BEST PRACTICE RECRUITMENT & ONBOARDING

NSW INDUSTRIAL RELATIONS
IN PARTNERSHIP WITH
NORTH SYDNEY COUNCIL
• Advertising to attract the best candidates
• Planning for the interview process and best practice interview techniques
• Implementing an effective on-boarding program
• Legal requirements
• Questions
Sir Richard Branson

'Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.'

‘Train people well enough so they can leave, treat them well enough so they don't want to.’
PERFECT EMPLOYEE

BEST FIT
Recruitment

FACTS

- 2010 – 26 vs 2015 – 68 days to fill a vacant position
- On average, it costs $500 per/day of open vacancy
- Work-life balance is the number one benefit Australian professionals look for in a new role
- A slow process will increase your risk of losing the preferred candidate
RECRUITING
Which Way is Best?

- No right or wrong way, can be a fast or slow process

- Effective recruitment reduces the amount of time spent managing staff due to incorrect selection techniques

- Possible Impacts:
  - Loss of productivity and engagement
  - Team impacts: e.g. staff moral and motivation
  - Impact on current employees: e.g. increased workload
  - Time and effort of management
  - Impact to customers and stakeholders
  - Culture and reputation
RECRUITING
Which Way is Best?

Why do you need to recruit:
- business growth
- fill a vacancy – value of exit interviews
- Internal recruitment action

Check currency of job description
- is it accurate
- does it cover everything
- do you use exit interviews
• Before advertising your role you need to work out the requirements and employment conditions of the job

• Create a job description which includes role definition and employment conditions, think about the duties the successful applicant will perform, who they will report to, what level of responsibility will they have, and what skills and experience is required

• Having a job description in place will also be helpful when setting performance goals and assessing performance
UNDERSTANDING YOUR NEEDS

• Consider
  • Qualifications
  • Necessary vs Desirable Experience
• Workload of the position
  • What do you need?
  • Full-time
  • Part-time
  • Casual
  • Permanent
  • Temporary
• Personality, Organisational Culture
• How important is cultural fit when recruiting?
RECRUITING
Job Description Considerations

- Should contain main responsibilities and tasks of the position
- Sets out the level of decision making, authority and supervision
- Allocate importance of the functions
- Will provide applicants with an overview of the position, the relevant tasks and fit within the business
- Awards – provide a guide to the relevant classifications
- No applicable award - look at developing a contract of employment
- Underpinned by statement ‘all other duties as required (within skill and ability)
- Reviewed regularly
“I don’t worry about hiring a great employee and having them leave in six months, I worry about hiring a terrible employee and having them stay for six years!”

– Steve Jobs
Do you need to advertise – internal appointment?

- Career development opportunity
- Short-term vacancies

Key information to attract appropriate applicants

- Base the advertisement on the job description
- Cannot be false or misleading
- Cannot include matters that directly or indirectly discriminate – only permitted if “inherent requirement of position” – exemption from ADB
CREATE A JOB ADVERTISEMENT

• Preparing your advertisement, try to avoid lengthy sentences and paragraphs

• Include information about the location, salary and benefits of the job and list a contact person to answer any questions from applicants

• What are some options for advertising?
  • Internet - Company website, job boards, social media
  • Hardcopy media – print, notice boards, shop windows
  • Business and industry contacts
  • Recruitment agency
  • University or student boards
  • Internal recruitment emails
  • Employee Referral Program
REVIEW ALL APPLICATIONS AND LONG LIST SUITABLE APPLICANTS

• Some applicants will be suitable for the job, others will not be.

• Before telephone screening applications, it’s important to review all the applications you receive to identify applicants who appear suitable for the role.

• Do not spend time interviewing candidates who are not suitable for the role.

• After reviewing the applications, create a long list of suitable applicants that you want to telephone screen.

• It’s best practice to notify unsuccessful applicants as soon as possible.
Once you’ve established a long list, use a telephone screening template to help you conduct telephone screens.

Schedule appointments with your long listed applicants for the telephone screen.

Each telephone screen will take 10-20 minutes per applicant.

Same set of questions should be asked of each prospective applicant.

Use this information to shortlist for face-to-face interview.
Structured vs Unstructured

Online Interviewing

Group

Stress

Behavioural or Situational

Problem solving or case review
RECRUITING
Considerations When Planning the Interview

- What process will be used to shortlist to interview stage?
- What interview guide will be used?
- Who will conduct the interviews, how many interviews and where?
- What pre-employment testing will be required? i.e. medical, personality, criminal/police, do you need to test particular skills etc
- Provide plenty of notification to interviewee’s
- Remember to be objective and consistent
RECRUITING
Considerations When Conducting the Interview

- Decide who will be at the interview

- A typical job interview involves a single candidate meeting someone from HR or owner and the potential manager/supervisor

- Bulk of the interview will entail the interviewers asking the candidate questions about his or her job history, work style and other factors relevant to the job

- The candidate should be given a chance to ask any questions at the end of the interview

- These questions are strongly encouraged as they allow the candidate to acquire more information about the job and it also demonstrates the candidate's strong interest in your business
RECRUITING
Considerations When Conducting the Interview

- Getting the best from applicants will give you a much better idea of their personality and abilities:
- Give a general overview of your business and where this position fits
- Use open not closed questions
- Ask for examples – check for behaviour in situations
- Explain your expectations of the role, details of employment conditions (renumeration?) and when a decision will be made
- Be aware of non verbal communication: Eye contact, fidgeting, soft/hard handshake, cross cultural issues
- What Question should you not ask? ie are you married, engaged, planning a family, what religion etc
• Tell me about a project you worked on where the requirements changed midstream. What did you do?"

