



FAIR WORK

AN INTRODUCTION FOR TOURISM
EMPLOYERS IN THE HIGHLANDS AND ISLANDS



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Reporting in 2016, the Fair Work Convention called upon all businesses in Scotland, both large and small, to embrace the principles of fair work. Its vision was that:



By 2025, people in Scotland will have a world leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society.



In the final framework the Convention presented, the five pillars of fair work are identified as **EFFECTIVE VOICE, OPPORTUNITY, SECURITY, FULFILMENT** and **RESPECT**.

www.fairworkconvention.scot

FAIR WORK FIRST

Did you know that the Scottish Government has a Fair Work First approach to drive fair work practices across the labour market in Scotland? Fair Work First criteria is applied to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.

For a PDF version visit www.gov.scot/publications/fair-work-first-guidance

Audrey MacLennan

Welcome

Senior Development Manager – Tourism, Highlands and Islands Enterprise

I am pleased to introduce you to our Fair Work Guide for Tourism Employers. In true hospitable style, tourism businesses from across the Highlands and Islands have contributed to the guide's creation and they share their tips and experiences with you to help you consider how fair work can be simply and effectively implemented in your own tourism enterprise.

From Caithness to Argyll, I've met with established and successful tourism businesses and social enterprises. While absolutely focused on creating great employee experiences within their operations, they're also welcoming of an outside perspective on what might need to change. New recruits and experienced workers have shared the things they value and spoken enthusiastically about their jobs and working conditions in tourism. We've had many conversations about the role of fair work and its role in helping to alleviate the workforce challenges now and in the future.

Breaking down the principles of fair work into five pillars, the guide provides some checklists on each for you to use in your business. There are suggestions on where to start, how to acknowledge what you're already doing, and ideas on how to implement changes to make your business one that employees will want to work for. You will also find insights about work expectations across different generations.

If you have any suggestions on what could improve this guide or if you or a member of your team would like to feature in a future update of the publication, please do get in touch with us at tourism@hient.co.uk



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TOURISM IN THE HIGHLANDS AND ISLANDS

Tourism sustains many of our regional and island economies. It not only supports businesses, and provides individual jobs and family incomes, it is also central to the identity of the region and many of its communities.

But it's also an industry that has been truly challenged in recent years. Many businesses are dealing with escalating costs, the continuing fall-out from Brexit and the COVID pandemic – and in particular the resulting staff shortages. Full economic recovery may take time, but as tourism businesses start to rebound, the signs are there that the sector is resilient, resourceful and has recognised the need to recruit and retain more local people.

Of course, this too is not without its challenges. Establishing the tourism sector as a great place to work – both in terms of providing good jobs and excellent careers – has long been a focus of industry-wide investment and continues to be so. However, it is arguably now critical, and it is this urgency that brings us to the topic of fair work – and what it means for any business seeking to be known as an employer of choice in an increasingly competitive market where your reputation is now more important than ever.



FAIR WORK AND THE FUTURE OF TOURISM

Resilience, recovery, renewal – no matter which way we look at it, it is clear that the future of tourism is going to be very different. Not just here in the Highlands and Islands, but worldwide.

And perhaps most significantly, the future is already being viewed very differently in the minds of employees or potential employees. Issues such as an employer's approach to wellbeing or sustainability are now front of mind – and soon the concept and principles of fair work will be equally important to many. Indeed, faced with having to employ an increasingly local workforce, and a multi-generational workforce in many rural areas, tourism businesses which commit to a fair work ethic will be the ones best positioned to succeed and prosper in the future.

And, yes, we recognise this is a big ask in difficult times – but it's being done for good reason. We believe that implementing the principles of fair work will not only improve opportunities and your bottom line, but it will also help to improve the reputation of the tourism sector on a local and international basis, which in turn will help to attract more visitors to our area and improve economic growth.

WHAT COULD FAIR WORK LOOK LIKE IN YOUR BUSINESS?

We recognise that running a small tourism business in much of the Highlands and Islands can be a very different proposition to running one in the rest of the UK. Small tourism businesses in this region are often the lifeblood of their communities – providing many of the jobs that help to keep young people and families in the area.

You are often working with people you know, and families you have known for years. You are your business to many locals, and what people say about your business reflects on you. In a world where comments and feedback are just one click away, what one visitor says informs the next visitor, and in the same way, what one employee says can inform the next recruit.

So the question is: What do people say about your business when you're not there to hear?

Is your business one that people want to work for – and if it is – how do you keep it that way?



WHAT YOU SAID

“Job satisfaction is built on the continued presence of fair treatment, regular appraisals, equality, and having your voice heard. This in turn results in people working hard and being determined to do well both individually and as a team.”

DEBBIE MACMILLAN
OFFICE MANAGER, ISLE OF BARRA DISTILLERS LTD

“Hospitality allows me to live in a beautiful and remote place and have a fulfilling career too. Which is not the case for almost every other industry. All the most beautiful places in the world will have a hotel, or restaurant or resort there too – so if I acquire the right skills, it can really take me anywhere.”

KATIE YOUNG, MARKETING MANAGER
WOODLANDS GLENCOE

“As a tourism employer, one of the challenges is retaining staff at the moment. It’s not just about how much they get paid - although we want to reward them as best we can - it’s more about ensuring they’ll stay with us because they enjoy it and they feel part of it.”

ALI SMITH, DIRECTOR
LOCHABER ACCOMMODATION SERVICES

“We’ve made all our team shareholders in the business. We wanted them to feel ownership, and to share the rewards of success. We are also above Real Living Wage employers, and we offer flexible working hours, which helps team members to juggle the needs of their young families with work commitments.”

JONNY INGLEDEW, CO-FOUNDER
NORTH UIST DISTILLERY, NORTH UIST

“One of the things that our team really value is the culture. We encourage our team to live it on a day-to-day basis and to put their mark on it with their own suggestions. We really love to cultivate ideas and it’s great when you see some of these ideas feeding through into the products that we serve to our guests.”

IAIN JURGENSEN
PORTAVADIE, LOCH FYNE

FAIR WORK COMMENT

Fraser Peterkin

CHAIR, HIGHLAND HOTEL ASSOCIATION



The Highland Hotel Association brings together a group of hotel owners and general managers from both smaller privately owned hotels and some of the largest hotels in the Inverness and Highland area. It gives us a platform to share best practice on a wide range of issues, including fair work, and enables us to come together to promote the hospitality sector as an employer of choice. Certainly, that's where we're all trying to get to. Our members can spend up to 40% of costs on their payroll, so for every one of us, our employees are as important as our guests.

If you look at the fair work agenda, we're ticking a lot of boxes already. All our members recognise that offering fair work is increasingly important, as we all face more recruitment challenges than in the past on the back of Brexit and Covid.

To tackle this, we need to offer potential employees better opportunities, and while our members are already paying above the minimum rate of pay, we need to be more flexible. We want to get local people into these jobs and look after them well. So, we no longer just consider what we need, but discuss what our potential recruits are looking for too. Indeed, potential employees are increasingly in the bargaining seat, but it's not always just about money, things are changing from their perspective too.

“We need to keep going into schools and show young people and their parents what kind of opportunities are available. For example, as a chef or in management positions, you can have a great career with a good salary, much more than people might think.”

People now value their time off more. They don't necessarily want to be working long hours every day, so getting the work-life balance right is important. Security is another big one; potential employees want to know if they can work with you throughout the year. And, of course, respect is and always has been important. No matter what your role is, you should have a voice in the workplace. If you have a good idea, then you should be encouraged to speak up. All our members recognise that some of the best ideas can come from their teams.

In general, people just want to be treated well, but they are also keen to know if they can grow with a business, where they will be in two, three or five years. People will leave if you're not training them, it's that simple. Significantly, this sector is increasingly providing more training opportunities and, in particular, there are now a lot more NVQs available. I'm continually delighted by the desire of staff members to do NVQs and other in-house training programmes; they really want to better themselves – and we always support that.

Our members are committed to getting the message out that hospitality is a great sector to work in with fantastic opportunities to grow and develop and even to travel the world too. Hospitality offers very transferrable skills, and where that can take you is entirely up you; you can follow a career with one business, or you can explore global opportunities in one of the biggest industries in the world.

