

The Hudson Report

Employment and HR Trends

New Zealand | July - December 2008

Part Two | **HR INSIGHTS** | Potentially the best:
How to identify and develop
candidate potential

Hudson

*From great people
to great performanceSM*

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Introduction

Introduction

The Hudson Report is an established and highly reputable publication based on in-depth, nationwide research by Hudson.

Released every six months, the Report is made up of two parts.

The first part uncovers and analyses hiring expectations of New Zealand employers over the coming six months. The second part provides insights into a range of human resource issues affecting New Zealand businesses and the broader economy.

This is the second part. In it, Hudson examines the benefits of hiring candidates on potential. The Report also looks at the most effective methods for assessing candidates' potential so it may be developed for the employee and employer's mutual benefit.

Methodology

For this report, Hudson recruitment and consulting professionals personally surveyed 1969 employers from 19 industry groups.

The industry groups were:

- Advertising / marketing / media
- Construction / property / engineering
- Education
- Financial services / insurance
- FMCG
- Government
- Healthcare (government)
- Healthcare (non-government)
- Information Technology
- Manufacturing
- Non profit
- Professional Services
- Resources (eg agriculture, forestry, fishing)
- Retail
- Telecommunications
- Tourism and hospitality
- Transport
- Utilities
- Wholesale/distribution

Hudson asked small, medium and large employers across New Zealand from the above industry groups about their hiring practices.

Employers were asked if their job descriptions had clearly defined job competencies and which key factors they used - including inadequate communication skills or experience, wrong qualifications, only overseas experience and culture fit - to screen out candidates.

They were also asked which methods they used to objectively differentiate shortlisted candidates, including psychometric assessment, competency-based interviews, reference checks, role play, face-to-face or video presentation, traditional interviews, potential and gut feel.

Introduction

Main Findings

- More than four out of five employers surveyed say they use clearly defined role profiles or competency profiles for the roles they recruit for.
- The Report finds that inadequate communication skills, identified through CVs and/or phone interviews, are the most common reason employers screen out unsuitable candidates. This is despite the fact that training could improve these skills.
- Inadequate experience, identified through CVs and/or phone interviews, is the second most common reason employers screen out unsuitable candidates even though some may have most of the experience needed. Measuring for a candidate's potential could identify those people with less experience who might bring more enthusiasm, ambition and drive to the roles than fully experienced candidates.
- Reference checks and competency-based interviews were the most common method employers said they use to objectively differentiate shortlisted candidates, followed by gut feel, potential and traditional views.
- More than 40% of respondents say they do not measure potential in their recruitment process compared with more than half (55%) who do.
- The survey results show employers' size, the nature of their industries and their geographical location generally make minimal differences to how they screen out candidates, differentiate them on a shortlist, whether they measure them for potential, how they do this and how they support new employees.

Potentially the Best

Good employees are essential for business growth and success, and yet finding the best people and developing them are two of the biggest challenges organisations face.

The New Zealand labour market has been extremely tight for some years and Hudson has seen that this has helped drive a new level of discipline and focus in the way we attract and recruit people to our organisations.

At the same time, New Zealand's workforce is becoming increasingly diverse and employers are committed to learning how to make the most of available talent in a skills short market in a way that also best meets their organisations' needs.

Most hiring managers continually strive to be thorough in their staff recruitment. They appreciate that getting the best

out of talented people begins with a well-crafted recruitment strategy that will attract employees with the capacity for success.

However some of Hudson's clients also say that, despite their best intentions, they do not always have the time to put the level of effort into recruitment that they would like. Hiring managers may also not be fully aware of all the candidate assessment tools they could access, and what value those tools can add.

As the employment market softens, it is likely that there will be more candidates on the market particularly if and when businesses rationalise their operations in a slowing economy.

Despite these market changes, though, there is no indication that the skill shortage will ease significantly. New

Zealand employers will still need to work hard to secure the staff they need. Also, despite the shifts in the market, the makeup of New Zealand's candidate pool has changed irrevocably - candidates who strictly fit employers' ideal profiles are still likely to be short supply.

Employers now have the opportunity to focus on developing recruitment practices that will improve the quality of their people in these changing conditions, by adjusting their recruitment methodology to clearly identify candidates who have much needed skills and the capacity to succeed in their roles.

This report explores current recruitment practice, and looks at just how close we are to equipping our organisations to be able to find people who can underpin their future business success.

The Hiring Outlook July to Dec 2008

New Zealand is experiencing an economic slowdown in 2008.

According to Hudson's latest Hiring Expectations report¹, across New Zealand, softening employment expectations in many parts of the economy are being driven to a large degree by slowing conditions in the retail sector and record low levels of consumer confidence. High fuel prices, high food prices, high interest rates and a weak housing market are strongly impacting on households and having an appreciable effect on domestic demand. Despite corporate balance sheets on the whole remaining sound, the weaker growth environment is putting pressure on profitability and this is now starting to affect employers' hiring plans.²

Economists suggest the labour market is yet to reflect the worst of the country's economic contraction, however, with the unemployment rate remaining at record lows³. Employers are still overwhelmingly increasing or holding their permanent staff levels steady.

Of the 1969 employers surveyed by Hudson in our latest survey of Employment Expectations, more than three times as many indicated that they intend to increase their permanent staffing levels (38.3%) than those who intend to decrease them (11.5%), while 50.2% expect to hold their current staff levels steady.

While hiring expectations have slowed in the areas of construction and property, manufacturing and retail, key sectors including information technology, utilities, resources and government remain optimistic.

¹ The Hudson Report, July to Dec 2008

² ANZ Economic Outlook, June 2008

³ BNZ Strategist, Bank of New Zealand, 19 June 2008

Survey Findings

Are Clearly Defined Role or Competency Profiles Used?

With the perfect candidate increasingly hard to find, how do employers identify which ones are right for their organisation? The first step is to articulate those skills and attributes necessary in the role or competency profile.

