the Numbers (The Need for Financial Information)**
- Business plan knowledge:
    - **LAP-SM-007, Plan Now, Succeed Later (Nature of Business Plans)**
    - **LAP-SM-013, Plan for Success (Creating a Business Plan)**

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Trend: Tech Disrupters

Key Points of Discussion

This conversation centered around the topic of the ever-evolving tech and businesses struggling to respond to changes. From front-of-house automation to everyone on a mobile device to socialization deficits due to COVID, businesses are chasing the tech trends.

Concessions Go All Digital

Two examples cited were front desk automation and blind concessions at event venues. Concessions in most venues have transitioned to all digital. Customers order online and pick up when they arrive at the venue, eliminating many part-time staffing needs. This changes the employee focus from frontline staff to back-of-house, chefs/cooks/food preparers.

Positives and Negatives of Devices

Another issue is with young, frontline workers on mobile devices and customers on devices as well. Neither the customer nor the worker is focusing on the event, or one another, and this can be distracting for others around them. However, the positive side may be that they are both posting on social media, and this allows for possible good PR for the event venue. Employers are unsure of how or when to intervene.

More Pandemic Fallout

Businesses are seeing some corollaries between students who were out of the classroom the past two years and those same people now entering the workforce with fewer social cues than prior generations. The young workers are adept on the tech side of things and lack in their understanding of professional (in-person) standards of behavior.

Related Skill Sets

- Interview/Job preparation
- Personal brand management
- Resume writing
- Software/Coding/Computer science
- Technological responsibility (time and place for using devices, etc.)

Trend: Increased Safety and Sanitation Expectations

Key Points of Discussion

Cleaning and safety procedures in lodging facilities that began with the COVID-19 pandemic are becoming important factors for travelers when deciding where to stay. Guests want to know that hotels are aware of current CDC regulations and abiding by safety and sanitation procedures, often ones that go above and beyond the current recommendations.

Customers are also paying closer attention once they're in the facility, holding hotels to high expectations for housekeeping and other cleaning and sterilizing standards.

Hotel kitchens, for example, have come close to hospital-sterile standards to stay in business during COVID surges. Now the expectation for this level of sanitation continues even with a reduced threat of contagion. This raises costs in terms of sanitation products (cleaning agents, gloves, masks) and requires more employees in order to maintain standards. Companies are responding by making products that help make it an easier process, but in general, these costs may not be able to be passed along to the customer.

Related Skill Sets

- Detail-oriented
- Work ethic
- Personal interpretation (understanding why a rule or safety procedure exists)
- Basic first-aid training

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Work ethic: **LAP-EI-004, Work Right (Demonstrating Ethical Work Habits)**
- Personal interpretation (understanding why a rule or safety procedure exists): **LAP-BL-163, Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)**

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Trend: Climate Change – Environmental Sustainability

Key Points of Discussion

Discussion on this topic centered around initiatives that will reduce a business's overall carbon footprint, with the idea of aiming for a negative carbon footprint.

In the food industry, initiatives include the use of biodegradable carryout packaging, reducing paper products, using recyclables, and cutting down on plastics.

Using QR codes for menus and other business and marketing collateral saves on paper and printing (ink, electricity). Prior to COVID, QR codes were on their way out; now they appear to be here to stay.

Responsible Tourism

Younger travelers want to leave areas better than when they arrived. Hurting the environment that they're visiting is viewed negatively for this generation.

Related Skill Sets

- Agriculture—tech is now available to reduce carbon footprint
- Event management (reducing energy [gas, electricity, water] to produce events)

Trend: Legal/Regulatory Knowledge Is Valuable for Survival

Key Points of Discussion

This is specific to restaurants/bars. During the pandemic, bars were only able to remain open if they also sold food. Bars had to become "carryout restaurants" overnight to remain in operation. There were many legal ramifications that employees and owners needed to understand to move forward and stay in business.

Related Skill Sets

- Adaptability
- Compromise
- Contract understanding (ability to read and understand legal documents)
- Flexibility

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Flexibility: **LAP-EI-006, Go With the Flow (Demonstrating Adaptability)**

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Trend: Brand Reputation Management

Key Points of Discussion

Companies today are being asked to decide where they stand on current political and societal topics. They're navigating whether or not to speak up about issues and/or when to stay silent on topics.

