

# RECRUITING STUDENTS IN MULTILATERAL / MULTI-STAKEHOLDER PROJECTS

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# 1. INTRODUCTION

1. Why we chose this subject
2. A brief description of activities
3. Key points we consider when developing a communications/recruitment strategy
4. Indirect recruiting is all about strategic communication

# COMMUNICATION SKILLS IN THE INFORMATION AGE

1. Creative insight
2. Sensitivity
3. Vision
4. Shared meaning
5. Integrity

# ORAL VS. WRITTEN COMMUNICATION

## Oral Communication

...differs from written communication in that it allows more ways to get a message across to others....

- Clear up questions immediately
- Use non-verbal clues
- Use pauses
- Place emphasis
- Use tone of voice

## Written Communication

...is more difficult than oral communication...

- You have to get your message right the first time.
- You don't have the advantage of immediate feedback (except for online chat or email).
- You can't use non-verbal clues.

# MOST ANNOYING VOICES QUALITIES

|                                       |     |
|---------------------------------------|-----|
| Whining, complaining, or nagging tone | 44% |
| High-pitched, squeaky voice           | 16% |
| Mumbling                              | 11% |
| Talking very fast                     | 5%  |
| Weak, wimpy voice                     | 4%  |
| Flat, monotonous voice                | 4%  |

## 2. ANGLAIS SANTÉ PROJECT

McGill School of Continuing Studies (SCS) was awarded a **Health Canada grant** to develop and deliver a customized English language-training program to healthcare professionals :

**5,000 students in 4 years**

# OBJECTIVES

## Objectives of Health Canada and the Ministère de la santé et des services sociaux (MSSS)

- Provide essential healthcare services in English
- Standardize training
- Obtain performance reports
- Have a better portrait of language training across the province



# OUR PROPOSED PROGRAM

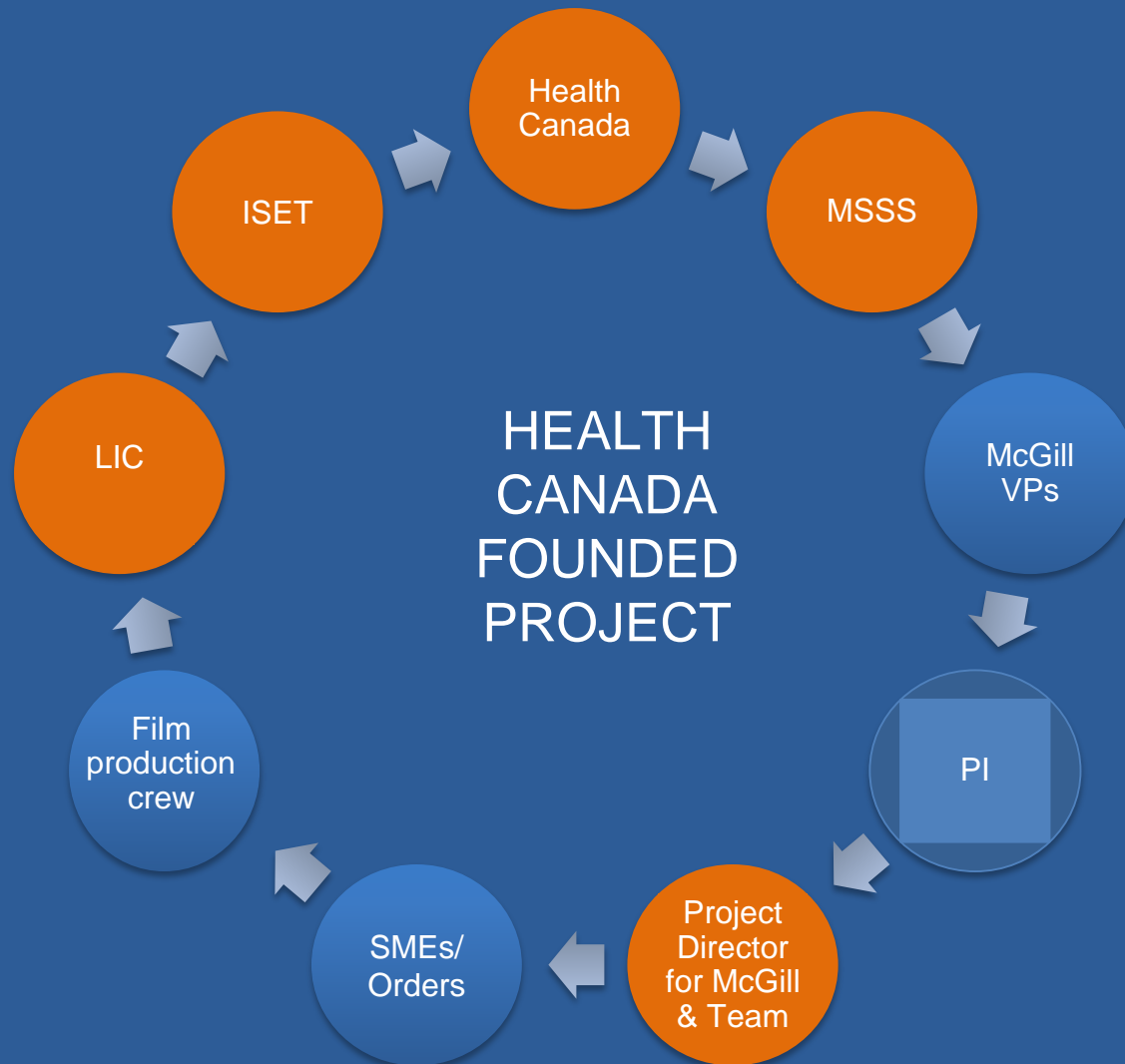


24 Online Courses



24 VFF or "In-class" Courses

# MULTIPLE STAKEHOLDERS



MSSS

# The Ministère de la Santé et des Services sociaux (MSSS)

- The Secretariat for Provision of Health Services and Social Services in the English Language
- 16 Integrated Health and Social Services Centers
- 22 “Répondants”
- Directors
- HR Directors/Managers/ Supervisors
- TARGET AUDIENCE: Employees (to train)

