# HYPRO4ST

## D2.2 Job Profile Sustainable Hybrid Project Manager qualification for the Sustainable Tourism Sector

### WP2 Labour Market Needs Analysis and Development of a New Job Profile Certification

## Document Information

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## Document History

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| 3.0 | 09/10/2023 | Final | CBE reviews incorporation. | FTHM SCN (document finalisation) |

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## Glossary

| | |
|---|---|
| **C&D** | Communication and Dissemination |
| **CBE** | Consultative Body of Experts |
| **CD&E** | Communication, Dissemination and Exploitation |
| **CDP** | Communication and Dissemination Plan |
| **D** | Deliverable |
| **EACEA** | European Education and Culture Executive Agency |
| **EC** | European Commission |
| **EL** | Greece / Greek |
| **EN** | English |
| **EQAVET** | European Quality Assurance Reference Framework for Vocational Education and Training |
| **ESCO** | European Skills, Competences, Qualifications and Occupations |
| **EQF** | European Qualifications Framework |
| **EU** | European Union |
| **FGs** | Focus Groups |
| **GA** | Grant Agreement |
| **GDPR** | General Data Protection Regulation |
| **HE** | Higher Education |
| **HEI** | Higher Education Institutions |
| **HR** | Croatia / Croatian |
| **HU** | Hungary / Hungarian |
| **ICT** | Information and communications technology |
| **IT** | Italy / Italian |
| **KPIs** | Key Performance Indicators |
| **L&D** | Learning and Development |
| **LP** | Lead Partner |
| **M** | Month |
| **MS** | Milestone |
| **N.S.** | Not Specified |
| **OER** | Open Educational Resources |

| | |
|---|---|
| **PC** | Project Coordinator |
| **PM** | Project Management |
| **PT** | Portugal / Portuguese |
| **PU** | Public |
| **QAC** | Quality Assurance Committee |
| **R** | Report |
| **SDG** | Sustainable Development Goals |
| **SI** | Slovenia/Slovenian |
| **SMEs** | Small and medium-sized enterprises |
| **TBU** | To be updated |
| **VET** | Vocational Education and Training |
| **VLH** | Virtual Learning Hub |
| **VOOC** | Vocational Open Online Course |
| **WBL** | Work-based Learning |
| **WP** | Work Package |

# 1. <u>Introduction</u>

The HyPro4ST project envisages creating a new job profile for the Tourism Sector together with a new training framework that can be used to inform the newly updated and upscaled EU's Blueprint Strategy for the tourism sector. The output of the WP2 (Labour Market Needs Analysis and Development of a New Job Profile) is a new job profile, the "Sustainable Hybrid Project Manager" with qualification for Sustainable Tourism.

The main purpose of this document is the presentation of the new Job Profile of the Sustainable Hybrid Project Manager qualification for the Sustainable Tourism Sector, which matches the skills and competences detected in the labour market needs document. The present document provides a general description of the job responsibilities, emphasising the daily tasks, as well as the soft and hard skills needed by everyone who intends to find information and/or act effectively as a Hybrid Project Manager for the sustainable tourism sector.

For the development of the job profile of the Sustainable Hybrid Project Manager, the following "tools" provided by the EU were utilized: Agenda 2030 Sustainable Development Goals, Green Deal, Europe Recovery Plan, EU Strategy for Sustainable Tourism, New Skills Agenda for Europe 2030, The EU Pact for Skills – Skills Partnership for the Tourism Ecosystem, Commission's Digital Education Action Plan, Digital Skills and Jobs Coalition, European approach to Micro-credentials, Entrepreneurship 2020 Action Plan, EntreComp, GreenComp, DigiComp, European Qualifications Framework (EQF), European approach to Microcredentials, European Quality Assurance in Vocational Education and Training (EQAVET), Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

To build resilience in a post COVID -19 era and achieve a greener and more sustainable tourism recovery in the future, while embracing digitalization across the tourism ecosystem, two OECD (Preparing the Tourism Workforce for the Digital Future (OECD (2021)); Managing tourism development for sustainable and inclusive (OECD (2021)) publications were consulted in the further development of the job profile.

Finally, the Job Profile was developed in line with the European multilingual classification of Skills, Competences, and Occupations (ESCO).

