



A Message from



Brendan M. Keegan

Governor's Workforce Investment Board
Hospitality and Tourism Industry Leader



Thomas H. Hall

Co-chair
Hospitality and Tourism Steering Committee



Thomas G. Warren

Co-chair
Hospitality and Tourism Steering Committee

Welcome to the Maryland Hospitality and Tourism Workforce Summit. We are excited that you have joined us for today's gathering of industry, government and education leaders to discuss the future workforce needs for one of Maryland's growing industries.

Since its inception in 2005, more than seventy leaders from business, government, education and non-profit organizations have served on the Hospitality and Tourism Steering Committee. They gathered and evaluated information to form an accurate profile of the industry and workforce, and identified critical workforce issues that challenge the industry's ability to attract, hire, and retain talent. The industry steering committee's findings are published in the *Hospitality and Tourism Industry Monograph* which plays a central role in today's summit.

The steering committee is also responsible for this workforce summit. Today's program is designed to involve stakeholders like you in discussions which will further develop and prioritize workforce issues, and action recommendations. Our goal is to leave the summit focused on the most critical issues facing our industry and ready to develop an appropriate plan of action to address those issues.

We join the Department of Labor, Licensing and Regulation, and Gino Gemignani, Jr., chair of the Governor's Workforce Investment Board (GWIB), in thanking you for your participation and valuable work.

Have a productive day!



Hospitality and Tourism Workforce Summit

University of Maryland University College
The Inn and Conference Center
Adelphi, Maryland

Tuesday, January 23, 2007

Schedule-at-a-glance

- 7:00 – 8:00 a.m. Continental Breakfast
- 7:00 – Noon Registration
- 8:00 – 9:15 a.m. Opening General Session
Master of Ceremonies Paul C. Wolman
President and CEO, P.W. Feats, Inc.
- 9:15 a.m. Break
- 9:30 – 10:30 a.m. Industry Workgroups (concurrent sessions)
- Focus on Small Business Challenges in Recruitment, Training and Retention
 - Tapping New Sources for Workers and Expanding Others
 - Preparing the Emerging and Recycling Workforce
 - Creative and Collaborative Industry Practices for Recruitment and Retention
- 10:45 – 11:45 a.m. Repeat Workgroup Sessions
- 12:00 – 1:30 p.m. Industry Networking Lunch
- Keynote Speaker J.W. Marriott, Jr.
Chairman and CEO, Marriott International, Inc
- 1:45 – 2:25 p.m. Taking Action – Workgroup Reports
- 2:30 – 3:00 p.m. Keynote Speaker Emily Stover DeRocco
Assistant Secretary, U. S. Department of Labor
- 3:00 – 3:45 p.m. Next Steps with Industry Partners
- Closing Remarks



Hospitality and Tourism Workforce Summit

- 7:00 a.m. Registration and Continental Breakfast Registration Area
- 8:00 a.m. **Opening General Session** Auditorium
Master of Ceremonies – Paul C. Wolman
- Welcome and Opening Remarks
- George A. Shoenberger
CFO and Vice President Admissions
University of Maryland University College
- Gino Gemignani
Chair, Governor's Workforce Investment Board
- 8:15 a.m. Setting the Stage Auditorium
- Industry Initiative Process, Mission and Goals
Brendan Keegan, Governor's Workforce Investment Board
- Industry Profile, Economic Impact and Workforce Profile
Thomas Hall, co-chair Hospitality and Tourism Steering Committee
- Industry Workforce Issues
Thomas Warren, co-chair Hospitality and Tourism Steering Committee
- 9:15 a.m. Break
- 9:30 a.m. **Industry Work Groups** (concurrent sessions)
- Focus on Small Business Challenges in Recruitment, Training and Retention
Room Blue
Maryland's tourism and hospitality industry is a huge collection of small businesses. What can be done to help provide better access to qualified candidates, benefits and training? Review, discuss and prioritize recommendations on improved access to information and job candidates, tax incentives for or subsidized training,
- Tapping New Sources for Workers and Expanding Others
Room Red
Retiring baby boomers are leaving the workforce while competition for the shrinking number entry-level workers intensifies. What can be done to improve the availability of guest workers? How can the industry effectively reach and employ workers from non-traditional sources? How can the industry access willing workers challenged by housing or transportation availability? What practices and devices can be used to reduce the industry's dependence on human labor? Review, discuss and prioritize recommendations to tap non-traditional sources of workers.



Preparing the Emerging and Recycling Workforce

Room Yellow

What can Maryland industry and education do together to help students prepare for careers or receive industry-specific training? Review, discuss and prioritize recommendations about programs to promote career awareness, improve job-readiness skill training, and expand the number of students in occupational training.