WHAT YOU SAID

“Having to recruit a full team of staff for a seasonal business can be challenging, so we choose to provide continuous employment for as many as we can. It pays off for us when we come to open and there’s no massive recruitment clamour at the start of the season to get people in position and get them trained up.”

ARCHIE MACLELLAN
CREGGANS INN, STRATHCUR

“It’s important to consider fair work as a high priority. We’ve worked hard building our team and I think it’s very important that we recognise their contribution. Basically, they have their say, they have an input in everything that happens in our business and, to me, that’s part of being a fair work employer.”

HELEN DICK
THE BLAIRMORE, DUNOON

“Lots of the people living in the Highlands and Islands will be outdoors folk, who don’t want to work the 50+ hour work week that traditional hospitality suggests. So offering jobs which have flexibility and a work week with less hours could entice them into these roles.”

KATIE YOUNG, MARKETING MANAGER
WOODLANDS GLENCOE

“Having worked here for four and half years, my employers always thank me for my contributions and respect the value of my work. We have a good core staff at the hotel, and we know that if we have a problem of any kind, we can speak to our employer, and together we will resolve the issue in everyone’s best interests.”

CATHERINE BEGG
DUTY MANAGER, MACKAYS HOTEL, WICK

“We ask the team for feedback: how can we do better; what’s going well; what could we do differently; and always listen to what the employees have to say to us and take onboard their suggestions.”

MARINA HUGGETT
ACHNAGAIRN ESTATE

FAIR WORK COMMENT

Gordon Morrison

CEO, ASSOCIATION OF SCOTTISH VISITOR ATTRACTIONS

When we consider how best to embed fair work in our sector, it's clear that we have a range of opportunities that relate specifically to visitor attractions. Of course, larger visitor attractions do face many of the same challenges as any other tourism employer, not least in terms of seeking to support employees and develop careers, but for many smaller visitor attractions a key focus will be how to best address the needs of volunteers under the fair work banner.

“In many visitor attractions, volunteers are the life blood, they're the heartbeat of what we do. You might ask 'do volunteers come under the fair work agenda?' – but of course they absolutely do.”

Even though volunteers are unpaid, we do need to consider what fair work means to them, and that fact alone simply underlines that there is an awful lot more than pay to consider here – the fair work agenda is much broader, much more all-encompassing than that.

From my own experience and from talking to some of my colleagues, I think that in the past where we perhaps failed our volunteers in terms of fair work, is that too often there has been an 'us and them' culture. Volunteers may have been treated differently from paid employees and not given their place the same way that paid employees were given, and ultimately, the issue there really comes down to effective communication.

“Volunteers have a passion for the product; they want their voices to be heard.”

And, of course, if volunteers have good ideas about improving the product or improving the workspace, they have to be listened to. So, from a volunteer perspective, I think that's one of the cornerstones of fair work; it should be about ensuring that volunteers have a better voice within the industry. Many volunteers have these great ideas, they have knowledge and experience, they talk to the visitors, and they feel they just don't get listened to, and that's where frustrations build. But when they are listened to, then satisfaction with their role grows, and they contribute more.

Of course, there's more to fair work in our sector than this, not least the challenge of addressing seasonal recruitment challenges and nurturing the talent we have at all levels. But I know that if we can make fair work work for volunteers, then we will be putting in place the foundations that will ensure that it addresses the needs of all our people, paid or unpaid.



FAIR WORK COMMENT

Rebecca Silva

WILD SCOTLAND

The wildlife and outdoor activity sector in the Highlands and Islands is characterised by a large number of owner-operators and freelance guides, and we need to consider carefully how the fair work agenda is implemented to ensure that it is fully relevant to these individuals.

“If you run a wildlife tour business on your own, what does fair work look like to you? And equally how do you ensure that you are applying the principles of fair work to any freelance guides that you may use?”

These are not straightforward questions, and I think we need to take time to interrogate them as an industry. If we're going to fully realise the massive growth opportunity that exists within the wildlife and activity sector – then obviously we need to have the guides, and to have the guides, we need people of all ages to see this opportunity as a worthwhile career.

As a starting point, I think we need more advice and support for individual operators on how to focus on 'self' within the fair work agenda. Indeed, mental health would be top of my list for the fair work agenda in the wildlife and activity sector, and that applies to how operators support freelance guides too.

“Freelance guides are working with visitors on a daily basis, it can still be a very lonely job, and ensuring that guides are given the support and tools to maintain their health and wellbeing is absolutely essential.”

Furthermore, if we want freelance guides, and indeed any employees in the sector to care for customers and care about the environment and communities too, then we do need to provide them with the support and guidance to be able to do that. A major part of that for most people will be knowing that their voice is being heard and that they are given an opportunity to input into the services that they are delivering.

Beyond these two points, we must ensure there is a renewed focus on training and qualifications. It's absolutely essential within our sector that freelance guides are given opportunities to keep their qualifications and training up to date and encouraged and enabled to expand their skills through programmes of continuous personal development in the same way that employees are.

Of course, it is not just about wildlife or activity guides, there are many other jobs and opportunities too, and we need to ensure that by embedding the principles of fair work, we amplify the message that this sector offers fantastic career opportunities in one of the most beautiful parts of the world.



WHAT YOU SAID

“We use different tools depending on the purpose of the communication. Messenger is good for just a quick check or chat with staff. Then we use Deputy for more work-based communications and that covers everything from distributing new shifts to documenting training.”

SIMON COLLIER
MR C'S BAR

“We're a totally voluntary organisation and we have across the whole organisation somewhere in the region of maybe 60 volunteers. Getting information across to them all at the same time is difficult, so we do try to contact people through digital means, but not all our volunteers engage with technology, so we have to try and do some face-to-face activities when we can.”

IAN LEITH, VOLUNTEER
WICK SOCIETY

“We've launched 10 apprenticeships within the Kingsmills Group and we bring young people in and grow them into the trained supervisors and managers of the future. Working with the local college, we've put a recognised programme together to be able to give them that opportunity.”

CRAIG EWAN
KINGSMILLS GROUP

“It's really important to give everybody the chance to shine because sometimes it's those you'd least expect that show the greatest promise, when they are given the opportunity.”

JO DE SYLVA
MACGREGOR'S BAR AND BOGBAIN FARM

We had two people on modern apprenticeships which have been very, very successful. They both came in as waitresses and they progressed to being duty managers within three years. One of them is now the manager of a 30-bedroom hotel and the other moved into her dream job having found the confidence to apply after progressing through the modern apprenticeship with the hotel.”

ELLIE LAMONT
MACKAYS HOTEL



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THE FIVE PILLARS OF FAIR...

The five pillars of fair work provide a checklist to help you make the concept of fair work relevant to your business and your employees; relevant to a small tourism business operating in the Highlands and Islands.

But before we look at the five pillars...remember that no matter what actions you take, you'll get the best results if you regularly check your approach. Are your changes benefitting both your business and your employees? Don't just assume what you're doing is working, people and circumstances change. Be open to regular discussion with your team on what is working well and what could be done better.

FOOD FOR THOUGHT

Do you do as much as
you think you do?

Take the free assessment to find out.

www.fairworktool.scot



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PILLAR 1

EFFECTIVE VOICE: YOU TALK AS A TEAM

This is all about how you engage with and listen to your employees. It is about making the effort to encourage your team to provide a different perspective, and to offer input on anything that could make a positive difference to the business and its customers. At its most basic, it is about ensuring everyone feels comfortable sharing ideas, and that they have confidence in you to deal with suggestions positively and constructively. It can also include approaches to Trade Union recognition and collective bargaining.

It is about openness and dialogue, which includes discussing any concerns people may have. It can be both informal – early morning team chats over a coffee – or more formal, which would include the opportunity to openly share opinions at personal reviews.

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...

- Introduce a short morning catch-up for the whole team
- Ask people how best to keep in touch using technology
- Incentivise teams to share business improvement ideas
- Ensure regular one-to-one reviews with all employees
- Review your business goals with the full team

FAIR IN FIVE: Your Checklist

WHAT ABOUT YOUR IDEAS OR ACTION POINTS FROM YOUR SELF ASSESSMENT?