The purpose of the role or competency profile is to define the skills and behaviours required for an employee

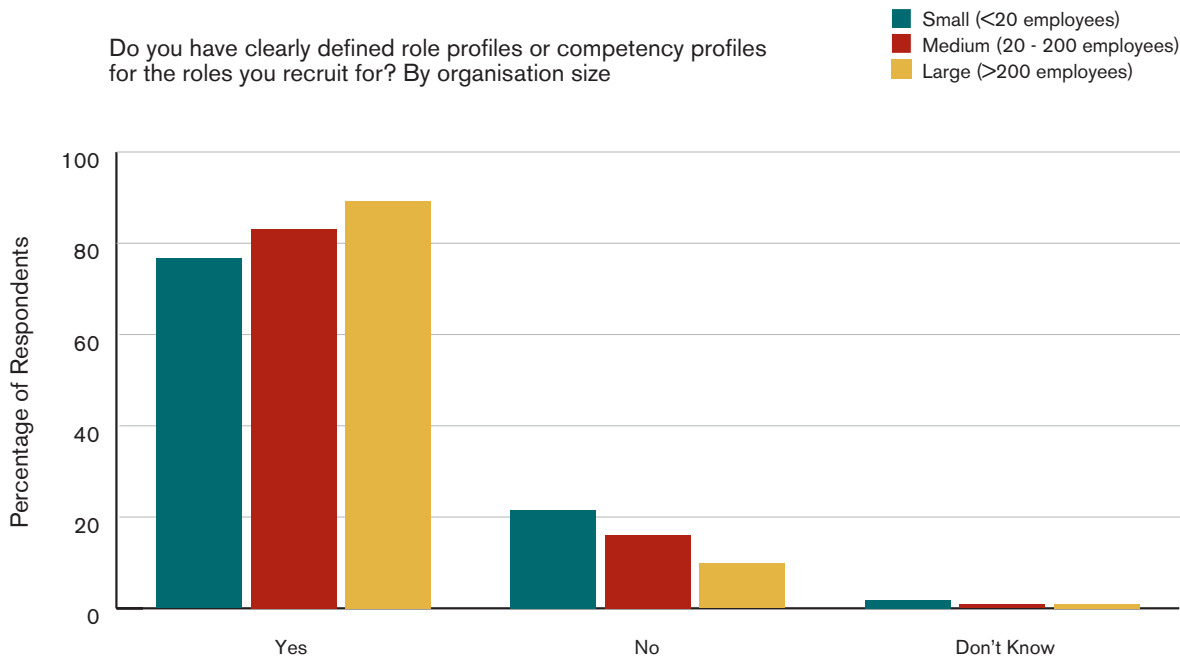
to perform successfully in any given role⁴. Hudson asked employers whether their job descriptions contained clearly defined role or competency profiles. The results show that most employers do use role or competency profiles.

Large organisations with 200 or more employees were most likely (89.27%) to use clearly defined job competencies, followed by medium sized organisations with 20 to 200 employees (83.17%) then small organisations with 20 or fewer employees (76.64%)

This is a positive result. Perhaps not surprisingly, slightly fewer small organisations use the profiles. This could reflect the fact that large organisations are likely to have more resources to develop and use of these profiles.

With the profiles in place, the question for employers is to confirm that the candidates are being measured against those competencies throughout the assessment process, ie in interviews, relevant psychometric assessments, reference checks.

Do you have clearly defined role profiles or competency profiles for the roles you recruit for? By organisation size



⁴ De Witte & Morel (1997) define a "competency" as: 'A coherent set of skills, attitudes and knowledge that manifests itself in observable behaviour and that has a predictive value towards effective delivery of a certain performance'.

Survey Findings

Screening Out Candidates: What Are the Most Common Factors?

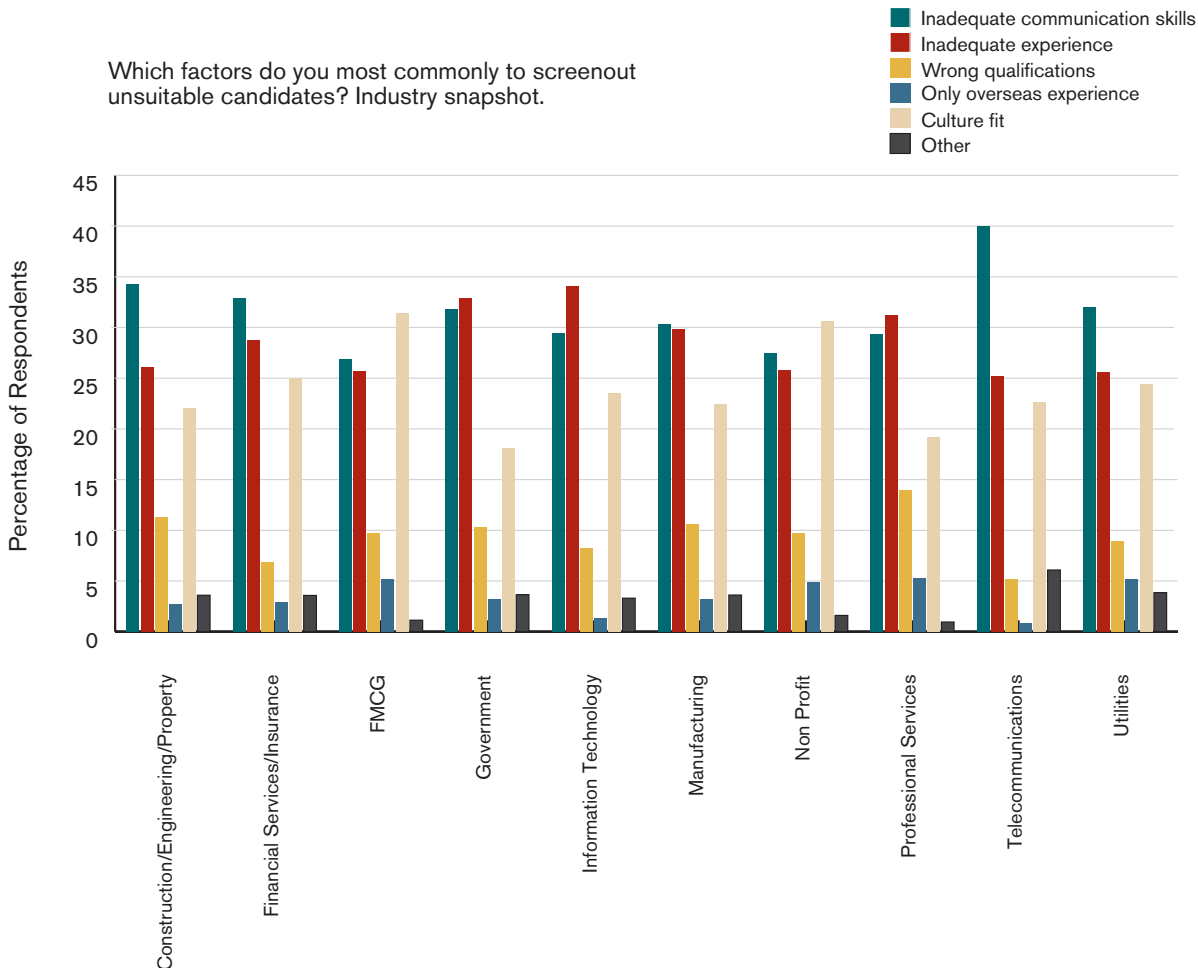
Hudson asked employers which are the following two factors they most commonly used to screen out unsuitable candidates after reviewing their CVs or talking to them on the phone - inadequate communication skills, inadequate experience, wrong qualifications, only overseas experience, culture fit, or culture fit.

