

International Recruitment Guide



Promoting your employer
brand internationally



Best practices in
international recruitment



Guidance on interviewing
and onboarding
international candidates



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Welcome to your International Recruitment Guide

People are the greatest asset in tourism and hospitality, but the challenges presented by the Covid-19 pandemic have resulted in staffing and skills shortages across the sector and a highly competitive labour market. As part of Fáilte Ireland's wider Tourism Careers strategy to support the industry to rebuild the staff and skills it needs to prosper into the future, a key focus has been to develop opportunities for our industry to identify and recruit from various talent pools, both locally and overseas.

Research recently commissioned by Fáilte Ireland into accessing talent from EU markets has indicated that Spain, Italy and Portugal have the best potential for Irish employers. Fáilte Ireland is supporting the industry to attract skilled and talented staff with a passion for tourism so it can develop the talent it needs to help future proof the industry.

This guide has been developed to help you to recruit from key overseas markets and includes best practice on effective recruitment with actionable tips from recruitment experts. It will help you to sell and market your business to potential candidates, covering everything from creating compelling company profiles and role descriptions that have cut through with these key audiences, to advice on interviewing and converting awareness and interest to living and work in Ireland.

We hope that you will find this guide helpful for recruiting staff going forward.



Jenny DeSaulles,
Director of Sector Development

PREPARING TO ATTRACT INTERNATIONAL TALENT

Developing an appealing employer brand

Employer branding is the process of managing and influencing your reputation as an employer among job seekers, employees, and key stakeholders.

HOW TO DEVELOP AN EMPLOYER BRAND

01

Be clear and transparent in terms of what you can offer those who work for your business, from the work environment to career progress, perks and benefits.

Draft an official **Employee Promise** to summarise it.



02

Employees connect most with brands that share similar values to themselves. Define 3-4 **meaningful core values** that represent the purpose-led driving force behind your business including traits, qualities, priorities and beliefs.



03

Stand out from the crowd by highlighting what makes you different to other employers. **Identify your USPs** (unique selling points) and clearly call them out in all employee facing communication.



04

Embed your employer brand in the workplace culture by bringing your **core values** to life throughout the recruitment process, onboarding, team briefings, townhalls and daily shifts.



05

Create a compelling **brand identity** to package and present your employer brand to the market place in an appealing way.

An existing overarching brand already in place for your business will work fine but consistency is key. Ensure that all marketing material used for recruitment purposes features the same logo, brand colours and font.



You already have sales and branding experts on your team so make sure to involve your sales and marketing employees in this process, but **remember, this time you are marketing and selling to candidates!**

Apart from making sure that your employer branding is on point, you also must know what really matters to candidates you are trying to attract.

TOP TIP!

KNOW YOUR AUDIENCE AND TAILOR YOUR MESSAGE ACCORDINGLY.

Prospective candidates are looking for different things in your communication than a guest or visitor. Your employer branding must address their specific needs and wants.

Key drivers, personal tastes and preferences will vary from country to country. Spend some time researching the market you are looking to recruit from, in order to better understand what the job seeker is looking for. Address how you can appeal to these in your communication and across your marketing channels.

See [HERE](#) for further guidance on getting to know your audience.



Let's have a look at some practical examples of this:

Consider using local titles where relevant, i.e., Cocinero in Spain instead of Chef, Chefe de Cozinha in Portugal? Your Chef de Partie could be called a Line Cook in another country? People search by terms they use in their everyday language so adapt. You can check jobs boards before publishing your content to see what the local title equivalent is.

Check the mean (not average) salary of the country you want to advertise in and see where you fall in that range.

Check the benefits that the hospitality industry offers in the targeted country (i.e., free accommodation for seasonal workers) to see which benefits are valuable and think of ways to "counteroffer" it.

Check the number and location of most hotels and hospitality schools to guide your decision-making, especially for organising a recruitment fair.

Adapt your language to your approach, age demographic, and the candidate profile you are targeting with your job ad, whether it's on social media or a jobs board. What is the age demographic and what language are they using? Do you want to come across as approachable or prestigious or a combination of both?

Advertise transparently – candidates are coming from abroad, and every detail matters so their decision does not waver.

List salary – state that it is gross in adverts while having a net breakdown for actual fairs/ interviews – a lot of countries in the EU still discuss salaries in net values.

Confirm contract type e.g., full-time – what does full-time mean? When advertising abroad list it as full-time – 40-hour work week or alternative. If there is a possibility of overtime, list it also and how overtime is remunerated.

