

EFFECTIVE HIRING

OVERVIEW

Arguably the two single most important things we do as managers are: hiring; and, firing. This course is concerned with effective “hiring”.

It has been estimated that getting a new staff member into a job will cost, on average, somewhere between one third and two thirds of a year’s wages for that person. This includes the actual advertising and interviewing costs and initial training and orientation programs. This figure can range up to more than a year’s pay in some cases.

And if we find that we’ve made a wrong choice, that investment goes down the drain.

It is clearly a sensible idea to make a little more effort up front, in order to save ourselves time and money when we later discover that we have made a mistake.

There are, of course, no magic solutions. Psychologists tell us that even the most sophisticated selection techniques cannot guarantee successful and effective staff selection. But they do say that we can increase the odds in our favour.

This program sets out to help participants improve their chance of winning in the staff selection lottery.

AIMS

The aim of the “Effective Hiring” program is to:

1. Improve participants’ skills in defining the job vacancy.
2. Enable participants to know and select from the many possible job selection mechanisms.
3. Improve individual skills in key competencies including interviewing skills.
4. Understand the legal, ethical and (organisationally specific) procedural framework within which hiring takes place.

LEARNING OUTCOMES

At the conclusion of the program participants will :

- a. Know the basic principles of job design and definition.
- b. Be able to set evaluation criteria which are relevant and meaningful.
- c. Know the strengths and weaknesses of various competing job selection mechanisms and be able to make an informed choice between them.
- d. Know the principles of effective interviewing and have an improved level of confidence in interviewing as a result of actual practice within the workshop.
- e. Know and be able to manage staff selection within defined legal, ethical and moral frameworks.
- f. Be able to handle effectively the administrative and procedural issues required of their own organisation arising from staff selection.

PROGRAM CONTENT:

The program is generally structured around the following elements :

- Job design and definition; knowledge, skills and behaviours required (and/or competency structures).
- Selection criteria; setting objective and relevant criteria; practical examples, both good and bad.
- Means of getting the initial field of candidates, including advertising (internet and print), search (head hunting), and the use of consultants.
- Short-listing the field; how to make sense out of a cast of thousands.
- Successful selection strategies including interviewing skills, the use of referees, the role and value of formal selection techniques such as psychological testing and assessment centres.

- Legal, ethical and moral issues associated with staff selection, including discriminatory practices.
- Procedural matters relevant to the home organisation.
- Have actually practised effective staff selection skills in workshop role plays.

Every effort is made to tailor the precise program content to reflect the major needs of individual participants.

The program uses a blend of classroom sessions, interactive group work and experiential learning activities including role plays. Video feedback strategies are used.

Participants will be expected to undertake some pre-program preparation.

EVALUATION

The aspects of the program which are best regarded as “performance indicators” are outlined generally under the heading “Learning Outcomes” above. Actually measuring these desired outcomes is less easy.

Participants themselves are always invited to provide their responses at the conclusion of the program which provides an indication of participant “comfort level”.

However, over time the only real determinant of program success is the extent to which the program may be seen to have impacted upon participant performance.

Our approach is to provide the participant, or a nominated manager or supervisor, with an evaluation instrument for completion several weeks (or even months) after conclusion of the program. This is essentially an in-house tool for use by the client.

However, we encourage organisations to return a copy of the instrument for use in the future review, development and general improvement of the program.

DURATION :

The basic program is designed to cover one full eight hour day.