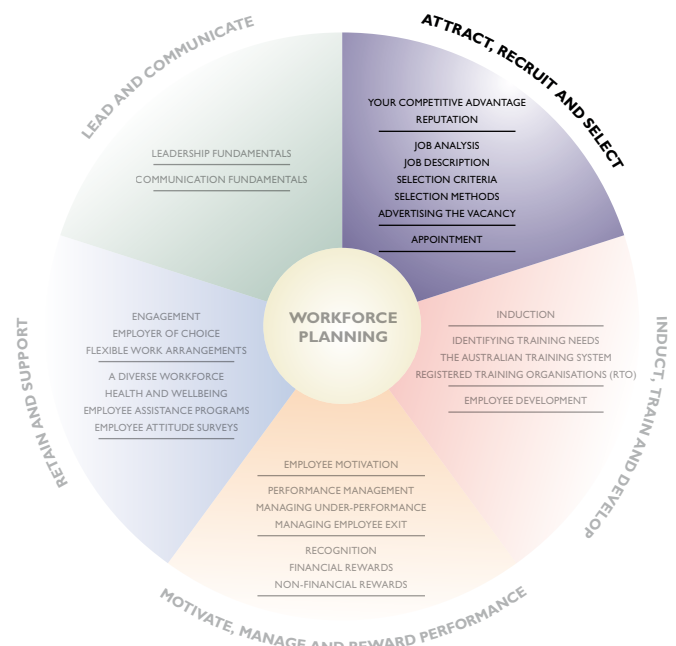


## 2. ATTRACT, RECRUIT AND SELECT

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### Overview

Businesses compete for talented staff. Employers can make their business attractive to job seekers by having good recruitment plans, making new employees feel welcome, and being clear about what is expected of employees.

This section of the guide will cover the following topics:

1. Attracting employees
2. Recruitment process
3. Selection process.



Checklist

**Attract, recruit and select checklist** – summarises the recruitment and selection process.

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Flowchart

**Essential human resource management process flowchart** – recruitment and selection components.

Page 4

If you want more help with attracting, recruiting or selecting employees you might consult recruitment agencies or job search agencies.

## 2. ATTRACT, RECRUIT AND SELECT

### I. Attracting employees

It's important to look at what will attract job seekers to your workplace. Businesses need to be smart in presenting job opportunities, including offering good pay and other rewards that will meet the needs of those you wish to attract and retain.

Considering a diverse group of male and female employees from different generations (including mature-aged workers) and from different cultural and ethnic backgrounds will broaden your pool of potential recruits (refer to [Section 5 – Retain and Support](#)).

Studies indicate that the following factors, in order of importance to new recruits, are considered attractive:

- training and development opportunities
- remuneration and upfront salary advertising
- the promise of an enjoyable place to work (workplace culture and environment)
- flexible hours and working arrangements (work-life balance)
- straightforward application process. (Hooper 2007)

#### Collection of benefits and your competitive advantage

It may help to develop a collection of benefits that will fit with the type of job on offer, your workplace and the type of rewards that your ideal employee may be seeking.

These factors are summarised in the following diagram, and in addition to the factors indicated above, include:

- location and job match to personal needs
- positive brand and business reputation in the community
- other benefits such as gym memberships, health insurance discounts and childcare assistance.



Also consider what your competitors are offering. Your business is more likely to attract the best and brightest if you offer a better or different collection of benefits from those of your competitors.

## 2. ATTRACT, RECRUIT AND SELECT

### Reputation and employer branding

**Brand:** reputation and the image that people associate with the business; it tells people what the business stands for.



Fact sheet

**Building a good employer brand fact sheet** – provides tips on developing a reputation as a good employer.

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Employers compete for skilled employees. Your reputation and the image of your business can determine whether or not you will attract job seekers to come to work for you.

What do people think of when they hear about your business? Is it considered a good business? Is your business known as a good place to work?

#### Positive employer branding attracts candidates

If your brand is well known and respected in the labour market, then you are more likely to attract more candidates for job vacancies. Just as you sell your business to your customers, you should also sell what you do and how you do it to potential employees.

A business with a positive employer brand will:

- attract more suitable candidates and therefore have the pick of the best candidates
- create a business identity that is seen and promoted by current employees, attracting like-minded job seekers to your business
- have the best employees and therefore be more competitive.

#### Reinforce your brand with your human resource management and business processes

In the same way that your employer brand is a reflection of the quality of your products and/or services, the processes that you adopt to recruit, select, induct, lead and manage your staff should reinforce your employer brand.



#### What tools can I use?

To develop a consistent approach to branding for potential employees, you can use the following tools.

- **Clear and consistent policies and procedures.**  
These ensure all employees know what they are supposed to do and how to go about it.
- **Induction.**  
Conduct thorough inductions so that new employees understand the business brand (**refer to Section 3 – Induct, Train and Develop**).
- **Training and professional development.**  
In an environment where a skilled workforce makes the difference between a successful business and a mediocre one, ensure your employees are equipped to do the job for today as well as being able to meet the demands of your customers tomorrow (**refer to Section 3 – Induct, Train and Develop**).
- **Leadership and management behaviour.**  
If you want people to behave and work in a certain way, make sure this is supported and adopted by all managers and leaders in your business (**refer to Section 6 – Lead and Communicate**).

Above all, have a clear picture of how you want your business to be seen and deliver on your vision. Remember that word of mouth is the most powerful form of advertising and that extends to recruitment advertising as well.