• "Tell me about a time when you took the lead on a project. What did you do?"

• "Describe the worst project you worked on."

• "Describe a time you had to work with someone you didn't like."

• "Tell me about a time when you had to stick by a decision you had made, even though it made you very unpopular."

• "Give us an example of something particularly innovative that you have done that made a difference in the workplace."

• "What happened the last time you were late with a project?"
GROUP INTERVIEWS

- Aim to fill a role within a specific time frame (e.g. seasonal hiring)
- Are hiring more than one person for the same position
- Want to screen a large number of equally skilled applicants for a position where teamwork, communication and handling stress are important requirements for the role

Conducting group interviews may make sense
Selecting a Preferred Candidate

- Rate the candidates against the job description - be objective and provide justification for your rankings
  - Rating/weighting against selection criteria or interview questions (1-5)
  - Develop expected responses to questions

- Determine the different skill-set that each candidate may be able to bring and consider the potential outcome of a diverse work environment

- Check references of the preferred candidate

- DO NOT DELAY – good candidates may go elsewhere

- Keep next best selection in case you need them

- Consider if you need to re-advertise?

- Note it is unlawful to not employ someone because of discriminatory reason i.e. race, age or family or carer’s responsibilities etc
- Not mandatory but highly suggested
- Check currency of provided referees at end of interview

- Most recent manager if possible and be in a position to comment about the candidate’s work performance

- Ensure to obtain permission to contact their referees and contact only nominated referees

- Decide what you want to ask the referees

- Focus on ability to perform requirements of job

- You may be able to utilise Social Networking Sites - Facebook, Twitter, Linkedin, Instagram
• Starts the employment relationship on a positive note – ACT FAST!!

• Follow-up a verbal offer with a written offer as soon as possible explaining the details of the offer and the conditions of employment

• Suggest a preferred time frame in which they have to accept the offer

• Ensure the terms and conditions are legally binding
There are varying types. Ensure you are using the right type and it should include:

- Position offered and status – full-time, part-time, casual
- Start date and probation period
- Pay
- Hours of work
- Shift penalties, loadings and award classification
- Leave entitlements and notice of termination of employment
- Reporting manager
- Consider whether you need legal advice
UNSUCCESSFUL JOB APPLICANT

• Notify unsuccessful applicants / candidates at each stage – email and phone

• Once your preferred candidate has accepted your job offer, you can use the below template letter to notify the unsuccessful applicants

• Maintain all notes created as part of the process to help you answer any questions you may receive
VACANT POSITIONS are IDENTIFIED and BRIEF JOB DESCRIPTION WRITTEN

SEND UNSUCCESSFUL EMAIL to APPLICANTS NOT SHORTLISTED

SHORTLIST PROVIDED TO THE INTERVIEW PANEL for FACE-TO-FACE INTERVIEW SELECTION

NOTIFY UNSUCCESSFUL APPLICANTS / CANDIDATES by EMAIL and PHONE. CREATE TALENT POOL

READY, SET, GO IMPLEMENT ONBOARDING AND INDUCTION PROGRAM

ADVERTS are WRITTEN and PLACED ON JOB BOARDS, COMPANY WEBSITES and ON-LINE

SUITEAPPLICANTS are PHONE SCREENED and SHORTLIST CREATED

SUITE CANDIDATES are FACE-TO-FACE INTERVIEWED

OFFER MADE, CONTRACT SENT and ACCEPTED IN WRITING

PREPARE for START DATE and WELCOME YOUR NEW EMPLOYEE

APPLICATIONS REVIEWED and LONG LIST CREATED

SEND UNSUCCESSFUL EMAIL to APPLICANTS NOT LONG LISTED

SECOND STAGE INTERVIEW CONDUCTED IF REQUIRED

REFERENCE CHECKS are CONDUCTED for PREFERRED CANDIDATE

CREATE TALENT POOL READY, SET, GO
THE NEW EMPLOYEE

• Orientation - who is who and the roles
• Give them something to do - make it an exercise in orientation
• Schedule a meeting - individual and then team
• Assigned Mentor or Buddy
• Establish clear guidelines - ensure understanding
ONBOARDING & INDUCTION
What's the difference

- **Onboarding** is a term which describes the introduction or engagement of a new employee in the organisation. A well-planned introduction helps new employees become fully operational quickly and is often integrated with a new company and environment.