Employees need to consider the effects of posting about their personal lives on social media and how their posts might reflect upon their companies. Younger generations may understand this better since they have grown up with social media.

A company needs to adapt its marketing techniques, messaging, and delivery platforms to reach multigenerational constituents.

Related Skill Sets

- Personal brand management
- Respect of brand, both personal and company
- Social media etiquette
- Social responsibility
- Target marketing

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules: *

- Respect of brand, both personal and company:
    LAP-CR-001, Share the Promise (Identifying Brand Promise)

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More Trends by Category

Cultural

- Remote work negatively impacting morale and teamwork
- Small businesses losing customers due to remote work—no lunch crowd

Governance

- Growth opportunities: growth and development need to come back at some point after surviving the last few years.
- Investing in human capital

Regulatory/Legal

- J-1 visas are becoming increasingly important to address staff shortages, especially in large lodging industries; this comes with language barriers.

Technological

- Loss of room service and other longtime customer service amenities
- New ways of doing business (curbside service)

Business Ethics/Ethical Leadership

MBA Research and Curriculum Center and the Daniels Fund have formed a partnership to promote the teaching and learning of business ethics at the high school level. As part of our research to help strengthen our curricula and instructional materials in the business ethics realm and to learn firsthand about issues in business ethics within workplaces, we asked Kentucky hospitality and tourism panelists to review and rank the importance of ethical leadership traits, suggest additional ethical leadership traits, and talk about ethics generally within their professions.

Ethical Leadership Trait Validation
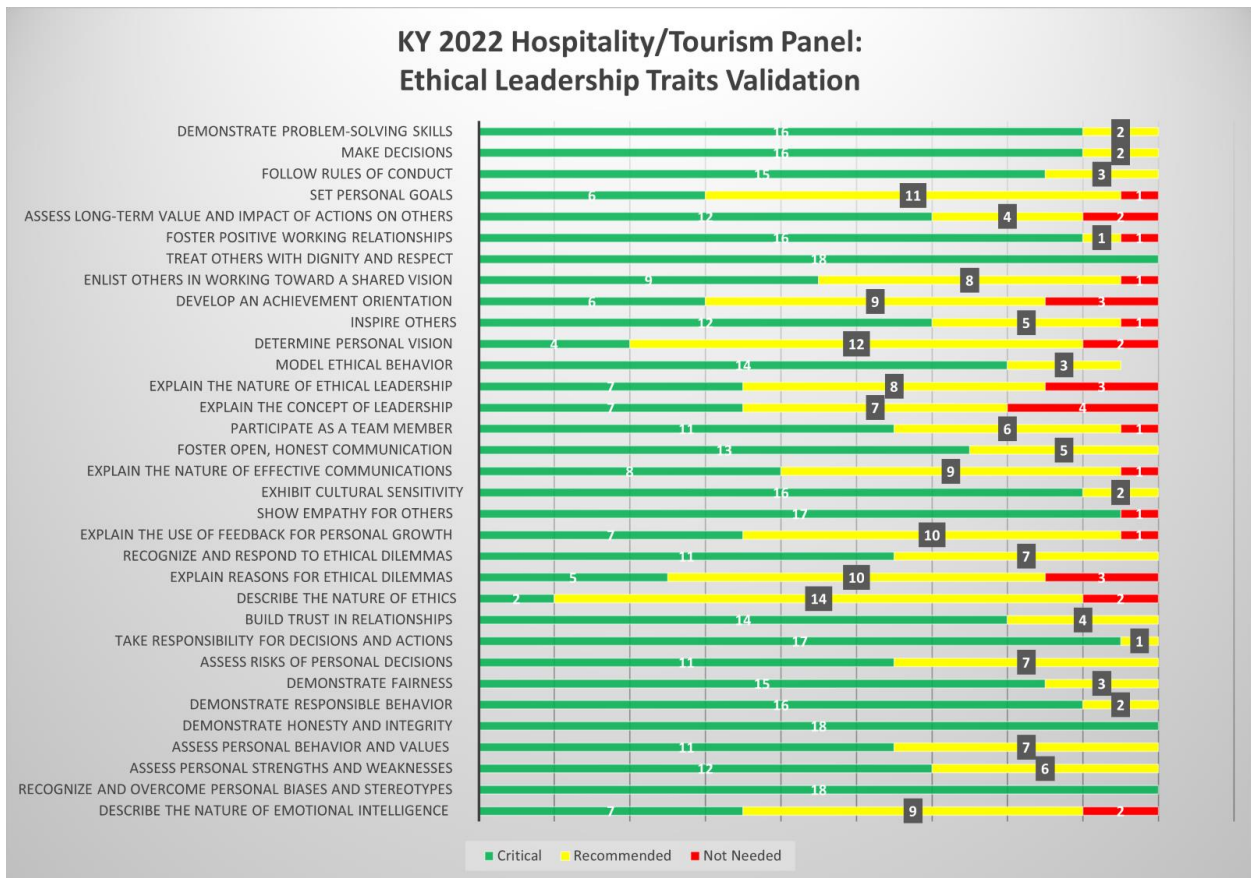
KY 2022 Hospitality/Tourism Panel:
Ethical Leadership Traits Validation

