Tourism and Hospitality Talent Development Programme 2022 Application Guidance and FAQ

This document explains the criteria and how to apply for a place on this programme. Please read this before applying.

What is the Tourism and Hospitality Talent Development Programme?
This is a Leadership & Management training programme, supported by the industry, that is designed to motivate and develop top talent in order that we can recover faster from the significant impact that the Covid-19 pandemic has had across the Hospitality and Tourism sector in Scotland. The issues with recruitment and retention are significantly adding to the mix. The key challenges that we are facing as an industry can only be adequately dealt with by having in place strong leadership and management across all areas of our sector.

This programme is funded by Scottish Government, and is being administered by HIT Scotland.

This version for 2022 is a slight revision on the programme first run in 2021, based on feedback received and the current state of the industry.

Who can apply?
This programme is open to anyone working in the Scottish tourism and hospitality industry, with the employee living and working in Scotland. It is open to anyone over the age of 16, at any level and for any job role. You can apply for up to 25% of your workforce (they may not all get to take part, see later).

Candidates must be working full time or part time. Please note that there are some people who are not eligible to take part due to the source of the funding. Students are not able to apply as their education is already being funded by the Scottish Government.

Not eligible
- An overseas national who is subject to an employment restriction or to a time limit on their stay in Great Britain or both except where the individual is a refugee or overseas national where the Biometric Residence Permit (BRP) which is provided by the Home Office shows they have the right to work regardless of the time shown;
- A person at the same time on any employment, education, training, or enterprise programme funded by any Government department or by SDS. For the avoidance of doubt Modern Apprenticeship is a Scottish Government funded employment programmes; Kickstart is a UK Government funded employment programme; and individuals who are in education at (i) university, (ii) further education college or (iii)

school (in each case as solely determined by SDS) are in education programmes funded by the UK or Scottish Government.;
- A person in custody as a prisoner or on remand in custody;
- An overseas national who is subject to any funding restriction which would apply to the NTTF - THTDP.

We ask that a business applies on behalf of the employee, so that we can clarify the individual's working situation, and check on workforce numbers. Application should be made by one person on behalf of the business - the business owner, a senior manager, or an HR professional. Applications should only be made for individuals who want to take part and are willing to commit to the course, so individuals should speak to their manager if they want to take part, as certain information is required from you for the application.

Each individual venue is treated as a separate business, so can apply for its own employees (eg a hotel or visitor attraction chain with numerous venues around Scotland should complete their own applications for their own venue - we need to know the local authority and workforce numbers of each individual venue taking part).

All businesses within Tourism and Hospitality are eligible to apply, please provide information about what your business does on the application form.

What is required to take part
This is a virtual programme, so individuals must have access to the following to be able to take part.
- Computer / laptop / tablet - with a microphone to allow you to be heard, and a camera to allow you to be seen Note - *a mobile phone would be too small to be able to see the material.*
- Internet connection (wifi).
- Notepad and pen.
- A quiet space to take part for each 4 hour module.
- An open mind and a willingness to learn.

If the employee has any barriers to taking part please let us know on the application form.

There is no financial cost to attending this programme.

You will be invited to join the programme via a learning platform called GiraffePad. Instructions will be provided in the Learner Guide once your place is confirmed. You are not required to download any software.

What is the content of the programme?
Each programme is a series of training modules that build on each other, providing new skills, insights, tools and techniques to supervisors, managers and leaders, to allow them to get the best performance from themselves and the rest of their team. Each module will require evidence of practical application in the workplace to achieve certification of completion. There are 6 modules for the Leadership and Management levels, and 8 modules for Supervisory level . See the programme documents for full details of content and criteria.

How does the programme work?

This is a virtual programme that will be delivered live online via a Learning Platform called Giraffe Pad (free for you to take part). This allows the group participants to see the trainer, access shared information and participate interactively. The trainer will be able to see and hear you.   At the end of the programme, and going forward, all participants will be required to complete feedback on their experience and how useful this programme has proved to be.

