
AN ASSESSMENT OF HUMAN RESOURCE TRAINING ACTIVITIES AND SUSTAINABILITY INITIATIVES IN GHANGARIA TOURISM REGION OF UTTARAKHAND

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Abstract

Uttarakhand has seen a huge development in the number of tourists (both international and domestic) visiting pilgrim, adventure, leisure, rural and other new niche products and destinations. The same have made locals and activists question facts on the sustainability of tourism activities in the state. In this study, the authors have established research applications to find out the relation between human resource management in a tourism destination and sustainability initiatives. For this purpose, the authors have conducted field surveys in the Ghangaria Tourism Region of Uttarakhand. The results highlight the need of combining aspects of sustainability in human resource developmental actives in the region. The current research has implications on HRM in tourism destinations and to the related stakeholders. Further investigation is necessary to explore post-training implications related to sustainable tourism aspects in these regions.

Keywords: Human resource, sustainable, Ghangaria, sustainable tourism, HR training.

Introduction

Tourism is not only Uttarakhand's main service sector but also a major job provider and important source of foreign exchange that dominates the state's net income. Tourism has become one of the largest and fastest-growing industries. High growth rates and developments, as well as significant foreign exchange inflows actively affect various sectors of the country's economy, making it a national priority. Undoubtedly, it generates significant

income, provides millions of jobs, supports communities, and helps maintain and improve critical areas. Believing this idea, the Uttarakhand State's leading political body and main body, the Uttarakhand Tourism Development Board (UTDB), is committed to promoting tourism stakeholders: society, people and the environment. Sustainable tourism planning and development is one of the important issues to consider when achieving a positive tourism effect at a specific location, as outlined in the state's master plan. It has been observed that the public and private sectors of the state are actively engaged in tourism development and paying great attention to providing quality services to visitors. Jim Corbett National Park is a prime example of sustainable tourism development where locals recognize the value of systematic tourism development. However, many tourist destinations, such as Mussouri, Nainital, Badrinath and Kedarnath, continued to develop tourism without proper planning due to the massive flow of visitors and pilgrims. When planning, the economic and financial interests of the public and private sectors should be taken into account as well as the interests of the residents of the tourist destination. Taking these aspects into account, the overall tourism structure of Uttarakhand is divided into 7 zones. It focuses on economic and social considerations, land use policy and zoning control, environmental issues, infrastructure development, employment issues and public service provision. Government tourism plans are usually associated with investment objectives that include various aspects of product development, construction and design, financial feasibility, marketing, management and operations.

As regards human resource development in the tourism and hospitality sector, Uttarakhand tourism development is all set to initiate major steps as mentioned below.

- Diploma and certificate training programs are conducted in the hotel and restaurant management institute, Dehradun. Training academies will be developed for specialized activities such as extreme sports, aerobics, water sports, etc. in this area.
- Tourism awareness programs and short-term training will be arranged in tourism-related specialized activities and services such as catering, fruit preservation, cooking, and management. The fee-based facility, managed by STD equipped with a tourist information centre, activities related to crafts/souvenirs for unemployed graduates.
- Special training programs are developed for local women and youth in areas such as extreme sports, hiking, etc. will be implemented with the participation of the private sector as well as experts.
- Private sector participation in training programs and the establishment of training institutions will be encouraged.
- As part of the capacity building programme, the government launched the Hunar se Rozgar programme for young people in Uttarakhand. Short courses in office, kitchen and accommodation operations are offered at IHM, Dehradun.
- Training of guides/accompanists, carriers, carrier orientation, study trips for UTDB officials, language skills have also been provided in the UTDB master plan.

This study is focusing on human resource development or training activities in the Ghangaria tourism region of Uttarakhand and it is related to the sustainability initiatives and activities of the region. The authors have collected data using both primary methods (field survey) and secondary resources. And the study results highlight the connection between human resource management activities and sustainable goals. Especially the importance of considering sustainability in human resource management. The research has further implications for all human resource stakeholders in the Ghangaria tourism region of Uttarakhand and other similar tourist destinations around the world.