Accommodation It is advisable to include if accommodation is offered or if there is nearby accommodation the job seeker can avail of. If accommodation is offered, state that it is discounted and what the cost is so people can plan accordingly. Is it shared, single, or a combination that is subject to availability? Also state if the bathroom is ensuite or shared as this is highly important for some people especially those who do not want to share a bathroom. For what length of time is the accommodation offered for e.g., 3 weeks/ 3 months and what happens after this time, is there accommodation to rent in the nearby town, will support be provided sourcing it?

What is the **expected start date of work**? Although you may want the candidate to start as soon as possible this is an unrealistic expectation and therefore you should give them 4–6 weeks to move.

Include a **link to your website** – especially if you have a “what our employees have to say” section, aka the testimonials.



“HAVE NATIVE EMPLOYEES FROM THE COUNTRIES YOU ARE ADVERTISING IN DO A VIDEO IN THEIR OWN LANGUAGE”



Digital Advertising

When strategising about international recruitment, consider today's candidates digital behaviours – any more than two clicks might result in them not proceeding with their application.

BEST PRACTICE ADVICE ON HOW TO AVOID THIS

ADVERTISING ON SOCIAL MEDIA	ADVERTISING ON JOB BOARDS
Have the option so they can immediately apply or if you are taking them to a testimonial page, make sure that the page has a clearly visible apply button, whether it is for registering for a fair or applying to your current vacancy.	If the jobs board has a dedicated section with employer information, fill it out, and list the benefits that are applicable to all employees.
Check whether Facebook, Instagram, Twitter or LinkedIn is most dominant in the country you are targeting as it differs from country to country.	For specific job adverts, list the most important advantages that come with the position – for example, if you are offering a good work-life balance that might be especially appealing to chefs who are used to working long hours and therefore your offer may stand out for them.



Also outline benefits such as ongoing training courses, free meals on duty, free uniforms, etc.

Beware that various countries have different high and low seasons, find out what these are and when is the best time of the year to recruit.

Have the contact information of the recruiter/interviewer clearly visible allowing candidates to make contact. Don't hide your mobile or email.

Selling Ireland

When recruiting internationally, you are competing not only with local businesses within Ireland, but with other destinations globally also. Location is a key driver for employees with particular consideration given to this aspect for job seekers who may need to relocate overseas. The most attractive places have thoughtfully positioned themselves amongst job seekers as an appealing place to live and work, by showcasing all of the advantages and benefits of local life.

HOW TO COMMUNICATE IRELAND AS AN APPEALING PLACE TO LIVE & WORK

1	Highlight ease of connectivity to and from the job seekers homeland
2	Celebrate Ireland's culture with an insight into the history, heritage, music, dance, arts and sport
3	Discuss the positive aspects of Ireland's Tourism & Hospitality industry as a leading player globally
4	Leverage the FREE images and videos available in the Fáilte Ireland Keep Discovering Toolkit and Ireland's Content Pool to showcase the beauty of the lush green landscape and dramatic coastline
5	Specify the minimum requirements for overseas applicants

Selling Your Destination

HOW TO SELL YOUR INDIVIDUAL DESTINATION

1	Talk about life in the local community and address areas of concern for job seekers such as availability of affordable accommodation and nearby amenities.
2	Showcase local activities and attractions that can be enjoyed outside of working hours, preferably those free of charge such as parks, beaches, playgrounds, GAA clubs and societies.
3	As many international job seekers will not have a car on arrival or at all, highlight getting around , especially for things like in and out of work or to pick up essentials like groceries.
4	Align to the county or destination brand and leverage available assets and information available to support your destination sell.

ANTICIPATING QUESTIONS

Getting ready to be an effective international recruiter entails anticipating questions that are important for candidates who will relocate to work in your organisation. Answers to those questions will give them confidence that the decision to relocate is the right one. Think about your answers in preparation for any international recruitment activities. Consider using the following checklist in preparing an FAQ for prospective candidates.

FAQ CHECKLIST

- ☒ Do you reimburse travel costs?
- ☒ Do you arrange a pick-up/transport from the airport/bus/train station?
- ☒ Do you assist in applying for a PPS number and opening a bank account?
- ☒ Do you provide up-to-date information packs on life in Ireland before the candidate starts?
- ☒ Do you help the candidate source a SIM card for a mobile phone and introduce them to other people from their home country?
- ☒ Do you offer English language classes?
- ☒ Do you do regular check-ins to see how the candidate is settling in/will they always have someone to reach out to (e.g., HOD/HR)?
- ☒ Do you offer temporary/full-time accommodation? If you only offer temporary accommodation, will you assist them in sourcing their own?

DID YOU KNOW?

Candidates expectations of their workplace has evolved significantly. The Employee Value Proposition (EVP) may need to be adjusted. An EVP is the promise an employer makes to an employee in return for their commitment, skills and performance.

