



WP3 – Portugal

Case Studies National Report for the Social Services and Senior Tourism Sectors

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Case Studies – National Report – Portugal

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I. METHODOLOGY

Having in consideration the main objective of WP3 – to identify the main mismatches, and the respective main reasons, and to detect the future competences for the young people to answer the labour market needs in the Senior Tourism and Social Services sectors, the methodology adopted by the Partnership was the following:

1. Elaboration by CEPCEP, WP leader, of an Interview Guide (Annex 1) composed by 4 different sections:
 - Identification of the reporting entities
 - Activity description of the reporting entities
 - Characterization of human resources
 - Future perspectives
2. Validation of the Guidelines by all partners
3. Selection of a sample of organizations (case studies) within these two sectors to carry out the Interviews
4. Application of the applied to a minimal of six entities in 6 partner countries – 3 for the Social Services and 3 for the Senior Tourism (Annex 2 to Annex 9)
5. Elaboration of two separate Reports – one for the Social Services(Annex 10) and one for the Senior Tourism (Annex 11)
6. Elaboration of Common Final Report containing the main conclusions for both sectors

The present Final Report is organised according to the structure of the Interview Guide, describing, for each section, when suitable, which common elements were found between the Senior Tourism and Senior Tourism sectors, but also referring the distinctive aspects between them.

II. IDENTIFICATION OF THE REPORTING ENTITIES

II.1 Social Services

For the Social Services Sector, three *Santas Casas da Misericórdia* (Mercies)were interviewed, two from the North of Portugal and one from the South:

- A. SCMCH - Santa Casa de Misericórdia de Chaves (north of Portugal) – Annex 2
- B. SCMAS - Santa Casa de Misericórdia de Alcácer do Sal (south of Portugal) – Annex 3
- C. SCMA – Santa Casa de Misericórdia de Amadora (north of Lisboa) – Annex 4

II.1.A - Santa Casa da Misericórdia de Chaves

Santa Casa da Misericórdia de Chaves is a Private Institution of Social Solidarity, based in the city of Chaves (North of Portugal), founded in 1516, and aims to meet social needs of the population. The Santa Casa assists in his social mission needy people of different ages.

The Santa Casa da Misericórdia de Chaves includes Nossa Senhora da Conceição residence in Vidago, the Agricultural School of Arts and Crafts in Chaves, and also providing support in the area of old age, dependent households, day care and homecare.

In the context of pediatric tracks, the Agricultural School of Arts and Crafts houses boys aged 6 to 20 years old with aims to start vocational training, integration and reintegration of youth into society and in the labour market.

The institution gives support also to younger people through the CATL (Centre Free Time Activities) located in the suburbs of the city.

Nossa Senhora da Conceição residence, in Vidago, provides support to elderly, through home and day centre. The institution also supports children and youth in the respective childcare services, kindergarten and CATL.

In the field of vocational training, as well as being a promoter of Vocational School of Chaves, Santa Casa has developed a relevant activity, participated with their youngsters the Agricultural School of Arts and Crafts in Petra and Project Youth Exchange programs (Youth for Europe), and the formation of its assets. Of all activity within the Vocational Training highlights the Agricultural School of Arts and Crafts collecting children and youth at risk and offers workshops for carpentry, electricity, metalwork, printing and binding, plus a farm agri-livestock that provides a professional initiation to its users.

II.1.B - Santa Casa da Misericórdia de Alcácer do Sal

Santa Casa da Misericórdia de Alcácer do Sal celebrates 475 years. Officially founded in 1530 by D. Ruy Sallema, a nobleman from the Royal House of D. Manuel I, previously served as her sister, the Queen Leonor, wife of D. John II of Portugal and founder Misericórdias (Mercies).

Santa Casa da Misericórdia de Alcácer (south of Lisbon) was responsible for nearly 250 years for hospital care in the area, first through the old hospital which includes the Church and her pharmacy, then a new hospital since 1957, where he still works the Health Emergency Service Centre, given the state management over the past thirty years.

A varied range of skills that goes from the Centre of Children at Risk, Home Care, Home and Day Centre, besides the Office of Youth and Hemodialysis Centre, supports two hundred users and is the second largest employer county, just after the municipality.

The actual building of Misericórdia has been renovated, raising the quality of care and caring for heritage preservation.

II.1.C - Santa Casa da Misericórdia da Amadora

The clear need for an organized social intervention which contributed to help poor people to overcome the difficulties expected in everyday life constitutes the mission of

organization Santa Casa da Misericórdia of Amadora, (near Lisbon) which was created by law in August 1998.

In terms of location, we can characterize the Santa Casa da Misericórdia da Amadora, as a living institution, has evolved in order to create, diversify and consolidate valences in order to amplify their contribution to solving the problems that confront the poorest different age populations.

The creation of specific and professional structures has been a constant struggle, from social services to all who request it, the area of Children and Youth and the Elderly. Cross-cutting areas such as Health and Social Inclusion also deserve the attention of Misericórdia.

The evolution trend, based on the Administrative Board proposals approved at the last General Assembly, can be summarized in general terms:

Strategic orientation guidelines: rigorous management of available resources in a realistic perspective, development of the internal and external training for all staff; constant and systematic integration of new technologies in daily life of the institution; further development of Volunteering; development and improvement of customer service to the public permanently.

The Institution will remain seized of new hypotheses or opportunities likely to develop and expand their ability to appropriate social intervention commitment.

II.2 Senior Tourism

For the Senior Tourism Sector, 4 different entities were interviewed:

- 1 entities that offers Senior Tourism services at National level - INATEL Foundation (Annex 5);
- 1 entity that offer Senior Tourism services at local level - City Hall of Loures (Annex 6);

- And 1 entity (Professional School) that provides training courses to young people that are/will be working on the Senior Tourism Sector - School of Hospitality and Tourism of Lisbon (Annex 7)

II.2.A - INATEL Foundation

(<http://www.inatel.pt/fundacaohome.aspx?menuid=654&ft=1>)

Founded in 1935 as National Foundation for Joy at Work (FNAT), the INATEL Foundation, presently under the tutelage of the Ministry of Labour and Social Solidarity, affirms itself as a Foundation that offers social services, in the areas of social and senior tourism, and social and senior spas. It also provides and organizes leisure time, culture and popular sports, with profound concern of humanism and quality.

INATEL Foundation is present all over Continental Portugal and its Autonomous Regions with a network of 22 agencies. INATEL Foundation work covers an associative mass that includes around 250 thousand individual associates and 3 500 collective associates; a network of social hotels with 16 hotel unities, 3 parks for Camping , 2 Houses for Rural Tourism and two spas - which represents a global offer of 4 200 beds - and a permanent structure of social and senior tourism and also an organization for the holidays of the beneficiaries and their families; a Theatre - Teatro da Trindade; two sport Stadiums - Estádio 1º de Maio, in Lisbon, and Parque de Ramalde, in Porto, besides support structures to popular culture and to amateur sport which, specifically, promotes the technical and financial assistance of the following movements: associative, cultural, sport, ethnographic, folkloric or recreational, which have a business or local base, in the Continent and Autonomous Regions.

II.2.B - City Hall of Loures (www.cm-loures.pt)

The City Council is a public local authority, territorial, with representative bodies, which seek to pursue the interests of the population. The pursue of its responsibilities and attributions is made in accordance with law and implies a concession on representative bodies, the powers to act in various aspects (advisory, planning, management, investment supervision, licensing). So, the municipality has

responsibilities in several areas and here we underline the goal of promoting socioeconomic development within a framework supporting local sustainable development (promoting employability, promoting entrepreneurship, supporting vocational training activities, encouraging the establishment of companies; etc.). The municipalities are themselves agents of socioeconomic development.

2.II.C - School of Hospitality and Tourism of Lisbon

(<http://escolas.turismodeportugal.pt/escola/escola-de-hotelaria-e-turismo-de-lisboa>)

The **School of Hospitality and Tourism of Lisbon** is part of **the Turismo de Portugal, I.P.** (an organisation that aims to foster development of Portuguese tourism) national network of Hotel and Tourism Schools, promoting research and advanced training in the field of tourism.

It's mission is to promote training in various tourism areas in order to prepare young people for their first job and to enable professionals to increase skills, gain certificates and obtain qualifications in this area.

Integrated within the Ministry of the Economy, Innovation and Development, Turismo de Portugal is the national tourism authority responsible for promotion, enhancement and sustainability of tourism activities, aggregating within a single entity all the institutional competencies related to stimulation of tourism activities, from the supply sector to demand

III. ACTIVITY DESCRIPTION OF THE REPORTING ENTITIES

III.1. Main activities undertaken for each field of sector in which the entity operates

- **Social Services**

Entity	Elderly Care Residential	Elderly Care Not Residential (Daily + Home care)	Child Care	Health Care
Santa Casa da Misericórdia de Chaves	X	X	X	X
Santa Casa da Misericórdia de Alcácer do Sal	X	X		
Santa Casa da Misericórdia da Amadora	X	X	X	X

- **Senior Tourism**

Entity	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
INATEL Foundation	X	X	X
City Hall of Loures		X	X
School of Hospitality and Tourism of Lisbon	X	X	X

III.2. Population targets (male, female, ageing, child, etc)

For both sectors, population with more than 65 years old is the primary target group.

