Rethinking Recruitment for Tourism

Webinar 1: Recruiting in a competitive market
Your host for today

Amanda Horan
Manager
Enterprise Development
Fáilte Ireland
Thank you for attending this webinar. Please make yourself comfortable, relax and listen.

All attendee videos and audios are muted.

During the presentations, please use the Q&A to ask questions. The Q&A button is located to the top right of your screen.

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This Webinar is being recorded.

Webinar recording, slides and tools/templates will be shared after the event and available on Fáilte Ireland’s Business Support Hub.
Agenda

1. Context for today
   Sarah Dolly, Head of Tourism Careers

2. The Recruitment Process & Workforce Audiences
   Natasha Dowd, Ancora

3. The Recruitment Marketplace & Your Employer Brand
   Chris Paye, Jobs.ie

4. Marketing Your Job – Designing the Ad & Choosing your Channels
   Aisling McVeigh, Danu

5. Practical Advice and Tips on Legal Compliance
   Caroline Reidy, The HR Suite

6. Q&A Session and Key Takeaways
   Amanda Horan, Enterprise Supports

Audience Polls throughout
Context for today

Sarah Dolly
Acting Head of Tourism Careers

Tourism Careers & Sector Development
Fáilte Ireland
Poll
Natasha Dowd
Director, Ancora
SESSION 1

The Recruitment Process & Workplace Audiences
The Recruitment Circle

RECRUITING FULL CIRCLE

Prepare -> Source

Onboard -> Screen

Hire -> Select
Step 1: Know Your Audience

Five generations in the workforce – communication style

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>Maturists</th>
<th>Baby Boomers</th>
<th>Generations X</th>
<th>Generations Y</th>
<th>Generations Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication channels</td>
<td>Jobs for life</td>
<td>Work Centric</td>
<td>Work to live</td>
<td>Work/Life Balance</td>
<td>Work/Life Balance and Personal Well Being</td>
</tr>
<tr>
<td>Communication preference</td>
<td>Face-to-face</td>
<td>Face-to-face ideally, telephone or email if required</td>
<td>Text message or email</td>
<td>Online and mobile</td>
<td>Facetime</td>
</tr>
</tbody>
</table>
### Some of the Wants
- Flexible work hours to suit lifestyle
- Opportunities to mentor others
- To be considered for new industry experiences/opportunities
- To apply/transfer their skills from other sectors
- To remain in the sector part time
- Extra income

### Some of the Benefits to you
- Leadership skills
- Mentors to support staff
- Experience and/or transferrable sector skills
- Retain experience by accommodating lifestyle choices
- Less likely to be looking for career movement, greater stability
- Maturity & loyalty once treated right /respected

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**Mature active or early retiree:**

Seeking to ‘stay connected’ and apply life skills to a team – seeking work likely on part time so as not to effect pension (Most likely Maturists or Baby boomers by could also be someone from Gen X)
Some of the Wants

- Work/Life Balance
- Opportunities for growth and responsibility
- To contribute/make a difference
- To feel supported
- To be recognised for their life skills
- To be incentivized and rewarded

Some of the Benefits to you

- Personal Leadership and experienced people skills
- Mentors to support staff
- Experience and/or transferrable skills in customer service and dealing with people
- Retain experience through offering Work/Life balance
- Career movement, but stability when the role fits their work/life commitments

May be a parent / homemaker or Carer:

With a portfolio of work/ career

Likely to have availability to work certain hours around family commitments, to support family/lifestyle (most likely Gen X – but could also be Gen Y)
### Some of the Wants

- Flexible Working
- Authenticity in Brand Values
- Alignment with Business values in terms of corporate & Social Responsibility
- Diversity and equality
- Opportunities for growth and learning, career progression
- To contribute and feel supported in developing their career
- To be recognised, incentivised and rewarded

### Some of the Benefits to you

- Good team and people skills
- Ability to juggle competing priorities
- Experience and/or transferrable customer service skills
- Retain experience offering Work/Life balance
- Career movement, but stability when the role fits their work/life balance and corporate values

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**Tourism & Hospitality Career Seeker:**

Attracted to and seeking transition and progression in Tourism and Hospitality to access and develop a meaningful career pathway in it (Likely Gen Y but could also be Gen Z new entrant)
Some of the Wants

- Rewarding and Meaningful work environment
- Well-being catered for
- Digitally driven
- Brands Values integrated with Corporate & Social Responsibility
- Diversity, equality and inclusivity
- Continuous opportunities for growth and learning
- To contribute/know where they add value
- Feel supported

Some of the Benefits to you

- Your future Leadership, Management and Team
- Desire to learn new skills
- Desire to apply and be recognised for their talent & intellect
- Appreciate investment in their wellness as much as remuneration rewards.
- Career path with a the role that fits their goals and personal values.

