

# Human Resource Situation in the Tourism Sector of Maldives

Statistics & Research Section

Ministry of Tourism & Civil Aviation

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## ***Introduction***

This report presents the major findings of a survey conducted by the Ministry of Tourism and Civil Aviation on baseline indicators of human resources in the tourist resorts of the Maldives in December 2006. The main objective of the survey was to gain an insight on the quantifiable factors related to human resource situation in the tourism sector of the Maldives on the basis of primary data.

## ***Methodology***

A circular, as presented in Appendix 2, was sent to all the resorts on 25 November 2006 to find the baseline data of tourist resorts and to study the current human resource situation in the tourism sector of Maldives. Out of the 89 resorts registered in the Maldives, during the survey period 9 Resorts were closed for reconstruction. Out of the operating 80 resorts 74 resorts (92.5%) responded to the survey. Six resorts did not respond to the survey questionnaire sent. In terms of bed capacity the total number of beds in the resorts participated in this survey was 15,324, which is 86.1% of the total bed capacity. Total registered bed capacity of resorts at the time of this survey was 17,802.

The questionnaire was designed in such a way that main department names and job titles were provided and resorts were asked to fill in the number of employees. At the data entry stage it was noticed that many resorts provided varying but similar names to different job titles which could have been categorized into the job titles that were already given in the questionnaire. Hence for analytical purposes of this survey, the employees listed under such job titles were merged into the respective job titles that were given in the questionnaire. However, there were some jobs which could not be categorized and were only specific to a particular resort thus referred to in this final report as “others”.

The questionnaires sent to the resorts are followed up by phone and a contact person was established. Those who found it difficult to complete the questionnaire were guided.

Even though the eventual response rate was significant, number of resorts needed repeated reminders, before they eventually returned the completed questionnaires.

## Survey Findings

According to the survey there were, a total of 15,716 staff in 74 resorts (15,324 beds). For analytical purposes of this survey this figure has been adjusted for the 17,802 beds that were registered in the 89 resorts. This adjustment was needed to portray the over-all human resources situation of the tourism industry of the Maldives. The findings here represent the situation as of end March 2007.

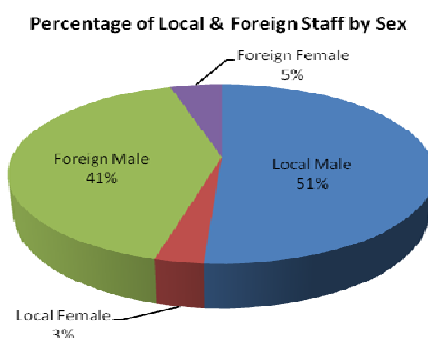
### 1. Number of Staff

Number of Staff	As per Data Received from 74 Resorts			Data Adjusted for 89 Resorts		
	Male	Female	Total	Male	Female	Total
Local	8,011	499	<b>8,510</b>	9,306	580	<b>9,886</b>
Foreign	6,467	739	<b>7,206</b>	7,513	859	<b>8,371</b>
<b>Total</b>	<b>14,478</b>	<b>1,238</b>	<b>15,716</b>	<b>16,819</b>	<b>1,438</b>	<b>18,257</b>

Source: Ministry of Tourism & Civil Aviation

The total number of employees directly employed in the resort sector was 18,257. Thus overall employee to bed ratio for the resort sector is 1:1

While 54% of those employed in the tourism sector is local, foreign employees represent 46%. However, it was found out that foreign females are 2% more than local females in the tourism sector of the Maldives.



## 2. Number of Staff at Different Levels

	No. of Employees						
	Local			Foreign			Grand Total
	Male	Female	Total	Male	Female	Total	
Managerial	634	26	660	820	135	955	1,615
Supervisory	1,364	55	1,418	1,250	206	1,456	2,874
Functional	7,308	500	7,808	5,443	518	5,961	13,769
<b>Grand Total</b>	<b>9,306</b>	<b>580</b>	<b>9,886</b>	<b>7,513</b>	<b>859</b>	<b>8,371</b>	<b>18,257</b>

