

AUSTRALIAN BUSINESS LIMITED

RECRUITMENT TIPS

You can avoid the vast majority of termination problems simply by taking the trouble to recruit the right person. The following information is for ABL members only.

You need to ensure that:

- You think through the job description and key performance indicators carefully – then commit them to writing;
- Quality procedures are in place and are being followed;
- You have determined key questions to ask each candidate at the interview;
- You have checked all references;
- You have developed a detailed letter of offer to the successful candidate which is sufficiently clear in respect of: salary, commencement date, special conditions;
- You have made a decision on whether to have a detailed written contract (that clearly stipulates the terms and conditions of employment);
- You make sure that you have a probationary period clause in any contract (which you review during this period) so that you do have time to assess someone; and
- You find out what awards are applicable.

Remember to recruit a person to a position that suits the employee, where the employee is well able to manage the tasks required and likes the position.

FOR MORE INFORMATION...

- The above information is a Business Tip published on www.australianbusiness.com.au.
- On recruiting? Go to www.workplaceinfo.com.au and sign up for a free 21-day trial or phone **ABL** on **13 26 96** and we'll register you.
- If you need information on recruiting, in particular Awards, call the **ABL Workplace Advice Line** on **13 26 96**.
- Concerning legal advice on a contract? Call **AB Lawyers** on **13 26 96**.
- On how to engage a recruiting agency? Phone one of **ABL's Accredited Service Providers**:

Choice HR – Ph: 1300 36 37 10 - www.choicehr.com.au

CPIC (ACT) – Ph: (02) 62475858 - www.cpic.com.au

Effective People Pty Ltd - Ph: (02) 6288 2150; (03) 9646 4477 - www.effectivepeople.com.au

Pivotal Recruitment Services – Ph: (02) 6239 5119 - www.pivotal.com.au

Professional Careers Australia Pty Ltd (ACT) – Ph: (02) 6257 1010 – www.pcapeople.com

Work Directions Australia – Ph: 1800 816 483 – www.workdirections.com.au

JOB DESCRIPTION TIPS

The following is an extract from the *Employers Toolkit CD*, a collection of 200 draft forms for managing staff, published by Australian Business Limited.

- Employers should take care to specify the requirements of each position to be filled. This includes not only tasks but also quantifiable performance standards so that performance can be measured against a document which both the employer and employee have. In other words, this is the job and this is the expected outcome.
- Job descriptions should exist for all current positions as well as positions that are to be filled through the recruitment process.
- As various documents are often referred to in order to fully express a contract of employment, care should be taken to properly express the key responsibilities and authorities of each employee.

Date: Position Title: <i>[insert title of position]</i> Department: <i>[insert department/section]</i> Reports to: <i>[insert title of manager of incumbent]</i> Incumbent: <i>[insert name of employee appointed to the position]</i> Signature of incumbent: Signature of manager:

Position Summary: <i>[Insert a summary of position, ie functions and tasks that make up the position; who the incumbent is accountable to]</i>
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Key responsibilities/authorities: <i>[Insert more detail about the position, eg explain what the incumbent of the position is responsible for; how the incumbent contributes to the success of the organisation; who the incumbent is required to work closely with; relationship with other departments; customers/client focus, quantifiable performance standards etc.]</i>
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Competencies and experience required: <i>[Insert competencies and experience required for the position.]</i>
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Formal qualifications required: <i>[Insert formal qualifications necessary for the position, eg. degree, diploma, trade certificate etc.]</i>

Quality responsibilities: <i>[Where relevant, insert quality responsibilities, eg. where incumbent of position is required to be a quality representative for the department etc.]</i>
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FOR MORE INFORMATION...