School leaver or college Student:
Likely to be seeking part time work around study commitments to financially support college and lifestyle (Most likely Gen Z, could also be some Gen Y)

Tourism & Hospitality Career Seeker:
Attracted to, or seeking entry or transition into/ across Hospitality & Tourism to build a career pathway (Most likely to be from Gen Z, but could be Gen Y if transitioning/seeking advancement)
## Step 2: Connect to Your Audiences

### What are they thinking?

<table>
<thead>
<tr>
<th>PERCEPTION</th>
<th>VALUES/ BRAND</th>
<th>APPLICATION OPPORTUNITY</th>
<th>SELECTION 2-WAY PROCESS</th>
<th>HIRE &amp; ONBOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is the company?</td>
<td>What makes them different?</td>
<td>How do I apply?</td>
<td>What will the interview be like?</td>
<td>What will be in my offer?</td>
</tr>
<tr>
<td>What is this industry like to work in?</td>
<td>Why should I Join their company?</td>
<td>Have they received my application?</td>
<td>What is the process?</td>
<td>What is my first day/week like?</td>
</tr>
<tr>
<td>What are their reviews like?</td>
<td>What do they stand for, do they align with my values and goals?</td>
<td>When will I be contacted?</td>
<td>Who am I meeting?</td>
<td>Who do I go to for support?</td>
</tr>
<tr>
<td>They don’t talk about that in the job description?</td>
<td>What kind of Employer are they consider to be?</td>
<td></td>
<td>How should I prepare?</td>
<td>When will I get training?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Will I get a sense of the team culture?</td>
<td>What does the training look like?</td>
</tr>
</tbody>
</table>
### Role Profile Versus Job Description

#### Role Profile

**Employee Perspective**
- States what the employee needs, to perform the role
- Allows candidate determine if the job / employer are a match to their needs

**Employer Perspective**
- Can convey the attractiveness of the job role and business, by presenting Employer brand
- Helps with Creation of Job Advert

#### Job Description

**Employee Perspective**
- Shows the duties and responsibilities associated with the role
- Presents how job performance will be evaluated & training needs assessed

**Employer Perspective**
- Shows the employee exactly what is expected
- Helps with contract development
- Helps you set targets and evaluate performance
Role Profile

- Job title
- Job summary – about the job and how the role adds value
- Company information – Employer Brand information
- Job requirements
- Job benefits
- Call to action
- Can include staff testimonials
- Pay range information

Job Description / Person Specification

- Description of tasks and responsibilities
- Relevant skills/Experience required
- Performance standards expected for success
- Authority and responsibility of post holder
- Schedule and Behavioral expectations
Step 3: Define the Role Profile

Job title

Guidance Note – Role Profile

ROLE PROFILE

Job title
Define the role – the title is very important. Candidates are driven by titles. Modernise the title – evolve with the market

Examples
- Hotel Porter – more appealing as Accommodation & Events Customer Service Team
- Conference & Banqueting – More appealing as ‘Events Operations’.
- Operations Assistant – assists with all daily operational tasks – bar, food service, Accommodation
- Front of House Sales Assistant – may suit Visitor Attraction (ticketing and/or retail) event venue or theatre

Business information
- Ensure business information gives a sense of the culture and the people/talent that work there. Make this creative, word it with encouragement to join your business/company and not a competitor – give a sense of customers, goals, values. Use this to describe the career development opportunities, training, company culture and work environment.

Job summary
Business information
Job requirements
Job benefits
Call to action
Staff testimonials
Pay range information
Step 3: Sample Role Profile

Jonny Mac’s Bar
Role Profile

Job title
Bartender

About Us – Why work with us?

