



RECRUITMENT **E-GUIDE**

RECRUITMENT OPTIONS

Adding a new member to your team is one of the most important and influential business decisions you can make. This document will help you explore the different stages and options of the recruitment process.

Before adding a new employee:

- Consider your needs: an extra pair of hands to help during a busy period, or someone to be part of long-term business growth?
- List the tasks and outcomes that are part of the new role
- Decide on the level of experience the role needs

Australian Apprenticeships

Taking on an apprentice or trainee provides an opportunity for a young person to kick-start their career in your industry.

There are an enormous range of apprenticeships and traineeships available across all industry types.

Apprenticeships:

- Typically last four years
- Culminate in a qualification (normally Certificate II, III or IV)

Traineeships are usually completed in less time.

Both Apprentices and Trainees require a degree of commitment from their employer to manage training. They also need to attend classes at a registered training organisation (RTO) or TAFE on a weekly basis, as well as fulfilling their commitment to on-the-job training with the employer.

The Australian Government provides financial incentives to employers who take on an apprentice or trainee in an industry or sector with a skills shortage.

Hire them through:

- Word of mouth
- Local advertising
- Recruitment agencies
- Group Training Organisations (GTOs)

GTOs provide a service suitable for small and medium-sized businesses that can't guarantee a permanent position, or don't have the time to undertake all the employment and training functions. The GTO:

- Employs the apprentices
- Places them with host companies
- Manage their training
- Look after all the paperwork and payroll of the apprentices

If there are any issues with or not enough work for apprentices, the GTO will rotate them between employers to ensure they receive a good range of training and experience.

School students can start working towards their qualification while studying for their senior school certificate. This typically involves one or two days a week getting work experience with a local employer, plus lessons with an RTO. The program can also run during the school holidays and must be developed through collaboration between the student, school, RTO or TAFE and the employer. Many school-based apprentices and trainees go on to complete a full-time apprenticeship with their employers after finishing school.

For more information, contact Apprenticeship Support Australia on 1300 363 831.

Graduates

University graduates are up-to-date on the latest theory, but may lack industry experience. They will benefit from the guidance of a senior member of staff to mentor them on the real-world application of their knowledge.

Graduates are often driven and ambitious, and eager to use their knowledge. This could be to your business' benefit, especially if you have a structured

approach and a clear career-development path.

Junior Role

Roles such as office admin assistant or novice site labourer are often filled by a young person who has just left school and has little work experience.

Before recruiting, ask yourself:

- Do you need someone on a permanent basis?
- Is the role ongoing?
- Is the role full or part-time?
- How many hours per week does the employee need to work?

If the role is temporary, for example extra admin assistance for a few months during a busy time of year, you can hire someone on a temporary basis. You could advertise the position as a contract role, which is similar to a permanent position, but subject to a time limit.

You could also hire staff from an employment agency. There are many different types of agencies, ranging from specialists in office support roles to suppliers of trade or factory workers. You choose how many hours per week the staff need to work, and the agency invoices you for the amount owed at the end of each week. If you decide that you need the employee on a long-term basis, you can transition them to a permanent contract.

Work Experience

Many secondary-school students are given the opportunity for short-term work placements. These

are normally unpaid and designed to introduce young people to the working world. It gives them insight into a specific industry. The students are mostly there to observe and learn, so should not be expected to do any tasks unsupervised or without appropriate training.

If you are interested in offering your business as a work-experience site, contact your local schools or Registered Training Organisations directly, or talk to a Work Placement Service Provider.

Use the Skillsroad Jobs Board to pitch your entry-level positions to Australia's best young talent:

www.skillsroad.com.au

HIRING YOURSELF VS. RECRUITMENT AGENCY

When you decide to go through the process of taking on a new member of staff, you will need to decide whether to recruit through an agency, or to recruit yourself using internal resources. Using a recruitment agency certainly has its advantages but you may prefer to do things yourself. Here are some of the pros and cons of both options:

HIRING YOURSELF

PROS

- You stay 100% in control of the whole process
- You can review all applicants
- You choose where and when the job is advertised
- No recruitment fees

CONS

- Recruitment is costly in terms of your time – taking you away from your role
- It may take longer to fill the position
- You have access to a limited candidate pool

RECRUITMENT AGENCY

PROS

- They have access to more potential candidates
- They can source candidates more quickly through their networks
- They free you up to concentrate on your job
- No fees if you don't hire their candidates

CONS

- You need to invest time with the agency to ensure they understand your company
- You pay a fee for their services

JOB DESCRIPTIONS

Writing an accurate job description is an essential part of the hiring process and should be one of the first things that you do. It will help you to fully understand the role and make it easier to choose the right employee from all the candidates who apply. By outlining all the tasks, qualifications and expectations of the role, you will also increase the chances of attracting more suitable applicants.