To learn about the components of a strong EVP [CLICK HERE](#).

Acing the Basics

Every time you launch a recruitment drive or advertise a new vacancy, interested candidates will do their own research on you as a business and employer. When recruiting overseas, candidates will not have the benefit of local insight, so one of the first places they will go is online. Browsing through your social media channels and website, they will quickly get a sense of who you are and what you offer. An informative and visually compelling employee-facing presence online will encourage job seekers to apply in the first instance and support their decision in selecting you as their preferred employer, should they receive an offer.

HOW TO ELEVATE YOUR 'EMPLOYEE-FACING' PRESENCE ONLINE

1

Create a **Careers** landing page on your main business website. Use this URL in all employee-facing communication. Make sure it is optimised for international candidates both from a content and SEO perspective. Consider translation functionality on the website.

2

Ensure that all upcoming **recruitment events and vacancies** are listed on the page and on social media.

3

Publish enriching content that is **educational, engaging and entertaining**.

4

Create a series of blogs that showcase **'A Day in the Life'** of various employees from different departments. Include stories from native employees from the country you wish to recruit from. Link to the blogs from your social media accounts.

5

List employee perks and benefits across all digital channels

6

Imagery and video should feature employees at work or enjoying the surroundings rather than guests enjoying a stay

7

Highlight the **local area** and **things to do**

8

Create a **digital prospectus** with essential information that can be downloaded from the website or sent by email to overseas candidates via a link. Make sure that the prospectus is viewable from mobile devices.

9

Develop an online **application process** and prepare automated responses. Make sure the process is easy, for example a CV upload rather than a lengthy application. Test the website to see what the candidate experience is like. Too many additional questions or required cover letters, can sometimes deter candidates and reduce the conversion rate – remember less clicks lead to higher application rates.

TOP TIP!

While it's not essential, you could look to add further depth to your story as an employer by outlining your history with an infographic timeline, core values and employee promise.

WRITING COMPELLING ROLE PROFILES & JOB ADVERTS

The process of successfully attracting candidates to the job and convincing them to submit their application entails having **standout role profiles**. Put yourself in the shoes of international candidates and what may be important to them when drafting the role profiles.

[CLICK HERE](#) to see a sample role profile for Front of House Supervisor & Retail Assistant

[CLICK HERE](#) to see a sample role profile for Assistant Food & Beverage

REMEMBER!

the competition for great talent is stiff so taking the time to create standout profiles really matters.

INTERNATIONAL RECRUITMENT TACTICS

SELECTING THE RIGHT PROMOTIONAL CHANNELS

Job seekers in international markets will not have direct access to local print publications. This should be considered when selecting the marketing channels to reach them on. Traditional channels used for recruitment will not have the same reach or impact.

Focus on digital channels with a mix of owned, earned and paid media depending on budget available.

OWNED	EARNED	PAID
- Website - Careers landing page - Email marketing - Social media - Blogs	- Reviews - Media coverage - Visitor posts - Mentions - Social shares - Influencers / FAM Trips	- PPC - Display ads - Remarketing - Retargeting - Paid Social - Native ads

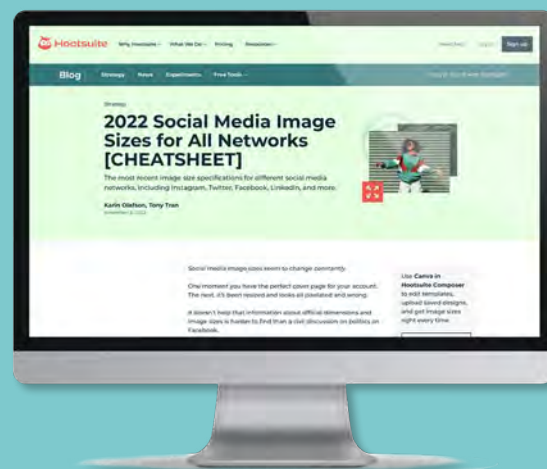
Consider the various age demographics you are targeting also. One size does not fit all when it comes to reaching job seekers. Different age groups will consume and 'hang out' on different channels.

For top tips on selecting the right promotional channels [CLICK HERE](#)

TAILORING ADVERTS TO SUIT THE ADVERTISING CHANNEL

The size of the image, video or ad required will vary based on the channel you are using. For example, Facebook versus Instagram versus LinkedIn will all require different formats, with a limited character count on Twitter captions also.

For top tips on how your adverts should be adapted depending on the channel you are using, [CLICK HERE](#)



PROS AND CONS OF DIFFERENT TYPES OF RECRUITMENT FAIRS

Attending recruitment fairs may be a great opportunity to fill a large number of vacancies fast. These events can be hosted virtually, in person or in a hybrid manner. Below are the pros and cons of each type of recruitment fair.

