

Employer Programme for Hospitality and Tourism: Operational Manual



Erasmus+



Erasmus + K.A. 2 Project
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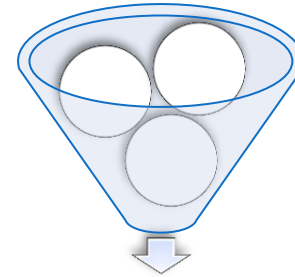
Application Specifications for the Operational Manual Objective



The Operational Manual (OM) aims to present the systematic methodology proposed by EPHT for the development, installation and monitoring of a successful employer programme for the hospitality and tourism industry



Application Specifications for the Operational Manual Input



- Needs Analysis
- Best Practices Guide
- Recommendations Report
- Workshops and brainstorming sessions
- Composition by HHIC with partners
- Evaluation by partners and stakeholders
- Review and finalization



The Operational Manual Content..

- Introduction
- System description
- Administration
- The planning cycle
- Activities to be offered
- Reward mechanisms by stakeholder category



The Operational Manual

..Content

- Communication and Marketing
- The Platform
- Quality Assurance and Evaluation
- Addressing the Challenges and Critical Success Factors
- Appendices: Templates



Designing the Operational Manual

Introduction to the new system

- Overview
- Main results of the Common European Needs Analysis Report
- Main results of the Best Practices Guide (A)
- Aims and objectives of the Operational Manual
- System description

The employer programme as a holistic system, allowing for different types and levels of engagement; building a new culture of strategic partnership



Designing the Operational Manual Administration..

□ Type of system

A voluntary system based on membership, allowing for various levels and forms of cooperation and encouraging strategic partnerships

□ Governance: coordination and management

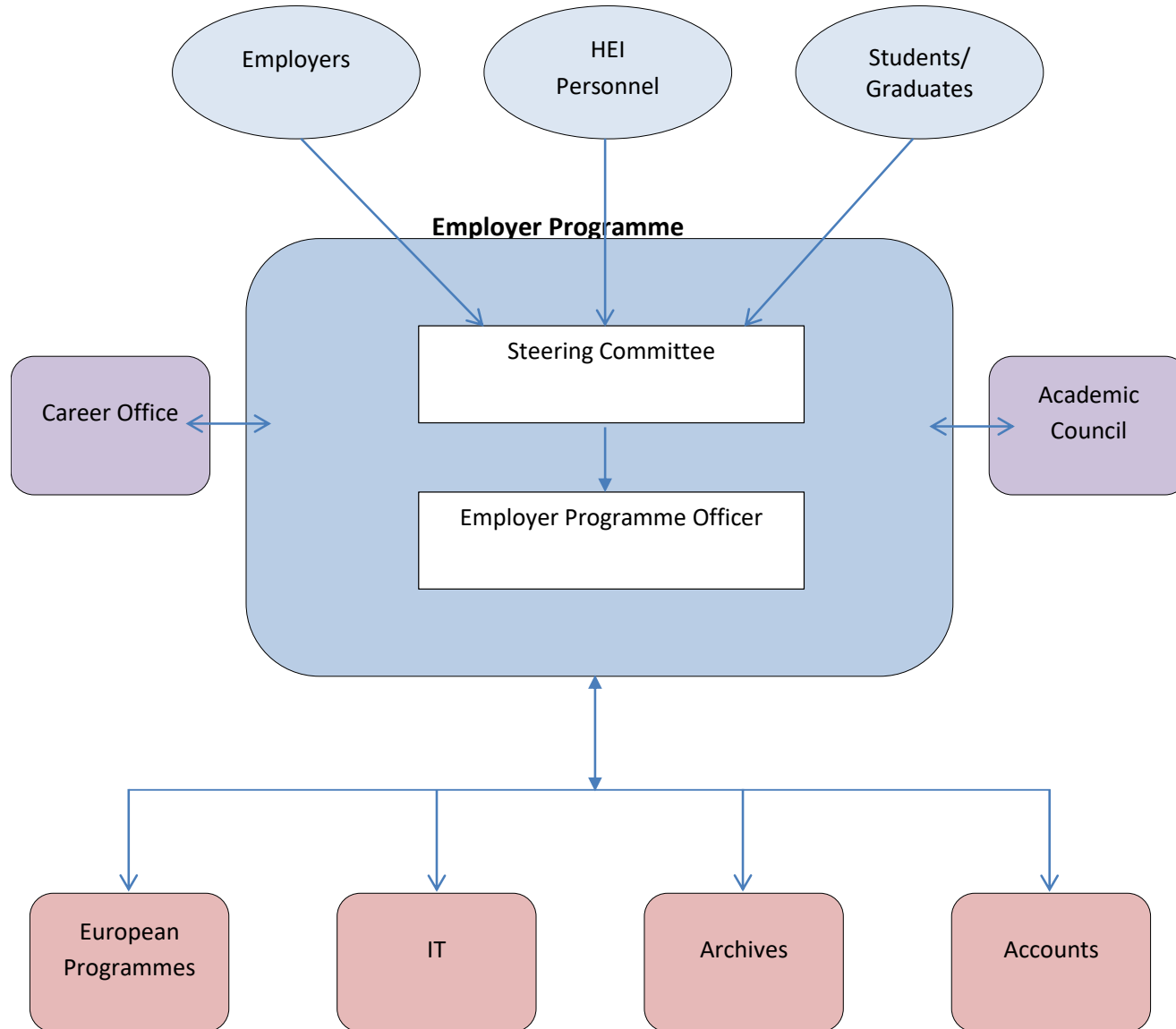
- HEIs are responsible for coordinating the effort to set up and operate the system
- All partners are involved in its management through a steering committee that has the responsibility of planning and monitoring implementation/contribution/results



