Women Driving Transport Careers Program



Recruiting for positive safety outcomes

Jeff Burns, Regional Human Resources Manager – Southern Region



Program Overview

- Free training four-weeks based on DECA Superior Heavy Vehicle Licensing course blending classroom and practical driver training
- **Full time employment** a positive gesture
- No previous heavy driving experience open motor car license
- Opportunity promoted the opportunities through social media
- Trainees supported by female mentors from recruitment to post-course employment
- Customised group recruitment activity 266 applications, 58 phone screen interviews, two half-day, facilitated group assessment centres to screen 27 short-listed candidates for 8 positions, 7 hires, 6 still with us.
- Recruitment and assessment activities were designed to illuminate qualities such as positive safety behaviours, customer service and motivation.



So how do you recruit for positive safety outcomes?

2016 Research*

- What competencies are required to fulfil safety roles and responsibilities?
- Which competencies are most correlated with positive safety performance?
- *LDN International using the Korn Ferry Leadership Competency Library

The competencies:

- Communicates Effectively
- Drives Vision and Purpose
- Instills Trust
- Courage



Observable and measurable skills and behaviors

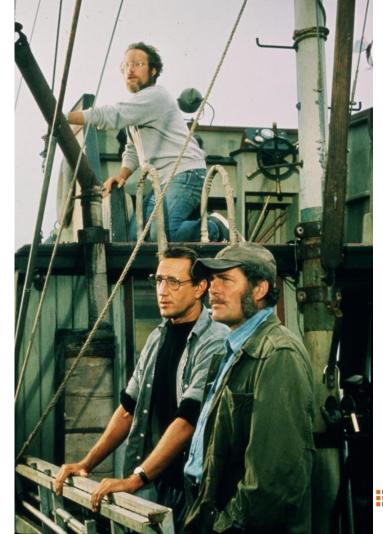
that contribute to workplace effectiveness and

career success



Let's Look at Courage

Stepping up to address difficult issues, saying what needs to be said.





Appraising for Courage

Less skilled

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.

Skilled

- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

Talented

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.





Recruiting for Courage

- Tell me about a time when you disagreed with someone more senior, and offered a solution that actually worked better.
- Describe a time when you challenged someone in a position of authority.
- Describe a time when you challenged an idea or approach.
- Tell me about a time when you criticized the status quo despite some risks
- Tell me about a time when you were investigating something and had to report back negative news to higher management.
- Tell me about a time you held back on something you later wished you had said.
- Tell me about a time when you stepped in to defend someone whom you felt was being unfairly treated.
- Tell me about a time when you challenged someone on an ethical or performance issue.