The traits are listed in the order that panelists reviewed and validated them.

Ethical Leadership Traits	Critical	Recommended	Not Needed
1. Describe the nature of emotional intelligence	39%	50%	11%
2. Recognize and overcome personal biases and stereotypes	100%		
3. Assess personal strengths and weaknesses	67%	33%	
4. Assess personal behavior and values	61%	39%	
5. Demonstrate honesty and integrity	100%		
6. Demonstrate responsible behavior	89%	11%	
7. Demonstrate fairness	83%	17%	
8. Assess risks of personal decisions	61%	39%	
9. Take responsibility for decisions and actions	94%	6%	
10. Build trust in relationships	78%	22%	
11. Describe the nature of ethics	11%	78%	11%
12. Explain reasons for ethical dilemmas	28%	55%	17%
13. Recognize and respond to ethical dilemmas	61%	39%	
14. Explain the use of feedback for personal growth	39%	55%	6%
15. Show empathy for others	94%		6%
16. Exhibit cultural sensitivity	89%	11%	
17. Explain the nature of effective communications	44%	50%	6%
18. Foster open, honest communication	72%	28%	
19. Participate as a team member	61%	33%	6%
20. Explain the concept of leadership	39%	39%	22%
21. Explain the nature of ethical leadership	39%	44%	17%
22. Model ethical behavior	82%	18%	
23. Determine personal vision	22%	67%	11%
24. Inspire others	67%	28%	5%
25. Develop an achievement orientation	33%	50%	17%
26. Enlist others in working toward a shared vision	50%	44%	6%
27. Treat others with dignity and respect	100%		
28. Foster positive working relationships	89%	5.5%	5.5%
29. Assess long-term value and impact of actions on others	67%	22%	11%
30. Set personal goals	33%	61%	6%
31. Follow rules of conduct	83%	17%	
32. Make decisions	89%	11%	
33. Demonstrate problem-solving skills	89%	11%	

Additional Recommended Leadership Traits

- Adaptability
- Cross-cultural communication
- Flexibility
- Leadership skills
- Mentoring skills (mentioned twice)
- Problem-solving skills

Additional Discussion on Ethical Leadership

Participants were asked what ethical principles stand out as especially important in their line of work and why. (Principles are listed in order of discussion.)

Trust: Everything starts with trust.

Transparency: Workers need to know what they can expect from managers.

As an employer:

- Being transparent with the expectations for employees
- Sharing everything regarding what it's like working in this industry

Viability: Students and entry-level employees need to be able to see the big picture and their role in it. This can be more abstract for someone in high school or for less experienced frontline workers. It is also more challenging for employers to train employees due to short-term employment and being busy with other aspects of training.

Integrity: Respect (showing up, honesty, dedication)

There has been a lot of ghosting by employers and employees recently. Employees need to think about why they're applying and if they're serious about the job. Employers contacting job applicants need to be honest about what the job is and can't change the job once the employee is in it.