- _____
- _____
- _____
- _____
- _____

CASE STUDY

PUTTING FAIR WORK TO WORK

GLEN MHOR HOTEL, INVERNESS.



Images courtesy of Glen Mhor Hotel

The Glen Mhor Hotel is located in the city centre of Inverness and has 110 bedrooms set across 10 buildings, 11 self-contained apartments and a four-bedroom villa. General Manager, Emmanuel Moine, was keen to use the Fair Work Action Plan to explore options that would help with the recruitment of seasonal employees – which is now their biggest challenge.

A key focus for this was the Youth Mobility Scheme, and ways in which it might help. The management team were also engaged in developing creative ideas for 'open days' that could be used to attract potential recruits, and in identifying how best to engage with the local schools and colleges to advertise career opportunities at the hotel. Other suggestions adopted include the introduction of exit interviews to identify and address trends, and the introduction of anonymous end-of-season employee engagement surveys to gain greater insight into the experience and expectations of seasonal employees. The management team is also reviewing how they interact with their individual teams and whether they could be more proactive, and potentially more structured. They are looking at quarterly one-to-one job chats between teams and heads of departments to ensure expectations and standards are being met.



COMMENTING ON THE PROCESS, EMMANUEL MOINE, SAID:

“As a fair work employer, completing the Fair Work Action Plan allowed us as a business to review where we were currently and to create a meaningful development plan for going forwards. This was hugely beneficial to all involved and resulted in insightful team conversations as we continue to build on best practice and training opportunities. I would highly recommend undertaking this activity and engaging with the fair work principles.”



PILLAR 2

OPPORTUNITY: YOU SUPPORT CAREERS

Given the significance of part-time or casual employment in the tourism sector, it is important that you address the need to provide opportunities and support for all employees. This is all about recognising that different individuals may have different perspectives on opportunities in tourism, both within and beyond your own business.

Of course, in a small business, opportunities for progression may be limited, but as an employer you can still encourage people to plan for a career in tourism. It's about promoting access to tourism-relevant training and wider skills development. And, if it is appropriate, and there are opportunities in your business, then you should ensure that promotion and progression paths are clear – and these opportunities are equally attainable by all.

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...



Ensure fair recruitment and selection processes



Review your training and development activities



Introduce a mentor or buddy system to support new workers



Ensure workers of all ages can maximise their contribution



Take an interest in employees' career development

FAIR IN FIVE: Your Checklist

WHAT ABOUT YOUR IDEAS OR ACTION POINTS FROM YOUR SELF ASSESSMENT?

CASE STUDY

PUTTING FAIR WORK TO WORK UIG SANDS RESTAURANT



Uig Sands Restaurant is located on the west coast of the Isle of Lewis. The restaurant opened in March 2019 and is owned by Dickon and Elly Green. Uig Sands takes pride in creating a work culture that they describe as a stress free environment. They combine excellent standards of service with a good work/life balance. Even during the peak season the business only opens five days a week.

The restaurant employs a mixture of permanent team members and both seasonal or part-time employees. Their Fair Work Action Plan primarily looked at ensuring that all the correct HR documentation was in place and what could be done to improve seasonal recruitment. The Uig Sands team is keen to understand what more can be done in this respect, especially if they decide to extend opening hours. Options being considered include arranging open days to support recruitment by showcasing what they do and enticing new employees to join them. They are also considering more structured one-to-one job chats to assess how the staff feel about working at the restaurant and to ensure expectations are being met on both sides. Finally, they are also looking into the potential of offering an apprenticeship scheme to support career development within the hospitality industry.



KENNY MACKAY, SAYS:

Our primary objective was to get some help and guidance with the recruitment of a largely seasonal workforce. Our one-to-one session with our adviser was hugely helpful, enabling us to better understand the different types of contracts required, and to be able to compile a comprehensive employee handbook. Having the action plan to look back on as we reflect on the season gives us the tools to continue the progress already made as we plan for next year.”



PILLAR 3

SECURITY: YOU ARE CONSISTENT AND FAIR

This is about the rewards you offer to employees in return for their hard work. In times when work is changing, this includes a commitment to offer decent contracts – and the appropriate use of zero-hour contracts when they are in the interests of both employee and employer.

Of course, earning a decent wage is important to everyone. Employers should consider paying the Real Living Wage, which is a voluntary rate paid by employers who choose to go above and beyond the government minimum to ensure their staff are always paid a wage that covers the cost of living, alongside security of hours. Employers can apply for formal recognition via Living Wage Scotland through the Living Wage Employer and Living Hours Employer accreditation schemes. There are also many other positive practices that employers can adopt as part of their fair work approach – such as access to flexible and family-friendly working, the offer of sick pay and performance-related bonuses. In addition, in the hospitality sector especially, there are a wide range of other job-related benefits including free meals, live-in accommodation, and a fair share of all tips.

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...

- Provide employees with agreed and predictable hours
- Ensure the appropriate use of zero-hour contracts
- Offer flexible working options that are mutually beneficial
- Always recognise and reward good performance
- Review employment policies and employee rights

FAIR IN FIVE: Your Checklist

WHAT ABOUT YOUR IDEAS OR ACTION POINTS FROM YOUR SELF ASSESSMENT?

- _____
- _____
- _____
- _____
- _____

CASE STUDY

PUTTING FAIR WORK TO WORK

MIELES GELATERIA, INVERNESS



Mieles Gelateria is an award-winning family business established in Inverness in 2016. The company has grown rapidly and now employs 20 permanent staff and another 20 during the peak summer season. The business already operates a fair work culture and is committed to paying the Living Wage, but the management team is keen to build on these foundations as they continue to expand.

Developing a Fair Work Action Plan has enabled them to focus on some of the challenges they face, in particular recruiting and retaining staff, and communicating the career opportunities on offer. One option being considered is seconding staff for short periods of time to work in different areas of the business. This would allow employees to experience different roles that will help them to make informed decisions about their careers. With very active, social media feeds, the business is also considering the potential opportunity for the wider team to write posts to add to the ethos of shared responsibility within the business day to day. Other areas being investigated under the fair work banner include setting up a robust onboarding process with compliant paperwork and a training plan for everyone joining and creating a company organisation chart that can be shared to highlight the different roles and opportunities that exist within the business.

REFLECTING ON PROGRESS, DAVID MEILE, COMMENTED:



“The best thing to happen has been better engagement with the workforce. We introduced better training plans, but one of most rewarding developments was the introduction of the ‘Special of the Week’. Every other week a staff member got to develop a ‘weekly special’ ice-cream and price it and we would then promote it in the Inverness parlour and on social media. We would then introduce the staff member to the public as the creator – and this has most definitely helped with staff retention and staff engagement. For our team, this is a rewarding opportunity to be a mini entrepreneur.”

WHAT YOU SAID

“Developing our staff is something that’s really key. When we speak to our staff about opportunities, we talk about the business direction and what the future holds. We always look to the opportunities that arise as we grow and expand, to see if our team want to move and develop.”

MARTIN MURRAY
DUNNET BAY DISTILLERS

“We’ve been fortunate enough to hire people through a number of schemes such as Kickstart, Modern Apprenticeships and Scotgrad. All these schemes provide an incentive for the employer, but they are good for the employee too, because they usually come with a structured training programme which is of real value.”

JONNY INGLEDEW
NORTH UIST DISTILLERY

“In the Highlands, tourism is a very seasonal business, but to try and create as much security for our employees as possible, we’ve moved away from having lots of seasonal staff, and we now try and retain our core staff for 12 months of the year by focusing on things like winter promotions.”

ALI SMITH
LOCHABER ACCOMMODATION SERVICES

“As we expanded the team, we started to realise that contracts were important. It allowed our staff to know exactly the number of days leave, for example, and it gave them security of knowing they had a contract. Now every year we’re looking at the contracts and thinking can we do better?”

MARTIN MURRAY
DUNNET BAY DISTILLERS

“We try as much as we can to give stability to folks. At the moment, we have a number of staff who have 20-hour contracts for the main body of work that we know that we can provide work for them, and then we use part time or zero hours contracts for the extra hours, and for a lot of people that works well.”

