

WEBINAR SERIES

Rethinking Recruitment for Tourism

Webinar 2:
*Interviewing to win
the candidate*



Your host for today

Amanda Horan

Manager

Enterprise Development
Fáilte Ireland



Housekeeping



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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

Marketing and Selling Yourself as an Employer Brand of Choice

The Screening & Interview Stage, Aisling McVeigh, DANU Collective

2

Planning - Screening and Interview Process

Natasha Dowd, Ancora

3

Executing the Interview Process - asking the right questions, scoring & record management, reference checks & making the offer

Caroline Reidy, The HR Suite

4

A look at The Candidate's Experience

Dominika O'Sullivan, Action HR Services

Poll 1

Aisling McVeigh

Brand Marketing Consultant

DANU Collective

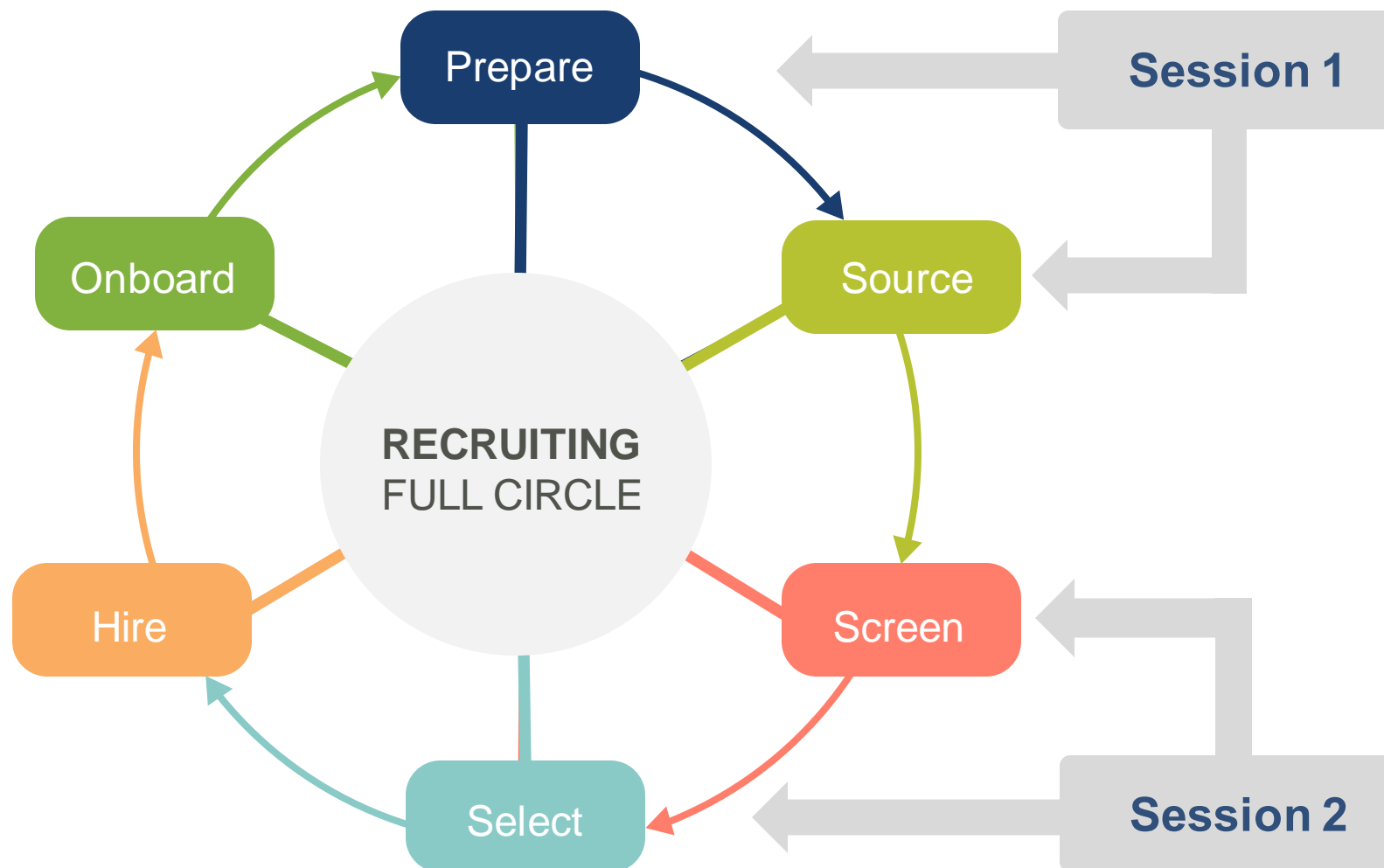


PART 1

Marketing & Selling Yourself as an Employer Brand of Choice



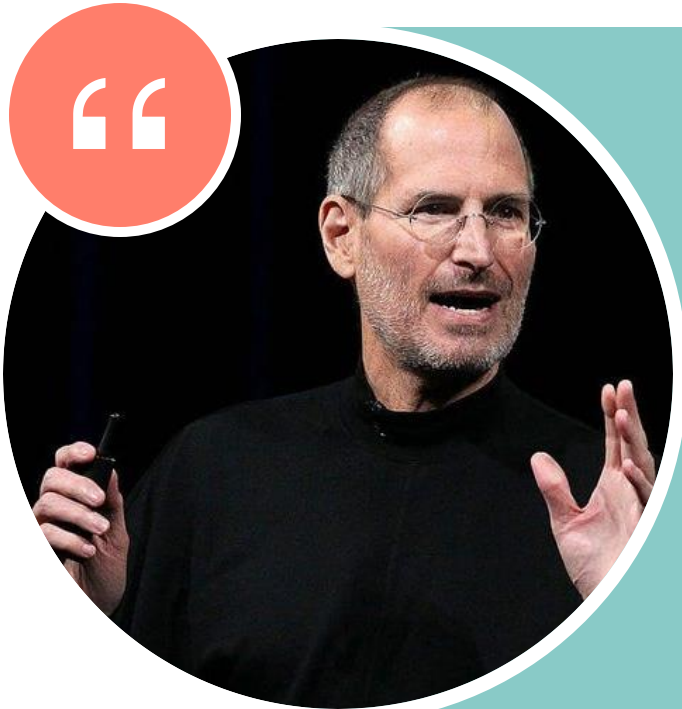
The Recruitment Circle



An Overview Of The Interview Process

- ▶ Review applications and screen
- ▶ Interview Preparation
- ▶ The Interview - Building Rapport
- ▶ The Interview – Questioning
- ▶ Closing The Interview
- ▶ Scoring & Feedback to HR