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*"Teaching the [ethical leadership] traits is important; [they're]nice to have—
but absolutely necessary for people to be good leaders."*

Respect: This needs to be present on all levels.

Employers take time out of their schedules to interview, but then an applicant doesn't show. New hires work for a day and then leave. Managers are trying to please a lot of guests with shortages to staff, supply chains issues, etc. An overall understanding of current challenges is needed now.

Accountability: Owning mistakes and offering solutions are important.

Frontline workers (often students) are a reflection of their company. Workers also represent themselves. Everyone makes mistakes; workers should own up to mistakes but also think ahead to possible solutions. They need to be willing to work with others to resolve issues. Opportunities come from many different places, and the way a person responds to a mistake may create an opportunity for them in the future.

> *"There are always going to be parts of a job you don't like. Do those the best.*
> *... They will be the things that set you apart and define your ethics!"*

Credentials and Certifications

Credentials and certifications play a large role in some industries. MBA Research asked Kentucky hospitality and tourism panelists to share information about which credentials and certifications are important in their career fields.

- The credentials most often listed as required are related to working with food; they include food and safety, food handling, and food preparation.

- The next most commonly recommended certificates and credentials are CPR/first aid, college degree, ServSafe, and TIPS.

- A number of employers are helping support their workers obtain certifications and credentials. Among the ways they help are by paying for classes, training, certification, materials, and time away from work. Advancement opportunities and pay differential (once a certification or credential is obtained) are also offered. And many employers are providing in-house training via company websites (online courses) and on-the-job training.

Most Recommended Certifications in Order of Number of Mentions

Certificates/Credentials	Pathways
Food and Safety/Food Handler/Food Prep (5)	Events, Restaurant, Travel and Tourism
CPR/First Aid (3)	Events, Restaurant, Travel and Tourism
College Degree (3)	Events, Lodging
ServSafe (3)	Lodging, Restaurant, Travel and Tourism
TIPS (3)	Lodging, Restaurant, Travel and Tourism
CHTMP: Certified Hospitality and Tourism Management Professional (2)	Lodging, Travel and Tourism

Additional Certifications – Each Mentioned Once

Certificates/Credentials	Pathways
Certified KY Tourism Professional	Travel and Tourism
CMP: Certified Meeting Planner	Travel and Tourism
Confidential Information Management	Restaurant
COVID-19 Certificate	Restaurant
CRME: Certified Revenue Management Expert	Lodging
CTA: Certified Tourism Ambassador	Travel and Tourism
Driver Training	Events
Excel, Customer Service, Sales, IT/Operations, Social Media	Events
Microsoft Office Certificate/Training	Travel and Tourism
Other Software/Technology: CAD, POS, etc.	Travel and Tourism
Supply Chain Management	Restaurant

Pathway: Events Management

Events Management Attendees:

- Stephanie Booth, Director, Ticketing and Customer Service, Breeder's Cup
- Trevor Chesler, Director of Booking, Rupp Arena
- Steve Hoffman, Executive Director, Norton Center for the Arts at Centre College
- Celeste Lewis, Center Director, Pam Miller Downtown Arts Center

All unique answers are included; duplicate responses are grouped, where appropriate.

Certification or Credential	Required	Recommended	Nice To Have	What Stage	Support Provided
CPR/First Aid	Yes, for frontline staff and managers			Start of each year	Company pays for training materials and time to attend training
CPR	Not required		Yes	Any	Organization provides training class; expert trainer; certificate
College Degree	Yes			Prior to employment In some areas, specific education is required: technical, lighting, sound, art handling, curating	No support for obtaining
Driver Training	Yes, for valet and transportation workers			Prior to employment	Organization provides support to attend training
Excel, Customer Service, Sales, IT/Operations, Food Safety, Social Media		Recommended before employment		Required in first 1–2 years and before advancement to next level	Support is provided via venue management school, on-site training, and development courses provided by corporate office

"Many functions in our performance space and galleries require prior training, education, and knowledge. It requires technical work with expensive and sometimes dangerous equipment or perhaps expensive and delicate art works that require careful and trained handling."

