



Employer Programme for Hospitality and Tourism (EPHT)



Erasmus+



*Multiplier Event -
INTERNATIONAL WORKSHOP FOR EDUCATIONAL
INSTITUTIONS*

Dates of Event: 17th and 18th of October 2018



5 Intellectual Outputs



1. European Needs Analysis
2. Best Practices Guide
3. Recommendations Report
4. Operational Manual
5. Platform



Development of a strong and effective partnership through



- A thorough analysis of the needs of relevant stakeholders (Hospitality and Tourism businesses, tertiary level educational institutions, students, policy makers and opinion leaders) in the countries of the consortium
- A recommendations report
- An operational manual



European Needs Analysis



Objectives of the report



- ❖ To deeply understand the current situation in the three countries participating in the research (**CY**, **GR** and **FIN**), regarding employer engagement, relevant programmes, etc. in the H&T sector
- ❖ To identify the needs for an Employer Programme in the sector of Tourism and Hospitality
- ❖ To identify commonalities and differences between the countries
- ❖ To identify and elaborate on the understanding, desires and priorities that various stakeholders have concerning an Employer Programme in H&T



Methodology & Sampling



- Conducted between November 2016 to February 2017
- Implemented in three phases
- The analysis included in-depth, mixed – methodology research (qualitative and quantitative)
- Sequential methodology in terms of implementation



Sequential Implementation



- Focus groups
- Semi-structured interviews
- Questionnaires
- The results were analysed in each country and separate reports were produced - ***National Needs Analysis***



Sampling - details



- an equal representation of all types of stakeholders from all the countries involved
- Other criteria:
 - gender
 - different backgrounds and positions such as managers, employees, owners, faculty members, administrative personnel, current students and graduates



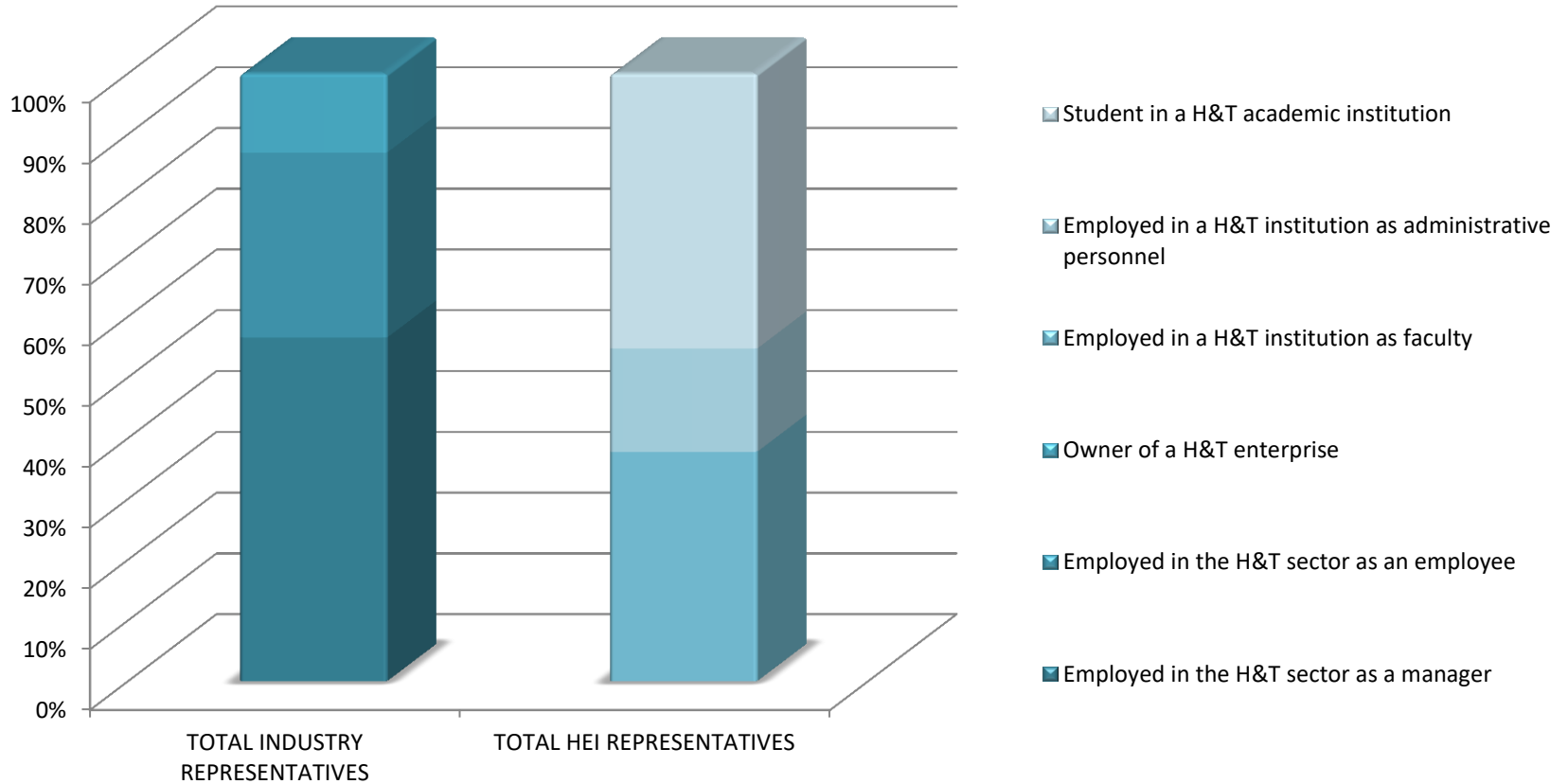
Sample distribution (focus groups) in terms of gender and occupation