The overall aim of developing the new European Job Profile and the underpinning concept is to provide a means of summarising and organising the insights to ensure the validity of the competences of certified professionals and students of the tourism sector, attending the future online training course, as "Sustainable Hybrid Project Managers". Additionally, this new job profile will provide companies and education and training providers with clear and updated information on skills and qualifications regarding the occupation of the Sustainable Hybrid Project Manager, to better manage talent and address skills gaps in education and training programmes. In the end, it will promote and facilitate labour mobility across Europe.

The document that preceded the analysis and contained all the relevant information needed by the consortium to produce a high-quality job profile is D2.1 Labour Market Needs Report. This document was created in collaboration with the associated partners, the expert advisory body (CBE), and the national focus groups (FGs).

The purpose of the report was to conduct a needs assessment, initially in each participating country (Greece, Slovenia, Croatia, Italy, Hungary, and Portugal), using quantitative and qualitative research methods. The objective was to identify the skills gaps in hybrid project management, sustainability in the tourism sector, digitalization, resilience skills (soft skills) needed in the sector and the best training methods to deliver the HyPro4ST training. More than 300 people, at least 50 per country, were involved in the process to ensure balanced representation and validity of the results.

The needs assessment for each country was conducted using both a quantitative and qualitative approach. Activities related to the task included:

1. a quantitative analysis conducted through an online survey (see Appendix B of the Report);
2. a qualitative analysis that was conducted through:

&check;   Interviews mainly with members of the national FGs;
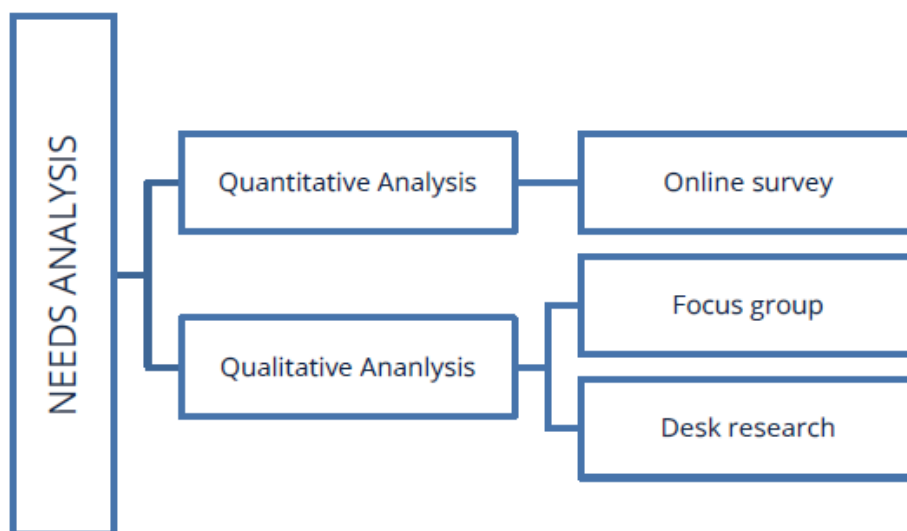&check;   a desk research.



*Figure 1: The framework of the Need Analysis*

## 2. Key insights from conducted national research in six countries and final Labour Market Needs Report

In order to gain important insights on relevant necessary skills and competences required for future hybrid project managers in the field of sustainable tourism, the research conducted in each country followed both a quantitative and a qualitative approach. Key insights from both perspectives for each country are summarized in Table 1 (see more details in D2.1 Labour Market Needs Report).

*Table 1: Highlights from Labour Market Needs Report*

| | *Summarized insights from surveys* | *Summarized insights from focus groups/interviews* |
|---|---|---|
| **TOURISM SECTOR CHALLENGES AND NEEDED SKILLS/ COMPETENCES** | Awareness of the importance of improving hard and soft skills in tourism sector, related to new challenges, especially green and digital transition. | The consequences of COVID-19 pandemic re-shaped some trends in tourism and shifted the focus even more towards experiential and sustainable tourism development, oriented towards the unique identity of destinations/local communities. |
| | Human resources development and management in the tourism sector. | |
| | Flexibility, creativity, and innovation – key elements for the sustainable development of the tourism sector. | Digital skills, market and ICT as the most prominent skills needed for future work in the tourism sector. |
| **PROJECT MANAGEMENT IN TOURISM SECTOR** | Need for project management knowledge and skills in the tourism sector: both traditional and new (hybrid, agile) approaches. | Great importance in applying project management principles when developing new sustainable tourism initiatives, as well as in applying for funding of such initiatives (in all sectors: public, private and NGO). |
| | Knowledge and skills related to project management should be directly related to specificities and challenges of the tourism sector, rather than being provided on a general level. | "Projectisation" of tourism businesses as an ongoing trend, but without accompanying educational schemes for obtaining new knowledge and skills needed for the upcoming challenges. |
| **PREFERENTIAL FORMS OF EDUCATION** | Preferred means of education: training provided directly in the workplace. | Combination of online and onsite education addressing holistically the topic of implementation of key project management principles in development of sustainable tourism. |