Certification

This programme is run by We Are Extraordinary and the modules have been designed to meet the evidence-based standards of the Institute of Learning and Development.

You will be required to show evidence that you are applying the learning from the programme:

Leadership: You are required to identify one strategic growth opportunity for your department or business and prepare a short case study, gathering evidence that demonstrates how the learning from the programme has enabled you to move this opportunity forward. On Week 6, you will share a short presentation for which you will receive peer and trainer-led feedback.

Management: You are required to meet with your line manager and together identify one project that you will assume responsibility for. On Week 6, you will share a short presentation to demonstrate how you will, or have implemented the learning to advance this. You will receive peer and trainer-led feedback.

Supervisor: You are required to arrange a weekly 1-on-1 meeting with your line manager (minimum 20 minutes) and identify one concept or idea from that weeks' Module, that you are committed to implementing. On Week 8, you will be required to share a short presentation to demonstrate what you have learned and how you continue to implement the learning from the programme. You will receive supportive peer and trainer-led feedback.

A Certificate of Completion awarded by HIT Scotland will be given to those who have attended all the modules and fulfilled the requirements detailed above.

How long is the programme, and when does it take place?

This is a series of 8 or 6 modules, which will take place weekly, for 8 or 6 weeks. Each module will be 4 hours long, and take place from either 9am to 1pm or 1.30pm to 5.30pm. Participants are expected to be able to attend ALL the modules live to gain certification.

Each module will be on the same day at the same time, to allow participants to plan their week. Businesses are expected to allow their employees to have this time for training, and not schedule them to work at this time for the length of the programme. **We ask that everyone attend all the modules live.** If there are exceptional circumstances meaning someone cannot take part live for one of the modules, they should inform us before the module date, and they can watch a recorded version of that module.

The programme will start on Tuesday 8th, Wednesday 9th or Thursday 10th February 2022, there will be a number of groups each day. Participants will be told the dates and times for the modules for their group.

The application form asks which days/times the applicant CAN do. This will be allocated to the individual based on availability. We will endeavour to spread employees from one business into different slots to help with rotas. We are unable to move people between groups after their place has been confirmed, so please ensure you select the day/times that the employee can commit to.

Some Modules have 'pre-work' required; this should take no longer than 30 minutes and usually takes the form of a self-assessment or questions to reflect on. Trainers will always make their groups aware if there is any pre-work required for the subsequent Module. There will be a collection of resources available that will support the learning for that week - these are optional and will not impact the learner should they choose not to use them.

How many programme participants will there be?

There will be 60 groups of 25 people (1500 people) able to take part in the three categories (Supervisor, Manager, Leader). The number of groups for each level will depend on demand. Not everyone that applies is guaranteed to receive a place on the programme. There may be other development opportunities in a later stage of this project. Participants for each group will be allocated with the aim of creating cohorts with similar experiences that will allow for good discussion.

How do I choose which category to apply for?

You can only apply for one category for an individual. Please read the full descriptions for each category to find a suitable level for your employee. As a business, you know the current experience and skills for that employee, so along with the thoughts of the individual, you are best placed to choose the correct level.

Supervisory - Participants will be new team leaders or supervisors who want to build confidence and develop their management style. Also suitable for those who are about to take that first step into supervising a team. The course will introduce them to foundational concepts and practical skills and techniques to help them manage change, make better choices and decisions, delegate effectively and manage performance within their team.

Management - Participants will ideally already be managing a team, or have previous experience of managing a team. For those who are looking to enhance the performance of their people and move them, and themself, from good to great. For those moving from being a functional expert to leading people for the first time, you will want to find ways to motivate, engage, coach and have conversations that matter.

Leadership - This is the highest level. For senior-level managers, with a minimum of 5 years of experience in leading people and a desire to develop their leadership approach and personal effectiveness. Participants should be comfortable with tactical areas of leadership such as giving feedback, having difficult conversations and performance coaching. This is suitable for business owners, General Managers, and those at Head of Department level or similar.

