



## STAGE ONE DEFINE

1	KNOW YOUR BUSINESS AND YOUR AGENCY	Maintaining a future business focus and staying up-to-date with the Agency's policies and practices are ongoing commitments.	<a href="#">Page 3</a>
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?	<a href="#">Page 4</a>
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.	<a href="#">Page 5</a>
4	DETERMINE WHO YOU NEED IN THE ROLE	Know the skills and personal qualities required by the successful applicant.	<a href="#">Page 6</a>
5	IDENTIFY THE OPPORTUNITIES AND WORK THROUGH THE OPTIONS – BUDGET, TIME, LEVEL AND FLEXIBILITY	How can you balance the requirements of the role with the budget allocated? How can we best fill this role?	<a href="#">Page 7</a>
6	KNOW YOUR SELECTION OPTIONS	Ensure selection options chosen test for the capabilities required.	<a href="#">Page 8</a>



## STAGE TWO ATTRACT

1	KNOW THE LABOUR MARKET	Maintaining a knowledge of the labour market is an ongoing commitment.	<a href="#">Page 11</a>
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?	<a href="#">Page 12</a>
3	DETERMINE THE SELLING POINTS OF THE ROLE	Don't dress the role – describing the roles as it is will sell it to the right person!	<a href="#">Page 13</a>
4	WRITE AND PLACE THE AD	Remember you are looking for a quality not a quantity field.	<a href="#">Page 14</a>
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.	<a href="#">Page 15</a>
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.	<a href="#">Page 16</a>



## STAGE THREE SELECT

1	PREPARE FOR THE SELECTION PROCESS	Ensure everyone involved in the process has a shared sense of purpose.	<a href="#">Page 19</a>
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>	<a href="#">Page 20</a>
3	INDUCTION TO THE AGENCY AND THE ROLE	Start building the relationship as soon as you make the job offer. Tailor induction to the individual's experience.	<a href="#">Page 21</a>
4	RETAIN YOUR NEW STAFF MEMBER	People join organisations, but leave managers. <b>Stand by what you offer!</b>	<a href="#">Page 22</a>

right job  
right person!



STAGE ONE  
**DEFINE**

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

1	KNOW YOUR BUSINESS AND YOUR AGENCY	Maintaining a future business focus and staying up-to-date with the 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 AND 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.

**Urban Myths**

The challenge for you as a Manager is to identify the fact from the fiction. Ask Human Resources about minimum requirements and good recruitment practice.

Common Urban Myths include:

- there must be an interview
- it's not important to define the job, the last statement of duties should be used
- a vacancy must be filled at the current classification of the role.

## STEP I: Know your business and the Agency

Be focused – ensure you're not just slot filling! Be prepared to decide that a role doesn't really exist, or that the role doesn't need to be filled now.

As a manager it is your responsibility to shape the workforce of the future through balancing current and longer term needs. Before you start you need to know the frameworks you're working within.

Can you tick the following boxes?

- I know the business objectives and direction of my team/Business Unit/Group – in six months, in twelve months ...
- I am up-to-date with the Agency's recruitment policies and guidelines.
- I understand the implications, for my team, of the Agency's workforce planning strategy.
- I have thought about a workforce plan for my team.
- I know the career aspirations and developments needs of my team members.

When determining the current and long term needs of your team within the existing frameworks consider the following:

- Are there alternatives to filling the role?
- Have I factored in changes to government policy, economic conditions and the Agency structure and direction?
- Is your team likely to be involved in the shift towards greater cross-portfolio collaboration, or a shift towards a new business focus or area of expertise?

Now is the time to put the selection team together. Once you have decided which selection options to use, decide who else will be involved. Contact them now and set aside time with them for the selection process.

### ACTION:

**Contact selection panel members and set time aside to plan the process, undertake short listing and interviews.**

[Back to Index](#)

## STEP 2: Determine what's involved with the role

Dig out the old statement of duties/selection criteria and throw them away!

As the Manager you are responsible for assigning the duties to the position. This involves defining what the primary tasks, scope and responsibilities of the position should be. These should be considered in line with the service delivery needs of the area, Agency policy and business plans.

As the Manager you need to consider the following:

- What work needs to get done – not just what work has been done before.
- How will the role contribute to the team's, Business Unit, Group and Agency's outcomes
- How is the role likely to change in – six months, in twelve months ...
- Possible key performance indicators
- Possible selection criteria

**TIP:** Use the capability card set (appendix A) to assist you with your discussions. **HR can also assist you to define the role.**

[Back to Index](#)

## STEP 3: Determine the Team's needs

Challenge yourself – the goal is a functional team, not a comfortable team. Avoid cloning!

