

A scenic view of the Cliffs of Moher in Ireland, showing the rugged, layered rock formations meeting the ocean under a blue sky with scattered clouds. The cliffs are topped with green grass and some small structures. The ocean is a deep blue-green color with white foam from the waves crashing against the base of the cliffs.

# A Solution-Focused Approach to Attracting and Retaining Staff in Tourism

Michael Quinn, Fáilte Ireland

17/02/23



# Context: Competitive Market Industry Research Insights

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**20,000+**

Vacancies across all levels,  
from front of house to  
management

**1 in 3**

Employees are **new** to the  
sector



**28%** of vacancies are at a senior  
level

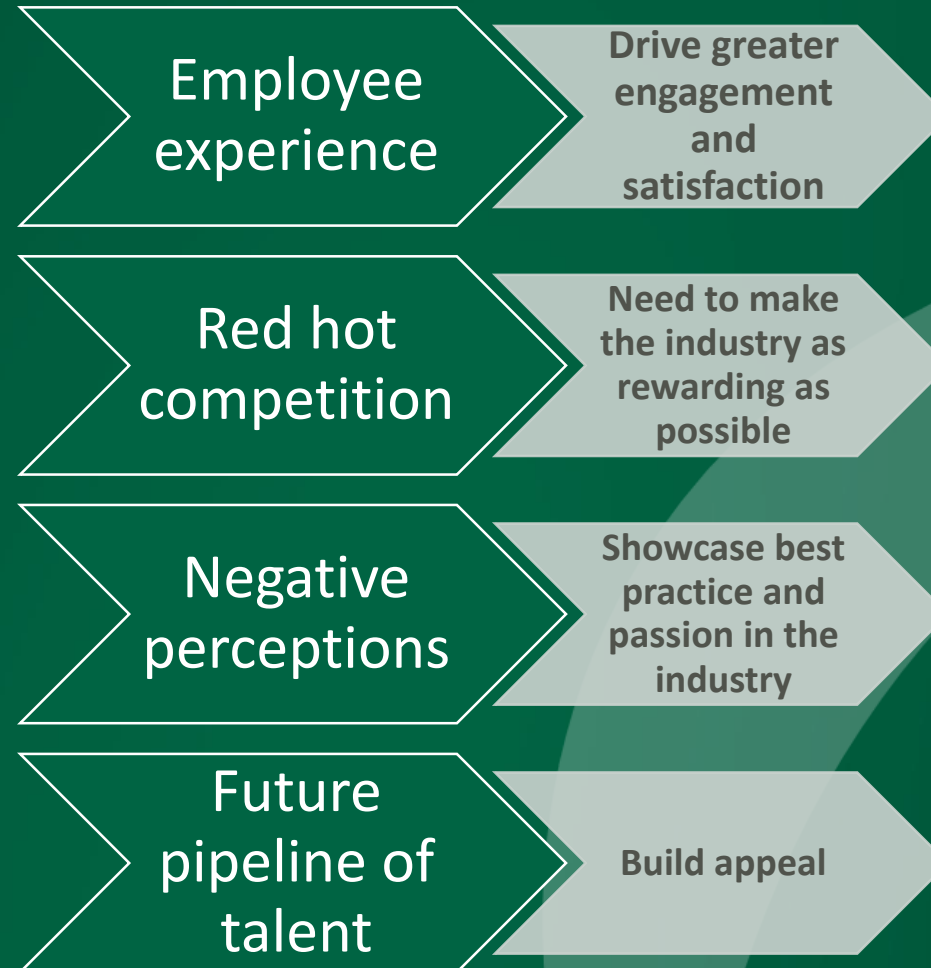


**66%** of businesses are  
struggling to retain key staff  
members

# What do we need to change?

## Labour Market Research Insights

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# Positive Perceptions

## Focus Groups with Young People

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Immersion in  
new cultures

Getting to  
know and  
working with  
new people

Travel  
opportunities to  
other countries

Personal  
development:  
communication  
and  
organisational  
skills

Gaining  
confidence in  
customer facing  
roles

*"I am a people person I enjoy meeting new people. I want to travel to different countries to get experience in the world.  
So, if I'm working in this area, I would think this will be easy for me" Male, 16, Dublin, 5<sup>th</sup> year*