In the case of health care, Social Services aim primarily for older people.

Social Services also includes as its primary target group 0-3 years old (Child care).

III.3. Number of clients served last year in these different sectors

- **Social Services**

	Elderly Residents	Elderly Not Residents	Child Care
SCM Chaves	215	63	216
SCM Alcácer do Sal	95	40	50
SCM Amadora	150	170	75
TOTAL	460	273	341

	Daily Care Centre	Home Care
Santa Casa da Misericórdia de Chaves	25	38
Santa Casa da Misericórdia de Alcácer do Sal	15	25
Santa Casa da Misericórdia de Amadora	30	140
TOTAL	70	203

Some entities provide services to health support, being the total population of clients 2000 (SCM Amadora) and 800 (SCM Chaves)

- **Senior Tourism**

Throughout 2012, INATEL Tourism Programs for seniors involved **27.122** participants.

At local level, the numbers are naturally lower than at National Level. Last year City Hall of Loures senior tourism services hosted 102 seniors:

- 39 men e 63 women
- 12 people with 51 to 60 years old
- 54 people with 61 to 70 years old
- and 36 people with 71 to 80 years old.

IV. CHARACTERIZATION OF HUMAN RESOURCES

IV.1. Average number of employees with less than 25 years old in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender*

- Social Services

2008	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	59	51	6	5		
3-4 level	20	18	10	10		
5-6 level	3	1			5	5

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	57	46	18	14		
3-4 level	19	15	5	5		
5-6 level	4	3	5	2	8	7

- Senior Tourism

2008	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	8,42	4,08				
3-4 level	6,42	2,83				
5-6 level	1,33	1,33				

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	2,25	1				
3-4 level	6,75	4,17				
5-6 level	4,42	4,42				

- ✓ Senior Tourism does not include any part time/sporadic service employees or voluntaries with less than 25 years old
- ✓ Although Social Services host part time/sporadic service employees or voluntaries with less than 25 years old, this sector privileges full time under 25 years old employees
- ✓ Mostly of employees with less than 25 years old working in the Social Services sector are women (around 80%)
- ✓ In the Senior Tourism Sector, the *racio* between genders is more or less the same
- ✓ Regarding the ISCED levels of under 25 years old full time employees working within Social Services, we can conclude that the majority only possess a level 2 maximum. However, these numbers are balanced with part-time/sporadic service and voluntaries who possess higher ISCED levels
- ✓ As for the Senior Tourism sector, we can see that there has been a progression in terms of ISCED levels between 2008 and 2012

IV.2. Number of employees (year 2012)

- **Social Services**

The number of total employees in three case study entities is 732, with the following distribution: SCM Chaves - 386 employees, SCM Alcacer do Sal - 85, SCM Amadora – 361 employees.

- **Senior Tourism**

The number of total employees in INATEL Foundation is approximately 900 employees for overall activities. In October 2013, City Hall of Loures counted with 2137 workers.

IV.3. Number of workers that have specific training in the fields of Social services and Senior Tourism

- **Social Services**

Considering all the Social Service within the “Santas Casas da Misericórdia”, according to a previous study¹, the Nurses Supporters (26, 1 %) and Cleaning Workers (34,6%) are the most representatives. There are still other occupations but with low representation, namely Social Assistants/Family Helpers, Psychologist and Physiotherapists as independent workers.

Considering only the SCM Amadora, the qualification structure of its workers is the following:

Categories	Structure (%)
Non skilled workers	19,4
Semi-skilled workers	13,3
Skilled workers	43,2
Hight Skilled Workers	3,6
Media Staff	6,4
Superior Staff	14,1

The majority of workers belongs to the Skilled Workers category and we also want to highlight the importance of Superior Staff with 14%.

Nevertheless **1/3 of the workers are non-skilled and semi-skilled**. The others collaborators are independent workers with diversified and high skilled occupations namely doctors, nurses, physiotherapists, lowers and accounts.

- **Senior Tourism**

Considering uniquely INATEL’s Senior Tourism there are 15 fulltime permanent employees working in the headquarters and 38 monitors contracted under a need-to-need basis. There are employees, posted in INATEL’s hotels and guesthouses, entangled on operations level of Senior Tourism. However their intervention is not

¹ See “A Economia Social e a sua sustentabilidade como factor de inclusão social”, SERGA 2012

exclusive to the activities foreseen in Senior Tourism, but merged with the regular flow of services in managing our facilities.

In City Hall of Loures, within the Support Area for childhood and Seniors' team, around **57%** of the employees possess an **University Degree** (Social Education; Socio-cultural Activities and Social Pedagogy; Social Sciences/Psychology; Anthropology; Social Services; Sociology; Social Cultural Activities) and around 43% have a general Secondary School degree.

IV.4 Training course(s) attended last year (2012)

- **Social Services**

In general, all the Misericórdias have 90% of workers with specific training with a total superior to 2500 hours.

- SCM Amadora has developed several actions of internal training for low skilled workers with an average duration of 25 hours and also awareness sessions of less than 25 hours. The external training of this entity is oriented to skilled workers such as nurses and teachers
- Concerning SCM Chaves, the main training activities are related to the management, soft skills and ICT as well as external training to the sociocultural animators, and managers of households
- SCM Alcácer do Sal have continuous training for lows skilled workers with an average duration course of 35 hours and also an awareness action to the problematic of old people. The workers with higher qualification benefit of training action developed by external training providers.

- **Senior Tourism**

In INATEL Foundation the attendance of further training or recycling courses is an exclusive initiative of the monitors. The requirements in training, certification and level of qualification are identified for all upcoming Senior Tourism packages and have to be

met by the aspirants to monitor each Program, such as animation activities, first aid, conflict management and sales.

In City Hall of Loures, nowadays, employees do not attend specific training for the Senior Tourism area. However, employees have access to training courses in both Behavioural areas and Technical areas (ex: Law and City Hall Work).

- ✓ In both sectors we can find that there is an overall concern on providing employees (basely addressed to lowered Skills workers for the Social Services) awareness sessions and/or continuous training concerning old people relevant problematic
- ✓ Within the Social Services sector, there is a specific concern about the training of higher qualifications/skilled workers and this training is provided by external VET providers

IV.5 Kinds of training courses to be attended by the employees in order to avoid the main mismatches

- **Social Services**

In general, in terms of social services, the main domains mentioned as priorities in terms of training needs are (please see Table on Annex 10) : management, hygiene, health and safety at work, nutritionist, gerontology, health care for elderly, equipment cleaning, hygiene and food safety, culture animation and ICT/quality.

The *management* domain is one of the most important and includes issues such as conflict management, human resources and leadership, new technologies/quality includes also certification and public attendance.

Training Needs in Social Services:

Entity	Communication Skills	Geriatric	Team-work skills	Innovation Capacity	Health Competences
SCM Chaves	X		X	X	
SCM Amadora	X	X	X		
SCM Alcácer do Sal		X	X		X

- **Senior Tourism**

Since there are mandatory training hours forecasted to each worker by national law, thus for the 15 employees directly involved in INATEL's Senior Tourism, we have insisted on training in **behavioural and computer skills**. More recently we felt the need to allocate resources in **sales and accounting**.

In the case of **monitors**, mostly **animation activities, first aid, conflict management and sales** depending on the Senior Tourism Packages.

In Loures City Hall, Vocational training should be focused in two main areas: **interpersonal communication and behavioural area**.

- ✓ Both sectors refer that , in order to avoid the current mismatches, training courses focused mainly in Communication skills and Teamwork related skills should be attended by employees
- ✓ Besides those, Technical training areas are also referred as relevant for these purpose: more general ones for the Senior Tourism sector (ICT, accounting, sales) and more specific in the Social Services sector (geriatric, health competences)

IV.6. Types of qualifications / skills / training more difficult to find

- **Social Services**

Basic skills - whether in the form of knowledge, skills, attitudes, interests, traits, value or any other personal aspects - are those individual characteristics **essential to the performance of activity** that greatly differentiates the performance of people. While the **key competences** include mainly the ability to analyse and solve problems, relationship skills and teamwork and communication capacity, overcoming the individual perspective, are also mentioned in our research.

- **Senior Tourism**

Entity	Communication Skills	Inter-personal Relationship Management*	Treasury	Socio-cultural Activities**	Non-qualified workers in hotel operations
INATEL Foundation			X	X	X
City Hall of Loures	X	X			
School of Hospitality and Tourism of Lisbon	X	X		X	

* Emotional Intelligence; flexibility; ability to adapt to different situations, to the target group; permeability; empathy

** includes specific training for Senior Tourism Monitors Training

✓ In both sectors, Communication, team work and innovation capacity (adaptability to new and unexpected situations) can be considered as basic as key competences and are very important and sometimes difficult to find workers with these (soft non formal) skills.

IV.7 Main reasons for these difficulties

At this level 4 entities from both sectors pointed out 2 main reasons as **the most important barriers to solve the skills lack**:

- **budget difficulties intended for hiring professionals;**
- **lack of individuals with the right professional profile.**

Besides these two main reasons, INATEL also referred “the practice of a lower salary policy from the current existing in labour market” and the City Hall of Loures mentioned “the existence of several barriers or other institutional constraints”.

