

# Recruitment & Retention Webinar Series:

## Key takeaways & useful resources





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The Recruitment & Retention webinar series has been developed by the HATS Network, with funding support from Tourism NI and InvestNI, to help small and medium businesses to adopt and implement '[Our Hospitality & Tourism Commitment](#)' to enhance the appeal and attractiveness of the industry as a good quality employer and great place to work.

This toolkit provides key take aways from each webinar and additional resources.



# Webinar 1: Northern Ireland Labour Market

## *“Headline labour market trends”*

There is a combination of short-term and long-term challenges contributing to a tight labour market. Looking ahead, it's critical the industry has a strategy to ensure businesses can access and retain employees.

This webinar provides an overview of trends and insights into the supply of labour plus looks at opportunities to futureproof recruitment.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

- An overview of trends in key labour market indicators across Northern Ireland to set context for the presentation.
- Insights into the future supply of labour for Northern Ireland touching on demographics, migration, and educational attainment, linking to implications for recruitment.
- Highlighting areas of particular concern (i.e. undersupply) from the latest Northern Ireland Skills Barometer 2021 findings.
- Futureproofing recruitment to the sector (e.g. engagement with relevant course development, work placement opportunities, sector promotion etc.)

## Key learning points:

- There is a combination of short-term and long-term challenges contributing to a tight labour market, it is important to understand this in order develop a response.
- Long-term demographics are changing which will place emphasis on attracting a diverse range of groups to the labour market (e.g. older workers, disabled etc.)
- Short-term educational attainment improvements have shunted new entrants to the labour market, which has implications on those sectors more reliant on lower skilled labour.
- Migration remains uncertain as both post-Brexit agreements are agreed and the pandemic halted the general movement of people.
- Looking forward the sector/business can implement a strategy to ensure they are able to access and retain workers.

## Additional contacts / resources:

- Labour Relations Agency website:  
[www.lra.org.uk](http://www.lra.org.uk)
- New Guidance: Harassment and Bullying at Work – Promoting and Inclusive Workplace available [here](#)
- New Employment Document Toolkit. Find out more [here](#)

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## Webinar 2: Training & Development - Supporting your existing team

**“Give them somewhere to go and a way to get there”**

Few of us are happy or certainly motivated if we stay in one place for too long, so help your people to move forward.

This webinar highlights best practice in developing your people and multi-skilling your teams including providing engaging development pathways and providing opportunities to learn

[View webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Key learning points:

Learning and development offerings within any hospitality or tourism organisation can be one of the key differentiators for potential new team members and enhance the employment experience of the current team.

An organisation's ability to define their own goals and match those with their team, can reduce turnover, recruitment costs, sick days and a whole other host of internal challenges. Providing a career development plan where your team members see themselves on a journey, can enhance their performance and that of the organisation, not to mention the marked improvement in customer service.

It takes time and effort, but the rewards are endless.

## Career development plan

**Name & Date:**

Current Role & Responsibilities/ How would you best describe your current situation?

Current Role	Main Responsibilities	Professional Development Activities
	1.	1.
	2.	2.
	3.	3.

**Career Goals/ What are your career aspirations?**

In 12 months	In 5 years

**Skills Gaps/ What skills do you require to achieve your career goals?**

Skill 1	Skill 2	Skill 3	Skill 4

**Actions/ What actions are you going to take to address your skills gaps?**

Action 1	Action 2	Action 3	Action 4



# Possible learning and development interventions

## Learning and development solutions

Cross Exposure

Development courses  
e.g., Train the Trainer/  
Supervisory Training  
etc.

External training i.e.,  
coffee training/wine  
training etc

Visiting  
competitors/suppliers

Executive summaries

Blogs to follow and  
present back on

Magazines to read

Special projects

## Podcast suggestion



## TedTalk suggestions



### **The Best Career Path is not always in a straight line**

Sarah Ellis and Helen Tupper:  
The best career path isn't always a straight line | TED Talk



### **Bring on the Learning Evolution!**

Sir Ken Robinson: Bring on the learning revolution! | TED Talk

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## Webinar 3: Training & development - Growing your team

### “Recruiting today for your employer brand”

Maintaining a focus on doing your best recruitment can be challenging in an internal and external context. This webinar will explore best practices in recruitment and benefits aligned with employer brand.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

This webinar focused on the following key areas:

- The recruitment environment
- The recruitment process
- Internal vs external recruitment
- Avoiding recruitment bias
- Fair employment & equal opportunities
- Building your employer brand

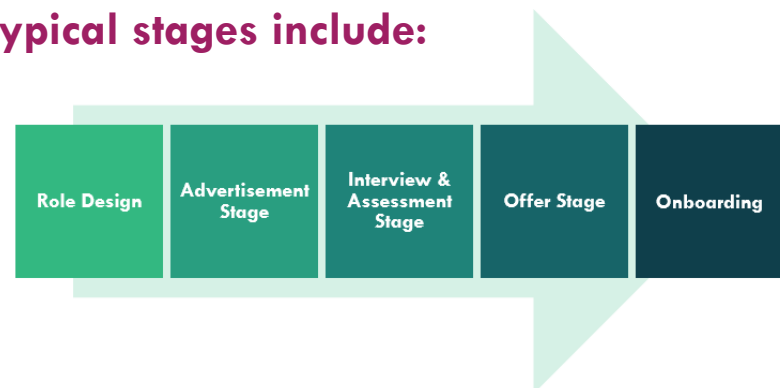
### Key learning points from the webinar:

Top barriers or challenges hiring decision makers face when recruiting quality candidates are:

- Quality of candidates
- Budget constraints
- Trouble competing with compensation and benefits packages at other firms
- Knowing where to advertise jobs to attract the right people

The recruitment process has a few essential stages, each process could differ depending on the role, level of skills or experience needed and seniority of position.

### Typical stages include:



- Hiring the right person is important. Avoiding bias during the recruitment process is equally important.
- It is important that all roles are advertised internally and internal candidates are given the opportunity to apply for new roles.
- Equal Opportunities legislation is in place to guide employers on best practice and legislative
- Ensure that your recruitment and selection procedures are fair and are founded on the principle of objectively selecting the best person for the job.
- Working on your employer brand is key to retention and attraction of key talent.
- Onboarding and inducting new team members is essential to creating the best start on the employment relationship.

### Additional contacts / resources:

- [40 HR and recruiting stats: Glassdoor](#)
- [Being an equal opportunities employer: Equality NI](#)
- [Randstad employer brand research](#)
- [CIPD](#)

- Using multiple and non-traditional outreach methods widens the talent pool.
- It's important not to forget the internal talent pool when recruiting.
- A variety of options are available to use when assessing candidates.
- Assessment types can change depending on the role type and level of seniority.
- Any offer of employment should be conditional on satisfactory clearance of pre-employment checks such as references from the candidate's previous employer(s).
- Employees have the right to receive a Written Statement of Employment Particulars'.

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# Webinar 4: Reward, engagement & recognition

## *“Keeping the chat going and the thanks coming”*

Communication, feedback, and recognition within your teams is an important aspect to build into your everyday life.

This webinar looks at using culture to engage, reward and recognise, understanding communication & engaging your team, and how to use emotional intelligence as a tool.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

- **Using culture as a starting point to engage, reward and recognise your teams**  
In this webinar we discuss the importance of recognising and rewarding your team members, the causes of employee turnover and the employee journey you should be working towards.
- **Understand communication and engaging your team**  
Communication is always a challenging area for organisations due to the many barriers that exist. This webinar looks at communication in depth, pinpointing some of those barriers and offers solutions to overcome them.
- **How to use emotional intelligence as a tool**  
Emotional Intelligence is a vital tool that leaders require to be great leaders. This webinar breaks down what this is in a practical way and considers the ‘touch points’ in your organisation where this is important.
- **Reward and recognition that works for the industry**  
It can be tough for organisations to reward their teams, that’s if your focus is financial. In this webinar we consider the importance of recognition and how you can set up a recognition programme that works for you.

## Key learning points:

- Focus on your organisations core values and communicate these to the team to positively impact attitudes & behaviours
- Have regular engagement through team meetings and 1-2-1 development sessions
- Set exciting goals and challenges
- Encourage personal / professional growth with training and opportunities
- Carry out temperature check surveys
- Encourage innovative ideas (then action them)
- Get focused on creating a clear and consistent reward & recognition programme
- Create a culture that is open, honest & transparent
- Invest in management training to implement the above points
- Use engagement apps (i.e. whatsapp, connecteam, thrive)

## Additional contacts / resources:

- Brené Brown TEDx Talk – The Power of Vulnerability
- Thrive App (Communications Tool) – Thrive.App
- Harvard University Articles - hbr.org
- Forbes Articles – forbes.com
- Nobl Academy - academy.nobl.io/

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## Webinar 5: Wellbeing – Layered approach to mental health

### “Keeping mental health front & centre”

From knowing your obligations, through promoting awareness for your team members to offering support and signposting when needed, there are wide reaching benefits of adopting a truly pro-active and layered approach to mental health.

