

## Factsheet – Recruitment

### Why It Matters

Recruitment should not be left to chance. Having the right people in the right jobs means your business is far more likely to be successful. You need people with the necessary skills to do the work and the right attitude for them to be cooperative, contributing team members. Conversely, recruiting the wrong person can be costly, both financially and time-wise, causing friction between team members in the workplace, and consuming your valuable time as you put in the effort to manage their performance and/or behaviour. It is far better to have a thorough recruitment process and employ on demonstrable merit.

### The Basics

Recruitment is not a science and no matter what you do, getting the best employee cannot be guaranteed. However, you can increase the likelihood of getting the new employee you need by having a considered approach. This approach should consider everything from the real need for the job through to the best way to get that work done, the pay and conditions of employment and other things that will attract people to work for you, where to find the talent needed, what selection process is to be used, and the way in which you bring people onboard.

### The Detail

The recruitment process begins the moment you start thinking about filling a job in your business to the time your new employee accepts an offer of employment. Having a well thought out plan for all recruitment activity is very important. This plan should consider:

- ☛ **Your Business Plan & Objectives:** Recruitment should match your business plan and goals. This means thinking ahead about what people your business will need, and when, and recruiting to fill needs proactively rather than waiting for a vacancy to happen or when the need is urgent.
  
- ☛ **What You Need:**
  - You need to know your job before you start recruiting so you can find the right person.
  
  - Do not assume that a job has not changed since the last employee was hired to do it, or that jobs of the same name really are the same jobs.
  
  - Make sure there is a current and realistic job description. Recruitment time is the ideal opportunity to thoroughly review the work a job is meant to perform, and the skills and qualifications needed to do that work.

- Part of what is needed in a job is the behaviour you expect from the person filling the job. These behaviours should align with your business's values and typically include things like honesty, reliability, team player, and looks for the opportunity to co-operate with and help others.

☛ **The Need To Recruit:** Hiring a new employee is a big step that creates legal rights and obligations – do not take that step unless you really need to. Before recruiting ask questions like:

- Is recruiting for a job the right thing to do?
- Do you need to fill the job now or can it wait?
- Can the work be done in a different way by changing work methods or changing the duties amongst other jobs?
- Is there enough work to justify a full-time job or would using a casual or labour hire contractor be best until a clearer picture emerges of the workload?

☛ **Why Work For You?:** Your business is in competition with other businesses for the same talent. You need to be sure that what you offer as a place to work is going to attract good quality employees that stay with you. This means:

- Knowing the state of the labour market and what other employers offer.
- Setting the wages and conditions of employment for the job to be attractive enough to get good quality candidates but consistent with what you are paying others in similar jobs and at the same time affordable for the business.
- Telling candidates of the other benefits of working for your business such as family-friendly work hours, training, career opportunities, variety in the type of work, social functions, and friendly and supportive workplace.
- Knowing your reputation as a place to work and actively build, protect and promote your business's good name as an employer. This can be done by making sure you always behave as a good employer to start with. It helps to monitor the mood of you your employees and act to resolve any discontent quickly, so it does not have a chance to fester

or spread. Keep up with social media to find out what people are saying about your business.

- **Where to Find Talent:** Your ideal employee might walk through the door one day but it is more likely you will have to hunt for them. There is no single, fool proof way to find candidates and several methods may need to be used. These can include newspaper advertising, web-based job sites, social media, advertising on your vehicles and buildings, job fairs, community events, schools, referrals from current staff, and word of mouth. Rather than taking a shotgun approach, try to use marketing methods that are more likely to find the sort of person you need.

Of course, if finding candidates with all the skills you need is too difficult, the solution might be to grow your own people through training and development opportunities. Obviously, this is not a short-term solution but one that could eventually produce greater benefit.

- **Selection:** The selection process should include:
  - Staff involved in interviewing candidates have appropriate skills.
  - At least one interview by the manager to whom the role reports and another member of staff. Having at least two people conduct the interview gives better consideration of the candidate and provides validation of what happened during the interview if any issues arise. Interviews should be conducted using behaviourally based questions. These are questions that ask the candidate to give examples of job related activities or tasks they have done in the past, their involvement, what happened and the result.
  - If there are any reservations about the suitability of a preferred candidate, a second interview by another manager and different staff member might be worthwhile.
  - Practical skills assessments, such as a driving demonstration can be used. You should arrange these ahead of time and pay any costs.
  - A reference check of at least two previous employers. References should be from someone that supervised or managed the candidate. Many employers do not give references, so you should check whether any reference obtained is official or personal.

- Seeing the original versions of any licences or qualifications necessary for the performance of the role being recruited and making a copy for your records.
- Evidence of the preferred candidate's right to legally work in Australia. To have work rights, the candidate needs to be an Australian or New Zealand citizen, or a permanent resident. Alternatively, they must hold a current visa that allows them to work.

Suitable evidence includes:

- An Australian birth certificate plus a form of photo identification.
- An Australian or New Zealand Passport.
- An Australian Certificate of Citizenship plus a form of photo identification.
- A certificate of permanent resident status plus a form of photo identification.
- A passport issued by another country and a valid Visa allowing a person to work in Australia. Visas can be checked online through the Australian Government's free Visa Entitlement Verification Online (VEVO) service.

You should make a copy of the evidence for your records.

- Undertaking relevant checks such as a National Police Record, or working with children.
- Undertaking a fitness for work assessment appropriate for their position performed by a suitable medical practitioner. Heavy vehicle drivers must be assessed against the AustRoads standards in its *Fitness To Drive* publication.

**The Offer:** Offers of employment should only be made if you are certain you want to employ a person. Do not be pressured into making an offer when you have doubts about the candidate. Many recruitment decisions happen this way come to be regretted.

Whilst employment can be offered verbally, it is best to confirm all offers in writing and get the signature of the candidate indicating they are accepting the offer of employment. A candidate should be told they will only be considered to have accepted an offer of employment when they have returned a signed copy of the written offer.

- **The Law:** Like all other aspects of running a business, there are laws that come into play when recruiting and employing someone. These include laws dealing with anti-discrimination, wages and conditions of employment, irrelevant criminal records, and driver fitness for work. Penalties can apply for noncompliance.

## Need More

NatRoad's advisers have substantial experience in recruitment and general human resource management. For more information and advice about recruitment, contact a NatRoad adviser on (02) 965 3000 or [info@natroad.com.au](mailto:info@natroad.com.au).