

A scenic photograph of the Cliffs of Moher in Ireland, showing steep, layered cliffs meeting the ocean under a blue sky with scattered clouds. A small stone structure is visible on the cliff top in the distance.

Rebuilding Staff & Skills

Fáilte Ireland's

Tourism Careers Strategy 2022



2022: Unprecedented challenges



Acute difficulties in filling **40k** vacancies



Unable to retain talent



Major skills gap – **1 in 3** to the industry new



Negative perceptions being reinforced



Medium-long term labour supply also under threat

Fáilte Ireland

2022 Tourism Careers Plan

Supporting
businesses to
address staff
shortages

Building Employee
Capability and
Skills

Repositioning the
industry as a quality
workplace

Established a wide-ranging and holistic plan in early 2022 that could be fine-tuned and flexed to meet evolving labour market and industry needs

Supporting Recruitment

Initial focus in early 2022 was on supporting industry to access key pools of staff:



Significant agility required as new challenges emerged and the recruitment landscape changed throughout the year

Responding to evolving market: Local

Challenge: With Ireland at almost full employment, and local talent entering other industries such as retail, recruitment awareness campaign needed to focus on cohorts of talent likely to find the tourism industry appealing as a career choice.

Approach: Target new demographics of potential staff via a variety of platforms, with a particular focus on retirees and parents who are seeking flexible working arrangements and patterns, as well as the next generation of tourism talent.



**PRESS
PARTNERSHIP**



SOCIAL



**RADIO &
ONLINE AUDIO**



SEARCH



DISPLAY



It's often said that if you're doing something you love, it doesn't feel like work. Valerie Keogh and Pearse Cunnell are living proof of this in their respective roles as hotel concierge and tour operator



Sunday Independent Partnership



700K+ readers in print per edition

Focus on communicating flexibility, progression and passion

Also provided national profile for recruitment, induction and retention supports

Contributing to 100% increase in engagement in supports

SPONSORED



Creative juices flow with the right ingredients

For both Audrey Cahatol and Caomhán de Bri, being a chef has meant channeling a childhood love of homegrown produce into the creation of unique dishes – and all while having the freedom and headspace to enjoy the process

SPONSORED



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

SPONSORED



"The most enjoyable part of it is that I get to go to beautiful locations and the menu and ingredients are constantly changing."

SPONSORED



When tourism becomes part of your DNA

Although they are at very different stages in their careers, water park operator Rachie O'Lara and hotel duty manager Klara Vrljka have the same inherent drive to succeed in tourism

SPONSORED



"Working in the tourism business has given us the freedom to be creative and good innovators. Inspired by the history of the River Shannon and surrounding areas."

SPONSORED



"If you put it all together, I don't even have a full year's experience, but have progressed so quickly. Now I feel this career is set in stone for the rest of my life."



Recruitment ahead of Christmas



- Works for Me Recruitment Awareness Campaign – Restarts mid- October
- Disruptive ads in circulation in colleges and universities countrywide with reach of over 30,000 3rd level students and QR codes linking direct to Live Jobs
- Download the Fáilte Ireland toolkit for supports on how to stand out in a competitive labour market, target pools of talent, and deliver effective recruitment and induction
failteireland.ie/tourismcareers



**Craic
bringers
wanted.**

For hundreds of job opportunities in tourism and hospitality, visit TourismCareers.ie today.

#BeThePulse

TourismCareers.ie



Responding to evolving market: International

- **Challenge:** Ireland is almost full employment and recruiting skilled staff locally to fill all roles is a challenge. Businesses are looking at how they can recruit from EU markets to fill key roles.
- **Approach:** Commissioned research to identify key EU markets to target for staff – Spain, Italy and Portugal identified. Established strong working relationship with EURES to support T&H businesses to target these markets.
- Increased profile for the sector in work to target the Spanish market. T&H also now being included in work to target the Italian market.



Responding to evolving market: International

Employment Permits

- Worked with industry, DTCAGSM and DETE to support businesses to secure permits ahead of this year's tourism season.
- Over **1,500** employment permits processed since May, with processing time now down to **4 weeks**
- Application failure rates in the tourism and hospitality sector are high at 40%.
- Delivering tailored training for T&H industry to support businesses to make successful permit applications.