Pathway: Lodging Management

Lodging Management Attendees:

- Patrick Huston, Assistant General Manager, Historic Boone Tavern Hotel & Restaurant
- Barbara Jean Josey, Director of Business Development and Hospitality Services, The Elwood Hotel, Fiddletree Kitchen & Bar
- Nathan Monfett, General Manager, Superhost Hospitality: Home2 Suites by Hilton

All unique answers are included; duplicate responses are grouped, where appropriate.

Certification or Credential	Required	Recommended	Nice To Have	What Stage	Support Provided
CHTMP: Certified Hospitality and Tourism Management Professional			Yes	No defined time frame	No support for obtaining
College Degrees: Hospitality and Tourism, Communications, Marketing, Business			Yes	Recommended for advancement or prior to employment	Yes, for some companies—via advancement opportunities and flexible scheduling; no, for other companies
CRME: Certified Revenue Management Expert		Recommended for advancement	Yes	First 1–2 years of employment	No support for obtaining
ServSafe	Yes		Yes	Before employment	Pay for class and time to attend
TIPS	Yes			Before employment	Pay for class and time to attend

Pathway: Restaurant Management

Restaurant Management Attendees:

- Michael Filiberto, Executive Chef, Hyatt Regency Louisville
- Cynthia Molinari, Food and Beverage Manager, Hyatt Regency Louisville
- Stacy Roof, Kentucky Restaurant Association

All unique answers are included; duplicate responses are grouped, where appropriate.

Certification or Credential	Required	Recommended	Nice To Have	What Stage	Support Provided
Confidential Information Management	No			No defined time frame	Company provides online training
COVID-19 Certificate			Yes	No defined time frame	Online training about prevention (Hyatt)
Food and Safety Management		Recommended for advancement		Before employment	No
Food Handler	Yes, in some jurisdictions			Before employment	Support is determined by city/county
Food Prep Certificate		Recommended for advancement		First 1–2 years of employment	Online culinary school via company website (Rouxbe)
ServSafe		Recommended for advancement		No defined time frame	KY Restaurant Assoc. offers classes several times/month
Supply Chain Management		Recommended for advancement		No defined time frame	Online certification via company website (Hyatt)
TIPS		Recommended for advancement		Before advancement to next level	Group classes 2x/year (Hyatt)

"In a hotel restaurant, it's always nice to have basic first-aid and CPR certifications in case of emergencies. Any alcohol control training is recommended, local or national. Also, food handling certifications are a positive to have as well."

"ServSafe is often a High School/Family and Consumer Sciences piece of curriculum. The challenge: If a student does not work in a restaurant/hotel kitchen, it won't be applicable or as easily understood or practiced."

Pathway: Travel and Tourism Management

Travel and Tourism Management Attendees:

- Lee Carter, Executive Director, Kentucky Horse Park
- Patrick Gregory, Partner, Mellwood Tavern
- Mona Juett, Deputy Commissioner, Kentucky Department of Tourism
- Abe Owen, Founder, President and Guide, Horse and Barrel Tours, Inc.
- Kaelyn Query, Founder/President, Lexington Event Company

All unique answers are included; duplicate responses are grouped, where appropriate.

Certification or Credential	Required	Recommended	Nice To Have	What Stage	Support Provided
Certified KY Tourism Professional	No			No defined time frame	Pay for the courses and for time to take them
CHTMP: Certified Hospitality and Tourism Management Professional	No			None specified	No
CMP: Certified Meeting Planner		Recommended for advancement		First 1–2 years of employment/ Prior to advancement	Covers some expenses; pay differential; time away to complete
CPR/First Aid	No			No defined time frame	Pay for time away and cost of certification
CTA: Certified Tourism Ambassador	No			No defined time frame	Pay for time away and cost of certification
Food Handling	No			No defined time frame	Pay for time away and cost of certification
Microsoft Office Certificate/Training	Yes			Before employment	No
Other Software/Tech: CAD, POS, etc.				First 1–2 years of employment	Training is in-house; advanced training is preferred
ServSafe		Recommended for advancement		Before employment	Pay for time away and advancement
TIPS	No			No defined time frame	Pay for time away and cost of certification

"General business skills (budgeting, forecasting, reading P&L, etc.), revenue management, sales, networking."