SAMPLE DISTRIBUTION IN TERMS OF GENDER AND STAKEHOLDER TYPE	GREECE	CYPRUS	FINLAND	TOTAL	TOTAL %
N (total number of participants)	12	14	8	34	100
Male	6	7	2	15	44
Female	6	7	6	19	56
Employed in the H&T sector as a manager	3	5	1	9	26
Employed in the H&T sector as an employee	2	3	0	5	14
Owner of a H&T enterprise	0	1	1	2	6
TOTAL INDUSTRY REPRESENTATIVES	5	9	2	16	47
Employed in a H&T institution as faculty	2	2	3	7	20
Employed in a H&T institution as administrative personnel	2	1	0	3	9
Student in a H&T academic institution	3	2	3	8	24
TOTAL HEI REPRESENTATIVES	7	5	6	18	53



Sample distribution (focus groups) in terms of occupation



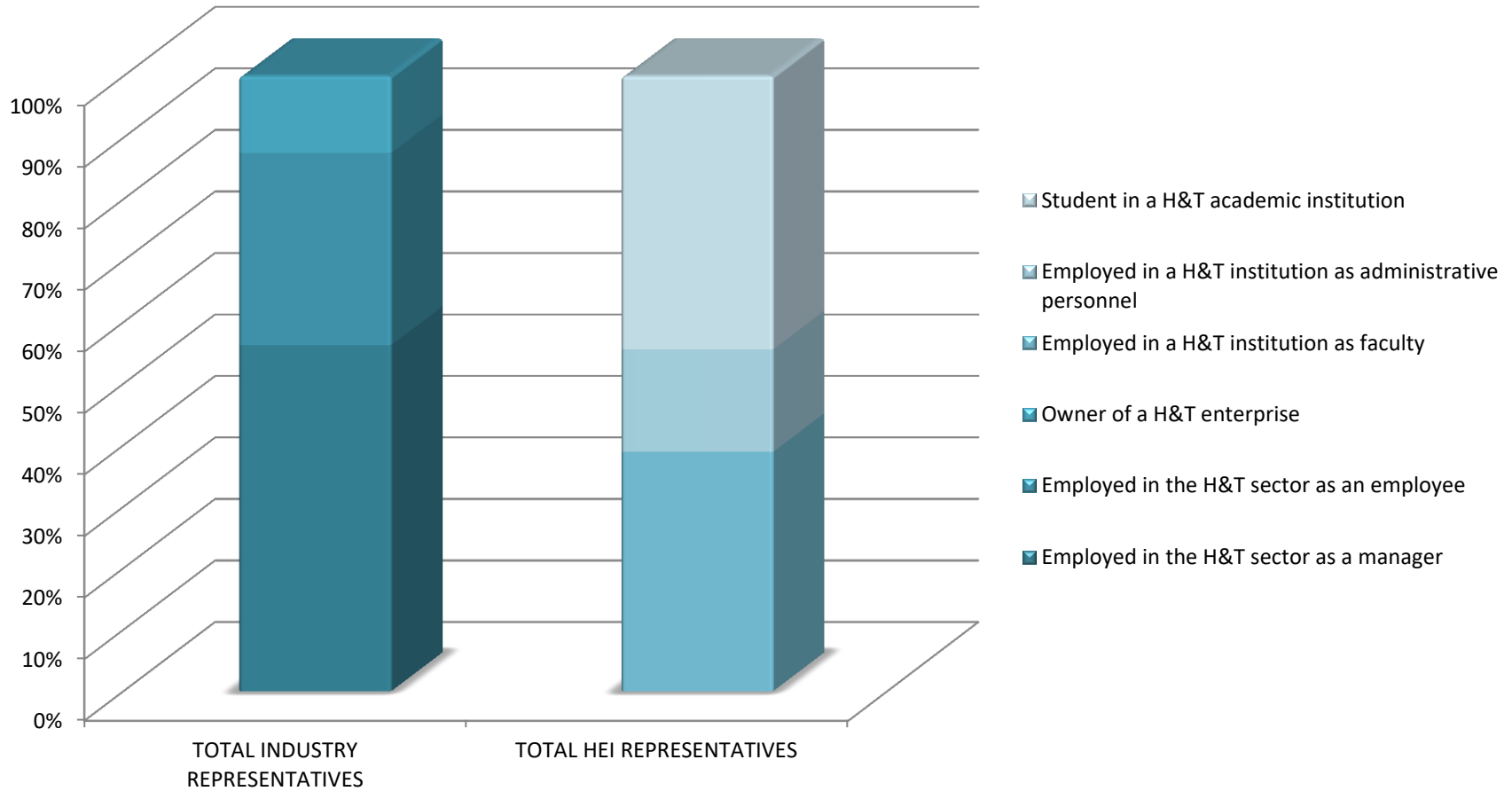


Sample distribution (interviews) in terms of gender and occupation