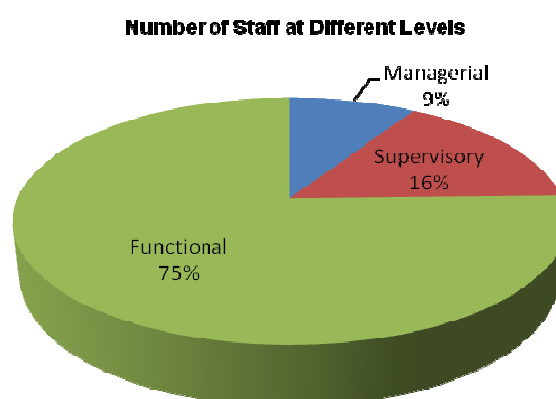
Note: data adjusted for 89 resort, 17,802 beds

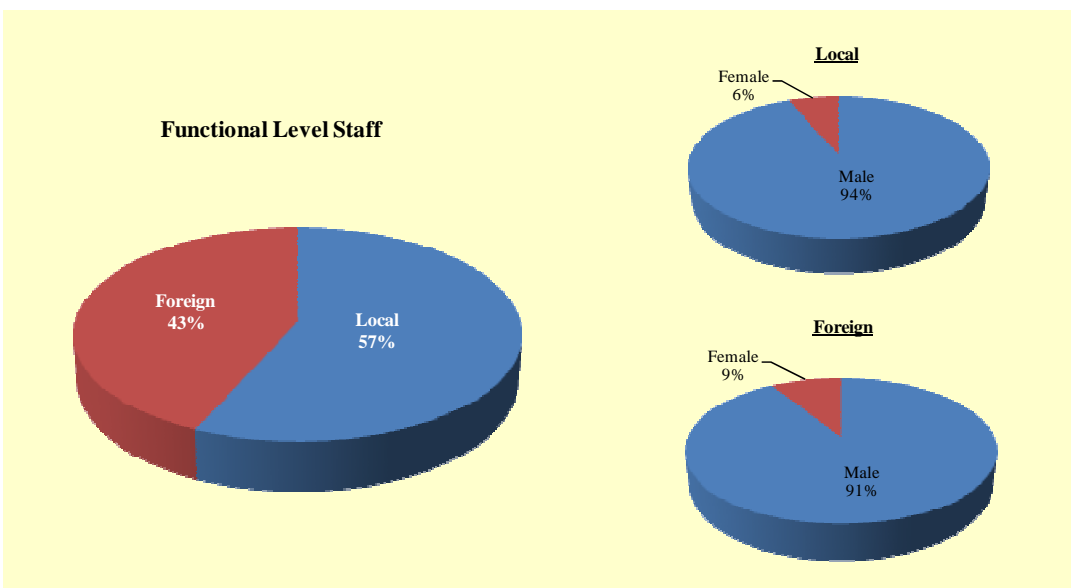
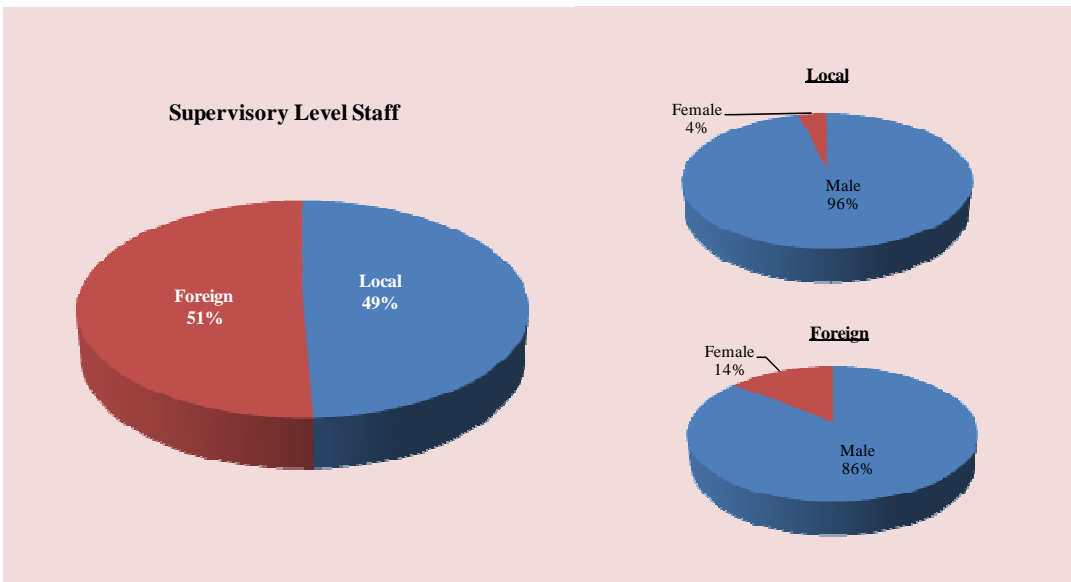
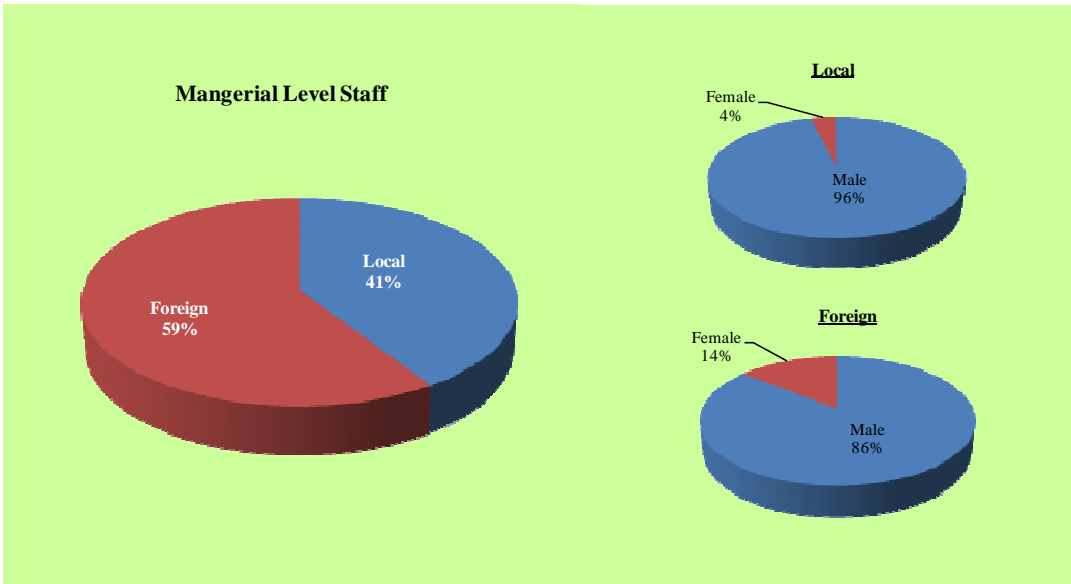
Source: Ministry of Tourism & Civil Aviation