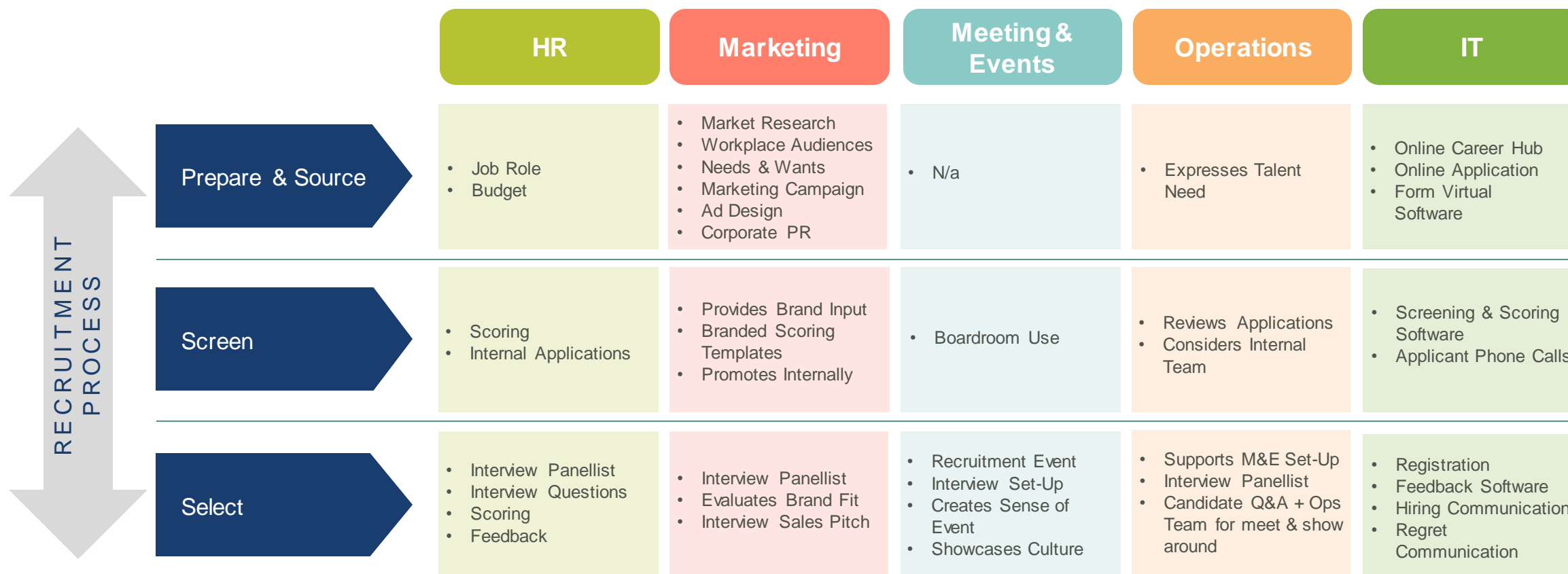


Great things in business are never done by one person. They're done by a team of people.

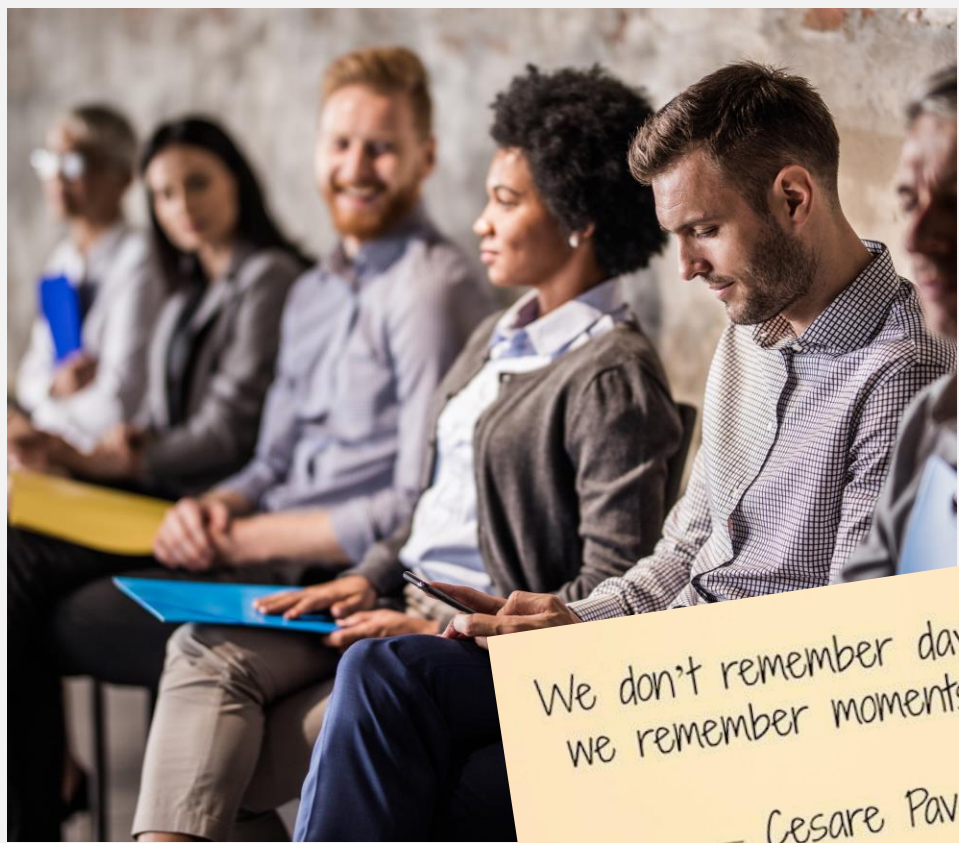
Steve Jobs

A Collaborative Approach

A successful recruitment drive requires a multi-disciplinary team



Recruitment Event Planning



We don't remember days,
we remember moments.

