

JOHN READINGS PTY LTD

Recruitment Proposal for Expansion in Domestic Market

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Background

The Australian domestic market has seen enormous changes in the way customers engage with knowledge and books generally. With the growth of technology and the demise of many of John Readings' competitors, the company has decided to increase its presence in the Australian market by the takeover of key strategic competitors (see strategic plan details). To this end, and in preparation for this expansion, the company plans to open a key office in the West, located in Perth.

Initially at least, the office will purely serve a sales and marketing function. All head office functions and the online business HQ will continue to run from Melbourne and Sydney. The roles which have been defined to support this new venture include:

- Sales manager,
- Two sales reps,
- Two part-time administrative assistants.

The purpose of this proposal is to outline and gain approval for the selection and recruitment strategies for the aforementioned roles.

Methodology

Recruit internally or externally

While internal recruitment is a worthwhile HR strategy, as candidates already know the organisation, you know their strengths and stand to gain a greater return on the training and development in which you have already invested, this is not an appropriate strategy given John Readings' current situation, especially given the location in Western Australia.

External recruitment will be the appropriate option for each of the aforementioned roles. We will advertise internally, though, in our company magazine and website, and

offer a spotter's fee if an internal person can nominate someone in the industry who is appropriate and they successfully win the role.

Sales Manager

The sales manager role requires a person who has solid credibility in the marketplace in bookselling or a related field. We anticipate this person could currently be working as a sales manager for one of our current competitors or in the related publishing industry.

Given the small pool we are focusing on and our close relationships with the industries involved, we intend to use our professional network to approach a select number of candidates. If this proves to be unsuccessful, we intend to use the search services of Professional Recruitment Solutions to identify appropriate candidates for us.

Sales Representatives and Administration Assistants

Professional Recruitment Solutions will also assist us recruit sales rep roles. The JOB NETWORK will be used to identify suitable candidates for the part-time administration assistant roles. The JOB NETWORK is extremely cost effective and has an excellent track record for delivering quality administration staff.

Job descriptions and person specifications will be supplied to each respective recruitment firm.

Selection process

Sales Manager

Having identified a small pool of appropriate candidates (three to four maximum) I recommend the following selection process.

Interviews will be conducted in conjunction with Professional Recruitment Solutions. An interview schedule will be prepared by PRS and then each candidate will be interviewed, first by PRS and then by the General Manager of Sales and Marketing.

Each candidate will then undertake psych testing (OPQ and Verbal Reasoning Tests). A selection will be made on the basis of these results.

Sales Representatives

Applications will be screened by PRS who will refer on a maximum of four candidates to be interviewed in conjunction with the newly appointed sales manager. These candidates will also take part in a three-hour assessment centre and undertake a motivational fit questionnaire conducted by CRS to ensure that we get quality consultants who are interested in a long-term career path with John Readings. I believe the additional cost of using an assessment centre intervention can be justified when considering the higher than normal churn factor we have experienced with NSW sales reps to date. A selection will be made on the basis of these results.

Administrative Assistants

Applications will be screened by PRS who will refer on a maximum of two candidates to be interviewed in conjunction with the newly appointed sales manager.

A selection will be made on the basis of these results.

Induction plan

While the company's standard three-hour induction program is appropriate for the administration assistants, I recommend a more detailed induction program for the sales manager and sales representatives that may include some initial time spent in the Melbourne office where the core sales team is located and the GM sales has her office.

Sales Manager

The sales manager will be recruited first and inducted into the company. They can then take part in the recruitment of the team who will be working for them. They will initially spend a week in Melbourne head office, meeting and being inducted into

their role through discussions with the General Manager of Sales and Marketing and spending time with the Sales and Marketing Team.

It is also essential that they spend time during this week with the General Manager of Publishing and Distribution to develop a close understanding of this area. This will ensure that the sales team has a close understanding of the product and current markets and, have a firm grasp concerning any publishing issues and time frames, hence their ability to deliver.

The second week of their induction will be spent visiting the NSW online hub. In addition, the sales manager will take part in the induction training course conducted for their team.

Sales Representatives

The sales representative will attend a two-day company induction training course conducted by our VIC HR Officer and the new WA Sales Manager. The course will be conducted in WA. and will cover the history of John Readings, vision, mission, values, structure, our products, our customers and employment conditions.

The General Manager or Manager of Sales and Marketing will be in WA to meet with each Representative in their first week on the job orienting them in issues relating to their function and welcoming them to the team.

Administration Assistants

The administration assistants will attend the standard three-hour induction program, to be delivered by the NSW or VIC HR Officer in WA, to be followed by a one-hour meeting with the WA Sales Manager. This will enable them to gain the information they require and to begin working as soon as possible.

Budgeted costs

Note: All John Readings staff costs include salary and direct on-costs.

Recruitment	Costs
HR consultant writes ad for internal magazine and website. (one hr)	\$80
PRS (Professional Recruitment Solutions) advertisement for Sales Manager role	\$4,500
PRS advertisement for Sales Representative roles	\$3,800
JOB NETWORK advertisement for administration roles	Free
Selection	
<i>Sales Manager:</i> Interviews PRS x 4	\$13,500
Interviews with JR General Manager	\$1960

Sales and Marketing x 4 Psych testing x 4 PRS	\$18,000
<i>Sales Representatives:</i> Interviews PRS x 4 Interview SA Sales Manager x 2 Assessment Centre and Motivational Fit Questionnaire	\$12,000 \$1,280 \$8,000
<i>Administration Assistants</i> Interview the JOB NETWORK x 2 Interview with SA Sales Manager x 2	Free \$430
Induction	
<i>Sales Manager:</i> Time with: <ul style="list-style-type: none"> General Manager Sales and Marketing, 	\$2,440

<ul style="list-style-type: none"> • Sales and Marketing team time, • General Manager Publishing and Distribution. 	\$1,600 \$1,200
<p><i>Sales Representatives:</i></p> <p>Two-day John Readings Induction Course (HR Officer facilitation time and travel costs from Melb/Sydney and SA Sales Manager facilitation time)</p> <p>Meeting time with General Manager Sales and Marketing and travel costs from Sydney</p>	\$4,680 \$3,340
<p><i>Administration Assistants:</i></p> <p>Three-hour John Readings Induction Course (HR Officer facilitation time and travel costs from Sydney and WA Sales Manager facilitation time)</p>	\$1920

TOTAL COST: \$78,730.00

Timeline

The recruitment, selection and induction process for the WA Office will take approximately two months to complete.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Sales manager	Recruit Network and search profession trade network Advertise through PRS	Select Interviews with PRS and GM Sales and Marketing Psych testing	Decision	Induction 2 week Melb HO	Induction 1 week in West 1 week NSW online hub			Induction Assist facilitate 2day induction training course for team
Sales representatives					Recruit Advertise through PRS	Select Interviews with PRS and WA Sales Manager Assessment centre	Decision	Induction 2-day training course Meeting with GM Marketing and Sales
Administration assistants					Recruit Advertise through JOB NETWORK	Select Interview with JOB NETWORK and WA Sales Manager	Decision	Induction 3-hour program Meeting with WA Sales Manager