Literature Review

Many researchers and scholars find evidence that tourism planning and development, along with systematic planning and execution, is linked with sustainable resources, land use patterns, and the impact of tourism and related activities on host communities. (Jafari, 1987; Inskeep, 1994; Gunn, 2002; Smith, 2000; Batta, 2000; Parker, 2001; Bagri, 1994). Scientific research has certainly contributed to improving the quality of tourist facilities and resource attractions and has increased the social and economic benefits of the community through community development (Bujold, 1995; Krippendorf, 1982; Lovel and Feuerstein, 1992). Similar thoughts have been expressed by Sharpley and Sharpley, 1997; Bajracharya, 1992; Bramwell and Lane, 1993; Chatterji, 1997; Harvey, 1992; Sreedhar, 2005; Smith, 2000; Levy, 1997; Holland and Crofts, 1992; Pigram, 1993; Ritchie, 1993; Jamal and Getz, 1997; Fromica, 2000; Hall and Lew, 1998 to involve stakeholders in rural tourism development for economic development (Ennew, 2003; Crompton, 1999; Stynes, 1999; Fletcher, 1993; Fleming and Toepper, 1990; Wilson, 1998; Jodha, 1992). To quote Gunn and Var (2002) tourism expectations/satisfaction depend on visitor satisfaction, sustainable use of resources and community integration across different regions, destinations and locations. Tourism, the environment and sustainable development are closely linked to providing infrastructures such as increased transport capacity and better prospects for attracting resources to specific regions. (Butler, 1991; Shaw and Williams, 2002). Evidence shows that the areas of policy, planning, and development usually revolve around issues related to underdeveloped countries. (Britton, 1982; Jenkins, 1980) which differ somewhat from that in developed, western societies (Shafi, 1986). Different tools and approaches suitable for planning and development are relevant to the marketing and advertising aspects of any destination/attraction. (Kaczka and Schleusner, 1980) at different level (Sain, 2004). There is usually a lot of detail about tourism planning and development, but (Inskeep, 1987; Gunn, 2002; WTO, 1994), the specific problem of rural tourism management has been largely overlooked in the tourism literature until recently. To ensure a unified structure of the tourism system, it is necessary to systematically integrate marketing into the planning and development process at the regional and destination level. (Page and Connell, 2006; Heeley). A literature review by Smith (2000) and Singh and Singh, (2000) indicates that the national tourism development plan implemented by the national tourism authority is the basis for the integration and management of various levels of tourism development. Krippendorf (1982) Challenged the simple terms of the financial purpose for tourism improvement and argued

that tourism planners want to reply to a huge variety of financial and social desires as a manner in preference to a product. Keeping in view the sizeable vista of tourism merchandise provided with inside the types of bodily and cultural landscapes, ethnic culture, artwork and architecture; history and lifestyle, there is a wide scope of their holistic tourism development (Singh, 1976; Trozig, 1989; Norton, 1989). Mazanec and Alkier (1985) it has been emphasized that integrated tourism planning is a coordinated approach in which all decision-makers are involved. (Timothy, 1999; Wall, 1995). Papola and Sharma (1999); Banskota et al., (1998) broadly examined mountain tourism-related policies in Nepal, India and Pakistan. Goodwin (1995) correctly points out that more and more policy measures are needed to ensure that tourism development meets the needs of both the local population and the environment. (Swain, 1995). In one of the studies carried out by Kaur (1985) it can be seen that the tourism industry has grown steadily since India's independence, and its cultural properties are well preserved in an appropriate form. Much research on tourism in the Himalayas has focused on tourism and the environment, or the impact of tourism on its natural components. (Singh, 1989). Kuniyal et al (2004) based on appropriate geological and ecological data and other scientific knowledge, it is pointed out that unplanned tourism activities can lead to destruction instead of contributing to the development of the area. He also said that planning tourism in an environmentally sound manner requires in-depth knowledge of the dynamics of tourism planning and development. The tourism literature also proposes a holistic tourism development model that can be linked to poverty reduction. (Ashley and Roe, 2002; Ashley, Boyd and Goodwin, 2001). Though many research and literature volumes are of immense help to have a clear understanding of tourism planning and development, resource attractions, effective marketing and human resource development, training and overall personal management, there is plenty of room for further research work to be carried out on how human resource management in tourism destinations are related to sustainability or sustainable tourism.

Methodology

This research is based on sustainable planning and development in many places with completely different environments, ecology, socio-cultural patterns and economies. Attempts have been made to develop an effective methodology that takes into account all types of data from all available sources available within specified limits to obtain reliable and reliable data. The basic structure of data collection and analysis was as follows.