- About draft forms like the one above? **The Employers Toolkit CD** has more than 200 draft policies, letters and contracts that employers need to manage staff issues. Call **ABL** on **13 26 96**.
- On recruiting staff? Go to www.workplaceinfo.com.au and sign up for a free 21-day trial or phone **ABL** on **13 26 96** and we'll register you.
- About one of **ABL's Accredited Service Providers**? Contact:

Choice HR – Ph: 1300 36 37 10 - www.choicehr.com.au

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Effective People Pty Ltd - Ph: (02) 6288 2150; - www.effectivepeople.com.au
Pivotal Recruitment Services – (02) 6239 5119 - www.pivotal.com.au
Professional Careers Australia Pty Ltd (ACT) – Ph: (02) 6257 1010 – www.pcapeople.com
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NEW EMPLOYEES' CHECKLIST

The following is an extract from *ABL's WorkplaceInfo* - a subscriber-only website that provides daily news, research and opinion for employee relations professionals.

Recruiting the best staff is a difficult process simply from the perspective of finding people to meet the requirements of a position. Complications created by an increasing volume of laws impacting on recruitment are an added burden for HR staff.

Having decided to offer a position to a particular candidate for an employed position, an employer (HR/Pay Office) should check that the following matters are covered on or before the employee's first day of work:

1. **Contract of employment** - has the relevant documentation been prepared and checked for accuracy re: the contract of employment - this may be a letter of appointment or a detailed contract of employment?
2. **Probationary period** - has the employee clearly been informed - before commencement - that there is a probationary period and how long that period will last?
3. **Unsuccessful candidates** - have the unsuccessful candidates been informed that the position has been offered to someone else?
4. **IT and work-station preparation** - has the IT department been informed of the person's details sufficient to set-up a workstation and/or has relevant supervisor been informed so that work-station and other relevant equipment can be prepared;
5. **Banking details** - has HR/Pay-Office obtained or arranged to obtain relevant banking details from the new employee?
6. **Income tax declaration** - has income tax declaration from been completed by the employee?
7. **Superannuation** - has application form re: superannuation fund(s) been given to employee?
8. **Security passes/keys** - have arrangements been put in train to organise required security passes and keys for the new employee?
9. **Induction** - have all those involved in induction/training of the new employee been informed that the employee is commencing employment and have they been informed of the commencement date?
10. **Greeting on first day** - has someone been assigned to meet and greet the employee on his/her first day?
11. **Plan first day** - has the first day for the employee been planned so that important information is conveyed re: location of various aspects of the workplace and important OHS requirements (eg. smoking policy) are covered?

12. **Pay-office** - has pay-office been informed so that the new employee can be incorporated into the pay-roll?
13. **Orientation** - have arrangements been made for a tour of the workplace so the new employee can learn the location in terms of exit doors, canteen, toilets, telephone access (and policy) and internet use (and policy) etc.?
14. **Policies** - are critical workplace policies made available to the new employee on commencing employment - in printed form or on the computer system?

FOR MORE INFORMATION...

- Are you looking to employ new staff? Go to www.workplaceinfo.com.au and sign up for a free 21-day trial or phone **ABL** on **13 26 96** and we'll register you.
- Or contact one of **ABL's Accredited Service Providers** (we have partnerships in every region). The following organisations specialise in human resource management. They're also very cost effective and understand the needs of small businesses.
 - Effective People Pty Ltd (ACT) – Ph: (02) 6288 2150: (03) 9646 4477 – www.effectivepeople.com.au
 - Morgan Human Resource Management (NSW) – Ph: (02) 6586 4721 (Wauchope)
 - Northern Rivers Business Solutions (North Coast) – Ph: (02) 6628 6929 – www.nrbs.com.au
 - SRC Solutions (ACT) – Ph: (02) 6282 6122 - www.srcsolutions.com.au
 - Work Directions Australia (WDA) – Ph: 1800 816 483 - www.workdirections.com.au

PAY IS NOT THE ONLY DETERMINING FACTOR

While pay is important, it is not the determining factor in retaining staff. The following is an extract from ABL's official flagship publication, *Australian Business News*.

