



## Taking You from Front Line Manager to CEO

### **Recruitment and Selection – Scientific Tools for the Recruitment Manager**

#### **Introduction**

Welcome to our 2010 *Recruitment and Selection* workshop, provided by John Coxon & Associates. Our philosophy is to offer professional development to managers in the health sector and non-profit sector, in line with our experiences working with these organisations. We help managers develop leadership capacity and management capabilities through advice, coaching and professional development opportunities.

*Recruitment and Selection* is facilitated by Vicki Turner. Vicki is a director of Coachingplus and is an experienced human resources manager and business coach. Prior to becoming involved in business coaching Vicki managed a recruiting company. Vicki has combined her experiences with those of John Coxon and has created this workshop to help managers develop effective recruiting strategies and tools. Both Vicki and John have been involved in the recruitment of managers and staff and subsequent coaching and professional development

This information kit provides you with details on the program, material covered, how the program will be delivered, dates, times and locations.

This workshop has been designed to help you develop best practice models, techniques and strategies for the effective recruitment and selection of the most appropriate person for the job.

#### **The emerging environment**

Every manager becomes involved in recruiting staff. The risk in professional sectors is that people are recruited due to their technical excellence, often without regard for emotional competencies such as the ability to build productive relationships, to coach people for performance or to facilitate effective communication. When this occurs the outcome can be catastrophic. People hired for the wrong reasons frequently resign or are asked to leave as the damage they do becomes unsustainable. It can take years for an organisation to recover from the fallout of hiring the wrong person. The more senior the person being recruited the higher the cost of hiring the wrong person.



Australia and New Zealand are moving into a period of labour shortages. Competition for competent people will increase. Replacing someone when they leave will become time consuming and expensive. When you do need to recruit someone it is much better to be sure you have recruited the right person for the right reason to do the right job otherwise you may find yourself settling for second or third best.

The best person for the role, on the other hand, is an asset and is someone able to achieve a high level of productivity in the shortest possible time. This person will bring to the role an appropriate mix of hard technical competencies and soft behaviour competencies. Time spent

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preparing for, and conducting interviews, should be viewed as an investment in the future of your organisation and the people working there.

Increasingly organisations are recruiting both management and non-management people aged in their 30's or less; these are people that rely upon the recommendations from friends and colleagues to guide them in their decisions. A bad experience during an interview or while working with an organisation is passed from person to person very quickly. These same people, while able to spend significant parts of their lives online prefer face to face interaction when being interviewed and expect to be treated with respect and dignity throughout the process.

#### **The research**

Research conducted amongst 105 HR managers by A&DC in the United Kingdom showed that 74% people use poor interviewing techniques. 35% of those responding believe poor interviewing was responsible for poor performance and 24% of those responding believe poor interviewing directly impacted upon the bottom line through wastage and staff dissatisfaction.

Australian recruitment specialists Chandler MacLeod conducted research that showed 40% of people had decided not to take a position due to the impression created by poor interviewing. Furthermore 42% had experienced discrimination during an interview, 30% had experienced rudeness during an interview and 22% had been asked inappropriate questions. Perhaps the most telling finding of the research was that 81% of those surveyed that had experienced a bad interview told a further 10 people off their experience. This shows that not only does poor interviewing often cause the wrong person to be hired it may also turn people of applying for other positions with the organisation.



#### **The program**

*Recruitment and Selection* concentrates on the pre-interview preparation, developing questions and their value, the interview techniques that get specific, behaviour-based examples of past performance, and the strategies that follow through this process. This workshop takes the behavioural interview even further with a discussion of communication techniques and the use of other types of interview questions.

#### **Program methodology**

You will be involved in a series of group discussions and small group exercises throughout the day as you share your experiences, learn from each other and develop the strategies and techniques provided by Vicki Turner. During the workshop you will engage in discussions on the emerging environment for recruitment and the impact upon the health sector and not for profit sector. You will look at essential recruitment documentation and develop structured tools and techniques. The main focus will be on developing practical and productive interviewing techniques and questions.

#### **Program delivery and outcomes**

*Recruitment and Selection* is being held in throughout Australia during 2010. Each event will be restricted to 25 people to ensure maximum benefit from the discussion process.

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As you work through the workshop material you will:

- ✓ Develop strategies, tools and techniques that are used by professional recruiters when interviewing for talent.
- ✓ Develop strategies designed to reach and attract the top 10% of applicants who 'best fit' the mission and values of your organisation.
- ✓ Identify best practice models and key strategic elements for recruiting and selecting the most appropriate person for your vacancy.
- ✓ Formulate specific, realistic and analytical questionnaires so that a candidates strengths, weaknesses, personality traits and behaviours are drawn out.