SAMPLE DISTRIBUTION IN TERMS OF GENDER AND STAKEHOLDER TYPE	GREECE	CYPRUS	FINLAND	TOTAL	TOTAL %
N (total number of participants)	12	14	8	34	100
Male	6	9	2	15	44
Female	6	1	6	19	56
Employed in the H&T sector as a manager	3	4	1	9	26
Employed in the H&T sector as an employee	2	0	0	5	14
Owner of a H&T enterprise	0	1	1	2	6
TOTAL INDUSTRY REPRESENTATIVES	5	9	2	16	47
Employed in a H&T institution as faculty	2	2	3	7	20
Employed in a H&T institution as administrative personnel	2	1	0	3	9
Student in a H&T academic institution	3	2	3	8	24
TOTAL HEI REPRESENTATIVES	7	5	6	18	53



Sample distribution (interviews) in terms of occupation





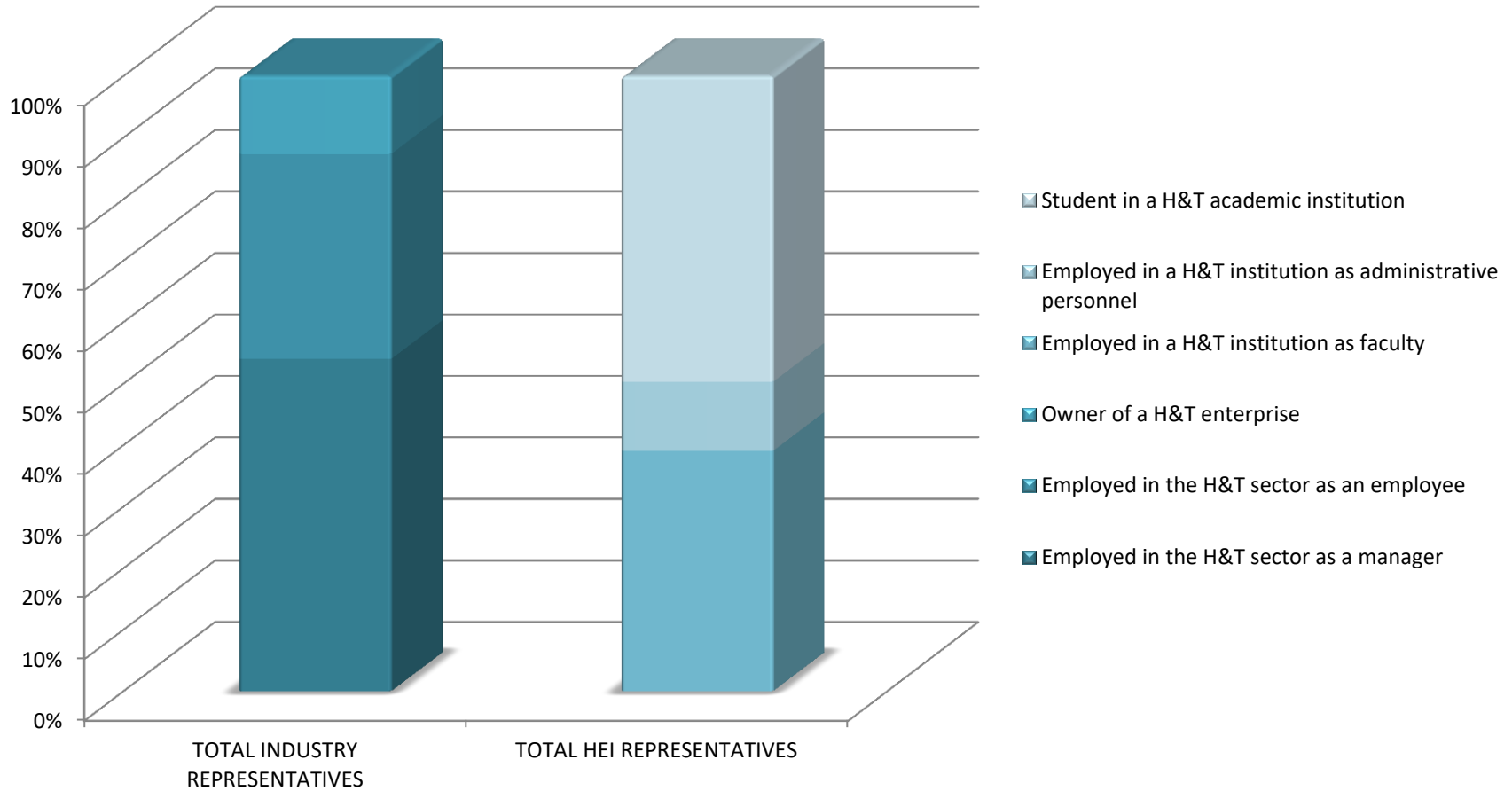
Sample distribution (surveys) in terms of gender and occupation