- As a family-owned business, **we are passionate about people**; be they staff, holiday makers or locals and we welcome everyone into our establishment as a home away from home when they visit or come to work. Our team are our family, we are an equal opportunities employer, and we pride ourselves in providing a cosy Irish pub atmosphere with unforgettable food & drink flavours, and service like no other whether you are a guest or a member of the team!

- Our kitchen uses **local ingredients** to create our signature dishes for guests and many of our vegetables come from our own family farm in nearby Cuffesgrange.

- **We serve a wide variety of drinks in our bar and are best known for our award-winning range of whiskeys** including our own local Kilkenny single malt blend and of course our locally blended coffee and the infamous Barry’s Irish tea, alongside a range of selected world wines and signature cocktails, and our staff have the accolades to prove it!

- **We take pride in continuous development and team skills, working closely with our suppliers and inhouse experts to provide on the job training to enhance our expertise** from cocktail mixology; to perfecting the pour and service of the perfect pint; refining our barista techniques and growing our reputation for food and wine
Poll
Christopher Paye
General Manager
Jobs.ie
SESSION 2
The Recruitment Marketplace and Your Employer Brand
Tips for Recruiting Success

- More people are looking for work. Visits are up 17% YoY
- Jobs in hotels was the top category for visits in January
- Jobs in restaurant & catering no.3 for visits in January
- What are people searching for? Part time is the most popular key word search.
- Jobs in hospitality up 407%

A fast moving job market... and it’s going to get faster
Your Employer Brand

- Why it matters
  - Know what you have to offer
  - How to showcase your business as an Employer

A strong employer brand gives you a head start in your hiring
Recruitment Tips

- Think mobile first
- Simple & Clear
- Easy to read
- Give the jobseeker the information they need

Let the technology do the heavy lifting for you
In Summary

- Be confident about what you have to offer
- "Always On" Employer Branding
- Know what your competitors are offering
- Broaden your idea of your ideal candidate
- Maintain a talent pipeline
- Hire for attitude/train for skills
- Cast your net wider – it is possible to reach global talent
Poll
Aisling McVeigh
Owner
DANU Collective
SESSION 3

Marketing Your Job, Designing the Ad & Choosing your Channels
Step 4: Craft the Job Advert

1. **Step 1:** Define the workplace audience(s) to target
2. **Step 2:** Review the relevant communications channels
3. **Step 3:** Identify the role profile, job & people spec.
4. **Step 4:** Craft your message accordingly
5. **Step 5:** Design a supporting creative

**Tailor | Package | Present**
WE'RE HIRING! Jonny Mac's Bar is looking for passionate Bartenders to join the family! For flexible working hours and competitive pay in the heart of Kilkenny, visit (insert link) to apply today.

READY TO MIX & MINGLE?
BARTENDERS WANTED
Kilkenny’s Jonny Mac’s Bar is currently seeking:
- Energetic
- Team players
- With a passion for people
- Appreciation for good food & drink
- Excellent service
- And, attention to detail

CLICK THE LINK TO LIVE CHAT TODAY
Example 1:

Canva Job Ads x Barista

Click HERE to access free templates

INSTAGRAM STORY

BE PART OF OUR TEAM!
WE ARE CURRENTLY IN NEED OF AN EXPERIENCED:

BARISTA

PART-TIME: 20 HOURS/WEEK
FULL-TIME: 9 HOURS/DAY (2 SHIFTS)

SEND YOUR RESUME TO
HELLO@REALLYGREATSITE.COM

Qualification:

- Experienced for 2 years
- Able to work under pressure
- Male/Female
- Can work soon
- Fresh graduate

Drop Your CV On:
hello@reallygreatsite.com

FACEBOOK AD

We Are Hiring!

BARISTA
Armada Hotel in recruitment drive for 100 staff

Updated / Tuesday, 26 Oct 2021 08:54
Armada Hotel – Campaign

#QuestForTheBest
Seeks to talk to different personalities
Example 3:
The Merrion Hotel - Careers Page

Martin Pramuka

Food and Beverage

I have been inspired by food from a very young age. With fond memories of berry picking with my family and distilling fruit flavoured spirits, I followed my dream all the way from Slovakia to London. I set out to work in some of the most influential bars in London and my skills grew as I made my way up the ranks of bar back to Area Manager, for well-known brands. The Merrion brought me to Ireland and I haven't looked back since. My experiences have lead my influences and inspirations in the hotel, and I work daily with food and drinks to inspire others.