During 2010 *Recruitment and Selection* will be held in Melbourne, Adelaide, Sydney, Brisbane and Hobart.

Following this workshop and follow up one-to-one coaching you will –

- Be able to structure a recruitment interview, including questions, that will increase the likelihood of employing the right person for the role
- Create a positive impression of your organisation with potential employees
- Minimise the potential for organisational damage or increased costs as a result of poor selection practices
- Improve the quality of management and people development by hiring people with appropriate qualifications, skills and behaviours

#### **Follow up coaching**

Following participation in the workshop, the facilitator will schedule a one-hour coaching session with you. This will take place by either telephone or Skype. The aim of the coaching session is to help you develop strategies for implementing the tools you have gained during the workshop. The cost of coaching is included in the program fee. Ongoing coaching may be negotiated when you feel it is appropriate.

#### **Workshop Contents**

- Emerging environment for recruitment
- Planning processes
- Essential documentation
- Structured recruitment process
- Recruitment skill set
- The art & science of interviewing
- Selecting the right person
- Induction processes

#### **Brief outline of topics**

*Emerging environment for recruiting.* In this session you will share your experiences to date and discuss the impact on your sector and organisation of factors such as generational change, predicted labour shortages, attracting key staff and staff retention. This discussion

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provides a background to the topic of recruiting and selection and also provides the group with an opportunity to share their knowledge and understanding.

*Planning Processes.* This session will see you work through factors such as job analysis where you identify who is needed when to do what? Workplace needs analysis and a general overview of the recruitment process.

*Essential Documentation.* In this session the facilitator will introduce a variety of documents essential to an effective recruitment process including elements of preparing position descriptions and specifying the person required for a role, developing selection criteria and score sheets for use during interviews. During this session you will be introduced to topics such as scripting for phone interviews and for reference checking, psychological testing and skills testing.

*Structured recruitment process.* Here you will examine the recruitment process in more depth. You will gain an understanding of the importance of taking a planned process towards recruitment and maintaining that process throughout the organisation. The facilitator will guide you in a series of group discussions where you look at how to take a marketing approach to recruitment, how to establish standards and best practices, how to achieve consistency of approach and use of documentation.

*Recruitment skill set.* At this point we begin to shift how you perceive recruitment. Research shows many people fail to recruit effectively due to a belief they do not have time to engage in the process. To move beyond this belief one needs to view recruitment as an investment in the future. To help achieve this it is important to utilise a variety of skills designed to ensure recruiting is viewed in a positive light. These tools include SWAT analysis, being able to see and assess talent or potential, the PAR formula and FUD factor, screening applications and shortlisting.

*The art and science of interviewing.* Have created a process and established consistent, best practices we now move to the heart of the recruitment process – the interview. Our focus will be on developing behaviour interviewing techniques. This is where you explore how people behave in given situations. With this process you are looking at an applicant's ability to build relationships, facilitate conversations, explore concepts and ideas, engage others in decision making processes, make decisions and be accountable for their outcomes and behaviours. During this session you will explore ways and means of conducting interviews. You will work in groups of three as you practice behavioural interviewing.

*Selecting the right person.* The actual interview is only a part of the recruitment process. Once the interviews are complete you need to make some decisions. You need to decide whether you need to conduct further interviews, who will make the short list, why one person appears to be the right person and another one does not. You will engage in checking references, maybe comparing notes between interviewers, comparing notes with psychometric testing and sensing how well the applicant will fit the culture of your organisation.

*Induction process.* To wrap up the day's workshopping the group will engage in a discussion on best practices for inducting new recruits into the organisation. Here you will explore

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various induction process, including linking training and development, buddies, mentoring, supervision and creating a positive first impression.

#### Benefits

There are a number of benefits to be gained from participating in this program, including:

- Being able to develop and implement a fair and consistent recruitment process
- Improving how your organisation is perceived by potential employees
- Development of a consistent and robust interviewing process
- Time spend on recruitment becomes more productive
- Less likelihood of selecting the wrong person
- Improved communication skills amongst managers

#### Return on Investment

Australian recruiting companies have calculated it can cost around \$15,000 in time, manpower, productivity and advertising to recruit someone new to your organisation. Multiply this by the number of people employed each year and you get a sense of the importance and value of having a process that minimises wastage and costs. This workshop will provide you with the strategies and tools to achieve that. Not only will your managers and department heads gain an understanding of the recruitment process, they will also begin to formulate strategies for retaining key staff for the future; including through improved management and communication.

