

Hotelier MIDDLE EAST
HR CAPITAL
REPORT 2017

CONTENTS

1. ABSTRACT.....	01
2. RESPONDENT PROFILE.....	02
3. MARKET SENTIMENT.....	03
4. SKILLS GAP OR ATTITUDE PROBLEM?.....	04
5. RECRUITMENT TRENDS.....	06
6. THE MONEY POT.....	07
7. TOOLS FOR RETENTION.....	10
8. IN THE FIRING LINE.....	13
9. HR STRATEGY.....	14
10. TREND WATCH.....	17
11. CONCLUSIONS.....	18
12. ACKNOWLEDGEMENTS.....	20

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THE HOTELIER MIDDLE EAST HR CAPITAL REPORT 2017

1. Abstract

The second annual *Hotelier Middle East Human Capital Report* is designed to explore the issues, challenges and opportunities facing hospitality professionals responsible for the hotel industry's most important asset – its people.

As the hotel pipeline in the Middle East continues to grow, with 159,127 rooms under contract as of September 2016 according to STR Global, representing a 14.8% increase over the previous year, so too does the workforce. More staff than ever are needed to deliver the service and product guests expect.

The *Hotelier Middle East Human Capital Report 2017* seeks to establish the state of the industry, by identifying what skills are most in demand, which positions are the hardest to fill, how to tackle recruitment and retention and how to protect a company's investment in its people.

The report is based on the *Hotelier Middle East HR Leaders Survey 2017*, an 'invite only', online survey targeting mid-to-senior-level human resources professionals working in the Middle East hospitality industry. Learning and development managers, senior in-house trainers, HR managers and directors, and heads of talent and recruitment were also eligible to complete the survey, which was in circulation from July to September 2016.

The survey findings have been discussed with leading hospitality human resource professionals, with a balance of experts in regional roles and on property, as well as third party consultants, previously HR directors themselves. The highlights of these 16 interviews are included in the *Hotelier Middle East Human Capital Report 2017*.