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## Newsletter 3 / March 2012

The project POWER (People on Work Empowerment Resources) is supported by a previous Leonardo da Vinci project called TALISMAN, focussing on Talent Management in European SMEs.

Each country participating in the project conducted a survey with a group of relevant companies in their area, covering different sectors, which resulted in an innovative methodology for training SME managers, owner and HR staff to implement and validate talent management strategies and activities.

TALISMAN created and developed a training plan aimed at providing the managers and the responsables of human resources of the European SMES with the abilities and competences needed to implement Talent management procedures and policies in a successful way and simultaneously take advantage of opportunities ICT to make better use of training.

POWER, taking this a starting point, aims to transfer all this knowledge to European SMEs in the tourism sector, especially in Slovakia, Italy, Cyprus, Ireland, Lithuania, Greece and Spain.

Obtain or retain talent in a company is a strategy from the most competitive SMEs, they seek growth through human resources, which play an important role in the company and increase its value. A company with a good talent management strategy is more competitive in the market and is capable to deal with other situations, such as economic crisis.

The pre-project training materials have been adapted to the needs of the companies analyzed previously in the tourism sector such as: travel agencies, hotel accommodation, catering companies, tourist information centers, additional sectors related to rural tourism, etc. The most appropriate topics for training with respect to talent management in the sector have been identified, and a set of cases of good practices useful as role models, have been elaborated.

In addition to the adapted materials, a set of additional and new materials from the partners have been included, so as to extend the training contents and include new research, programs, contents and new role models.

The nine initial training modules have been reduced to cater for the needs of the SMEs in the tourism sector, into the following six ones:

1. Awareness Creation
2. Organisation competences
3. Study Cases
4. The Hidden Treasure, Self-Assessment Tools
5. Tools
6. Measuring Techniques



The self-assessment tools contain 24 questions with multiple choices and

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different score. Based on the results of the questionnaire, there will be a calculation that measures the awareness of the entity with respect to Talent Management.

The training contents provide information on different measurement techniques and methodological tools to attract, retain and develop talent, such as:

- Coaching and Mentoring
- Career Planning
- Talent Map
- Development Framework
- 360<sup>0</sup> Degree Feedback
- Balance Scorecard, ....

Learning how to properly manage your workforce and foster a culture of high performance can be critical to survival. Your organization can do to get the most out of your workforce.

Companies need to make sure that their employees are all focused on contributing to the organization's success. We need to make sure that everyone is working on the right things and that the organization is making progress on its goals.

Tourism companies can design their own Talent Management strategy, by making use of some (or several) of these techniques. And they can develop a wide a range of measures which include:

- Attract, recruit and find qualified candidates for vacant positions in the company
- Define and manage competitive salaries for employees

- Provide processes that improve employee performance

- Create programs for employee retention

- Create a program of career development: training promotion and transfer.

Companies need to develop plans to recruit and retain the talents of the companies as to avoid a brain drain of the most valid of the company to the competitors.

All this information will be available on our website:

<http://power4tourism.eu/index.html>  
<http://www.elearningpower.eu/>



The next meeting of the consortium: Spis Regional Development Agency (SK), Merchant and Il Denaro Eurocrea (IT), Kaunas Regional Innovation Centre (LT), X-Panel (CY), Innovate (IE), IDEC (GR) and Fundación Maimona will be held in Lithuania in June 2012.