This webinar covers why mental health should be a priority for business and how to support the mental health of employees.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

#### **What is mental health?**

Dispelling the myths and stigma that surround mental health, vital for people managers to have an understanding of common mental health issues. Shared language around mental health, encouraging managers to view it in the same light as physical health.

#### **Why should mental health be a priority for business?**

Looking at statistics around mental health and the impact it has on businesses. Reasonable adjustments employers can make to help staff. Tips on how to manage difficult conversations empathetically. Hospitality and tourism specific examples (high turnover of staff, young work force, dealing with customers)

#### **How can I support the mental health of my employees?**

How AMH can support. EAPs, some practical examples of changes that can be made. Signposting to other organisations

## Key learning points:

- Everyone has mental health, it's a spectrum/continuum
- Develop shared language around mental health and positive ethos in the workplace
- 59% of long term sickness is due to mental ill health
- Importance of being able to talk to line managers about sensitive issues, but also equipping and training managers to do this
- Prevalance of burnout in the sector – AMH Works have specific Burnout & Rest Course
- Important to look after individual mental health

## Additional contacts / resources:

- [amh.org.uk](http://amh.org.uk)
- [mind.org.uk](http://mind.org.uk)
- [equalityni.org](http://equalityni.org)
- [familysupportni.gov.uk](http://familysupportni.gov.uk)
- [drugsandalcoholni.info](http://drugsandalcoholni.info)
- [Helplinesni.com](http://Helplinesni.com)
- Lifeline – 0808 808 8000
- Samaritans – 116 123

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AMH Works has a suite of training courses on a range of subjects (Lasting 2 hours costing £450)

AMH Works run open sessions for MHFA, ASIST & Safetalk where companies can send individuals to the training.

## Webinar 6: Wellbeing - Practicalities

*“It’s about a lot more than fruit bowls in the canteen”*

Getting the fundamentals right to help support the wellbeing of your employees and to create an environment where not only your team members, but others will want to work is critical.

This webinar explores using culture as a starting point to embed work-life balance practices, well-being practices and how mental health impacts performance.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

- **Using culture as a starting point to embed work/life balance practices**

Workplaces have a responsibility to care for their team members and positively impact their wellbeing. Your company culture will be influential to the outputs and this webinar will showcase how you can start achieving this.

- **Understanding industry roles & how mental health impacts performance**

Working in the hospitality and tourism sector can be challenging and without the right care and self-care, difficulties will arise. In addition to the burden on the individual, this situation brings challenges to the workplace.

This webinar will explore why it is so important to focus on the wellbeing of our teams.

- **What work/life balance is**

Since the emergent change brought about by Covid, employee expectations have changed too. This webinar will discuss ways in which we can provide this while benefiting the business in the process.

- **Wellbeing practices**

Gain an understanding of what wellbeing is and practices which will help you to manage and improve your health with a focus on mindfulness activities.

## Key learning points:

- Catch Employees Doing Good Work and Recognise It
- Provide Purpose for Your Team and Individuals
- Take a Holistic Approach with Your Team Members
- Create a Wellbeing Champion Team – Educated and Approachable

- Align With Experts in All Areas of Wellbeing e.g Mental, Physical, Financial
- Build Relationships One to One & Know Your People
- Make Breaks, Holidays, Self-Exploration & Time Off a Priority for your Team
- Develop a Wellbeing Programme

## Additional contacts / resources:

- Brené Brown TEDx Talk – The Power of Vulnerability
- Thrive App (Communications Tool) – Thrive.App
- Harvard University Articles - hbr.org
- Forbes Articles – forbes.com
- Nobl Academy - academy.nobl.io/

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## Webinar 7: Collaboration and partnership – Supporting training & recruitment