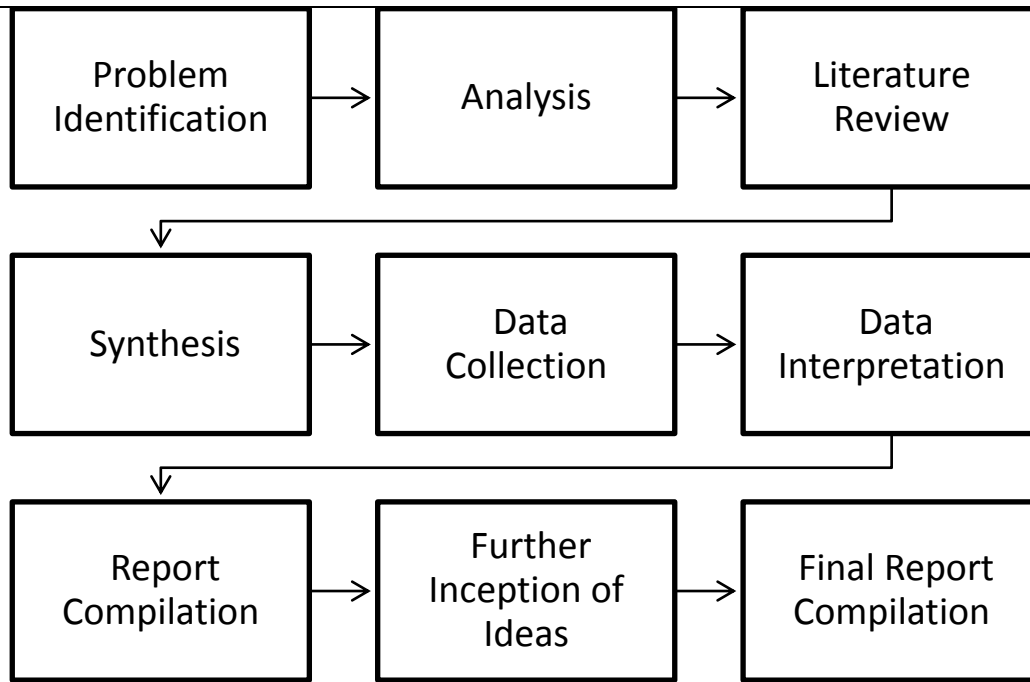
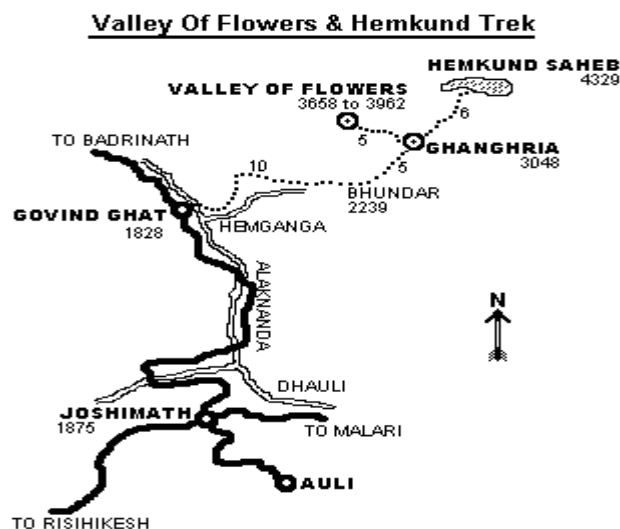


Fig 1.1. Structure of data collection and analysis. Source: Authors.

For data collection, the authors have used primary data sources like interviews, field surveys, observation etc. Major secondary sources include government reports, local body meeting reports, books & manuals on region tourism developmental activities, related journals and published articles, recent NGO reports and other valid sources.

About the study area Gangaria, is a small village or destination about 6 km away from the Valley of Flowers, a national park famous for its variety of flowers, on the way to Hemkund Sahib, a popular pilgrimage site for Sikhs. It is located in the northern Himalayan ridge at an altitude of 3049 meters in the Indian state of Uttarakhand.



Map 1.2. Valley of Flowers and Hemkund Trek Map. Source: Rishikesh tourism.