Inadequate communication skills were listed by 1258 employers, inadequate experience was listed by 1160, culture fit by 855, wrong qualifications by 368 and only overseas experience by 136.

Thirteen of the 19 industries surveyed listed communication skills as the most common factor. Lack of experience was the most commonly listed factor for four industries - IT, government, transport and professional services - and culture fit for two - non-profit and FMCG.

In Hudson's latest Hiring Expectations report, the IT industry recorded another strong result, with a net +55.0% of IT employers expecting to increase permanent staff levels over the coming six months. This is a positive result, possibly reflecting the importance companies are placing on investing in technology to bring about efficiencies within their businesses.

Which factors do you most commonly to screenout unsuitable candidates? Industry snapshot.

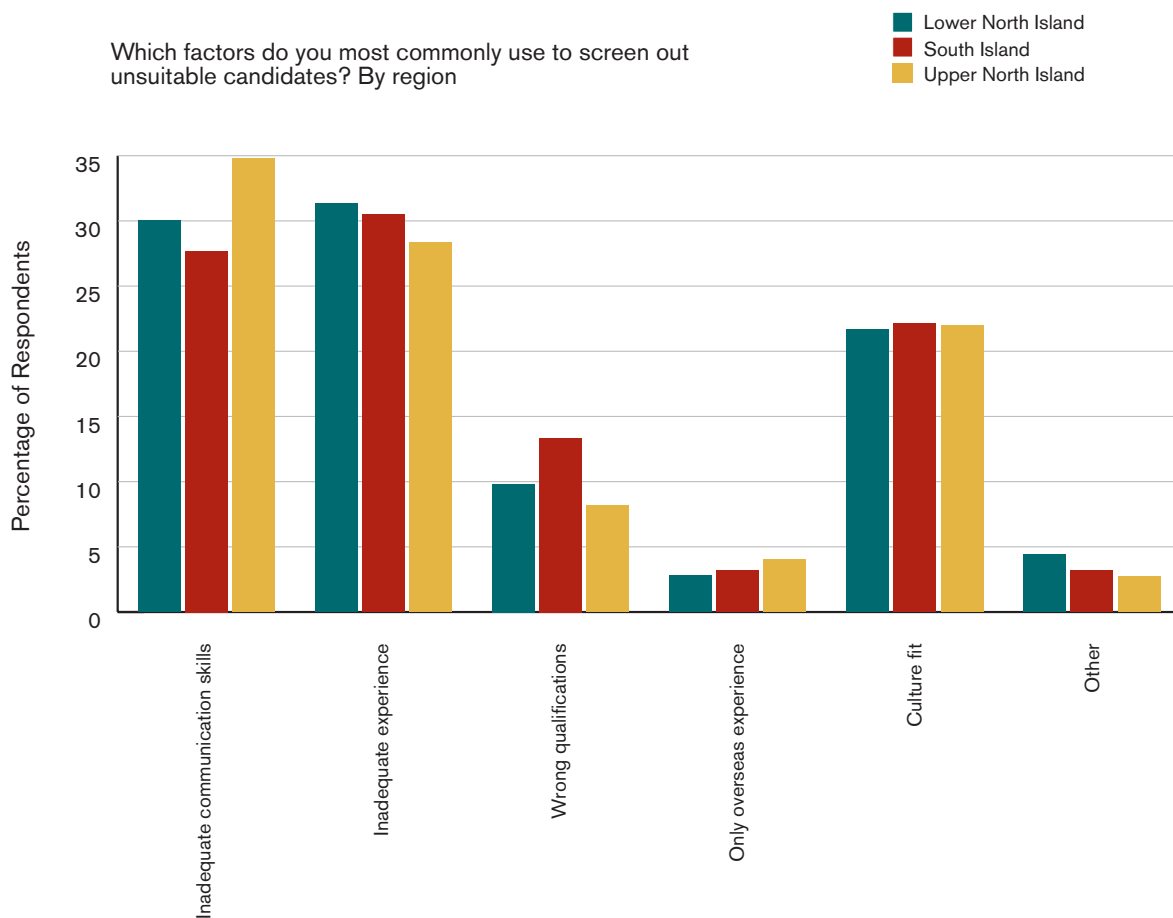


Survey Findings

However, as Campbell Hepburn, General Manager, Hudson IT&T explains, many employers have found it hard to find IT talent in recent years, and lack of experience is a critical factor because workers need up-to-date, sector-specific experience.

"Because the IT sector here is small and we tend to run lean workforces, bringing someone up to speed with sector-specific technical platforms that they have not had experience with is difficult. It is important for candidates to know about the sector, such as banking, that they are going to work for," says Campbell

Proportionally more Upper North Island employers (34.82%) cited inadequate communication skills as a reason to screen out candidates than lower North Island employers (30.04 %) and South Island employers (27%).



Survey Findings

Comment

In this survey, lack of communication skills and lack of experience are cited as the most common factors employers are using to screen out candidates in the initial stages of the recruitment process, ie when hiring managers are reviewing CVs or talking to candidates initially by phone.

According to Hudson's National Psychometric Assessment Consultant, Kaye Murdie, the initial screen may not give employers accurate enough information to justify them ruling out potential candidates.

"If English is the candidate's second language, or if they are nervous or caught off guard, they may not communicate as well as they can in less stressful circumstances," says Kaye.

Employers may be eliminating candidates based on factors they

personally feel uncomfortable with rather than on whether those factors are core competencies for the role.

"If verbal communication is not a core competency, employers need to ask themselves why it is being used to screen people out. For example, if someone has a strong Asian accent, does that matter if they are only talking to other people in the IT department? And if a candidate is not that articulate, is it possible to train them?"

Similarly, employers who screen out candidates because they lack experience may need to consider methods of objectively assessing those candidates' potential.

"Is an employer missing out on an amazing candidate by saying five years of accountancy experience is necessary, when that candidate has a solid base of three years experience as well as the enthusiasm and capacity to learn?"

Candidates with all of the pre-requisite experience may have less motivation, drive and enthusiasm than a less experienced candidate because there may be less room for them to develop in their new role, says Kaye.