## 2. ATTRACT, RECRUIT AND SELECT



### Your business and its place in the community

Job seekers are likely to be attracted to a business that has a respected place in the community and ethical dealings with its staff, customers and the community. Furthermore, businesses which recognise and respond to social, cultural and environmental obligations are more sustainable.

Corporate social responsibility requires business and managers to behave ethically and strive to improve the quality of life for employees, their families, the local community and society in general.

#### **Corporate social responsibility (CSR):**

the continuing, voluntary commitment by businesses to establish and maintain the management of environmental, social, economic and governance issues.

**Ethics:** the general term used to refer to both moral beliefs and ethical theory. At its heart is the notion of 'doing what one ought to do'.

*If a company wants people to buy from it, work for it, and invest in it, then it has to look at CSR.*

(PACKER, S 2007, 'THE RIGHT MOVES', HR MONTHLY, AUSTRALIAN HUMAN RESOURCE INSTITUTE (AHRI), JULY)

Even the smallest business can be a good corporate citizen by maintaining, for example, responsible management practices beyond minimum legislative requirements in regard to:

- occupational health and safety
- health and wellbeing practices (encouraging walking at lunch time, where appropriate, or providing fruit)
- non-discriminatory policies in recruitment, selection and workplace practice
- sustainable development practices such as recycling, waste minimisation (power saving, carbon offset programs and car pooling)
- recognising family responsibilities and making appropriate allowances
- maintaining an honest and transparent system of business practice with suppliers, employees and customers
- promoting and participating in community event days (such as Cancer Council's Daffodil Day)
- implementing corporate giving programs where donations are made through the business (money, unwanted items, mobile phones)
- encouraging volunteering among employees (some companies give employees time off to undertake community volunteering programs or to donate blood)
- ensuring that all marketing communication is ethical (honest, non-offensive and non-discriminatory).

While some businesses see these sorts of things as a cost, research suggests that customers are more likely to support businesses that openly support their community. It also creates a sense of community within the business – keeping your employees engaged and generating loyalty.

Ethics in business is high on the list of things that prospective employees are looking for in an employer.

People like to work for decent employers. Acting in a socially responsible and ethical manner can generate profit, and win you points in becoming an employer of choice. It makes good sense to contribute to sustainable and supportive communities.

For more information on how your business can maintain a respected place in the community, see the **Our Community Organisation** website.

## 2. ATTRACT, RECRUIT AND SELECT

### 2. Recruitment process

**Recruitment:** the process of finding a number of candidates from which to choose a successful candidate.

There is a logical set of steps involved in the process of recruiting staff. Follow the flowchart included in the introduction to this guide to keep your process on track.

Identify that there is a vacancy.

- Undertake a **job analysis** to make sure you know what you need in terms of skills, knowledge and abilities as well as the type of employment to be offered.
- Make sure the **job description and selection criteria** are accurate and up-to-date and modify if required.
- Determine how you are going to **assess** each candidate's suitability for the role. Will you interview? Will you apply a test?
- Devise your **recruitment plan**. How are you going to tell people about your vacancy and generate a pool of candidates to choose from? (for example trade journals or websites).
- Undertake a **shortlisting process**. Apply the selection criteria to eliminate applicants clearly not suitable/qualified for the role. Ensure your short listing process is fair and non-discriminatory.

*70 per cent of organisations with a high-quality hiring system indicated they outperformed their competition financially, while 60 per cent indicated they outperformed their competition in relation to quality, customer service, employee satisfaction and retention.*

(KEEN, S 2005, 'IT TAKES TWO', HR MONTHLY, AUSTRALIAN HUMAN RESOURCE INSTITUTE (AHRI), OCTOBER, PP 17-19)

There are useful tools that can be compiled to create a recruitment system. Once you have this, review it occasionally to ensure that your business needs are still being met. To start, you can use the templates that accompany this section and modify them to suit your own business needs.

### 1. Job analysis

**Job analysis:** the study of the duties and responsibilities that a job entails.



Template

**Job analysis template** – assists in working out established work needs relating to a role and to identify ways in which an existing role could be modified.

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Conducting a job analysis will help you to:

- identify how the job contributes to meeting your business goals/plans and what outcomes are needed to adequately meet those goals
- determine the actual tasks conducted by the employee in that job and the tools used to do it effectively
- identify the skills, knowledge and attributes that are required to effectively perform the work and the conditions under which the employee will be employed
- determine the lines of reporting and levels of responsibility to other employees and/or departments
- identify new tasks or responsibilities that a new employee will need to undertake given changed circumstances in the business (for example ability to use a computerised payroll administration due to a change from a manual system).

**Skills:** the levels of proficiency required to perform a particular task.

**Knowledge:** the actual or procedural information necessary to successfully complete a task.

**Attributes:** the characteristics or traits of an individual.

If you are filling an existing position, identify the tasks that the current employee is doing that may not be in their job description. Employees often undertake tasks or responsibilities because it's convenient for them to do so (like taking business mail to the post box on their way home). If this discretionary effort is not built into the new job description, functions or tasks may be missed altogether, disrupting the way your business runs.

## 2. ATTRACT, RECRUIT AND SELECT

Encourage other employees and managers in your business to make suggestions about how the job should be structured. They may be able to suggest changes that improve effectiveness and efficiencies.