Discussion

Tourism planning is important in specific concern of Himalayan State of Uttarakhand because it provides a common vision, direction and commitment for sustainable tourism which are the result of participation of many representatives. Representation may be in the form of Public-Private Partnership or either by rooting financial benefits into economy through NGOs or other Not-for-profit organizations. In Uttarakhand, bodies like GTZ (German Technical Cooperation Group) and Asian Development Bank (ADB) are assisting government to guide and regulate tourism development efficiently and effectively. The vision of destination development and planning in Uttarakhand includes many different forms of planning such as economic development planning, land use planning, infrastructure planning, and social services planning and involves many groups with different perspectives including self-help groups, private investors and developers, knowledge institutions and local communities.

In Uttarakhand, tourism planning is undertaken for specific region/destination/site in order to integrate resource attraction for the ultimate benefits of local residents. Initially, tourism planning and development of Uttarakhand State is undertaken by UTDB and it involves physical planning, development of transportation network, formation of individual committees for each resource attraction, establishing of service standards, investment policy, tourism education and training and marketing of tourism products and attractions. Like for the development of Char Dham and another pilgrimage tourism promotion body named Badri-Kedar Temple Development Committee (BKTDC) was established whereas for the development of ecotourism, Ecotourism Corporation is all set to spread its wing for the holistic development of off-beat destinations under the Department of Forest, Govt. of Uttarakhand. Department of Forest has played a significant role in ecotourism planning and promotion and its best example can be witnessed on Mussorie-Dhanaulti-Kaddukhal travel circuit where ecopark, eco trails, ecocottages, and eco villages have been promoted by local ecotourism committees running in joint collaboration with Dept. of Forest, Govt. of Uttarakhand.

Human resource management is the development of policies, processes and management approaches aimed at developing human potential and using it to achieve organizational goals. There are several ways to describe the culture, policies and processes that must be implemented and actively implemented to achieve best practices in human resource management. Most tourist destinations rely on natural and human resources for tourism. The value of sustainable tourism provides economic opportunities for communities and businesses while conserving and protecting natural and human resources. Sustainable tourism guidelines and management practices apply to tourism of all types and sizes. Any community and any business can implement a sustainable development strategy. According to an ILO study, the travel and tourism industry (with a fraction of the hotel sector) employs around 238 million people worldwide, accounting for 8.4% of total global employment (i.e. 1 in 11.9 jobs), according to an ILO study. 9.9 people are created. Percentage of world GDP.

Employment in the T&T industry is expected to grow to approximately 296 million by 2018, strengthening its position as a major global employer. It is important to ensure that the tourism industry has a sufficient number of professionally trained and qualified management personnel to meet the needs of the future. Hunan's resource policy should also ensure the availability of education and training programs and materials to meet tourism demand. The main goal of mountain development is not only to strengthen human resources through education, health and productivity, but also to overcome existing processes of inequality and exclusion that prevent women and men, especially socially marginalized groups. It should start by giving them the means to express their concerns and make strategic choices. Good governance is essential to creating and maintaining niche mining opportunities. Local government investments in mountain development and the well-being of mountain people should be seen as payments for environmental services provided by mountain regions, not subsidies in the traditional sense (Banskota, 2005). Mountainous regions and their communities are weak actors in unequal global competition, but are nevertheless integrated into the global system, regardless of ability or training, and under determined conditions without participation or consultation (Jodha, 2005). The field of human resource development recognizes that learning, education and development are distinct but interconnected domains. As previously discussed, learning is the acquisition of useful skills and knowledge for a particular occupation. By raising the level of education and awareness of tourism and hospitality, the necessary professional standards can be achieved, challenges of growth and development can be overcome, and the future promise of safe and satisfactory employment, high productivity and profitable investment in tourism can all be achieved realized. Tourism development requires a variety of HR strategies that target tourism industry employees, host communities and tourists, and are supported by sustainability concepts and practices. The foundations of sustainable development, work culture, work ethic and work methods are the basis of sustainable development of tourism. There are several technical skills in the transferable capacity building plan to the villagers of the destination, and the proposed service provider planning model is shown in Table 1.1.

