**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.

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| **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** |  |
| *Sales Manager:*  Interviews PRS x 4 | $13,500 |
| Interviews with JR General Manager  Sales and Marketing x 4  Psych testing x 4 PRS | $1960    $18,000 |
| *Sales Representatives:*  Interviews PRS x 4  Interview SA Sales Manager x 2  Assessment Centre and Motivational Fit Questionnaire | $12,000  $1,280    $8,000 |
| *Administration Assistants*  Interview the JOB NETWORK x 2  Interview with SA Sales Manager x 2 | Free  $430 |
| **Induction** |  |
| *Sales Manager:*  Time with:   * General Manager Sales and   Marketing,   * Sales and Marketing team time, * General Manager Publishing and   Distribution. | $2,440  $1,600  $1,200 |
| *Sales Representatives:*  Two-day John Readings Induction Course (HR Officer facilitation time and travel costs from Melb/Sydney and SA Sales Manager facilitation time)  Meeting time with General Manager Sales and Marketing and travel costs from Sydney | $4,680    $3,340 |
| *Administration Assistants:*  Three-hour John Readings Induction Course (HR Officer facilitation time and travel costs from Sydney and WA Sales Manager facilitation time) | $1920 |

**TOTAL COST: $78,730.00**

**Timeline**