**Discretionary effort:** the contribution or effort that employers often seek from their employees over and above what is included in their job description.

### What does the business need from the new role?

The business may be experiencing rapid growth so, for example, the vacant payroll clerk position may instead become a personnel officer role to cope with both payroll and staffing issues. Therefore, the old payroll officer's job description will not be suitable.

### How do I define the new role?

Ask the current employee to fill in a job analysis template for his or her job role. This template captures all the tasks that are undertaken. It also identifies the qualifications or training needed to do the job efficiently and effectively.

You can also ask employees who work with the person (in other departments, the supervisor, the frontline employees) if there are different or additional tasks that could be undertaken to increase the efficiency of the workplace as a whole.

### I have the information, now what?

You are now ready to prepare the job description and selection criteria.



## 2. ATTRACT, RECRUIT AND SELECT

### 2. Job description

**Job description:** a list of the tasks, duties and responsibilities (TDRs) that a job entails.



**Job description template** – assists in developing a job description and selection criteria.

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Now that you have undertaken the job analysis, you can turn that information into the job/position description. One of the most important sets of documents that a business can have is a current and clearly expressed set of job/position descriptions.

Clear job descriptions:

- allow employees to know exactly what is expected of them
- help identify training needs
- underpin ongoing performance management, and clarify obligations and responsibilities.

This is a key document as it enables you to easily compare the skills, knowledge and attributes required for the position with those of applicants.

#### Putting a job description together

Most job descriptions have five parts:

- general information
- objectives
- task description, duties and responsibilities
- selection criteria
- organisational information such as values, commitment to Equal Employment Opportunity (EEO) and Occupational Health and Safety (OHS), and the work environment.

It's important to remember that a job description is often the first place a job applicant will learn about your organisation. It therefore represents an opportunity to sell the job and your organisation.

#### General information

- Job title, classification and/or description written in clear, straightforward language (for example retail assistant grade 2, bakery manager, diesel mechanic).
- Award, contract or workplace agreement that the employee will be working under (for example The Hometown Hotel Employment contract).
- Main location or worksite – if this may change from time to time, state this.
- Reporting responsibilities – to whom? (for example manager, supervisor, mentor).
- Staff management responsibilities and the reporting requirements.

The **objectives** of the job should be clear and concise, and describe why the job exists. This statement should relate to the tasks required to ensure that the objectives of the job are met.

The **task description, duties and responsibilities**, or main body, should:

- be as concise as possible and identify no more than 10 tasks (for example cash reconciliation, ordering stock, managing payroll administration). A broad, open-ended statement should be included to illustrate that it is not an exhaustive list of duties (for example 'other duties within the scope of this position may be required').
- be expressed in a logical order with each task described in a short sentence or two explaining what is to be done. Begin each description with an action word (such as manage or coordinate) – this allows employees to know what is required.
- be accompanied (where possible) by appropriate measures. This might include statements such as 'coordinate stock control to ensure that weekly stock levels are adequate at all times.'
- identify any specialist tools, software or machinery that might need to be used (access database software, welding machine, espresso coffee machine).

## 2. ATTRACT, RECRUIT AND SELECT

### 3. Selection criteria

When recruiting and selecting staff through a formal or informal process, it's absolutely critical to understand what you and the business need. This information is captured and illustrated in the selection criteria section of the job description.

After you've completed the job analysis and job description, the selection criteria connect the tasks to be undertaken with the skills, knowledge and attributes that a person in that job should have. It is sensible to combine the job description and the selection criteria as one document.

The selection criteria will help you to adequately and fairly distinguish between candidates during selection.

The selection criteria list both essential and desirable criteria. The **essential criteria** are the elements that the job absolutely requires, such as certain skills, knowledge, attributes and qualifications or licences (trade certificate, driver's licence). Then there are the **desirable criteria** such as extra experience or qualifications over and above what is essential (post trade qualifications, heavy rigid driver's licence).

Anyone selected for the job should have all of the essential criteria. The desirable criteria help to distinguish between applicants who satisfy the essential criteria.

NOTE: If none of your job applicants meet the essential criteria, you should go back to the job description to see if you are being realistic. You may need to consider training applicants, training the staff you have, re-designing the job or engaging labour hire or recruitment companies to find the right employee.

Now that you have developed a job description and selection criteria for the function, you will need to assess what type of employment will be required, for example full-time, part-time or casual.

#### Reviewing the job description and selection criteria

The job description should be checked for accuracy from time to time, particularly when a vacancy becomes available. Job descriptions are often reviewed at the same time as performance appraisals ([refer to Section 4 – Motivate, Manage and Reward Performance](#)).

If currently performing the job, the candidate should be involved in the process of reviewing the job description as the employee will often know the job better than anyone else.



### 4. Selection methods

In other sections we've talked about making sure you have adequate people management processes in place to attract and recruit candidates.

You can now determine the most appropriate selection method(s).

You need to determine your selection method prior to advertising your vacancy so applicants are aware of what information to include and in what form you require their application.

While the interview is by far the most common selection method it can sometimes be insufficient or inappropriate in isolation.

For example, if you were looking for a trainer a good way of evaluating their skills would be to ask them to prepare and present a short training session. This could be done in conjunction with an interview to see if the person is suited to your business.

The following table details some common assessment methods for small to medium-sized businesses.