Modules (identified training needs)	Duration (hours)	Course contents/training requirements	Institutional Support	Type of Training
Basic Touristic etiquettes and training to homestay accommodation units	30	Tourist welcome, behavioral knowledge, general outlook, mannerism, general education, language skills, hygiene, food preparation, menu planning, layout of guest room (ambience and surrounding)	CMTHS, Hotel Management Institutes in Dehradun	Formal: Language Training Informal: Hygiene and Cleanliness in the household
Food preparation services (local)	30	Upkeep of food area, service delivery mechanism, quality and	CMTHS, Hotel Management Institutes in	Informal: Menu Planning (type of meals, purchasing in

Garhwali Cuisine)		quantity, carrying and cleaning utensils, handling tourist desires, hygiene, menu planning	Dehradun	bulk, ingredients required, budgets). Customer service (dealing with people, understanding different cultures, dealing with problems) Aspects of hygiene (preparation, storage) Food preparation (cooking, presentation, taste, volume)
Basic Course on Self Help Groups (SHGs)	15	Voluntary and active participation modules, training and development, workshop and training, fam trips, social mobilization	Himalayan Action Research Center (HARC), Premier NGOs working in the valley.	
Pastry, Bakery and Confectionery Courses	60	Identification of local cereals, storing, mixing and decorating snack item, preparing breads, buns, cakes, and biscuits	Government Polytechnics based at Srinagar Garhwal.	
Ecotour Guide	30	Preparing for a tour, caring for customers, leading a tour group, giving a commentary, answering questions, using appropriate words, coordinating with other people, <ul style="list-style-type: none"> • Language skills • First aid and safety • Birds and local culture • Canoeing skills • Tour preparation • Group management • Communications and customer relations 	Department of Employment and Training, Government of Uttarakhand (through ITI;s) & CMTHS	Formal <ul style="list-style-type: none"> • Language first aid & customer service • Tour itinerary preparation • Group management Informal <ul style="list-style-type: none"> • Practical experience in the field
Capacity Building of Van Panchayat members	60	Joint forest management, Environmental Auditing, Environmental Impact Assessment, Rulers and	Forest Research Institute, District Forest Office, New Tehri	

		Regulations, climate change, global warming, eco-tourism, sustainable tourism development, monitoring		
Short term training course/programs for Hoteliers	50	General outlook, mannerism, general education, language skills, hygiene, food preparation, menu planning, layout of guest room, sanitation, health and safety	CMTHS, Hotel Management Institutes in Dehradun	
Ancillary Training	30	Construction/Building Skills. Awareness and understanding of cooperatives and their process. Caretaker	HARC, Environmentalist, Botanists, Ornithologist, National Park officials	Informal <ul style="list-style-type: none"> • Relevant guidance and training for infrastructure projects. • Bird identification , and site and species monitoring for community rangers and van panchayats

Source: Study conducted by Tourism Department, Garhwal University for Ministry of Environment and Forest (MoEF).

Teaching and learning should be cooperative and fun. Short lectures and many small group sessions are needed to better understand the concept. In order to maximize the benefits to the host country's economy, training of trainers at the local level should be a priority. Vocational training provided by Industrial Training Institutes (IITs) combines local natural products with craftsmanship to help create a route to off-the-shelf, homemade, raw food products that can serve as souvenirs, value-adding souvenirs to tourists. This could be to the product their vacation. Additional training is needed immediately so that local residents (actual managers of ecotourism sites/destinations/products) can realize the value of farmland through vocational training. Staff training is very important when managing visitors. Well-trained staff is an important asset in providing a seamless service to visitors year-round. During peak periods, employees may generate additional workloads, but during inventory periods, employees may become discouraged. It's a good idea to record your busiest times so you can plan ahead for the people you need. Naturally, the company's environmental policy should not be influenced by its employees. If your staff fully understands how you treat the environment. The result is motivation and self-esteem. This means that employees will

deliver real value while improving and controlling the quality of service as public expectations grow and evolve. Two major obstacles to tourism development are a trained workforce and a lack of awareness. As the tourism industry is a service industry, a high level of professionalism and training is required. However, this can be lacking on many levels, especially in informal and value-added services. Imagine a situation in which the manager of a hotel cannot tell tourists about the city's main attractions or to drivers who do not know the route. Lack of awareness is another aspect of tourism. Awareness also includes knowledge of the impact tourism has on people's daily lives. Tourism-related attributes: gain or loss, etc. Very often, people who work in one sector of tourism are unaware of the impact of services or work with other services. The plan considers both the type and number of vacancies that need to be filled and the preparation to fill these vacancies. The four phases involved in workforce planning are i) assessing available workforce and training, ii) forecasting future workforce needs, iii) evaluating human resources, and iv) developing education and training programs.

