

Skills Swap

103 Employer Resource Handbook

Everything you need to organise your skills swaps





Introduction

This resource is intended for employers to introduce the Skills Swap project and concept fully. And should be used in tandem with the appendix of forms and meetings with your local skills swap coordinator.

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Section: 1. Introduction – What is Skills Swap?

What is this section about?

This section is an introduction to the Skills Swap project and concept. As an Employer interested in becoming involved in delivering or taking part in a Skill Swap, we think it is important that you know a little bit more about the concept of the Skill Swap project and how the project is being delivered.

Skills Swap is a three-year, international Erasmus+ project involving training and hospitality organisations in Spain, Greece, Cyprus, Sweden and the UK. The project is designing and testing an innovative approach, building networks of SMEs and companies in the hospitality and tourism industry to exchange, or swap, staff and apprentices on a short-term basis so they can learn skills that are vital to the services offered by their employers.

By 'skills swap', we mean structured, work-based learning opportunities - where employees and apprentices are released from their roles with one employer for a fixed duration (typically half a day to 2 weeks) to learn skills provided by another employer. Our skills swap project is based in the European hospitality sector which is the largest part of Europe's tourism industry. The hospitality industry is a service sector that 'straddles' leisure & tourism and includes visitor accommodation, food & drink (cafes, bars, restaurants), event planning, attractions, cruises.

Despite the challenges caused by the Covid pandemic the industry is now starting to recover and the project aims to help with that recovery. For many years Hospitality Employers have talked about whether the accredited and mainstream training provided by colleges and training providers really prepared staff for a career in the industry and often have preferred 'real life' experience. At the same time many employers do not have the time or the resources to train their staff in new skills that they don't cover in their day-to-day work. The Skills Swap project aims to address these issues by encouraging employers to work together to share good practise and to help to jointly upskill and train their staff, to the benefit of both employers and staff involved.

The Employers' Resource Pack is a useful handbook to offer guidance and direction for hospitality employers involved in a Skills Swap and will cover a range of practical information aimed at the personnel officers, managers and proprietors on the concept and practice of skills swapping.

What do I need to know?

- The 'Skills Swap' project is an Erasmus+ project in hospitality organisations in Spain, Greece, Cyprus, Sweden and the UK

- Skills Swaps exist in enterprises of the same sector and in the same country
- The employer should be aware how to present and let the staff know about the Skills Swap procedure
- Employers should be aware of the skills gaps of their employees and what added value undertaking a swap could add – what skills do they need to include in their enterprises?
- The whole procedure needs to be transparent, and the employer should understand that the employees should not be forced to participate in a skills swap
- Skills Swap agreements are available and mandatory, that will provide clear information on how the scheme will work, what actions are required, and cover any safeguarding, health and safety issues, etc.
- There are no costs involved for you or your employees who take part in skills swaps with other employers

What action should I take as the employer?

Actions Checklist ✓

Contact the Skills Swap coordinator – who will meet to complete an Organisational needs analysis to identify the skills gaps that exist with your staff

Find out from the Skills Swap coordinator what swaps are currently available in my area that could meet our needs

Inform your staff about the Skills Swap procedure, through an info-session on the possibilities of participation, focusing on the benefits

Let them consider the procedure and ask for possible participants. Address queries they may have and in accordance with the Skills Swap coordinator, clarify the procedure and finalise the participants.

Documents Checklist ✓

Get a copy of Employer Resource Handbook from the skills swap coordinator

Complete the organisational needs analysis to help identify the training needs in your organisation

Here is an example or short case study of how this might work:

Sofia Mamari is the employer and the owner of a small accommodation business at high-tourism region in western Pelion, near the city of Volos. The business works mostly during high summer season but also during winter. Although, to cover low-season and to be more productive as an enterprise, along with the accommodation services Sofia is trying to establish their restaurant; based inside the accommodation unit and focusing on local products and cuisine and aiming at gaining visitors throughout the whole year. For this reason, she wants the cooking staff to be educated and skilled on local products and local cuisine in order to deliver high quality services in her business.