## 2. ATTRACT, RECRUIT AND SELECT

Method	How it works	Works best ...
<b>Written application</b> Use in conjunction with other methods for best effect.	Gives you an understanding of what a person has done in the past, in written form. Can be good if you need an in-depth look at what the candidate has done in the past and if writing skill is important for the role, assuming the applicant wrote the application. Don't be tied to this method as it can be misleading and time consuming.	When you have time to read applications. When you need to compare a number of candidates. When you would like to keep details on file for next time. When there is a need to assess written communication for the job.
<b>Informal chat</b> Use in conjunction with other methods for best effect.	Allows you to talk to the person to get to know them. Can be less daunting than formal methods. Not suitable when you need to compare multiple candidates. Can be a VERY unreliable method. Not recommended unless part of a wider assessment process.	When recruiting for upper-level jobs. When used in conjunction with other methods such as a structured interview or practical demonstration. When you need to hire for skills other than practical competence such as management.
<b>Structured interview</b> Recommended over informal chats or unstructured interviews.	An interview where the questions or areas for questioning are pre-determined in line with the selection criteria. The same questions are put to all candidates. Consider giving the questions to all candidates a short time prior to the interview. This type of interview is a more reliable way to rate and compare interviewees as they all have the opportunity to answer the same questions.	When you need to compare several candidates.
<b>Work sample test</b> Use in conjunction with other methods for best effect.	This tests the ability of the applicant to do an actual task required for the job, for example answering a phone, pouring a beer or changing a tyre. Work tests can be really useful if the job is task orientated and the candidate needs to have a certain level of proficiency from day one.	If you need to hire someone with certain skills. Can be used to determine how much training or support a candidate will need if selected. Best avoided where the job has other dimensions such as high-level decision making or managerial aspects.
<b>Written test</b>	Multiple choice, true/false, short answer.	Where you need to determine a level of knowledge or understanding of certain aspects of the job. Useful where a level of language and literacy is a prime concern. Be careful not to eliminate people for reasons not related to the job.
<b>Presentation</b>	Candidates prepare a presentation on a set topic for an interview panel.	When public speaking or presentations are part of the job, such as a salesperson or trainer.
<b>Example of previous work</b>	If it's relevant to the position, an applicant may be asked to bring in a sample of their work. For example, graphic artists or photographers may provide a portfolio of work. Furniture makers may provide photos or actual pieces of work for consideration.	Where practical skill needs to be demonstrated in a tangible format.

## 2. ATTRACT, RECRUIT AND SELECT

Method	How it works	Works best ...
<b>Reference check</b>	<p>Always conduct reference checks (verbal as well as written) and check qualifications to ensure authenticity. Preferably, ask to see the original certificates.</p> <p>Ask for the names and numbers of people who will confirm the candidate's claims.</p> <p>Ask the referee for concrete evidence, not just opinions. Give an example of what the job entails and ask him or her to recall a time when the applicant undertook similar tasks.</p> <p>Like any question asked of the candidate, questions to referees should relate only to the candidate's ability to do the job. Do not ask personal questions.</p>	When attempting to decide between closely rated candidates.

If you choose to use the interview method you may like to consider two styles of questioning: behavioural-style and situational-style questions.

Questioning to aid reliability of interviews		
<b>Behavioural-style questions</b>	<p>Designed to give you examples of the candidate's behaviour as opposed to just their knowledge or opinions.</p> <p>These questions allow you to describe situations, or the type of work involved in the job, and allows candidates to provide examples of how they have approached similar situations or work.</p> <p>Example: 'This job requires someone to prioritise varied tasks during the day. Tell me how you have managed competing priorities in your previous roles'.</p>	When you need to determine how the candidate may have behaved in the past, and if that behaviour would suit your business.
<b>Situational-style questions</b>	<p>A hypothetical situation based on challenging job-related occurrences is presented to the candidate and he or she is asked to describe how they would handle it.</p> <p>Examples: "Tell me how you would deal with an angry customer".</p> <p>"Describe how you might manage deliveries at peak delivery times".</p>	Where the applicant may not have enough work experience to be able to draw on past experiences, for example school leavers or graduates. Also good for internal applicants applying for a job different from their current position.

## 2. ATTRACT, RECRUIT AND SELECT



### 5. Method of application

Before you advertise the vacancy, it is helpful to consider how you would like people to apply. You could choose one or more of the following:

- Curriculum Vitae (CV) or resume
- application letter
- statement addressing the selection criteria
- portfolio of work samples
- completion of job application form (provided).

In your advertisement, you need to state how to apply and provide guidance on the amount of information (word limits or page limits).

### 6. The job application



Template

#### Job application form template –

assists in collecting important information about applicants and will help with the selection process.

Page 39



Template

#### Acknowledgment of application letter –

assists in writing letters of response to your applicants.

Page 42

It is useful to have an application form available for applicants to complete. You need to set this up before you place the job advertisement. It is also a courtesy to acknowledge receipt of applications with a letter. Templates are provided to assist you with this.

### 7. Advertising the vacancy



Template

**Advertise a job template** – provides examples of what should be included in a job advertisement.

Page 41

Keep in mind that the person you are looking for may already be working in your business. Training your own employees can be a good option, as sometimes it's easier to recruit from within. It sends a message to other staff that opportunities for promotion or multi-skilling are available.

Finding the right employee depends a great deal on how and where the job is advertised.

Businesses go to great lengths to make sure that their products and services are advertised well, but job advertisements are often not well thought through. Appealing to the best candidates is the first rule of successful recruitment advertising.