Creative and Collaborative Industry Practices for Recruitment and Retention

Room Green

Image is purported to be a major recruiting challenge for the industry. What can we do collaboratively to promote the breadth of professional and rewarding opportunities? What creative and collaborative methods can be used to improve benefits? Review, discuss and prioritize recommendation suggested by the steering committee.

10:30 a.m. Break

10:45 a.m. **Repeat Work Group Sessions**

Focus on Small Business Challenges in Recruitment, Training and Retention (Blue)

Tapping New Sources for Workers and Expanding Others (Red)

Preparing the Emerging and Recycling Workforce (Yellow)

Creative and Collaborative Industry Practices for Recruitment and Retention (Green)

12:00 p.m. **Industry Networking Lunch**

Ballroom

Master of Ceremonies -- Paul C. Wolman

Welcome

Robert Seurkamp
Executive Director, Governor's Workforce Investment Board

Introduction of Keynote Speaker

Brendan M. Keegan
Executive Vice President, retired, HR, Marriott International, Inc.

Keynote Speaker

J.W. Marriott, Jr.
Chairman and CEO, Marriott International, Inc

1:45 p.m. **Afternoon General Session**

Auditorium

1:45 p. m. Taking Action

Master of Ceremonies: Brendan M. Keegan

Hospitality and Tourism Steering Committee panelist report on the discussions and prioritize strategies from the morning workgroups.



Charting New Directions

2:30 p.m. Keynote Speaker
Emily Stover DeRocco
Assistant Secretary, US Department of Labor

3:00 p.m. Next Steps with Industry Partners
Master of Ceremonies: Brendan M. Keegan

Department of Labor, Licensing, & Regulation
Maryland State Department of Education
Maryland Higher Education Commission
Department of Business and Economic Development
Office of the Secretary of State

Bernard Antkowiak
Mrs. Katharine Oliver
Ms. Judy Hendrickson
Mr. David Bahlman
Ms. Marian Harrison

Panelists respond to the recommendations presented by the hospitality and tourism steering committee, while outlining ways their departments can and may help the industry solve its workforce issues.

3:45 p.m. Adjourn



Keynote Speakers

J.W. Marriott, Jr.

Chairman and Chief Executive Officer
Marriott International, Inc.



J.W. Marriott, Jr. is chairman and chief executive officer of Marriott International, Inc., one of the world's largest lodging companies. His leadership spans 50 years, and he has taken Marriott from a family restaurant business to a global lodging company with more than 2,800 properties in the United States and 67 other countries.

Known throughout the industry as a lodging innovator and for his hands-on management style, Mr. Marriott has built a highly regarded culture that emphasizes the importance of Marriott's people and recognizes the value they bring to the organization. Today, approximately 143,000 Marriott associates serve guests throughout the world.

Mr. Marriott has also worked to compile a family of 18 lodging brands that range from limited service to luxury hotels and resorts. Today, the company manages and franchises hotels and resorts under the Marriott, JW Marriott, Renaissance, Bulgari, The Ritz-Carlton, Courtyard, Residence Inn, SpringHill Suites, Towne Place Suites, and Fairfield Inn brand names; develops and operates vacation ownership resorts under the Marriott Vacation Club International, The Ritz-Carlton Club, Grand Residences by Marriott, and Horizons brands; operates Marriott Executive Apartments; provides furnished corporate housing through its Marriott ExecuStay division; operates conference centers; and manages golf courses.

Mr. Marriott serves as a director of the Naval Academy Endowment Trust and serves on the board of directors of the National Geographic Society. He is a member of the U.S. Travel and Tourism Promotional Advisory Board, a member of the executive committee of the World Travel & Tourism Council and a member of the National Business Council. He is also chairman of the President's Export Council, a presidential advisory committee on export trade, and serves as chairman of the Leadership Council of the Laura Bush Foundation for America's Libraries.

Emily Stover DeRocco

Assistant Secretary of Labor for Employment and Training
U.S. Department of Labor



Since taking office in 2001, Ms. DeRocco has sought to transform the workforce investment system to meet the challenges of the 21st century global economy. As Assistant Secretary for Employment and Training, Ms. DeRocco is responsible for managing the country's public workforce investment system. Under her leadership the Labor Department has introduced a number of initiatives to engage business, education and the workforce system in developing the talent of America's workers.

Through the President's High Growth Job Training Initiative, Community-Based Job Training initiative and most recently, the Workforce Innovation in Regional Economic Development Initiative (WIRED), ETA is working to not only improve the public workforce system but also to transform the way local and regional economies approach workforce and economic development. Ms. DeRocco's belief is that we must integrate and leverage resources from the workforce system, education, and industry in order to prepare our workforce to be globally competitive in the 21st century.

Ms. DeRocco brings a wealth of experience to her position. In addition to high level federal positions serving Cabinet officers at the U.S. Department of the Interior and the U.S. Department of Energy



during the Reagan Administration, Ms. DeRocco spent over ten years as the Executive Director of the National Association of State Workforce Agencies.