— Cesare Pavese

- When & Where
- Attendees
- Running Order
- Event Set-Up
- Food & Beverage
- Brand & Culture
- Innovative
- Invitation & RSVP

What Are Company Values?

Company values are also sometimes known as “core values”, because they define what beliefs are at the core of a company’s strategy.

Ref. WorkVivo



Some Familiar Core Values

Integrity

Fun

Sustainability

Innovation

Customer-Centric

People First

Community

Trust



A culture of inclusion

We love that you're different and we value it.

We're always looking ahead

We challenge ourselves to reinvent, innovate and create what's new and next. We're ambitious for our customers. We make the impossible possible to make their dreams a reality

We place people at the heart of what we do

A value rooted in our company culture: **Heartists®** - a culture of inclusion, care and acceptance! We value our Talents because they are the greatest strength of our Group. We are proud of our differences. We bring our sincere passion for service and care to everything we do. The goal is to make everyone a proactive agent in their own growth and free to act independently so they can inspire and be inspired. Make your profession a passion.

We are refined

We obsess over the smallest detail. We have sophisticated tastes while remaining accessible to all.

We stand by our commitments

We say what we do and we do what we say. We're attentive to the outside world, to other people. We are dedicated and resolute to act for the greater good. We aim to build a momentum of creation and positive value for as many people as possible, over the long term.

Presenting Employer Brand Values

Before

- Branded pre-interview communication (TOV)
- Enhanced Careers landing page
- Communicate brand pillars and core values
- Brief collaborative team on key messaging

During

- Event programming & design
- Incorporate sensory touchpoints
- Culture video loop in waiting area
- Senior team meet & greet
- Site visit & Live Demos
- Virtual tour
- Pop-ups & installations

After

- Fireside chat / Q&A with senior team members
- Hosted lunch / branded F&B experience
- Opportunity to join a team briefing
- Back of house tour
- Branded goodies to takeaway
- Branded post-interview communication (TOV)

Crafting Your Sales Pitch



- **Research** – understand what your audience is looking for
- **Marketing** - draft sample scripts relevant to the audience
- **Authentic** – invite existing team to share their stories
- **Be different** – focus on your USPs
- **Be real** – share employee success stories
- **Common ground** – look for and highlight shared values
- **Benefits beyond pay** – sell a way of life and not just a job



**Reinforce your company culture and
brand values throughout**

Innovating The Interview Process



W HOTELS

JOIN OUR CASTING DAY IN VERBIER

1ST STOP: W VERBIER

Join us for our Casting Day in Verbier on **August 22th, 2019**.
Get ready: Send your CV + Obtain an open sesame to discover your interview date + Come see us at the W VERBIER, from **08.00 to 17.00** non-stop with your CV and your style.

Experience a unique opportunity to join a fantastic team for the sixth edition of a hot winter season.

CASTING ADDRESS:

W Verbier
70 Rue Medran
1936 Verbier
Switzerland

HOW IT WORKS

Be W and say 'Hi' to our Welcome Ambassadors. Get energized to the amplified beats from Resident DJ Adam Nova and be part of the cocktail show. Mix and mingle with us during the speed dating interviews. Express yourself in the Audition Room + meet the Jury Members. Géraldine Fasnacht will be our special guest-star judge with her energy and her Valaisan touch.

Join us on the casting tour by sending over your CV.
Please mention the position of your interest.

APPLY NOW

THE CASTING JURY



A thrill-seeking mountain enthusiast, Belgian-born Pierre-Henri flew from The Netherlands to take on the role as General Manager. A hospitality industry veteran with over 20 years of experience, Pierre-Henri brings luxury expertise to the Swiss Alps from his experience in five-star hotels across Europe.

DESIGN:

Always in search of What's New/Next, for what's stylish and fun.

FASHION:

Fashion Next with a flare of sport, whether on the greens or on the waves.

MUSIC:

Music gives a soul to the universe, wings to the mind and life to everything.



Virginie is in the know of what to look for when it comes to W Talent. With experience from W Paris-Opéra amongst other fabulous hotels, Virginie is certainly no stranger to hotel openings. A passionate traveler, she brings a global view to the table, having worked and played in Monaco, France, and Mauritius.

DESIGN:

Collector of places and experiences, open-minded, expected and unexpected.

FASHION:

Addicted to Fashion, in search of the newest trends with a new spin on the ordinary.

MUSIC:

Music invites fun, a bit of surprise and friends to mix/mingle and share experiences.



11 International Freeride title, 3 times Winner of the Verbier X-treme and World renowned Wingsuit flyer, Geraldine combines these three disciplines riding with her snowboard the steepest faces and opening mythical summits around the globe, the Matterhorn (Switzerland), Holtanna (Antarctica) and so many others. Her passion is to draw lines in the air and on the snow along the mountains. More on: www.geraldinefasnacht.com

DESIGN:

With skill and experience she satisfy her thirst for adventure creating innovative and avant-garde projects around the world

FASHION:

Representing Columbia Sportswear Company since 16 years, she is happy to participate about the evolution of the products with a girly touch

MUSIC:

There is always a sound to a moment. Music makes her fly and happy.

W hotels values are:



Design



Fashion




Music



Fuel

See how the brand brings them to life
in their pre-interview communication

NBA RECRUITS USING TIKTOK



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TishCarmona

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NBA & WNBA Communications girl helping you break into the industry! 🏀

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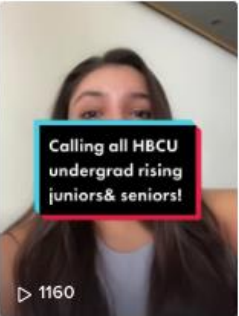
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Apply to the NBA's HBCU ...



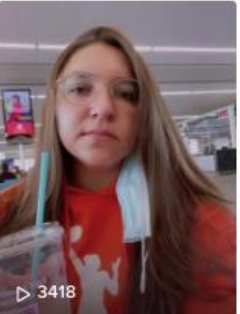
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I HEARD Y'ALL WANTED S...




▶ 5264

Job alert: Project Emplo...




▶ 3418

Who ya got winning Game...




▶ 3786

Now hiring: Project Emplo...



TikTok
@tishcarmona



GSOC Operator

REQ ID: 5906

LOCATION: Secaucus, New Jersey, US, 07094

The NBA is hiring!