JO DE SYLVA,
MACGREGOR’S BAR AND BOGBAIN FARM

CASE STUDY

PUTTING FAIR WORK TO WORK DRUMOSSIE HOTEL, INVERNESS



Images courtesy of Drumossie Hotel.

Due to the pandemic the last two years have been challenging for the business, although the hotel did remain open for key workers throughout. Proud of their existing work culture, the management at the hotel are already incorporating the five pillars of fair work into current working practices but were happy to get one-to-one support to develop an action plan.

This action plan helped them to identify some specific actions they could focus on under each pillar. These included investing in the communication capabilities of key managers to improve two-way communication with the workforce under effective voice, and of doing more work within the local community to promote the opportunities on offer through the business. Indeed, in terms of attracting new employees, the hotel already works closely with Culloden Academy, and invites those pupils old enough to work to come in and help during the Easter, Summer and Christmas holidays, so that they have an opportunity to see how the hotel operates and if hospitality might be a career path that they would like to pursue.



GENERAL MANAGER, KENNY MCMILLAN SAYS:

“At The Drumossie Hotel we’ve put our people at the top of our priority list. It’s our people who deliver first class service, create stunning menus, and ensure that every guest has an experience that goes beyond expectation. So it’s only right that our people are treated fairly - in fact we like to think we go well beyond that.

We’ve created an environment where every colleague has the opportunity to influence the business; whether they are a chef with years of experience or someone starting out in their hospitality career. We put training and career progression at the heart of our strategy. Many of our senior team members started their careers with us with no experience in hospitality - as their responsibilities increase we make sure their rewards reflect that. Gratuities are shared with everyone in the team and a loyalty bonus scheme means that everyone shares in the success of the business. This really is a virtuous circle: the more the team is engaged, the better the business performs - and then everyone benefits.”

WHAT YOU SAID

“Flexible hours and flexible working arrangements make me feel valued as an employee and provide the perfect balance between my other commitments. There is a large trust element behind providing that flexibility, but teamwork, fairness and a Living Wage are all important too.”

SHONA GRAY
SOCIAL MEDIA SPECIALIST,
TENTS AND EVENTS, DUNOON

“One of the things that’s important for us is our no blame culture. When something goes wrong, we will discuss it at our meetings, and have a bit of a debrief. We try to learn from it.”

MARINA HUGGETT
ACHNAGAIRN ESTATE

“In our business, we have a shop, events, a distillery and office functions. Quite often there are opportunities to cover other positions, and our teams like that. It gives them a change, extra skills, and builds flexibility within our team which is a great thing for us.”

MARTIN MURRAY
DUNNET BAY DISTILLERS

“Positive feedback from managers, frequent communication and being asked for opinions, all provide a good foundation for good teamwork. A workplace that puts staff high on its priorities will be one that looks after their physical and mental health, offers support when needed, and encourages progression in the business at all times.”

JOANNA MACDONALD
SUPERVISOR, KINGSMILL HOTEL, INVERNESS.

“We give a fair bit of responsibility to team leaders, who then can manage their team in the most effective way that’s appropriate for that team, rather than it being a centrally micromanaged operation. We have found that the more responsibility we give people in senior positions within the business, the more they get out of the job and the more that we get out of their work.”

JOHN CAMERON
GLEN NEVIS HOLIDAYS

CASE STUDY

PUTTING FAIR WORK TO WORK

SWIMWILD, NEWTONMORE



Images courtesy of SwimWild.

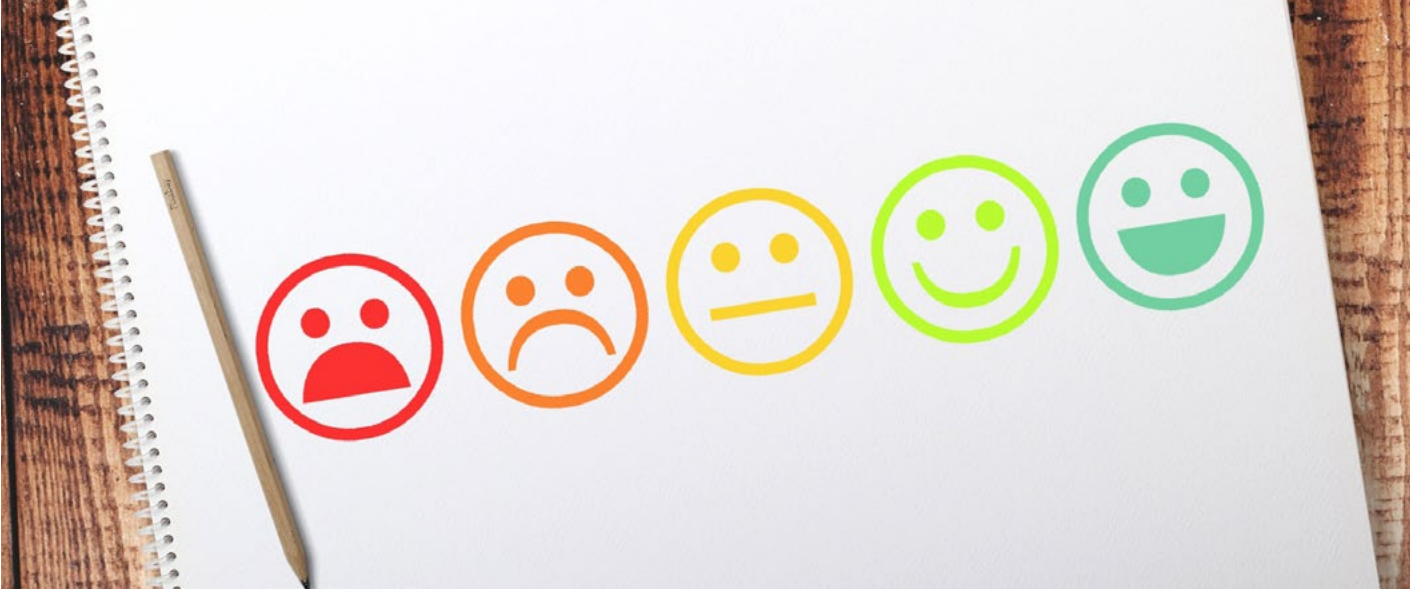
SwimWild based in Newtonmore was set up in 2018 by Alice Goodridge as a way to share her passion for adventure and open water swimming. Although SwimWild has no employees yet, Alice wanted to use the Action Plan to ensure she had the right fair work foundations in place to help her business to grow, develop and reach its full potential.

As such, the SwimWild Action Plan is focused on creating the right structure to build upon. At its heart is an emphasis on developing an 'Employee Life Cycle' to inform all the policies and processes that will be required as the business grows. Alice is working on an 'Employee Value Proposition' (EVP) for her unique business that will help her to attract and retain the talent required, and which will inform a shared culture and values. She is also reviewing the best methods of recruiting team members and what onboarding and induction tools she will need to have in place to ensure that new starts can do their job well. As the team grows, Alice plans to set up structured team meetings and effective ways of communicating along with a clear process for reviewing performance and training and development planning.

ALICE GOODRIDGE SAYS:



“I am just at the start of the process, looking into recruitment and growing my business from just me and a few freelancers, to a small, dedicated team with the right skills to help move SwimWild forwards. I want to make sure that any growth is sustainable and that I can create a good environment for future employees. Fair work gives me a basis from which to start this process.”



PILLAR 4

FULFILMENT: YOU VALUE JOB SATISFACTION

This pillar works both ways because it's all about mutual expectations and staff feeling fulfilled in their work. Employees should expect to be given appropriately challenging work, relevant to their skills and which provides them with opportunities for personal development. It is about delivering job satisfaction by establishing trust throughout the team, encouraging involvement, and working together to solve any issues.

But vice versa, you should expect employees to deliver against normal workload expectations – as long as they are realistic and not excessive – and be flexible enough to adapt and respond to the unpredictable, short-term demands of the business. This is something you can do together as a team – discuss and agree appropriate workloads and set goals which are achievable at all times at all levels.

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...