Just like any other advertising or promotion, you'll want a return for your investment. It makes sense to put your advertisement to work where it will benefit you most.

When choosing how to advertise consider the following questions.

- **Who am I appealing to?** Graduates? Working mums? The unemployed? Those already in work but willing to change? Younger trainees or experienced operators?

## 2. ATTRACT, RECRUIT AND SELECT



- **Where is my advertisement most likely to be seen by my target audience?** Newspapers? Online? Trade journals? The back of the local bus? In the local shop? Consider approaching schools and universities for entry level employees.
- **What will appeal to my ideal employee?** Flexible hours? Training opportunities? Work with a well-known business? Career progression?
- **What will the general public think of my advertisement?** Is it consistent with my other marketing and branding?
- **Will my advertisement grab attention or fade into the background?** Will other advertisements stand out more than mine?
- **How much will it cost?** Will I get a return on my investment?
- **How much time do I have to fill the vacancy?** Do I have time to advertise or do I need someone quickly?

Other forms of advertising may be more effective than a line advertisement in the Saturday paper, where your advertisement will be competing directly with similar ads. Some examples include the engagement of a recruitment firm or a head hunter.

Ask yourself: do you need to advertise at all? Do you know someone who knows someone who would be suitable?

Also consider the relationship between advertising a position and advertising the business.

A newly generated position indicates business growth, while frequently advertising the same position may indicate high staff turnover.

### **Some points to remember when advertising vacancies**

There are some rules you should be aware of when advertising vacancies. They include, but are not limited to, the following:

- There must be a bona fide vacancy to fill. If there is no real job do not advertise as if there were.
- You must comply with legislation such as Equal Employment Opportunity (EEO) law. For example, you cannot state that you want a person of a certain gender, age or race (for example young, fit male wanted for store work). If you need to employ a certain type of person for a specialist role (such as a female for sexual assault counselling) you should contact the **Human Rights and Equal Opportunity Commission** for advice on exemptions where appropriate or the **Tasmanian Office of the Anti-Discrimination Commissioner**.
- Your advertisement should be realistic and honest. Do not make promises that you aren't going to keep as you will only waste your time, money and effort doing it again when the new person leaves. Also, this does nothing to enhance your employer brand and reputation.
- Ensure you identify a person potential applicants can contact for further information and where they are able to obtain a copy of the job description.

## 2. ATTRACT, RECRUIT AND SELECT

### 3. Selection

**Selection:** the process of choosing the best candidate from all job candidates.

There are logical steps involved in selecting staff.

- Organise a date, place and time for the selection process and notify the candidates you wish to interview.
- Devise selection tools such as interview questions and forms to keep you on track.
- Organise other participants if you are using a panel interview process.
- Undertake the selection method(s), ensuring it is fair and equitable for all candidates.
- Make your decision and notify the successful candidate. It pays to make sure the successful person accepts the job before notifying the unsuccessful candidates, in case he or she declines to accept the position.
- Send letters to unsuccessful applicants. Thank them for their interest and the effort they put in, and perhaps explain why they were unsuccessful. Being polite and helpful in this way will show you care about your business' image.
- Generate a formal offer of employment to the successful candidate outlining their working conditions.



### Interviews: tips for better outcomes



Template

**Preparing for an interview checklist template** – assists in preparing for an interview by providing prompts and general interview guidelines.

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Template

**Interview record form template** – assists in recording ratings and comments of the interview in relation to the selection criteria.

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Here are some things you can do to make your interviews more useful.

- Always devise interview questions that relate directly to the selection criteria.
- Write your questions down and try them out on current staff to ensure they are valid and unambiguous. Ensure the answers tell you what you need to know.
- Form an interview panel. Other people will be able to offer different perspectives. Consider asking the direct supervisor of the role or a team member.
- Choose a venue for the interview that is quiet and comfortable (an office away from the hustle and bustle of the workplace) and avoid creating intimidating seating arrangements.
- Allow enough time and don't rush. Interviews can take anywhere from 15 minutes to several hours. Let the applicant know how long it may take.
- Avoid interruptions. Take the phone off the hook and tell others you are not to be interrupted.
- Use a standard set of questions for each applicant. Structured interviews work best. This doesn't mean they have to be overly formal, just consistent for all applicants.
- Consider providing questions to all applicants prior to the interview, allowing them time to read the questions and make brief notes.
- Use a standard evaluation form based on the selection criteria. If you are interviewing more than one person, always take notes – no matter how good your memory is you might forget the details.

## 2. ATTRACT, RECRUIT AND SELECT



- Avoid making snap decisions based on irrelevant information (where they went to school, where they last worked).
- Understand what it is you are looking for – stick to your selection criteria to avoid hiring for the wrong reasons.
- Let the applicant do most of the talking – the interview is an opportunity for them to provide evidence that they are most suitable for the job.
- Ask open questions that demand more than a 'yes' or 'no' answer. Use questions that begin with doing words like "describe", "explain", "how did you...", "why would you...", "when have you...", "what would you do...", "tell me about a time...".
- Maintain appropriate eye contact and body language.
- Paint an honest picture of the conditions on offer and the expectations of the role.
- Give the applicant the opportunity to ask you questions about the job at the end of the interview.

### Things to avoid

The decision to hire someone must be based solely on their ability to do the job. There are some things you must not ask during a selection process. Usually, you will not need to know whether a person is thinking of getting married and having children or whether they follow a certain religion, for example.