SAMPLE DISTRIBUTION IN TERMS OF GENDER AND STAKEHOLDER TYPE	CYPRUS	GREECE	FINLAND	TOTAL	TOTAL %
N (total number of participants)	102	120	99	321	100
Employed in the H&T sector as a manager	28	22	31	81	25
Employed in the H&T sector as an employee	19	15	16	50	16
Owner of a H&T enterprise	2	16	1	19	6
TOTAL INDUSTRY REPRESENTATIVES	49	53	48	150	47
Employed in a H&T institution as faculty	14	33	19	66	21
Employed in a H&T institution as administrative personnel	6	12	1	19	6
Student in a H&T academic institution	31	22	31	84	26
TOTAL HEI REPRESENTATIVES	51	67	51	169	53
Other	2	-	-		0.6



Sample distribution (surveys) in terms of occupation





Stances and Attitudes towards the current levels of cooperation



- Tertiary Level Educational Institutions should engage more with the industry
- Industry representatives should be involved in the curricula planning process
- Industry representatives should be involved in the curricula delivery process
- Tertiary Level Educational Institutions and businesses should seek new strategic partnerships
- Industry professionals can bring value-added knowledge and hands-on experience to the classroom
- Industry professionals are not suitably qualified to teach at a university level
- Current H&T educational institutions' curricula reflect workplace knowledge
- H&T educational institutions' graduates are not well prepared for successfully joining the workforce
- Employer engagement in the H&T educational process is a priority for making curricula more relevant & competitive



Results



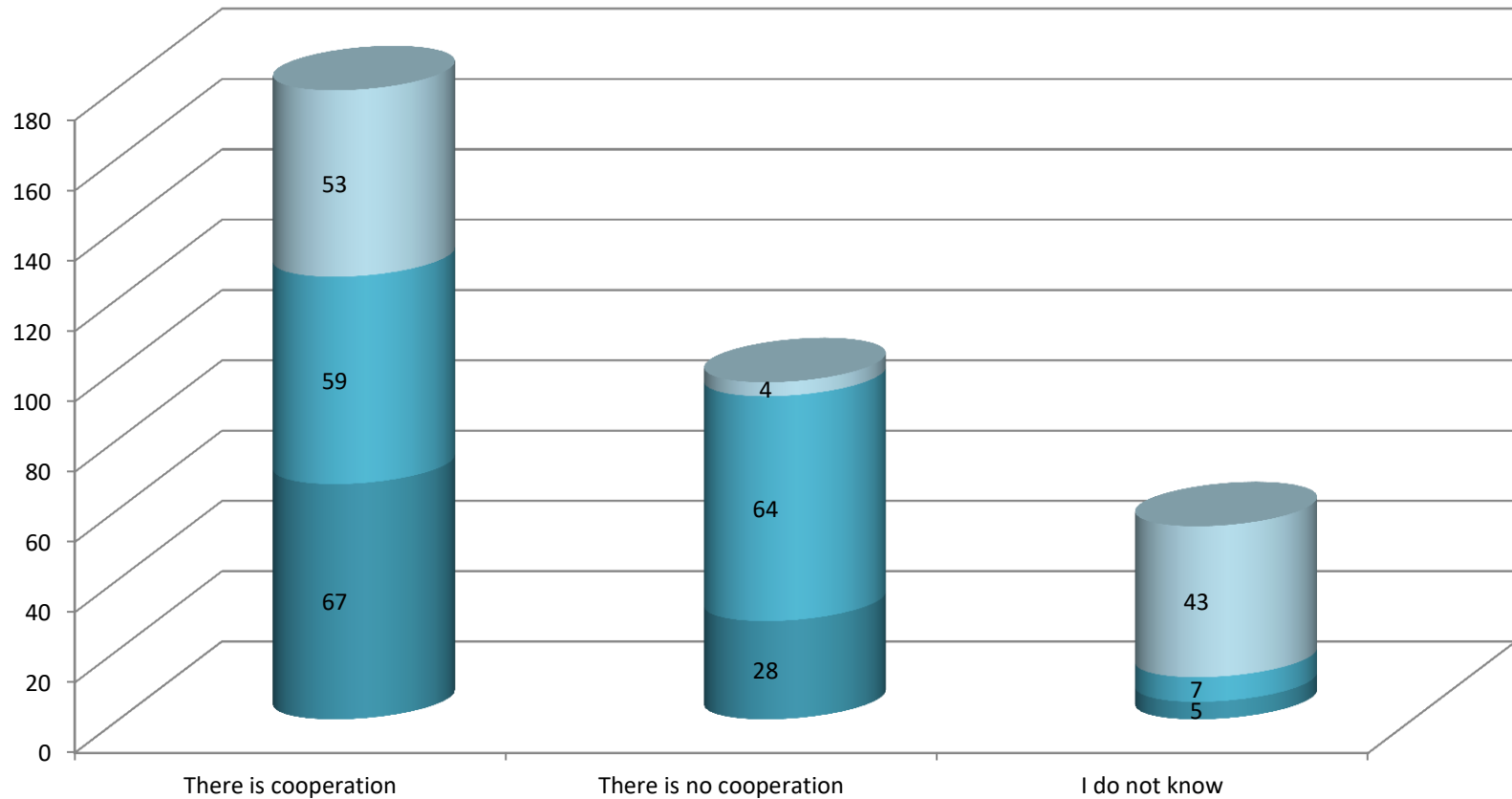
- Great need for:
 - new strategic partnerships
 - employment engagement
 - enrich curricula
 - connection to the industry