"As a small company, we offer on-the-job training for our staff. A background in tourism/hospitality is important to us as a solid background for a potential employee. Past experience is most important as it provides a basis for early success. CTA wasn't offered in Kentucky in the past."

Thank You and Recognition of Contributors

<u>Futuring Panel Participants</u>

MBA Research and the Kentucky Department of Education would like to thank the participants of the Hospitality and Tourism Futuring Panel who spent the day sharing their expertise with us. Panel participants represented their own views based on their professional experiences, and not those of their companies.

We are always grateful to meet with and to hear directly from business and industry about what's going on in the workplace. Thank you for your time and commitment to KY workforce development and business administration education.

- Stephanie Booth, Director of Ticketing and Customer Service, Breeder's Cup
- Lee Carter, Executive Director, Kentucky Horse Park
- Trevor Chesler, Director of Booking, Rupp Arena
- Michael Filiberto, Executive Chef, Hyatt Regency Louisville
- Bob Gigliotti, Chief Operating Officer, Shaker Village of Pleasant Hill
- Patrick Gregory, Partner, Mellwood Tavern
- Steve Hoffman, Executive Director, Norton Center for the Arts at Centre College
- Patrick Huston, Assistant General Manager, Historic Boone Tavern Hotel & Restaurant
- Barbara Jean Josey, Director of Business Development and Hospitality Services, The Elwood Hotel, Fiddletree Kitchen & Bar
- Mona Juett, Deputy Commissioner, Kentucky Department of Tourism
- Barry Kuhnke, Dual General Manager, Lexington Marriott City Center/Residence Inn
- Celeste Lewis, Center Director, Pam Miller Downtown Arts Center
- Cynthia Molinari, Food and Beverage Manager, Hyatt Regency Louisville
- Nathan Monfett, General Manager, Superhost Hospitality (Home2 Suites by Hilton)
- Abe Owen, Founder, President and Guide, Horse and Barrel Tours, Inc.
- Kaelyn Query, Founder, President, Lexington Event Company
- Stacy Roof, President/CEO, Kentucky Restaurant Association

Kentucky Partnership

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- Reeca Carver, Family Career and Community Leaders of America State Adviser, KDE
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- Beth Engle, Business & Marketing Program Consultant, KDE
- Kayla Godbey, Family and Consumer Sciences Program Consultant, KDE
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- Tom Thompson, Director, Division of Student Transition and Career Readiness, KDE

Special Guests

MBA Research and Curriculum Center would also like to thank the following special guests of the Kentucky Department of Education who attended the Futuring Panel as observers:

Postsecondary Observers:

- Lauren Campbell, Program Coordinator, Business Administration, Bluegrass Community & Technical College
- Virginia R. Fairchild, Coordinator, Business Administration & Professor of Marketing, Bluegrass Community & Technical College
- Dr. Dan Kim, Assistant Professor/Global Hospitality and Tourism, Eastern Kentucky University
- Jeff Koleba, Adjunct Professor of Marketing, Bellarmine University
- Julie Lee, Instructor, Nutrition and Dietetics, Western Kentucky University
- Lois McWhorter, Chair, Edward L. Hutton School of Business, University of the Cumberlands
- Dr. Heather Merrifield, Dean, College of Business, Sullivan University
- Dr. Tom Smith, Director of College of Hospitality, Sullivan University
- Matthew VanSchenkhof, Instructor, Hospitality Management and Dietetics, Western Kentucky University

Secondary Observers:

- Laura Moffett, Family and Consumer Sciences Teacher, Woodford County High School
- Dr. Jennifer Muncy, Academy Coach, Academies of Frederick Douglass High School
- Paula Short, Business & Marketing Instructor, Estill County High School
- Ashleigh Vanhoose, Family and Consumer Sciences Teacher, Scott County High School

MBA Research and Curriculum Center

- Holly Atha, President/CEO
- Stephanie King, Director of Business Engagement
- Rick Mangini, Executive Vice President