Designing the Operational Manual

..Administration..

The Employer Programme System



Designing the Operational Manual

..Administration..

□ Steering Committee

- Chairman - Top management of HEI, related to hospitality and tourism programmes that participates in the Academic Council of HEI
- 2 Representatives of employers/partners (election procedure; in case there are graduates subscribed as partners, one position must be allocated to the graduate partner)
- Representative of faculty (election procedure)
- Representative of students

Secretary: Employer Programme Officer

- Employer Programme Officer
- Links to Academic Council and Career Office
- Support by Registry, IT, Accounts and European Programmes



Designing the Operational Manual ..Administration..

□ Funding..

- Various sources of funding e.g. membership fees for HEIs (European/International Network) and Employers, HEI's budget, donations and awards, activity participation costs, exchange of services
- Possibility of EU funds for development projects
- An Employer Programme Fund should be set up for transparency and proper governance; annual budgets need to be submitted to the Steering Committee
- HEI and European/International dimensions addressed

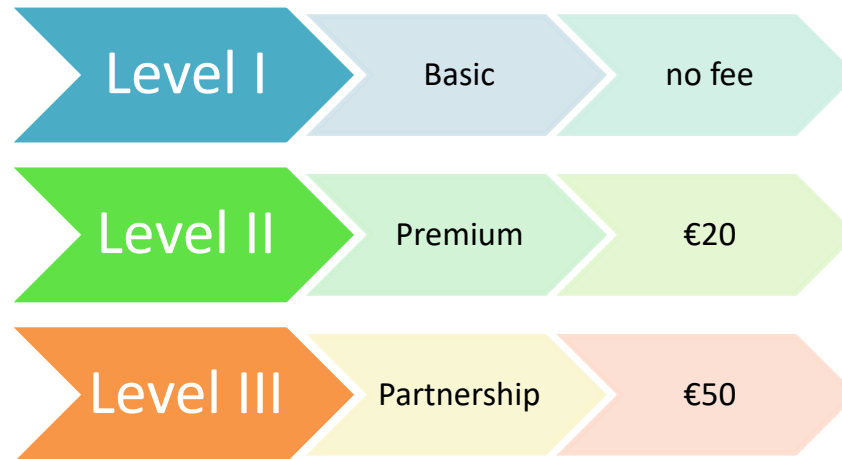


Designing the Operational Manual

..Administration

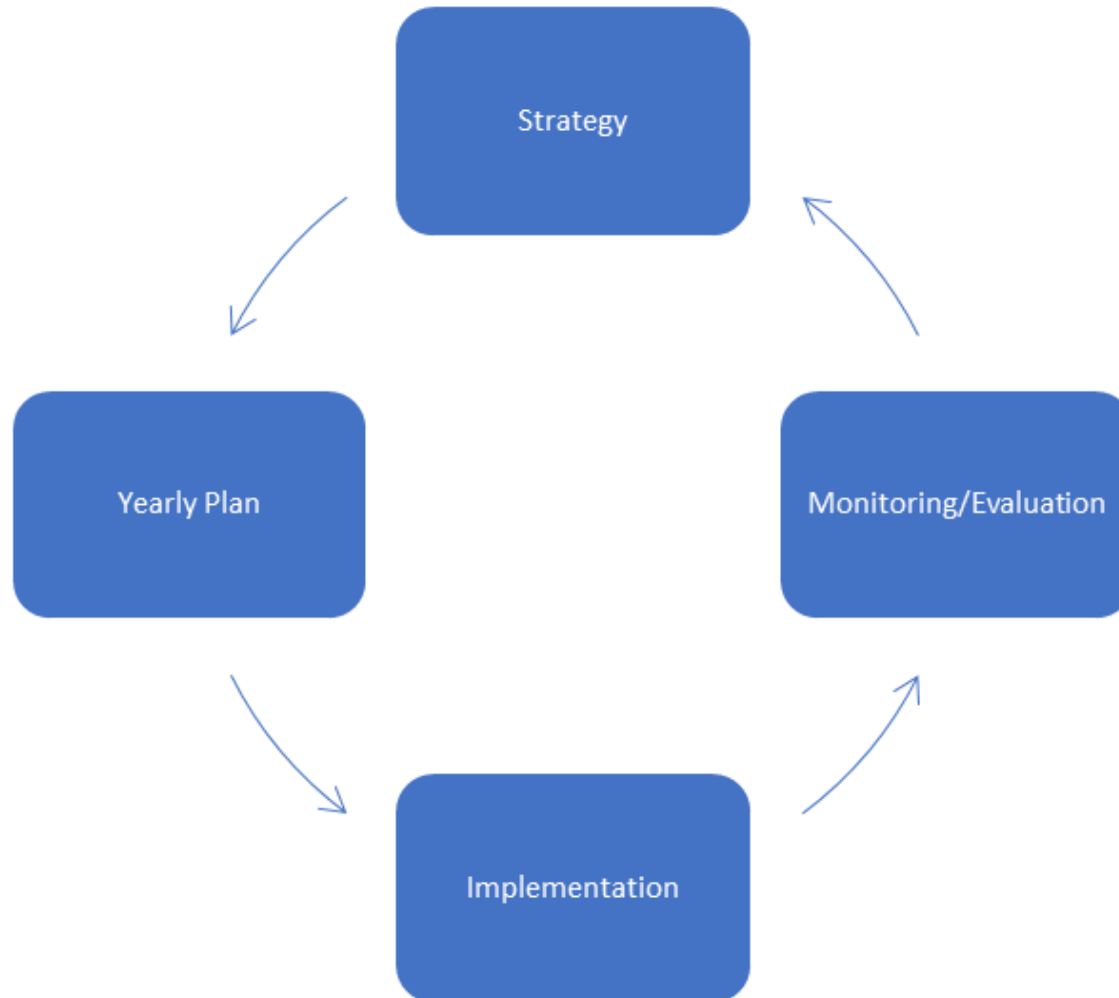
□ ..Funding

- Employer Membership annual fee set based on the givens in each country - MINIMUM proposed



Designing the Operational Manual

The planning cycle..



Designing the Operational Manual

..The planning cycle

- ❑ Strategy Formulation (five-year span, yearly monitoring)
- ❑ Yearly planning (one-year span, includes budgeting, regular monitoring)
