For the Hotel & Catering Industry
Trainee Manager Development Programme (TMDP)

The programme recommended by the TMDP Advisory Committee takes place over three years and consists of two distinct components:

- Industry-Based Management Component according to the TMDP Advisory Committee guidelines
- Fáilte Ireland Business Studies Component (see page 3).

A maximum of sixty places is available on the Fáilte Ireland Business Studies Component each year. There is no guarantee, therefore, that trainees who take employment as trainee managers in hotels will be offered the Fáilte Ireland Business Studies Component in their first year in industry.

Developed by
Fáilte Ireland
Irish Hotels Federation
Irish Hospitality Institute
Galway-Mayo Institute of Technology (GMIT)

Certification
Higher Certificate in Business Studies (Hotel Management) awarded by GMIT (HETAC)
A joint IHF, IHI, Fáilte Ireland Certificate in Hotel and Catering Management
IHI Graduate Membership
HCIMA Intermediate Membership
Industry-Based Management Component

The recommended structure for the Industry-Based Management Component is as outlined below:

Recommended Structure for the Industry-Based Management Component

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
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<tbody>
<tr>
<td>Food Service Restaurant and Banqueting 4 Months</td>
<td>Kitchen Operations 4 Months</td>
<td>Accounts and Control - Accounts Office - Stores/Purchasing - Bookkeeping - Costing and Control 4 Months</td>
<td>Optional</td>
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<tr>
<td>Bar Service 3 Months</td>
<td>Front Office - Reservations - Reception - Cashiering - Night Audit 4 Months</td>
<td>Duty Manager or Relief Dept. Head Emphasis on: - Personnel - Training - Recruitment - Maintenance - Sales/Marketing 6 Months</td>
<td>Progressing to the National Diploma in Hotel Management, combining work experience as Junior/Assistant Manager with specific responsibility in one or more areas: - marketing - finance/control - training - Specialist Operations - General Management</td>
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<tr>
<td>Accommodation/Porterage Services 3 Months</td>
<td>Optional Departments</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Conference Sales/Leisure Centre 2 Months</td>
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A number of hotel and catering establishments offer trainee manager programmes to school-leavers who wish to train on the job for management positions in the industry. Employers recruit directly, and establishments offering programmes usually advertise in local and national newspapers.

An Advisory Committee, representative of the Irish Hotel Federation, Irish Hospitality Institute, employers, GMIT and Fáilte Ireland, provides guidelines on the type and standard of training and work experience required for the recognised Trainee Manager Development Programme.

It is important that young people who wish to take this route to management check the industry-based management training arrangements and conditions offered by employers are in line with these guidelines.

The Industry-Based Management Component requires:

- commitment by EMPLOYERS to provide trainee managers with a comprehensive range of experience, systematic training to a high standard and a working environment which supports training and learning.

- A commitment by TRAINEE MANAGERS to a self-study programme and to maximising learning opportunities on the job.

Programme Guidelines

To help employers and trainee managers to achieve high standards, the TMDP Advisory Committee provides the following guidelines for the implementation of the Trainee Manager Development Programme.
Guidelines for Employers

The following documentation is included in the guidelines:

■ Criteria for approval of hotels wishing to operate the TMDP
■ A Code of Practice dealing with employment conditions
■ Guidelines for recruitment
■ The structure and organisation of the systematic training programme
■ Performance checklists
■ Records of achievement

Details of the above are available to employers from the TMDP Advisory Committee.

Guidelines for Trainee Managers

Apply directly to a hotel of your choice. The TMDP Advisory Committee issues a list of establishments providing the Industry-Based Management Component, or you may apply to any other hotel that wishes to participate and is willing to apply for registration.

Young people who apply to establishments for positions as trainee managers are advised to check the following:

■ that the establishment implements the Code of Practice (see separate page)
■ that the establishment will provide the required structured and systematic work experience in the principal departments under the guidance of departmental managers and supervisors (see diagram on page 1)
■ that the establishment will provide them with a record of achievement at the end of each year of the three year training programme
■ that the establishment will release trainee managers to take the Fáilte Ireland Business Studies Component, the required tutorials and examinations for each of the three years of the programme.

Trainee managers should give careful consideration to the training and work experience on offer and establish if it is likely to meet their career needs before choosing to train in a particular establishment.