Existing cooperation between HEIs offering H&T programmes and the H&T industry



■ CYPRUS ■ GREECE ■ FINLAND





Existing Cooperation on:



- Internships
- Shadowing
- Apprenticeships
- Practical exercise
- Placements for graduates



In Cyprus (from focus and interviews)



- Discussion fora between academics and industry leaders organized by some universities
- Guest lecturer programmes
- Career days offered by some institutions enabling students to present their CVs to employers and discuss prospects of future employment
- Erasmus+ mobilities
- Summer internships and summer industrial placements



In Greece (from focus and interviews)



- Internship programmes
- Participation of academics in a research to investigate holistically the H&T sector in cooperation with H&T employers.
- A partnership program between the University of Macedonia and the Costa Navarino Hotel, which funds MSc students in a postgraduate H&T program.
- The existence of a state funded programme for the lifelong learning activities of H&T personnel through universities, was also mentioned.
- Scholarships awarded by certain H&T firms



In Finland (from focus and interview)



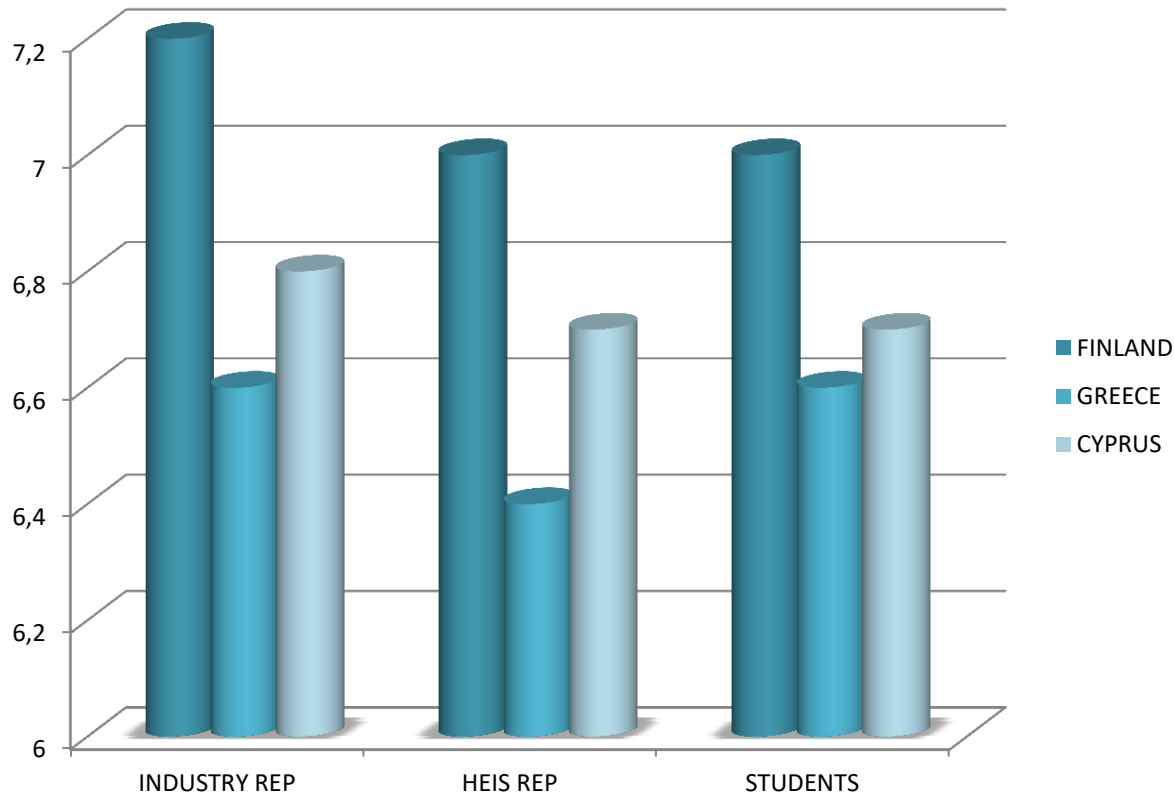
- Internships
- Practical exercise
- Placements of graduates
- Apprenticeships
- Students' organizations establish contracts with different companies, get financial support and establish collaboration with companies of different business areas.
- Tampereen Voimia is educating many of its supervisors and staff.
- Students in blended learning programmes are doing small projects for companies.
- Lecturers from the H&T sector companies are teaching at the university



Effectiveness of cooperation



- From a scale 1 to 10 where 1 meant “not effective at all” and 10 “very effective”





In Cyprus

(focus, interviews and survey)



- Although there is a close cooperation with some institutions
 - More effort is needed to reinforce
 - Ways to systemize this cooperation
 - Longer period for internships and practical exercises
 - better planning in terms of financial sponsoring