Having well-constructed position descriptions and selection criteria will assist you to make an objective decision and give some back-up if asked to defend an accusation of discrimination should one occur. Also, using a structured process that is transparent and consistent for all candidates will assist you to ensure a fair and equitable process.

A candidate should not be asked about any of the following things and must not be discriminated against on these grounds:

- race or ethnic origin
- criminal record (unless a police check is a requirement of the position)
- marital status
- gender
- pregnancy
- disability (when unrelated to the ability to do the job)
- sexual preference
- union membership.

This list is not exhaustive, so please also be aware of indirect as well as direct discrimination. That is, even though you didn't ask about certain things directly, you may still be discriminating by making an issue of something else.

For example, "We don't hire people over size XX" is blatantly discriminatory against people of a certain dress size.

An example of indirect discrimination is saying, "The successful candidate will be provided with a uniform that is a size XX. Will that fit you?"

If you are unsure of how to handle a particular situation contact the **Human Rights and Equal Opportunity Commission**, or the **Tasmanian Office of the Anti-Discrimination Commissioner** for assistance.

## 2. ATTRACT, RECRUIT AND SELECT

### Appointing the successful applicant



Template

**Letter of offer template** – assists in writing a letter of offer to the successful applicant.

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Template

**Letter to unsuccessful applicants** – assists in writing letters to unsuccessful applicants.

Page 44

A letter of appointment/employee contract will make the offer of appointment official.

Appointing the successful applicant includes the following steps:

- producing and sending the employee contract/appointment letter and undertaking other administration to formalise the appointment
- preparing for the arrival of the new employee
- arranging and conducting an induction
- scheduling time for an initial feedback session.

There is more information on what you should do for new employees in [Section 3 – Induct, Train and Develop](#).







## Checklist – Attract, Recruit and Select

Tick when complete	Tasks	Templates provided	Page number
<input type="checkbox"/>	Consider your business' competitive advantage and your reputation and branding.		
<input type="checkbox"/>	Before you advertise for a new employee:		
<input type="checkbox"/>	Undertake a job analysis to work out exactly what you need.	Job analysis template	37
<input type="checkbox"/>	Review or write a job description and determine the selection criteria.	Job description and selection criteria template	38
<input type="checkbox"/>	Identify the selection method(s).		
<input type="checkbox"/>	Write or edit application forms.	Job application form template	39
<input type="checkbox"/>	Advertise the job if required.	Advertise a job template	41
<input type="checkbox"/>	Prepare for the selection method(s). For example, if conducting interviews assemble a panel of suitable people.	Preparing for an interview checklist	46
<input type="checkbox"/>	Undertake selection method(s) and record the outcomes.	Interview record form template	47
<input type="checkbox"/>	Select most appropriate applicant.		
<input type="checkbox"/>	Notify all applicants whether or not they were successful.	Letters to applicant templates	42
<input type="checkbox"/>	Produce and send the employee contract/appointment letter and undertake other administration to formalise the appointment.	Letters to applicant templates	43

## Fact Sheet – Building a good employer brand

The following table contains some tips on building a good employer brand.

Objective	How does it look?	Benefit
<b>Be clear on what your business is about</b>	You have a good idea of what you do, how you do it and how you want to be seen by others, usually mission/vision/values statement.	You are able to check back to ensure that what you are doing or what you plan to do fits the organisation's brand (how others see the business).
<b>Match up your statements with action and visible evidence</b>	If you say your business stands for one thing when it does something different, your promise does not match your actions.	Your employees will receive clear cues from management behaviour, workplace policy and the way the business is portrayed to others.
<b>Focus on the customer</b>	What your customer wants from you may reflect what you want from your employees.  Consider displaying some policies that show your commitment to customers and the community (such as customer service charter). For example, if your customers want speedy customer complaint resolution, your policies and procedures must allow this.	If your employees are given the right tools (policies, procedures, training, equipment) in line with your business promise, your customers will be satisfied.
<b>Be dedicated to your promises</b>	Ensure that managers maintain the promises made to customers and employees.  Doing things in line with the business promise can be difficult at times, but commitment to principles can pay off in the long run.	People come to expect certain things from businesses.  They become comfortable with the way businesses act and how they treat their customers and employees.
<b>Get your message out</b>	Make sure people know about what you do and how you do it.  Leverage internal communication through: use of policy, newsletters, memos, training and people management processes.  Leverage external communication through use of a consistent message in advertising, promotions, sponsorships and public relations.	Brand awareness depends on communication to an audience. Your brand will carry value and create certain expectations in the minds of those outside the business only if it is constantly and consistently applied in external and internal messages.

## Template – Job analysis

A job analysis is done before you advertise for a new employee. It allows you to work out exactly what the business needs and to identify ways in which an existing role could be adapted. After you've done a job analysis for a position, it will be easier to fill in the job description template.