- Create a detailed job description for every role
- Set clear and realistic expectations for everyone
- Involve employees in planning and problem solving
- Work with employees to understand their full potential
- Monitor performance and provide regular feedback

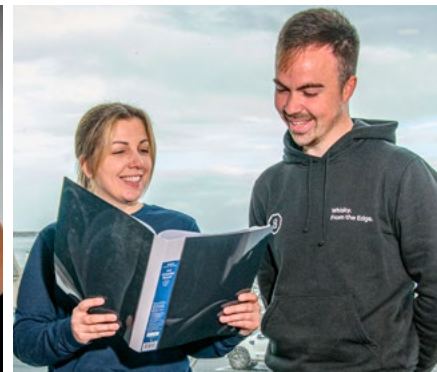
FAIR IN FIVE: Your Checklist

WHAT ABOUT YOUR IDEAS OR ACTION POINTS FROM YOUR SELF ASSESSMENT?

- _____
- _____
- _____
- _____
- _____
- _____

CASE STUDY

PUTTING FAIR WORK TO WORK
**8 DOORS DISTILLERY,
JOHN O'GROATS**



The 8 Doors Distillery and Visitor Centre opens in John O'Groats in Summer 2022 and has recently grown to five employees – the founder Kerry Campbell plus a Distillery Manager and a graduate Branding and Events Manager.

The two recent additions to the team are the Brand Home Manager and a Distillery Operator. Business culture is extremely important to Kerry, and she is keen to instil a strong culture as the distillery grows. Kerry wants to make sure that going forward, the culture they set up remains strong, and that the structure, policies, and processes needed to support the business are all in place. This was the focus of the Fair Work Action Plan developed by the team.

With an emphasis on recruitment and retention and ensuring that employee turnover is kept to a minimum. The Action Plan focused on the recruitment, selection, and interview processes and the different types of contracts that might be needed for different types of roles within the business. With seasonality an issue, as it is in many tourism businesses, Kerry looked at how the work/life balance of the team could flex throughout the year, and how to best address the challenges of annual leave in summer months. Kerry is also keen to get an onboarding process established as the business recruits more people to ensure she is not missing anything and that all the key policies are in place from the outset.



KERRY COMMENTED:

“Completing the Fair Work Action Plan was a hugely worthwhile activity and one I would highly recommend for any business. It really helped us clarify our plans for creating a brilliant place to work. The team took us through the fair work principles and the one to one session was invaluable as we focused on our specific needs. Having the Action Plan to refer to has really helped to keep us focused on our goals as an employer as we navigate a busy launch period.”



Copyright (c) 2015 Olivier Le Moal/Shutterstock

PILLAR 5 RESPECT: YOU'RE ALWAYS OPEN AND HONEST

This pillar is all about treating everyone with the dignity they deserve. It is about recognising personal self-worth and encouraging mutual respect. It's about establishing trusting and open relationships – where you are not only concerned for the wellbeing of individual employees – but also showing respect for their personal/family life beyond the workplace in particular by addressing the need for flexible working arrangements.

It is about doing what you must do to protect the health and safety of employees – including zero tolerance for bullying or harassment. Everyone has the right to feel safe at work, and you should ensure everyone in your team is comfortable in the work environment, and that they know how to seek help if they feel they are subject to perceived bullying or harassment. If appropriate, employers should also seek to ensure that employees get home safe at night.

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...

- Promote a culture of respect, openness and belonging
- Communicate all your health, safety and wellbeing
- Agree and communicate clear expectations for workplace behaviour
- Respect the balance between work and family life
- Ensure all senior staff (including you) lead by example

FAIR IN FIVE: Your Checklist

WHAT ABOUT YOUR IDEAS OR ACTION POINTS FROM YOUR SELF ASSESSMENT?

- _____
- _____
- _____
- _____
- _____

CASE STUDY

PUTTING FAIR WORK TO WORK THE PRIORY HOTEL, BEAULY



The hotel currently employs 25-30 employees all year round on permanent contracts and recruits seasonal staff from April to September inclusive. The business already operates a fair work culture, but the management team was keen to make more consistent use of some of the tools they already had in place, and they focused on this while developing the Fair Work Action Plan.

In the past, the hotel has found it difficult to recruit seasonal staff as the closest high school is in Inverness and young people are unable to commute with ease, particularly when working anti-social hours. The management team is keen to do more to ensure the hotel is widely recognised as an employer of choice and proposed an anonymous employee engagement survey to better understand employee expectations. Management also identified an opportunity to make a team member responsible for the workforce Facebook page, and to ensure all new employees are added when they join. The Priory Hotel has been employee-owned since December 2018, and the Action Plan also spearheaded a review to look into the potential for an employee representative to be present at board meetings in the future.



PAULA DICK SAYS:

“The principles of fair work are something that we aspire to at all times. Developing the Action Plan gave us an opportunity to step back and see where we could do more. Now it gives us a document that we can continue to refer back to as we seek to build on the progress already made.”

WHAT YOU SAID

“It’s really important that staff feel valued, and it doesn’t necessarily mean a pay rise or a bonus, there’s lots of ways to do it. We have nights out together – and it’s about them feeling that what they do contributes well to what we stand for here at MacGregor’s.”

JO DE SYLVA
MACGREGOR’S BAR AND BOGBAIN FARM

“Your staff have to trust you. They’ve got to respect you. And equally, you have to trust and respect them. I’ve always striven to give all of my staff the freedom to explore their role, their position and how they work, and it’s worked really well.”

SIMON COLLIER
MR C’S BAR

“Being spoken to with respect, listened to, and having your efforts recognised are all important. Also a fair distribution of work is key, along with a willingness across the team to help others. If people only think of themselves it results in resentment.”

LISA RIVERS
HOUSEKEEPER, MACKAYS HOTEL, WICK.

“Our culture is very important to our business. When people start working with us, they go through an induction. We set a standard that we expect from the employees and a standard that we expect from the managers. When anybody starts working with us, they get to see both and they know that both parties should be working to those standards with respect for each other.”

ELLIE LAMONT
MACKAYS HOTEL

“Some of the staff that we recruit are almost similar to customers, in that they’re looking for seasonal work so they can enjoy other things like walking and cycling. So, we try to offer a decent working pattern where they get two days off a week, so that they do have time to go out and explore the Highlands and enjoy the scenery.”

JOHN CAMERON
GLEN NEVIS HOLIDAYS

WHAT YOU SAID

“Good teamwork and communication are key. Everybody helping everyone else with a good understanding of the different operations in the different departments – including what the standards are and how to achieve them – enables us to support each other.”

**FIONA ABLETT, RECEPTION MANAGER
MACKAYS HOTEL, WICK**

Historically, cleaning is a very undervalued position. But from our point of view, it's not just about cleaning, it's about presenting the property in the correct way. When our team is at one of our customer's properties, they've got a lot of responsibility, from presenting the property correctly to reporting any maintenance issues. They are empowered with a lot of responsibility which is why we call them our changeover teams to better reflect that role.”

**ALI SMITH,
LOCHABER ACCOMMODATION SERVICES**

“In many locations, staff accommodation for tourism employees is a necessity. I believe that quality live-in accommodation can be a differentiating factor, and we have some exciting plans in place for contemporary, luxury staff accommodation in the future.”

**LAURENCE MCP YOUNG,
CHAIR, WOODLANDS GLENCOE**

“Our focus this year is on further developing communication with the team and establishing a better system to draw out team ideas. We currently have morning meetings every day, when we talk about what's happened in the previous day, and what the plans are for the next day, and we have two-way six-monthly appraisals, when we get as much feedback from the team as we can, as well as giving them feedback too. We've also introduced a monthly meeting where we celebrate small wins, talk about the vision for the next six months, and make sure we are all on board with business values.”

**JONNY INGLEDEW
NORTH UIST DISTILLERY**

“So, for us, job satisfaction is a huge thing. We want everyone to feel valued and we want everyone to feel that they're satisfied with what they're doing within the business. Recently we took a few of our core team down to the south of England to look at some new machines, because we wanted them to be a part of the purchasing process to see exactly what's involved and to make sure that they felt it was right choice for us as well.”

