

Irish
Hotels
Federation

Skillnet



GRIFFITH COLLEGE

Certificate in Applied Human Resource Management for Irish Hotels and Guesthouses

Level 7 QQI award (Ordinary Degree Level)
CPD for Human Resource Professionals and Executives

Date: September – December 2026

This Irish Hotel Federation Skillnet programme is co-funded by the Government of Ireland and the European Union.

Irish Hotels Federation Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund and the European Union through the Department of Further and Higher Education, Research, Innovation and Science.



Riailtas na hÉireann
Government of Ireland



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the European Union



The Programme

Applied Human Resource Management

23rd September - 16th December 2026

About The Programme:

The Applied Human Resource Management programme is strategic and practical in nature. It is designed for those working in human resources supervisory and management roles in the hotel sector. It equips participants with the management skills, tools and techniques to advance their own supervision performance.

The programme is intended to develop the capacity for participants (with over 12 months' experience) to achieve greater success through the successful management of people. It is designed to develop the participants' management capabilities enabling them to build, motivate and manage successful teams and individuals.

Objectives of the Programme:

The Applied Human Resource Management programme delivers key objectives for senior staff so that they are able to:

- Recognise the key factors involved in human resource management to develop the capacity for hotels to achieve greater success through people.
- Demonstrate an in-depth understanding of the major human resource issues involved in managing a diverse and multicultural workforce
- Identify the key factors involved in building, motivating, retaining, and developing teams of people
- Apply best practice skills in recruitment and selection, talent retention, team building, employment law, performance management and motivation.

"You can build a palace, but you need people to run it - This programme is designed to do just that! The emphasis is on developing quality skills for those who are responsible for recruiting, selecting, motivating, rewarding, team building and developing staff in the hotel sector."

Programme Director - Angela Harvey, Griffith College



The
Programme
Team



Angela Harvey

With over twenty years' extensive experience working in large global hotel chains, Angela brings a wealth of knowledge to her classes on Human Resources, Strategy and Marketing.

Her international experience was gained in the USA with Marriott Hotels and in London with InterContinental/Forum Hotels before returning to Dublin to open the 5-star Conrad Dublin in the capacity of Director of Sales and Marketing. When Angela is not teaching or researching aspects of hospitality education, she provides business solutions to the hospitality industry through her successful consultancy business.

Angela holds an MSc in Hospitality Management (First Class Honours) from the Technological University Dublin (TUD) and an MA in Education and Training (Distinction) from Griffith College Dublin.

Angela's Teaching Philosophy:

"My active involvement in the hotel industry influences and assists my teaching role. My teaching goals are to continue to strive for the pursuit of excellence through learning and to create the passionate business leaders of tomorrow."



Deirdre Gorman

Deirdre is the Programme Director for the Diploma and BA courses in International Hospitality Management. She has over twenty years of experience in the hospitality industry and ten years of lecturing experience.

Deirdre lectures in Human Resource Management, Strategic Hospitality Management, Food and Beverage Management, Sustainable Hospitality and Tourism and Marketing for Hospitality.

Deirdre holds an MSc in Hospitality Management from Technological University Dublin (TUD), a PG Dip in Marketing from the Chartered Institute of Marketing and an MA in Education and Training from Griffith College Dublin.

Deirdre's Teaching Philosophy:

"My teaching goals are to provide a positive and stimulating learning environment, which meets the needs of individual learners and enables them to achieve their personal, professional and educational goals."

Testimonials

"I found the course to be hugely beneficial and completely relevant to hotel HR. One of my main concerns was the time and how much commitment was involved but it blended very well and three hours a week was perfect."

- **Grainne Maunsell, HR Manager**
Ballygarry House

"If it was allowed I would nearly sign up again! HR sometimes can be quite isolating but we met a lovely group of HR people and can share stories and ask questions in confidence. Anyone would be lucky to get on this course and learn from the best."

- **Caroline Doherty, HR Manager**
Dromhall and Randles Hotel

"The course enabled me to identify the gaps I had in my organisation and then gave me the tools to help me to set up the policies and procedures I was missing."

- **Siobhan Howley, HR Director**
Callanan Hotels

"It was full of practical and relevant tips and best practice which I was able to immediately deploy. I really enjoyed the chance to meet, share knowledge with and create a network with other HR hotel people. I would thoroughly recommend the course."

