

## BEST PRACTICE RECRUITMENT & SELECTION

### *Overview*

These notes are presented to give you a head start in your recruitment and selection behaviour and decisions. It is our intention that with knowledge and focus, you will conduct the most effective recruitment process and end up with a star (or many stars) – the right person for the job! Good luck – let us know how you go!

### *General points*

- Examine workforce profile for distribution of groups of employees across the organisation.
- Consider if you could include in your workforce, members of particular groups which have been systematically excluded in the past.
- Implement a consistent method of recruitment; eg all positions advertised and applicants interviewed to assess suitability.
- Encourage applications from the widest possible pool.
- Provision of training for staff involved in recruitment.
- Confidential record keeping justifying decisions made.

### *Developing selection criteria*

- Ensure position description is up-to-date and consistent with requirements of the job.
- Formulate key recruiting criteria which is consistent with the job specifications, ie, only includes skills, experiences etc that are required (on a regular basis) to carry out the duties of the position.
- Distinguish between essential criteria, those that the person must satisfy to be able to do the job, and desirable criteria, those that will help to do the job.
- Assess whether formal qualifications (academic, trade etc) are essential to the performance of the job.
- Ensure length of experience, age required etc are essential, and justifiable, for performance of the job and not set arbitrarily or based on stereotypes.
- Ensure there are no unnecessarily restrictive English language qualifications on jobs that do not require them.
- Be specific. Eg, does Communications Skills refer to talking on the phone to customers, writing reports for management, instructing technical operators, inter-cultural skills or teamwork?
- Determine how criteria will be assessed: interview, reference check, testing etc.

### *Advertising*

- Consider benefits to the organisation of a multi-skilled workforce by advertising all positions internally (as well as externally).
- Determine strategies for reaching the widest pool of applicants possible, eg use of ethnic media, informal networks, social media, community groups, and organisations, industry groups, trade journals.
- Ensure the information in the advertisement matches the key recruiting criteria.
- Do not use stereotyped or discriminatory language or discriminatory requirements. Eg, 'Salesman', 'Age 30-45 years'
- If used, ensure recruitment consultants are fully briefed on your requirements and have a good understanding of equal opportunity principles.
- Include the name of the hiring manager in the advertisement and ensure they have information (presented in a clear and consistent way) prepared about the position.

## BEST PRACTICE RECRUITMENT & SELECTION

### *Short listing*

- Short list on essential qualifications first then on desirable, prioritising key recruiting criteria first.
- Don't make assumptions about qualifications / experience, how people could handle particular situations or how others may react.
- Seek more information if necessary. The aim is to find the best person for the job.
- Be consistent. Document decisions made and reasons for them.

### *Applications*

- Ensure language and length is relevant to the performance of the job.
- Do not include any invasive or irrelevant questions.
- Predetermine to what use the information collected will be put and ensure no discrimination.
- Ensure strict confidentiality.

### *Testing*

- Tests to match the requirements of the job.
- Check that tests are up-to-date and relevant.
- Check for any bias or indirect discrimination, eg a test for potential trades apprentices which examine prior knowledge of the trade rather than aptitude.
- Make sure that all applicants at the same stage participate in the same test.

### *Interview Foundations*

- Aim to allow applicants to demonstrate what they can offer the organisation, not to simply confirm expectations or to see how applicants perform under pressure.
- Check the need for any specific arrangements eg; physical access, interpreters etc.
- Have a standard list of questions for the role prepared in advance.
- Be consistent and fair when questioning.
- Focus on the real needs of the job. Don't make assumptions or stereotype individuals.
- The selection committee is entitled to ask applicants whether they can fulfil the requirements of the job (travel, work overtime, perform the physical functions) but such questions must be asked of all applicants.
- It is appropriate to ask people with disabilities, whether they require any adjustments to perform the job.
- Allow the applicant time to make their point. Allow silence. Rephrase or clarify if necessary.
- Don't make assumptions about an applicant's ability to do the job based on physical characteristics.
- Do not ask invasive and irrelevant questions eg, Do you intend to have a family. If necessary rephrase to gain the essential information you require and ask of all applicants eg, 'Can you commit yourself to the organisation for 2 years?'
- Keep records of questions and answers.

### *Reference Checks*

- The applicant needs to offer their referees, or make comment on the choice of referees.

## BEST PRACTICE RECRUITMENT & SELECTION

- Do not contact any prior or current employee without the applicant's permission.
- Be consistent in the use of referees. Use a standard reference check which matches the key recruiting criteria.

### *Making the decision*

- Focus on the key recruiting criteria.
- Rank applicants according to performance against essential and desirable qualifications – all recorded on your evaluation forms.
- Assess all information; application form, interview, reference checks, tests etc.
- Record decisions made and reasons for them on your evaluation forms.
- Avoid value judgements and ensure report and process is kept confidential.
- If requested, provide constructive feedback to unsuccessful applicants on their performance against the key recruiting criteria.

### *Medical examinations*

- It is appropriate to have employees medically examined if potential health risks could be high for employees with particular health problems, eg jobs which involve heavy lifting for people with spinal injury or disease.
- The Medical Examiner should have the position description so any recommendations made relates specifically to the job.
- Make sure only information relevant to the position is sought and avoid invasions of privacy irrelevant to the job requirements.
- The Selection Committee and Examiner need to be aware of technical equipment and other reasonable adjustment provisions for people with disabilities.
- Where there is concern about ability to perform a job, Examiners to seek expert advice and assessment from vocational specialists in disability organisations.
- Ensure strict confidentiality.
- Applicants need to be advised of the results.