V. FUTURE PERSPECTIVES

V.1. Activities, in each sector, that will experience the greatest growth over the next five years

- **Both sectors**

In the framework of this study and the job increase foreseen considering the increasing of senior population, all entities from both sectors agreed that all the activities connecting with ageing people will increase.

However, regarding the effects of the crisis, it is not expectable the confirmation of those forecasts. Those entities mentioned some indicators as effects of the present crisis such as request for reconsideration of monthly fees, increase of the monthly fees in delayed, exists of users from the residences to live with the family (Social Services); decrease of the number of seniors participating in Senior Tourism activities (as they often are financially helping their children and grandchildren).

Having the above premises in mind, the development and investment in activities aimed at Elderly non-residents, such as **social canteen, take away meals service, continuing care, non-resident support through a battery of services; tourism for the senior population** is to be foreseen. On the other hand, **innovative technologies in ageing care and the increase of ICT to be applied in several activities, besides the management and residence equipment**, is to be taken in consideration in the next five years.

- **Social Services (additional research data)**

According to the official statistical sources², the development of workers in social activities in the last 10 years showed an increase of about 100 000 employees. In 2010, the number of employees in activities 87/88 of NACE, Activities of social services

² See Ministry of Employment and Social solidarity, “Quadros de Pessoal”.

with housing and social services without accommodation amounted to about 114 000 employees, representing a slight increase over 2009.

Regarding the quantification of future employment needs, according to a prospective study developed³ - based on demographic trends that are expected by 2020 (aging population with significant weight gain among older), in continuing the trend of desertification of the inland region of Portugal, the continued maintenance of very low birth rates, and the concentration of the population under age in urban areas, particularly metropolitan areas - the results appointed to an increase of 8,1% (scenario I corresponding to 600 new jobs per year and in second scenario an increase of 64% with 4700 new jobs per year).

V.2. Internal Employment prospects in the next five years

- **Social Services**

Entity	Additional jobs will be created	Some jobs will be substituted	Existing jobs will be redefined
SCM Chaves	X An increased need for workers with higher qualifications namely in geriatric domains	X the increase of non-residence services instead of residence services	X reconversion of home helpers
SCM Alcácer do Sal	X Create a service with qualified volunteers		X reconversion of home helpers
SCM Amadora	X physiotherapists, psychologists and socio-cultural animators		X Reconversion of home helpers

³ "The exercise of projecting human resource needs for social support services to the elderly is prepared on the basis of: (1) demographic projections, (2) the use of infrastructure policies, and (3) rates of coverage of target populations for valences of the main service. Maintaining the orientation of the elderly remain in their homes the largest possible number of years, an increase in absolute terms of population 65 years and over in about 1 million, these two factors should compel a change or an adjustment policy the kind of social responses to support the elderly. " *New Jobs and Skills in the Domains of Health and Social Services in the Context of Population Ageing*", Serga 2011,

- **Senior Tourism**

Entity	Additional jobs will be created	Some jobs will be substituted	Existing jobs will be redefined
INATEL Foundation	X (mainly Animators directly proportional to the number of Senior Tourists involved)		
School of Hospitality and Tourism of Lisbon			X (Initial Training must be adapted to the Senior Tourism target groups and Continuous Training must be provided to the professionals that already are working on this field.)

- ✓ None of the 6 entities interviewed from both sectors referred that “some jobs will be eliminated”
- ✓ Entities from both sectors agree with the creation of additional jobs: within the Social Services, for higher and technical qualifications (employees or volunteers); within both sectors, for socio-cultural animators
- ✓ Only one Social Services entity mentioned that, there will be a substitution of some jobs as a natural consequence of the increase of Elder Non Resident population
- ✓ Almost entities referred that the existing jobs will be re-defined: for the home helpers in the Social Services sector, and for professionals working in the Senior Tourism area

V.3. Kind of qualifications, skills or training most needed in the next five years referring to:

- **Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)**
- **Communication skills (communicate ideas, written and oral expression...)**
- **Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)**

Both sector entities referred that all these skills are crucial to the Senior Tourism sector and inclusively the School of Hospitality and Tourism of Lisbon enhanced that all of them must be promoted within training courses or modules that prepare young people to work within the sector.

- Specific considerations for the Social Services sector:
 - Focus on communication and team work skills.
- Specific considerations for the Senior Tourism sector:
 - Human Relations and Interpersonal Skills - Dealing with conflicts is an absolute plus whenever there are contacts with customers, suppliers and senior citizens
 - Communication skills - taking into consideration the importance of up-scaling our results in this senior tourism sector, development in selling skills
 - Importance of specific training for Animators, overall classified under “social-cultural skills”.

V.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required

- **Social Services**

Continuous training for low skilled workers and also awareness actions about the problematic of old people are provided by domestic resources.

The training actions for workers with higher qualification are developed by external training providers.

- **Senior Tourism**

Both Vocational and Educational Providers and Universities are adequate to provide the Qualifications and Skills required - mainly in the field of Social-Cultural Animation.

Regarding this issue, the School of Hospitality and Tourism of Lisbon, defends that **Educational and Vocational Training** is the most appropriate training pathway to guarantee the skills and qualifications required for young people working in this field: since all trainees participate in on-job trainings during their learning pathway, they are better prepared to apply what they learned in class and to face the challenges and needs of the Labour Market.

V.5. Match between training provided in education centres and the needs of jobs required

- **Social Services**

	Nothing	Not much	Enough	Much
University			X X	X
polytechnic		X X X		
VET			XXX	
Continuous Training			X	X X

- **Senior Tourism**

	Nothing	Not much	Enough	Much
University		X		XX
polytechnic		XX		
VET		X	X	X
Continuous Training			X	XX

The skills needed for the jobs connected with higher skilled workers are mainly satisfied by universities and VET providers.

One aspect highlighted by the social service entities was the importance of continuous training for all kind of employees with focus on low skilled workers.

ANNEXES



Skills and Labour Market
to raise youth employment

ANNEX 1

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Interview Guide

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name:

Telephone: _____ E-mail: _____

Address: _____

Post Code: _____ Municipality: _____

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE:

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services						
Senior Tourism						

II.2. What population targets. (male, female, ageing, handicapped, etc)

II.3. Number of clients served last year in these different social services/senior tourism

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level						
3-4 level						
5-6 level						

2012	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level						
3-4 level						
5-6 level						

III.2. How many employees your company has (year 2012):

III.3.1 How many workers have specific training in the field of social service or tourism senior?

III.3.2. What was (were) the training course(s) attended last year (2012) ?

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. _____

III.4.2. _____

III.4.3. _____

III.5. What were the main reasons for these difficulties?

III.5.1. Lack of individuals with the right professional profile

- III.5.2. Budget difficulties intended for hiring professionals
- III.5.3. Barriers or other institutional constraints
- III.5.4. Other reasons. Please specify:

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

IV.2. What will be the employment prospects in your entity in the next five years:

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

IV.2.2. Some jobs will be substituted (replacement needs)?

IV.2.3. Certain jobs will be eliminated?

IV.2.3. Existing jobs will be redefined?

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)

IV.3.2. Communication skills (communicate ideas, written and oral expression...)

IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University				
polytechnic				
VET				
Continous Training				

ANNEX 2

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Santa Casa de Misericórdia de Chaves Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name: Santa Casa da Misericordia de Chaves

Telephone:276322344

E-mail: scmchaves@iol.pt

Address: Rua Rainha Dona Leonor

Post Code: 5400-477

Municipality: Chaves

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: (85- Health Care) and 87; 88 Resident and Nonresident Social Service

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services	X	X	X			
Senior Tourism						

II.2. What population targets. (male, female , ageing , handicapped , etc)

Total population (2011) – 41444 Male - 19894 Female- 21550

Ageing population – 9518

II.3. Number of clients served last year in these different social services/senior tourism

Ageing clients- 215 (residents), Not resident 63; Child care - 80

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	45	38	5	4		
3-4 level	5	5	2	2		
5-6 level	1		8	8		

2012	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	43	36	8	6		
3-4 level	4	4	3	3		
5-6 level	2	1	1		2	2

III.2. How many employees your company has (year 2012): 386

III.3.1 How many workers have specific training in the field of social service or tourism senior?

90% of workers have specific training with a total of 2278 hours during 2012

III.3.2. What was (were) the training course(s) attended last year (2012) ?

Continuous training for helpers (low skill workers) , and external training to the sociocultural animators, and managers households

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

Training ICT domains

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

- III.4.1. Communication to the senior people
- III.4.2. innovation capacity
- III.4.3. team work skills

III.5. What were the main reasons for these difficulties?

- III.5.1. *Lack of individuals with the right professional profile*
- III.5.2. *Budget difficulties intended for hiring professionals*
- III.5.3. Barriers or other institutional constraints
- III.5.4. Other reasons. Please specify:

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

The development of continuing care, tourism for the senior population and innovative technologies in ageing care

IV.2. What will be the employment prospects in your entity in the next five years:

An increased need for workers with higher qualifications namely in geriatric domains

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

yes

IV.2.2. Some jobs will be substituted (replacement needs)?

Yes. With the increase of non residence

IV.2.3. Certain jobs will be eliminated?

No

IV.2.4. Existing jobs will be redefined?

