



Employer Excellence Programme Guidelines





Tourism Eligibility Criteria - Employer Excellence Programme

Applicants should read the eligibility criteria set out below to ensure they meet them and qualify for the Programme before applying, as acceptance into the Programme and its supports and benefits is conditional on compliance with these.

The Fáilte Ireland Employer Excellence Programme is open to all tourism and hospitality businesses. However, to be eligible for Fáilte Ireland's financial contribution towards the employee engagement element of the programme, businesses must meet the criteria below. It is important that all applicants check the definition and eligibility criteria before applying. Eligibility does not mean an entitlement to Fáilte Ireland's financial contribution, which is at the sole discretion of Fáilte Ireland.

To qualify for the full benefit and financial contribution for the programme, applicants must meet the criteria outlined below.

A Qualifying Applicant must meet the following criteria:

- 1 Applicants must have a demonstrable tourist experience or product, targeting domestic and / or international visitors (for example, but not limited to, one or more of the following: the ability to provide services through multilingual channels, proactively targeting both the international and domestic markets, alignment with one of Fáilte Ireland's regional brands i.e. Dublin, Ireland's Ancient East, Ireland's Hidden Heartlands, Wild Atlantic Way.)
- 2 Current Employee numbers of over 5 at the time of application and survey (please note that part-time, full-time and seasonal staff are acceptable to this total figure).
- 3 Must be established and registered for tax, and tax cleared in the Republic of Ireland
- 4 If the applicant is an Irish Based Inbound Agent, it must operate as a Republic of Ireland based inbound tour operator, DMC or PCO who package, sell, and market the Republic of Ireland's tourism product overseas
- 5 If the applicant is an accommodation provider, they must be Registered or Approved under Fáilte Ireland's National Quality Assurance Framework (NQAF) as at the time of application

(a) In order to be eligible, the following businesses must be registered with Fáilte Ireland as Statutory Accommodation Providers:

- Hotels
- Guest houses
- Holiday Hostels
- Youth Hostels
- Caravan & Camping Parks
- Self-Catering (registered under a prescribed term)
- Holiday Camps

(b) In order to be eligible, the following businesses must be approved by Fáilte Ireland as Non Statutory Accommodation Providers:

- B&Bs
- Historic Houses
- Self-Catering (individual properties)
- Fáilte Ireland's Welcome Standard*
- Welcome Standard Approved Marinas
- Welcome Standard Approved Accommodation

All applicants must be included on the Fáilte Ireland Register of Statutory Accommodation or the Fáilte Ireland Non-Statutory Approved Accommodation Listing (<https://www.failteireland.ie/Supports/Get-quality-assured.aspx>). For the purposes of these Guidelines, hereafter both documents together will be referred to as the "NQAF Listings".

- 6 Public Bodies: Any business that is owned and operated by, or in direct funding from, the following public bodies are eligible to apply, however, as a Public Body they cannot avail of the Fáilte Ireland contribution provided for the Employee Survey, so the full cost of this will apply.
- Office of Public Works
 - National Parks and Wildlife Service
 - Local Authorities/County Councils and their commercial subsidiaries
 - National Museum
 - Waterways Ireland
 - Coillte

Ineligible Applicants

Applicants who meet one or more of the below criteria are ineligible to apply for the Programme:

- Accommodation providers not included on Fáilte Ireland's National Quality Assurance Framework are ineligible to apply under this Programme
- Property Marketing Companies / Groups / Organisations
- Businesses that are not specifically targeted toward serving the Tourism Market in the Republic of Ireland.

Guidelines and Business Commitments

Below outlines the guidelines for application to the Employer Excellence Programme as well as an overview of the commitment required by each business for successful participation in the Programme.