### *The partnerships which really make the difference*

Are you aware of the non-traditional channels to support your talent pipeline, develop your existing teams, strengthen your employer brand and think outside of the box when it comes to recruitment? This webinar will showcase the benefits of external partnerships and collaborative relationships with schools, colleges, and other organisations to help businesses and support a diverse workforce.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

#### General

- The importance of working with others
- Futureproofing Collaborative partnerships are best
- “Future Proofing” the Talent Pipeline

One stop support shop at <https://careerscope.uk.net/>

#### Springboard

Flagship culinary competition for young people  
<https://futurechef.uk.net/>

Become a Springboard Ambassadors & ‘champion the Industry’  
<https://springboard.uk.net/support-us/ambassadors/>

#### School Employer Connections

Overview of **Virtual Classroom Program** – Reach all 193 Post-Primary Schools in NI, most effective, least time consuming and least expensive method of engagement for Schools and Employers. Inspirational workplace-based curriculum-related workshops for whole class/year groups.

#### NOW Group

Information around partnership potential including detail on partnerships formed with;

Essence Vault and Galgorm Collection – **Galgorm Collection goes for gold in new strategic partnership with NOW Group (jamcard.org)**

## Key learning points from the webinar:

- Best to work together for one common goal to achieve end results
- Share knowledge and best practise both ways
- Be honest and realistic about your goals / targets
- Consider the many benefits of using talent channels beyond the traditional, access that potential
- Opportunity to support your Employer Brand, live your values and demonstrate Social responsibility by *giving back*
- Many organisations who would be keen to form strategic partnerships or alternatively open programs which your company could avail of, it is easy to get involved
- Particularly in a highly competitive labour market, you have *Nothing to lose & Everything to gain*

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## Webinar 8: Employer basics – Creating safety & security

### *“Protecting your people & your business”*

A refresh on statutory requirements relating to modern slavery as an employer / manager.

This webinar will provide a briefing in human trafficking & modern slavery as it applies to hospitality & tourism, with a view on best practice in promoting an inclusive workplace.

[View the webinar](#)

*(a copy of webinar slides will be shared after you register for the webinar)*

### Overview of webinar content:

This session covers:

- Equality, diversity and inclusion (EDI) in the workplace.
  - What actions an employer can take to foster inclusion.
  - The fundamentals of treating people with dignity and respect.
  - Where to get further help and support.
- 
- Modern Slavery Takes many forms including trafficking of people, forced labour, servitude, slavery and sexual exploitation.
  - Despite some disbelief, it still poses a risk to workers today, including those in hospitality and tourism and employers within this industry have an obligation to prevent its occurrence.
  - How can employers ensure best practice within their operations and how can they spot the signs to tackle modern slavery and support vulnerable workers.

## Key learning points:

An inclusive workplace makes all employees feel welcome, valued, respected and gives an equal sense of belonging.

- Inclusivity must be driven from the top and filtered down throughout the business.
  - Communication and engagement is key
  - Inclusion is relevant to everyone in the business.
  - Train staff and managers.
  - Evaluate appropriate workplace policies and practices to support inclusion.
- 

- Modern Slavery Act 2015 places a legal obligation on employers to take action to spot and to mitigate risk within their Organisation and their supply chains
- However, the legislation only applies to corporate bodies or partnerships which carry out (any) business in the UK, supply goods and services and have an annual turnover exceeding £36 Million
- There are benefits and potentially expectations that even employers outside of legislation publish a Voluntary Statement, including but not limited to demonstrating ethical standards, investor confidence and brand protection.
- Employers might create awareness or facilitate training among managers for vigilance of signs which may indicate Modern Slavery, such as No identification papers, prevention of outside contact, no access to medical care (more at slide 2)
- There are 10 best practice questions which employers might consider in the context of their business (slide 8)
- There are also practical steps employers can take to protect workers such as checking Contracts and right to work, flag for high shared occupancy, be mindful of suspiciously low rates being charged (by suppliers for example) and ensure workers know their statutory rights for example Statutory sick pay, holidays etc.

## Additional contacts / resources:

- [Labour Relations Agency website:](#)
- [New Guidance: Harassment and Bullying at Work – Promoting and Inclusive Workplace](#)
- [New Employment Document Toolkit](#)
- [How to prepare a slavery and human trafficking statement](#)
- [Policy antislavery](#)
- [Voluntary Slavery and Human Trafficking Statement](#)
- [Form slavery and human trafficking statement](#)

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