Assistant Secretary DeRocco is a native of Pennsylvania. She graduated from Pennsylvania State University with a Bachelor of Arts degree in journalism and received her Juris Doctorate degree from the Georgetown Law Center in 1982. She was admitted to the Bar of the District of Columbia in 1983.

Master of Ceremonies

Paul Wolman

President and CEO, P.W. Feats, Inc.



Regarded as a pioneer in the special events industry, Paul's vision of the live experience has resulted in more than 25 years of work in the marketing, entertainment and event arenas. A former lawyer and advertising executive, Paul combined his many talents to form P.W. Feats, Inc. in 1985. Today, the firm employs 34 full-time professionals and produces innovative solutions anywhere in the world. Clients include Johns Hopkins Institutions, Crayola/Binney and Smith, Northrop Grumman, McCormick, Under Armour, L'Oreal Paris, Howard Hughes Medical Institute, and Black and Decker. P.W. Feats has been ranked one of the world's Top 50 Event Planning Companies for each of the three years of the ranking. A member of TEAMNET/World of Incentives, P.W. Feats, Inc. has alliance Partners in 17 cities in North America and in 30 offices around the world.

Paul, who is known throughout the industry for his innovative strategic approach and as someone always willing to lend expertise, has been recognized for his work by the International Council of Shopping Centers, Special Events magazine, and the International Special Events Society (ISES). Academies of Finance, IT and Hospitality + Tourism, named him Industry Leader of the Year, Event Solutions Magazine honored Paul with its first Samaritan Service award, and the Business Journal named P.W. Feats, Inc. small business Philanthropist of the year.

A founding member of ISES, he currently serves on the boards of GBC's Leadership, LINC, and the FANS board of the Baltimore School for the Performing Arts, and Co-Chairs the first National Academy Foundation High School, which named him the 2001 Industry Leader of the Year.

Speakers

Gino Gemignani

Senior Vice President, The Whiting-Turner Contracting Company



Gino Gemignani is the senior vice president responsible for business development at The Whiting-Turner Contracting Company. In addition to his leadership role at Whiting-Turner, he is actively involved in promoting and supporting organizations such as: the President's Advisory Council of the University of Maryland Baltimore County (UMBC), Collegetown Business Advisory Council, Alliance for the Mentally Disabled and the B&O Railroad Museum. He also serves as a board member or trustee of the following: the Engineering Advisory Board of UMBC, St. Mary's Seminary, Engineering Advisory Committee of Loyola College and the Emerging Technology Council. He has an Associate's degree in Construction Engineering from Baltimore Junior College and a Bachelor of Science degree in Physics from Loyola College. He is also a graduate of the LEADERship program of the Greater Baltimore Committee and Leadership Maryland. Mr. Gemignani received the Brother Bartholomew award from Mount St. Joseph High School, the Distinguished Alumni award from Baltimore City Community College, the Carroll Medal from Loyola College, the UMBC 2001 Engineer of the Year award and the 2003 Business Leader of the Year award from the Sellinger School of Business at Loyola. He is also a former chair of the



Baltimore County Workforce Development Council and the current chair of the Governor's Workforce Investment Board (GWIB).

Thomas H. Hall

President, Thomas H. Hall Company



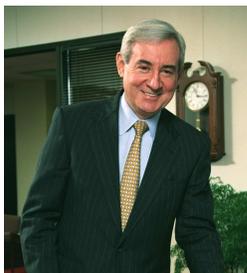
Tom Hall has over 35 years experience in business development and marketing with concentration in theme parks, water parks and consumer package goods. In 1971 Mr. Hall joined Six Flags Inc as corporate director of marketing. In 1983 Mr. Hall joined the Tierco Company as vice president of development and marketing to direct the marketing efforts of its three properties and to pursue growth opportunities through acquisition. In 1994, Tierco Company changed its name to Premier Parks Inc. Following Premier Parks, Inc.'s acquisition of the Six Flags parks in 1998, Mr. Hall served as vice president of corporate sponsorship and was responsible for generating over \$17 million in bottom line revenue for the corporation.

In 2000 Mr. Hall was named vice president of government relations, developing a company-wide government relations department to provide for the communication and timely proactive involvement on federal and state legislative issues affecting the company and the industry. He retired from Six Flags Inc. in 2004 to establish the Thomas H. Hall Company focused on marketing, real estate and resource development projects.

An active community member, Mr. Hall served as a board member of the Maryland Tourism Development and is a member of the Governors Economic Advisory Council, The Marine Management Association and the H.C.A.T. Institute, a school at A.A.C.C. He is an advisor on disability issues to the Federal Access Board. Mr. Hall is the co-chair of the GWIB Hospitality and Tourism Steering Committee.