Based on her considerations on the skills gaps of her business and of those that are satisfactory, Sofia contacts the Skills Swap coordinator and lets him know the current situation and her thoughts. Skills Swap coordinator informs her on the available options and the procedure. Sofia organises an information session with her employees, presenting all the data and listens to their thoughts on participating in Skills Swap and exchanging employees with another business in order to acquire the desired skills.

Submit the forms to the Skills Swap Coordinator Name: Email contact details:	
Who should I speak to if I need help or support with this? Name: Email contact details:	



Section 2 How do we set up a Skill Swap with another employer?

What is this section about?

This section explains how an employer can initiate a skills swap through the skills swap coordinator. The section will explain about the process involved, any documentation or 3rd parties that need to be contacted to make the process run smoothly.

Below is an example of one hotel and the steps that they took to initiate the skills swap process through the local skills swap coordinator, it highlights who else needs to be involved internally at the hotel and who sets out the roles and responsibilities of those involved.

Montpelier Hotel group have recruited many new staff, post pandemic as many of their previous staff have left to pursue new jobs and careers. This means that the hotel has a number of new staff with limited experience that need training in all the basics and some requiring specialist knowledge, in bookings, front of house or food and beverage preparation.

The Hotel reached out to their local Skills Swap Coordinator who met with the Learning and Development and Human Resources Managers to find out what the time scale was, exactly what the skills gaps were and the number of new staff who needed support.

Janice Marsh from XYZ training met with the hotel representatives and made sure she left with a clear picture of their requirements and the timescales available to ensure the skills swap was underway, before they entered the busy pre-Christmas trading period. Jointly they completed the Skills Swap request forms with clear learning objectives for each staff member - this made Janice's job so much easier, as she then knew exactly what the employers needed to gain from the skills swap and what type of employers to contact. Janice explained that she would start contacting other employers in their network, who she considered, may be able to assist in getting the skills swaps up and running.

Janice asked the Hotel representatives to speak to staff to get their agreement to attending another venue for a 'skills swap' and once she had any news, she would contact them to explain what would happen next.

What do I need to know?

- There are many logistical considerations when organising multiple skills swaps of this nature
- Staff, managers and heads of departments must all be in agreement on how this will work and be clear about the actions involved
- The staff attending the skills swap MUST agree to the swap and not be forced to go. Buy in is essential as this will impact on its effectiveness
- Once the swap is agreed the skills swap agreements from both employers must be completed, signed and returned by all parties.
- The receiving employer should be made aware of any special education needs, language or learning difficulties that may affect how they engage with the staff member taking part.
- The receiving employer should be made aware of safeguarding issues relating to the staff member taking part including any medical conditions, i.e. Epilepsy, diabetes, allergies
- Both employers need to be honest and open about the level of skill, abilities, and character of the member of staff they are sending on the skills swap. If they know of particular limitations, strengths or weaknesses (i.e. extremely shy, not suited for physical work), they need to inform the receiving employer in advance. If the receiving employer is pre-prepared, they may well be able to adjust to ensure the skill swap participant gets the best from their experience.
- Discussions around altered travel arrangements and schedules must be considered with allowance made for additional costs the participant might incur or additional travel time, where this could be problematic.
- You do not need to offer a skills swap to the same employer if you request one, not all employers may be able to offer a swap, it is not reciprocal agreement.

Actions Checklist ✓

What action should I take as an employer?

Speak to your skills swap coordinator	
Complete the Skills swap request form, ensure that you mention any LDD, medical or safeguarding issues	
Speak to staff members and heads of department to gain their agreement and plan the logistics	
Complete the skills swap agreements and get them signed, return all the paperwork to the skills swap coordinator	

Submit the forms to the Skills Swap Coordinator:

Who should I speak to if I need help or support with this?