Employment contracts should conform to the Code of Practice. Issues related to the Industry-Based Management Component are matters to be addressed by the employers and trainee managers. If issues regarding the Code of Practice cannot be solved locally, trainee managers may seek the opinion of the TMDP Advisory Committee by writing to them.
Fáilte Ireland Business Studies Component

The three year Business Studies Component is designed for trainee managers employed in the industry who wish to follow a nationally recognised course of studies in Hotel and Catering Management and is subject to regular reviews which may necessitate changes in structure and content.

This Component consists of a distance learning, self-study programme supported by a two-week induction module and followed by a four-week lecture module each year for the first three years.

The two-week induction module will prepare participants for independent study, research, computers and personal development, and the four-week off-the-job lecture module will help to prepare participants for independent study of the following themes:

- Hospitality Operations and Management
- Customer Care
- Communications
- Management Principles
- Accountancy
- Law
- Marketing
- Human Resource Management

The Distance Learning Study Programme is based on a recommended 12 hours per week of study and research. Completion of the distance education assignments is a requirement of the programme. Tutorials will be held twice a year. These tutorials will focus on the assignments and the written exams. Weekly tutorials will be available by telephone, fax or email. To further assist learning, trainee managers are advised to take a number of additional Fáilte Ireland short programmes on subjects related to the syllabus. (Check Fáilte Ireland Professional Development and Business Development brochure for details of courses.)

Programme Fee

There will be a fee (see Code of Practice) payable for each of the three years for the Fáilte Ireland Business Studies Component. The fee covers both the lecture modules and the distance learning self-study programme, which consists of performance checklists, tutorials, examinations and monitoring.

Examination

Trainee managers must sit annual examinations and pass each examination before being allowed to register for the next module of the programme. They must also satisfactorily complete the assignments and coursework assessment.

Trainee managers must also satisfactorily complete the work experience required by the Industry-Based Management Component and submit their ‘Records of Achievement’ for each department in order to graduate.

Progression Routes

The programme offers the following progression routes to and from other courses.

Progress from: Hospitality Skills programme graduates may be eligible for exemptions from Year One of the TMDP.

Progress to: TMDP graduates may be eligible to progress to the final year of the National Diploma and subsequently to the final year of the Degree programmes in Hotel Management in GMIT (details available from GMIT).
TMDP Entry Requirements and Certification

Entry Requirements

■ For the Industry-Based Management Component: apply to the approved establishment of your choice. Candidates should have been employed by the establishment for three months prior to applying to Fáilte Ireland to undertake the Business Studies Component. Candidates should have been employed in the industry for at least six months.

■ For the Business Studies Component: once an approved establishment has accepted you, apply directly to Fáilte Ireland before 17th September each year, using the Trainee Manager Development Programme application form.

Applicants should:

■ have Leaving Certificate, or equivalent with Grade D or higher in five subjects:
  ● Maths and English are essential (foundation level maths is acceptable as an alternative).
  ● Foreign language and business subjects are desirable.

■ be aged 17 years or over in year of Leaving Certificate

■ mature students (23 years +) are welcome and do not have to satisfy the requirement for Leaving Certificate.

A maximum of sixty applicants will be accepted each year.

Certification

Participants who successfully complete the Industry-Based Management Component and the Fáilte Ireland Business Studies Component will be awarded:

■ A Higher Certificate in Business Studies (Hotel Management) – GMIT/HETAC Award

■ A joint Certificate in Hotel and Catering Management by Fáilte Ireland, IHI and IHF

■ The Irish Hospitality Institute will award graduate membership of the Institute on completion of the Trainee Manager Development Programme

■ The Hotel, Catering and Institutional Management Association (UK) (HCIMA) which is recognised in 90 countries will offer:
  ● Intermediate membership of the Institute on graduation
  ● Full corporate membership on completion of the appropriate management work experience after graduation. Candidates will be individually assessed by the HCIMA.

To Apply

Once you have been accepted for employment as a Trainee Manager by an approved establishment, please send the application before 15th September to:

Alex Keys
Trainee Manager Development Programme
Fáilte Ireland
88-95 Amiens Street
Dublin 1

Telephone: Callsave 1850 256 256 or (01) 884 7879
Fax: (01) 855 6821
Email: alex.keys@failteireland.ie
Trainee Manager Development Programme

Code of Practice 2006/2007

The Fáilte Ireland Trainee Manager Development Programme is guided by an Advisory Committee representing IHF, IHCI, GMIT and Fáilte Ireland. The following Code of Practice has been approved by the Committee.