Yes. Reconversion of home helpers

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. *Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)*

IV.3.2. *Communication skills (communicate ideas, written and oral expression...)*

IV.3.3. *Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)*

All these skills are relevant to the social service

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

Internal providers to professionals with low qualification and external providers to professionals with higher qualification

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University				X
polytechnic		X		
VET			X	
Continous Training			X	

ANNEX 3

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Santa Casa de Misericórdia de Alcácer do Sal Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name: Santa Casa de Misericórdia de Alcácer do Sal

Telephone: 265619230

E-mail:

Address: Olival do Coronel

Post Code: 7580

Municipality: Alcácer do Sal

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: 87 and 88 – Social activities

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services	X	X	X			
Senior Tourism						

II.2. What population targets. (male, female, ageing, handicapped, etc)

Population (2011) - 13046 Males : 6332 Females : 6714

Ageing - 3290

II.3. Number of clients served last year in these different social services/senior tourism

Residents: 95 Not Residents: 40

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	7	6				
3-4 level	4	2				
5-6 level	1	1				

2012	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	8	6				
3-4 level	5	3				
5-6 level	1	1	1	1		

III.2. How many employees your company has (year 2012): 85

III.3.1 How many workers have specific training in the field of social service or tourism senior?

95% of employees have specific training (35h/ year)

III.3.2. What was (were) the training course(s) attended last year (2012) ?

Continuous training for low skilled workers with an average duration course of 35 hours and also awareness actions about the problematic of old people provided by domestic resources. The workers with higher qualification benefit of training action developed by external training providers

III.3.3.

Training in ICT domains

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

- III.4.1. Geriatrics
- III.4.2. skills to work in team
- III.4.3. health competences

III.5. What were the main reasons for these difficulties?

- III.5.1. *Lack of individuals with the right professional profile*
- III.5.2. Budget difficulties intended for hiring professionals
- III.5.3. Barriers or other institutional constraints
- III.5.4. Other reasons. Please specify:

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

The development of home support services

IV.2. What will be the employment prospects in your entity in the next five years:

Stability of employment

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

Create a service with qualified volunteers

IV.2.2. Some jobs will be substituted (replacement needs)? No

IV.2.3. Certain jobs will be eliminated? No

IV.2.3. Existing jobs will be redefined? Yes , reconversion of helpers home

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. *Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)*

IV.3.2. *Communication skills (communicate ideas, written and oral expression ...)*

IV.3.3. *Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)*

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required? Se III.3.2

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University			X	
polytechnic		X		
VET			X	
Continous Training				X

ANNEX 4

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Santa Casa de Misericórdia de Amadora Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name:

Santa Casa da Misericordia da Amadora

Telephone:

00351214722200

E-mail:

santa.casa@misericordia-amadora.pt

Address:

Estrada da Portela , 2610 Amadora

Post Code:2610

Municipality: Amadora

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: 87 and 88 Social Activities

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/ Cultural Tourism
Social Services	X	X	X			
Senior Tourism						

II.2. What population targets. (male, female , ageing , handicapped , etc)

Total Population (2011) – 175136 Males – 84066 Female – 91070

Ageing population (2011) - 26380

II.3. Number of clients served last year in these different social services/senior tourism

- Ageing : 150 residents (70% females)
- Ageing : 170 not residents (65% females)
- Total clients 2000 (daily including education and health services)

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	7	7	1	1		
3-4 level	11	11	2	2		
5-6 level	1	1	4	4	5	5

2012	Fulltime		Part-time or Sporadic service		Voluntary	
ISCED	Total	Women	Total	Women	Total	Women
0-2 level	6	4	1	1		
3-4 level	10	8	2	2		
5-6 level	1		3	1	6	5

III.2. How many employees your company has (year 2012): 361 employees

III.3.1 How many workers have specific training in the field of social service or senior Tourism? 90% of employees have specific training

III.3.2. What was (were) the training course(s) attended last year (2012) ?

Continuous training for low skilled workers with an average duration course of 25 hours and also an awareness action to the problematic of old people. The workers with higher qualification benefit of training action developed by training providers

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

More recently we felt the need to allocate resources in soft skills and ICT domains of training .

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. Geriatrics

III.4.2. Communication to the senior population

III.4.3. skills to work in team

III.5. What were the main reasons for these difficulties?

III.5.1. Lack of individuals with the right professional profile

III.5.2. Budget difficulties intended for hiring professionals X

III.5.3. Barriers or other institutional constraints

III.5.4. Other reasons. Please specify:

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

The development of non-resident equipment

IV.2. What will be the employment prospects in your entity in the next five years:

A moderate growth of employment

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

Yes. Mainly physiotherapists, psychologists and socio-cultural animators

IV.2.2. Some jobs will be substituted (replacement needs)?

No

IV.2.3. Certain jobs will be eliminated?

No

IV.2.3. Existing jobs will be redefined?

Yes. We need reconvert helpers homes

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. *Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc) X*

IV.3.2. *Communication skills (communicate ideas, written and oral expression...) X*

IV.3.3. *Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)X*

All these skills are relevant to the social service . we would like to focus on communication skills and team work

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required? See III.3.2

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University			X	
polytechnic		X		
VET			X	
Continous Training				X

ANNEX 5

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INATEL FOUNDATION Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name: [INATEL Foundation](#)

Telephone: [210 027 000](#)

E-mail: inatel@inatel.pt

Address: [Calçada de Santana 180](#)

Post Code: [1162-069](#)

Municipality: [Lisbon](#)

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: [O84.1.2 - Regulation of the activities of providing health care, education, cultural services and other social services, excluding social security](#)

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residential	Not Residential	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services						
Senior Tourism				x	x	x

II.2. What are the population targets (male, female, ageing, handicapped, etc)

Limiting our response to INATEL's offer in the array of Senior Tourism, the population targets are male, female, 60 over, with specific conditions for accompanies – under 60% handicapped escort and without age limitation.

II.3. Number of clients served last year in these different social services/senior tourism

INATEL Tourism Programs for seniors involved 27.122 participants throughout 2012

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	8,42	4,08	0	0	0	0
3-4 level	6,42	2,83	0	0	0	0
5-6 level	0,33	0,33	0	0	0	0

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	2,25	1	0	0	0	0
3-4 level	5,75	3,17	0	0	0	0
5-6 level	4,42	4,42	0	0	0	0

III.2. How many employees your company has (year 2012):

There were approximately 900 employees in 2012 attending overall activities of the Foundation.

III.3.1 How many workers have specific training in the field of social service or tourism senior?

Considering uniquely INATEL's Senior Tourism there are 15 fulltime permanent employees working in the headquarters and 38monitors contracted under a need-to-need basis. There are employees, posted in our hotels and guesthouses, entangled on operations level of Senior Tourism. However their intervention is not exclusive to the activities foreseen in Senior Tourism, but merged with the regular flow of services in managing our facilities.

III.3.2.What was (were) the training course(s) attended last year (2012)?

The attendance of further training or recycling courses is an exclusive initiative of the monitors. The requirements in training, certification and level of qualification are identified for all upcoming Senior Tourism packages and have to be meet by the aspirants to monitor each Program, such as animation activities, first aid, conflict management and sales.

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

There are mandatory training hours forecasted to each worker by law, thus for the 15 employees directly involved in INATEL's Senior Tourism we have insisted on training in behavioural and computer skills. More recently we felt the need to allocate resources in sales and accounting.

In the case of monitors please recall our response in III.3.2.

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. Sociocultural activities

III.4.2. Treasury

III.4.3. Non-qualified workers in hotel operations

III.5. What were the main reasons for these difficulties?

III.5.1. Lack of individuals with the right professional profile

III.5.2. Budget difficulties intended for hiring professionals .

III.5.3. Barriers or other institutional constraints

III.5.4. Other reasons. Please specify: the practice of a lower salary policy from the current existing in labour market.

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

Bearing in mind the experience from our division accountable for the Senior Tourism segment and the forecasts of a steadily increase of senior population in the near future INATEL will continue to strive to deliver the best proposals in tourism honoring its tradition as the Portuguese entity more qualified in this field known by its programmes addressed to this target.

IV.2. What will be the employment prospects in your entity in the next five years:

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

Yes. (Mainly Animators directly proportional to the number of Senior Tourists involved).

IV.2.2. Some jobs will be substituted (replacement needs)?

No.

IV.2.3. Certain jobs will be eliminated?

No.

IV.2.3. Existing jobs will be redefined?

No.

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)

We would emphasize specific training for Animators, overall classified under “social-cultural skills”.

IV.3.2. Communication skills (communicate ideas, written and oral expression...)

Taking into consideration the importance of up-scaling our results in this field we would benefit from a development in selling skills.

IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)

Dealing with conflicts is an absolute plus whenever there are contacts with customers, suppliers and senior citizens.

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

Concerning the Tourism Senior monitors, the common skills requested are mainly in the field of Social-Cultural Animation.

As for the full time permanent employees, their varied qualifications’ are usually complemented with in-house training.

IV.5. Does the training provided in education centers meet the needs of jobs required in your institution?