- ❑ Implementation (scheduled implementation, allocation of roles and responsibilities to partners, coordination versus involvement)
- ❑ Monitoring (Report submissions linked to plan/strategy, use of evaluation mechanisms)



Designing the Operational Manual Activities

1. Industry internships and recruitment facilitation
2. Industry visits and open days
3. Mentoring and job shadowing
4. Guest lectures/workshops/masterclasses/seminars
5. Curricula design
6. Consulting, training and research
7. Student projects and competitions
8. Personnel placements
9. Joint events and projects
10. Resource enhancement, awards and sponsorships



System innovation



Employer Engagement in Higher Education - Ladder

Level 1: Advising

Employers are consulted formally or informally

Level 2: Capacity Building

Educators or employers respond to each other's needs
e.g. provision of services and resources

Level 3: Co-designing

Employers are active collaborators e.g. design of curricula and pathways

Level 4: Convening

Educators work to convene businesses to address workforce needs e.g. hubs

Level 5: Leading

Building partnerships that transform workforce systems and enhance growth

Randall Wilson (2015)



Designing the Operational Manual Packages of Activities..

Level 1

Basic Cooperation

(advising and capacity-
building)

Level 2

Premium Cooperation

(advising, capacity-
building, co-designing,
partly convening)

Level 3

Partnership

(advising, capacity-
building, co-designing,
convening, leading)



Designing the Operational Manual

..Packages of Activities

Prerequisite
Activities



Designing the Operational Manual

System mechanisms..