Through the intensity of the game and the amazing athletic skill of our players, we deliver excitement to hundreds of millions of fans around the world. As a global sports and media business, the NBA is so much more. While Basketball Operations runs the league's on-court activities, other departments manage relationships with television and digital media partners, develop marketing partnerships with some of the world's most recognizable brands, oversee the licensing of NBA merchandise, and handle a wide range of other business activities that drive the NBA's success.

Summary:
The Global Security Operations Center (GSOC) is organizationally positioned within the NBA's Security Department's Global Intelligence Center. It is located in Secaucus, NJ. It functions as a 24x7 incident response center, coordinating crisis response on behalf of the NBA assets worldwide. As an employee working within the GSOC, you will monitor, evaluate and disseminate global security information. Your positive and collaborative collaboration will improve the security of the league's most valuable assets.

Poll 2

Natasha Dowd

Director, Ancora

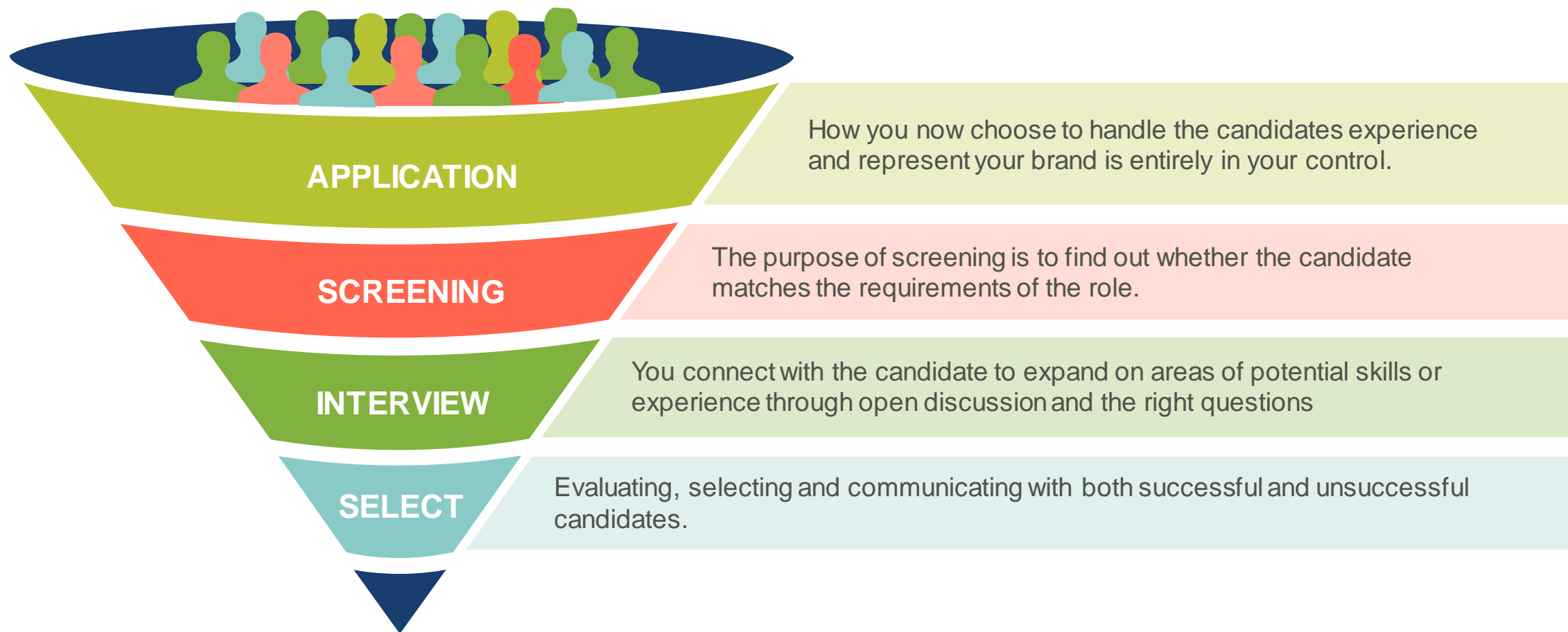


PART 2

Planning the Screening & Interview Process



Building the Application Funnel



Screening



WHAT IS Candidate Screening?

- Identify the candidates that meet the role profile and job description
- Screen candidates in and not out - “must haves” and the “nice to haves”
- Scoring – Essential, Desired, Transferrable



THE ROLE of Screening and its Value to the Organisation

- Internal applicants
- Progression and development



WHO IS involved in the Screening Process?

- Human Resources
- Hiring Manager
- Direct Reports
- Team Members

Key Content in Screening


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

Screening and Scoring – Applications



<input checked="" type="checkbox"/>	Essential	3
<input checked="" type="checkbox"/>	Desirable	2
<input checked="" type="checkbox"/>	Transferrable	2



Identify potential candidates by giving a score against Essential, Desirable and Transferrable Skills



Transferrable skills are the abilities you can transfer from one job to another.



Rank the criteria - with scoring for transferrable skills as equally important as desirable



Helps you identify potential strengths in candidates with transferrable skills who may have otherwise been rejected at this stage.

Best Practice Structure – An Overview



- Who is involved?
- How long is the process?
- Who asks the questions?
- Question Types
- Scoring
- Candidate Engagement

Structured and Unstructured Interviews

Structured

- Planned with pre-determined questions
- Each candidate is asked the same questions and it creates the conversation flow
- Questions designed to assess skills against the role and job description criteria
- Interviewers have control over the process
- It is fair to each candidate
- Clear benchmarking and measurement of candidates

Unstructured

- Difficult for the candidate to know what to expect or how to prepare
- Free flowing but candidates with transferrable skills may not have opportunity to provide examples against – may not provide fairness/ equality of opportunity
- If unstructured less opportunity for the interviewer to compare and evaluate

Types of Interview Questions

Focus on the Role and its Value in the Organisation

Type of Interview Question	Why they are asked	Example Question
Situational	To give the candidate an opportunity to display their approach in a specific situation and how they would handle it. An opportunity for you to ask for an example from the candidate to demonstrate a previous approach to such a situation and evidence transferrable skills.	<i>“Tell me about a time when you were under pressure to complete a task against a tight deadline? How did you handle the situation?”</i>
Competency Based	Provides the candidate with an opportunity to answer the question and show if they have the attributes, knowledge and skills to perform well in the job.	<i>“Tell me about a time when you had to deal with a difficult customer or colleague.”</i>
Behavioural /Values	Answers from the candidate to these type of questions allows you to assess their character and what values are important to them. This helps give you a sense of their ‘fit’ for the Organisation or your business ‘fit’ for them	<i>“What would you do if you had to work with a person, you did not get along with?”</i>