### GENERAL DETAILS

Date of review

---

Reviewed by

---

Job title

---

Department

---

Award/Agreement

---

Classification/Level/Grade

---

Reports to

---

Supervision of

---

### DUTIES AND RESPONSIBILITIES

Duties and responsibilities	Major functions	Selection criteria, competencies and experience	Qualifications required	Essential or desirable? (write an E or D in this column)
<i>Serving customers</i>	<i>Customer service</i>	<i>At least one year's retail experience</i>	<i>Certificate II in Retail Operations</i>	<i>E</i>
<i>Accepting payment</i>	<i>Managing cash</i>			<i>E</i>

### GENERAL OVERVIEW OF THE JOB

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### VALIDATION AND FUTURE REVIEW

Validated by staff member

---

Next job review date

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## Template – Job description and selection criteria

Use this template to write down the information that relates to a position. Use the information from the job description to write your job advertisement. You should also use this information to evaluate the people who apply for the position and to monitor their progress after they become an employee. It also allows different people within the business to manage staff if they can see exactly what people in each position are expected to do.

Put this job description into an individual's personnel folder – it will help a great deal when you consider giving this person a pay rise, moving them to another position, sending them for training or when you do performance reviews.

### GENERAL DETAILS

Date of review

---

Reviewed by

---

Job title

---

Department

---

Award/Agreement

---

Classification/Level/Grade

---

Reports to

---

Supervision of

---

Date authorised

---

### JOB OVERVIEW

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### ESSENTIAL DUTIES AND RESPONSIBILITIES

Function	Task description

### SUPERVISORY RESPONSIBILITIES

Function	Task description

### WORK ENVIRONMENT

---

### SELECTION CRITERIA

Essential (including qualifications/licences)

---

Desirable (including qualifications/licences)

---

### COMPETENCIES/EXPERIENCE

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## Template – Job application form

POSITION APPLIED FOR

### PERSONAL DETAILS

Surname

Given name

Preferred name

Address

Work phone

Home phone

Mobile phone

Email

### CURRENT QUALIFICATIONS

Qualification title	Institution/Training provider	Year completed

Are you currently undertaking study/training? (tick one)  Yes  No

Course/program name

Full-time  Part-time  Distance  Other

### PREVIOUS EMPLOYMENT (MOST RECENT FIRST PLEASE)

Employer name/establishment	Dates from/to	Position held	Reason for leaving	Office use check Initial/date

### REFERENCES

Do you agree to have referees contacted in relation to this application? (tick one)  Yes  No

(Reference checks will be conducted legally in an ethical manner and all information derived will remain confidential.)

Please provide details of three people who can speak on your behalf regarding your work history.

Name	Contact number	Position held/working relationship (for example, supervisor)	Office use check Initial/date

What type of work are you available for? (tick one)

Full-time  Part-time  Casual

## Template – Job application form continued

### OTHER INFORMATION

When will you be available to start work?	
Please provide any other information that you identify as being pertinent to this application? (for example, medical conditions, disabilities)	

### DECLARATION

I declare that to the best of my knowledge the information given is true and correct. I understand that inaccurate, misleading or untrue statements or knowingly withheld information may result in termination of employment with this organisation. I understand that this application does not constitute an offer of employment. I understand that, in some cases, police and credit checks will be required and I will be notified if this applies to this application.

Signed \_\_\_\_\_ Date \_\_\_\_\_

**CONFIDENTIAL** *For Office Use Only*

### REFERENCE CHECKS

Reference name	Comments	Would re-employ? <input type="checkbox"/> Yes <input type="checkbox"/> No	Initial	Date

### POLICE CHECKS

Comments	<input type="checkbox"/> Yes <input type="checkbox"/> No (Not appropriate)

### OTHER ACTION

Action	Name	Date
Interview arranged for     /     /		
<b>Offer of employment made</b>		
Position		
Acknowledgement letter sent		
Letter of offer sent		
Induction due on     /     /		
Payroll details entered		
Probationary period expires on     /     /		
NOTES:		
<b>Application unsuccessful</b>		
Letter of advice sent		
Application to be destroyed on     /     /		
<b>Other</b>		

## Template – Advertise a job

You can use the information you've already recorded in the job description to write a job advertisement.

The advertisement, at its simplest, needs to tell the reader:

- The name of the job
- The name of the employer – include a description of the business to encourage people to apply
- Benefits to the successful applicant (pay, conditions)
- The qualifications or experience applicants should have
- How and when they should apply for the position.

Use the four point guide called AIDA to construct advertisements: attract **attention** to the advertisement; develop **interest** in the job; create a **desire** for the job; prompt **action** by encouraging readers to apply for the job.

These advertisements are included as examples.

### looking for a **cutting edge** career?

**Making Waves has some of the best and most awarded hairstylists in town and we're looking to add to our fashion-focused team.**

We are committed to providing our customers with innovative styling and we pride ourselves on our dedication to ongoing client satisfaction.

The team at our inner city salon is looking forward to welcoming a

#### **First Year Apprentice Hairdresser**

who will take advantage of first class on and off the job training, the opportunity for competition work and competitive salary (\$20,000 to \$25,000 per annum).

Ask our staff and they will tell you it's a great place to work with room for your own flair and creativity to shine through.

If you have a bubbly personality, great personal presentation, a commitment to client satisfaction and you're not afraid of a little hard work to gain an opportunity for a career in hairdressing, we'd love to hear from you.

Contact xxx to obtain a copy of the job description.

To apply, please forward your CV to:

Jane Citizen

Manager, Making Waves

123 Hometown Road, Hometown Tasmania 0756

Email: [info@makingwaves.com.au](mailto:info@makingwaves.com.au)

Phone: (03) 62XX XXXX

**Applications close 5pm Friday 30 June 20XX.**

### a **passion** for pools? a **craving** to be creative?

Making Waves has created some of the best and most awarded garden swimming pools in the State and we're looking to add to our hard working construction team.