**Ensuring those who
are recruited are
upskilled and retained:
Building Employee
Capability and skills**



Supporting onboarding new staff

- 1 in 3 workers to the industry new and significant pressure on businesses to upskill and induct new staff.
- Best practice recruitment supports created for managers as well as suite of online modules to provide basic training for new staff including Introduction to Tourism & Introduction to Customer Service.
- Modules include Fundamentals of Food and Beverage service – catalogue being expended to include kitchen skills
- **3,500 learners have enrolled in induction and professional development modules to date this year**
- **Also available in Ukrainian**



Learning Hub: Driving professional development



- Training new employees, enhance learning and development of existing talent and help drive retention
- Self Paced Learning
- Supports in: Finance, Management and Support, Revenue Management, Sales and Marketing, Customer Service, F&B Service – all focused on professional development and driving business performance
- Linked to series of Progression Pathways created with the industry.

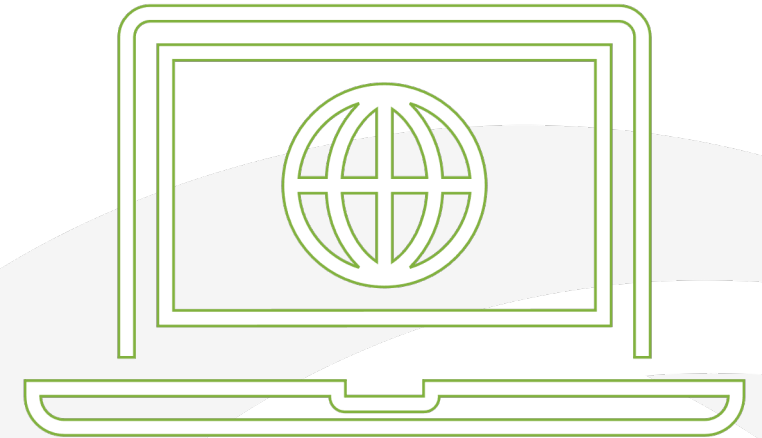
All resources are available on our [Learning Hub](#).

COURSE	COURSE	COURSE
Prepare and Monitor Budgets	Lead and Manage People	Managing the Hotel and Accommodation Revenue Function
Completion time: 5 hours <p>In this course the budget may refer to an entire organisation, a department or a particular project or activity. It applies to senior personnel who operate independently or with limited guidance from others and who make a range of financial management decisions.</p>	Completion time: 4 hours <p>This course includes staff motivation theory, workplace applications and how to be a good leader. It explores the skills involved in management including setting a good example for staff, the importance of teams and how to manage them.</p>	Completion time: 4 hours <p>While dedicated revenue managers have a firm grasp on revenue management, it is often not well understood by Executives and General Management. This course has been designed specifically to help you understand how the revenue function should work.</p>
Enrol in the 'Prepare and Monitor Budgets' course	Enrol in the 'Lead and Manage People' course	Enrol in the 'Revenue Management' course
Sales & Marketing	Sales & Marketing	Sales & Marketing

Coming soon – Best-in-class online learning platform



- The new online learning platform will focus on supporting businesses to:
 - **Effectively onboard and upskill their new employees**
 - **Upskill employees** in a way that is agile, responds to **skills most in demand** and drives **business performance**.
 - **Encourage employee development and progression** to drive greater retention in the industry.



Learner centric, agile and will encourage staff to identify and build the skills they need to develop on their career path, all linked to a series of Progression Pathways developed with the industry.

**Longer-term focus:
Repositioning the
industry as a quality
workplace**





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

How it is going to work – 3 year commitment



Best in class
people
management

EMPLOYER EXCELLENCE PROGRAMME



Fully confidential
staff survey



Report
highlighting what
keeps your staff



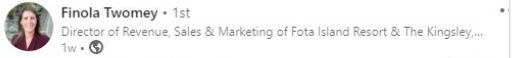
Access to
continuous
supports to drive
your action plan

6/14/21 | PRESENTATION NAME | <#>

Celebration



Industry response to date



Finola Twomey • 1st
Director of Revenue, Sales & Marketing of Fota Island Resort & The Kingsley...
1w • 0

Fota Island Resort and The Kingsley are delighted to participate in the **Fáilte Ireland** Employer Excellence Programme. This is an excellent initiative by **Fáilte Ireland** to support the hospitality and tourism industry to retain and attract talent in a highly competitive labour market. The programme will provide us with:

- A Best in Class Fundamentals of People Management Training designed by leading HR experts

- Access to online supports and training

- Access to a framework from **Great Place to Work® Ireland**

- Certification to be recognised as an excellent employer

#EmployerExcellence
#Faitelreland



To help to drive improvements in employment practices across the tourism industry **Fáilte Ireland's** Employer Excellence initiative will provide businesses with tailored action plans and a trusted symbol that denotes a reward...see more



Most relevant ▾



Raymond Kelleher • 1st
Hotel Sales & Marketing Director | Cork Chamber Board Member | Soci...
6d • 0

Well done **Finola Twomey** this is a superb program and one that **The Montenotte Hotel** has just registered for also. Thank you to **Jenny DeSaules** and all the team at **Fáilte Ireland** for this initiative.

Like • 2 | Reply



John Fingleton • 2nd
I Help people find their way in the Hospitality Industry,while working wi...
1w • 0

Looking forward to seeing this new badge of honour taking center stage at HOD meetings throughout the country and ideally gaining as much if not more importance the TripAdvisor rankings. Congrats on a great initiative **Paul Kelly** and **Sarah Dolly**

Like • 3 | Reply



Sean O'Driscoll • Following
Chief Executive Officer, The iNua Collection, iNua PLC & Director of Hot...
1w • 0

The Employer Excellence programme is a very welcome initiative by **Fáilte Ireland** to promote best practice in our industry. Well done to **Paul Kelly**, **Jenny DeSaules** and the team at **Fáilte Ireland**

Like • 11 | Reply



Jenny Foster (She/Her) • 2nd
Better Working Lives For All 🧑🏻🧑🏻🧑🏻
1w • 0

Paul Kelly congratulations, a long wait for such an initiative. I cannot wait to look through your initiative in detail. **Deirdre Curran** please look at this.

Like • 3 | Reply • 1 Reply



Large firms need pay over €9,500. "We are delighted to participate in Fáilte Ireland's Employer Excellence initiative, because we invest in our people and foster an environment for them to succeed," said Geraldine Enright, director of the Cliffs of Moher Experience.



Ian Devoy (He/Him) • 2nd
Hospitality & Finance Recruiter / Headhunter - Founder and Managing ...
1w • 0

Really great to see the continuation of the industry adopting to better work practices, an improved people and culture emphasis and better overall conditions and acknowledgement of a Hotel staffs needs and a better work life balance.

Like | Reply



Bastien Peyraud • 2nd
General Manager at The Imperial Hotel Cork
1w • 0

Terrific initiative! Well done Jenny and team

Like | Reply



Jonny Davis • 2nd
Regional Operations Manager at Compass Group UK & Ireland
1w • 0

Super initiative during a very challenging time for the hospitality and service industry, well done to all involved 🙌

Like | Reply



Frits Potgieter MIHI • 2nd
General Manager, The Montenotte Hotel
1w • 0

Amazing initiative Jenny...

Like | Reply



Irish Hotel

News from Irish Hotels & Guesthouses

Wed 21 Sep, 2022

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Fáilte Ireland launches tourism industry Employer Excellence initiative.

Tim Fenn, Chief Executive, Irish Hotels Federation said of the initiative, "We very much welcome Fáilte Ireland's Employer Excellence initiative, which will champion businesses in our industry who are committed to being quality employers. It complements the Irish Hotels Federation's Quality Employer Programme and provides another platform to promote excellence in people development and human resource management. Recognition of the excellent people standards in our industry will help businesses recruit the talent they need both now and, in the years ahead. It will also help further increase the profile of our industry and showcase opportunities for those who are seeking a rewarding career choice for the future."