The nature of our employment is continually changing. An individual's skills are now more saleable and transportable and employers in seeking to drive their businesses forward need to attract top performers while at the same time working harder at employee retention. It's a bit like protecting your database: if you don't look after your clients, than your competitors will swoop in for the kill!

Trying to attract and retain your best employees means offering competitive remuneration packages. Staff, particularly those who are salaried don't necessarily view pay as the central attraction of their package.

A genuine contribution

"Money is not necessarily the focus," says **TMP Worldwide's** Managing Director, John Banks. "Often an employer needs to take a traditional role and create additional tasks to make the job interesting for the employee. It is the job description and the skill set for the required role, which is important. "

As far as job satisfaction is concerned, says Banks, a combination of geographical location and bundle of skills and duties are necessary.

"This depends on the complexity of the role and what you, as the employer, ask people to do as well as what you provide in terms of scope and depth to the role so that employees feel that they have a genuine contribution to make," he says.

A job which is mundane or focuses only in one area, can lend itself to an unhappy and unproductive work environment. As an employer, you may even have to pay that person more to avoid any sort of turnover, which can be an expensive exercise.

FOR MORE INFORMATION...

- If you have ideas for articles or are interested in talking to the Managing Editor about issues that you need to be addressed in **Australian Business News**, contact Ron Krueger on (02) 9458 7461 or email him at: ron.krueger@australianbusiness.com.au

HOW DO I RECRUIT A NEW APPRENTICE?

For employers having difficulty in finding suitable New Apprentices, the *Australian Business Employment Network* provides tips to help. The following is an extract from the Australian Business Limited website – www.australianbusiness.com.au - providing tips on who you can recruit as a New Apprentice.

Who to recruit?

When there is a shortage of qualified applicants, a revision of the employer's selection criteria may help to increase the pool of suitable applicants for an available position.

Listed below are examples of different strategies that have worked for some employers and that may be useful for you:

Expand the age range

While some employers prefer to employ a junior, a more mature job seeker may be equally and sometimes more suitable. New Apprenticeships are not restricted to school leavers and are open age. A more mature job seeker may bring with them experience and maturity and may be a committed and long-term employee. By expanding the age range, you may find that there are more suitable applicants to select from.

Look further afield

Employing a New Apprentice that is local to your organisation may be an attractive option. However, this is not always easy, particularly if you are based in an area of low unemployment and high employer demand. Applicants from outside your local area that are prepared to travel can be committed and enthusiastic employees. Job seekers who are keen to work and are from areas of high unemployment and low employer demand will quite likely value an employment opportunity and make valuable employees. You may increase your chances of finding your ideal candidate by looking further afield. Keep in mind also that an allowance is available to New Apprentices who need to live away from home to undertake a New Apprenticeship.

Consider whether a person with a disability could do the job

The Commonwealth Government provides assistance to employers of disabled Apprentices. Assistance may include Disabled Apprentice Wage Support (DAWS), Workplace Modifications, Tutorial Assistance and Mentor/Interpreter Assistance. There are many jobs that can be successfully undertaken by people with disabilities.. You may discover that certain disabilities will not limit a particular job seeker's capacity to be an effective and productive employee in your workplace.

Think about a school student

Part-time school-based New Apprenticeships are now available in selected industries to students in Year 10, 11 and 12 and count towards a student's high school studies. Normally, a student would attend work one day per week and sometimes also during school holidays.

In addition to New Apprenticeships, many school students undertake work experience. This can be a way of trialling a potentially suitable New Apprentice and developing links with high schools – a useful source for future recruits.

FOR MORE INFORMATION...

- If you want to employ a trainee or apprentice you must use a New Apprenticeship Centre. You can contact the ABEN New Apprenticeships Centre on **1300 65 2236**.
- You can access the Australian Business Limited website at: www.australianbusiness.com.au to find out more about ABEN and how it can assist your business to locate trainees and apprenticeships.