It was found that 75% of the total employees in the resorts are functional level staff. Supervisory level represents 16% and managerial level 9%.

The percentage of foreign employees, in the managerial and supervisory level is more than that of local employees. At the managerial level 59% of the people employed are foreign, and at the supervisory level 51% of the people employed are foreign.

The share of locals' component is higher at Functional level. Out of 13,769 people employed at functional level, 57% are locals and 43% are foreign employees.





### 3. Number of Staff by Departments

Departments	No. of Employees						Grand Total
	Local			Foreign			
	Male	Female	Total	Male	Female	Total	
Managerial / Administrative	189	9	<b>199</b>	161	64	<b>225</b>	<b>424</b>
Human Resource	118	13	<b>131</b>	69	23	<b>92</b>	<b>223</b>
Accounts & Finance	458	10	<b>468</b>	612	26	<b>638</b>	<b>1,106</b>
Front Office	862	112	<b>974</b>	217	171	<b>388</b>	<b>1,362</b>
Entertainment	15	0	<b>15</b>	63	29	<b>92</b>	<b>107</b>
Food Production	520	19	<b>539</b>	1,794	16	<b>1,810</b>	<b>2,349</b>
Food & Beverage Services	1,830	53	<b>1,883</b>	825	20	<b>845</b>	<b>2,728</b>
Staff Mess	144	1	<b>145</b>	595	0	<b>595</b>	<b>740</b>
Housekeeping	2,070	146	<b>2,217</b>	776	15	<b>791</b>	<b>3,008</b>
Maintenance	699	120	<b>819</b>	1,667	0	<b>1,667</b>	<b>2,486</b>
Power House	333	1	<b>335</b>	251	1	<b>252</b>	<b>587</b>
Transport	1,568	0	<b>1,568</b>	37	0	<b>37</b>	<b>1,605</b>
Diving Centre	134	2	<b>136</b>	186	91	<b>276</b>	<b>412</b>
Water Sports	106	0	<b>106</b>	45	7	<b>52</b>	<b>158</b>
Other Sports	52	1	<b>53</b>	22	6	<b>28</b>	<b>81</b>
Clinic / Health Centre	1	1	<b>2</b>	35	9	<b>44</b>	<b>46</b>
Spa & Wellness Centre	27	21	<b>48</b>	81	373	<b>454</b>	<b>502</b>
Male' Office	179	70	<b>249</b>	77	8	<b>85</b>	<b>333</b>
<b>Total</b>	<b>9,306</b>	<b>580</b>	<b>9,886</b>	<b>7,513</b>	<b>859</b>	<b>8,371</b>	<b>18,257</b>