Fáilte Ireland Retweeted
ITIC @IrishTourismMind • Sep 13
A wonderful initiative from **@Faitle_Ireland's** new Employer Excellence programme 🙌

Fáilte Ireland @Faitle_Ireland • Sep 12
To help to drive improvements in employment practices across the #tourism industry @Faitle_Ireland's Employer Excellence programme will provide businesses with tailored action plans and a trusted symbol that denotes a rewarding and appealing workplace. bit.ly/3ddBpY2



Fáilte Ireland Retweeted
Irish Hotel News @HotelNews_Ie • Sep 12
Fáilte Ireland has today launched a new Employer Excellence initiative which will acknowledge businesses that make tourism a rewarding place to work 🙌

@Faitle_Ireland @cathmartingreen



hotelnews.ie
Fáilte Ireland launches tourism industry Employer Excellence initiative
Acknowledging businesses who make tourism a rewarding place to work

3 | 17

Building Future Pipeline of Talent



Building Future Pipeline of Talent

Key challenges:

- Negative perceptions of careers in the industry pre-existed the pandemic
- 78% of second level students unlikely to consider a course or career in tourism and hospitality
- Influential audiences such as parents and Guidance Counsellors discourage consideration.
- With negative factors increasing due to lockdowns and subsequent labour market shortages, it is imperative to affect consideration earlier in the education cycle to change perception.

Key insights:

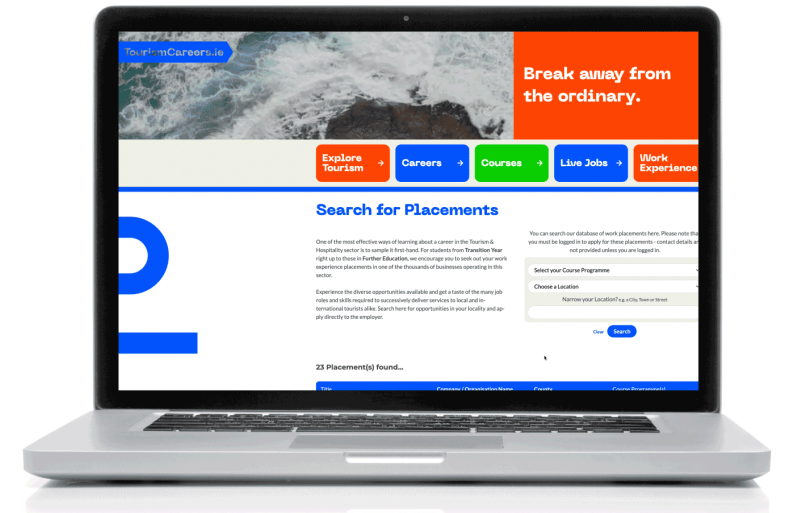
- TY coordinators are significantly more open to engaging with opportunities in the sector via quality work placements.

**Break away
from the
ordinary.**

Building Future Pipeline of Talent – TY Programme



- New TY Work Placement Portal launched to provide students with quality work placements that give them a flavour of working in the industry and help drive consideration of the sector as a long-term career choice.
- Also opens opportunities for students to get some initial training as part of their placement and go on to become seasonal and part-time staff to help fill seasonal staffing shortages.
- 86% of businesses that signed up to the programme and connected with students facilitated a placement in the first two months.
- Of those, an average of 5 placements was facilitated per business, using the placement manuals and resources created by Fáilte Ireland with industry and TY coordinators.