Tourism Senior Monitors	Nothing	Not much	Enough	Much
University				x
polytechnic		x		
VET		x		
Continous Training				x

Permanent Employees	Nothing	Not much	Enough	Much
University			x	
polytechnic		X		
VET	X			
Continous Training		x		



Skills and Labour Market
to raise youth employment

ANNEX 6

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City Hall of Loures Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name: Câmara Municipal de Loures (CML) – City Hall of Loures

Telephone: 211 150 100 E-mail: geral@cm-loures.pt

Address: Paços do Concelho - Praça da Liberdade

Post Code: 2674-501 **Municipality:** Loures

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: L36

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services						
Senior Tourism					X	X

II.2. What population targets. (male, female, ageing, handicapped, etc)

Population target are 55 years old people, retired, mostly couples and friends groups (mostly women in this case).

II.3. Number of clients served last year in these different social services/senior tourism

Last year 102 seniors were served in CML senior tourism services:

- 39 men e 63 women
- 51 a 60 years old = 12 people; 61 a 70 years old = 54 people; 71 a 80 years old = 36 people

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	0	0				
3-4 level	0	0				
5-6 level	1	1				

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	0	0				
3-4 level	1	1				
5-6 level	0	0				

III.2. How many employees your company has (year 2012):

In October 2013, Câmara Municipal de Loures counted 2137 workers. (no data available for 2012)

III.3.1 How many workers have specific training in the field of social service or tourism senior?

Among the team of the Support Area for childhood and Seniors of the CML - Social Cohesion and Housing Department (Departamento de Coesão Social e Habitação); Social Innovation and Health Promotion Division (Divisão de Inovação Social e Promoção da Saúde) – there are eight Technicians which possess an University Degree:

- one in Social Education;
 - one in Socio-cultural Activities and Social Pedagogy;
 - one in Social Sciences/Psychology;
 - one in Anthropology;
 - one in Social Services;
-

- one in Sociology;
- one in Social Cultural Activities
- one in Municipal Management.

There are also 6 workers with the Secondary School degree.

In 2008, the person responsible for organising the CML Senior Tourism activities had an University Degree in Tourism, but nowadays the person responsible for this area has no specific training in this area.

III.3.2. What was (were) the training course(s) attended last year (2012) ?

Nowadays, employees do not attend specific training for the Senior Tourism area. However, employees have access to training courses in both Behavioural areas and Technical areas (ex: Law and City Hall Work).

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

Vocational training within two areas: interpersonal communication and behavioural area.

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. Communication skills

III.4.2. Inter Personal relationship management (Emotional Intelligence; flexibility; ability to adapt to different situations, to the target group; permeability)

III.4.3. Training for Senior Tourism Monitors

III.5. What were the main reasons for these difficulties?

- III.5.1. Lack of individuals with the right professional profile
- III.5.2. Budget difficulties intended for hiring professionals
- III.5.3. Barriers or other institutional constraints
- III.5.4. Other reasons. Please specify:

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in the Senior Tourism that will experience the greatest growth over the next five years?

At this moment we have no guidelines on this activity since there some changes of the members taking part of the City Hall executive board political program.

However we can say that the economic crisis has decreased the number of seniors participating in senior tourism, as they often are financially helping their children and grandchildren.

IV.2. What will be the employment prospects in your entity in the next five years:

- IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?
- IV.2.2. Some jobs will be substituted (replacement needs)?
- IV.2.3. Certain jobs will be eliminated?
- IV.2.3. Existing jobs will be redefined?

At this time the employment status of employees is dependent on regulations imposed by the central government. So there are no perspectives of creation, redefinition or even elimination of jobs/new jobs.

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

- IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)
- IV.3.2. Communication skills (communicate ideas, written and oral expression...)

- IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information) – A special attention must be given to this area in particular!

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

Both Vocational and Educational Training Centres and Universities are adequate to provide the Qualifications and Skills required.

In both cases, the relevance and importance of an on-job training period was enhanced and classified as crucial for the further consolidation of the skills and qualifications acquired in a formal learning context.

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University				X
polytechnic				
VET			X	
Continous Training			X	

ANNEX 7

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School of Hospitality and Tourism of Lisbon Case Study

SALM – Case Study in Social Service/Senior Tourism Interview Guide

I. IDENTIFICATION OF THE REPORTING ENTITY

Entity name: Escola de Hotelaria e Turismo de Lisboa (School of Hospitality and Tourism of Lisbon)

Telephone: 211148900

E-mail: luis.pinto@turismodeportugal.pt

Address: Rua Saraiva de Carvalho 41

Post Code: 1269-099

Municipality: Lisboa

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: P85

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services						
Senior Tourism				X	X	X

II.2. What population targets (male, female, ageing, handicapped, etc)

School of Hospitality and Tourism of Lisbon's trainees are 50% male, 50% female, average 30 years old (18 years old the youngest and 60 years old the eldest).

II.3. Number of clients served last year in these different social services/senior tourism

III. CHARACTERIZATION OF HUMAN RESOURCES

III.2. How many employees your company has (year 2012):

In 2012, the School of Hospitality and Tourism of Lisbon had 504 trainees and in 2013 this number decreased to 420 trainees.

III.3.1 How many workers have specific training in the field of social service or tourism senior? 7

III.3.2. What was (were) the training course(s) attended last year (2012)?

Gestao hoteleira alojamento, Gestao Hoteleira Restauração e Bebidas,

Gestão e Produção de Cozinha, Culinary Arts, Gestão e Produção de Pastelaria

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

Not applicable.

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. Flexibility – being able to adapt to the characteristics of the Senior Tourism specificities

III.4.2. Communication Skills – being able to communicate accurately to the target group (seniors)

III.4.3. Empathy – being able to understand the target group's special needs

III.5. What were the main reasons for these difficulties?

III.5.1. Lack of individuals with the right professional profile

III.5.2. Budget difficulties intended for hiring professionals

III.5.3. Barriers or other institutional constraints

III.5.4. Other reasons. Please specify: lack of training for these particular areas

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

Within the Senior Tourism, the activities with the greatest growth will be Travel and respective accommodation services.

IV.2. What will be the employment prospects in your entity in the next five years:

IV.2.3. Existing jobs will be redefined?

Existing jobs within the area must be restructured and re-defined. Initial Training must be adapted to the Senior Tourism target groups and Continuous Training must be provided to the professionals that already are working on this field.

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)

IV.3.2. Communication skills (communicate ideas, written and oral expression...)

IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)

All these skills are crucial to the Senior Tourism sector and must be promoted within training courses or modules that prepare young people to work within the sector. Flexibility (ability to adapt, find solutions, react) is mentioned as a transversal skill to be fomented within Vocational Training in this sector.

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

Educational and Vocational Training is the most appropriate training pathway to guarantee the skills and qualifications required for young people working in this field. Since all trainees participate in on-job trainings during their learning pathway, they are better prepared to apply what they learned in class and to face the challenges and needs of the Labour Market.

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University		X		
polytechnic		X		
VET				X
Continous Training				X

ANNEX 10

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WP3 Social Services Case Studies National Report



WP3 – Portugal

Social Services Report

21 January 2014

This project has been funded with support from the European Commission. This document reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

SALM Project

**Case Studies – National Report – Portugal
(Social Servicers)**

- I. IDENTIFICATION OF THE REPORTING ENTITIES**
- II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITIES**
- III. CHARACTERIZATION OF HUMAN RESOURCES**
- IV. FUTURE PERSPECTIVES**
- V. ANNEXES**

I - IDENTIFICATION OF THE REPORTING ENTITIES

A - SANTA CASA Da MISERICORDIA de CHAVES

The Santa Casa da Misericórdia de Chaves is a Private Institution of Social Solidarity, based in the city of Chaves (North of Portugal), founded in 1516, and aims to meet social needs of the population. The Santa Casa assists in his social mission needy people of different ages.

The Santa Casa da Misericórdia de Chaves includes Nossa Senhora da Conceição residence in Vidago, the Agricultural School of Arts and Crafts in Chaves, and also providing support in the area of old age, dependent households, day care and homecare.

In the context of pediatric tracks, the Agricultural School of Arts and Crafts houses boys aged 6 to 20 years old with aims to start vocational training, integration and reintegration of youth into society and in the labor market.

The institution gives support also to younger people through the CATL (Center Free Time Activities) located in the suburbs of the city.

Nossa Senhora da Conceição residence, in Vidago, provides support to elderly, through home and day center. The institution also supports children and youth in the respective childcare services, kindergarten and CATL.

In the field of vocational training, as well as being a promoter of Vocational School of Chaves, Santa Casa has developed a relevant activity, participated with their youngsters the Agricultural School of Arts and Crafts in Petra and Project Youth Exchange programs (Youth for Europe), and the formation of its assets. Of all activity within the Vocational Training highlights the Agricultural School of Arts and Crafts collecting children and youth at risk and offers workshops for carpentry, electricity, metalwork, printing and binding, plus a farm agri-livestock that provides a professional initiation to its users.

B - SANTA CASA DA MISERICORDIA DE ALCACER DO SAL

The Santa Casa da Misericórdia de Alcacer do Sal celebrates 475 years. Officially founded in 1530 by D. Ruy Sallema, a nobleman from the Royal House of D. Manuel I, previously served as her sister, the Queen Leonor, wife of D. John II of Portugal and founder Misericórdias (Mercies).