Note: data adjusted for 17,802 beds

Source: Ministry of Tourism & Civil Aviation

Main departments in resorts are Housekeeping, Food and Beverage (Production and Services), Maintenance, Transport, Front Office, Accounts and Finance, Staff Mess, Power House, Spa & Wellness Centre, Managerial/Administrative, Diving Centre, Human Resource, Water Sports, Entertainment, Other Sports, Clinic / Health Centre and Male' Office.

It was found out that in terms of the number of people employed the dominating department was the Food and Beverage department. The F& B Department, together with Food Production and F&B Services contribute 27.8% with a total of 5,077 staff. The Housekeeping Department represents 16.5% and Maintenance 13.6%. Transport Department, Front Office and the Accounts and Finance Department contribute 8.8%, 7.5% and 6.1% respectively.

As the dominating department, F& B also has the most number of local employees. However, when comparing local and foreign employees by departments it is the transport department that has the highest percentage of locals with 97.7% of the staff in Transport

Department are locals. Departments, such as Housekeeping, Front Office and Male' Office also has a very high percentage of locals compared with foreign nationals. Health and wellness related departments, such as Spa and the Clinic have a very high percentage of foreign staff. While 95.0% of staff in Clinic/Health Centre are foreigners 90.5% of staff in Spa & Wellness Center are also foreign nationals.

The highest percentage of expatriates are employed at the Food Production department where 77% are foreign.

Most number of local females are working in the Housekeeping, Maintenance and the Front Office departments. And most number of foreign females are in the Spa & Wellness Centre and the Front Office.

There was not a single local female working in Entertainment, Transport and Water Sports Centre. Also only 2 of the 93 females employed at the Dive Centre are locals.

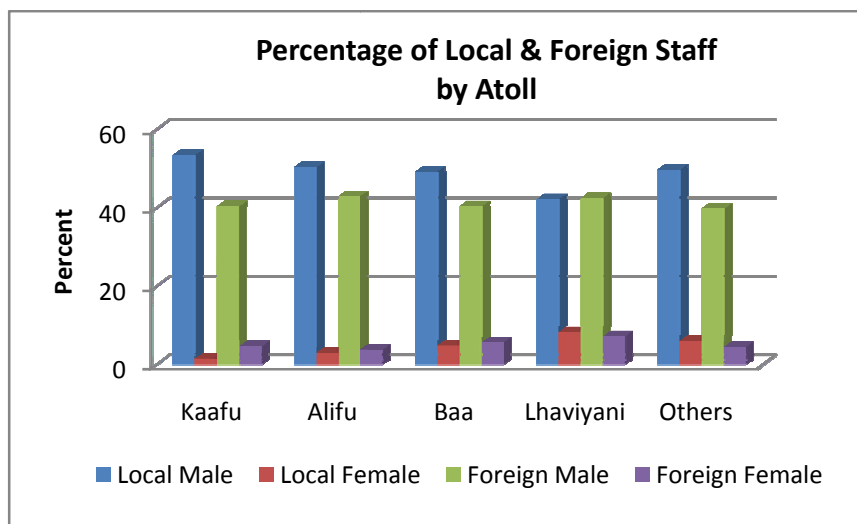
#### 4. Number of Staff by Atolls

Atoll	Registered Beds	No. of Staff						Grand Total	Staff Ratio
		Local			Foreign				
		Male	Female	Total	Male	Female	Total		
Kaafu	8,450	4,510	127	<b>4,637</b>	3,410	397	<b>3,807</b>	<b>8,444</b>	<b>1.0</b>
Alifu	5,032	2,558	151	<b>2,710</b>	2,179	193	<b>2,372</b>	<b>5,081</b>	<b>1.0</b>
Baa	1,240	846	83	<b>929</b>	694	97	<b>791</b>	<b>1,720</b>	<b>1.4</b>
Lhaviyani	1,196	451	88	<b>539</b>	454	77	<b>531</b>	<b>1,070</b>	<b>0.9</b>
Others Atolls	1,884	937	113	<b>1,050</b>	750	85	<b>835</b>	<b>1,885</b>	<b>1.0</b>