In Greece

(focus, interviews and survey)



- practical exercise is the most popular form of co-operation between academia and the industry
- Although there were no negative answers, yet all 3 groups of respondents were not quite convinced about the effectiveness of co-operation
- Implying that more effort should be allocated
- Policy makers and managers alike should device plans to keep everyone satisfied



In Finland (focus, interviews and survey)



- Although the cooperation is excellent
- Still a long way to go as far as concern improvement



Relevance of H&T educational institutions' curricula



- The participants were asked to respond on whether
 - the curricula are adapted to the actual workplace
 - the graduates meet the needs of the industry
- In Cyprus, Greece and Finland (academics and students):
 - there is still room for improvement
 - due to the rapid fluctuations in the industry
 - keep up with the current developments
- In Cyprus, Greece and Finland (industry):
 - more theoretical background
 - significant lack of practical skills



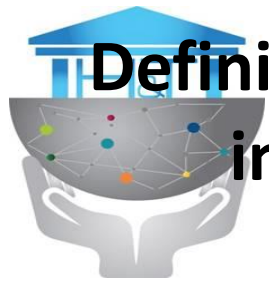
Desired Aspects and Features of an Employer Programme in the H&T sector

- In this section we identify the needs and expectations of the different stakeholders have from an employer programme in H&T

Definition of a good partnership between educational institutions and employers in the H&T sector (Cyprus)



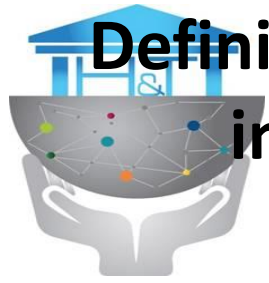
- Good or ideal partnership is characterized by:
 - A constant two-way flow of communication aiming at improving educational programmes
 - A mutual trust considering both parties' needs and wants
 - A constant flow of communication and frequent meetings between the partners



Definition of a good partnership between educational institutions and employers in the H&T sector (Greece)



- Good or ideal partnership is characterized by:
 - Participation of various stakeholders in committees to design the study programmes
 - Defining specific research areas and research/studies conduction through students' dissertations
 - Increasing employability through improvement of student skills and abilities
 - A two way communication on job openings and requirements
 - Systematic interaction
 - Internship evaluation (advantages / disadvantages)
 - Negotiations and lobbying with the ministry of education



Definition of a good partnership between educational institutions and employers in the H&T sector (Finland)



- Good or ideal partnership is characterized by:
 - Importance of communication with a lot of interaction among them
 - systematic practical training with clarification on its targets
 - Open-minded cooperation,
 - Distribution of information
 - Fair distribution of resources and rewards
 - Common targets and objectives



Achieving efficient & effective communication (Cyprus, Greece, Finland)



- The best ways to achieve efficient communication and mutual understanding is by:
 - Continuous communication through online tools
 - Meetings/fora to discuss their needs, insights and ideas
 - Organization of Stakeholder Events on a frequent basis (e.g. open day events co-organized by employers)
 - Newsletters/email campaigns



Expected gains from an Employer Programme (Cyprus, Greece, Finland)



- Possible gains for employers:
 - Ready skilled workforce
 - Access to a skilled graduate workforce
 - Commercial advantage
 - Status and reputation
 - Access to knowledge, facilities and services
 - Training provision to employees by Tertiary Level Educational Institution staff (e.g. in marketing, management, etc.)
 - Skilled interns
 - Commissioned research (i.e. research on a specific topic and/or setting indicated by a business according to its needs)



Expected gains from an Employer Programme (Cyprus, Greece, Finland)



- Possible gains for academics and Tertiary level Educational Institutions:
 - Possibility of developing an applied research programme in the business
 - Access to raw data provided by employers
 - Constant updating of the industry needs, which leads to more relevant teaching and research
 - Current and relevant curricula
 - Enhanced employability of graduates
 - Vocationally relevant curriculum
 - Access to industry-standard resources
 - Status and reputation



Expected gains from an Employer Programme (Cyprus, Greece, Finland)

- Possible gains for students of tertiary level educational institutions:
 - Scholarships
 - Awards
 - Internships
 - Networking
 - Professional experience
 - Enhanced employability
 - Vocationally relevant curriculum
 - Access to industry-standard resources
 - Opportunities for workplace and/or placement learning
 - Opportunity to develop workplace-relevant skills



Expected contribution to an Employer Programme



- What each category is eager to contribute
- What they are expected to be given by other stakeholders



Possible Contribution of Employers



- Provide guest speakers from the industry
- Participate in researches and surveys for the improvement of the curricula
- Donate equipment to tertiary level educational institutions
- Provide Enterprise Advisors
- Provide funding for the Employer Programme
- Provide temporary employment to students/graduates
- Donate materials to tertiary level educational institutions
- Provide work experience/practical exercise programmes to students
- Organize student visits in the organization
- Display stands of the Employer Programme in the organization



Possible Contribution of Employers (2)