Document Checklist ✓
Skills swap request form Appendix 1
Skills swap offer form Appendix 2
Skills swap agreement example completed Appendix 3
Skills swap agreement template Appendix 4

Here is an example or short case study of how this might work:
<p>Mark Swanson was one of the staff from Montpelier Hotels to attend a skills swap with Premier St. Martins hotel in Park Lane, London UK. He had recently commenced his role as front of house assistant at Montpelier Central.</p> <p>Mark had limited hospitality experience but plenty of admin skills from his previous role. He was excited to be attending the skills swap as he was eager to learn and gain as much experience in the hotel environment as possible. Before attending his line manager had met with him to explain the process and give him as much detail as possible. Mark was clear about how long he would be attending and what the objectives were for the swap, detailed on the skills swap agreement that they both signed.</p> <p>On the day of swap Mark had the name of the manager who he needed to ask for on arrival and who would be responsible for introducing him to the front of house team at St. Martins Hotel.</p>
Submit the forms to the Skills Swap Coordinator:
Who should I speak to if I need help or support with this?



Section 3: Guidance on the rules of skills swapping

What is this section about?

This section will provide guidance information on aspects of Skills Swapping. Before initiating a Skills Swap, there are certain things participants and employers need to consider.

The following documents need to be in place prior to a Skills Swap:

- Skills swap request form or offer form
- Skills Swap Agreement which also contains the annex to safeguard the participant, which contains personal information such as special conditions, emergency contacts and other relevant information
- The risk assessment & Safe-guarding guidelines
- Protocol for poaching matters included in the skills swap agreement and can be tailored
- The induction plan

Besides the listed documents above, the practical considerations it will be important to establish agreed protocols and a shared ethical approach between participating employers.

Employers need to have confidence in taking part in a Skills Swap and to be reassured that all the correct procedures have been put in place to protect the employee and also the business interests of each employer. This requires certain agreements to be signed by both employers and the employee prior to the Skills Swap taking place.

We also need to ensure that staff taking part feel confident in the process, that their needs will be met and that they enter into the Skills Swap willingly. It is very important that they buy into the experience, fully understand the benefits for their own skills development.

Before commencing the skills swap, there are certain things that both employers should take into account:

- All agreements but be in place and signed by all parties
- How is the participant paid?
- What hours/duration have been agreed.
- What happens if the participant is sick/absent?
- What happens if one side decide to terminate the swap early?
- Observe the protocol of not poaching staff
- Respecting each other's privacy and professional practise

Risk Assessment:

- Identify possible hazards and level of risk
- Who and how could someone be harmed
- Evaluate risk and decide on precautions
- Procedures for incident reporting
- Review and update when needed

Protecting the skills swap participant

On the Annex to the agreement, there is form to complete about the employee, this safeguards the individual and the employer offering the swap. As the sending employer you should mention any of the following:

- Any information that safeguards the individual i.e. are apprentices under 18 = minors and this may impact on supervision required and any machinery that can be operated
- Health Conditions/allergies the employer needs to be made aware of
- Emergency contacts in case of illness or accident
- Any learning or physical disabilities that need to be considered, including accessibility

What do I need to know?

Before the skill swap can take place, there are many things to consider. The facility should be suited to host a Skill Swap Participant/Employee/Apprentice and the organisation should have an assigned person for the skill swap participant, to ensure proper care is provided – you may also have assigned a Buddy or Mentor. Documents should be in place before the Skills Swap starts, this will avoid any confusion on the day and hopefully alleviate any liability issues.

You should have a meeting with your local skills swap coordinator to ensure that you are aware of all aspects and responsibilities, as well any opportunities that may come with a skills swap.

Be aware of the scope of such a commitment and the time and resources required to implement it fully and successfully for all concerned.

After the skills swap feedback will be required from all parties, this is covered further in section 5.

What action should I take as the employer?

Actions Checklist ✓

Risk assessment prior to the skills swap commencing

Complete and sign all the required paperwork

Meet with your local Skills Swap Coordinator – consider do we have the time and resources to ensure proper treatment of the skills swap participant?