Scoring at Interview

Competency	Indicator	Displays evidence of	Score levels	Notes
Communication	Customer Service	Ability to manage customer expectations and provide solutions		
	Flexibility	Adaptive in approach to reach a positive outcome		
	Verbal Communication	Confident and clear when articulating information		
Character	Teamwork	Contributes and participates effectively in team situations		
	Motivation	Displays enthusiasm and perseverance to reach end goals		
	Values	Understands the importance of diversity and inclusion		
Leadership	Talent Development	Encourages opportunities for growth through learning and development		
	Accountability	Demonstrates integrity and fosters an inclusive workplace.		
	Relationships	Collaborative, builds and sustains relationships with both customers and employees		

Ratings

1. Does not meet expectations
2. Meets expectations
3. Exceeds Expectations

Notes

Take notes throughout to ensure you are detailing answers to questions.

Poll 3

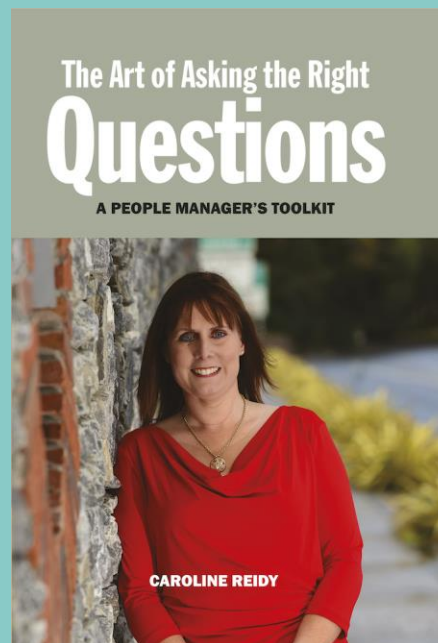
PART 3

Executing the Interview Process



Caroline Reidy

Owner
The HR Suite

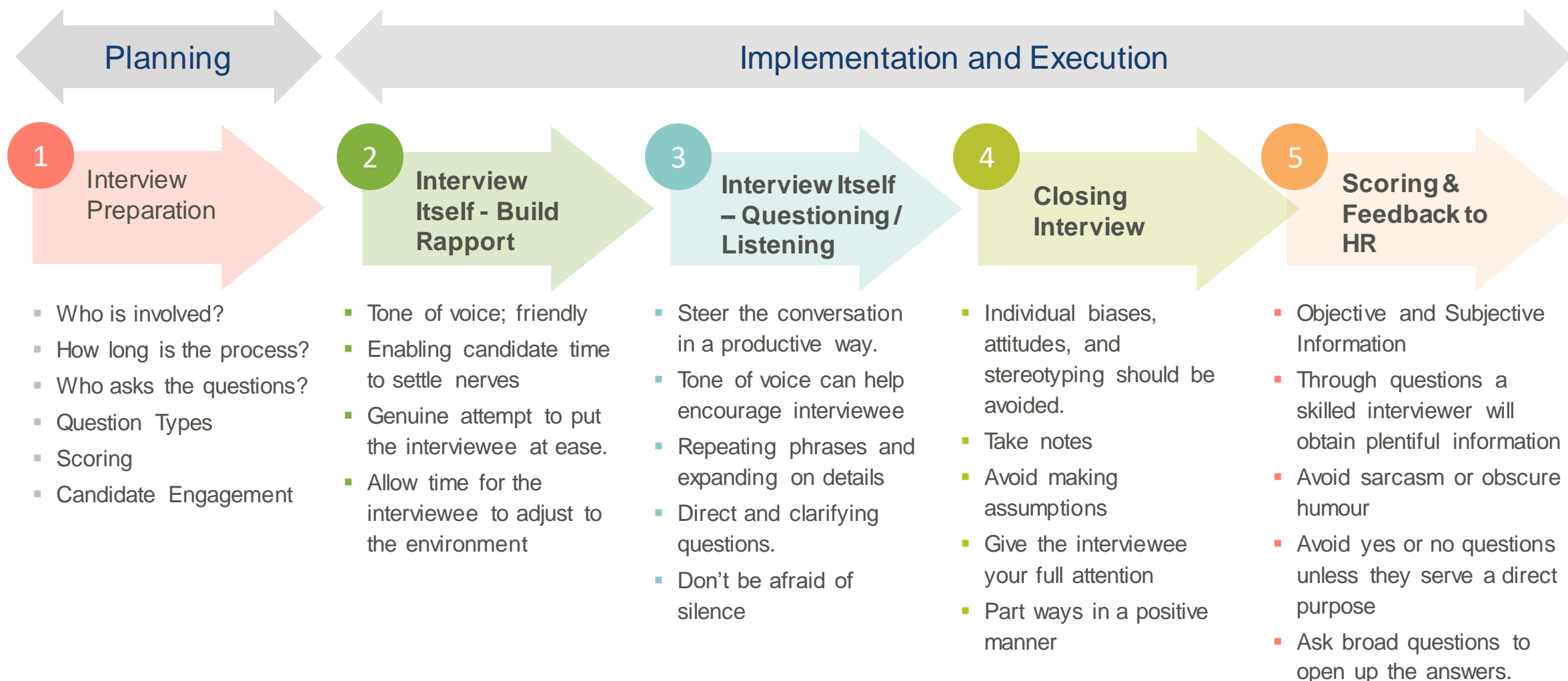


PART 3

Executing the Interview Process



Best Practice Structure – Your Role



Questions To Ask

Competency Questions

- **Communication Competency**
“Tell me about a time when you really had to deal with a difficult customer or colleague”
- **Adaptability Competency**
“Tell me about a time when you changed your priorities to meet other’s expectations”
- **Working with Others Competency**
“Describe a situation where you were a member of a team and a conflict arose within the team”
- **Problem Solving Competency**
“Describe a time when you had to analyze a problem and generate a solution”

Behavioral Questions

- **Teamwork**
Talk about a time when you had to work closely with someone whose personality was very different from yours
- **Client/Customer**
Give me an example of a time when you did not meet a client’s expectation. What happened, and how did you attempt to rectify the situation?
- **Ability to Adapt**
Tell me about a time you were under a lot of pressure. What was going on, and how did you get through it?
- **Time Management**
Give me an example of a time you managed numerous responsibilities. How did you handle that?
- **Communication**
Give me an example of a time when you were able to successfully persuade someone to see things your way at work.