"And from the candidate's point of view, it is the age-old problem of 'how do you get experience if you do not get the opportunity in the first place?'"

Employers are often more open-minded about acknowledging potential when they recruit internally, she says.

"Often when people come in at an entry level role, they get promoted because their potential is quickly spotted. With an external candidate, there is the fear of taking a risk on potential and getting it wrong."

Survey Findings

How Do Employers Objectively Differentiate Candidates on a Shortlist?

Employers were asked which methods - psychometric assessment, competency based interviews, reference checks, role play or face-to-face/video presentations,

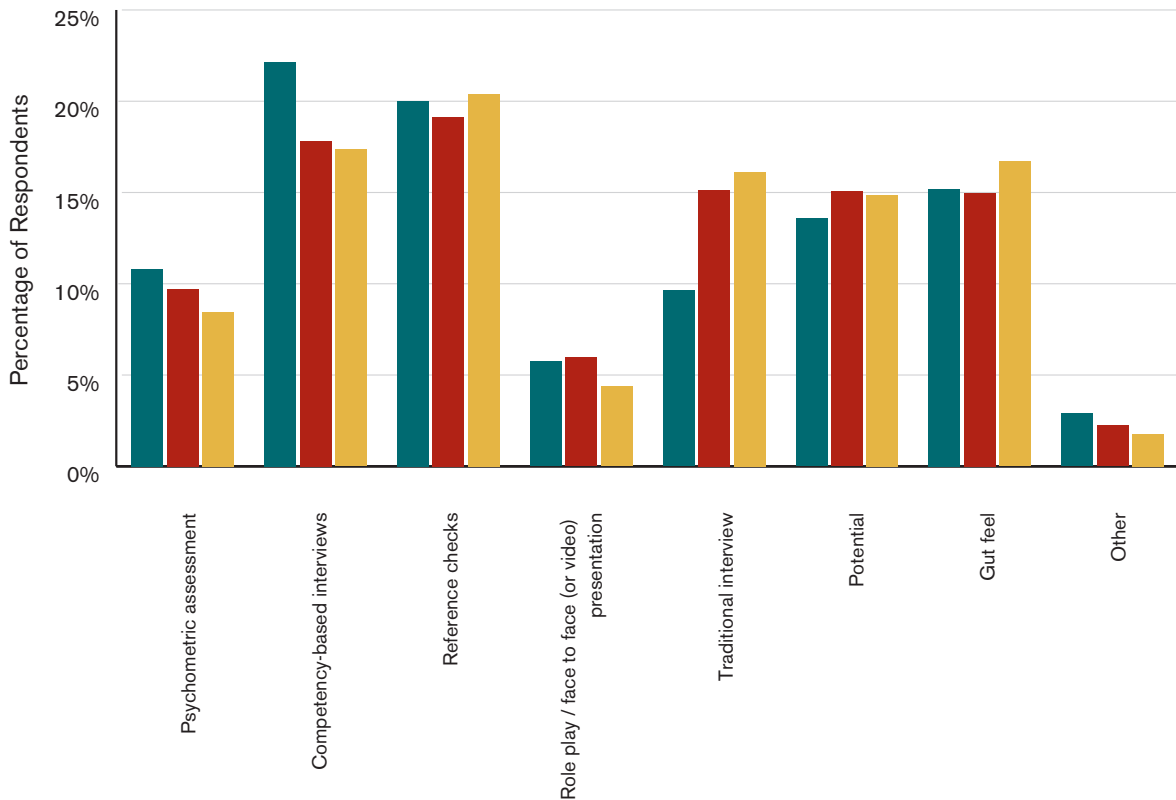
traditional interviews, potential or gut feel - they used to objectively differentiate shortlist candidates.

Because hiring managers use these tools in combination, the question aimed to establish which tools are most favoured.

The results showed reference checks are the method employers favour most overall, closely followed by competency based interviews then gut feel, potential, traditional interviews and psychometric assessment in that order.

How do you objectively differentiate candidates on a shortlist?
By region

■ Lower North Island
■ South Island
■ Upper North Island



Survey Findings

Comment

The responses here show a strong weighting in favour of competency-based interviews and reference checks, supported by other methods, particularly the traditional interview.

According to Kaye Murdie, Hudson National Psychometric Consultant, competency-based interviews are powerful, and are designed to predict future performance. However she also cautions:

"The correct use of competency-based interviews relies on the interviewer's ability to correctly interpret the candidate's response. Is the interviewer able to judge whether or not a particular competency has been demonstrated?"

Traditional interviews, which are usually a series of non-competency based questions, often determine how well a candidate develops a rapport with the

interviewer rather than looking at their past performance and future potential.

Hudson's research shows that these interviews have about a one in five chance of identifying the right candidate, says Kaye.

"For instance, you might ask all of the questions on your list for your first candidate. If the second candidate quickly develops a rapport with you, you may ask the first few questions then chat about 'life'. Then if the third candidate does not initially communicate as well as the second, you might ask only a few questions before ending the interview which will effectively rule them out."

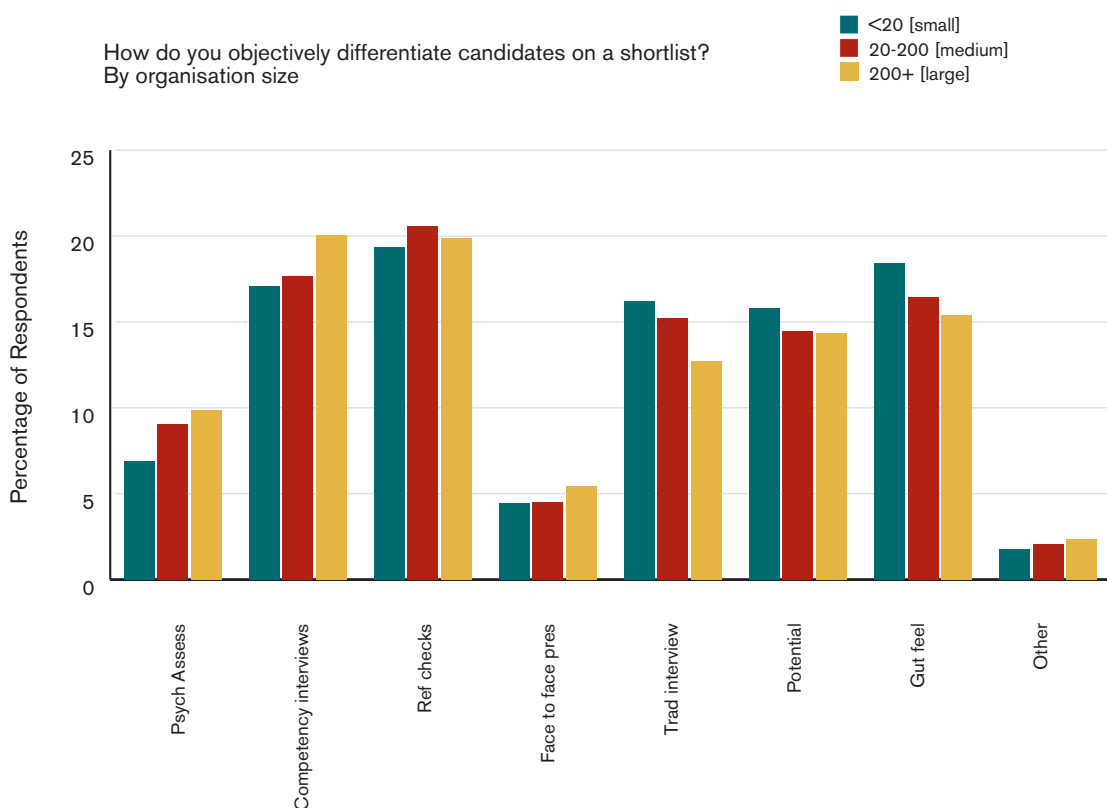
While reference checks can be a useful tool for highlighting relevant aspects of a candidate's personality and capabilities, employers sometimes place too much weight on the outcome, partly because the checks are often the last step in the interview process. Although hiring decisions made on gut