Guidelines:

- 1 In order to register, all applicants will be required to have a profile on Fáilte Ireland's 'Trade Portal' which is accessible on www.failteireland.ie. If you do not already have an account, you will be required to create one.
- 2 For those that already have a Trade Portal account, the application form can also be found under [Enterprise Supports - Live Training](#).
- 3 Should the form not be available please contact: customersupport@failteireland.ie. Applicants should note that granting access to the application form does not confirm final eligibility of an Applicant. Depending on the information provided in the application form, an Applicant may still be deemed ineligible for participation in the Programme later in the process. Through the Fáilte Ireland Trade Portal, applicants may be asked to provide details such as their current employee numbers.
- 4 Applicants will also be asked to confirm their acceptance of a number of Business Commitments to the Programme, relating to the provision of adequate staffing, time dedicated both toward learning as well as towards ongoing implementation, and financial resources to complete the Programme. It is advised that full engagement with the Programme will require two days per month by the business for the duration of the programme. This is based on each people manager taking a half day per week for training and to manage employee engagement, action plan and implementation, gathering of data and reporting. These business commitments are detailed below.



- 5 Successful Applicants will have access to an online employee survey conducted by Fáilte Ireland's appointed Employee Engagement Experts. Following completion of the employee survey, businesses will be supported in developing their own bespoke action plan, based on the results from the employee survey. The resulting Action Plan will outline development areas for the employer to focus on to enhance and improve their people practices. This plan will be completely confidential to businesses and will identify the specific workstreams through which they will progress on their journey toward employer excellence. The entire Programme will also be supported by Fáilte Ireland through a suite of additional supports for businesses as follows:
 - Build Industry Capabilities** – support to build on their employer brand to realise the full potential of their Employer Excellence journey. This capability will be provided through a suite of online learning tools, webinars, workshops and video content.
 - Boost Operational Efficiencies** – support in utilising talent to drive operational efficiencies through a suite of online learning tools, training, toolkits, and webinars.
 Depending on business / organisational needs, applicants may be able to avail of further supports in the Employer Excellence Programme. They will be advised of any further opportunities that may be made available as they progress through the programme.
- 6 Applicants must be able to demonstrate their commitment to Equality, Diversity and Inclusion across all areas of their business including, but not limited to, the following areas:
 - Employees
 - Customers
 - Marketing
 - Procurement
- 7 While all tourism businesses may apply to participate in the Excellent Employer Programme, to avail of Fáilte Ireland's contribution toward the completion of the Employer Excellence Programme businesses must meet the eligibility criteria outlined above.
- 8 Fáilte Ireland may recognise other independent Employee Engagement Schemes. Please refer to pages 6–8 of this document for further details of how to become recognised.

For further details please contact us at employerexcellence@failteireland.ie

Business Commitments:

- 1 Applicants will be required to commit to a three-year time investment into the Programme
- 2 Applicants will be required to commit to a financial investment into the Programme

Indicative Cost Range Per Business



Micro (5-19 employees)		Small (20-49 employees)		Medium (50-99 employees)		Large (100+ employees)	
Year	Cost range to business	Year	Cost range to business	Year	Cost range to business	Year	Cost range to business
1	€750	1	€600	1	€850	1	€1,100
2	€750	2	€1,200	2	€2,200	2	€3,000
3	€750	3	€2,000	3	€3,400	3	€4,500
Total	€2250	Total	€3,800	Total	€6,450	Total	€8,600

Exact costs for Year 3 will depend on the overall participation level for the programme, but businesses will not pay any more than the maximum amounts indicated here. All costs are exclusive of VAT at 23%.

- 3 Applicants will be required to commit to having their line managers, people managers and supervisors undertaking The Fundamentals of People & Performance Management or similar in the last five years – if not the Fáilte Ireland training, other training may be considered as part of the Framework for other Employee Engagement processes. For further details please contact us at employerexcellence@failteireland.ie

The Fáilte Ireland online Learning Programme comprises 3 modules, with an expected total learning time of 5 hours 45 mins – 6 hours, which can be undertaken in units of time that best suit the participant, so each can work to their own schedule.

Module 1: Effective Communications for Employee Engagement (three sections) and will take just under 2 hours to complete (105 Mins).

Module 2: Personal Leadership – Coaching & Management Styles in Building of Effective Teams (three sections) and will also take just under 2 hours to complete (105 mins).

Module 3: Managing Performance Day-to-Day (four sections) and will take just over 2 hours to complete (135 mins).

To maximise the benefit of the learnings from each module, it is recommended that they are completed separately, allowing time between each module to commence implementation of learning into the workplace practices.