- ❑ Reward mechanisms by stakeholder category
 - Employers:linked to packages and objectives, quality assurance/evaluation, enhanced by the system
 - Faculty:linked to appraisal and rewards, quality assurance/evaluation, enhanced by the system
 - Students and graduates:linked to student grading and rewards, quality assurance/evaluation, enhanced by the system
- ❑ Communication and Marketing
 - Communication Strategy
 - Marketing Strategy
- ❑ The Platform
 - Reflecting the system online; facilitating its operation
 - Contracting per package and per activity



Designing the Operational Manual

..System mechanisms

□ ..The Platform

- Facilitating planning and management
- Facilitating online communication
- Facilitating online marketing
- Facilitating quality assurance and evaluation
- Facilitating reward mechanisms
- HEI and European/International network facilitation

□ Quality Assurance/Evaluation

- Activities (activity contracts, activity evaluation/surveys, reporting, planning, reward mechanisms)
- System and Partnership (package contracts, system and partnership evaluation/surveys, reporting, planning, reward mechanisms)



Operational Manual Epilogue

Addressing challenges and critical success factors

- ❑ Securing commitment by all stakeholders (CER, BP)
- ❑ Availability of resources and production factors (CER, BP)
- ❑ Strong planning and management (CER, BP)
- ❑ Tangible and equal benefits for all (CER, BP)
- ❑ Evaluation (CER, BP)
- ❑ Communication (CER, BP)
- ❑ Employment of appropriate personnel (BP)



Evaluation of Operational Manual Methodology

- ❑ Prepared a short questionnaire based on application form specifications and EPHT requirements
- ❑ Forwarded questionnaire to H&T businesses, HEIs/Academia and Students/Graduates that participated in the Needs Analysis Research
- ❑ Forwarded questionnaire to Partners for their own evaluation as well as evaluation by stakeholders in Finland, Greece, Spain and Italy



Assessing the proposed Employer Programme for H & T as a System

Best Practice Criteria

- Systemic
- Continuous
- Strategic
- Wide-ranging
- Comprehensive
- Intensive
- Empowering
- Applicable to H&T
- Innovative
- Modern
- Mutually valuable, mutual contribution
- Effective communication
- Functional and flexible
- Quality assurance
- Sustainable



Evaluation of Operational Manual

37 replies (target 30)

- H&T businesses, HEIs/Academia and Students/Graduates that participated in the Cyprus Needs Analysis Research
 - 17 H&T Businesses (6 responses)
 - 9 HEIs Academia (4 responses)
 - 10 HEIs Students/Graduates (6 responses)
- Partners' own evaluation as well as evaluation by 5 stakeholders in their countries
 - All partners (6 responses)
 - 5 Spain, 6 Greece, 4 Finland (15 responses)



Evaluation of Operational Manual

Conclusions and Action

- ❑ Excellent and very good evaluation achieved consistently across the stakeholder categories in the partner countries
- ❑ Importance of user-friendliness
- ❑ Controversy between the need for conciseness and the need for detail led to:
 - 3 page Executive Summary
 - OM Overview Leaflet
 - 86 page detailed OM (including summary and appendices/templates)





Thank you for your attention



The Platform - Xenios Zeus

OM Specifications

- ❑ Reflects and supports the system online, facilitates the building of a new culture
- ❑ An online meeting space for collaboration and partnership by all partners in Higher Education for Hospitality and Tourism
- ❑ Clear educational orientation, tangible benefits for all partners
- ❑ HEI and European/International dimensions addressed
- ❑ User friendly but at the same time substantive
- ❑ A forum but also a useful tool for developing and managing partnerships



The Platform - Xenios Zeus Activities

OM activities grouped in five main categories:

1. Internships and Recruitment
2. Programme Design and Delivery (curriculum design, guest lectures, student projects, job shadowing/mentoring)
3. Training, Consultancy and Research
4. Events (industry visits and “open days”, competitions, other events co-organised by partners)
5. Resource Enhancement (awards, donations, sponsorships, exchange of resources)