feel may be right some of the time, this is not a reliable measure, especially when they are used only with other subjective measures or even in isolation, says Kaye.

"Employers need to recognise that reference checks, traditional interviews and gut feel are, to varying degrees, subjective measures for differentiating between candidates. So there is a lot of scope for error.

"On the other hand, psychometric assessment, which didn't rate highly in this survey, differs from the other assessment tools in that it doesn't look at a person's experience. Instead, it is a scientifically proven method for measuring an individual's propensities, natural inclinations or preferences. The results then indicate that individual's potential strengths and weaknesses.

"Used in conjunction with other assessment tools, psych assessment can open up a lot of possibilities when it comes to candidate selection."



Survey Findings

Do Employers Measure for Potential?

A small majority of employers (55.7%) measure candidates for potential as part of their recruitment process, while 42.5% do not.

More South Island and lower North Island employers (61% and 59%) measure for potential than North Island employers (51.88%) and more large organisations (59.81%) do than medium (50.62%) or small (47.66%) employers.

This result shows that even in the tight labour market, Auckland has a greater pool of candidates to choose from because of its population size.

“That means employers are more like to match the talent they require with what is available, so they may think that measuring potential is not as important,” says Hudson's Auckland General Manager Roman Rogers.

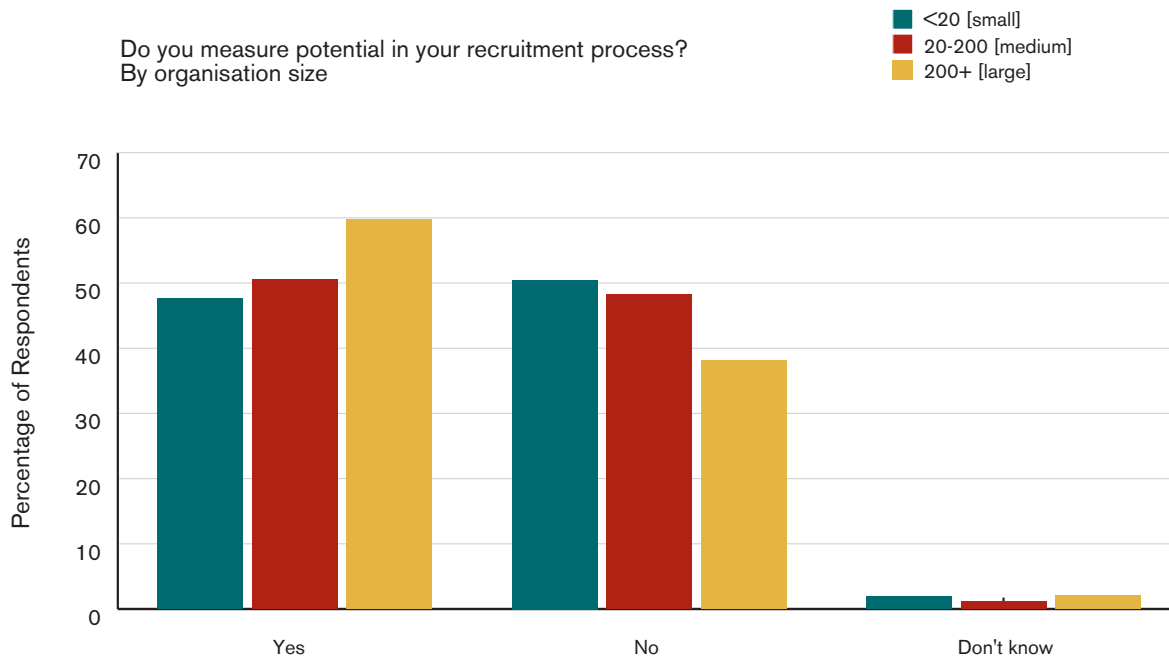


Survey Findings

Hiring on potential is likely to be less of a risk for larger employers who often have better resources to train new recruits as well as existing, skilled staff who can bring a new recruit up to speed and help with a given area of work in the meantime.

Says Roman: "From our own experience at Hudson, we know that hiring on potential works. Ninety per

cent of new recruits in our business come from areas of work other than recruitment. But they have successfully made the transition from other careers because we identified their potential through psychometric testing, competency based interviews, reference checks and interviews."