- 4 Applicants will be asked for their employees to commit to completing an Employee Engagement Survey annually over the 3 years of the Programme
- 5 Applicants will be asked to commit to actioning development areas identified in the survey
- 6 Applicants will be asked to commit to participating in Fáilte Ireland's Business Survey which will take place annually. This allows Fáilte Ireland to gather accurate and robust data relating to employee numbers and other key indicators for the Applicant's business / organisation, to support our on-going development of the Tourism sector. By participating in this Employer Excellence Programme, the Applicant is agreeing, if approved for participation, to provide employer performance and engagement data to Fáilte Ireland for a period of up to 10 years from the acceptance onto the programme and that the applicant will work with Fáilte Ireland to ensure this data is reported in a timely manner. All data collected will be anonymised to comply with GDPR rules.

It may also be used to support interventions identified as part of an audit of participating businesses' employer brand, and could deliver outcomes such as:

- Enabling employers to enhance their employer brand
- Showcasing people in their workplace and celebrate their achievements
- Promoting tourism as a career
- Recovering from the impact of COVID-19 and to grow employee numbers in a sustainable manner.

PLEASE NOTE: Fáilte Ireland will not collect payment for this programme, Payment and debt collection will be fully handled by the relevant survey provider. For businesses with 20+ employees, this is Great Place to Work. For businesses with 5-19 employees, this is Workbly. The payment terms and conditions for each provider are available here:

Great Place to Work: <http://www.greatplacetowork.ie/master-services>

Workbly: <https://workbly.com/fi-terms-and-conditions/>

If you need any technical assistance, please contact Customer Service on 0818 888800 or email customersupport@failteireland.ie

If you have any specific queries in relation to the Fáilte Ireland Employer Excellence Programme itself, please email: employerexcellence@failteireland.ie



Employer Excellence Programme

Recognised Employer Guidelines

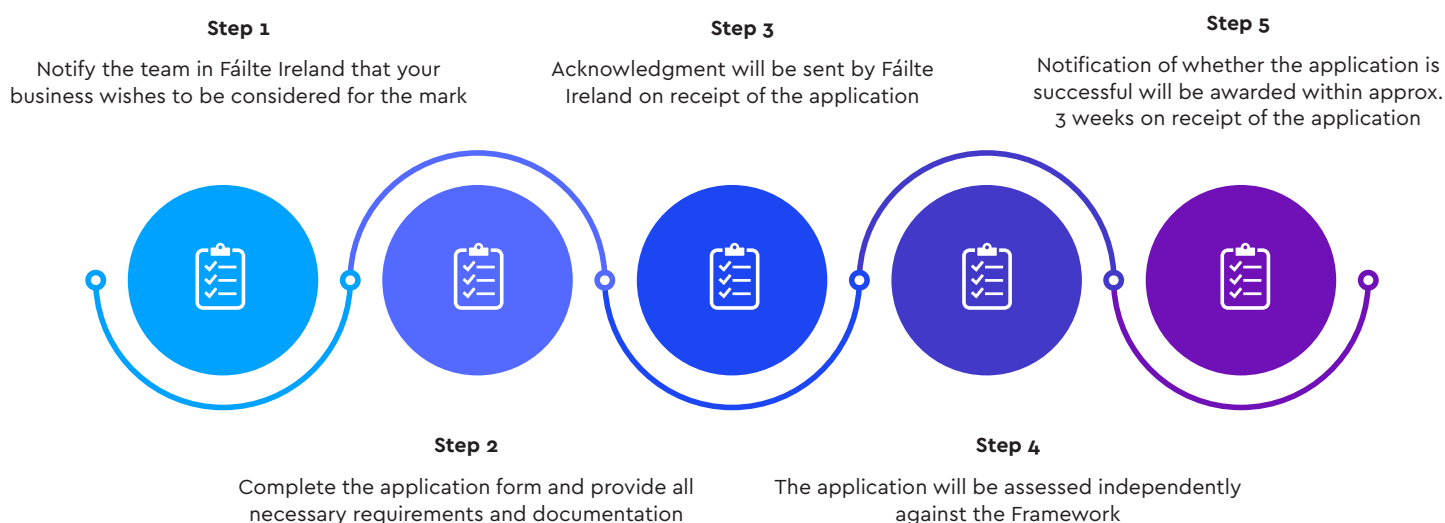


Employer Excellence – Recognised Employers

The aim of this framework is to enable businesses who use alternative Employee Engagement Surveys and / or Management Development Training to obtain recognition for their positive employment practices.