Other Questions

Introductory Questions

- *Did you have any problems finding us?*
- *Tell us about yourself*
- *What relevant experience do you have for this position?*

Probing

- When you ask open questions in a specific area listen to what the candidate tells you.
- If the information they give you is incomplete, probe:
"Can you elaborate on that?"
"Can you give me a specific example?"
"Why did you do that?"

Multiple Choice

- E.g. *"Did you enjoy that part of your job because you had control over that area or because you enjoyed dealing with third parties?"*
- If you give a restricted list of reasons for the candidate to choose from he/she will typically choose one and you may not get the real reason

Previous Job Questions/how to link to tourism industry

- *What aspect of your job do you consider most crucial?*
- *Examples of tasks in your current role which would be beneficial in this role*
- *What aspect of your current job do you most enjoy/least enjoy?*
- *What were your three most important responsibilities as part of your current job?*

Acceptable Person Questions

- *What achievements are you most proud of in relation to work?*
- *How would your current employer react if you move on?*
- *Why do you wish to change your job/employer at this time?*
- *What kind of decisions are most difficult for you to make?*

Questions to Avoid

1

Closed Questions:

- Avoid questions which only allow yes/no answer
- Should only be used to achieve clarification

2

Leading Questions:

- Should be avoided as it is clear from these what the 'acceptable' response is i.e.
- Do you perform well under pressure?

3

Double Headed:

- Don't ask a question, and before the candidate answers, ask another question.



How to Interview Experienced vs Inexperienced Candidates



- **For consistency** – all candidates should be asked the same questions
- **Ensure Interviewer has reviewed CV** to be aware of experience and use competency-based questions to assess experience further
- **Remember skills are transferable** from life experience not just work experience
- **For experienced candidates:** in competency questions, expand the question to seek specific examples from relevant business
- **For less experienced candidates or those coming from another industry** - use competency-based questions, encouraging examples from current role/education to evidence comparable skills.

Candidates May Ask at an Interview

How would you describe the company culture and management style?

What can I expect from you in terms of development and support?

What aspirations do you have for me at the company?

What's the best thing about working at your company?

What is the main thing the organisation expects from its employees?

Interview Assessment Form



Rethinking Recruitment for Tourism

Interview Assessment Form - A Template





Candidate	
Position interviewed for	
Interviewed by	
Date	

General

1. What attracted you to this role?	Score out of 5
Notes:	/5

2. What do you feel is the most relevant experience on your CV to date?	Score out of 5
Notes:	/5

Reference Checking

-  Always reference check all candidates prior to offer
-  Notify and get candidate consent before you contact their references
-  Have a standard reference check form
-  Ensure the referee knows conversation is confidential



Some good questions are

- Can you name two or three of this candidate's strengths?
- Had you identified any areas of improvement for candidate ?
- Would you recommend the candidate for this role ?

Making a Verbal Offer



Ensure you have an outline in advance of what the offer will look like



Also know what your maximum rates and benefits for this are for the role



Ensure when speaking to candidate you are very clear on what role is being offered, rate of pay, hours of work and any benefits applicable



Allow the candidate an agreed amount of time to reflect on the offer and ensure they know who to reply to



Negotiation of terms with a candidate must be done with caution

- Consider impact of contact T&Cs on other current team members in same role
- Min and Max. salary terms should be in line with what you set out at the start of the process
- Is the candidate bringing something to the role above others which your business needs? If so, how far can you move from your max. Proposed salary to secure the candidate without upheaval to the business/unrest among staff.

Making a Verbal Offer



Ensure you have an outline in advance of what the offer will look like



Also know what your maximum rates and benefits for this are for the role



Ensure when speaking to candidate you are very clear on what role is being offered, rate of pay, hours of work and any benefits applicable



Allow the candidate an agreed amount of time to reflect on the offer and ensure they know who to reply to



Negotiation of terms with a candidate must be done with caution



- Remember impact on any other current team members
- Are you moving away from the maximum you set out at the start of the process
- Is this candidate bringing something to this role which you as a business need above others in same role? If so, how far can you move from your maximum to secure the candidate without causing upheaval in the business.

Job Offer Details

The following information can be offered at interview stage

1

Start Date

2

Typical Rosters

3

Any Standard Benefits (Uniforms, Meals)

4

Rate of Pay for certain roles (but I would avoid this for supervisor or management roles)



Once you formally offer employees the role in writing you should ensure employee receives core terms within 5 days of start date and full contract of employment must be issued within 2 months of start date

Feedback



- Ensure you reply to any request for feedback
- If possible complete feedback by phone call
- Give clear concise feedback to candidate
- If possible use examples from interview to show where candidate can improve for next time

Paperwork

Ensure interview
evaluation form
completed fairly

Interview Evaluation
form sent to the
Recruiting Manager

Keep this for a
required time

Contracts – What to Include ?

Full names of the employer and the employee	Address of the employer	Job Title	Date of commencement of employment	Duration (if contract is temporary or fixed term)	Probationary Period (for new employees only going forward)
Eligibility Clause	Hours of Work	Rest Arrangements/ Breaks	Payment (Rate of Pay, whether pay is weekly, monthly or otherwise)	Pay Reference Period	Deductions from Wages
Pension	Annual Leave	Public Holidays	Absences Due to Sickness or Injury/ Sick Pay	Maternity, Paternity, Adoptive, Parental, & Parents Leave	Right to Disconnect
Relevant Collective Agreements	Retirement	Lay- Off and/or Short-Time	Redundancy	Data Protection	Dignity & Respect at Work
Grievance Procedure	Disciplinary Procedure	Termination of Employment (Including Notice Periods)	Termination of Employment (Including Notice Periods)	Variation Clause	Acceptance of Terms of Conditions of Employment

Important Ensure you incl benefits

Daily rest period

- Employees are entitled to a break of 15 minutes after a 4 ½ hour work period.
- After a 6-hour work period employees are entitled to a break of 30 minutes, which can include the first 15-minute break.