Review content of Skills Swap Agreement

Sign Skills Swap Agreement

Provide annex form to coordinator

Provide document for personal information and emergency contacts
Assign mentor for Skills Swap participant (optional)
Prepare induction plan for participant – receiving employer

Documents Checklist ✓
Skills swap offer form Appendix 2
Skills Swap request form Appendix 1
Skills Swap Agreement Appendix 4
Induction plan/checklist Appendix 7 (optional)
Risk Assessment Appendix 8

Here is an example or short case study of how this might work:

Mario runs a small medium sized hotel in the heart of Uppsala in Sweden. He has reliable staff that has been with him for many years. With the changing demands of clients and the development within the sector, he would like to participate in a Skills Swap, which would allow him to upskill his staff and also get new perspectives in his enterprise, so he decides to participate in a Skills Swap.

Before the Skills Swap can take place, there are a few questions Mario has to raise. First of all, he needs to get a good understanding of the offer of Skills Swap and fill in a request form which he can send to his local Skills Swap Coordinator. He also needs to involve his staff and talk them through the process of Skills Swapping to make sure that everyone understands the reason and benefit of a Skills Swap. Questions like *“Do I have the capacity to participate in a Skills Swap”* and *“What are the risk of a Skills Swap”* are being raised in advance.

Mario has also booked a meeting with his local Skills Swap coordinator to go over some questions he has. They discuss matters like, *who will pay the participant and what happens if one of the parties need to terminate the Skills Swap?* The local Skills Swap coordinator also reassures Mario that he can also reach out at any time with additional questions related to the Skills Swap.

After his meeting, he starts to involve his team into the preparation for a Skills Swap and explains the process, once everyone gets an understanding of the Skills Swap, Mario needs to put certain things into place, which staff will be taking part in the Skills Swap with, Risk assessment procedures need to be considered and aspects such as poaching and insurance issues need to be clarified prior to the Skills Swap commencing.

Before commencing the skills swap all paperwork must be signed by all parties involved and a clear plan of the training objectives and outcomes included.



On the first day of the Skills Swap, the receiving employer will conduct a short induction for the participant and ensure that all is clear about the objective of the skills swap, and discuss what happens if they are sick and cannot come to work. They agree that the participant informs the supervisor directly in case of sickness and decide that depending on the number of days that they will take different measures to ensure a successful Skills Swap.

Submit the forms to the Skills Swap Coordinator:

Skills Swap Coordinator email contact:

Section 4 : Sharing knowledge, skills and expertise

What is this section about?

This section is about the sharing of knowledge, skills and expertise of the manager and the other parties from the hotel with the skills swap participant. Here we are going to see the process that the employer must undergo in order to set an effective Skills Swap for the participant.

Imperative for the success of the Skills Swap is that there is a culture of trust between the employers and the Skill Swap participants. As the employer you need to feel confident and comfortable with sharing your skills and knowledge with the Skill Swap participant – in the same way as another employer needs to be comfortable sharing their skills and knowledge with your staff. This is the purpose of the 'Skills Swap Agreement' and hopefully by the time you come to take part in your Skills Swap any concerns you have will have already been answered and you will be confident and comfortable to go ahead.

During your Skills Swap, if you are receiving a employer, you will be asking your senior staff to train and share their knowledge with someone from another company and that may mean divulging some of your 'trade secrets'. But you need to know that this is all part of the Skills Swap process and hopefully your Skill Swap Co-ordinator has helped you to be confident knowing that the other employers in this programme will be just as willing to share their expertise too.

Mutual respect between all those employers working in the programme and a desire to improve the skills of **all** those participating is essential. This means you must be sure to refer back to your Skills Swap Co-ordinator if at any time you are unsure or if there is anything you are uncomfortable with during your experience of the Skills Swap. One way of avoiding any uncertainties along the way is to be well prepared beforehand. This means making sure everyone knows as much as possible about how the Skills Swap will work and is properly prepared, that your staff know what is expected of them in terms of sharing their expertise and that your Skills Swap participant understands your expectations.