# Focus for 2023

## Upskilling & Progression

### New online learning hub to focus on:

- Delivering best practice online training
- Driving business performance through development of supports for most in-demand skills
- Enabling career progression

## Employer Excellence Programme



### EEP to further develop including:

- Launching new micro scheme for smaller businesses
- Showcase best practice
- Provide tailored supports based on employee feedback

## Supporting Recruitment

- Building capacity to recruit in demand roles including Managers and Chefs
- Harnessing the next generation of talent through our Work Experience Programmes and [tourismcareers.ie](https://tourismcareers.ie)

## Building Appeal

- Driving perception change by telling the stories of thriving professionals to a national audience



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## Employer Excellence Programme

The Fáilte Ireland *Employer Excellence Programme* will support businesses to drive great employee engagement, and continuously build the appeal of their workplace.

It will spotlight excellent employers and help to reposition the tourism sector as a rewarding and attractive place to work.

The Employer Excellence mark will become a trusted and widely recognised symbol for tourism businesses offering a high-quality workplace for their employees

# Employer Excellence Programme in Numbers



**170**

Number of  
businesses  
registered to date

**2,100**

Number of People  
Managers completing  
the Fundamentals of  
People Management  
Learning

**20,000**

Number of Tourism  
and Hospitality  
employees positively  
impacted by the  
Employer Excellence  
Programme

# Building Appeal: tourismcareers.ie

one stop shop for career info & job opportunities



## TourismCareers.ie:

Promoting careers, courses and showcasing passionate professionals

1

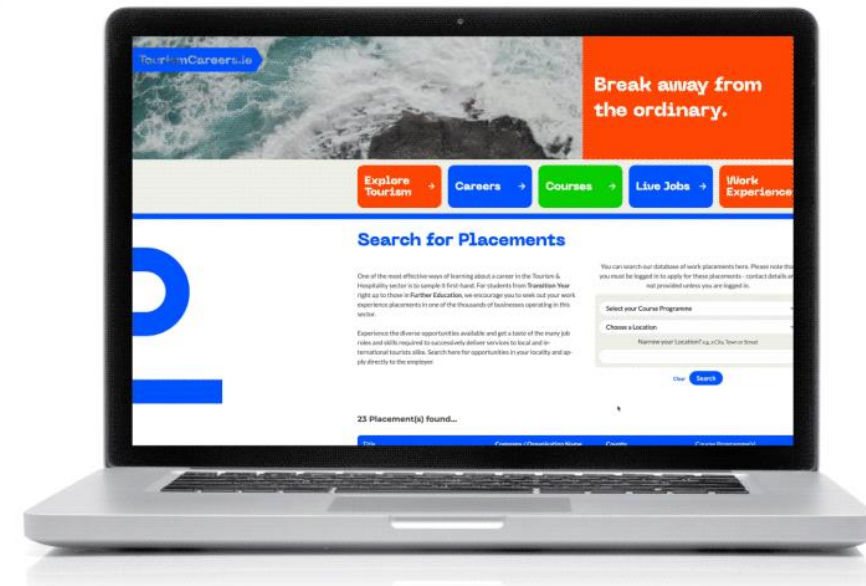
Telling the stories of those thriving in their careers, and their career journeys in tourism

2

Informative sections on the site: Careers, Live Jobs, Work Experience & a comprehensive Course Finder

3

Regular features profiling great employers and new initiatives to help recruitment & skills development including job of the week, and course of the week.





# Recruitment Awareness Campaigns

## Works for Me



### Identifying areas to target in labour market

- Analysed labour market trends and looked at key demographics
- Leveraged **key messages** to address negative perception:
- *Works for Me* promoted **flexible hours** (for maturists); **management opportunities** (for career changers and returnees); **career progression** for self starters and younger jobseekers
- Drove traffic to our sites with focus on Live Jobs at [tourismcareers.ie](https://tourismcareers.ie)