Introduction

■ It is recognised that the success of the programme depends on the commitment of both the Hotel Management and Supervisory staff and on the commitment of the Trainee Manager.

■ The hotel will provide an environment, which will encourage and support the training programme in terms of work experience and guidance from management and supervisory personnel.

■ General Managers and Hotel Tutors will attend an Induction Day on the operation of the Trainee Manager Development Programme.

■ Trainee Managers will be expected to contribute as part of a team in whatever department they are assigned to and to play their part by attending lectures and tutorials, by working and studying conscientiously, and by offering loyalty to their hotel.

■ Galway-Mayo Institute of Technology will deliver the Fáilte Business Studies Component which includes lectures, tutorials, monitoring and assessment.

■ GMIT will award a Higher Certificate in Business Studies (Hotel Management) to successful Trainee Managers (HETAC accredited).

Conditions of Employment

1. Trainee Managers will rotate between departments as follows:

■ Year 1 Restaurant/Banqueting (4), Bar (3), Accommodation/Porterage (3) months
■ Year 2 Kitchen (4), Reception/Reservations/Night Audit (4)
  Optional Departments: Conference Sales/Leisure Centre (2) months
■ Year 3 Accounts & Control (4), Duty Manager/Supervisor/Relief manager with designated responsibilities in Human Resource Management/Marketing/Sales/Maintenance (6) months
■ Year 4 (Optional) Junior/Assistant Manager with specific responsibilities in one or more areas e.g. Marketing, Finance/Control, HRM/Training, Specialist Operations and General Management duties.

In Year 4, Trainee Managers may be eligible for further options within the GMIT system to progress to the final year of the Diploma in Hotel Management and subsequently to the Degree programme.

■ Trainee Managers will work on the basis of a five day week and a 78 hour fortnight excluding meal times. Provided it does not interfere with their studies Trainee Managers may be asked, or may offer, to work extra hours. They must be compensated for this either by extra pay or time in lieu.

■ Trainee Managers will receive a National Wage Agreement linked minimum training allowance applicable from November 2004 as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>ACCOMMODATION &amp; FOOD PROVIDED</th>
<th>FOOD ONLY PROVIDED</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>€256</td>
<td>€281</td>
</tr>
<tr>
<td>Year 2</td>
<td>€281</td>
<td>€305</td>
</tr>
<tr>
<td>Year 3</td>
<td>€315</td>
<td>€341</td>
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<tr>
<td>Year 4</td>
<td>€348</td>
<td>€372</td>
</tr>
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</table>

Further additions should be applied in line with National Wage Agreements.
Conditions of Employment (continued)

- Trainee Managers will be released with pay to attend the following in Galway-Mayo Institute of Technology (GMIT) for the first three years:
  - a two week Introduction Module as part of 1st Year (November)
  - a four week block of formal lectures each year (between January and April)
  - one day tutorial twice yearly
  - three days of written examinations annually.

- These periods do not constitute the Trainee Manager’s holidays.

- Annual Fee
  The Trainee Manager is responsible for forwarding the total fee to GMIT when accepting the offer of a place.
  - Two week induction Fee €320 (1st years only)
  - Four weeks of lectures Fee €890 (all years)
  
  The hotel must pay at least 50% of the fee and the Trainee Manager should pay the remainder.

  The hotel must reimburse Trainee Managers with the portion of the fee paid by them on successful completion of each year of the programme.

  No refunds will be paid.

- Books
  Hotels should reimburse Trainee Managers up to €150 per year for the purchase of textbooks.

- Trainee Managers shall be entitled to their Statutory Rights in conjunction with this Code of Practice.

Training and Development

1. Trainee Managers will receive a formal induction into their hotel on commencement, and the hotel will commit itself to operate an effective mentoring system which will offer guidance and training to Trainee Managers by qualified Trainers in Industry.

2. On-the-job assessments should be carried out by Hotel Tutors, mentors and department managers using the performance checklists. Records of Achievement Forms, based on these assessments, form part of Trainee Managers’ annual assessment.

3. General appraisal meetings should be held every 3-4 weeks by Hotel Tutors to check progress of assignments and performance checklists, to give guidance to Trainee Managers and to resolve any problems. Two-way communication should be encouraged at these meetings.

4. Trainee Managers will be encouraged and supported in their studies by the Hotel Tutor but the onus is on the Trainee to maximise the learning opportunities on offer.