#### Workshop locations

**Melbourne:** February 22<sup>nd</sup>. *Elizabeth Tower Hotel*, 792 Elizabeth Street, Melbourne City

**Adelaide:** April 1<sup>st</sup>. *Stanford Plaza North Hotel*, 150 North Terrace, Adelaide

**Sydney:** June 14<sup>th</sup>, *North Sydney Harbourview Hotel*, 17 Blue Street, North Sydney

**Brisbane:** August 19<sup>th</sup>, *Stanford Plaza Hotel*, Cnr Edward & Margaret Streets, Brisbane

**Hobart:** October 7<sup>th</sup>. *Mecure Hotel*, 147 Bathurst Street, Hobart

#### Closing dates for registrations

All workshops now have a closing date for registrations, this being 30 days prior to the scheduled date. This measure has been introduced to avoid penalties being imposed by venue operators due to late cancellation of events that fail to achieve minimum registrations. Those that register early benefit from our early bird discount fee.

**Melbourne.** Early bird closes January 10<sup>th</sup>. Registrations close January 22<sup>nd</sup>.

**Adelaide.** Early bird closes February 16<sup>th</sup>. Registrations close March 1<sup>st</sup>.

**Sydney.** Early bird closes May 1<sup>st</sup>. Registrations close May 14<sup>th</sup>.

**Brisbane.** Early bird closes July 5<sup>th</sup>. Registrations close July 19<sup>th</sup>.

**Hobart.** Early bird closes August 23<sup>rd</sup>. Registrations close September 7<sup>th</sup>.

#### Payment of fee

Full workshop fee is \$390.00pp excluding GST. Registration must be made using the registration form. Your employer will be invoiced upon receipt of the registration form. Included within your registration fee is the comprehensive resource material, workshop, morning/afternoon tea, follow up coaching, post program feedback and review.

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#### **Early Bird Payment**

Those submitting their registration form six weeks or more prior to a scheduled workshop date qualify for an early bird fee of \$330 pp exc gst.

#### **Cancellation**

Registrations cancelled prior to four weeks before the workshop will be refunded in full. Registrations cancelled within four weeks of the workshop will incur a 25% (\$98 exc gst) cancellation fee. Substitutes can be made. Those that choose to register and not attend will not receive a refund or a credit.

#### **Program facilitator**



This program is being facilitated by Vicki Turner. Vicki is an experienced human resource consultant and business coach. Vicki is an accredited personnel consultant and was managed VP Personnel, a recruitment and labour hire business for 18 years before forming her business consultancy, Coachingplus. Vicki regularly consults for local government organisations and provides recruitment assistance for a wide variety of businesses, in addition to regular workplace training and seminars.

Over the past 25 years Vicki has been involved in literally every aspect of human resource management including providing HR advice to clients, recruiting employees at all levels, preparing recruitment documentation, assisting people to prepare resumes and participating on interview panels. Vicki brings this experience to this workshop and shares with you her many experiences and case studies.

Post your registration form to –

John Coxon & Associates  
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Victoria  
Australia

Alternatively you may scan and email your registration form.

#### **My Personal Guarantee**

If following the workshop you believe there has been no benefit to you I will refund the entire fee. No questions asked. This is my promise to you.

*John Coxon*  
Principal Consultant

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### Recruitment and Selection

2010

### Registration Form

Please print or type (copy and use separate form for each person)

Mr/Ms/Miss/Mrs: \_\_\_\_\_

Position or Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

Organisation: \_\_\_\_\_

Postal Address: \_\_\_\_\_

Suburb/City: \_\_\_\_\_

State: \_\_\_\_\_ Country \_\_\_\_\_ Postcode: \_\_\_\_\_

Telephone: \_\_\_\_\_ AH: \_\_\_\_\_

Name of approving manager: \_\_\_\_\_ P/O # \_\_\_\_\_

Venue/date of workshop you plan to attend: \_\_\_\_\_

Should your employer be paying please do not send payment, your organization will be sent an invoice. Program fee is \$390.00pp exc gst. Register six weeks prior to a scheduled date and pay early bird fee of \$330.00 exc gst. A follow up coaching session is included in the registration fee

Have you completed your registration form yet? If so, thank you. Please reserve the workshop date in your diary now. Program places are restricted.

Post this registration form back to John Coxon & Associates at the address below or email form to [admin@johncoxon.com.au](mailto:admin@johncoxon.com.au)

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