Note: Data adjusted for 17,802 beds

Source: Ministry of Tourism & Civil Aviation

As most number of resorts are located in Male' atoll, 46% of the employees are also working in this atoll. Alifu Atoll, including north and south, with a total bed capacity of 5,032, contributes 27.9% to the total employees. The highest bed/staff ratio is in Baa Atoll, which is 1.4 and the lowest comes from Lhaviyani Atoll (0.9).



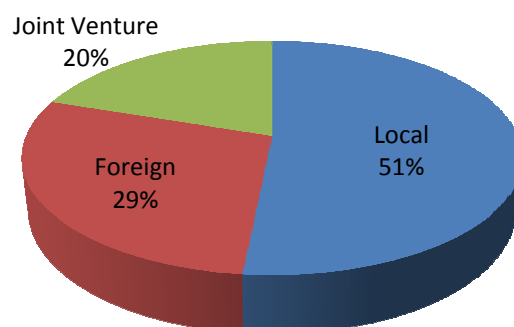
### 5. Number of Staff by Operators

Operator	Registered Beds	No. of Staff						Grand Total	Staff Ratio
		Local			Foreign				
		Male	Female	Total	Male	Female	Total		
Local	9,442	4,872	246	5,119	4,016	294	4,309	9,428	1.0
Foreign	4,924	2,678	178	2,856	2,029	346	2,376	5,232	1.1
Joint Venture	3,436	1,754	168	1,922	1,469	241	1,710	3,631	1.1

Note: Data adjusted for 17,802 beds

Source: Ministry of Tourism & Civil Aviation

### Percentage of Staff in Resorts by Operator Type



## 6. Salary by Departments

Departments	Average Salary (MRf)			
	Local	Foreign	Total	Average
Managerial / Administrative	9,813.44	18,618.81	<b>28,432.25</b>	14,216.12
Human Resource	5,892.84	9,021.19	<b>14,914.03</b>	7,457.01
Accounts & Finance	5,538.25	6,043.77	<b>11,582.01</b>	5,791.01
Front Office	4,758.05	5,894.48	<b>10,652.53</b>	5,326.26
Entertainment	4,942.73	8,384.63	<b>13,327.36</b>	6,663.68
Food Production	6,095.46	6,873.98	<b>12,969.43</b>	6,484.72
Food & Beverage Services	5,616.80	5,099.24	<b>10,716.03</b>	5,358.02
Staff Mess	3,714.38	2,274.31	<b>5,988.69</b>	2,994.35
Housekeeping	3,656.88	3,362.38	<b>7,019.26</b>	3,509.63
Maintenance	4,718.90	3,252.66	<b>7,971.57</b>	3,985.78
Power House	4,694.52	3,308.73	<b>8,003.25</b>	4,001.62
Transport	4,278.86	2,380.36	<b>6,659.22</b>	3,329.61
Diving Centre	6,276.05	9,736.81	<b>16,012.86</b>	8,006.43
Water Sports	4,024.11	5,323.00	<b>9,347.11</b>	4,673.56
Other Sports	5,551.22	8,666.04	<b>14,217.26</b>	7,108.63
Clinic / Health Centre	2,500.00	9,117.65	<b>11,617.65</b>	5,808.83
Spa & Wellness Centre	4,137.42	7,229.37	<b>11,366.79</b>	5,683.39
Male' Office	5,612.31	9,285.17	<b>14,897.48</b>	7,448.74
<b>Total</b>	<b>91,822.21</b>	<b>123,872.57</b>	<b>215,694.78</b>	<b>107,847.39</b>

Source: Ministry of Tourism & Civil Aviation

It was found that the over-all average salary of local staff is lower than that of expatriates. However, the average salary of locals in the Food & Beverage Services, Staff Mess, Housekeeping, Maintenance, Power House and Transport are higher than that of foreign employees. The highest salary difference was found in the Managerial/Administrative Department, where the average salary of a managerial level local staff is Maldivian Ruffiya 9,813 and the foreign employees in the same level gets an average salary of 18,618 Maldivian Ruffiya. The lowest salary observed was 1,028 Maldivian Ruffiya for a laborer and the highest salary was for a Residential Manager (MRf 87,000).