Brendan M. Keegan

Executive Vice President, Marriott International Inc., retired



Until his retirement in 2006, after 35 years of service, Brendan Keegan was Executive Vice President, Human Resources, for Marriott International, Inc., retired. Mr. Keegan was appointed to this position in 1997 after serving in several executive positions. As executive vice president he was responsible for human resources worldwide, including executive succession planning, compensation and benefits, labor and employee relations, staffing and training. He also served as secretary of the Compensation Committee of the Board of Directors, Marriott International, Inc.

Mr. Keegan joined Marriott in 1971 as a management development instructor, and subsequently held senior positions in training, staffing, organization development, and human resource planning and development. In 1986, Mr. Keegan was named senior vice president, human resources, of the newly created Marriott Service Group. This business group consisted of restaurants, contract food services, airline catering, airport food services, and the newly created lodging brand, Courtyard by Marriott.

A graduate of the National University of Ireland in philosophy and psychology, Mr. Keegan also holds a B.D. degree in Divinity from Clonliffe College in Dublin and an M.A. degree in adult education from the Catholic University of America.

Mr Keegan has served on advisory groups to several institutions including the University College at the University of Maryland, and the Kogod School of Business at the American University. As executive vice president of human resources at Marriott, he served as a member of the boards of the Human Resources Policy Association and the Employment Policy Foundation, and has participated in several other human resource forums. In 2004 he was appointed to the Governor's Workforce Investment Board and currently serves as the leader for the Hospitality and Tourism Industry.



Kathy Oliver

Assistant State Superintendent, Division of Career Technology and Adult Learning
Maryland State Department of Education



Mrs. Oliver was appointed to her current position in 1989 and is the nation's most senior State Director of Career Technology Education. The division's products and services help school systems, community colleges, and community-based organizations prepare students of all ages for success in careers and lifelong learning through career and technology education and adult literacy programs. The division also has responsibility for education in the State's adult and juvenile correctional facilities. She is the current President of the National Association of State Directors of Career Technical Education Consortium. Mrs. Oliver has an MS Administration and Management, Hood College in Frederick, Maryland and a BA History, College of Notre Dame, Baltimore, Maryland.

Robert W. Seurkamp

Executive Director, Governor's Workforce Investment Board



Mr. Seurkamp has more than 30 years of experience in business management and consulting on all levels most recently as president of RWS Consulting, Inc. in Baltimore. His areas of expertise include higher education, labor relations, strategic planning, and human resource management. Mr. Seurkamp's professional career has been distinguished by nearly 25 years with Xerox Corporation, where his contributions were recognized internationally. The last position he held at Xerox Corporation was Manager of Multinational Customer Service Strategy and traveled extensively both domestically and internationally. Additionally, his business acumen prepared him to be a successful owner and operator of a small business in upstate New York.

Mr. Seurkamp is a member of the Board of Trustees for the Caroline Center in Baltimore and on the Board of Directors for the Maryland Institute for Workforce Excellence, Chair of the GWIB Sub-Cabinet, a member of Maryland Rehabilitation Council, the Maryland State Chamber of Commerce, Maryland Economic Development Association, and the Maryland Regional Manufacturing Institute. He holds a Bachelor of Science degree from Empire State College in Rochester, New York and a Certificate in Labor Management Studies from Cornell University.

George A. Shoenberger

Vice President for Administration, University of Maryland University College



George A. Shoenberger has been with the university since February 2004. Mr. Shoenberger's experience in higher education administration is substantial and diverse. He began his professional career at Towson University, where he managed student union, parking, procurement, and administrative services operations. The majority of Mr. Shoenberger's time in higher education was spent at the University of Maryland, Baltimore (UMB). There, Mr. Shoenberger was responsible for UMB's procurement and contract management functions. For nearly 15 years Mr. Shoenberger represented the University System of Maryland before the Maryland Board of Public Works. Mr. Shoenberger has a degree in business administration from Frostburg State College and an MBA from the University of Baltimore.



Tom Warren

Regional Director Operations, Morrison Healthcare Food Services



Mr. Warren is Regional Director Operations for the Morrison Healthcare Food Services. For more than 30 years Tom has held senior leadership positions with Fortune 1000 hospitality and food services firms. He has had P&L accountability for organizations ranging from \$1 million to \$320 million with over 750 managers. Tom credits his business success to his ability to develop strong teams of leaders and managers, moving easily between the dish room and the boardroom. Tom holds degrees from both the Culinary Institute of America in Culinary Arts and the University of New Haven in Hospitality, Restaurant and Tourism. Mr. Warren is the co-chair of the GWIB Hospitality and Tourism Steering Committee.

The Hospitality and Tourism Workforce Summit was made possible by the following generous sponsors:

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Governor's Workforce Investment Board
Maryland Tourism Education Foundation
Party Cloths, Inc.



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