



SEASON READY



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COUNTRY SPECIFIC RECOMMENDATIONS

CROATIA

CROATIAN CHAMBER OF TRADES AND CRAFTS

Please have in mind that the Country Specific recommendations are not a separate document but are a part of the Guide with recommendations for adoption of WBL in SMHE. HOK is currently working on developing the Guide, which will have the following structure:

1. Introduction (why was this project necessary, which are the problems it aims to solve)- HOK
2. WBL for the training of seasonal staff in SMHE (short description of project results)- HOK
3. **Country Specific Recommendations- HOK, PTO, Cesie/ Confesercenti**
4. General recommendations- conclusions on transferability, sustainability and systemic interventions- HOK

Please answer to all proposed questions below. When starting each answer note for which country you're writing. For example: *In Italy, current offer of WBL is...*

When formulating recommendations use bullet points and try to make them concise and relevant to the topic.



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Country Specific Recommendations

Introduction / Compare current WBL training offer to the proposed SeasonReady WBL training

What kind of training for seasonal workers is there currently in your country?

In Croatia there are no systematic WBL trainings for seasonal staff. There were initiatives by the Croatian Employers Association to get the agreement with the Ministry of Tourism and Croatian Employment Service to provide measures for seasonal hospitality workers. In 2018, a measure for education and training of seasonal workers in hospitality sector was introduced. However, the measure was not sufficiently promoted, and people were not informed about it.

Also, the Croatian Employment Service organises free workshops and training for the unemployed and special target groups, which are in the risk of long-term unemployment. However, those activities are being implemented through various projects, but the response, quality and outcomes of those activities are not systematically monitored.

Basically, all WBL trainings are conducted by big hotel chains, which have their internal educational programmes. Those programmes are specifically tailored for hotels which conduct them in order to meet their specific needs for trained and skilled seasonal staff. SMHEs have difficulties to implement that kind of WBL trainings due to the lack of time and resources to implement such programmes efficiently.

What does the training we developed within this project offer to SMHE in your country, which didn't exist before?

The developed training methodology and training materials represent a good start for SMHEs and training of seasonal staff in Croatia, since this is the first time that a WBL methodology has been introduced to SMHEs accompanied by training material as well as guidelines and tools on how to be used by SMHE owners/managers/ in-house trainers. On the other hand, SMHE owners and managers have the possibility to develop a training programme, which will be tailored to their specific needs and could be easily implemented with lots of practical exercises in the real working environment. The introduction of the practical exercises represents the innovation in the area of training for seasonal staff in hospitality and tourism sector in Croatia.

How does the WBL training respond to needs of seasonal staff identified in IO1?



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At the beginning of the project, the needs of seasonal staff were identified in 3 specific professions (front office, food and beverages, and housekeeping), and according to the identified needs the WBL training was designed. The research showed that the seasonal staff lacks specific professional skills and the main task of project partners was to develop a training programme, which would upgrade necessary skills in the efficient and time saving manner. The training materials were designed to be easily readable by employees of different educational levels. Also, the emphasis was on practical knowledge acquisition rather than theoretical knowledge.

In order to achieve this task, various sources were used such as videos, articles, self-reflection activities and activities for application. In this way, employees had the opportunity throughout the efficient educational procedure, to acquire new knowledge and skills, exploiting at the same time their previous experience in the sector. And of course, the results could be maximized since employees can practice what they have learned under real working circumstances during their working routine under the supervision and guidance of in-house trainers who are following specific methodology and use the same training material.

Furthermore, the training programme improves the attitude of seasonal staff towards their job and profession by increasing their self-confidence, the sense of belonging to the specific working environment and SMEH company as well as developing their responsibility as workers in the hospitality and tourism sector.

Developing and introducing SeasonReady WBL training

Please give short general information on when and how the piloting was conducted and how many trainers/staff participated (a couple of sentences)

In Croatia, the training of in-house trainers was held on 20 of May 2019 in Rijeka and it was held by a VET expert form the Regional Chamber of Trades and Crafts of Rijeka. 7 in-house trainers participated in the training. During the in-house trainers' training, the SeasonReady project, the WBL Methodology, the training modules and training material were presented. A segment about adult education, its differences from regular education, different forms of WBL, were also included. It was important for the participants to understand how adults learn and what motivates them when learning new skills. Furthermore, a segment on how to manage conflict situations between managers/ mentors and workers, was also included which was very well received by the participants.

The piloting of WBL training was held on 21-23 May 2019, in the Hotel Mali raj, in Opatija, Croatia. 7 trainees and 1 in-house trainer participated in the training.

The implementation of the piloting encountered some main challenges related to the finding of seasonal workers (trainees). There were many trainers and trainees who were interested in the training but since "the season" already had started did



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not have time to participate. They all suggested to organize this kind of training again but after the season has had ended.