There will be several ways you can make sure that you have a clear process in place for sharing knowledge, skills and experience and you will work with your Skills Swap co-ordinator to ensure you have a process in place which works for your organisation. In the case study at the end of this section we show one such process.

What do I need to know?

- There is an Employer Agreement in place that outlines the expectations and shared 'ethos' of mutual respect between employers taking part in the Skills Swap programme.
- The employers should be made aware of the skills swap participant's background, work experience, skills, strengths, weaknesses, any special education needs,

- language or learning difficulties or medical conditions prior to the starting of the Skills Swap activity
- The sending employers must clearly set out the hotel’s needs and expectations to the coordinator so that he can clearly communicate this to the receiving employer
 - The receiving employer is actively involved in the preparation and finalisation of the induction program and is clear and transparent in laying out what the Skills Swap will involve
 - The receiving employer explains to all staff the role of - any Mentor/Buddy, what is expected of them and what support they may need
 - The employers are an active part of the skills swap activity they have continuous communication with the key supervisory staff, mentor, participant, and the coordinator
 - The employers must build a relationship of trust and respect with the Skills Swap participant
 - The employers must build a relationship of trust and respect with the Skills Swap coordinator

What action should I take as an employer?
Actions Checklist ✓
Contact the skills swap Coordinator and arrange a meeting with him/her
Ask the HR and Training Department or person responsible to prepare a detailed Induction Program & induction plan
Ask the responsible person to choose and assign the SS participant’s Mentor/Buddy
Remind the mentor to complete the evaluation form regarding the progress of the skills swap participant and asks the skills swap participant to complete an evaluation form in order to evaluate the Skills Swap activity
Have regular short meetings with the Skills Swap participant
Communicate on a regular basis with those staff directly supporting the Skill Swap participant.
Communicate with the Skills Swap Coordinator whenever is needed
Documents Checklist ✓
Skills swap Agreement Appendix 4
Induction Plan checklist Appendix 7 optional

Here is an example or short case study of how this might work:

Below we have an example of Sweet Holidays Hotel that is going to participate in a skills Swap:

Sweet Holidays Hotel is a small hotel in Cyprus. During the last year the hotel has lost some employees due to the COVID 19 pandemic and because its employees decided to have a change in their career. Since there are vacant positions in the hotel’s restaurant the Hotel Manager, Mr Georgiou decided to find out more about the skills swap process and



contacted his local coordinator, Mrs Maria Eliadou. Mr Georgiou had taken on several new staff who needed to be trained so he wanted to find out if there was another local employer who would welcome them for a skills swap to learn all the basics across the food beverage roles. During the meeting he learned all the relevant information regarding the Skills Swap process and clearly set out the hotel's needs and expectations for his new staff.

Mrs Eliadou after listening very carefully to Mr Georgiou and considering the hotel's needs, she told him about another local Hotel who had offered exactly what he was looking for. Mr Georgiou completed the request forms for his staff and the coordinator took these and said she would send them directly to Mrs Annita Charilaou, the HR and Training Department manager at XYZ Hotel, so that she could best see where they would fit best, and she and her team could prepare an induction program for the participants.

The skills swap involved 4 employees from Sweet Holidays spending a total of 6 days over 3 weeks at the XYZ Hotel to upskill them into their new roles. The skills swap was a great success with the new employees returning to their own employer with enthusiasm and ideas and feeling valued after their skills swap.

The Skills Swap Coordinator Mrs Eliadou now uses this example of a SS and the relationship that has developed as a case study of how it can work, if everything is handled correctly when setting up the skills swap in the first place and employers are willing and open to sharing their knowledge and expertise for the good of the sector.

Submit the forms to the Skills Swap Coordinator: Mrs Eliadou	
Who should I speak to if I need help or support with this?: Email contact details:	

Section 5: After the skills swap – Evaluation/feedback and review

What is this section about?