TY Work Placement Programme: Ensure Opportunities Available

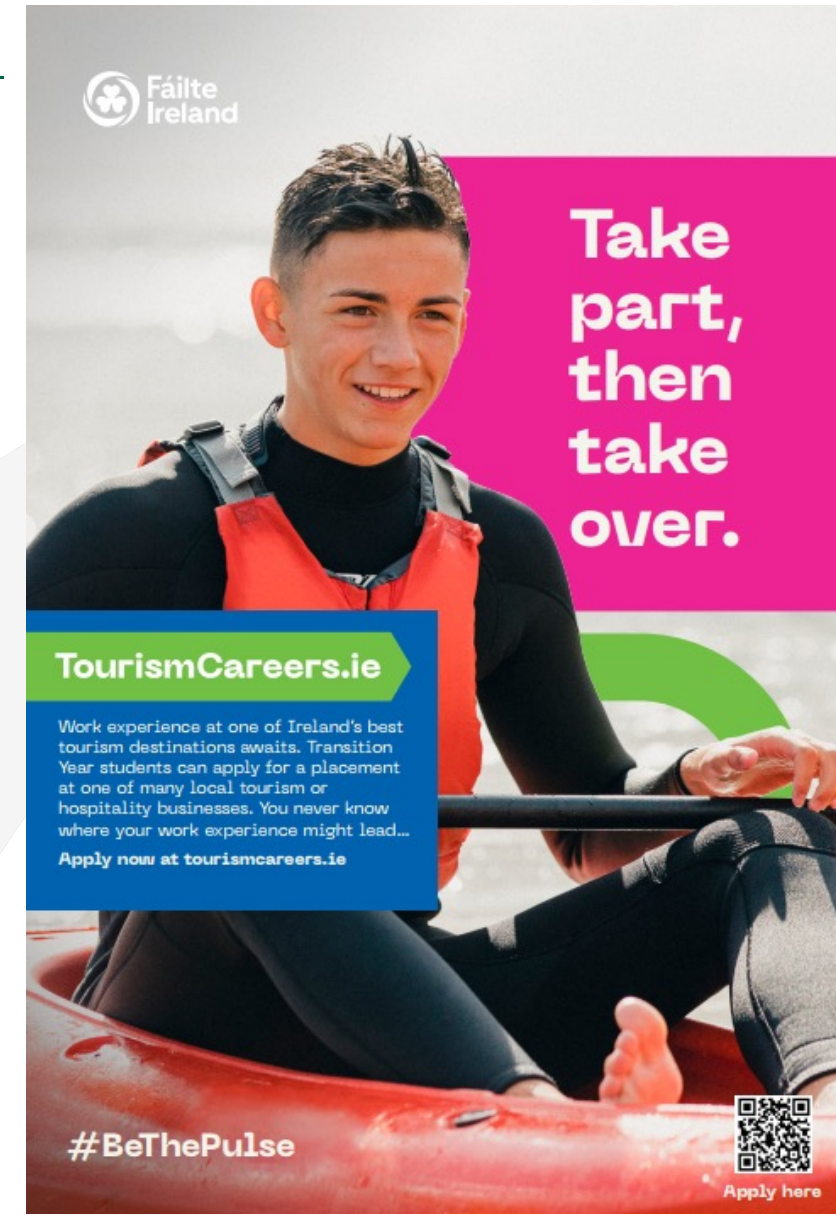


TY Placement portal at www.tourismcareers.ie (aimed at students) is being promoted in every school nationwide through TY Coordinators & Guidance Counsellors

UPLOAD YOUR PLACEMENT TODAY!

Go to failteireland.ie/tourismcareers and visit TY Work Experience Programme for details

Placement Programme has already helped businesses across the country to secure work for the season in 2022



Building on momentum of 2022



Staffing & Skills (2021 v 2022)

What the latest research is telling us...



1. The number of vacancies across the industry has fallen (from c.40k to c.22k)
2. Overall, positions have become less difficult to fill (exceptions being drivers & tour guides)
 - 'Considerably difficult' down over 20%pts for waiters & waitresses and accommodation & bar service staff
3. Staff retention has also become less difficult
 - 'Considerably difficult' down c.15%pts for waiters & waitresses and accommodation & bar service staff
4. The hourly rate of pay has improved
 - 8%pt decline in respondents in the €10 - €12 bracket, and a 5%pt increase in the €12 - €15 bracket
5. Compensation for working unsocial hours is more common
 - Bank / public holiday up from 36% to 42% and night shifts up from 14% to 18% of respondents
6. Job security among workers has grown (from 33% to 36% of respondents)
7. Acceptability around working hours has increased (from 31% to 34% of respondents)
8. Employers are reporting improvements in day-to-day operations
 - Need to train new staff with limited skills (-10%pts), negative customer experience (-8%pts) & extra hours for existing staff (-7%pts)

Key Developments

- While recruitment and retention of staff remain challenging, they have become less difficult.
- Pay rises cited by employers are reflected in workers' responses. Additional compensation for unsocial hours has also become more common
- Majority of employees still view pay as a key hurdle
- Although acceptability of working hours and perception of job security have both increased, and employers are doing more to make the job more appealing, further steps need to be taken on other aspects of the job in the opinion of workers.

Ongoing Implications

- Demand is returning, yet tourism's ability to full recovery is not guaranteed. Labour supply remains central to this.
- It's clear that many workers love interacting with people and are following their passion. But workers' expectations are evolving, particularly in a hyper competitive labour market.
- Employers must continue to make the job more attractive - there is no scope for easing-up on the good progress made to date.
- Otherwise, capacity constraints, negative customer experiences and potential closure will remain ever-present risks
- 1-in-4 respondents are still talking about closure if staffing issues are not resolved.

Thank you