The Fáilte Ireland Employer Excellence Programme is committed to supporting Ireland's Tourism Industry to create the best workplaces possible, by setting a high-quality standard of excellence in People Management Learning and Employee Engagement for the tourism sector. An assessment framework has been developed to enable Fáilte Ireland to award the Employer Excellence Mark (Employer Excellence Recognised) to businesses who are involved with another Employee Engagement Process e.g a separate Employee Survey and/or People Management Learning Programme, upon successful assessment by an Independent expert.

Application Process



Costing

Following assessment, an Employer Excellence Programme Mark may be awarded to these businesses upon their application and subsequent review against the framework. The title of the mark is 'Recognised Employer', and will complement the existing suite of marks.

The following are the proposed charges (all of which are ex VAT) to businesses to have either one or both elements of their alternative Programme assessed.

- Survey Assessment only – €600
- Training Assessment only – €600
- Survey and Training Assessment Combined – €600

This fee is invoiced to the business by Fáilte Ireland, and is non-refundable, regardless of the outcome of the assessment.

Depending on the outcome of their assessment(s), businesses may have a number of options open to them in terms of proceeding to Employer Excellence Recognition. A member of the Fáilte Ireland team will engage directly with businesses at this stage to outline these options and associated costs.

For businesses who have been successfully assessed under Employer Excellence Recognition and have not joined the full Employer Excellence Programme, they will not have access to:

- The Employer Excellence Programme Business supports.
- The opportunity to win an award at the annual Employer Excellence Awards.
(Businesses will receive an invitation to attend the annual awards ceremony).

FURTHER INFORMATION

For further information or queries on the application process, email: employerexcellence@failteireland.ie

Assessment Themes:

Survey Alignment

Organisations will be acknowledged as a "Recognised Employer" if their employee survey addresses each of the 5 themes. Businesses must demonstrate that they have received employee feedback against at least one of the sub themes in each of the 5 core themes.



Training Alignment

Organisations must provide evidence of training in all topics highlighted under the 4 core themes.

If organisations believe they meet all of the necessary topics, they will be required to provide evidence that managers have received training, in each topic within the framework



Pre-Qualification Assessment Criteria

Businesses must ensure their practices meet the following assessment criteria in order to be put forward for assessment. Businesses may be asked to provide evidence of compliance with any one of these pre-requisites as necessary.



Where a business conducts an employee engagement survey, it must be coordinated by a **third party provider**. This is to ensure the independence of the results and the integrity of the survey process.



Surveys must meet the **specified minimum response rate** to be considered for the EEP Ribbon. This is dependent upon the number of employees.

- Band 1: 5 – 9 employees – minimum 100% response rate.
- Band 2: 10 – 49 employees – minimum 90% response rate.
- Band 3: 50 – 99 employees – minimum 70% response rate.
- Band 4: 100+ employees – minimum 60% response rate.



The survey should capture an **adequate level of demographics to interpret results**. This is applicable to businesses with **5 or more employees** to take account of employee anonymity. These demographics would be captured in such a way that would not identify the respondents. Examples of demographics captured may include department, role title, tenure etc. The data can be interpreted into results that businesses can act upon. However, providing personal identifying information such as age and gender is not a mandatory requirement for participants.



Survey providers should adopt best practice in relation to data collection. To capture employee responses, there should be **individualised access links** issued to each employee and the survey results should be anonymized. This ensures the integrity of the data collected with one response per active link.



Employees should participate in the survey or any training of their **own free will and without any coercion** from the business or other employees. This can significantly impact upon the results of the survey. Applicants may be required to provide their engagement communications for surveys and training to employees to demonstrate this.



The employee engagement survey or people management training must be completed **within the previous 12 months** of the application.