This section is about the parties involved feeding back on their experience and how it worked, it is also about how the feedback received by the coordinator is used to make improvements and adjustments to the processes to ensure continuing development.

Once the skills swap is over, it is time to check that everything has gone according to plan, that all parties have got what they expected from the skills swap. By collecting feedback from all the parties involved, and using this feedback to improve future skills swaps, if needed.

What feedback are we collecting?

We are collecting feedback about your experiences of the skills swap process now it is finished. This is not about assessing you as sending or receiving employer, this is about checking whether the skills swap process has achieved all the agreed objectives and has been beneficial for all parties.

Who are we collecting feedback from?

To get an accurate picture of the whole process, the skills swap coordinator needs to know the feedback from all the parties involved. Remember that there are 3 parties involved in the skills swap:

- The sending employer
- The receiving employer
- The employee who participated in the skills swap

Why are we collecting feedback?

It is your opportunity to say whether you are satisfied with the process you have participated in or whether, on the contrary, any improvements can be made in future skills swap processes.

You may have been the first employer to participate in this process, but we don't want you to be the last.

What will we do with this feedback and how will it help?

Once the skills swap coordinator has received the feedback from all the parties involved, they will have to analyse the results, think about what the experience was really like and make decisions based on the results of the evaluation.

Questionnaire results will be taken as an indication to make decisions and improve what is necessary in future skills swap processes.

If there is anything specific then the coordinator may decide to have a 3 way meeting with the employers to find out more.

What do I need to know?

- Evaluation is not about you as an employer, but about the process and outcomes of the skills swap by the coordinator, you just have to give your feedback according to your role in the process
- This is not an exam or any kind of assessment, this is not about getting a good grade. This is the way to learn, to improve and to advance in the right direction
- When completing your evaluation think about the objectives and outcomes and if these have been fully realised
- You have to be honest when providing feedback, so don't worry if your feedback is not positive the skills swap coordinator will never consider it as criticism but as an opportunity to improve those things that have not had the expected result
- If a problem is identified, it is not you but the skills swap coordinator who will have to analyse the cause and propose a plan of action
- Remember that the employee/apprentice involved in the skills swap will be also asked for feedback. Let him/her also be sincere and honest. Don't try to condition their answers. It is not the parties involved in the process what need to be assessed but the process in which they have participated
- If you are the sending employer, this is also some follow-up by the skills swap coordinator with you and your employee/apprentice to see: did the skills help the employee development? Did it assist them to progress in their current role or progression into another role or even another job? Did the skills swap lead to more formal training and qualifications?

What action should I take as the employer?

Actions Checklist ✓

Notify your SS coordinator when your skills swap is over

Agree with your SS coordinator how you would like to receive your corresponding questionnaire (online, paper, etc) and faithfully follow their indications.

Answer the questionnaire clearly, accurately, honestly and sincerely.

Return the questionnaire to the SS coordinator in the way you have agreed upon.

Documents Checklist ✓

EVALUATION SHEET – SENDING EMPLOYER [Appendix 4](#)

EVALUATION SHEET – RECEIVING EMPLOYER [Appendix 5](#)

EVALUATION SHEET – EMPLOYEE/APPRENTICE [Appendix 6](#)

Here is an example or short case study of how this might work:

Situation:

Chris runs a small coffee shop in a kiosk in the middle of a beautiful park in Zaragoza. They mainly serve coffee, cold sandwiches and pastries.

Violet, an 18-year-old girl has started working for him, she is a very friendly, smiling and charming young woman with the customers, her weak point is her technical skills, as she has no previous experience.

Thomas is the manager of a very popular coffee shop in Zaragoza, serving all kinds of coffees, teas, smoothies, and milkshakes. In addition, they sell homemade pastries, hot sandwiches on the grill and at weekends they prepare brunch.

After the Skills Swap process

Violeta participated in the skill swap program to acquire technical skills and to experience a few days with a different and more hectic work rhythm. Once she had completed the skills swap the local coordinator met with her and gave her a feedback form to complete.