Uniforms

- Provision of uniforms and deduction for same

Rates of Pay

- Minimum Wage
- Sunday Premium

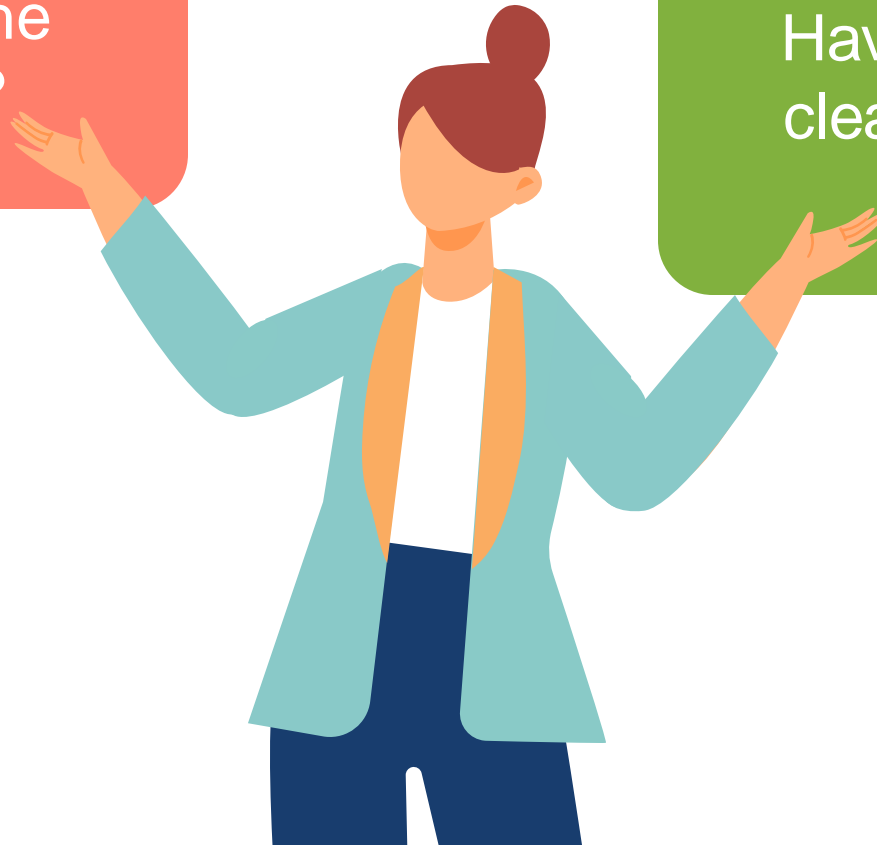


What are the other benefits you offer (e.g. meals, discounts etc)

Offer Accepted?

Have you sold
the role to the
candidate?

Have you been
clear regarding
offer?



Poll 4

Dominika O'Sullivan

HR Consultant
Action HR Services



SESSION 4

The Candidate Experience



Evolution of Recruitment Process



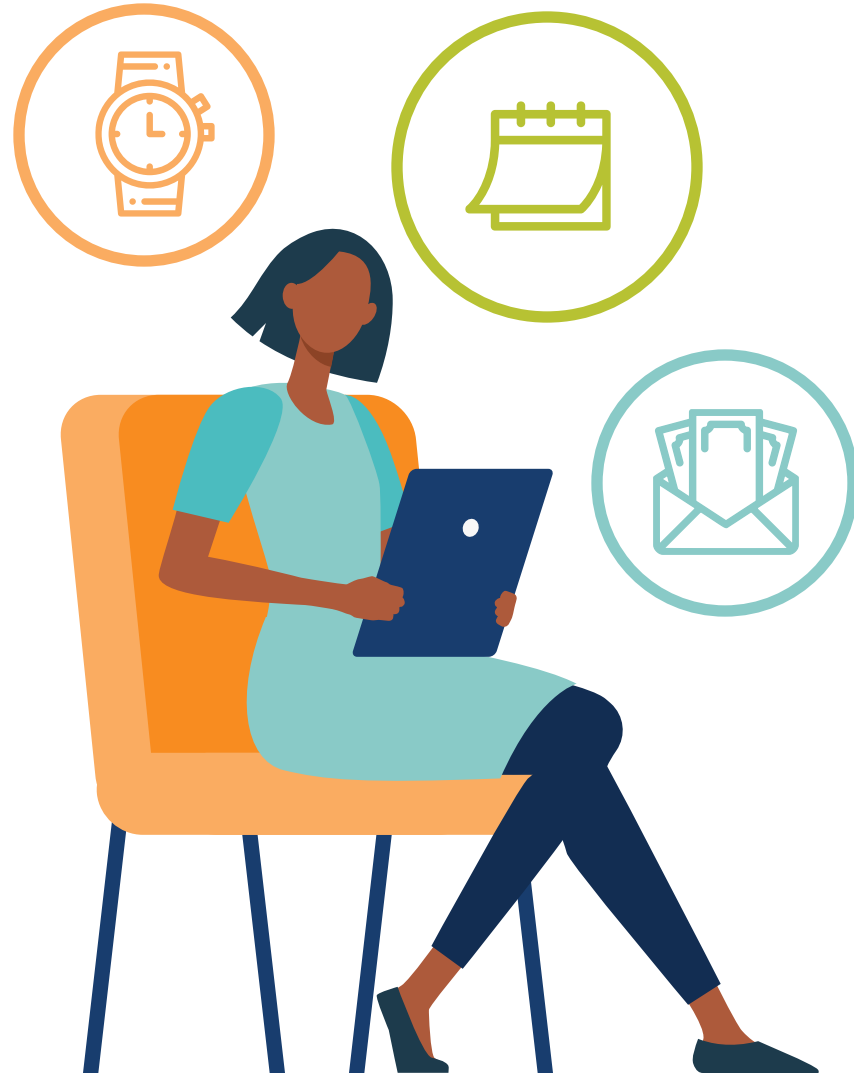
- Speed and efficiency of application review, screening, overall decision making
- “Candidate Experience”
- Candidate reviews on Indeed, Glassdoor, Google
- Considerations for other talent pools i.e., seasonal migratory workers