# Ambassadors in National Media

## Inspiring Future Generations



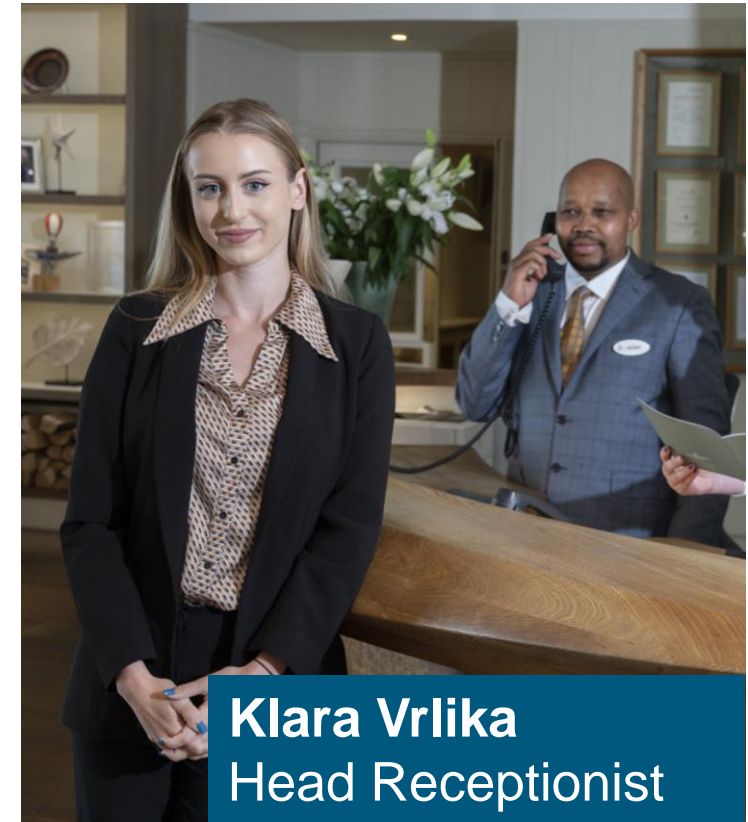
**Blathnaid Rock**  
Attractions Manager

*“Tayto Park has allowed me to work to my full potential. I love the leadership aspect and how I can share my experience and inspire others to follow in my footsteps. It really opens their eyes to what’s possible when they realise how quickly I have progressed.”*

**Audrey Cahatol**  
Pastry Chef



*“There’s a great sense of camaraderie and we all help each other out. It is such a positive working environment.”*



**Klara Vrlika**  
Head Receptionist

*“I started out as a receptionist at Inchydoney, got the hang of it and found it fun. By June of last year I had become head receptionist ... Now I feel this career is set in stone for the rest of my life.”*



# Transition Year Work Experience Programme



Opportunity to motivate students to become seasonal staff

- Work Placement Portal on [tourismcareers.ie](http://tourismcareers.ie) allows **businesses to post TY placement opportunities** and link with students
- Students can search their **local area** and select what is best fit
- Focus is on providing a **quality placement to influence career / course choice**
- **Manuals and templates** to ensure that the placement is structured and in line with best practice

Fáilte Ireland

**Take part, then take over.**

**TourismCareers.ie**

Transition Year students can apply for a placement at one of many local tourism or hospitality businesses. You never know where your work experience might lead...

Apply now at [tourismcareers.ie](http://tourismcareers.ie)

#BeThePulse

Fáilte Ireland

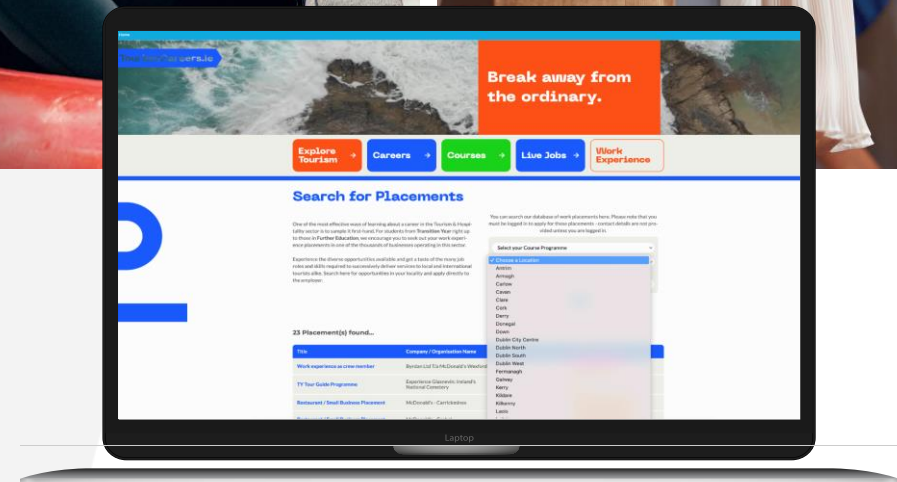
**Glac páirt ann, ansin glac seilbh air.**

**TourismCareers.ie**

Is féidir le daltaí idirbhliana cur isteach ar tháithí oibre i gceann den iliomad gnóthaí turasóireachta agus fáilteachais áitiúla. Cá bhfiús cá dtógfaidh an tathí oibre tú...