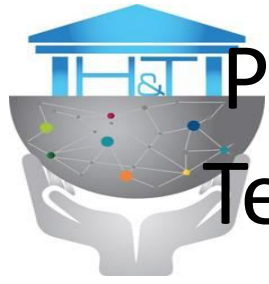
- Organize and review mock applications & interviews
- Participation in the development of curricula
- Deliver thematic workshops/seminars
- Provide job shadowing opportunities for students
- Provide mentoring to students
- Organize/fund/implement sponsorships/ competitions
- Provide e-mentoring to students
- Accept teacher placements
- Provide & subsidize project/dissertation ideas



Possible Contribution of Academics and Tertiary level Educational Institutions



- Design/implement/participate in researches and surveys for the improvement of the curricula
- Organize Industry Days in the Institution
- Provide funding for the Employer Programme
- Provide teacher placements in the industry
- Facilitate temporary employment of students/graduates
- Facilitate/organize work experience/practical exercise programmes
- Organize and implement industry Visits
- Establish in-school job-shops where students can obtain information on the employers who participate in the Programme and vacancies
- Organize and review mock Applications & Interviews
- Offer venues in the school premises for conferences etc.
- Organize thematic workshops/seminars
- Organize/implement/fund sponsorship/ Competitions
- Display stands where the programme as well as the participating employers will be advertised



Possible Contribution of Students of Tertiary level Educational Institutions



- Participate in researches and surveys for the improvement of the curricula
- Attend Industry Days
- Participate in industry Visits
- Participate in work experience/practical exercise programmes
- Participate in mock Applications & Interviews
- Participate in thematic workshops/seminars
- Participate in job shadowing



Possible Effective Incentives (Cyprus, Greece, Finland)



Employers

- hire trained, skilled, educated and qualified students
- save money and time
- High-caliber local students employed in the industry will lead to more tourists coming to Cyprus
- promotion and free advertisement of employers' businesses
- Improve customer service and professional development of their personnel

Academia

- build professional relationships
- meet new challenges
- be provided with new views on industry trends and enrich their knowledge
- exchange of information between Mediterranean and European organizations on industrial training and sharing innovative ideas between them



Possible Effective Incentives (Cyprus, Greece, Finland)



Students

- a secured future employment
- personal development and growth through the gain of both hard and soft skills
- further career development
- able to explore industry requirements and evaluate them before applying for a position
- able to build strong relationships with employers
- build strong CVs
- get an education related to the H & T industry, thus helping them to find a job easier than other students.



Critical success factors



- Good organization of all parties involved prior to launching the website
- Correct and frequent evaluation of the programme
- Government support in funding and marketing
- The programme should be steered by individuals with knowledge and experience in both the industry and educational institutions
- The programme should be simple and it should not have any cost both in reference to time or money



Critical success factors (2)



- Cooperation between the stakeholders and good planning in order to avoid mistakes and deliver the best results
- Communication between employer and educational institutions
- Qualified and professional staff
- Commitment by all stakeholders
- Flexibility
- Leadership and strong planning
- Common goals and objectives



Administrative and Operational issues



- The level of cooperation regarding planning and implementing, sustaining, coordinating, managing and evaluating an employer programme
- Offering and exchanging different services and activities
- Donations and funding from different parties
- Self-sustained via regular membership and/or participation fees
- Coordinated by all stakeholders involved and policy makers
- Managed by a steering committee with representatives from all stakeholders
- Continuous communication through on line tools, meetings/for a, newsletters
- Evaluation of activities, curricula, placements programmes through an on line system by all parts involved
- Improvement through evaluation reports, implementation of research/surveys/focus groups, regular brainstorming sessions



Conclusions



- The urgent need for an up to date, modern, efficient and effective employer programme in the sector of H&T
- There seems to be a need for further involvement of the industry in H&T education
- The comparison between the countries shows that needs, stances and attitudes may be combined in a common program
- Internships and practical exercise are the most common forms of cooperation between HEIs offering programmes in H&T and H&T enterprises
- There seems to be a lack of sufficient and effective communication, which hinders successful partnerships
- Identified what different stakeholders want to gain, what could motivate them and what they are eager to give to a successful employer programme



Recommendations Report



Purpose



- Help all stakeholders involved to *“fully realize the value of strategic, long term and intensive partnerships”*
- Draw information from best practices cases of strategic partnerships in hospitality and tourism across Europe and the results from the quantitative survey across the 3 countries (Cyprus, Greece, and Finland)



Methodology



- Relevant literature used
- Identify and evaluate specific activities or attributes that may lead to a successful partnerships
- These activities operating at different levels, could offer different types or 'degrees' of cooperative business behavior in the hospitality and tourism sector



Levels and Types of Engagement



- Employer Engagement is defined as a ladder and the different levels can range from an advisory relationship to a strategic partnership
- One level or step does not necessarily or automatically lead to the next, neither that the included levels are exhausting
- There can also be combinations of activities that hereby are presented as belonging to different levels



Building a New Culture



- Institutions, employers and students should work together in a multi-level, interdisciplinary and interrelated business environment
- The objective of the Recommendations Report is to move one step further from current practices and describe a holistic system of academic partnership programme in the tourism and hospitality sector.