Phone Screening, Pre-interview Prep

- Phone Screening: not just quick-fire buzzer round, entice, engage and sell.
- Structure the recruitment process and communicate to candidates
- Technology considerations for video interviews
- Think of your sales pitch, USP's and benefits
- Considerations for candidate journey for face-to-face interviews



Conducting the Interview



- Creativity of format: assessment days, role plays, job related activities, show around
- Know the CV & let is show
- Basics: on-time, hospitable, interesting questions, selling through storytelling
- Helpful to discuss motivation for the move in anticipation of counteroffer
- Closing: allow questions, discuss salary expectations, confirm reference contact details, outline next steps

Offers & Regrets

- Timely decision making
- Conditional i.e., subject to references
- Fairness: remuneration/package
- Verbal followed by written
- Regrets
- Candidate feedback



Post Offer Communication



- Continuous pre-start communication
- Phone call to answer questions and concerns i.e., explain conditions and legal terms
- Communication i.e., re: booking flights, accommodation, etc.
- “Getting Set up in Ireland” documentation
- Help with PPS and setting up a bank account
- Create excitement about on-boarding

Q&A

New Legislation affecting Employment Contracts



1

Updated minimum wage in 2022

2

Employers requirements on Pension

3

Statutory Sick Pay will come into effect in 2022

4

Legislation that has come into effect in 2022

Q&A

Key Takeaways

Key Takeaways

- 1 **The ‘recruitment selection process’ has evolved – the pace is faster so we must adapt!**
- 2 **Marketing & Selling your Employer Brand Credentials in the Selection Process is Key**
- 3 **Consider and critique your process from a candidates perspective to inform how to improve it**
- 4 **Speed, efficiency and professionalism in the process and candidate communications will help you win**
- 5 **Allow time to consider, prepare and select the right questions - be consistent with all candidates & keep thorough records**

Key Takeaways

6

Prepare for candidate questions and help the candidate prepare
preparation is key for success and a win-win

7

Make prompt final selection decisions & communicate effectively
to all parties (successful and unsuccessful)

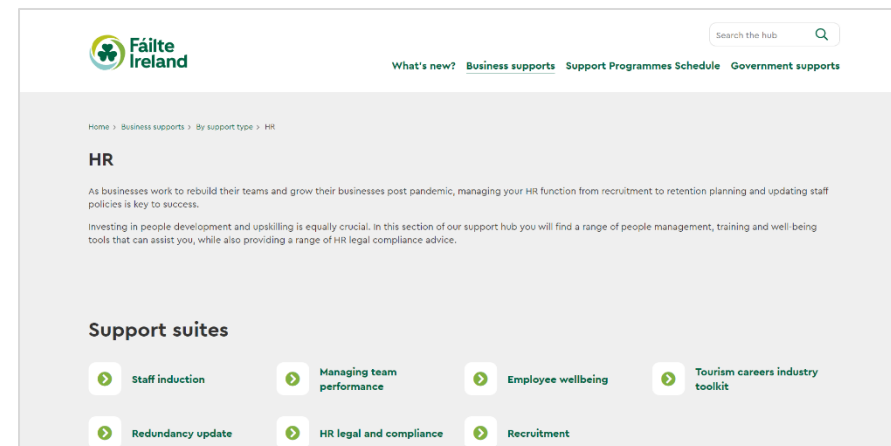
8

Stay in contact throughout - including after the offer & acceptance stage

Additional Supports

Fáilte Ireland Business Supports Hub

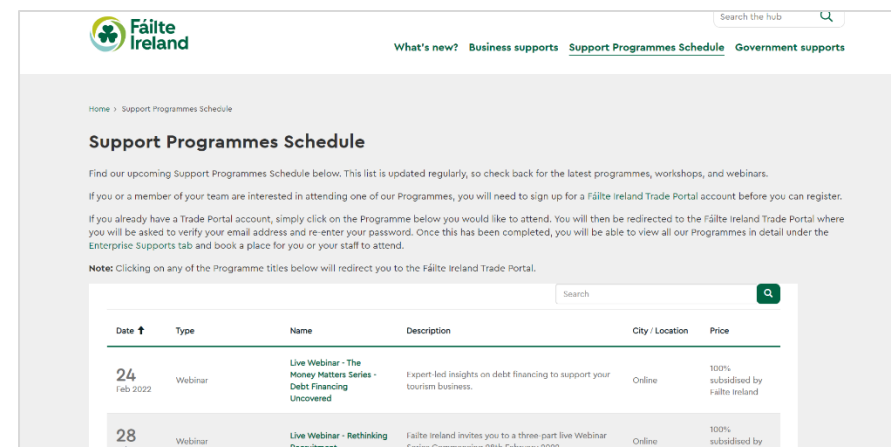
<https://covid19.failteireland.ie/business-supports/hr/>



The screenshot shows the 'HR' section of the Fáilte Ireland Business Supports Hub. It includes a search bar at the top right, navigation links for 'What's new?', 'Business supports', 'Support Programmes Schedule', and 'Government supports'. The main content area is titled 'HR' and contains text about rebuilding teams and managing HR functions. Below this, there is a 'Support suites' section with four categories: 'Staff induction', 'Managing team performance', 'Employee wellbeing', and 'Tourism careers industry toolkit'. Each category has a right-pointing arrow icon.

Upcoming Support Programmes Schedule

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



The screenshot shows the 'Support Programmes Schedule' page. It includes a search bar at the top right, navigation links for 'What's new?', 'Business supports', 'Support Programmes Schedule', and 'Government supports'. The main content area is titled 'Support Programmes Schedule' and contains text about upcoming programmes and how to register. Below this, there is a table listing upcoming programmes.

Date ↑	Type	Name	Description	City / Location	Price
24 Feb 2022	Webinar	Live Webinar - The Money Matters Series - Debt Financing Uncovered	Expert led insights on debt financing to support your tourism business.	Online	100% subsidised by Fáilte Ireland
28 Feb 2022	Webinar	Live Webinar - Rethinking Recruitment	Fáilte Ireland invites you to a three part live Webinar Series Commencing 28th February 2022	Online	100% subsidised by Fáilte Ireland

Thank you for Attending Webinar 2

REGISTER NOW

Webinar 3:

**From newcomer to team performer -
delivering effective inductions**

3.00pm, Tuesday 15th March