IN-PERSON

PROS

- Leaves a better impression on the candidate and allows you to better gauge if they are a fit or not.
- Clearer communication – no tech-associated delays, no white noise, and distractions from the background, allows both the interviewer and candidate to focus on building a rapport.

CONS

- Depending on where they live, not every interested candidate will be able to attend.
- Can be time and money consuming.
- Requires multiple people to be out of office.

OTHER CONSIDERATIONS

- Costs to consider: transport, accommodation, renting a meeting room, advertising costs.

VIRTUAL

PROS

- Allows candidates across the country to attend
- No travel, accommodation and renting a meeting room costs.
- Can be done within working hours

CONS

- Requires some technical expertise and time to set it up.
- There's always a possibility of people having issues connecting – bad Wi-Fi signal on either side can hinder the interview and push back the following ones.
- Less personable than an in-person fair.

OTHER CONSIDERATIONS

- Costs to consider: platform the fair is going to be conducted on/ outsourcing setup, advertising costs.

HYBRID

PROS

- In theory, best of both worlds as allows candidates to meet you in person and for those who live too far away to attend online.

CONS

- Both versions require time to set up and have associated monetary and manpower costs – consider whether the return on investment is worth burning the candle at both ends.





Recruitment fairs always have monetary and manpower costs so its important that you and your team are well prepared in advance of attending, in order to get the maximum benefit and return from your investment. As an alternative, businesses may choose to outsource recruitment fairs to a reputable and experienced partner.

KEY CONSIDERATIONS WHEN PLANNING RECRUITMENT FAIRS

Ask yourself the following questions:

- 1 What are your overall recruitment needs during a year?
- 2 What are the markets you are seeking to attract?
- 3 How many events do you think you will do in one year?
- 4 What are the associated money and time costs attributed to each option?
- 5 Which member(s) of your team will be tasked with setting up the event and communicating with the platform/host versus how much support can the platform/host provide if you don't have an in-house technical person?
- 6 What needs to be planned, resourced and prepared? Its' important to manage time and cost expectations.

Virtual recruitment fairs

CHOOSING A VIRTUAL PLATFORM

Research virtual recruitment fair platforms online and all their options, narrow down your choices, request pricings and arrange demos with a few companies.

Prepare for the meeting and think ahead of what questions you might have. Don't stress if you don't have a clear direction just yet, a lot of virtual recruitment fair platforms can facilitate a large range of needs so you can present what you'd like on the demo, and they can let you know what is feasible and what isn't.



[CLICK HERE](#) for considerations when choosing a virtual fair recruitment platform.

KEY CONSIDERATIONS

- 1 What is your goal? What type of return on investment do you expect?
- 2 How many employers from your sector are attending and how many staff are they hiring?
- 3 What is the expected number of applicants (in your sector)?
- 4 Are there any disqualifying factors from your standpoint that could reduce the actual candidate numbers (specific candidate criteria, i.e., specific background a candidate must have/minimal criteria)?
- 5 What was the prior event success rate/total number of applications?
- 6 What are the usual audience social demographics?
- 7 What are the presenter options and pricing?
 - a. What is the number of positions you can advertise?
 - b. What type of representation in the overall event campaign does each option offer – be it over social media, radio, web, or newsletters?
 - c. What is your design/branding possibilities with each option?
- 8 Is the interface easy to use (from both employer and candidate standpoint)?
- 9 Is the hosting page mobile-friendly?
- 10 Does it allow for advance screening of prospective applicants or advance communication (your sales pitch) to be presented to prospective job seekers attending?

CHECKLIST – PLANNING A VIRTUAL RECRUITMENT FAIR

- ☒ Plan what sections you would like to have – organisation bio, vacancies, one-on-one...
- ☒ What are the options you'll be needing on the day of the event?
- ☒ One-on-one with real-time chat and live video presentations?
- ☒ Design options/reflecting the brand – customisable booths, lobby backgrounds, branding options?
- ☒ How many people can simultaneously interview?
- ☒ Does the platform offer the option to see resumes in the platform or do you have to export data/store it separately?
- ☒ How will you track the progress of the candidate through the interview stages?
- ☒ Will you be using the option to preschedule interviews?
- ☒ Start thinking of how you will tie the event with social media Google advertising, etc.

REMEMBER!

The candidate journey should appear seamless to them

PREPARING FOR A VIRTUAL RECRUITMENT FAIR

- What will you be assessing on the day itself and what factors will you consider before the event?

Before: Eligibility to work in Ireland

During: Level of English, availability and eligibility to travel, suitability, and relevant skill experience.