We provide innovative pool designs and we pride ourselves on our dedication to first class building quality.

Our southern construction team is waiting to welcome a

#### **Qualified Landscaper**

who will take advantage of flexible working hours, the opportunity for a competitive salary (\$45,000 to \$55,000 per annum), with access to first class designers and support from a well equipped construction team.

Ask our team and they will tell you it's a great place to work where one day is never the same as the next.

If you have flair with plants and garden design elements, have formal qualifications in landscaping or horticulture and can demonstrate a creative track record over the past three years we'd like to hear from you. Experience in landscaping around pools would be highly regarded.

To apply, please forward your CV, with any photos to:

Darren Citizen

General Manager, Making Waves

123 Hometown Road, Hometown Tasmania 0756

Email: [info@makingwaves.com.au](mailto:info@makingwaves.com.au)

Phone: (03) 62XX XXXX

**Applications close 5pm Friday 30 June 20XX.**

## Templates – Letters to applicant

Here are some templates you can use to write letters to respond to job applicants, let applicants know if they were successful or unsuccessful and invite someone to an interview. Customise these sample letters to suit the way you prefer to communicate – you might like to use a casual, friendly tone or a more formal tone.

### Template – Acknowledgment of application

(Company letterhead or address)

(Applicant's name)

(Street address)

(Suburb, State, Postcode)

(Date)

Dear (Applicant's name)

Thank you for your application for the position of (Job title).

We have received many applications from well-qualified and experienced candidates and we are currently short-listing candidates' applications.

Applicants who appear to meet the required selection criteria and most closely match the requirements of the position will be advised in due course and invited for an interview.

Thank you for your interest in joining us at (Business name) and for taking the time to submit an application for employment.

Yours sincerely

(Name of business representative)

(Title)



## Template – Letter of offer

(Company letterhead or address)

(Applicant's name)

(Street address)

(Suburb, State, Postcode)

(Date)

Dear (Applicant's name)

We are very pleased to offer you the position of (Job title).

We have attached the terms and conditions of this offer. Please read this information and sign, and return the copy. You are encouraged to keep a copy for your records.

If you have any questions, please don't hesitate to call me.

We look forward to having you join our team.

Yours sincerely

(Name of business representative)

(Title)

## Template – Acknowledgment of application – unsuccessful applicant

(Company letterhead or address)

(Applicant's name)

(Street address)

(Suburb, State, Postcode)

(Date)

Dear (Applicant's name)

Thank you for your application for the position of (Job title).

We received many applications from well-qualified and experienced candidates.

Unfortunately, on this occasion your application for employment with us was unsuccessful.

Thank you for your interest in joining us at (Business name) and for taking the time to submit an application for employment.

We wish you well in your future endeavours and encourage you to apply again in the future if a suitable position becomes available.

Yours sincerely

(Name of business representative)

(Title)

## Template – Acknowledgment of application – shortlisted applicant

(Company letterhead or address)

(Applicant's name)

(Street address)

(Suburb, State, Postcode)

(Date)

Dear (Applicant's name)

Thank you for your application for the position of (Job title).

We're pleased to tell you that you have been short-listed for an initial interview.

Selection interviews will be conducted on (Date). Please contact (Business representative) to arrange a suitable time.

When you come to the interview, please bring the originals and a photocopy of any documentation that will support your application.

Thank you for your interest in joining us at (Business name) and for taking the time to submit an application for employment. We look forward to discussing your application in greater detail.

Yours sincerely

(Name of business representative)

(Title)

## Checklist – Preparing for an interview checklist

Use this template to prepare for an interview. It should ensure that the interviews will be run efficiently and consistently.

Before selection interviews take place, all members of the selection panel should:

Tick when complete	Tasks
<input type="checkbox"/>	Be familiar with the position description of the vacancy .
<input type="checkbox"/>	Understand the selection criteria.
<input type="checkbox"/>	Review applications.
<input type="checkbox"/>	Be familiar with the rating scale applicable to interviews.
<input type="checkbox"/>	Have sufficient copies of interview record pro forma.
<input type="checkbox"/>	Have a copy of standard questions.
<input type="checkbox"/>	Be aware of the way in which the interview is to be conducted (order of questions, who will ask questions).
<input type="checkbox"/>	Have a pen!

### GENERAL INTERVIEW GUIDELINES

All panel members should be familiar with applicable Equal Employment Opportunity (EEO) legislation and ensure that all candidates are assessed on the basis of merit.

Supplementary questions should comply with EEO principles and be applicable to the selection process (e.g. personal questions like ‘are you married?’ must be avoided).

Panel members should make appropriate and constructive comments on the interview evaluation form to enable feedback to candidates at a post interview briefing if requested.

## Template – Interview record form

Use the information you provided in the job description to create the forms you'll use when you conduct interviews with applicants. Include each of the essential and desirable skills and qualifications so that the interviewers can give a score. This will help you to evaluate all of the people interviewed, and judge them against a fair and consistent standard.

### GENERAL INFORMATION

Position		Date	
Applicant's name		Interview time	
Interviewer/s			

### INTERVIEW ASSESSMENT

Selection criteria	Rating 1 - 5 1 = does not meet criterion 3 = meets criterion 5 = exceeds criterion	Comments
Essential		
Desirable		
Total score		
General comments		