## ***Conclusion***

This survey confirmed that the number of locals employed in the resorts is higher than the foreigners only at functional level. And the highest salaried jobs, which fall under the Managerial and Supervisory Level, are occupied by expatriates. Female employees in the industry are still at marginal level with locals contributing on 2% to the employees. The guest staff ratio, staff/bed stood at 1:1, however, the up-market resorts have got a higher ratio of 1:4.

As this survey is a quantitative survey, this survey identified only quantifiable dimensions of the industry. There is a need to do a survey of this nature at least every 2 years to establish a trend.

## Appendix 1: Tourism Sector Employment, 2006

(as per Data Received from 74 Resorts)

DEPARTMENT	No. of Employees			
	Local		Foreign	
	Male	Female	Male	Female
<b>MANAGERIAL &amp; ADMINISTRATIVE STAFF</b>	<b>163</b>	<b>8</b>	<b>139</b>	<b>55</b>
General Manager	18	1	31	0
Resident Manager	11	0	8	4
Manager	31	0	32	27
Assistant Manager	25	0	27	8
Administrative Secretary	4	2	2	9
Mudhimu (Mosque)	33	0	5	0
Others	41	5	34	7
<b>HUMAN RESOURCE</b>	<b>102</b>	<b>11</b>	<b>59</b>	<b>20</b>
Human Resource Manager	20	2	4	5
Assistant HR Manager	10	0	0	1
In-house Trainer	6	0	8	2
Human Resource Officer	19	3	1	2
Others	47	6	46	10
<b>ACCOUNTS &amp; FINANCE</b>	<b>394</b>	<b>9</b>	<b>527</b>	<b>22</b>
Financial Controller	4	1	21	0
Accountant	12	0	69	5
Accounts Assistant / Billing Clerk	79	4	56	4
Storekeeper	39	0	60	1
Office Assistant	15	1	12	0
Watcher / Security Guard	23	0	187	9
Cashiers	72	0	13	1
Others	150	3	109	2
<b>FRONT OFFICE</b>	<b>742</b>	<b>96</b>	<b>187</b>	<b>147</b>
Front Office Manager	26	0	17	7
Assistant Front Office Manager	19	0	8	8
Supervisor	71	1	3	0
Night Auditor	18	0	13	0
Reservation Manager	14	1	6	6
Guest Relations Officer	88	13	17	64
Airport Representative	62	14	0	1
Receptionist	241	31	12	25
Reservation Clerk	30	2	3	3
Tour Guide	1	1	11	11
Telephone Operator	21	16	0	5
Bellboys	71	0	51	0
Others	80	17	46	17

<b>ENTERTAINMENT</b>	<b>13</b>	<b>0</b>	<b>54</b>	<b>25</b>
DJ	7	0	8	0
Entertainer	3	0	8	4
Animator	2	0	19	11
Assistant Animator	0	0	9	7
Musician	1	0	9	0
<i>Others</i>	0	0	1	3
<b>FOOD PRODUCTION</b>	<b>448</b>	<b>16</b>	<b>1,544</b>	<b>14</b>
Executive Chef	7	0	45	2
Pastry Chef	17	0	62	1
Chef	50	0	92	1
Asst Chef/Demi Chef	0	0	1	0
Cook	78	3	385	2
Kitchen Helper	97	0	305	0
Pantry Boys	62	5	199	0
<i>Others</i>	137	8	455	8
<b>FOOD &amp; BEVERAGE SERVICES</b>	<b>1,575</b>	<b>46</b>	<b>710</b>	<b>17</b>
F&B Manager	12	0	32	0
F&B Cost Controller	4	1	9	0
F&B Supervisor	115	1	55	1
Head Waiter	92	2	10	1
Waiter	1,180	21	73	7
Barman	5	0	287	0
Bar Helper	15	2	108	0
<i>Others</i>	152	19	136	8
<b>STAFF MESS</b>	<b>124</b>	<b>1</b>	<b>512</b>	<b>0</b>
Cook	47	1	127	0
Assistant Cook	11	0	61	0
Kitchen Helper	22	0	112	0
Waiter / Service Assistant	26	0	147	0
<i>Others</i>	18	0	65	0
<b>HOUSE KEEPING</b>	<b>1,782</b>	<b>126</b>	<b>668</b>	<b>13</b>
Executive Housekeeper	13	1	16	5
House Keeper	32	0	15	1
Supervisor	103	2	14	1
Head Room Boy	61	0	4	0
Room Boy / Maid	952	0	28	1
Tailor	24	0	87	0
Laundry Assistant	200	20	154	2
Island Cleaner	76	99	179	0
<i>Others</i>	321	4	171	3
<b>MAINTENANCE</b>	<b>602</b>	<b>103</b>	<b>1,435</b>	<b>0</b>
Foreman	35	0	13	0
Supervisor	55	0	23	0
Aircon Mechanic	32	0	83	0