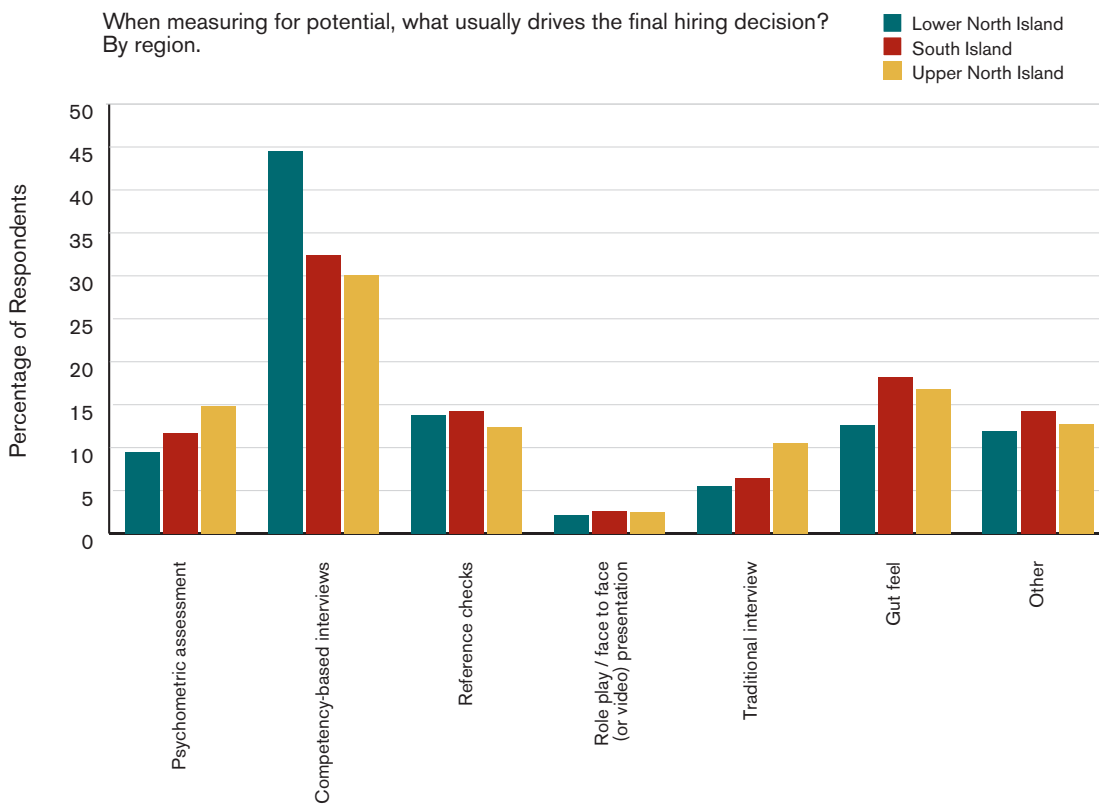
Survey Findings

What Drives the Final Hiring Decision?

Hudson asked employers which methods - psychometric assessment, competency based interviews, reference checks, role play or face to face/video presentations, traditional interviews or gut feel - most commonly drive their final hiring decision.

The survey found that employers were most likely to favour competency based interviews, followed by gut feel, reference checks then psychometric assessment.

Competency based interviews were favoured most commonly by 39.9% of employers, 15.3% favoured gut feel, 13.2% favoured reference checks and 12.3% favoured psychometric assessment.



Survey Findings

Comment

Employers' reliance on gut feel to make final recruitment decisions is surprisingly strong considering how subjective it is, says Hudson's National Psychometric Assessment Consultant, Kaye Murdie.

"Gut feel usually tells the employer whether or not they personally like a person. But if they are not going to working directly with that person, does that really matter?"

"It is not always necessary to like someone for them to an effective job for your organisation. In fact, some things you do not like about them may be attributes that will help them do a good job."

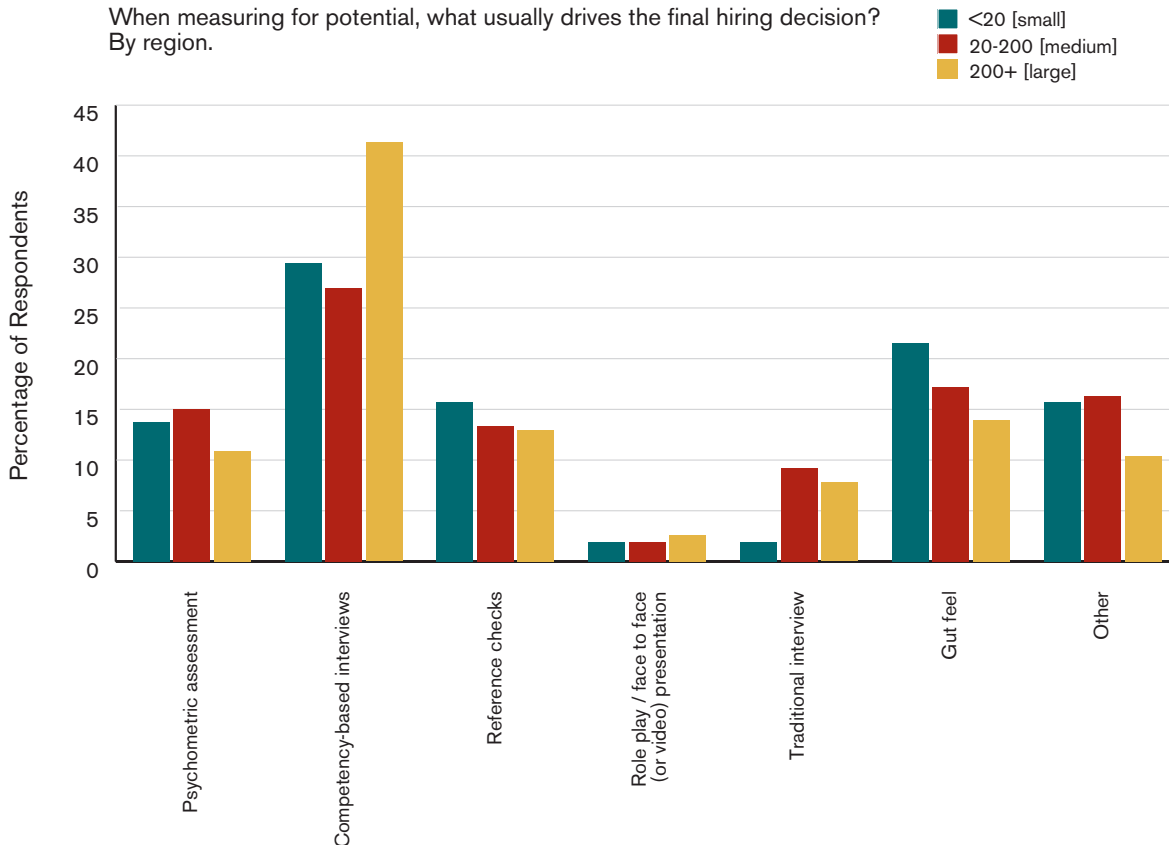
On the other hand, competency based interviews, which identify key competencies like communication or problem solving ability, can objectively establish which skills a candidate will need to be successful in a role.

"You can find out examples of past performance that will predict future performance," says Kaye.

"For example if you have worked well as part of a sports team, you are likely to have the right competencies to be part of a team in a work environment, even if you have not worked in one before."