Apart from conducting qualitative and quantitative research for the purpose of obtaining primary data, desk research was conducted for each of the six involved countries and the results revealed great differences in addressing sustainability issues in tourism and educating stakeholders on those issues from country to country. However, a systematic connection between (traditional or modern) project management and the tourism sector in terms of comprehensive education for project managers in tourism was not found in any of the countries analysed. Selected examples of best practices mostly focused either on providing sustainable examples of doing business in the field of sustainable tourism or on existing educational programmes/hubs/networks for sustainable tourism, again, pointing to the gap in connecting project management to tourism.

The final recommendations of the Labour Market Needs Report imply that a project approach involving a mixed (therefore hybrid) solution between traditional and flexible approaches appears to be the most effective for tourism professionals. Also, the provision of training in digital and green skills, without neglecting creativity and entrepreneurial skills could be a sustainable contribution to solving very serious issues in developing and managing human resources for tourism.

In order to ensure that the job profile created to address the aforementioned gap is Europe-wide understandable and suitable for further translation into an educational framework and training programme, partners opted to use the ESCO classification.

## 3. ESCO

ESCO relates to European Skills, Competences, Qualifications and Occupations and is the European multilingual classification of Skills, Competences and Occupations.

ESCO works as a dictionary, describing, identifying, and classifying professional occupations and skills relevant for the EU labour market and education and training. Those concepts and the relationships between them can be understood by electronic systems, which allows different online platforms to use ESCO for services like matching jobseekers to jobs on the basis of their skills, suggesting trainings to people who want to reskill or upskill etc.

ESCO provides descriptions of 3008 occupations and 13.890 skills linked to these occupations, translated into 28 languages (all official EU languages plus Icelandic, Norwegian, Ukrainian, and Arabic).

The aim of ESCO is to support job mobility across Europe and therefore a more integrated and efficient labour market by offering a "common language" on occupations and skills that can be used by different stakeholders on employment and education and training topics.[1]

The occupations pillar is one of the three pillars of ESCO. It organises the occupation concepts in ESCO. It uses hierarchical relationships between them, metadata as well as mappings to the International Standard Classification of Occupations (ISCO) in order to structure the occupations. The database of occupations, qualifications and skills is available on the official ESCO portal: https://esco.ec.europa.eu/en/classification/occupation_main.

Each occupation concept contains one preferred term and any number of non-preferred terms and hidden terms in each of the ESCO languages. Each occupation also comes with an occupational profile. The profiles contain an explanation of the occupation in the form of a description, a scope note and a definition. Furthermore, they list the knowledge, skills and competences that experts considered relevant terminology for this occupation on a European scale. The sustainable hybrid project manager qualification for sustainable tourism development was created using ESCO approach and its database of already created skills.

**Knowledge** refers to facts, information, rules definitions etc. It refers to conceptual, descriptive knowledge, describes things, events, or processes; their attribute and characteristics; and their relation to each other. In simple terms, knowledge means collection and retention of information in individual's mind. Knowledge necessary influences person's behaviour for performing a task but this is not yet sufficient.

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[1] What is ESCO (2023) https://esco.ec.europa.eu/en/about-esco/what-esco

**A skill** is the ability to apply knowledge and use know-how to complete tasks and solve problems. For a skill, it is necessary to know what an individual can do to perform an action correctly, which usually results in something tangible, observable, something that one can see.

While competency includes the personality characteristics of the individual (knowledge, skills, motives, self-image, role etc.) that influence the individual's behaviour, **competence** is "a dynamic combination" of knowledge, skills, attributes, abilities and attitudes which is manifested in a specific work context or specific (e.g. job!) environment and with the intention of achieving an effect. In other words, the competences of an individual are "input" for individual's competence.