What to include in a typical job description:

- Title of the role
- Usual location
- Who the employee reports to (e.g. Team Leader)
- Summary/overview of the position (one paragraph demonstrating how the role fits into the organisation and high-level objectives for the position e.g. why does the role exist)
- Key duties/tasks (a list of dot points will do). Note:

it is very common to include a general category at the end for 'other duties as required by the business'. This provides a bit of flexibility and means you can add duties or tasks without amending the job description

- OHS/WHS responsibilities
- Qualifications/knowledge/skills/experience required

Now that you have created your job description, it is time for the next step – Advertising.

ADVERTISING

In order to attract candidates to apply for your vacant position, you need to get the word out.

What should your job ad contain?

- Job Title
- Location
- Salary
- Why the candidate would be interested in the role – what's in it for them
- Summary of the role's responsibilities in every-day language – avoid industry jargon
- How to apply for the role (online application/phone call/email)
- What to include in their application (e.g. cover letter, resume and references)
- When applications close (cut-off date for receiving applications)

Below is a list of a few of the many methods of advertising a job.

LOCAL NEWSPAPER

The local paper often has a classifieds section where local job-seekers look to find their next career move. This is a good medium to use if the type of role you are advertising requires people who need to be based locally (e.g. young people who cannot drive/travel far for work).

One of the downsides to advertising in the newspaper is that there's often not a lot of space to fit a good job description and it can be expensive.

ONLINE JOB BOARD

There are many online job boards in Australia, some of the biggest are SEEK, MyCareer and CareerOne, but there are also some industry-specific boards that can help you target the right candidates. Try

using the internet to search for industry-specific jobs to get an idea of what your options are.

Online job boards have a very wide reach – anyone in Australia can search for jobs like yours. Due to the reach of online job boards, you can be inundated with applications, leaving a lot of resumes to read through.

COMPANY WEBSITE/NEWSLETTER

If you have one, use your website to advertise the job – often, the people who look at your site are familiar with you and understand your industry so this can be a good source of candidates.

This also gives the opportunity for good internal candidates to apply, if they don't already know about the vacancy.

If the role isn't too controversial, include the ad (or a link) in your customer newsletter. This will likely be going to people who are involved in your industry in some way and helps to spread the word that you are hiring in the right networks.

SOCIAL MEDIA

Social Media is another source of potential candidates. If your company has a Facebook page or Twitter feed, you can post a version of the advert (or a link) and encourage your 'followers' to share with their networks.

Professional networks, such as LinkedIn can be used to get the word out about the vacancy – encourage your colleagues and staff to share the ad to their networks too.

Note: If you use a Recruitment Agency, they will help you to write an advert that will appeal to the right candidate and online advertising is usually included in the fee. They will also use their expertise to screen resumes and select the most appropriate candidates to forward to you to approve for the next stage in the process, the Interview.

INTERVIEWS

Now you have advertised your vacancy and the applications have rolled in, it's time to select the best candidates and start the interview stage. Normally an employer will interview three or four candidates whose resumes show the most promise, but it's up to you how many you see.

Here are some of our top tips for interviewing candidates:

Create a template with all the questions you want to ask, along with space for making notes of their answers:

- Your questions should be set up to learn as much relevant information from the candidate as possible – probe their experience and ask for examples of situations they have been in
- Use leading questions to get the candidate to do most of the talking (e.g. Tell me about the biggest challenge of your last role). Avoid questions that can be answered yes or no (e.g. Have you ever had to work to a deadline?)
- Don't be intimidating or aggressive in your questioning, make sure the candidates are relaxed and at ease – they will reveal more about themselves
- In an interview you are not trying to catch the candidate out but provide them with an opportunity to demonstrate their skills and experience. Be open about the reason behind your questions and what you are trying to determine
- Use a private, neutral space to interview the candidates - avoid sitting behind a desk
- Invite interviewees to ask their own question – remember that it's a two way process and they are trying to figure out if you are a good person to work for

Psychometric testing

Many employers use questionnaires to measure personality traits and likelihood of being a good 'cultural fit' for an organisation. There is often no real pass or fail grade, it just provides employers with a bit more information about candidates' personalities. There are other versions that look at a candidate's ability or competency (for example typing speed or manual dexterity), depending on the role. These do have a pass or fail score.

Many recruitment agencies will ask candidates to complete a psychometric or competency test prior to referring them to the interview stage. You can use the results as a talking point in the interview.