"A customer services representative applying for a role as a marketing assistant may have no direct marketing experience. But he or she may already have skills like collaboration, probing for solutions and thinking outside the square that will transfer to the new role."

When measuring for potential, what usually drives the final hiring decision? By region.



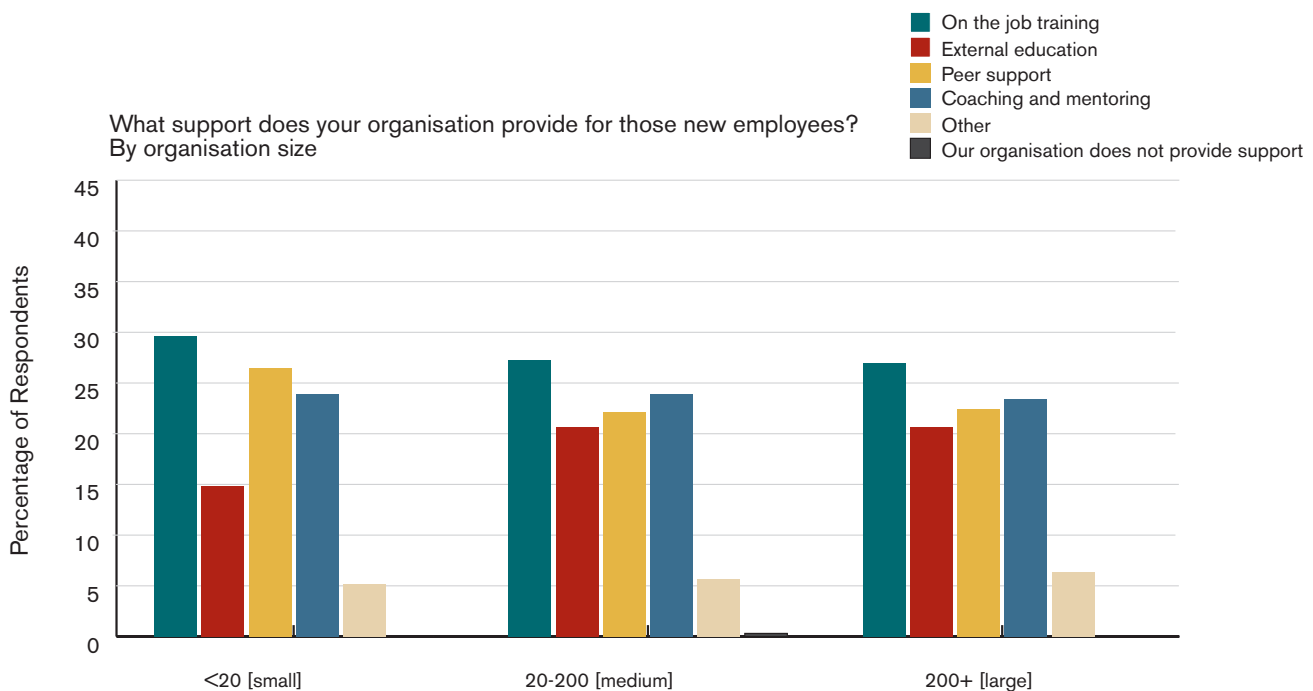
Survey Findings

What Support Do Organisations Provide for their New Employees?

Employers were asked if they provided support for new employees and, if so, what sort - on-the-job training, external communication, peer support, coaching and mentoring, or other forms of support.

All but six of 1098 employers who say they measure potential say they provide support for new employees, with on the job training being the most popular means to support new staffers, followed by coaching and mentoring, peer support, and external education respectively.

More than half of all employers (57%) provided on the job training, nearly half (49.6%) provided coaching and mentoring, 47.2% provided peer support and 42.9% provided external education.



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Methods of Assessing Candidate Potential

Identifying the potential of a candidate to be successful in a role greatly enhances the hiring manager's chances of filling a vacancy with the right person. The assessment process to achieve that outcome will be a combination of assessment methods.

Competency based interviews, along with more subjective measures such as reference checks and gut feel are most effective when combined with psychometric assessment during the recruitment process.

According to Hudson's Kaye Murdie, the value of best practice, objective assessment methodologies is that they enable employers to identify candidates who have the potential to grow into and succeed in the roles that employers need to fill. Those methodologies also help employers to avert the risk of making a wrong hire because candidates' potential weaknesses can also be identified.

She says: "While there is a cost to using psychometric testing, there's a much greater cost when you get the hiring wrong. The employer is likely to have to spend more time and money managing out those wrong recruits than they could have spent developing the talents of unsuccessful candidates whose potential they failed to recognise during the recruitment process."

"The beauty of this approach is that it does change the mindset we tend to have about previous experience. If a candidate has not had all the experience in the role's competency profile, they might still be capable of doing that work in future.

"Even in a softening labour market, there is still both a skills shortage and plenty of talent capable of adding considerable value to New Zealand business. Correctly used, best practice recruitment methodology enables hiring managers to identify the potential of the people

who place job applications with them. "Screening candidates for their potential can also help employers hire people who share their own cultural aspirations and approach to work and who can add value, not only to their job, but also to an organisation's personality and success.

"We believe that using standardised methods of assessing candidates' attributes - including their aptitudes, personality, work style, motivation, leadership and management styles, attitudes and values - is the most cost-effective and responsible approach to recruitment that will boost employers' triple bottom line."

Hudson's experiences also show that measuring general cognitive ability and conscientiousness - which are relevant to how people perform in almost all jobs - can highlight a 20% to 30% variation in the way different candidates will perform and even a greater difference in more complex jobs.

Psychometric Assessment: What is it?

Psychometric Assessment is a standardised method of assessing an individual's aptitudes and personality, motivation and values. Essentially it constructs a picture of the individual and how they are likely to fit the requirements of the role. It also assesses their suitability and potential for future roles.

At Hudson, psychometric assessment is used as only one part of the selection process. Specifically, psychometric assessment assists in fairly and objectively evaluating the extent to which a candidate best "fits" the role.

Psychometric assessment results are not used as the final 'decision maker'. We essentially provide a 'second opinion' that takes away the 'guess work' in selecting the best people for your organisation, and ensures that they not only possess the skills and knowledge you need, but are also the right fit for your culture.

Why Use Psychometric Assessment?

- Psychometric Assessment adds value to decisions that managers need to make about their people, including internal selection recruitment, succession management, team building, development and identification of potential. Psychometric assessment can add more science to these decisions and reduce the risk of making the wrong choice.
- By measuring intellect, emotional intelligence, personality, values, motivators and interests, we are able to identify critical strengths and highlight development needs.
- Identifying connections between competencies and personal qualities allows organisations to select candidates not only likely to perform better, but who will also be a good 'fit' to both organisational culture and role. This 'fit' factor, often difficult to ascertain when interviewing, can prove a major component of selecting and retaining the best people.

