



SEASON READY



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COUNTRY SPECIFIC RECOMMENDATIONS

GREECE

PELOPONNESE TOURISM ORGANISATION (P.T.O.)

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



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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 Greece there are a number of short term trainings that have been carried out by The Greek National Tourism Organization (EOT) addressing seasonal workers in specific occupations in tourism such as waiters, chefs and front office employees. The positions are limited and the enrollment in them requests the existence of minimum working experience in the field.

Furthermore, there are incentives promoted by the Greek Manpower Employment Organization (OAED) where training programs addressed to employees are organized every year through their associations. Employees can participate once per year. Although these training programs are addressed to employees that are occupied for more than 8 months in a certain business, OAED foresees that also other employee categories should be enhanced to participate. Therefore, it has developed a specific regulation for the participation of seasonal staff. It should be noted that, these training programs more often include topics such as learning a foreign language, developing ICT skills etc. rather than be focused on specific professions.

Finally, there are initiatives where seasonal staff may attend specific training programs which are conducted by Vocational Centres and they are not for free.

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

The developed training methodology may benefit the SMHEs activated in Greece in multiple ways. First of all, it is the first time that a WBL methodology is 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. Secondly, it provides the opportunity to SMHE owners and managers to develop a training program that addresses specific training needs of their seasonal staff. Finally, the material that has been developed within SEASONREADY framework is focused mainly on practical needs rather than theoretical knowledge. Therefore, the promotion of training material, which is enriched mainly by videos, exercises and activities for application is not something that is commonly seen when it comes to training in Greece.

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



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First of all, the WBL training was developed according to the needs of seasonal staff in 3 specific professions: front office, food and beverage and housekeeping. As it was highlighted in IO1 seasonal staff lacks specific skills that had to do with their profession. Having these findings as a starting point, SeasonREADY team developed a training program that enhanced the acquisition and/or upgrade these specific skills.

Moreover, the material is also designed in such a way, in order to be easy to be read by employees of different educational levels focusing mainly on practical knowledge rather than theory. For this to be accomplished other sources were also used such as videos, articles, self-reflection activities and activities for application. In this way, employees have the opportunity throughout a pleasant educational procedure, to acquire new knowledge and skills, exploiting at the same time their previous experience in the sector. And of course, the results are 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.

Last but not least, this kind of training affects their attitude towards their profession in terms of increasing their self-confidence, realizing the importance of their role in the success of the SMHE and being more responsible when performing their profession.

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)

The piloting in Greece was held in the hotel Alkyon Hotel Resort & Spa cited in Vrahati Korinthos. The piloting was conducted in two different phases. During the first phase the in-house trainers were introduced in the project, the proposed training methodology and module 6 "Housekeeping". The in-house trainers training was held in the premises of the hotel on 25 of May 2019, where two trainers and one more staff member participated.

The second phase of the training concerned the training of hotel's employees. More specific, the piloting of WBL training started at the end of June and had a total duration of 20 days. 10 employees participated in the piloting divided into 2 groups formed by 7 and 3 employees respectively.

The training methods used were: lecture, demonstration, role playing, coaching, mentoring, job shadowing and baddy system.

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



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In Greece, the first impression of the training material by both target groups, in-house trainers and trainees, was good in terms of quality and structure. In addition, the resources used for further reading and videos considered to be of high importance for the success of the training. From the whole process it came out that the training based on WBL led to the following benefits for both target groups:

- *The communication among colleagues was improved*
- *The communication between employees and managers was improved*
- *Employees had the opportunity to upskill their knowledge on the field*
- *In-house trainers could more clearly set the main goals, tasks and objectives that need to be completed by seasonal staff during their performance*
- *Seasonal staff gained more self-confidence when performing their profession*
- *In-house trainers had the opportunity to acquire new training techniques*
- *Improvement of the working atmosphere due to cooperation and team work*

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 Greece the method that was followed for the accomplishment of this task was the structured interviews. 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 issue. Therefore, academics, vocational training providers, policy makers, tourism and hospitality associations and SMHE managers were interviewed. 10 persons participated in the structured interviews in total and more specific:

- *1 academic in the field of Tourism Management,*
- *2 vocational education and training providers,*
- *1 SMHE manager,*
- *2 representatives of Tourism and hospitality associations,*
- *4 policy makers (2 representatives of the Greek Manpower Employment Organization, 1 representative of the Hellenic Chamber of Hotels and the President of the Hellenic Hoteliers Federation)*

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)



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The training based on WBL methodology could be really useful for all target groups either direct or indirect such as employers, seasonal staff and in-house trainers. More specific:

1. For employers

- *They have the opportunity to use a training methodology in their businesses for free followed by the relative tools enabling them to adapt training in their specific needs*
- *It could be a way to secure them before hiring seasonal workers with limited skills by providing them with the adequate training material and organizing trainings before the SMHE opening so as to be ready for the season.*
- *Through SeasonREADY methodology they can also gain knowledge about the main objective of the sector in order to exploit further provided tools for resolving certain critical issues (e.g. staff evaluation, organization of work and business's way of operation) leading in new pathways of entrepreneurial thinking and acting.*
- *This training could also enlighten SMHE owners that had no previous experience in the field, on certain procedures and operations of the business itself.*
- *It could lead in the provision of high quality services contributing at the same time to the success of the SMHEs.*

2. For seasonal staff

- *This kind of training could lead them to their hiring since they can prove through it their knowledge and skills upon basic operations*
- *It could also act as a mean of mobility in a sense that they have the opportunity to be occupied in other SMHE as well.*
- *It will enable them to gain self-confidence and increase their performance through the upgrade and/or change of their knowledge and skills, or even to take initiatives when performing their profession.*
- *The training is undertaken under real working circumstances and therefore, employees have the opportunity to deal with issues that are hardly to be managed having only theoretical knowledge.*

3. For in-house trainers

- *this kind of training could work as a guide for the preparation and facilitation of teaching these subjects,*
- *They will enrich their training techniques though the provided guidelines and tools.*
- *They will be able to improve their managerial skills through the development of knowledge dissemination skills and the exploitation of training techniques that are widely applied in human resources development.*

4. In general:



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- *The WBL training methodology and the respective training material is available on the internet for free. This will enhance the promotion of SeasonREADY in all interested parties, such as SMHE owners and managers, Policy makers, Vocational Training Centres, seasonal staff.*
- *It could be easily part of a complementary material for further practice of Training and vocational centres that implement training programs within the tourism and hospitality field. In this line, the WBL methodology could be used by VET centers during the organization of trainings in other sectors than tourism, as well.*
- *Since it is available for free, it is easier to be also promoted by Employee and Entrepreneurial counsellors of the Greek Manpower Organization to seasonal workers and SMHE owners/ managers since it does not go against the rules of their organization.*
- *The use of communication and marketing tools, such as advertisements and other promotion techniques could contribute significantly to the introduction of the WBL methodology to a wider audience having as a main goal the prominence of its value and the benefits it brings in case that SMHEs owners and managers apply it in their businesses.*
- *The results of this kind of training could be reinforced when being accompanied by a number of supportive services and interventions that have to do not only with funding of training and opportunities for experiential learning but also with the active involvement of counsellors.*

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

The recommendations that came up during the structured interviews concerned the future implementation and the promotion of the WBL training and are as follows:

Short term recommendations for implementation and promotion of WBL training:

- *The existence of certification that would be recognized by SMHEs owners / managers as an extra feature that has an extra added value in employees' resume and eventually, in their prospects in the industry.*



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- *Raising Awareness through face to face sales and personal meetings with SMHE owners so as to move their interest from employee's working costs to the benefits that their business may gain through qualitative services.*
- *The use of techniques such as publicity, public relations, and the promotion through social media such as Facebook, twitter and Instagram.*
- *the distribution of informative material such as flyers and brochures,*
- *the development of links among SMHE's owners that have already applied the WBL Methodology to the their business and other owners*

Long term recommendations for implementation and promotion of WBL training:

- *The development of a register of excellent SMHEs where trained, qualified and skillful staff could be one of the key criteria for excellence.*
- *Increase of the star rating system as a result of the participation of a SMHE's seasonal staff in trainings.*
- *The exchange of good practices in the field and the presentation of the results that training produced in certain SMHEs, translated in terms of benefit/costs highlighting at the same time, the circumstances under which these positive results were achieved.*
 - *Subvention of tuition fees*
 - *Tax reliefs and reduction in employers' contributions for SMHEs when they decide to train their seasonal staff. It is worth noted that, especially in SMHEs, the payroll cost consist of approx. 65% - 80% of their general costs and therefore, this could be a truly motive.*
 - *Through local trade union organizations in the industry cultivating a positive attitude of SMHEs owners/ managers about training.*
 - *Through targeted update about the necessity of hiring qualified staff through institutions and public authorities activated in the field such as Hellenic Chamber of Tourism, Panhellenic Federation of Hoteliers, local associations etc.*
 - *Through the organization of conferences and round tables where business owners will have the opportunity to express their fears, objections about the training methodology and whether it could lead to a success of their business.*