Assessing Available Workforce and Training

The first step is to conduct research on the available human resources working in the tourism sector. Surveys of current employment should include occupational classification by age, gender, education, national origin, number and characteristics of employees. When there are specific issues or identified needs, such as insufficient qualifications and insufficient training for positions held or high employee turnover. The attitude of the employee towards the job should be evaluated. If there is a seasonal factor in the employment, the survey must identify that factor in the pre-existing factor and the investigation must identify the factor in the existing program offered by the tourism business and conduct an investigation and evaluation. This will provide important information for reference data at a later stage in determining the necessary programs and institutional development of education and training.

Forecasting Future Workforce Needs

National and regional headcount forecasts are based on forecasts of tourist arrivals, types of accommodations, and other facilities and services needed. A common way to determine total employment is to establish a ratio of the number of jobs to housing, including direct employment in hotels and other tourism services and establishments. If this figure is needed, a factor can be applied to indirect employment in tourism. The type and level of housing demand as well as the type of tourism will affect other employment. Tourism requires more guides and drivers than beach tourism, and beach tourism and sea tourism require specialized professions such as lifeguards, dive guides, sports fishing operators, etc. Employment needs depend on the recommended organizational structure and the type and extent of government intervention.

Evaluation of Human Resource.

An assessment should be made to determine the need for key human resources to be trained in tourism among the total human resources available now and in the future. When evaluating

human resources, special socio-cultural evaluations should be considered. (ie. the attitude of the people working in tourism especially in accommodation and catering services. If these considerations are expected to present constraints on the availability of manpower there may be a need for public education to change the attitudes of special techniques applied to accommodate the constraints).

Developing Education and Training Programs.

Formalization of education and training programs should state the job description and qualifications of the employee for each occupational classification. Job descriptions should be specific in terms of the skills required, often requiring language skills and a level of responsibility. Incomplete education and training plans, different types of education and training must be considered. Some of them are listed below.

- On-the-job training in workplaces such as hotels and restaurants.
- Short courses on various aspects of tourism. Designed for new items or upgrades of existing skills.
- A regular vocational training program of one and a half, one, two or three years, usually in a hospitality and tourism facility or multi-program vocational school.
- Full-time college degrees, undergraduate and graduate programs. Hospitality, tourism or transportation staff.
- Study tours that include visits to non-examples of tourism development and activities (e.g. resorts, hotels and attractions), meeting with tourism officials and management at various locations.
- Communication courses that can be used in all sectors including hotels, catering, travel agencies and tourism management.

According to the National Tourism Commission (NCT), the current tourism education system has several shortcomings in terms of quality. There is a shortage of qualified and qualified personnel and research personnel. This is simply because teaching tourism is a relatively new discipline. Tourism investors from domestic, foreign and NRI are encouraged to invest. These investments will primarily benefit the construction of star-rated hotels and resorts for the creation of golf courses, ecological parks, amusement parks, cable cars and winter sports projects. It will seek financial support from international financial institutions such as the World Bank and the Asian Development Bank (ADB). Higher-level educational programs such as degrees and degrees will be offered at the Institute of Hotel Management, the Institute of Culinary Arts and the Management of Tourism. A variety of short-term tent training programs will be organized in the area, such as restaurant work, catering, food preservation, tourism awareness, leadership skills, culinary arts, information center work and more state. The country's economic activity intensity is low. The tourism industry has emerged as the biggest opportunity provider. Table 1.2 shows that the upcoming trend of new hotel projects in the region is expected to create a multiplier of 6,889 jobs in next five years. The table also shows the full profile of accommodation services in major destinations in Garhwal. According to the table, the total number of homes in the main destinations is 1,190 units, the

total capacity is 75,500 units, and the total workforce is 1,075,750 people. According to the table. The work-per-room ratio is approximately 1:1.5 and further growth can be expected over the next few years at the same rate.