Carpenter	72	0	129	0
Plumber & Fitters	29	0	52	0
Painter	24	0	55	0
Labourer	112	0	584	0
Gardener	71	0	229	0
Mason	19	0	99	0
<i>Others</i>	153	103	168	0
<b>POWER HOUSE</b>	<b>287</b>	<b>1</b>	<b>216</b>	<b>1</b>
Manager	11	0	6	1
Mechanic	37	0	40	0
Electrician	73	0	63	0
Generator Attendant	114	0	48	0
<i>Others</i>	52	1	59	0
<b>TRANSPORT</b>	<b>1,350</b>	<b>0</b>	<b>32</b>	<b>0</b>
Manager	22	0	1	0
Captain (Boat/Dhoni/Launch)	414	0	0	0
Crew (Boat/Dhoni/Launch)	792	0	11	0
Vehicle Driver	5	0	11	0
<i>Others</i>	117	0	9	0
<b>DIVING CENTRE</b>	<b>115</b>	<b>2</b>	<b>160</b>	<b>78</b>
Base Leader	9	0	31	7
Diving Instructor	24	0	85	54
Assistant Diving Instructor	17	0	21	16
Compressor Assistant	37	1	11	0
<i>Others</i>	28	1	12	1
<b>WATER SPORTS</b>	<b>91</b>	<b>0</b>	<b>39</b>	<b>6</b>
Water Sports Instructor	29	0	24	6
Assistant Water Sports Instructor	29	0	5	0
Pool Attendant	18	0	8	0
Life Guard	2	0	0	0
<i>Others</i>	13	0	2	0
<b>OTHER SPORTS</b>	<b>45</b>	<b>1</b>	<b>19</b>	<b>5</b>
Gym Instructor	6	0	3	1
Outdoor Sports Coach	3	0	3	0
Aerobics Instructor	0	0	0	2
<i>Others</i>	36	1	13	2
<b>CLINIC / HEALTH CENTRE</b>	<b>1</b>	<b>1</b>	<b>30</b>	<b>8</b>
Doctor	1	0	27	2
Nurse	0	0	1	5
<i>Others</i>	0	1	2	1
<b>SPA AND WELLNESS CENTRE</b>	<b>23</b>	<b>18</b>	<b>70</b>	<b>321</b>
Manager	5	1	7	21
Therapist	0	4	28	213
Spa Receptionist	3	10	5	42
<i>Others</i>	15	3	30	45

<b>MALE' OFFICE</b>	<b>154</b>	<b>60</b>	<b>66</b>	<b>7</b>
Manager	22	7	8	3
Accountant	5	4	24	2
Purchase Officer	27	4	7	0
Secretary	5	17	1	1
Receptionist	5	15	1	0
Office Assistant	42	7	13	0
<i>Others</i>	48	6	12	1
<b>Grand Total</b>	<b>8,011</b>	<b>499</b>	<b>6,467</b>	<b>739</b>

Source: Ministry of Tourism & Civil Aviation

## Appendix 2: Questionnaire

### PART II - HUMAN RESOURCE COMPONENT

1. Do you have a specific Human Resource Department/Section in your establishment?
  - a.  Yes
  - b.  No
2. Do you have a Human Resource Development Plan in your establishment?
  - a.  Yes (*please attach a copy*)
  - b.  No
3. Do you have an in-house training centre?
  - a.  Yes
  - b.  No
4. Please provide the number of staff employed at different levels in your establishment.