The Santa Casa da Misericórdia de Alcacer (south of Lisbon) was responsible for nearly 250 years for hospital care in the area, first through the old hospital which includes the Church and her pharmacy, then a new hospital since 1957, where he still works the Health Emergency Service Center, given the state management over the past thirty years.

A varied range of skills that goes from the Center of Children at Risk, Home Care, Home and Day Centre, besides the Office of Youth and Hemodialysis Center, supports two hundred users and is the second largest employer county, just after the municipality.

The actual building of Misericórdia has been renovated, raising the quality of care and caring for heritage preservation.

C - SANTA CASA DA MISERICORDIA DA AMADORA

The clear need for an organized social intervention which contributed to help poor people to overcome the difficulties expected in everyday life constitutes the mission of organization Santa Casa da Misericórdia of Amadora, (near Lisbon) which was created by law in August 1998.

In terms of location, we can characterize the Santa Casa da Misericórdia da Amadora, as a living institution, has evolved in order to create, diversify and consolidate valences in order to amplify their contribution to solving the problems that confront the poorest different age populations.

The creation of specific and professional structures has been a constant struggle, from social services to all who request it, the area of Children and Youth and the Elderly. Cross-cutting areas such as Health and Social Inclusion also deserve the attention of Misericórdia.

The evolution trend, based on the Administrative Board proposals approved at the last General Assembly, can be summarized in general terms:

Strategic orientation guidelines: rigorous management of available resources in a realistic perspective, development of the internal and external training for all staff; constant and systematic integration of new technologies in daily life of the institution; further development of Volunteering; development and improvement of customer service to the public permanently.

The Institution will remain seized of new hypotheses or opportunities likely to develop and expand their ability to appropriate social intervention commitment.

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITIES

II.1.1 Main activities undertaken for each field of sector in which the entity operate:

Entity	Elderly Care Residential	Elderly Care Not Residential	Child Care	Health Care
Santa Casa da Misericórdia de Chaves	X	X	X	X
Santa Casa da Misericórdia de Alcácer do Sal	X	X		
Santa Casa da Misericórdia da Amadora	X	X	X	X

II.1.2. Elderly Care Not Residential

	Daily Care	Home Care
Santa Casa da Misericórdia de Chaves	X	X
Santa Casa da Misericórdia de Alcácer do Sal	X	X
Santa Casa da Misericórdia de Amadora	X	X

II.2. Population targets (male, female, ageing, child, etc)

Population with more than 65 years old (Elderly care) and 0-3 years old (Child care) are the target population. In the case of health care, it is aimed primarily for older people.

II.3. Number of clients served last year in these different social services

	Elderly Residents	Elderly Not Residents	Child Care
SCM Chaves	215	63	216
SCM Alcacer do Sal	95	40	50
SCM Amadora	150	170	75

	Daily Care Center	Home Care
Santa Casa da Misericórdia de Chaves	25	38
Santa Casa da Misericórdia de Alcácer do Sal	15	25
Santa Casa da Misericórdia de Amadora	30	140

Some entities provide services to health support, being the total population of clients 2000 (SCM Amadora) and 800 (SCM Chaves)

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Average number of employees with less than 25 years old in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender*.

2008	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	59	51	6	5		
3-4 level	20	18	10	10		
5-6 level	3	1			5	5

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	57	46	18	14		
3-4 level	19	15	5	5		
5-6 level	4	3	5	2	8	7

III.2. Number of employees (year 2012)

The number of total employees in three case study entities is 732, with the following distribution: SCM Chaves - 386 employees, SCM Alcacer do Sal - 85, SCM Amadora – 361 employees

III.3. Number of workers that have specific training in the field of social service:

Considering all the Social Service in the “Santas Casas da Misericórdia”, according to a previous study¹, the qualification structure of their employees was the following:

Manager and Technical Director – 2,9%

Child Care Teachers – 3,9%

Health Doctor and Nurses – 3,8%

Technical Supporters – 4,9%

Cultural Animators - 1,2%

Nurses Supporters – 26,1%

Child Care Supporters – 2,4%

Cleaning Workers - 34,6%

Administratives – 5,7%

Cookers and Cooker Supporters – 9,7%

Others – 4,7%

As we can see, the Nurses, Supporters and Cleaning Workers are the most representatives.

There are still other occupations but with low representation, namely Social Assistants/Family Helpers, Psychologist and Physiotherapists as independent workers.

Considering only the SCM Amadora, the qualification structure of its workers is the following:

Categories	Structure (%)
Non skilled workers	19,4
Semi-skilled workers	13,3
Skilled workers	43,2

¹ See “A Economia Social e a sua sustentabilidade como factor de inclusão social”, SERGA 2012

Hight Skilled Workers	3,6
Media Staff	6,4
Superior Staff	14,1

The majority of workers belongs to the Skilled Workers category and we also want to highlight the importance of Superior Staff with 14%. Nevertheless 1/3 of the workers are non skilled and sim-skilled. The others coloaborators are independent workers with diversified and high skilled occupations namely doctors, nursers, physiotherapists, lowers and accounters.

III.4 Training course(s) attended last year (2012):

In general, all the Misericordias have 90% of workers with specific training with a total superior to 2500 hours. Misericordia Amadora has developed several actions of internal training for low skilled workers with an average duration of 25 hours and also awareness sessions of less than 25 hoiurs. The external training of this entity is oriented to skilled workers such as nurses and teachers.

Concernig SCM Chaves, the main training activities are related to the management, soft skills and ICT as well as external training to the sociocultural animators, and managers of households.

SCM Alcacer do Sal have continuous training for lows skilled workers with an average duration course of 35 hours and also an awareness action to the problematic of old people. The workers with higher qualification benefit of training action developed by external training providers.

III.5 What kind of training courses must be attended by the employees to avoid the main mismatches?

In general, in terms of social services, the training needs of the SCM above are the following domains:

Training Needs in Social Services

Domains	%
---------	---

Gestão das IPSS - Management	11,8
Higiene, Saúde e Segurança no Trabalho	9,7
Gerontologia – Hygiene, Health, Gerontology	7,5
Nutricionismo – Nutrition	7,5
Cuidados de Saúde para Idosos Higiene – Health care to elderly	6,5
Segurança Alimentar Limpeza de Espaços e Equipamentos	5,4
Animação Cultural	
Cozinha - kitchen	5,4
Novas Tecnologias/Qualidade – new Technologies	4,3
Organização Administrativa Atendimento ao Público	4,3
Contabilidade/Tesouraria – accounting, cash	4,3
Primeiros Socorros – first aid	4,3
Deontologia Profissional	3,2
Educação Parental /Técnicas de Apoio à Infância	3,2
Gestão das Actividades Pedagógicas	3,2
Lavandaria/Rouparia	2,2
Angariação de Fundos	2,2
Assertividade	2,2
Comunicação	2,2
Desenvolvimento da Criança	1,1
Direito do Trabalho	1,1
Enfermagem - nursery	1,1

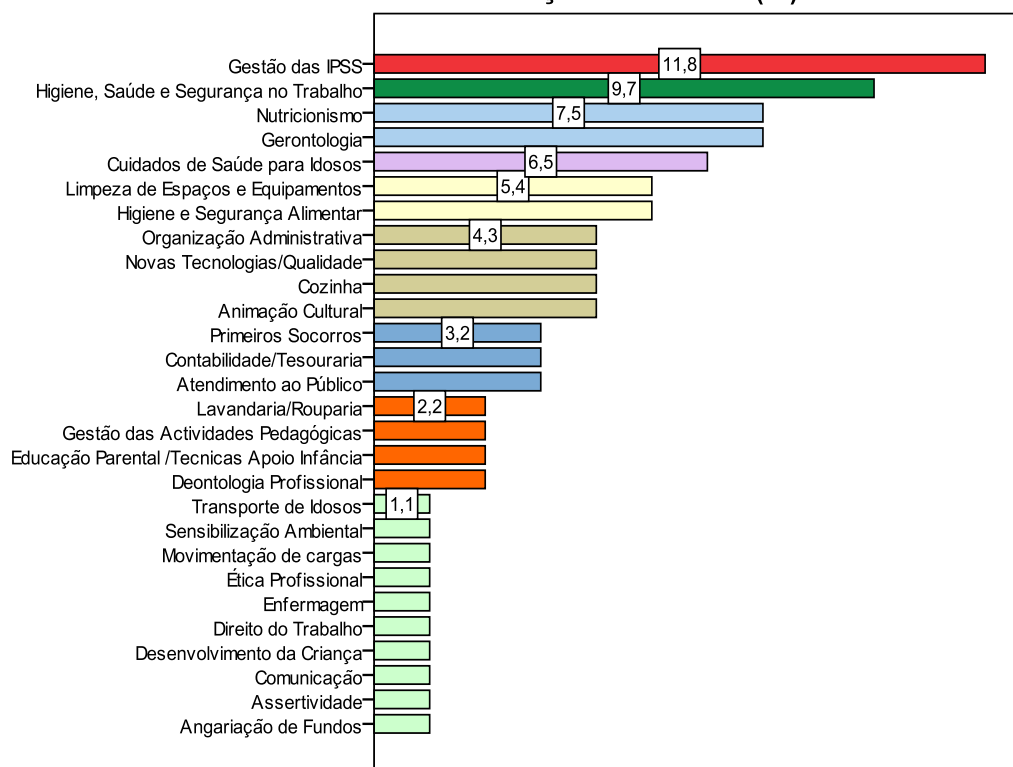
The main domains mentioned as priorities in terms of training needs are: management, hygiene, health and safety at work, nutritionist, gerontology, health care for elderly, equipment cleaning, hygiene and food safety, culture animation and ICT/quality.

