



right job  
right person!



 A RECRUITMENT KIT FOR MANAGERS

**PEOPLEDIRECTIONS**

# methodology

## STAGE ONE

### DEFINE



1	KNOW YOUR BUSINESS AND YOUR AGENCY	Maintaining a future business focus and staying up-to-date with your Agency's policies and practices are ongoing commitments.
2	DETERMINE WHAT'S INVOLVED IN THE ROLE	Consider what work is required—not what has been done before. Does a job really exist? Which job?
3	DETERMINE THE TEAM'S NEEDS	Use the Capability Card Set with your team to start a conversation about working styles and behaviours needed in the team.
4	DETERMINE WHO YOU NEED IN THE ROLE	Know the skills and personal qualities required by the successful applicant.
5	IDENTIFY THE OPPORTUNITIES AND WORK THROUGH THE OPTIONS—BUDGET, TIME, LEVEL & FLEXIBILITY	How can you balance the requirements of the role with the budget allocated? How can we best fill this role?
6	KNOW YOUR SELECTION OPTIONS	Ensure selection options chosen test for the capabilities required.

## STAGE TWO

### ATTRACT



1	KNOW THE LABOUR MARKET	Maintaining a knowledge of the labour market is an ongoing commitment.
2	DETERMINE WHAT'S ATTRACTIVE ABOUT YOUR AGENCY AND YOUR WORK AREA	What makes our Agency an employer of choice? Are you tapping into a broader interest in TSS employment?
3	DETERMINE THE SELLING POINTS OF THE ROLE	Don't dress the role—describing the role as it is will sell it to the right person.
4	WRITE AND PLACE THE AD	Remember you are looking for a quality not a quantity field.
5	PREPARE AN APPLICATION KIT	Tailor the application kit to the role and explain the selection process—provide potential applicants with the information they need to decide whether the role is or isn't for them.
6	CONVERT INTEREST INTO QUALITY APPLICANTS	Every contact should build on the reputation of the Agency. When taking enquiries help potential applicants to gauge their fit with the role.

## STAGE THREE

### SELECT



1	PREPARE FOR SELECTION PROCESS	Ensure everyone involved in the process has a shared sense of purpose.
2	SELECTION PROCESS	Put your selection options into practice. Be sure to test each applicant's claims—using all sources of information available. <b>Be prepared to begin again if the right person isn't in the field.</b>
3	INDUCTION TO AGENCY AND ROLE	Start building the relationship as soon as you make the job offer. Tailor induction to the individual's experience.
4	RETAIN YOUR NEW STAFF MEMBER	People join organisations but leave managers. <b>Stand by what you offer!</b>



# key deliverables



## DEFINE

- > relevant statement of duties
- > short sharp selection criteria
- > selection options to be used
- > knowledge to inform attraction and selection choices

1

**DEFINING THE NEED**  
You won't find the right person until you **know what you're looking for.**

## ATTRACT

- > right ad right place
- > tailored and targeted application kit
- > increased knowledge of the labour market
- > sustained market reputation
- > contacts and networks for the future

2

**ATTRACTING A HIGH QUALITY FIELD**  
You won't find the right person until you **know where to look.**

## SELECT

- > the right person selected
- > confidence the process is right
- > steps to retain the right person
- > knowledge for future selections

3

**SELECTING THE RIGHT PERSON**  
You won't find the right person until you **know how to use the selection process.**

## urban myths

The challenge for you as a manager is to identify the fact from the fiction. Ask your human resource area about minimum requirements and good practice recruitment in your Agency.

Common *urban myths* include:

- > there must be an interview
- > all applicants must be interviewed
- > all interviewees must be asked the same questions
- > only nominated referees can be contacted

## reasons for using the kit

- 1 Ineffective selection outcomes are far more expensive than upfront investment needed to get it right the first time around. *Right Job Right Person* provides the tools to do this.
- 2 The success of your team and the Agency depends on the quality of the people. You need to be confident you are attracting and selecting the right person to work in the right job at the right time.
- 3 An increasingly competitive labour market means the TSS will face greater pressure to attract good people. Recruitment and selection strategies need to incorporate changing demographics and capability requirements. They must encompass what motivates people to work and stay in particular Agencies.
- 4 The pressure of cost savings, skills shortages and greater performance expectations will in turn increase the importance of getting selection decisions right the first time around.

## 3 parts to the kit

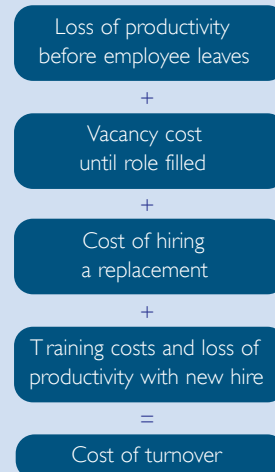
*Right Job Right Person* a recruitment kit for managers comes in three parts.

- 1 Project Planner — this document
- 2 Electronic Tool — detailed steps taking you through the Define, Attract, Select stages.
- 3 Capability Cards — to define roles and identify selection options.

Your Human Resource area can support you in using *Right Job Right Person*.

## turnover comes at a cost

When calculating the cost of turnover consider the following:



Many recruiters, struggle to know the right way forward in their recruitment and selection approach and sometimes get the wrong result. In the past, recruitment and selection “myths” were so abound, it’s been a challenge to separate the fact from fiction.

The RJRP sets out to bust some of these recruitment and selection myths so that recruiters can focus on getting the right people, in the shortest possible timeframe, and still do things “right”.

## there must be an interview – BUSTED!

A merit based selection decision can be made without conducting an interview.

An interview is often not a good predictor of how an applicant will perform in the job. *Right Job Right Person* clearly states that interviews are just one of the many selection options which may be used.

There are a number of people who may be disadvantaged if an interview is the only selection option used for making your recruitment decision – for example: people from non-English speaking backgrounds, some people with disabilities and shy or modest people.

## all applicants must be asked the same questions at interview – BUSTED!

Questions asked at interview should be designed to give applicants the best possible chance of providing useful information to the panel. Feel free to ask applicants for any other information that will help the panel assess the applicants merit against the selection criteria.

The *Right Job Right Person* framework recommends that if you do choose an interview from the available options, that the selection panel use a structured interview approach including behaviourally based questions. This means that all applicants would be asked the same core question, but depending on their response could be asked any number of further “probe” questions to ensure the selection panel gains the relevant information for making an informed recruitment decision.

## referee checks must be written, not verbal – BUSTED!

Phone referee checks are in most instances better than a written referee check. Consider your particular vacancy and the applicant pool before you determine when referee reports will be collected, for whom and how.

### *Right Job Right Person* – Stage 3: SELECT

1. The SELECT stage of the RJRP process recommends referee checking via the telephone in preference to written referee checks. The framework suggests that referee checks are conducted utilising a structured interview approach, with behaviourally based questions. Make sure you document the referee’s comments and ensure you have the referee endorse in writing that it is a ‘true and accurate’ record of the conversation.

## all internal applicants must be interviewed – BUSTED!

Just because someone works internally does not automatically make them right for the job. There is no rule that says you must interview all internal applicants. Short listed applicants, be they internal or external, should be able to demonstrate in their application their ability to meet the selection criteria to a level which warrants further investigation.

All external and internal applicants should be assessed using the same short listing methods and criteria.

REMEMBER - All applicants who are not short listed should be treated fairly and informed of the decision to not short list them prior to the interviews occurring. This is especially so when non short listed internal applicants are in the same work area as other internal applicants who may have been short listed.