**MICHAEL MIELE,
MIELE'S GELATERIA**

FAIR WORK COMMENT



Anthony Standing

HEAD OF REGION (NORTH), SKILLS DEVELOPMENT SCOTLAND

In the work we are doing across the tourism sector and beyond, it is evident that fair work is good for business both in terms of the top and bottom line. Employers within the tourism sector are increasingly aware of the importance of the fair work agenda for the sector, in particular as part of the response to the labour market, recruitment and retention challenges the sector faces.

Of course, individual understanding and adoption of fair work principles varies considerably between employers and across the five pillars too. The current level of adoption tends to reflect the ethos of the employer, but overall, there is also consensus that awareness is too low across the sector.

“Evidence points to market-leading employers being more ‘switched on’ to recognising the business benefits and how it contributes to competitive advantage.”

Awareness is lowest in small and micro-businesses, which is a challenge given that they dominate business numbers in the sector in Scotland, and in particular across the Highlands and Islands.

In truth, employers of all sizes can no longer be passive consumers of talent and recruit at will, they need to be active participants in the skills system to entice and encourage young people and others to come work and develop in the sector.

Indeed, the ‘Battle for Talent’ is increasingly focused on the fact that people want as much security and fulfilment from work as possible. They want to mitigate against ‘precarious’ employment in the post pandemic landscape. So it’s about so much more than just salary. People value things like set shift patterns and getting the same access to career development and opportunity at all levels. And this is where implementing fair work principles can help employers to improve their offer both now and, most definitely, in the future.

“We know the future workforce already thinks differently about work, and businesses will have to tap into the new mindset to capitalise on the talent.”

We’ve been working with senior pupils to unpack the principles of fair work in easy-to-understand ways. They are learning about fair work in interactive modules, where the language used is adapted to their needs. The result is that participants enjoy exploring what the five fair work pillars mean for them as individuals and this has helped to provide them with a broader sense of their employment rights and responsibilities. As we look ahead, it is undoubtedly through this fair work lens that these young people will make their decisions about future work opportunities and future employers.

FAIR WORK COMMENT

Kim Douglas

EMPLOYABILITY OFFICER, CLIENT SERVICES,
HIGHLAND COUNCIL



We see and hear about fair work from an employee point of view. Our service helps people work towards employment by upskilling them and preparing them for the kind of role they want to pursue. Our clients are potential employees and that gives us an insight into what employees now expect as a bare minimum, and what potential employers need to take into consideration.

In terms of the fair work principles, especially in hospitality, it is obvious that potential employees are seeking more than a fair wage, which people expect in every sector these days. They are looking for broader benefits, and employers need to be ahead of the game in terms of understanding the importance of things such as job sharing, fixed minimum hours, work environment and incentives.

“Many clients are aged 50+ with 30+ years’ work experience, a good work ethic and good basic skills. They are not looking to retire, and potentially have another 15 years to give to a new job, but they want flexibility too.”

Certainly, we find that most of our clients, especially more mature people, are just not prepared to go into zero-hour contracts any more. They are looking for some form of fixed hours and often a job share opportunity – and this is particularly true in hospitality where early or late shifts are the norm. For example, if people are juggling child care, then employers need to be open-minded to the idea of friends doing a job share, so that they can also share childcare.

Many people – of all ages – are also looking for a little bit of investment; they want to learn, to train, to make themselves better. Many of our clients are genuinely interested in even basic things such as first aid training. They want these positive add-ons to a job, things they can take away with them to help them progress in the future.

“The best thing any employer can offer is good conditions because people will pick and choose where they want to work based on the nature of the workplace environment, not the money.”

Another thing is clear too. People who want to stay in a job long-term want to work in a good environment with good facilities. Things like staffrooms with secure lockers are always important. Other things like access to free parking also add value. The way the labour market is right now, the balance has shifted, and people are seeking jobs that offer more than money. They’re looking for these softer benefits or incentives that make them feel valued.

So now, more than ever, we need good dialogue between employers and potential employees to ensure the person is right for the job, and the job right for them. Recruiting people is expensive, so it’s important to get it right. And we can help there too. The Highland Employers Recruitment Offer (HERO) enables smaller employers to apply for a grant towards the costs of employing our clients over the first 12 months. HERO is designed to help small businesses invest in new staff at the earliest opportunity which in turn can help a business to grow faster too. It’s a win-win for everyone.



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BENEFITS AND RESOURCES

THE BIGGER BENEFITS OF BEING A FAIR WORK EMPLOYER...

Being a fair work employer in the tourism industry can help to deliver significant benefits – both in terms of individual performance and the bottom line. In addition, it can also help to deliver a wide range of staff recruitment, retention, and wider reputational benefits.

However, addressing all five pillars of fair work at the same time is important. Taken together, they reinforce each other, creating a virtuous circle of practices, behaviours and attitudes. They will create a culture within your business, however small it may be, that will help to position it well in the minds of your existing employees and potential employees, your community and peers, and indeed your customers and potential customers.

FOOD FOR THOUGHT

People's thoughts and feelings are influenced by the culture of a business. Fostering great culture takes commitment. Staff behaviours and attitudes are experienced by your customers.

Does anything need to change?

WHERE FAIR WORK MAKES A DIFFERENCE...

Developing a fair work culture in your tourism business will be a journey, you will not be able to do everything at once, and it will take commitment. However, the adoption of fair work practices does not have to involve a cost to you, and indeed it may even help you to save some money and help to improve business performance too.

And like any journey, it will be important that you can measure progress along the way. So where can you expect to see a difference? Well, we believe there are significant business benefits to be gained in the following key areas:

ATTRACTING/RECRUITING STAFF

As a fair work employer, you will be better placed to attract the best staff to work in your business.

IMPROVED STAFF RETENTION

You can expect lower levels of staff turnover, reducing the costs of hiring and improving continuity.

IMPROVED STAFF MOTIVATION

Higher staff engagement helps to avoid misunderstandings and to boost individual performance.

IMPROVED TEAM PERFORMANCE

Lower absenteeism and higher motivation can lead to better performance and better results.

HEALTH, SAFETY AND WELLBEING

Better engaged, more focused staff, and less workplace stress, will improve employee wellbeing.

IMPROVED CUSTOMER SATISFACTION

Staff who feel valued and respected will always provide a higher quality service to your customers.

BUSINESS REPUTATION/RECOGNITION

You'll be recognised as an employer who values their employees and does the right thing by them.

TOURISM REPUTATION/PERFORMANCE

The more businesses that embrace fair work practices, the better it is for our long-term future.

FOOD FOR THOUGHT

The increased performance of engaged employees shows up in several ways. Use the form on **page 45** to measure your business success.

HELPING YOU TO REALISE YOUR FAIR WORK AMBITIONS...

As we have outlined, we believe you should now embrace an ethos of fair work in your tourism business. Across many sectors within Scotland and beyond, there is a growing body of evidence about the importance of fair work practices and the positive impact that these can have on employees, employers, and economic performance.

This evidence shows not only how fair work practices can play a key role in supporting the positive behaviours and attitudes of employees, but can also lead to improved business performance, and to better quality jobs for individuals at all levels.





ARE YOU READY TO GET STARTED?

There are a wide range of resources available which will help you to learn more, review where you are now, and to introduce new ideas into your business. These resources include:

EMPLOYER SELF-ASSESSMENT TOOL

To get the best out of this tool, we suggest you consider completing the assessment with your team. Do so in a relaxed setting, where everyone feels comfortable talking openly, and simply work through the questions discussing and agreeing how best to implement the improvement suggestions. There also isn't a limit to how many times you can use the tool, so again, it is a good idea to complete the assessment at regular intervals so that you, and your team, can discuss and assess the progress that you are making together. <https://fairworktool.scot/>

EMPLOYEE INCENTIVE AWARDS

Find out more about the ins and outs of rewarding employees in the HMRC's guidelines. www.gov.uk/guidance/employee-incentive-awards

HIGHLAND EMPLOYERS RECRUITMENT OFFER (HERO)

HERO enables smaller employers to apply for a grant towards the costs of employing our clients over their first 12 months. HERO is designed to help small businesses invest in new staff at the earliest opportunity. https://www.highland.gov.uk/info/20014/economic_development/966/highland_employment_recruitment_offer_hero

TOURISM AND HOSPITALITY STAFF INDUCTION TOOLKIT

Supported by Skills Development Scotland and Scottish Tourism Alliance, this toolkit has been developed by industry and includes resources and guidance to find support through the training, upskilling and career opportunities available locally and nationally.