Table 1.2. Job Opportunities Available in the Accommodation Units in Garhwal Region (2001/2002)

Place	Accommodation Units	Total Rooms	Jobs/Room Ratio	Deployed Manpower (Skilled & Non Skilled)	Required Skilled Manpower (1/20 of Total)	Projected Skilled Manpower
Dehradun	50	5000	1:1.5	5000	250	450
Mussoorie	200	20000	1:1.5	30000	1500	1600
Kotdwara	50	1000	1:1.5	1500	75	175
Tehri	10	500	1:1.5	750	37.5	138
Uttarkashi	100	2000	1:1.5	3000	150	250
Guptkashi	20	400	1:1.5	600	30	130
Rishikesh	200	10000	1:1.5	15000	750	850
Haridwar	200	15000	1:1.5	22500	1125	1225
Srinagar	50	2000	1:1.5	3000	150	250
Pauri	30	1000	1:1.5	1500	75	175
Badrinath	50	2000	1:1.5	3000	150	250
Kedarnath	30	1000	1:1.5	1500	75	175
Yamunotri	10	500	1:1.5	750	37.5	138
Gangotri	10	500	1:1.5	750	37.5	138
Vishnuprayag	10	200	1:1.5	300	15	115
Karanprayag	50	1000	1:1.5	1500	75	175
Rudraprayag	50	1000	1:1.5	1500	75	175
Devprayag	10	200	1:1.5	300	15	115
Joshimath	50	2000	1:1.5	3000	150	250
Ukhimath	10	200	1:1.5	300	15	115
Total				105750	4789	6889

Source: Uttarakhand Tourism, Dehradun.

Table 1.3. Assessing Accommodation Structure at Ghangaria

Name of the Units	Number of the Rooms	Bed Capacity	Manpower Involved
Priya Lodge	10	20	8
Gangotri Lodge	7	24	10
Himalaya Lodge	28	80	12
Krishna Lodge	12	24	3
Himlok Travel Lodge	6	10	4
Gurukripa Lodge	18	50	10
Kuber Lodge	30	80	18
Murrey Lodge	14	40	4
Deepal Lodge	16	52	5
Gurdwara		5000	40
Forest Guest House	2	4	1
GMVN	10	38	18
Chauhan Lodge	18	60	4

Source: CMTHS, Garhwal University, Srinagar.

The results show that illiteracy rates are 63% and 39% of the total population of Govindgakt and Ghangaria respectively. In addition to literacy, other aspects were also considered, including the proportion of the local population employed in tourism and related businesses. Table 1.4 shows that Ghangaria and Govindghat are mainly dependent on tourism, albeit with very small stopovers, whereas Joshimath's dependence on tourism is quite low. As agricultural land use continues to decline along with agricultural productivity, the level of the current agricultural profession is declining. The region saw a steady decline of 20-30%. Locals continue to use traditional farming methods and grow traditional crops. This is not the best indicator of the development of tourism, but the place is best for the development of gardens and floriculture. A very limited number of local residents choose it, and the limited farmers who do this are partially or completely unaware of the various floriculture methods.

Table 1.4. Social Demography of Various Places En Route to Valley of Flowers Trek

Place	Total Population	Literacy (%)	Average Literacy Level	Major Occupation	Employed in Tourism and Related Fields (%)	Tourism Awareness
Govindghat	200	63	High School	Agriculture	87	Nil
Ghangaria	33	39	High School	Agriculture	82	Nil

Source: Center for Mountain Tourism and Hospitality Studies, Garhwal University, Srinagar.

Conclusion

A systems approach is applied to workforce planning to ensure that the right people do the right job at the right time. This is especially important in tourism, as it is a kind of service where most of the success depends on the human resources and the quality of the people who work in the tourism industry. Tourism workforce planning is a professional activity that must be undertaken by education and training professionals, but tourism planners must be aware of the main methods used. The approach to human resource planning in tourism should be structured for people of all types and levels involved in tourism. , regional, national, local government, tourism, administration, administration, catering, lodging, travel and travel arrangements, operations, related tourism facilities and services, such as public and private, personnel training carried out by the organization if it involves the operation of services. The study has established the need for the inclusion of sustainability aspects in human resource management activities or training. Considering both together we can ensure the success of sustainable tourism initiatives. Especially in rural areas like Ghangaria or developing nations like India. Further work to improve on these new developments in human resource development and substantiality is suggested.

Disclosure Statement

No potential conflict of interest was reported by the authors.

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