Martha, the skills swap coordinator also sent a feedback form to each of the employers to gain their insight on how well it had worked.

After reading the feedback Martha draws conclusions from the answers given by all the participants, indeed, the experience has been a success:

- Chris has been able to increase his offer of coffees and services at the kiosk.
- Violeta has learned how to prepare more types of coffee and feels more confident to implement what she has learned.
- Thomas has been able to learn from the experience too and hopes that he will be able to continue to collaborate with the other café owner on other initiatives.

However, looking at all the experiences together, Martha realises that the participants are asking for more time to enjoy the experience. Martha therefore decides to propose to future participants longer skills swap experiences of at least one week, seeing that all the participants so far had highlighted the duration as a weak point of the experience.

Submit the forms to the Skills Swap Coordinator:

- Name
- Email contact details

Who should I speak to if I need help or support with this?

- Name
- Email contact details



Section 6 Keeping in touch after the skills swap

What is this section about?

Section 6 of the Skills Swap Employer Resource Pack, Keeping in Touch, outlines some of most useful ways for those who participate in the Skills Swap program to maintain contact after an exchange has finished and what type channels or actions can be recommended to keep in contact.

The main objective for keeping in touch in the Skills Swap project is to create a strong community of employers that have already participated in a Skills Swap experience or are interested in the program but haven't yet participated.

In this way, interested people who have not yet participated in Skills Swap can learn from those who have already carried out some type of Skills Swap activity, how their experience went and how they have applied it to improve their staff's professional experience and talent retention.

A strong community of professionals and companies sharing their Skills Swap experience will help to promote the concept of Skills Swap as a viable alternative for the development of professional teams in the hospitality sector, using different social networks and media and building long term relationships with other companies to organise Skills Swaps.

In the process of keeping in touch between companies we will benefit by making meaningful new connections for business, disseminate success stories, promote future exchange opportunities and as a goal build a network of likeminded companies willing to participate in Skills Swaps.

To achieve these objectives, we recommend different ways of keeping in touch by having regular face-to-face meetings as well as virtual meetings, the distribution of informative emails or newsletters, organising meetings with the 3 parties that include the sending and receiving employers as well as the participants and the coordinator. We also recommend the use of social media such as LinkedIn groups or WhatsApp groups as helpful channels to keep the community alive.

For example, two companies have successfully exchanged employees under the Skills Swap program, when these exchanges have ended, they decide to create a LinkedIn group where other companies join, as well as employees and the local coordinator, and in that group they exchange opinions, news and future exchange opportunities.

What do I need to know?

- All employers must have a fluid communication with the local coordinator
- Participating employers should open a communication channel with the other employers if cooperation in future Skills Swaps will benefit both parties (LinkedIn, WhatsApp, etc.)

- Participating employers should organise 3-way meetings with other employer, coordinator and employee
- Share feedback with both the other employer and coordinator.
- The employer should keep up to date on future Skills Swap opportunities in their company
- As employer they should promote Skills Swap opportunities to their own employees and the community

What action should I take as the employer?
Actions Checklist ✓
Meet and/or communicate with coordinator regularly
Meet and/or communicate with other employers regularly
Promote Skills Swap opportunities in my company when available.
Promote Skills Swap opportunities to my own employees

Here is an example or short case study of how this might work:	
<p>Two hotels in the Costa del Sol region of Malaga have begun to participate in the Skills Swap program, exchanging their employees between the two companies. The experience has allowed them to identify the training needs of their teams.</p> <p>After a first experience they have decided to continue with more exchanges but at the same time they know that these needs also exist in other hotels in the area including companies from other subsectors of tourism such as travel agencies.</p> <p>Therefore, they decide to share this information through their local association and carry out the creation of a WhatsApp group where they can exchange information to all interested companies.</p>	
Submit the forms to the Skills Swap Coordinator: Name Email contact details	
Who should I speak to if I need help or support with this: Name Email contact details	