Click HERE to view the Merrion Careers landing page
Example 4:

45 Park Lane - Personalisation
Example 5:
LinkedIn - Camden Court - Easy to Apply

Experienced Bartender Full-Time
Camden Court Hotel · Dublin, County Dublin, Ireland (On-site) 5 hours ago · 5 applicants

Full-time
51-200 employees · Hospitality
1 school alumni
See recent hiring trends for Camden Court Hotel. Retry Premium Free
Actively recruiting

Apply now  Save
Bar Staff

THE GIG.
We are looking for people to join our bar team, and look after the good people of DB, and beyond.
Full time and part time.

MAIN RESPONSIBILITIES
Maintaining a consistently clean, warm and welcoming bar for our guests.
Serving wine, beers and cocktails in our busy, multi-roomed bar.
Looking out for your fellow team members.

NOTES
No super late nights: we don’t have a late license so no 5am finishes!
We are growing, we have 3 bars and there is plenty of opportunities for you to grow within the company.

BOTTOM LINE
€12.50 starting rate - We keep our hourly rate under review and pay as much as we can afford.

PLEASE SEND YOUR CV TO:

hello@thecircular.ie
Social in Ireland at a Glance

3.95m
Social media users in Ireland in January 2022

1h 59m
Average time people in Ireland spend on social media every day.

Top 3
Social media platforms used for recruitment LinkedIn, Twitter and Facebook

53.9%
Female social media users in Ireland vs male 46.1%

Source: Kepios
Reaching Your Audience on Social

LinkedIn  Facebook  Twitter  Pinterest  Instagram

Social media preferences

Baby Boomers
Mature Active/Early Retiree
LinkedIn  Facebook  Twitter

Gen X
Parent/Homemaker/Carer
LinkedIn  Facebook  Twitter  Pinterest  Instagram

Gen Y
Career Seeker
LinkedIn  Instagram Stories  Instagram  TikTok

Gen Z
Career Seeker / College Student / School Leaver
TikTok  Snapchat  Facebook  Facebook Messenger  Instagram
# Social Recruiting - Increasing Your Reach

## Tips

- Use hashtags, but don’t over do it
- Post a few times a week about working with you, not just when you’re hiring.
- Use social media to showcase your company culture in action
- Share job posts across all social channels and track which channels are working best to drive applications
- Put paid spend behind your best performing channels

<table>
<thead>
<tr>
<th>Use these hashtags when posting your jobs on Instagram, Twitter, TikTok, Facebook</th>
</tr>
</thead>
<tbody>
<tr>
<td>#jobfairy</td>
</tr>
<tr>
<td>#irishjobfairy</td>
</tr>
<tr>
<td>#hiring</td>
</tr>
<tr>
<td>#hiringnow</td>
</tr>
<tr>
<td>#jobs</td>
</tr>
<tr>
<td>#Irishjobs</td>
</tr>
<tr>
<td>#work</td>
</tr>
</tbody>
</table>
### Step 5: Advertise the Job – Which Channels

<table>
<thead>
<tr>
<th><strong>Baby Boomers</strong></th>
<th><strong>Gen X</strong></th>
<th><strong>Gen Y</strong></th>
<th><strong>Gen Z</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mature Active / Early Retiree</strong></td>
<td><strong>Parent/Homemaker/Carer / T&amp;H Career Advancement</strong></td>
<td><strong>Flexible career portfolio / Career Advancement</strong></td>
<td><strong>Career entry or development / College Student / School Leaver</strong></td>
</tr>
</tbody>
</table>
| • Mobile, desktop, traditional print & local radio media  
• Community newsletters  
• Facebook  
• Want easy to use links to apply  
• Want to talk to a real person  
Hiring platforms/Job boards such as Jobs.ie, Indeed & Irish Jobs | • Mobile, text and e-mails  
• LinkedIn, Facebook, and Twitter  
• Specialist Recruitment Agencies  
• Hiring platforms such as Jobs.ie, IrishJobs and job boards such as Indeed | • Text, Instant Messaging, Social Media  
• Need to know to apply is easy and quick  
• Specialist Recruitment Agencies  
• Hiring platforms such as Jobs.ie, IrishJobs and job boards such as Indeed | • Short accessible ads  
• Facetime audio & video  
• Instant Messaging, Social Media  
• Tic Tok, YouTube, Instagram,  
• Live Chat  
• Hiring platforms such as Indeed, Jobs.ie, & Irish Jobs |
Top Tips For Creative Recruitment