The management domain is one of the most important and includes issues such as management of conflict, human resources and leadership; the new technologies/quality includes also certification and public attendance.

Training Needs in Social Services

Entity	Communication Skills	Geriatric	Team-work skills	Innovation Capacity	Health Competences
SCM Chaves	X		X	X	
SCM Amadora	X	X	X		
SCM Alcacer do Sal		X	X		X

Necessidades de Formação Profissional (%)



Source: “A Economia Social e a sua sustentabilidade como factor de inclusão social”, SERGA 2012

III.6. Types of qualifications / skills / training more difficult to find

The competences approach has implied a spiral of increasing complexity both in the area of skills as well as within the same context which translates into a progressive acquisition of autonomy and accountability, reflection and critical thinking and collaboration.

Basic skills - whether in the form of knowledge, skills, attitudes, interests, traits, value or any other personal aspects - are those individual characteristics essential to the performance of activity that greatly differentiates the performance of people. While the key competences include mainly the ability to analyze and solve problems, relationship skills and teamwork and communication capacity, overcoming the individual perspective, are also mentioned in our research.

Thus, communication, team work and innovation capacity (adaptability to new and unexpected situations) can be considered as basic as key competences and are very important and sometimes difficult to find workers with these (soft non formal) skills.

III.7 Main reasons for these difficulties

Two of analysed entities (SCM Alcacer do Sal and Chaves) mentioned as main reason the lack of individuals with the right professional profile. SCM Chaves and Amadora mentined budget difficulties intended for hiring professionals as one of the most important barrier to solve the skills lack.

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

According to the official statistical sources², the development of workers in social activities in the last 10 years showed an increase of about 100 000 employees. In 2010, the number of employees in activities 87/88 of NACE, Activities of social services with housing and social services without accommodation amounted to about 114 000 employees, representing a slight increase over 2009.

² See Ministry of Employment and Social solidarity, "Quadros de Pessoal".

Regarding the quantification of future employment needs, according to a prospective study developed³ - based on demographic trends that are expected by 2020 (aging population with significant weight gain among older), in continuing the trend of desertification of the inland region of Portugal, the continued maintenance of very low birth rates, and the concentration of the population under age in urban areas, particularly metropolitan areas - the results appointed to an increase of 8,1% (scenario I corresponding to 600 new jobs per year and in second scenario an increase of 64% with 4700 new jobs per year).

In the framework of this study and the job increase foreseen considering the increasing of senior population, all the activities connecting with ageing people will increase. However regarding the effects of the crisis it is not expectable the confirmation of those forecasts. Those entities mentioned some indicators as effects of the present crisis such as request for reconsideration of monthly fees, increase of the monthly fees in delayed, exists of users from the residences to live with the family.

In terms of the entitties that answer to the survey, SCM Chaves consider that they expected the development of social canteen, take away meals service, continuing care, non resident support through a battery of services, tourism for the senior population and innovative technologies in ageing care. SCM Amadora foresees the development of non-resident equipment and the respective activities. SCM Alcacer do Sal expects to open social canteen and also an increase of ICT to be applied in several activities besides the manegement and residence equipment.

IV.2. Internal Employment prospects in the next five years

Entity	Additional jobs will be created	Some jobs will be substituted	Certain jobs will be eliminated	Existing jobs will be redefined
SCM Chaves	X An increased need for workers with higher qualifications namely in geriatric domains	X the increase of non residence services instead of residence services		X reconversion of home helpers

³ "The exercise of projecting human resource needs for social support services to the elderly is prepared on the basis of: (1) demographic projections, (2) the use of infrastructure policies, and (3) rates of coverage of target populations for valences of the main service. Maintaining the orientation of the elderly remain in their homes the largest possible number of years, an increase in absolute terms of population 65 years and over in about 1 million, these two factors should compel a change or an adjustment policy the kind of social responses to support the elderly. " *New Jobs and Skills in the Domains of Health and Social Services in the Context of Population Ageing*", Serga 2011,

SCM Alcacer do Sal	X Create a service with qualified volunteers			X reconversion of home helpers
SCM Amadora	X physiotherapists, psychologists and socio-cultural animators			X Reconversion of home helpers

IV.3. Kind of training providers more appropriate to guarantee the skills and qualifications required:

All these skills were considered by all entities relevant to the social services. For SCM Amadora the focus was put on communication and team work skills.

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required

Continuous training for low skilled workers and also awareness actions about the problematic of old people are provided by domestic resources. The training actions for workers with higher qualification are developed by external training providers.

IV.5. Match between training provided in education centres and the needs of jobs required

	Nothing	Not much	Enough	Much
University			X X	X
polytechnic		X X X		
VET			XXX	
Continous Training			X	X X

The skills needed for the jobs connected with higher skilled workers are mainly satisfied by universities and VET providers. One aspect highlighted by the social service entities was the importance of continous trianing for all kind of employees with focus on low skilled workers

ANNEX 11

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WP3 Senior Tourism Case Studies National Report



WP3 – Portugal

Senior Tourism Report

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III.	CHARACTERIZATION OF HUMAN RESOURCES	6
IV.	FUTURE PERSPECTIVES.....	10

I. IDENTIFICATION OF THE REPORTING ENTITIES

Entity name	Telephone	E-mail	Address	NACE:
INATEL Foundation	+351210027000	inatel@inatel.pt	Calçada de Santana 180,1162-069 Lisbon	O84.1.2
City Hall of Loures	+351211150100	geral@cm-loures.pt	Paços do Concelho - Praça da Liberdade, 2674-501 Loures	L36
School of Hospitality and Tourism of Lisbon	+351211148900	luis.pinto@turismo.deportugal.pt	Rua Saraiva de Carvalho 41, 1269-099 Lisbon	P85

For the Senior Tourism Sector, 4 different entities were interviewed:

- 1 entities that offers Senior Tourism services at National level - INATEL Foundation;
- 1 entity that offer Senior Tourism services at local level - City Hall of Loures;
- And 1 entity (Professional School) that provides training courses to young people that are/will be working on the Senior Tourism Sector.

I.1 Brief description of each Entity interviewed

A. INATEL Foundation (<http://www.inatel.pt/fundacaohome.aspx?menuid=654&ft=1>)

Founded in 1935 as National Foundation for Joy at Work (FNAT), the INATEL Foundation, presently under the tutelage of the Ministry of Labour and Social Solidarity, affirms itself as a Foundation that offers social services, in the areas of social and senior tourism, and social and senior spas. It also provides and organizes leisure time, culture and popular sports, with profound concern of humanism and quality.

INATEL Foundation is present all over Continental Portugal and its Autonomous Regions with a network of 22 agencies. INATEL Foundation work covers an associative mass that includes around 250 thousand individual associates and 3 500 collective associates; a network of social hotels with 16 hotel unities, 3 parks for Camping , 2 Houses for Rural Tourism and two spas - which represents a global offer of 4 200 beds - and a permanent structure of social and senior tourism and also an organization for the holidays of the beneficiaries and their families; a Theatre - Teatro da Trindade; two sport Stadiums - Estádio 1º de Maio, in Lisbon, and Parque de Ramalde, in Porto, besides support structures to popular culture and to amateur sport which, specifically, promotes the technical and financial assistance of the following movements:

associative, cultural, sport, ethnographic, folkloric or recreational, which have a business or local base, in the Continent and Autonomous Regions.

B. City Hall of Loures (www.cm-loures.pt)

The City Council is a public local authority, territorial, with representative bodies, which seek to pursue the interests of the population. The pursue of its responsibilities and attributions is made in accordance with law and implies a concession on representative bodies, the powers to act in various aspects (advisory, planning, management, investment supervision, licensing). So, the municipality has responsibilities in several areas and here we underline the goal of promoting socioeconomic development within a framework supporting local sustainable development (promoting employability, promoting entrepreneurship, supporting vocational training activities, encouraging the establishment of companies; etc.). The municipalities are themselves agents of socioeconomic development.

C. School of Hospitality and Tourism of Lisbon

(<http://escolas.turismodeportugal.pt/escola/escola-de-hotelaria-e-turismo-de-lisboa>)

The **School of Hospitality and Tourism of Lisbon** is part of **the Turismo de Portugal, I.P.** (an organisation that aims to foster development of Portuguese tourism) national network of Hotel and Tourism Schools, promoting research and advanced training in the field of tourism. It's mission is to promote training in various tourism areas in order to prepare young people for their first job and to enable professionals to increase skills, gain certificates and obtain qualifications in this area.

Integrated within the Ministry of the Economy, Innovation and Development, Turismo de Portugal is the national tourism authority responsible for promotion, enhancement and sustainability of tourism activities, aggregating within a single entity all the institutional competencies related to stimulation of tourism activities, from the supply sector to demand.