The toolkit includes information on support that is available for the training and development of staff, achieving net zero, equality and diversity in the workplace, mental health and wellbeing and fair work.

<https://scottishtourismalliance.co.uk/wp-content/uploads/2022/05/Tourism-Hospitality-Staff-Induction-Toolkit.pdf>

WORKPLACE CONSULTATION

Get advice from ACAS on workplace consultation (and other workplace best practice) <https://www.acas.org.uk/>





THE FIVE-GENERATION WORKFORCE

With rising life expectancy and changing patterns of retirement, it's more likely than ever that the team you build in and around your tourism business could well be drawn from as many as five distinct generations.

While it's important not to overly rely on stereotypes, and to note that the 'borders' between generations are by no means set in stone, it's fair to say that the different experiences of each group can have an impact on their workplace expectations and how work fits into their lives.

For example, employees who have grown up with ubiquitous digital communication may have different communication styles, while those coming of age during and after the 2008 financial crash may be less likely to expect, or to want, a 'job for life'.

THE HIGHLANDS AND ISLANDS: A MULTI-GENERATION WORKFORCE

In the Highlands and Islands, one specific generational factor is the tendency for young people to feel they must move away from their homes to larger urban centres to find work or pursue a career. However, research has shown that young people are increasingly looking for opportunities to live in their local communities and are seeking good jobs that will allow them to stay or return closer to home.

Therefore, as the Highlands and Islands continues to attract visitors from the UK and beyond, harnessing the desire of young people to stay local with the offer of fulfilling job opportunities can help businesses to build a multi-generational workforce that will help both them and their communities to thrive.

What's more, by doing so, your business will benefit from lower turnover, increased efficiency and enhanced teamworking, while your team will enjoy increased job satisfaction. Indeed, building a team which combines the strengths of all its members and allows them to thrive, whichever generation they represent, will support your efforts to create a culture of fair work.

On the following pages, we take a brief look at the five generations and consider their distinct career characteristics and work-life wants in the future. These generational snapshots are designed to help you think about your own workforce, and how you can best create a culture of fair work in your business.



Baby Boomers

Born between 1946 and 1964, Baby Boomers hold a large proportion of current leadership and senior roles.



Generation X

Born between 1965 and 1980, Generation X can often be overshadowed by the more dominant Baby Boomer and Millennial generations.



Millennials

Born between 1981 and 1995, Millennials came of age with digital technology and due to a combination of adverse economic conditions and increasing flexibility are less likely to consider a 'job for life'.



Generation Z

Born between 1996 and 2010, Generation Z are digital natives and likely to prefer working for smaller employers.



Generation Alpha

Born after 2010, Generation Alpha represents a whole new generation born into an era when digital devices dominate. They will be the workforce of the future.



BABY BOOMERS

Who?

Born between 1946 and 1964, Baby Boomers hold a large proportion of current leadership and senior roles.

Career characteristics

Having spent time advancing in their careers, Baby Boomers can frequently be found at the top of their field. Many are now capitalising on their knowledge and experience to move into self-employment, in sectors such as tourism, for example, as outdoor guides, and to explore part-time local opportunities. Between 2001 and 2015, the proportion of part-time self-employed people aged 65 and over rose from 14% to 22%, making it increasingly likely that you'll be interacting with self-employed Baby Boomers in the tourism industry.

Baby Boomers tend to value classical ideas of equal opportunities, teamwork, open communication and striving for improvement. They're often characterised as loyal and ambitious, although they have been known to be susceptible to 'workaholicism' as they advance their careers.

Work-life wants

Like Traditionalists, Baby Boomers appreciate the opportunities of flexible and part-time working, with only 17% of those over 50 favouring traditional 'full stop' retirement plans.

Having amassed a wealth of experience, Baby Boomers often value the chance to pass on their knowledge and expertise to younger colleagues. They tend to favour established methods of communication such as email and traditional presentations rather than instant messaging and interactive sessions, and value face to face communication and one on one meetings².



GENERATION

X

Who?

Born between 1965 and 1980, Generation X can often be overshadowed by the more dominant Baby Boomer and Millennial generations.

Career characteristics

Generation X are seen as independent, so it's no surprise that they're embracing a more self-directed approach to their working lives, with 48% of freelancers aged 40 – 59. In line with their independent nature, Generation X tend to value autonomy and the giving and receiving of constructive feedback. They respond well to receiving recognition for their efforts and respect intelligent leaders. Generation X tends to be results driven, appreciating clear targets and deadlines and the freedom to decide for themselves how those goals should be met.

Generation X broadly tend to recognise the benefits of a diverse workplace, and champion flexibility and less prescriptive approaches.

Work-life wants

Despite stereotypical assumptions that technology is the domain of younger workers, Generation X are often comfortable with new developments, and frequently use apps while job hunting.

Generation X appreciate direct performance feedback and the opportunity to learn from colleagues they respect. With many facing caring responsibilities for aging parents, their own growing families and even young grandchildren, many members of Generation X value the work-life balance benefits of flexible working.



MILLENNIALS

Who?

Born between 1981 and 1995, Millennials came of age with digital technology and are less likely to consider a 'job for life'.

Career characteristics

As more Baby Boomers enter retirement, Millennials now represent the largest generational group in the workforce and are expected to account for 75% of the global workforce by 2030.

Having become accustomed to having a platform on social media, Millennials are more likely to challenge practices and priorities at work which conflict with their own values. Millennials tend to be resilient and determined to make a difference. Their focus on fairness means they often prefer appraisal and promotion policies based on results rather than length of service.

Work-life wants

Millennials generally want to work for organisations who share their values – almost half of workers in this age group report making choices about the work they do and the organisations they will join based on their personal ethics, with 86% saying they would leave an employer if they felt their values were no longer aligned.

Having grown up alongside digital technology, Millennials tend to be comfortable using instant communication and collaboration technologies. Some 95% of Millennials report work-life balance as important and a factor in their health and wellbeing. Flexibility is a priority to with 50% considering this "very important" when choosing who to work for. They also place a high value on their relationship with their direct manager, with 44% reporting that they feel more engaged when their manager meets with them regularly, and appreciated mentorship and opportunities to take on responsibility early in their careers.



GENERATION Z

Who?

Born between 1996 and 2012, Generation Z are digital natives and likely to prefer working for smaller employers.

Career characteristics

As they enter the workforce, Generation Z are highly flexible, with 83% of UK graduates stating that they would be willing to relocate for a job. Many are attracted to the hospitality and tourism industry due to the opportunity to interact with the public and to embrace exciting challenges. Members of this generation are more likely to consult friends and family for advice on companies to work for and jobs to take than any other source, underlining the importance of a strong employer brand within local communities.

Generation Z tend to value team spirit, seek happiness at work and desire independence over authority. They are not afraid to experiment; more than 80% report a belief that embracing failure on a project will help them to be more innovative, and 17% believe that doing so will help them feel more comfortable taking on future risks.

Work-life wants

Generation Z seem more focused than previous generations on finding their niche in smaller organisations: 60% of working age Generation Z report a preference for roles in companies with 50 or fewer employees, while positive workplace relationships are reported as a top work life priority. Flexibility over scheduling was second only to salary when assessing factors which attracted working age member of Generation Z to particular jobs or employers.

Continuing the trend set by Millennials, Generation Z value working for companies with values aligned to their own: 49% report having made decisions about the work they will do and the organisations they will work for on the basis of personal ethics. While comfortable with the latest communication technologies, Generation Z appreciate face to face interaction and prefer regular feedback to annual performance reviews. Members of this generation often consider themselves ready to work hard and expect to make fast progress as a result.



GENERATION ALPHA

Who?

Born after 2010, Generation Alpha represents a whole new generation born into an era when digital devices are dominating. They will be the workforce of the future.

Career characteristics

Generation Alpha began being born in the same year the first iPad was released and Instagram launched. If the typical generation length is taken as 15 years, the last of this generation will be born in 2024.