- Know exactly what roles you are recruiting for.
- What are the salaries of the roles you are hoping to fill and the pay after tax – mainland European candidates will ask you this so be prepared.
- Have template offer letters prepared.
- Do you offer temporary accommodation? If so, what is the exact cost per month? Are utilities included?
- Do you offer collection at the airport or subsidised flights?
- Is there the opportunity for a large amount of overtime if it is an hourly rate?
- If you are interviewing a chef for example and the head chef needs to interview them have the Skype ID of the head chef and his available times so that you can schedule the second interview later that day.

TIP:
SET UP
PRE-SCREENING
QUESTIONS TO
ESTABLISH
THIS

Whichever way you choose to hold your virtual recruitment event, the seamless interaction between the team is crucial. Include relevant people at the start of the project so they can work on the idea together. Their different backgrounds and experiences will allow for every option to be considered.

In person recruitment fairs

- Prepare a branded stand-up banner, business cards, job offer templates to offer on the spot, and printed-out net salary breakdowns (suggest PWC Tax Salary Calculator to get this).
Be prepared for questions about the surroundings of the property – available schools, markets, places to visit. For brownie points (pun intended), bring some Irish chocolates or souvenirs you can give to candidates to remember you by so they can get a taste of Ireland.
- Make sure to communicate with the hotel so the reception is aware your fair is taking place and allow them to **set up signs directing people**.

Have a warm person greet them at the door to the meeting room and usher them in. If you have multiple people doing interviews this is a great way to keep track of attendance. It also helps if the candidates have to wait for a short period of time, this will give them the opportunity to chat to a member of your team who can provide them with information on your organisation.

- If you are holding a walk in open day, **prepare templates for candidates to fill out with their information and job experience**.
- Make sure to have answers to the following questions prepared and plan 5 minutes of the interview to allow candidates to ask questions:

1	Do you offer accommodation? If so, what is the exact cost per month? Are utilities included? Is it a single (ensuite) or a shared room or does that depend on availability?
2	After my rent and bills are paid for how much will I have in my bank account each week (net)?
3	Do you offer free temporary accommodation on arrival for the first few weeks?
4	Do you offer collection at the airport or subsidised flights?
5	Do you offer meals (how many) and a uniform?
6	As a chef should I bring my knives and whites or are they supplied?
7	Is there the opportunity for lots of overtime if it is an hourly rate and how is that paid?
8	If I am salaried and do overtime are my hours banked?
9	Are there career progression opportunities and training?
10	What type of training, further education and development is provided and supported by the employer?

TOP TIP!

If you are going to make an offer of employment after the fair, make sure to first call the candidate and **offer on the phone** – it's more personable and a norm in mainland Europe. **Follow up with an email**.



Tips on preparing for a successful recruitment fair

Breakdown your touchpoints

Work back from the date the fair is taking place and do timeline for the following:

- Advertising
- Contacting shortlisted candidates
- Confirmation calls
- Deadline for receipt of confirmation from candidates that they are attending.

REMEMBER!

...it can take anywhere from 2–6 weeks for the candidate to start in a position from the time you make an offer.

Draft template documents/emails including

- Registration confirmation
- Thank you for attending
- Schedule for meeting candidates – break down time into 20 or 30 minute slots.

Prepare a tracker for candidates you called/want to call forward

Depending on the success of your marketing you could be faced with 30–150 people being scheduled for the recruitment fair. Make sure you are ready for that and that no one falls through the cracks.



Create an excel sheet with candidate name, position, contact details, confirmation, attendance, offered and acceptance columns. Can track your acceptance rate and overall progress.

Advertise as transparently as possible and abide by the deadlines you set

– if you listed that all shortlisted candidates will be called forward in 5 business days, call them in that time.



Call the candidate on the day they apply or on the day after to register their interest in attending. Explain what the day/interview will entail – getting to know them and their experience better, explain what it's like to work for you, and answer their questions.

Communicate during the phone call the plan from the start so candidates know what to expect, for example when to check their inboxes, how the process will look and what is expected of them, which documents should they bring. Follow up with an email confirming this.

Be flexible on how you will interview them

If it is a virtual event and there isn't a platform available for interviewing offer not only Zoom/Skype etc but also WhatsApp video calling as an alternative and be prepared for this on the day. Ensure candidates CV's have their mobile number listed.

Consider that you are not the only one competing for these candidates and do not leave too much time between initial contact and the actual meeting.



Start advertising 4 weeks before the fair on job boards. On social media, consider whether your brand is known and how long it will take for people to respond to your ads.