- Hiring ‘Happy Hours’
- Casting Days
- Secret Ingredient Cooking Challenge
- Competition
- Team Building Activity
- Sponsorship of Industry Event
- Virtual Recruitment Day
- Fireside Chat or Expert Panel
Poll
Caroline Reidy
Owner
The HR Suite
SESSION 4

Practical Advice and Tips on Legal Compliance in Recruitment
Diverse Workplace

Equality during the Recruitment Process

Understanding Discrimination & Objective Bias

GDPR & Note Taking

Work Permits

Included in Toolkit are some very use templates and documents
Equality & Diversity in the workplace is not just a legal requirement. It can deliver huge benefits in the following areas:

- Culture of inclusion & positivity means everyone’s valued!
- Gives companies a different perspective which leads to better business
- Attraction of top talent – widen the pool
- Improved employer branding

Culture of inclusion & positivity means everyone’s valued!
Awareness of Equality Acts and the 9 Grounds

- Ensure you and your recruitment team are trained and aware of obligations
- Be consistent with all candidates
- Keep notes as a clear record of each candidate's performance at each stage of the process e.g., screening, interview and offer.
Discrimination & Objective Bias

Direct Discrimination
- Establishing different, unjustifiable and discriminatory recruitment criteria
- Deliberately excluding certain categories, for example, ‘men only may apply’.

Indirect Discrimination
- Establishing different, unjustifiable and discriminatory recruitment criteria
- Excluding certain categories in shortlisting for example, ‘Applicants where English is first language’.

BE AWARE OF YOUR OWN OBJECTIVE BIAS
Application Form or CV?

- Can chose to accept CV’s, use standard application form or Application cover record with CV.
- Application forms can ensure the following:
  - All candidates answer the same questions
  - Job specific questions can be asked
  - Easier for screening for next stage
  - Allows you gather information on candidates availability for rostered working hours

- See sample template Application form in the supporting resources toolkit on the Business Support Hub
By having an application form you can ensure only required information is submitted by candidate removing any future data issues.

Application forms have the same requested information therefore allowing fairness in the assessment/screening & selection process.

By using an application form you can include information around GDPR and data retention.
<table>
<thead>
<tr>
<th>Draft a summary policy of what you will do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confidentiality &amp; keeping data safe and secure is key</td>
</tr>
<tr>
<td>Have agreed timeframes on how long data will be kept</td>
</tr>
<tr>
<td>What data and why is data being processed</td>
</tr>
<tr>
<td>Ensure your policy states how the company deals with unsolicited personal data for example CVs sent in on spec. Detail are these CVs kept and for how long or are they deleted, and applicant notified.</td>
</tr>
<tr>
<td>Ensure everyone is clear on the policy</td>
</tr>
</tbody>
</table>
The Employment Permits Acts 2003 to 2006
- The Employment Permits (Amendment) Act 2014

Automatic Right to Work in Ireland
An individual from an EU member state or one of the countries of the EEA is entitled to come to work in Ireland.

Who needs an employment permit?
Individual from countries other than the ones in the EEA generally need an employment permit.

The Employment Permits (Amendment) Act 2014 has now allowed for 9 different types of employment permits.
Employers who want to employ people who need employment permits have to meet certain requirements.

- Must be legally trading in Ireland
- The employer must employ the individual directly
- There is a limit to the proportion of the workforce who can be employment permit holders. Irish Residence Permits (IRP) are not granted to employers where a result of granting the permit would be that more than 50% of employees in the firm would be non-EEA nationals.

Employees who have employment permits are obliged to abide by the immigration rules.

- This means that they may need a visa in order to come here and they must register with the immigration authorities.
All workers are entitled to have breaks while they are at work and rest periods between working days or nights.

The Organisation of Working Time Act 1997 sets out the statutory minimum entitlement for employees as regards working hours, annual leave, night work, breaks and rest periods for employees.