During the piloting, a short introduction of SeasonReady project was made as well as a presentation of the "Food and Beverage module". The training was focused on the following subjects: Getting to know the working environment, Setting up the table, Menu offer, Serving food and drinks, Handling reservations, Wine serving.

Based on the evaluation results of the piloting carried out in your country, point out key benefits of this training for both trainers and seasonal staff

In Croatia, the overall impression from piloting was very positive. Trainees found the training to be useful and helpful and feel more ready for their everyday tasks. The general impression of the WBL methodology guide and training material of in-house trainers was very good and they found it easy to be applied. They believe that their skills have been improved after studying them.

The participants, employees and in-house trainers, found the piloted module very useful for the provision of training to employees and the provided information easy to understand. They considered the length of the module, the training material and the level of detail to be right. The most useful sources for the trainees were the activities for application and the activities with peers, while the in-house trainers additionally to these found also the review activities very useful. The trainees found very useful the combination of theory with practical exercises, the bullet points for important information and they consider that the material covers the most important tasks of their job. The in-house trainers consider that the module is easy to comprehend and transferred to trainees, is not too long, and has lots of practical examples. The tasks are described in steps which are easy to be followed by trainees and offer them the possibility to review them before asking their mentors how something is done. Some trainees suggested the incorporation of more knowledge related to the coffee latte art and food presentation techniques.

Next steps / Promoting the implementation of SeasonReady WBL training

Please give short general information on the organisation of the focus group/ structured interviews- how many participants, their role (a couple of sentences)

In Croatia, the structured interviews were used as the method. The selection of the interviewees was primarily based on their profession and role in accordance with training in hospitality and tourism sector. The main goal was to include interviewees



from different professional patterns in a sense that they would cover with their answers all the different aspects of the topic. Therefore, policy makers, tourism and hospitality associations, vocational training providers and SMHE managers were interviewed. 7 persons participated in the structured interviews in total.

Based on the focus group discussion/ structured interview point out key benefits of SeasonReady WBL training that the participants recognized (referring to 2nd question from the IO4 Focus Group Guidelines)

The training based on WBL methodology could be useful for all target groups in Croatia such as employers, seasonal staff and in-house trainers.

1. Employers

- *free use of training methodology in their businesses and the possibility to adapt training for their specific needs*
- *the training programme could be used as the risk management tool to minimize the effect of low-skilled seasonal workers by providing them with the training which will meet their needs*
- *training programme could also be the tool to raise awareness of SMHE owners without the previous experience in the field (especially, concerning certain procedures and operations of the business itself)*
- *overall quality of service and offer by SMEH will be raised*

2. Seasonal staff:

- *training programme could improve their employability in the long-term sense since they can prove as worthy employees during the training*
- *contributing to their mobility since their skills and knowledges could be required by other SMHEs*
- *raising self-confidence and increasing the performance of the trained seasonal staff*
- *real working environment during the training enables trainees to deal with the issues and challenges that cannot be learned through purely theoretical trainings*

3. In-house trainers:

- *training material could be used as a guide for the preparation and facilitation of teaching covered topics*
- *improvement of training techniques by using developed guidelines and tools*
- *raising the quality of managing trainees and conducting training programmes in the company*

4. In general:

- *promoting the WBL methodology to a wider audience by emphasizing its value and benefits it brings to SMHE owners and managers when they apply it in their businesses*



Based on the focus group discussion/ structured interview point out key recommendations for both implementing this WBL training and promoting it (referring to 3rd question from the IO4 Focus Group Guidelines)- if possible when formulating recommendations try to think which could be short-term and which long-term recommendations

Short term recommendations for implementation and promotion of WBL training:

- *promoting good practice examples by connecting and networking SMHEs with big hotel chains in order to transfer knowledge of mentors from big hotels to trainers and mentors in SMHEs; in that way, the mutual learning would be added value for all sides and the awareness of the importance which mentorship has, would be raised*
- *using all promotional channels to raise awareness and create the positive momentum (local media, social media, etc.)*
- *distributing flyers and brochures at thematic events related to hospitality and tourism as well as job seeking fairs where lots of seasonal workers are being hired*
- *creating the network of trainers and trainees who have passed the SeasonReady training programme*

Long term recommendations for implementation and promotion of WBL training:

- *establish the stakeholder network, which would include all the relevant stakeholders from the hospitality and tourism sector to work on designing supportive measures for the wider implementation of WBL training methodology and programmes for seasonal staff*
- *ensure financial mechanisms to support SMHEs which participate in training programmes (different kinds of tax reliefs, incentives, equipment and materials subventions, etc.)*
- *design the national promotional campaign to promote the value of WBL for SMHEs and seasonal workers*