- **Induction** is the process of providing information, guidance and support to new employees to enable them to adjust to a new environment and begin productive, meaningful work as quickly as possible. Induction should be a structured program that is implemented consistently across an organisation to provide orientation, organisational knowledge and on-the-job training.

- **An Induction Checklist** has been developed to assist with this process during those critical first days when the new Associate is forming an opinion of the Company, job and other Associates within the business – fwo.gov.au
ONBOARDING & INDUCTION

Legal Obligations

- Award obligations – classifications, rostering provisions; ie Part time – hours, days, starting and ceasing times agreement in writing
- Copy of relevant award and NES on premises accessible by employees
- Fair Work Information Statement, Copy of Casual Conversion clause
- Employment Records such as status, date of employment and time and wage records
- Payslips – email authorisation
- Superannuation – fund details
- Annual leave
- Long service leave
- Personal/carers and other leave entitlements notice and evidence requirements
- Occupational health and safety
- Emergency contact details
What's Best Practice

- It is recommended that your new employee be placed on a probationary period for a time suited to the organisation.
- Conduct regular review/feedback sessions with documentation from start of employment.
- Employees need to have been employed for set periods to lodge an unfair dismissal complaint with the FWC.
- Employee may only make an unfair dismissal application if they have completed a minimum qualifying period of:
  - 6 months and 15 or more employees, or
  - 12 months if less than 15 employees (Small Business Fair Dismissal Code).
- Be aware of General Protections.
STRUCTURED DISCUSSION – WHY THE PERSON IS LEAVING

- Avoid opportunity for employee to vent
- Decide who should conduct the interview, it could be done online
- Conduct as soon as person hands in notice
- The findings may assist with future recruitment needs
- Identify if any organisational issues are a problem
- May assist to develop retention strategies
- May not be suitable for all terminated staff
• Be organised and plan the ‘recruitment to engagement’ process
• Consider the needs and culture of our business
• Capacity generally relates to an employee’s ability to perform their duties. It is advisable for an employer to:
  • Provide letter of offer advising employee of expectations of position
  • Ensure employee understands what is required
  • Ensure employees are aware of the above and provide regular reminders and updates
Intentional CV errors justified dismissal – August 2017

Hertz terminated an attendant for providing false and misleading information.

The initiation of the termination came from the attendant submitting a compensation claim for injuring their shoulder by lifting a 10-litre water can to refill the windscreen wiper reservoir.

The HR Manager investigated the claim and found a Google record of the attendant filing an ‘Unfair Dismissal’ claim against a previous employer in 2011. This suggested that the attendants employment may have only been for one year and not five years as suggested in their resume.

The HR Manager attempted to verify this suggestion by contacting the attendants former employer in which it was confirmed that the attendant had in fact provided misleading details.

Hertz invited the attendant to a meeting to provide representation to the allegations; however, the attendants employment was terminated as they failed to turn up to the meeting.
As such, the attendant lodged another ‘Unfair Dismissal’ claim. The attendant maintained that the discrepancies were a mistake and that they were disclosed prior to starting employment. Hertz rejected this claim.

The tribunal ruled that dismissing an employee for providing false and misleading information during the recruitment process was not unfair, despite procedural failings by the employer.

Although Hertz failed to give sufficient opportunity for a response to the allegations of intentional dishonesty, FWC said they were justified as there was a clear loss of trust and confidence in the attendant being able to perform the role in an honest and integrity filled way.

Hertz now only provide one-litre cans on their premises.

Charles Tham v Hertz Australia Pty Limited T/A Hertz [2018] FWC 3967 (4 July 2018)
Employment history need only be disclosed if relevant

An employee who failed to disclose a decade-old work injury with a former employer did not breach her duty of trust to the employer.

Commissioner found harsh and unreasonable the company's decision to dismiss the worker, for her serious and wilful misconduct when she supplied incorrect and misleading information on her job application.

The employee suffered a knee injury while working ten years ago, then working at Britax-Rainsfords as an operator she sustained a shoulder injury which led to her performing light duties.

The company's HR director became aware of her previous compensation claim and dismissed her "because [she] did not tell the truth about [her] previous work history and health in general", thus violating her duty of trust to the employer.
Commissioner said however, "the applicant did answer the question on her application form truthfully, to the point that she believed relevant to the position she was applying for".

She concluded that "the termination of employment is disproportionate to the gravity of the misconduct, and one incident does not lead to a conclusion that the employee would not and will not perform her duties and conduct herself in any other manner than in good faith to her employer".

Commissioner also expressed concern about the relevance of certain questions on the company's job application form.

She said the form should only seek information concerning "the functions to be performed and the possibility of a contributory negligence claim if an employee suffers an aggravation to a past or existing injury".

D Jones v Britax Rainsfords Pty Ltd. PR903204 (12 April 2001)