Consider arranging a Zoom/Skype/Google Meet call if they live too far out (2+ hours) from where the fair will be held. This shows empathy, understanding, and respect, especially if you are not 80% + sure that you will be offering a role to them.

Arrange to have a **confirmation call two business days before**. It is imperative that they receive a phone call, so they know the interview is legitimate.

Account for up to **20% no-shows** on the date.

Top tips for creating a sales pitch to hook candidates

- **Research:** understand what your audience is looking for
- **Marketing:** draft sample scripts relevant to the audience
- **Authentic:** invite existing team members 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

Effective pre-interview communication

Effective communication with candidates before and after the interviews is vital.

Adapt to country/age group messaging app preference to maintain communication prior to fair or follow-up:

- **Spain:** WhatsApp, with 91 percent of internet users aged 16 to 64. WhatsApp is the most-used social media platform in Spain.
- **Italy:** WhatsApp is the most popular and most-used social media platform. Similar to Spain, 39.7 percent of internet users between 16 and 64 years named WhatsApp as their favourite social media app.
- **Portugal:** Meta Messenger & WhatsApp are the most used social media platforms.

For more information, [CLICK HERE](#).

After you receive the application to a job ad, call the candidate by phone. If they don't answer, message them on WhatsApp and introduce yourself and have these messages pre-drafted. During the call, explain what your process is going to look like and how the remainder of the communication will go – email or another channel. Give them a timeline on when to expect to hear from you and stick to it.

REMEMBER!

the impression you leave during this short communication matters as much to the candidate as it does to you as a prospective employer so be friendly, engaging and prepared.



THE INTERVIEWING PROCESS

The way in which you win the candidate during the interview starts with getting the basics right.



- ✓ **Be on time** if you are doing an online interview, connect a minute or two before the call. Communicate any changes in advance.
- ✓ Make sure that you give yourself plenty of time before the call to ensure you can connect properly and have no Wi-Fi or **connection** issues and that your camera and mic are on and working. It is also a good idea to have your **brand logo** or a picture of the organisation in the Skype/Zoom background.
- ✓ **Be engaging** in person: smile, stand up and shake the candidate's hand, offer them a glass of water and overall make them feel welcome. Greet them by their name. Online: look at the camera and ensure no interruptions.
- ✓ Interviews are two-way communication, be ready to answer all their questions, **don't make the candidate feel like they are under a microscope**. They might forget whether you were wearing a tie or not, but they will not forget how you made them feel. A smile can go a long way.
- ✓ **Have your interview pack and scoring sheets ready.**
For samples of both types of documents, [CLICK HERE](#)
- ✓ **Remember compliance with equality legislation.**
For more information regarding this, [CLICK HERE](#)

In addition, it's really important to confirm some crucial information early so that you save some time for yourself and the candidate:

ON THE INITIAL CALL WITH THE CANDIDATE ESTABLISH:

- **The right to work in Ireland legally:** Ask the candidate to confirm what sort of documentation they have to work in Ireland legally and can they produce it so it can be verified. If a candidate will require an employment permit, you can find some helpful information regarding an employment permit application process [HERE](#).
- **Availability:** Ask the candidate if they get an offer now (or at the fair), when would they be available to start. Ask do they have any prebooked holidays coming up and when are they for e.g., Christmas/Easter etc.

IMPORTANT QUESTIONS TO ASK DURING THE INTERVIEW:

- **Financial means to travel:** When will you be able to travel to Ireland?
Have you looked at the flight costs?
- Do you have enough money in your bank account to **support yourself** for one month for food etc.
- Are you travelling to Ireland **on your own** or with someone else?

The entire recruitment process is an opportunity to show off your employer brand and sell the great opportunities you have.



Below is how you can bring your **branding** to life throughout this process.

IN PERSON

DURING

- Branded exhibition stand or pull-up banners
- Incorporate sensory touchpoints
- Culture video loop in waiting area
- Senior team meet & greet
- Live demos
- Virtual tour
- Pop-ups & installations

AFTER

- Fireside chat / Q&A with senior team members
- Hosted lunch /branded F&B experience
- Site visit for senior positions with a back of house tour
- Branded goodies to takeaway
- Branded post-interview communication

VIRTUAL

BEFORE

- Branded pre-interview communication
- Enhanced careers landing page

DURING

- Branded Zoom background
- Culture video loop in virtual lobby
- Virtual meet & greet with senior team
- Online demos
- Virtual tour

AFTER

- Virtual Q&A with senior team members
- Branded post-interview communication

TOP TIPS!