- **Bridget Tiernan, HR Manager**
Sandymount Hotel





Topics

1. General Human Resource Management

Date: Wednesday, 23 September

- Angela Harvey & Deirdre Gorman
(In person)

Time: 1pm - 4pm

Objectives

- Understand key HR principles
- To learn how Human Resource Management and Strategy are interrelated

Learning Outcomes

- Apply Human Resource Management theory and best practice appropriately

Topics

- Background to Human Resource Management
- Strategic decision-making and Human Resource Management
- Human Resource - having the competitive edge
- Human Resource - responsibilities of managers and supervisors
- Hard vs. Soft Human Resources

2. Recruitment and Selection

Date: Wednesday, 30 September & 7 October

- Angela Harvey
(Online)

Time: 9.30am - 12.30pm

Objectives

- Understand the steps in the recruitment and selection process
- Learn how to manage onboarding

Learning Outcomes

- Appraise key factors and challenges in the recruitment and selection processes

Topics

- Steps in the recruitment and selection process
- Sourcing and attracting talent
- Characteristics of the hotel labour market
- Job analysis and design
- Selecting and screening applicants
- Interviewing skills (online and F2F)
- Onboarding and induction training

3. Employment Law

Date: Wednesday, 14 & 21 October

- Angela Harvey
(Online)

Time: 9.30am - 12.30pm

Objectives

- Learn about Employers' and Employees' duties in the workplace
- Understand the legal environment in employing and managing staff

Learning Outcomes

- Assess the implications of disciplinary and grievance procedures and employment law in the hotel sector in Ireland.

Topics

- Employers' duties
- Employment Rights (NERA) and Codes of Practice
- Employment Equality Acts 1998–2015
- Safety, Health and Welfare at Work Act, 2005
- Minimum notice and Unfair Dismissal Acts 1977-2015
 - Disciplinary procedures
 - Grievance Management
 - Importance of documentation
- National Minimum Wage Act, 2000
- Working Time

4. Performance Management

Date: Wednesday, 28 October & 11 November

- Angela Harvey
(Online)

Time: 9.20am - 12.30pm

Objectives

- Manage the performance appraisal process
- Learn how to build successful teams

Learning Outcomes

- Analyse best practice in performance appraisal systems and their impact on motivation and business competitiveness

Topics

- What is performance management?
- Challenges to monitoring employees
- Using Performance Appraisal as a tool
- Building an effective team – from process management to people management (Belbin's Theory)
- Motivation through leadership

5. Tutorial

Date: Wednesday, 18 November

- Angela Harvey & Deirdre Gorman
(In person)

Time: 1pm - 4pm

Objective

- The purpose of the tutorial is to facilitate a support session for programme participants. The tutorial provides a forum to host discussions among participants offering guidance and direction towards completion of the assignment for the programme.



6. Diversity Management

Date: Wednesday, 25 November

- Angela Harvey
(Online)

Time: 9.30am - 12.30pm

Objectives

- Understand diversity in the workplace and how to manage it
- Learn how to create an inclusive environment

Learning Outcomes

- Appraise the key factors and challenges in managing a diverse workforce

Topics

- Workforce diversity in the hotel sector
- Fostering and promoting diversity
- Managing conflict
- Creating an inclusive environment

7. Team Building and Culture

Date: Wednesday, 2 December

- Angela Harvey
(Online)

Time: 9.30am - 12.30pm

Topics

- Compile the issues to be considered when selecting and managing a multi-cultural workforce.
- Evaluate the existing global training and appraisal systems for a cross-cultural workforce.
- Demonstrate an advanced understanding of the importance of professional practice in managing a culturally diverse workforce in the hotel sector

8. Employee Development

Date: Wednesday, 9 December

Time: 1pm - 4pm (In person)

- Angela Harvey

Objectives

- Understand the importance of career progress planning
- Manage staff retention

Learning Outcomes

- Identify the appropriate mentoring, career planning and team building practices to support staff development and retention

Topics

- Career progress planning
- Staff retention
 - Recognition/acknowledgement
 - Flexible work arrangements/work life balance
- Workplace mentoring
- Effective communication

Presentations of Assignment

Date: Wednesday, 16 December

Programme participants are required to complete three assessment tasks that evidence particular knowledge, skills and competences to meet the learning outcomes. All topics in the programme serve to inform the work for the assessment tasks and the support provided by the trainers is used to formatively guide and assist the participants in their analysis, implementation, and structure of their work.

Participants will present (online) their assignment task.



Duration

The format is **9.30am – 12.30pm** (Online)
and **1.00pm – 4.00pm** (In person)

Fee

This iteration is funded by ESF and the price has been reduced to -

- IHF Members **€350**
- Non IHF Members **€400**

Booking

Places are limited to 20 people

Apply now by emailing Dervla O'Neill at oneilld@ihf.ie

or call **086 083 6626** for more information



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An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta
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