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITIES

II.1. Main activities undertaken for each field of sector in which the entity operate:

Entity	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
INATEL Foundation	X	X	X
City Hall of Loures		X	X
School of Hospitality and Tourism of Lisbon	X	X	X

II.2. Population targets (male, female, ageing , handicapped , etc)

We can say that at National level the population targets are 60 years over male and female, with specific conditions for accompanies – under 60% handicapped escort and without age limitation (INATEL Foundation).

At local level (City Hall of Loures), the population target are 55 years old people, retired, mostly couples and friends groups (mostly women in this case)

Regarding the School of Hospitality and Tourism of Lisbon - trainees are 50% male, 50% female, with an average age of 30 years old (18 years old the youngest and 60 years old the eldest) .

II.3. Number of clients served last year in these different senior tourism services

Throughout 2012, INATEL Tourism Programs for seniors involved 27.122 participants.

At local level, the numbers are naturally lower than at National Level. Last year City Hall of Loures senior tourism services hosted 102 seniors:

- 39 men e 63 women;
- 12 people with 51 to 60 years old;
- 54 people with 61 to 70 years old a
- and 36 people with 71 to 80 years old.

In the School of Hospitality and Tourism of Lisbon, 12 students carried out their on job Training Period (at the end of their Training Pathway) in Senior Tourism Services.

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Average number of employees with less than 25 years old in the year 2008 and 2012, taking into account: their ISCED level, the working time arrangements and the gender*.

2008	Fulltime		Part-time or Sporadic service		Voluntary		
	ISCED	Total	Women	Total	Women	Total	Women
0-2 level		8,42	4,08	0	0	0	0
3-4 level		6,42	2,83	0	0	0	0
5-6 level		1,33	1,33	0	0	0	0

2012	Fulltime		Part-time or Sporadic service		Voluntary		
	ISCED	Total	Women	Total	Women	Total	Women
0-2 level		2,25	1	0	0	0	0
3-4 level		6,75	4,17	0	0	0	0
5-6 level		4,42	4,42	0	0	0	0

*These tables don't include the School of Hospitality and Tourism of Lisbon data (data not relevant for this study).

III.2. Number of employees (year 2012):

In INATEL Foundation there were approximately 900 employees in 2012 for overall activities.

In October 2013, City Hall of Loures counted 2137 workers (no data available for 2012).

III.3.1 Number of workers that have specific training in the field of tourism senior:

Considering uniquely INATEL's Senior Tourism there are 15 fulltime permanent employees working in the headquarters and 38 monitors contracted under a need-to-need basis. There are employees, posted in our hotels and guesthouses, entangled on operations level of Senior Tourism. However their intervention is not exclusive to the

activities foreseen in Senior Tourism, but merged with the regular flow of services in managing our facilities.

In City Hall of Loures, within the Support Area for childhood and Seniors' team, there are 8 Technicians which possess an University Degree in the following areas: Social Education; Socio-cultural Activities and Social Pedagogy; Social Sciences/Psychology; Anthropology; Social Services; Sociology; Social Cultural Activities and Municipal Management and 6 workers with the Secondary School degree.

In 2008, the person responsible for organising the CML Senior Tourism activities had an University Degree in Tourism, but nowadays the person responsible for this area has no specific training in this area.

As for the School of Hospitality and Tourism of Lisbon, 7 workers have specific training in the field of tourism senior.

III.3.2. Training course(s) attended last year (2012):

In INATEL Foundation the attendance of further training or recycling courses is an exclusive initiative of the monitors. The requirements in training, certification and level of qualification are identified for all upcoming Senior Tourism packages and have to be met by the aspirants to monitor each Program, such as animation activities, first aid, conflict management and sales.

In City Hall of Loures, nowadays, employees do not attend specific training for the Senior Tourism area. However, employees have access to training courses in both Behavioural areas and Technical areas (ex: Law and City Hall Work).

The School of Hospitality and Tourism of Lisbon promotes and develops the following VET courses:

EQF Level 5 Training Courses:

- Culinary Arts – EN Programme
- Tourism Management
- Cooking - Management and Production
- Pastry - Management and Production
- Hospitality Management - Accommodation
- Hospitality Management - Food and Beverage

EQF Level 4 On the Job Training Courses:

- Cooking/Pastry Techniques (on the job)
- Hotel Reception Techniques (on the job)
- Food and Beverage Services Techniques (on the job)

EQF Level 4 Training Courses (Double Certification Training Courses):

- Cooking/Pastry Techniques
- Food and Beverage Services Techniques

III.3.3. Kind of training courses that must be attended by the employees to avoid the main mismatches:

Since there are mandatory training hours forecasted to each worker by national law, thus for the 15 employees directly involved in INATEL's Senior Tourism, we have insisted on training in behavioural and computer skills. More recently we felt the need to allocate resources in sales and accounting.

In the case of monitors, mostly animation activities, first aid, conflict management and sales depending on the Senior Tourism Packages.

In Loures City Hall, Vocational training should be focused in two main areas: interpersonal communication and behavioural area.

III.4. 3 Types of qualifications / skills / training more difficult to find:

Entity	Communication Skills	Inter-personal Relationship Management*	Treasury	Socio-cultural Activities**	Non-qualified workers in hotel operations
INATEL Foundation			X	X	X
City Hall of Loures	X	X			
School of Hospitality and Tourism of Lisbon	X	X		X	

* Emotional Intelligence; flexibility; ability to adapt to different situations, to the target group; permeability; empathy

** includes specific training for Senior Tourism Monitors Training

III.5. Main reasons for these difficulties:

Both INATEL Foundation and City Hall of Loures mentioned as a main reason budget difficulties for hiring professionals, and at this level INATEL also referred “the practice of a lower salary policy from the current existing in labour market”.

The lack of individuals with the right professional profile was also pointed out by two entities: the City Hall of Loures and the School of Hospitality and Tourism of Lisbon.

The only entity that mentioned “the existence of several barriers or other institutional constraints” was the City Hall of Loures.

IV. FUTURE PERSPECTIVES

IV.1. Activities in each sector that will experience the greatest growth over the next five years:

First of all it is clear for all entities interviewed that there will be a steadily increase of senior population in the near future.

Bearing in mind this premise in mind, and also it's experience for the Senior Tourism segment, INATEL will continue to strive to deliver the best proposals in tourism honouring its tradition as the Portuguese entity more qualified in this field known by its programmes addressed to this target.

As for the City Hall of Loures, since there some changes of the members taking part of the City Hall executive board political program there are still no guidelines on this activity at this moment. However there is a major concern regarding the link identified between the economic crisis and the decrease of the number of seniors participating in senior tourism activities (as they often are financially helping their children and grandchildren).

The School of Hospitality and Tourism of Lisbon: referred that, within the Senior Tourism, the activities with the greatest growth will be Travel and respective Accommodation services.

IV.2. Internal Employment prospects in the next five years:

Entity	Additional jobs will be created	Some jobs will be substituted	Certain jobs will be eliminated	Existing jobs will be redefined
INATEL Foundation	X (mainly Animators directly proportional to the number of Senior Tourists involved)			
School of Hospitality and Tourism of Lisbon				X (Initial Training must be adapted to the Senior Tourism target groups and Continuous Training must be provided to the

				professionals that already are working on this field.)
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City Hall of Loures - At this time the employment status of employees is dependent on regulations imposed by the central government, so there are no perspectives of creation, redefinition or even elimination of jobs/new jobs.

IV.3. Kind of qualifications, skills or training most needed in the next five years referring to:

All entities referred that all these skills are crucial to the Senior Tourism sector, and inclusively the School of Hospitality and Tourism of Lisbon enhanced that all of them must be promoted within training courses or modules that prepare young people to work within the sector.

IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)

Here INATEL emphasized the importance of specific training for Animators, overall classified under “social-cultural skills” and the School of Hospitality and Tourism of Lisbon reaffirmed this idea by mentioning that Flexibility - including the ability to adapt, to find solutions, to react is a transversal skill to be fomented within Vocational Training in this sector.

IV.3.2. Communication skills (communicate ideas, written and oral expression...)

Within this particular skill and taking into consideration the importance of up-scaling our results in this senior tourism sector, INATEL would benefit from a development in selling skills.

IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information)

For INATEL, Dealing with conflicts is an absolute plus whenever there are contacts with customers, suppliers and senior citizens.

IV.4. Kind of training providers more appropriate to guarantee the skills and qualifications required:

Concerning the Tourism Senior monitors, INATEL and City Hall of Loures consider that both Vocational and Educational Providers and Universities are adequate to provide the Qualifications and Skills required - mainly in the field of Social-Cultural Animation.

Regarding this issue, the School of Hospitality and Tourism of Lisbon, defends that Educational and Vocational Training is the most appropriate training pathway to guarantee the skills and qualifications required for young people working in this field: since all trainees participate in on-job trainings during their learning pathway, they are better prepared to apply what they learned in class and to face the challenges and needs of the Labour Market.

IV.5. Match between training provided in education centres and the needs of jobs required:

For monitors:

	Nothing	Not much	Enough	Much
University		1		2
polytechnic		2		
VET		1	1	1
Continuous Training			1	2

For permanent employees (INATEL):

	Nothing	Not much	Enough	Much
University			X	
polytechnic		X		
VET	X			
Continuous Training		X		