Designing an effective interview process

- ✓ Make sure the **person doing the interviews is in a position of authority to offer verbally on the spot**. If you know there will have to be a second-round interview, with a chef for example, establish the best way the candidate can be reached and their availability for a week ahead or have your chef's availability in advance and arrange the next round at the end of the first interview.
- ✓ **Follow up with a written offer letter** no later than the following day, preferably on the day of the interview but no later than the following day.
- ✓ In the email, **explain when you expect the candidate to come back to you with an answer** – e.g., 48 hours (try to personalise the offer by calling them over the phone).
- ✓ **Adapt your process for a speedier conversion** – is there a need for candidates to print, sign, scan and then send back the scanned copy? If you need a signed copy, consider whether just the last page signed and sent back as a photo is enough or whether you would accept DocuSign or just a reply to an email saying they accept. All of these can be stored in your employee file and makes things easier for the candidate.
- ✓ **Consider whether you need a reference for entry-level positions** and how valuable they will be. Mainland Europe candidates often only have a phone number for their reference and these can be easily manipulated. A lot of managers, especially in smaller establishments won't even have a work email address so at best you will get their private email but more often than not, you will only get a mobile number. Be aware, this can be time-consuming and often may cause unnecessary delay in the process.
- ✓ After accepting, **send relevant documents as soon as possible to ensure a smooth transition**. These include instructions on what is needed and how to apply for a PPS number online, whether they are eligible for a relocation allowance, and a "Moving to Ireland" document – a brief about adapting to life in Ireland.

For a checklist for creating a Moving to Ireland document [CLICK HERE](#).

- ✓ **Follow up on progress.**

OFFERS, CONTRACTING AND ONBOARDING

Being timely with processing applications and extending offers fast will give candidates the confidence that your organisation is efficient, organised and professional. Remember, moving to Ireland is a big decision, make sure they feel they are in safe hands. For what that means in practice, see below:

- ✓ Always, when possible, arrange the call with the person with authority to offer during the interview.
- ✓ Let the candidate know when to expect a written offer (soon) and when you expect an answer from them, e.g., 48 hours. Ensure the candidate knows that all offers will be in gross value (before tax) and send them the tax calculator so they can calculate their salaries after tax. This will prevent problems that may occur once they get their first payment.
- ✓ Have a template offer, fill it out, and send it immediately after the call or within the timeline you discussed with the candidate.
- ✓ Follow up with a phone call in person to them extending the offer.
- ✓ Explain you are available for any questions.
- ✓ Make sure your full contact details are available on your email signature. In addition to providing the business landline include your own contact details i.e., your mobile and direct phone number.
- ✓ If you do not hear from the candidate, follow up with one phone call and an email.

You have to be prepared to provide lots of information to candidates to make sure that they accept the offer.

- ✓ Issue a "Moving to Ireland" document.
- ✓ Be accessible and answer any questions the candidate might have in a timely manner.
- ✓ Be conscious they are traveling from abroad and might have questions you think are self-explanatory.
- ✓ Make sure everything is clear from the start (what is expected from both sides and timelines) and be prepared to communicate any changes (accommodation availability, etc.)
- ✓ Consider connecting them to an employee from their country if they need extra reassurance.
- ✓ Consider sending pictures and videos of the accommodation you provide to tip their decision in your favour.
- ✓ Give a candidate a deadline in relation to when you need their decision on the offer.

Creating excitement about the potential start and relocation

- Make sure to make the candidate feel welcome "We are delighted to offer you", "We are looking forward to welcoming you to the team".
- If possible, provide customised feedback on what stood out to you during the interview.

While a full contract of employment needs to be issued within two months from commencement of employment and particulars of employment within five, consider that knowing exactly what they are getting themselves into is vitally important to international candidates.



If the candidate never worked in Ireland before, they do not understand the legislation, the specific terms we all use daily and their entitlements. Take your time to explain the terms and conditions to them verbally.

Top Tips for Explaining Terms and Conditions of Employment

- 1 Discuss them on the call and reiterate them in your offer email.
- 2 Explain what the standard work week is in Ireland and in your business.
- 3 Consider phrasing – use simple language if the candidate's English is below B2 level. For more information on the Common European Framework of reference for language command **[CLICK HERE](#)**.
- 4 Prepare in advance if you have to explain what BIK (or other Ireland-specific terms) are for instance.
- 5 Transparency and simplicity are the key.
- 6 Explain the organisation's probationary period and what this means

How to embed the brand and culture throughout the offer stage

1

Ensure all communication is 'on-brand' from both a visual and verbal perspective. This includes the offer letter itself and any other supporting documentation shared

2

Send a 'congratulations' giftbox to selected candidates featuring some Irish treats from your business or local artisans to motivate and inspire a career move to Ireland

3

Embed videos links with the offer letter using engaging videos of existing employees vlogging a "Day in the Life" or sharing their career progress stories. Include some destination videos too that can be downloaded FREE from the Fáilte Ireland Marketing Toolbox or Content Pool



ONBOARDING

As an organisation you invested a lot of time, resources, and attention in selecting your new hire. Effective onboarding is the final step which is crucial to ensure the hired candidate settles in and becomes a productive member of your team. Individuals relocating to Ireland for the first time require that extra bit of support and attention so make sure to provide them with what they need.