The occupational profiles that are related to managerial positions in the tourism sector and are currently identified on the ESCO platform are the following:

i. Tourism Policy Director (Code 1213.2.3 under the category Managers ⇒ Administrative and commercial managers ⇒ Business services and administration managers ⇒ Policy and planning managers ⇒ Policy Manager)

ii. Tourism Product Manager (Code 1221.6 under the category Managers ⇒ Administrative and commercial managers ⇒ Sales, marketing and development managers ⇒ Sales and marketing managers)

iii. Destination Manager (Code 1221.3.1 under the category Managers ⇒ Administrative And Commercial Managers ⇒ Sales, marketing and development managers ⇒ Sales And Marketing Managers ⇒ Chief Marketing Officer)

iv. Travel Agency Manager (Code 1439.8 under the category Managers ⇒ Hospitality, retail and other services managers ⇒ Other services managers ⇒ Services managers not elsewhere classified

v. Tour Operator Manager (Code 1439.7 under the category Managers ⇒ Hospitality, retail and other services managers ⇒ Other services managers ⇒ Services managers not elsewhere classified )

vi. Tour Organiser (Code 4221.6 under the category Clerical support workers ⇒ Customer services clerks ⇒ Client information workers ⇒ Travel consultants and clerks)

vii. Travel Consultant (Code 4221.8  under the category Clerical support workers ⇒ Customer services clerks ⇒ Client information workers ⇒ Travel consultants and clerks)

Relevant are also the profiles of Project Manager (Code 1219.6) and Sustainability Manager (Code 1213.8), which are focused on businesses in general and not on tourism businesses in particular.

# 4. New Job Profile[2] suggestion: Sustainable Hybrid Project Manager for Sustainable Tourism Sector

## 4.1. Description of the Job Profile Responsibility

Sustainable hybrid project manager for the sustainable tourism sector encompasses key skills in project and sustainability management, and puts them in use for developing, managing and monitoring development of sustainable tourism on a destination level, as well as on a tourism product level. Having in mind the specificities of the tourism sector, this job profile aims to effectively combine different knowledge, skills and competences from the fields of general project management (agile PM, lean PM, green PM), environmental and social responsibility, as well as entrepreneurship, digitalisation and soft skills. It aspires to apply this knowledge and skills to the complex dynamical surrounding of tourism sector, in the field of new sustainable tourism offers (new initiatives), but also in improving, managing and monitoring existing tourism products towards the goals of sustainability.

Job responsibilities of future sustainable hybrid project manager for sustainable tourism sector include planning and developing of new and overseeing of existing tourism projects for the purpose of delivering high-quality results, not just within the identified economic objectives, but also by assuring a high level of environmental and social sustainability. This specific type of project manager on a daily basis focuses on the activities of planning, organising, securing, monitoring and managing the resources and work necessary to implement sustainable tourism projects, but also deals with planning activities to preserve and maintain cultural and natural resources used for tourism purposes, addressing the needs of local communities as stakeholders in tourism process and maintaining a high level of satisfaction of employees working on particular tourism projects.

The following sections include the essential and optional skills, competences and knowledge envisaged for this job role. Each of those elements is directly linked to the appropriate classification and description on the ESCO platform.

## 4.2. Alternative labels

The job profile of the Sustainable Hybrid Project Manager could also be labelled as:

- **Project Manager in Tourism**

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[2] Though defined as a job profile, the Sustainable Hybrid Project Manager qualification for the Sustainable Tourism Sector (SH-PM) is actually an Occupation Concept according to the ESCO terminology that embeds the core idea of sustainable project management and hybrid project management explicitly for the provision of services by Project Managers in the tourism sector.