# Coordination with Participating Regions

Nunavik\*

Terres-Cries-de-la-Baie-James\*



# OUR CHALLENGES

- No direct access to students - process of authorization
- Delivered province-wide: vast territory including remote areas and small communities

# OUR CHALLENGES

Customized to 3 streams and 8 levels



# MSSS CHALLENGES

## Integrated Health and Social Services Centers

- Internal reorganization
- Budget
- Not enough human resources to replace staff in training
- Adult learners with other commitments
- ESL not a priority
- Sensitive language issue (political aspect)

# MEASURES

## Professional Relationship-building

### EMOTIONS ...

*When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.*

- Dale Carnegie





# MEASURES

## Needs Assessment & Initial Pitch

On-site visits :

- To present/explain the program
- To better understand the target audience & their workplace settings- who , what, where, when, why:
  - Identify needs and create the learner profiles
  - Select a pedagogical approach and framework
  - Design curriculum and develop content

# MEASURES

## Professional Relationship-building

- Provide individual info sessions in person, video-conference, skype
- Communicate regularly and reply in a timely manner
- Offer advice, clarify the program objectives, procedures, etc.
- Pay attention to their suggestions/requirements
- Encourage close collaboration and adapt to their reality
- Admit errors and offer solutions

Ultimately you want to engage your stakeholders, build their trust  
and increase your credibility

# MEASURES

## The Symposium - Main Goals

1. To explain what language training entails and what the adult learning pathway is

Intrinsic and extrinsic motivation  
Voluntary engagement = positive feelings

# MEASURES

## The Symposium - Main Goals

2. To motivate and mobilize the “répondants” and all the stakeholders to promote the program

- Recognize the academic value of the program
- Be specific on what we needed them to do
- Share feedback from pilot project
- Recognize personal factors affecting employees

# MEASURES

## The Symposium - Main Goals

### 3. To identify best practices and winning conditions

By means of the Symposium, we provided a platform to:

- Share strategies
- Target interested employees
- Involve managers and supervisors in the selection
- Discuss incentives offered to employees in the various regions
- Assess option for staff replacement during training

# REASONS FOR COMMUNICATION FAILURE

- A. Inadequate Information
- B. Information overload
- C. Poor-quality information
- D. Poor timing
- E. Lack of Feedback or Follow-up

# REASONS FOR COMMUNICATION FAILURE

- F. Problems with Channels
- G. Incompetent Communication
- H. Communication Anxiety
- I. Ineffective Goal Setting
- J. Cultural Barriers

# 3. TOOLS

- Promotional material
- New website
- Facebook & Instagram
- Newsletter
- Bridging Activities or « Activités de maintien »
- Communities of practices



# TOOLS

## NEW WEBSITE



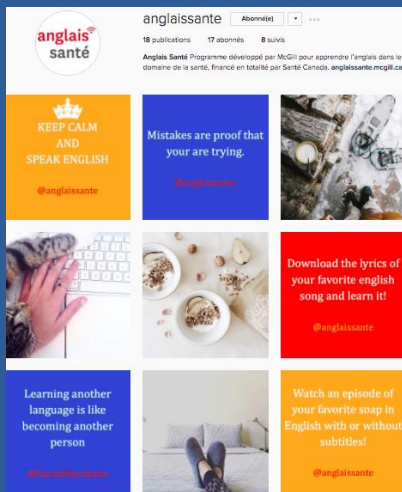
## ACTIVITÉS DE MAINTIEN



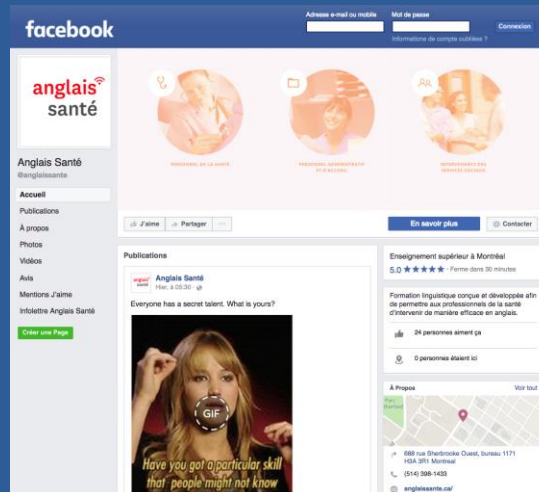
## NEWSLETTER



## INSTAGRAM



## FACEBOOK



# 4. CONCLUSION:

## Suggestions & Lessons Learned

- In multi-stakeholder projects, allow more time for everyone to reach out, promote, and organize on their end
- Put a system in place for inter-departmental collaboration and communication
  - Pay attention! Listen.
  - Make sure there is a point to each of your communications.
  - Repeat or paraphrase what someone has said to make sure you have both understood the same thing.
  - Speak with confidence and be sincere so that people can trust you.

# IN A NUTSHELL

1. Be specific
2. Be accurate
3. Be honest
4. Be logical
5. Be complete
6. Be succinct
7. Include time frames
8. Be relevant

# Thank you for joining us!

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