#### FULL TIME STAFF

Category	No. of Staff at different Level			
	Local		Foreign	
	Male	Female	Male	Female
Management				
Supervisory				
Functional				
<b>Total</b>				

#### PART TIME STAFF

Category	No. of Staff at different Level			
	Local		Foreign	
	Male	Female	Male	Female
Management				
Supervisory				
Functional				
<b>Total</b>				

No. of Full Time Staff by Age (Maldivians only)		
	Male	Female
Under 21		
21 to 35		
Above 35		

#### Fulltime Staff only

CATEGORY	No. of Employees				Salary (MRf)	
	Local		Foreign		Local	Foreign
	Male	Female	Male	Female		
<b>MANAGERIAL &amp; ADMINISTRATIVE STAFF</b>						
General Manager						
Resident Manager						
Manager						
Assistant Manager						
Administrative Secretary						
Mudhimu (Mosque)						
<i>Others (please specify below)</i>						

CATEGORY	No. of Employees				Salary (Mrf)	
	Local		Foreign		Local	Foreign
	Male	Female	Male	Female		
<b>HUMAN RESOURCE</b>						
Human Resource Manager						
Assistant HR Manager						
In-house Trainer						
<i>Others (please specify below)</i>						
<b>ACCOUNTS &amp; FINANCE</b>						
Financial Controller						
Accountant						
Accounts Assistant / Billing Clerk						
Store Keeper						
Office Assistant						
Watcher / Security Guard						
Cashiers						
<i>Others (please specify below)</i>						
<b>FRONT OFFICE</b>						
Front Office Manager						
Assistant Front Office Manager						
Supervisor						
Night Auditor						
Reservation Manager						
Guest Relations Officer						
Airport Representative						
Receptionist						
Reservation Clerk						
Tour Guide						
Telephone Operator						
Bellboys						
<i>Others (please specify below)</i>						
<b>ENTERTAINMENT</b>						
DJ						
Entertainer						
Animator						
Assistant Animator						
Musician						
<i>Others (please specify below)</i>						

CATEGORY	No. of Employees				Salary (MRf)	
	Local		Foreign		Local	Foreign
	Male	Female	Male	Female		
<b>FOOD PRODUCTION</b>						
Executive Chef						
Pastry Chef						
Chef						
Assistant Chef						
Cook						
Kitchen Helper						
Pantry Boys						
<i>Others (please specify below)</i>						
<b>FOOD &amp; BEVERAGE SERVICES</b>						
F & B Manager						
F & B Cost Controller						
F & B Supervisor						
Head Waiter						
Waiter						
Barman						
Bar Helper						
<i>Others (please specify below)</i>						
<b>STAFF MESS</b>						
Cook						
Assistant Cook						
Kitchen Helper						
Waiter / Service Assistant						
<i>Others (please specify below)</i>						
<b>HOUSE KEEPING</b>						
Executive Housekeeper						
House Keeper						
Supervisor						
Head Room Boy						
Room Boy/Maid						
Tailor						
Laundry Assistant						
Island Cleaner						
<i>Others (please specify below)</i>						



CATEGORY	No. of Employees				Salary (MRf)	
	Local		Foreign		Local	Foreign
	Male	Female	Male	Female		
<b>OTHER SPORTS</b>						
Gym Instructor						
Outdoor Sports Coach						
Aerobics Instructor						
<i>Others (please specify below)</i>						
<b>CLINIC / HEALTH CENTRE</b>						
Doctor						
Nurse						
<i>Others (please specify below)</i>						
<b>SPA AND WELLNESS CENTRE</b>						
Manager						
Therapist						
Spa Receptionist						
<i>Others (please specify below)</i>						
<b>MALE' OFFICE</b>						
Manager						
Accountant						
Purchase Officer						
Secretary						
Receptionist						
Office Assistant						
<i>Others (please specify below)</i>						
<b>TOTAL</b>						

5. List the two jobs that you find most difficult to recruit Maldivians

- 1. ....
- 2. ....

6. List the two jobs that you find easiest to recruit Maldivians

- 1. ....
- 2. ....

7. Number of employees who hold a job related certificate:

8. If you provide in-house training how many are trained every year?

9. Do you sponsor your staff for training, overseas / local institutions?

- a.  yes
- b.  No

If yes, how many are sent every year?

to local institutions

to foreign institutions

10. What is your staff turnover rate? (number of leavers / average number of staff x 100 )

11. Which of the following benefits do you provide to all the local staff (*please tick*)

- Basic Health insurance
- Medical Allowance
- Service Charge
- Transport Allowance with annual leave

*Thank you!*