The Recommendation Report is based on



- The European Needs Analysis Report (IO1) - based upon primary quantitative and qualitative data
- The Best Practices Guide – 1st part (IO2) - based on secondary information that was gathered from the examination of different types and cases of employer programmes in tourism across Europe



Recommendations



Type of System

The 'type of system' attribute relates to the sum of activities and actions within an employer programme

The European Needs Analysis identified

- for a mindset change to effectively bridge the gap between academia and H&T industry
- for new strategic partnerships and the necessity for employer engagement

The Best Practices Guide identified

- It can be a system integrating several activities (networking activities, placements, learning activities and recruitment)



Recommendations (2)



- The proposed EPHT should be a system characterized by flexibility with respect to stakeholders' degrees of participation, commitment and contribution
- It should be developed and structured in a way that will facilitate participation of all types of tourism and hospitality stakeholders on a voluntary basis, allowing for various levels and forms of cooperation and encouraging strategic partnerships
- It should provide incentives and gains to all stakeholders, in accordance to their capabilities and willingness to contribute in the partnership, and thus a membership system should be developed.



Governance (Management & Coordination)



- The Employer Programme should be administered by a project coordination team in each academic institution
- A Steering Committee should be appointed (consisting of one or two representatives from each stakeholder category), which will have a consulting and monitoring role to the project coordination team and be in charge of the EPHT planning and coordination and will have a decision making and strategy setting role



Structure and Resource Requirements



- The EPHT is expected to have sufficient funding to support its operation, through the membership scheme, donations and sponsorships
- The management of the EPHT will be the responsibility of a Steering Committee where all partners will be represented. Industry representative will participate in the steering committee according to their level of partnership.



Funding



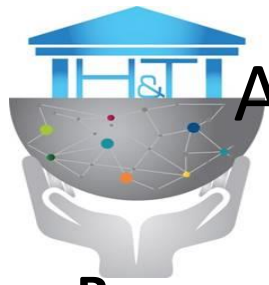
- Initially, the EPHT will be funded throughout its inception and by the Erasmus+ program, which provides for necessary funding for the development of the platform and the relevant training for the academic /administrative staff that will be initially involved
- After this phase, the EPHT will be funded through the academic institutions which will provide for the necessary facilities and personnel and necessary tangible resources as well as through employer/industry donations
- the long-term sustainability of the EPHT will be achieved through a membership system, which will allow for different degrees of involvement and support on behalf of the employers



Planning for the EPHT



- The EPHT system should design the planning cycle tailor-made to the specific requirements of the partnership, in a way that a long-term strategic partnership between tertiary-level educational institutions and the H&T industry will be enhanced.



Activities to be offered – Contribution of Stakeholders



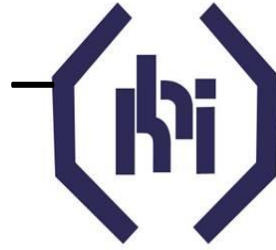
Recommended activities include:

- Placements and Internships
- Guest Lectures and master classes from the industry
- Organization of work experience/practical exercise programmes to students
- Field trips
- Organization of thematic workshops and seminars
- Organization of Career Fairs
- Counseling services for career building and career decision-making
- Employer networking events
- Mentoring activities
- Job shadowing
- Inter-school competitions
- Curriculum development



Incentives for Participation in the EPHT

Reward Mechanisms



- The various gains are expected to be linked to each stakeholder's level of engagement
- The higher the level of engagement between the HEIs and the H&T employer, the more the benefits for both side



Achieving Efficient & Effective Communication Channels



- Career days and employers' visits to the institutions
- Regular meetings as part of the programme of studies
- Annual forums
- the development of fora
- Communication through emails which would assist efficient distribution of information among partners



The Platform



- The platform should build a network that will facilitate constant and systematic communication between employers, students and academics
- It should support students and professionals in their networking, learning and recruitment efforts and at the same time assist HEIs placement and alumni management strategies
- The structure of the platform should be simple and functional
- The level of information and services will vary according to stakeholders' participation



Evaluation / Quality assurance



- Each activity should be evaluated (according to the process and KPIs set at the planning stage) right after its completion and the results should be used to as a means for new planning and system improvement
- A Steering Committee where all types of stakeholders will be participating would be appointed to oversee the monitoring and evaluation of the activities implemented
- The Steering Committee should be in charge to oversee the project's planning, budgets, progress updates, sharing of good practice and dissemination
- The Steering Committee should meet on a regular basis, set the KPIs according to which activities will be monitored and evaluated and utilize the results and feedback received by stakeholders.



Critical Success Factors



- The proposed recommendation offers a holistic approach to the factors that would ensure the long term sustainability of the employers' scheme
- It includes:
 - Availability of funding and financial resources
 - Employment of appropriate personnel
 - Evaluation of partners' activities and processes
 - A proper project management plan
 - The ability of the programme to offer tailor made and customized solutions to its stakeholders
 - the partnership should offer active engagement to all stakeholders



CONCLUSIONS



- Developing successful partnerships between the H&T industry and HEIs requires a continuous effort and commitment
- Neither employers, nor institutions can accomplish their goals in the labor market alone
- To sustain long-term strategic partnerships with employers, ongoing, two-way communication is critical in supporting active participation and building commitment and shared vision (Wilson, 2015).



***Thank
You***