Cuir isteach air anois ag [tourismcareers.ie](http://tourismcareers.ie)

Iarratas anseo



# Direct Engagement



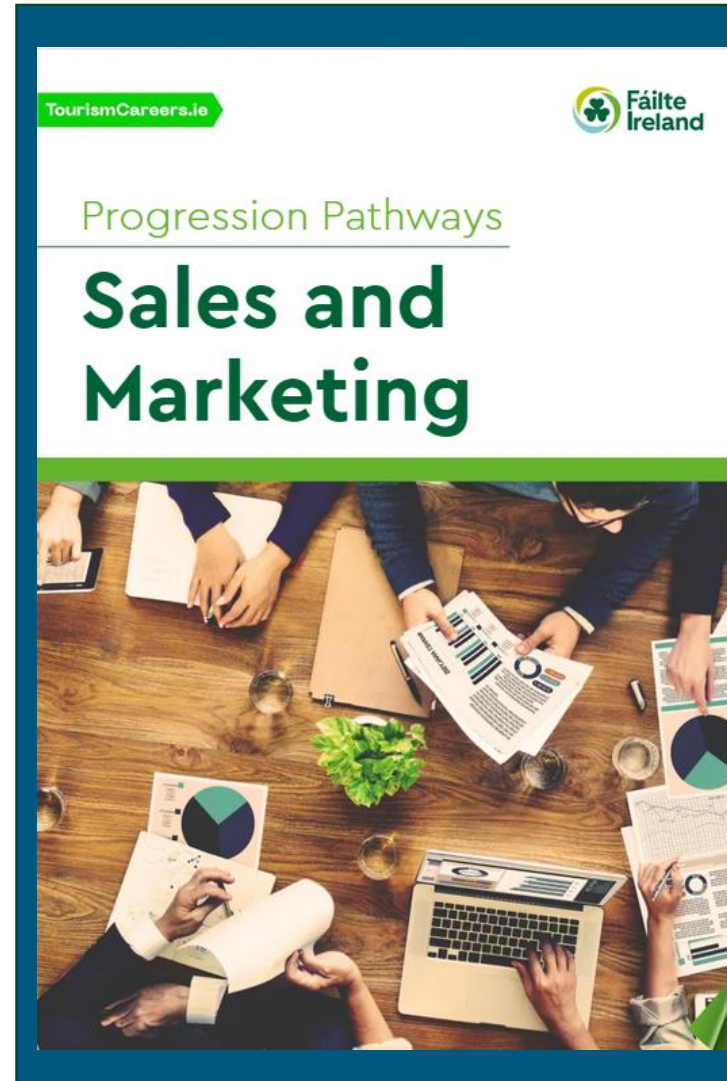
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Progression Pathways

## Sales and Marketing



Progression Pathways 

Progression Pathway  
**Sales and Marketing**

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graph LR; A((Sales and Marketing Assistant)) --> B((Sales and Marketing Executive)); B --> C((Sales and Marketing Manager)); C --> D((Head of Sales and Marketing/ Director));
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**Laura O'Mahony**  
Hotel Sales & Marketing Manager

Laura O'Mahony is Sales and Marketing Manager for the Maldrón Hotel in Cork City. Laura had always worked part time in the tourism and hospitality sector and developed a passion to forge a career in the industry from an early age. Find out more about her career here.



# Building Capability Industry & Education

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## For industry:

- Recruitment toolkit with best practice induction supports; guides to competitive recruitment online; expert insights from recruiters

## For Education:

- Marketing research done with focus groups of school leavers with Kantar
- Expert semiotic review and analysis with recommendations
- Marketing Guide and Toolkit developed by award winning content agency 256