Even the older members of Generation Alpha are currently still in school, but those born in the years after 2010 will begin entering the workforce in the next five years when they begin taking part-time jobs. They will represent a significant percentage of the workforce by 2030 across all sectors including tourism.

Generation Alpha is expected to be more culturally diverse than previous generations and their use of digital technology will make them the most globally connected generation ever. They will be social, global and mobile as they will work, study and travel between different countries and multiple careers.

Work-life wants

Work will remain a key feature of life for Generation Alpha, as it is today, however some 65% of this generation are predicted to end up working in entirely new job types that don't yet exist.

Generation Alpha will be emerging into the workforce at a time when wellbeing will be at the top of the agenda. Among emerging generations, there is an expectation that all aspects of their life will provide the opportunity to thrive, and therefore they will have less tolerance for workplaces that hinder wellbeing.

Generation Alpha is already learning about fair work in schools and as the workforce of the future they will think differently about work than previous generations. Indeed, the principles of fair work will undoubtedly shape the decisions that this generation make about future work and future employers.



BRIDGING THE GAP: ONE WORKFORCE

It's important to remember that every employee is an individual, not a stereotype. Smaller employers, with their close-knit teams and shared responsibilities, can be especially well suited to recognising and embracing individual identities.

Whichever generations your team represent, you can build on the commonalities to build a cohesive one-team approach. We can see, for example, that face-to-face communication is valued by employees of all ages, and that while their reasons might be different, many people across the generational divides value flexibility.

How might you accommodate these generational insights within a smaller tourism business to help attract and retain a top team? Some suggestions...

- As a small employer, you have the opportunity to tailor your approach more closely, helping your team and your business perform to the best of their ability.
- The nature of smaller teams aligns well with the face-to-face communication, close working relationships and flexibility in roles and responsibilities favoured across all ages.
- Drawing on the strengths and preferences of each generation can allow you to bring your team closer together, passing on vital knowledge and satisfying both those who want to learn and to teach.
- Demonstrating a tailored approach can help build your employer brand, positioning you as an employer of choice who provides meaningful, rewarding work in your community.
- Committing to the principles of fair work, treating every employee as an individual and working to ensure mutual benefit for both employers and employees will help you create one strong team, however many generations it's drawn from.

MEASURING THE BUSINESS BENEFITS OF FAIR WORK

The form on the opposite page allows you to measure, on an annual basis, the positive impact of your fair work practices across some key business performance areas.

EFFICIENCY MEASURES

1. £ Sales per £1 Wages. This is a simple measure which is calculated by taking the total sales for the year and dividing by the total wages to give a measure expressed in £p. This will allow you to see the level of efficiency that your employees achieve in generating income for your business.
2. £ Sales per £1 Total Costs. This measure is calculated by taking the total sales for the year and dividing by the total costs (not only wages) to give a measure expressed in £p. Taxation, capital expenditure and exceptional items should be excluded from the cost figure.

EMPLOYEE MEASURES

1. Satisfaction. You can usually calculate this measure from a staff attitude survey or similar that is carried out at least annually. The measure would usually be expressed as a score that is a percentage of the maximum score available. (Fair Work: Fulfilment)
2. Staff Retention. This measure is calculated with two figures. The first is the maximum number of people (full time, part time, casual and seasonal) employed at the peak time of the year. The other number is the people who have left employment during the year. This is then expressed as a percentage of the total number.
3. Vacancy Rate. The vacancy rate measure indicates the percentage of unfilled positions compared to the total number of positions in the business. It is often confused with the turnover rate, but there is a big difference between the two. This is calculated by taking the number of your vacant job-specific positions and dividing this by the total number of positions within the business, multiplied by 100. This is expressed as a percentage.
4. Length of Service. This is a measure that indicates levels of staff loyalty and gives you a feel for how well staff feel they are treated by the business. It is calculated by dividing the total length of employment of all staff by the peak number of staff. It should be expressed in number of years to one decimal point.
5. Sickness Absence. This is calculated by dividing the total number of sickness absence days in the year by the peak number of employees and is expressed as an average number of days per employee to one decimal point.
6. Training Days. This measure is calculated by dividing the total amount of training carried out (measured in days of eight hours) by the maximum staff number. Training includes both internal and external training. Again, the measure is expressed as days training per employee to one decimal point.

7. Innovation and Creativity. This is a simple count of all the ideas generated by staff during the year.
8. Useful Ideas. This is the number of ideas actually implemented, expressed as a percentage of all of the ideas generated in measure 7.

CUSTOMER MEASURES

1. Net Promoter Score (NPS). There are a number of ways to determine customer satisfaction and also the reputation level of your business. If you have a scoring system in place, you'll be able to calculate what percentage you are achieving of the total score available. NPS is a commonly used measure used to gauge customer loyalty and satisfaction, that's calculated by asking customers on a scale of 0 to 10, how likely they are to recommend you to a friend. Aggregate NPS scores can help businesses improve upon service and staff are key to the achievement of a high score.
2. Customer Complaints. Ideally, all complaints should be recorded somewhere. This measure is a simple number.

EXTERNAL PROFILE

1. Awards and Achievements. This measure monitors the number of awards and achievements both for individuals working within your business and your business as a whole.
2. Award Scores. This measure monitors changes in scores in key assessments such as the VisitScotland Quality Assurance Scheme.

MEASURES	UNIT OF MEASUREMENT	YEAR 1 2023	YEAR 2 2024	YEAR 3 2025	YEAR 4 2026	YEAR 5 2027
Efficiency Measures						
1. £ Sales per £1 Wages	£p					
2. £1 Sales per £1 Total Costs	£p					
Employee Measures						
1. Employee Satisfaction	%					
2. Staff Retention	%					
3. Vacancy Rate	%					
4. Length of Service	Average years per employee					
5. Sickness Absence	Days p.a. per employee					
6. Training Days	Days p.a. per employee					
7. Innovation and Creativity	Number of ideas					
8. Useful Ideas	% of ideas implemented					
Customer Measures						
1. Net Promoter Score	Number					
2. Customer Complaints	Number					
External Profile						
1. Awards and Achievements	Number					
2. Award Scores	%					

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- Dunnet Bay Distillers, Dunnet
- Glen Nevis Holidays, Fort William
- Highland Hotel Association
- Inverary Jail
- King’smill Group, Inverness
- Lochaber Accommodation Services, Fort William
- Lochaber Chamber of Commerce
- Loch Melfort Hotel, Arduaine, Oban
- Mackays Hotel, Wick
- Miele’s Gelateria, Inverness
- MacGregor’s Bar, Inverness
- Mr C’s Bar, Thurso
- Portavadie, Loch Fyne
- Priory Hotel, Beaulieu
- Quadmania, Blairmore, Dunoon
- SwimWild, Newtonmore
- Tents and Events, Dunoon
- Uig Sand Restaurant, Uig Sands
- Wild Scotland
- Wick Heritage Society, Wick
- Whistlefield Inn, Loch Eck, Dunoon
- Woodlands Glencoe
- Wreckspeditions, Dunoon

- Cairn57 Communications
- Dabster Productions
- Highland Council
- Purpose HR
- Skills Development Scotland

RESEARCH MATERIALS

- When considering the five-generation workforce, the following sources provided useful insight:
- The Future Workforce; The Telegraph SPARK
- Millennials to Traditionalists: How to Manage Five Generations in the Workplace; Medixteam.com
- From traditionalists to Gen Z: Managing a multigenerational retail workforce; Retaildive.com
- The Deloitte Global 2021 Millennial and Gen Z Survey; Deloitte.com
- How Many Millennials there are in the UK; Luckyattitude.co.uk
- How Millennials Differ from the Other Generations; Luckyattitude.co.uk
- Millennials in the Workplace; GoRemotely.net
- The real story behind Millennials in the workplace; ibm.com
- State of Gen Z 2020 report; The Center for Generational Kinetics
- The emerging pivotal Generation Z hospitality workforce; sciencedirect.com
- Understanding Generation Alpha Report; McCrindle 2020
- The Future of Jobs and Skills; World Economic Forum 2016

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