The Platform - Xenios Zeus

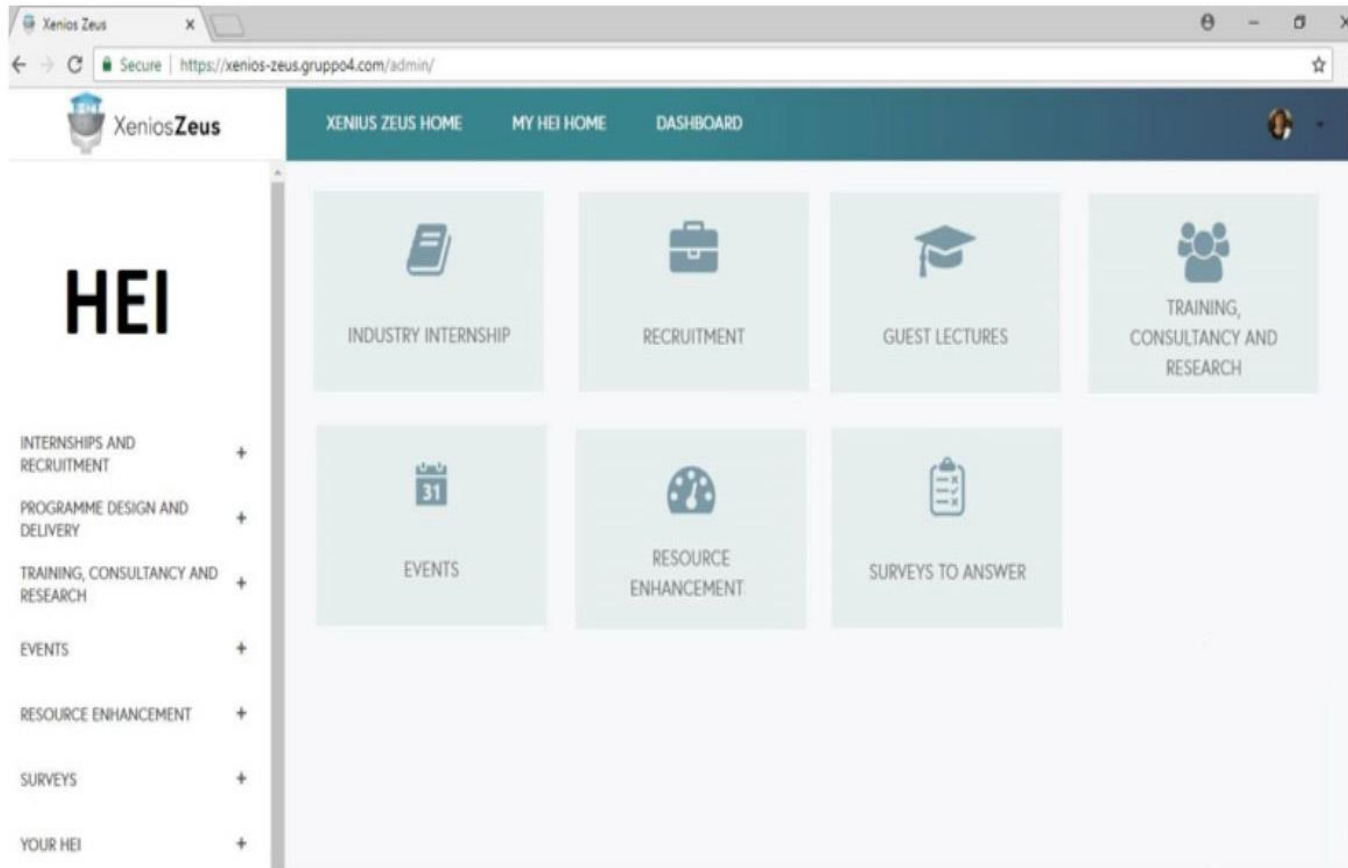
The challenges

- ❑ Catering for the needs of Higher Education and H&T
 - Different perspectives and pursues
 - Overcoming traditional methods of communication
 - Different levels of online capabilities
 - Facilitating the system
 - Building a new culture
- ❑ Complexity of partnerships
 - Diversity and number of Users
 - Diversity and number of Collaborating Activities
 - Diversity and number of Mechanisms
 - HEI, National and European/International perspectives
- ❑ Restricted time and budget
- ❑ User development issues e.g. distance, experience



The Platform - Xenios Zeus

The intellectual outcome



The screenshot shows the Xenios Zeus admin dashboard in a web browser. The browser address bar displays "https://xenios-zeus.gruppo4.com/admin/". The dashboard features a dark teal header with navigation links: "XENIUS ZEUS HOME", "MY HEI HOME", and "DASHBOARD". A user profile icon is visible in the top right corner. On the left, a sidebar displays the "HEI" logo and a list of menu items with expandable plus signs: "INTERNSHIPS AND RECRUITMENT", "PROGRAMME DESIGN AND DELIVERY", "TRAINING, CONSULTANCY AND RESEARCH", "EVENTS", "RESOURCE ENHANCEMENT", "SURVEYS", and "YOUR HEI". The main content area contains seven light blue tiles, each with an icon and a label: "INDUSTRY INTERNSHIP" (document icon), "RECRUITMENT" (briefcase icon), "GUEST LECTURES" (graduation cap icon), "TRAINING, CONSULTANCY AND RESEARCH" (group of people icon), "EVENTS" (calendar icon), "RESOURCE ENHANCEMENT" (gears icon), and "SURVEYS TO ANSWER" (clipboard icon).