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- **Hybrid Project Manager in Tourism**
- **Hybrid Project Manager for Sustainable Tourism**

## 4.3. Identification of the Skills needed by the Sustainable Hybrid Project Manager for Sustainable Tourism Sector

### 4.3.1. Essential Skills and Competences

| | | |
|---|---|---|
| apply change management | apply conflict management | build business relationships |
| control of expenses | create project specifications | customise project methodologies |
| ensure compliance with legal requirements | | establish daily priorities |
| estimate duration of work | follow company standards | liaise with managers |
| manage budgets | manage logistics | manage project changes |
| manage project information | negotiate with stakeholders | organise project meetings |
| perform project management | perform resource planning | perform risk analysis |
| assess an area as a tourism destination | build a network of suppliers in tourism | develop tourism destinations |
| develop tourism products | measure sustainability of tourism activities | support local tourism |
| use e-tourism platforms | advise on sustainability solutions | assess environmental impact |
| lead the sustainability reporting process | measure company's sustainability performance | monitor social impact |
| promote environmental awareness | analyse supply chain strategies | |

### 4.3.2. Essential Knowledge

| | | |
|---|---|---|
| communication principles | project management | market analysis |
| sales strategies | tourism market | tourist resources of a destination for further development |

| circular economy | corporate social responsibility | global standards for sustainability |
| --- | --- | --- |
| reporting | sustainable finance | Agile project management[3] | Lean project management |

### 4.3.3. Optional Skills and Competences

| create a financial report | develop business plans | maintain relationship with suppliers |
| --- | --- | --- |
| manage several projects | implement environmental action plans | educate on sustainable tourism |
| advise on environmental risk management systems | advise on public relations |
| advise on waste management procedures | analyse environmental data | apply procedures and regulations for eco-labelling | apply systemic design thinking | plan measures to safeguard cultural heritage | plan measures to safeguard natural protected areas | implement sustainable procurement | develop food waste reduction strategies |

### 4.3.4. Optional Knowledge

| Prince2 project management | business processes | water reuse | insourcing |
| --- | --- | --- | --- |
| strategy | outsourcing strategy | project management methodology (PM2) | quality assurance methodologies | total quality control climate change impact |

### 4.3.5. Additional Skills - Entrepreneurial, Digital and Soft Skills

In addition to the essential and optional skills, competences and knowledge, we provide a list of entrepreneurial, digital and soft skills that can add value to the new Sustainable Hybrid Project Manager for Sustainable Tourism Sector job profile. These additional skills were derived from the D2.1 Labour Market Needs Report and the European Multilingual Classification of Skills, Competences and Occupations (ESCO):

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[3] Agile project management is not necessarily a single methodology but rather a set of tools or approaches (e.g., Kanban, Crystal, Scrum, etc.)

**Entrepreneurial Skills:**

- ✓ Business strategy development
- ✓ Branding strategy development
- ✓ Marketing strategy development
- ✓ Use the Design thinking methodology for developing customer-centred products/services/experiences
- ✓ Corporate Social Responsibility Plans development
- ✓ Manage customer service

**Digital Skills:**

- ✓ Use Project Management Software
- ✓ Online Marketing
- ✓ Online Communication
- ✓ Social Media Marketing
- ✓ Ability to use information and communication technologies effectively
- ✓ Create and manage digital content
- ✓ Use data analytics for informed decisions
- ✓ Use presentation software
- ✓ Use online communication tools
- ✓ Understand the basics of Artificial Intelligence

**Soft Skills:**

- ✓ Leading and motivating
- ✓ Have emotional intelligence
- ✓ Maintaining a positive attitude
- ✓ Excellent written and oral communication skills
- ✓ Negotiating (tourism experience purchases and with various stakeholders)
- ✓ Responding to complaints
- ✓ Idea Pitching: presenting information
- ✓ Agility
- ✓ Adapt to change
- ✓ Work in teams
- ✓ Show initiative
- ✓ Show commitment to work
- ✓ Demonstrating willingness to learn
- ✓ Promote inclusion and diversity at the workplace

## 4.4. Job Profile Classification Proposal

The HyPro4ST Sustainable and Hybrid Project Manager it is proposed to be included under the existing occupation of "Project Manager" (ESCO Code: 1219.6).

As described in the ESCO platform:

> Project managers oversee the project on a daily basis and are responsible for delivering high-quality results within the identified objectives and constraints, ensuring the effective use of the allocated resources. They are responsible for risk and issue management, project communication and stakeholder management. Project managers perform the activities of planning, organising, securing, monitoring and managing the resources and work necessary to deliver specific project goals and objectives in an effective and efficient way[4].

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[4] Description of Project Manager in the ESCO Platform:
https://esco.ec.europa.eu/en/classification/occupation?uri=http://data.europa.eu/esco/occupation/bea 99fea-0383-4c63-b944-70d4799de2c5