This Code of Practice is designed to assist Hotels in offering a professional development programme and career in Hotel and Catering Management to Trainee Managers and to improving the image of the Hotel industry.
Recruitment will be carried out by each hotel, but a set of general guidelines is recommended to show the national entry requirements.

It is important that the Trainee Manager is properly inducted, receives all information on conditions of employment and also a clear statement as to the training plan and rotations through departments throughout the hotel.

It must be remembered that this is the Trainee Manager’s career and an investment at this level requires a commitment from the hotel and from the Trainee Manager. This investment is worthless if a Trainee Manager leaves after a short period because basic conditions have not been met or because he or she was under the illusion that the training programme meant something else other than what was delivered.

## Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Essential</th>
<th>Desirable</th>
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</table>
| Education         | ■ Leaving Cert, or equivalent with minimum of 5 passes. Maths and English are essential at D3 Level. Foundation Level Maths is acceptable as an alternative  
■ Good literacy and numeracy skills  
■ Employers should give consideration to mature students (aged 23 or over) who do not have to satisfy the requirement of Leaving Certificate | Leaving Cert with:  
■ Foreign Language  
■ Business Subjects i.e. Accountancy/ Business Organisation |
| Age               | ■ Minimum 17 years on 1 January in year of Leaving Cert                    |                                                                           |
| Experience        | ■ Prior to commencing the Fáilte Ireland Business Studies Component in January, a Trainee Manager must have worked for a minimum of 6 months, of which 3 months must be in the nominating hotel  
■ Hotel work experience  
■ Customer-related work experience |                                                                           |
| Physical          | ■ Pleasant, well-groomed appearance  
■ Ability to work to deadlines  
■ Ability to work in high pressure environment | ■ Pass a medical examination (Hotel’s responsibility) |
| General Intelligence | ■ High level of common sense  
■ Diplomacy | ■ Ability to adapt to new situations  
■ Quick to respond and decisive |
| Interests         | ■ Evidence of teamwork  
■ Interest in tourism, food, etc. | ■ Involvement in clubs, scouts/guides, etc. |
| Disposition       | ■ Ability to get on with people | ■ Extrovert personality  
■ Sense of humour  
■ Even temperament  
■ Ability to motivate others  
■ Analytical skills |
| Academic Determination | ■ Academic ability to achieve 3rd level qualification  
■ Student will be required to undertake 12 hours study per week and complete assignments outside working hours  
■ Willing to travel for off-the-job training |                                                                           |
| Employment Conditions | ■ Understanding of hours/time/wages and willingness to accept |                                                                           |
Trainee Manager Development Programme

Fáilte Ireland Business Studies Component
Application Form

Name: ______________________________________

Hotel: ______________________________________

Hotel Name: ______________________________________
Hotel Address: ______________________________________
Manager’s Name: ______________________________________
Hotel Contact: ______________________________________
Email: ______________________________________
Telephone Number: ______________________

Trainee’s Name: ______________________________________
Home Address: ______________________________________
Email: ______________________________________
Telephone Number: ______________________

Date of Birth: ______________________
Nationality: ______________________

Please tick: □ Male □ Female

Names of schools/colleges attended:

<table>
<thead>
<tr>
<th>Date</th>
<th>School/College</th>
<th>Examinations Taken</th>
<th>Results</th>
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Subjects taken in most recent state exam:

Name of Exam: ______________________
Year: ______________________

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<thead>
<tr>
<th>Subject</th>
<th>Grade Achieved</th>
<th>Subject</th>
<th>Grade Achieved</th>
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<td>2.</td>
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<td>3.</td>
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<td>7.</td>
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<tr>
<td>4.</td>
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<td>8.</td>
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</table>
Other courses attended:

<table>
<thead>
<tr>
<th>Name</th>
<th>Where Attended</th>
<th>Duration</th>
<th>Subjects</th>
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Details of work experience (full and part time):

<table>
<thead>
<tr>
<th>Job</th>
<th>Name of Establishment</th>
<th>Duration and Dates</th>
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Interest/involvement in other activities:

__________________________
__________________________
__________________________

Referees:

__________________________
__________________________
__________________________

I confirm that I will abide by the TMDP Code of Practice.

Signature of Employer:

__________________________

Name of Employer (PLEASE PRINT):

__________________________

Date:

__________________________

Any further information may be written on a separate page.

For office use only

Trainee No.:

__________________________