**LEGISLATION:**
- Organisation of Working Time Act, 1997
- Workplace Relations Act, 2015
- Organisation of Working Time (Records) (Prescribed Form and Exemptions) Regulations 2001

**THE WORKING WEEK:**
- The Organisation of Working Time Act 1997 states that the maximum average working week for many employees cannot exceed 48 hours.
Rostering Schedule

If the contract or collective agreement does not state the working hours of the employee then the employer is obliged to notify the employee at least 24 hours before the first day of the work beginning.

Night Work

**Night Time:** between midnight and 7am the following day

**Night Worker:**
- An employee who works at least 3 hours of his/her daily working time during the night time
- The number of hours worked during night time, in each year, equals or exceeds 50% of the total number of hours worked
At Work

Under 16’s must have parental consent to work.

Under 18’s have to work to strict guidelines. These guidelines relate to:

- Time off between shifts
- Days off
- Rules around work after 11pm
- Breaks
- Days off
Recruit for attitude
Train for aptitude
Poll
Key Takeaways
Interpret the Research for Recruitment Success

Tourism Careers: Labour Research 2022

62% of employers say competitors are the problem:
1. Adapt and innovate your workplace culture
2. Define your employer brand/USP... how are you different/better than competitor
   how will prospective applicants know this?
3. Ask your team what attracted them to apply for the job with you
4. Research, monitor and take action on team satisfaction/exit interviews
5. Tailor job adverts for different generation types

62% of employees are seeking better basic pay:
1. Review PayScale to line with market competitors (including other competitor Industries)
2. Consider potential scope for increase once trained & reflect in T&Cs
3. Consider offering a relevant premium for Sunday/unsocial hours

54% say perks beyond pay are important:
1. Commit to offer pre-agreed hours of work/consistency of work
2. Consider one weekend per month off, or flexi-leave for College Exams
3. Provide incentives like Service Awards, Paternity leave pay, EAP
4. Promote your in house training programmes/certifications/awards
5. Offer/support staff Social Club activities
6. Celebrate Staff milestones/birthdays/important family events
7. Offer benefits like Meals, staff discounts, family & friends rates, free experience passes, gym/leisure membership, voucher for 2 per year (allows them review experience as a customer)

Your existing team should be your greatest asset in your recruitment drive, they can vouch for you as an Employer.

Are your rates competitive with other Service Industries with unsocial hours such as retail?
<table>
<thead>
<tr>
<th>Key Takeaways</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Marketplace has changed - so adapt!</strong></td>
</tr>
<tr>
<td>Create your Employer USP/Brand, make it easier to apply &amp; ensure faster response times</td>
</tr>
<tr>
<td><strong>Establish your Employer Brand and articulate your USPs</strong></td>
</tr>
<tr>
<td>Create your points of difference as a workplace - What makes your more attractive?</td>
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<tr>
<td><strong>Understand &amp; consider the needs and motivations of the different workforce segments</strong></td>
</tr>
<tr>
<td>Tailor job opportunities to appeal &amp; attract more segments – widen your reach</td>
</tr>
<tr>
<td><strong>Reimagine, innovate &amp; create compelling role profiles &amp; benefits packages</strong></td>
</tr>
<tr>
<td>Align job profiles to workforce segment needs, motivations &amp; values</td>
</tr>
<tr>
<td><strong>Apply the best marketing skills, minds &amp; techniques to crafting your adverts</strong></td>
</tr>
<tr>
<td>ensure tone of voice, visuals &amp; call to action are tailored, engaging and make it easy</td>
</tr>
<tr>
<td><strong>Optimise recruitment marketing channels &amp; engage existing employees as recruitment ‘ambassadors &amp; champions’</strong></td>
</tr>
<tr>
<td><strong>Be realistic about rates of pay &amp; benefits</strong> in light of other comparative sectors – create equity in competition for talent!</td>
</tr>
</tbody>
</table>
Thank you for Attending Webinar 1

REGISTER NOW

Webinar 2:
Interviewing to win the candidate
3.00pm, Tuesday 8th March

Webinar 3:
From newcomer to team performer - delivering effective inductions
3.00pm, Tuesday 15th March
Fáilte Ireland Business Supports Hub

https://covid19.failteireland.ie/business-supports/hr/

Upcoming Support Programmes Schedule

https://covid19.failteireland.ie/support-programmes-schedule/