Arrange pick up at the airport and drop off to accommodation.

Make sure that the candidate sends you details of the flight they are intending to book before they book it so that they are not arriving in the middle of the night and nobody will be able to collect them from the airport. Candidates may book the cheapest flight over the most practical one. Check the day they plan to arrive to ensure there is not an important event in the business that will result in no one being free to collect them from the airport.

CHECKLIST – DELIVERING A CÉAD MÍLE FÁILTE FOR NEW INTERNATIONAL EMPLOYEES

- ☒ Pick up/arrange transport from the airport/bus station/train station.
- ☒ Let them know in advance who will be their point of contact on arrival.
- ☒ Showcase the organisation and accommodation.
- ☒ Book them for lunch/dinner on the day of their arrival in the restaurant.
- ☒ Ensure they have the Wi-Fi code.
- ☒ Arrange for them to be dropped to the nearest supermarket so they can get food for the week and stock up the fridge etc.
- ☒ Meet their HOD/DGM/GM – introduce them to the person they can reach out to with any difficulties.
- ☒ Have them meet HR and HOD the next day if they come in late.
- ☒ HOD to have a show and tell of the property and introduce them to team members.
- ☒ Reimburse travel costs (if possible/applicable) – useful as part of the recruitment strategy as well.
- ☒ Set up a time to follow up with them on how they are settling in and to see if they have any issues you can help with.



Induction

A well designed and executed induction process is an extension of the initial céad míle fáilte. It helps new employees feel that they are valued and part of a team. It also orientates them in their workplace and workplace routine, builds a trusting relationship, supports employees in settling in and understanding the culture.

For more information regarding design and delivery of effective induction, [CLICK HERE](#).



Immersing new employees in the brand(s)

Brand immersion involves educating and training employees to encourage a deep internal understanding and appreciation of your brand. When your internal brand community "gets it" they will make sure your external brand community experiences it.

[CLICK HERE](#) for more information on Brand Immersion.

In order for your business to deliver upon the desired brand experience that you strive to achieve for your guests, your employees must first understand what the brand ethos is all about. If those within the business have a different perspective, it will result in a disconnect between their outward expression of your brand, versus what you ideally want for your customers.



Employers can overcome this challenge by scheduling time during the onboarding process to take new employees through the overarching brand of the business. This can be as simple as a few PowerPoint slides that outline some key elements including:

- Brand positioning
- Target audience
- Core values
- Brand pillars
- Visual identity
- Verbal identity
- Photographic / video style



Fostering a connection with the culture

While the previous section focusses on the guest-facing brand experience, organisation culture is celebrated within the business, amongst employees. Reflecting back to the section on **employer branding**, incorporate ways to bring your employee promise and core values to life during onboarding by:

- Demonstrating your commitment to the employee promise
- Introducing initiatives in place to support each of the core values
- Assigning a buddy or mentor to new joiners
- Sharing success stories from senior management who have thrived within the organisation

Informal check-ins

Apart from a structured induction process and brand immersion, it is also highly recommended that you continue checking in with the newly hired international employees to ensure their set up in Ireland progresses well. The new hire may need additional support with obtaining a PPS number or setting up a bank account, etc.

CONCLUSION

Building upon the practical tips and insights included in this guide, you will find a wealth of additional information within the supporting resources, that are available for you to download for FREE. Each one has been created by a leading expert to ensure that you have considered all possible angles, as you prepare to enter a new market, where job seekers will have varying needs and wants.

Fáilte Ireland are committed to continuously building the appeal of Ireland as a workplace and to reposition the tourism sector as a rewarding and attractive place to work.

Together with you – the businesses that shape the industry and a thoughtful approach, we trust that we can be recognised globally for quality people practices and for being a brilliant place to work.

We wish you every success on your international recruitment journey and endeavour to support in any way that we can.

“Research recently commissioned by Fáilte Ireland into accessing talent from EU markets has indicated that Spain, Italy, and Portugal have the best potential for Irish employers. Fáilte Ireland is supporting the industry to attract skilled and talented staff with a passion for tourism so it can develop the talent it needs to help future proof the industry ”

Need more support for your business?

Fáilte Ireland has created an extensive range of business supports with industry experts and sector bodies.

Visit **www.failteireland.ie** to access our complete range of business supports.