What's the application process?
Businesses are required to complete an online application form for each individual that wants to be put forward. There is no interview process. Applicants must want to take part and commit to the course.

The Application Form
This provides us with the information required for people to take part in this programme, and to allow us to decide who will be given a place.

We ask
- Information about your business - business name, postcode, what local authority you are in, what your business does, contact details for the manager who is dealing with the business's applications, and the business's current workforce number (total number on Full and Part time together - this allows us to check the criteria of only up to 10% of your workforce being allowed to apply), and how many people you are applying for.
- Information about the candidate - which category you're applying for (supervisor, manager, leader), contact details (personal and work email, mobile number), preferred email address to communicate with about this course, age, gender, job information (job title, current work status), are there any barriers to this person being able to participate, and which of the training days/times this person CAN do.

You can only apply once per person.

How do you decide who gets a place on the programme?
If there are too many applicants then candidates will be chosen to allow a good geographical spread of businesses around Scotland, a good mix of people from different qualifying sectors, and a number of different businesses. If one business has applied for a number of employees to take part, if we cannot offer them all a place, we may ask that business to choose which of the employee(s) they would like to take part.

When do I find out if my employees have received a place on the programme?
You will find out by Monday 24th January 2022 if any of your employees have received a place on the programme.

Successful candidates will be emailed with a form which they must complete before being accepted on to the programme. They MUST complete this by return or they will not be able to take part. The form will ask some questions required for equalities monitoring, will ask that you have read this guidance document, and ask you to print your name to sign approval of taking part in the programme. It will also ask if you have any additional support needs that will help you get the most from this training, eg dyslexia, anxiety, sight or hearing issues. This will all be done electronically.

What are the dates I need to know?
- Applications open Monday 13th December 2021
- Applications close at midnight Sunday 16th January 2022

- Participants notified if they have a place, and what date/time their modules will be by Monday 24th January 2022
- Programme start date is 8/9/10 February 2022 (depending what group you are)

Communication

With hundreds of applications expected, communication will be done by email, so please ensure that you give us the correct email address for both yourself and your employee! Emails will be sent as a mail merge, sometimes this ends up in your junk or spam email folder - please check those folders around the dates above. If you can add alyson@hitscotland.co.uk and kirsty@hitscotland.co.uk to your safe senders list on your email, then this should mean any emails arrive in your inbox.

Terms and conditions

- Applicants must be working in Scotland in the tourism or hospitality industry (full time, part time).
- Businesses must keep HIT Scotland up to date with any changes to contact details or employment.
- If a participant moves from Scotland or leaves the Industry they will forfeit their place on this programme.
- Participants are an ambassador of your Organisation, both on and offline. It is their responsibility to conduct themself in a professional and sensible manner at all times.
- Participants must comply with all reasonable instructions and requests.
- Participants must inform HIT Scotland of any medical condition which might affect their participation in the programme.
- Participants should be able to attend ALL modules live. If they cannot attend, they must inform HIT Scotland immediately. There is an option to watch a recorded version of the module, but this is a last resort and will affect certification.
- Any participant found under the influence of drink or drugs will have their place terminated with immediate effect.
- Photographs and / or film footage may be taken during the programme, Any such photographs and / or film footage may be used by Scottish Government, Skills Development Scotland, HIT Scotland or the training provider to promote and report on this programme.
- Participants should be careful not to post inappropriate or harmful material on social media (both personal or company accounts), or share confidential information, in relation to your programme experience.
- Any grievances about your programme attendance should be sent privately to HIT Scotland in a timely manner, who will then deal with this as appropriate.

Diversity Policy - HIT Scotland is committed to encouraging equality and diversity and we aim to be truly representative of all sections of society.

Your Data - Privacy Policy - HIT Scotland takes data protection seriously. We will keep any personal data you provide secure, and will only use this for the purposes of this programme. Information will be shared with the funders of the project as part of a programme evaluation, but this will be kept secure and not used for any other purpose. Your contact details are not

shared with other participants, only your name will be visible during communication in the online training.