Psychometric Assessment Insights

A typical series of psychometric tests will assess personality, general intelligence (IQ) numerical reasoning and verbal reasoning.

Says Kaye Murdie, Hudson's National Psychometric Assessment Consultant: "Psychometric assessment helps employers identify from the start how they will need to help candidates to succeed in a role. The employer and the employee go into the employment relationship with their eyes wide open and the candidate's potential can be developed."

However, Kaye cautions employers who use psychometric assessment to not set thresholds for abilities like verbal and mathematical reasoning that are unrealistically high for the work candidates will have to do.

"Some organisations will say they won't hire anyone with mathematical ability below the 75th percentile, for example. Someone coming into a junior management role may not have a high level of numerical reasoning or experience in that area. But if they love numbers and data they can be trained.

"It is about finding out if the person has the abstract reasoning ability that gives them the potential to learn."

Psychometric assessment can provide valuable insights into people who have:

- high IQs but low abilities
- a large variance in abilities
- average IQs but average or strong abilities
- limited "traditional" education

Someone with a high IQ and low abilities may have a natural capacity to learn but may not have had to put that into practice for some time, or at all.

"So employers who screen out people just because they have average or below average ability may be missing out as those candidates are capable of improving."

Someone whose abilities vary widely - for instance a business analyst with a financial degree who is great with numbers but has not had to use verbal skills - may be capable of learning verbal skills, which psychometric assessment will identify.

Someone with an average IQ may have had the opportunity to gain a wide variety of experience and skills, so the employer needs to be open minded about their abilities and not necessarily be put off by their IQ rating.

Someone with limited "traditional" education may have been working overseas for 10 years as a financial analyst but not have a financial degree.

"This is an absolute classic," says Kaye. "The door is closed to them when they come home because they are not qualified on paper. This is where psychometric assessment can identify their capabilities, motivation to work in an organisation and cultural fit."

Personality assessments can measure aspects including how people assess themselves, their motivation, de-railing behaviours, team and leadership style and what behaviours and work environments they prefer.

Measures that identify how consistent someone has been or whether they have tried to avoid providing meaningful information mean that psychometric assessment can uncover candidates who are trying to "fake the good", says Kaye.

"Psychometric assessments do this by effectively by testing for hedging, impression management and inconsistency."

Our Recommendations

- Employers need to be wary of screening out candidates too early in the recruitment process before they have adequate information about them.
- Employers need to be wary of making decisions which are based on initial reference checks and telephone conversations. These decisions risk being based on employers' personal likes and dislikes rather than on whether the candidate has the core competencies required for the role.
- Employers who screen out candidates based on inadequate communication skills should consider whether these skills are essential to the role or whether the candidate has the potential to be trained.
- Employers should assess candidates for potential as well as looking at their existing skills, particularly in the current skills short market. Candidates who have all the required experience for a role may be less enthusiastic and motivated than those who have the potential to develop and learn in the role.
- Hudson recommends that subjective hiring methods such as reference checks and gut feel, which have advantages and disadvantages, should be part of an overall, objective process that includes competency based interviews and psychometric assessment.
- Employers should use psychometric assessments that are tailored to their particular needs and, for consistency, candidates applying for the same role should be tested with the same psychometric tools
- Hudson recommends that employers should be wary of setting unrealistic thresholds for abilities which can be taught or are not essential to a particular role.
- Employers should plan to build on the findings of competency based interviews and psychometric assessment by supporting candidates in areas where they need help with methods like on the job training, external education, peer support and coaching and mentoring.

Hudson Solutions

Hudson Talent Management

Hudson's suite of talent management products include Job Analysis and Competency Profiling; Assessment and Development Programmes; and Leadership and Development Programmes.

Job Analysis and Competency Profiling

Employees are happiest in their jobs when they know what they entail and what other people expect of them. Hudson's Job Analysis and Competency Profiling programmes have been developed as a result of 15 years of global and local practical consulting and formal research to help employers have well-defined job categories and competency profiles.

Assessment and Development programmes

Hudson helps organisations assess and develop their talent with a range of psychometric assessment tools and behavioural assessment platforms that range from customer service, high potential, graduate, through to senior executive level. Hudson provides targeted, outcome-focused and commercially grounded assessments.

Hudson helps clients hire the right people and assess the potential of their existing talent so they can select, develop and retain employees more effectively and strategically.

Our Assessment and Development programmes help employers ensure their employees possess the right skills and knowledge and are the right cultural fit.

Psychometric Assessment is a standardised method of assessing an individual's aptitudes and personality, motivation and values. Essentially it constructs a picture of the individual and how they are likely to fit the

requirements of the role. It also assesses their suitability and potential for future roles.

Leadership and Coaching Programmes

Hudson's Leadership and Coaching Solutions help identify and develop leaders and increase the skills of workers at all levels. Both organisations and individual managers benefit from Hudson's programmes which help managers develop better relationships with their direct reports - a key factor in ensuring good staff retention.

Hudson also offers a unique approach for developing Emotionally Intelligent Leadership. It encourages leaders to consider how their emotions, skills and actions affect them, their team and their desired business outcomes.

Organisational Surveys

Hudson's organisational surveys diagnose the 'health' of an organisation. They measure key performance indicators such as culture, employee behaviours and attitudes on an ongoing basis, enabling business leaders to better steer and influence strategic development. These surveys are effective in facilitating individual management of careers and improving leaders' effectiveness.

Career Management

Hudson Career Management services involve a specialist Career Consultant 'stretching' the employee to increase self-awareness, develop career goals and plan strategies to achieve those goals including overcoming perceived shortcomings and career path blockages.

The Career Managing process provides a highly personalised, politically safe and supportive one-to-one relationship between the employee and a professional Career Consultant. It needs to be tailored to individual needs,

however, to be effective it needs to be underpinned by a strong methodology which is the strength of Hudson's approach.

Experience Plus

Hudson's Career Management services include Experience Plus which helps employers secure experienced, mature, highly skilled workers.

New Zealand's ageing workforce means employers are not only challenged with finding younger people to replace older one who leave, but also with making the best use of older workers who can offer a wealth of skills and experience.

Hudson's Experience Plus services also provide experienced, mature-aged workers with greater lifestyle options pre and post retirement or redundancy, and provide tools and processes for organisations to affect knowledge transfer from experienced workers to other employees.

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