When determining the team's needs, talk with the rest of the team, other managers and clients. Consider issues such as:

- **What are the characteristics of the current team?**
  - What working styles and behaviours would complement the team?
  - How diverse is the team?
- **Where does this role fit into the current team?**
  - Who will this person interact with in the team – will they have to manage other people?
  - How will this person interact with others in the team – where will they be located?
  - Are there alternatives to bringing in a new team members – should the team be restructured?

**TIP:** Use the Capability Card Set to assist you with your discussions. **HR can also assist you to define the role.**

[Back to Index](#)

## STEP 4: Determine who you need in the role

Be clear about what is required and expected of the successful applicant. Use the Capability Card Set to start a conversation with your team about the balance of personal qualities and skills required.

By the end of this step you should be able to develop an accurate statement of duties and selection criteria that articulate the key capabilities required.

### Ask yourself and your team:

- What qualifications and/or background would be important?
- What experience is needed to succeed in the role?
- What is the blend of capabilities required?
- What work style would be useful?
- What personal qualities are important?
- What is likely to motivate a person?
- Where will the person be in the future?

**TIP:** Use the Capability Card Set to assist you with your discussions. **HR can also assist you to define the role.**

### ACTION:

#### Write the statement of duties:

A statement of duties should provide a high level overview of the role. The statement of duties should include the duties to be performed; the selection criteria required to undertake those duties; the level of responsibility associated with those duties; and any essential requirements for the performance of those duties.

[Back to Index](#)

## STEP 5: Identify the opportunities and work through the options – budget, time, classification and flexibility

Challenge yourself – look at all options even ones which may not be the quickest or which may cause some short term pain!

Identify opportunity for using your resources in the most effective and cost efficient way for the maximum result. Use all available resources to inform your decisions about filling the role within budget, classification and time constraints, including using workforce planning, succession management, learning and development and/or other strategies which may provide opportunity for filling the role. **Talk to Human Resources about options you can use.**

### The Budget

- What is the budget for the role?
- How can you meet the requirements of the role within the budget (e.g. if you need but cannot fund a certain level, what are your options?)

### The Classification

- What accountability, autonomy and authority is associated with the role?
- Are there specific work level standards/capabilities (essential qualifications) attached to the role?
- If so, are these standards (essential qualifications) mandatory, applicable or necessary? e.g. Can a project role be undertaken by an administrative person receiving guidance rather than by an actual Professional?)

### The Structure

- How flexible can you be in filling the role?
- Can you structure the role around the right person's interests or needs?
- What is the longevity of the role?
- Would it be possible to rotate other "at level" people through this role?
- Consider the benefits/advantages of filling the role on a permanent, part time, fixed term or casual basis.
- Can the team be restructured to include the duties without creating and/or filling a role?

### Development Options

- Would a current team member benefit from a stint in the role? (E.g. Payment of Higher Duties Allowance within legislative requirements).
- Would this be a good position for a trainee or graduate?

### Time

- Are there time imperatives for filling this role? If so, consider alternatives to a hasty recruitment process. (E.g. Can parts of this role be covered by other staff, is it possible to utilise other employment options, like higher duties allowance, or temporary variation to duties at level, until a permanent placement has been made.)
- Remember a quick process does not guarantee a good outcome.

[Back to Index](#)

## STEP 6: Know your selection options

There is much more to an effective selection process than just conducting an interview. You should use a range of options to make an informed selection decision.

Selection options can include such things as interviews, referee reports, structured behavioural interviews, work sample tests, ability tests, behavioural style questionnaires and assessment centres.

There are a range of selection options that will give you confidence that you are selecting the right person for the right job. Each option has advantages and disadvantages – understand these so that you can make a decision about which options to choose.

Choose options that best assess the skills, personal qualities and knowledge needed in the role. Ensure that the options are testing for the capabilities stated in the selection criteria.

### **ACTION:**

**Decide on selection options and if applicable develop selection questions in line with selection criteria.**

Before you go any further ensure the selection criteria can be objectively assessed by your selection options – if not, you'll need to revise the selection criteria.

[Back to Index](#)



## Outcomes of Stage I - Define:

Evaluate each stage of the project. Be prepared to retrace and refine your steps rather than forging on regardless!

- > Relevant statement of duties
- > Short sharp selection criteria
- > Selection options to be used
- > Knowledge to inform your attraction and selection choices.

## Resources for Stage I - Define:

### Information Sheets

Define a Role  
Commissioners Direction No 1 – A Guide  
Selection Options

### Templates

Selection Options Matrix

### Appendices

Capability Card Set  
Behaviourally Based Questions  
Project Planner

[Back to Index](#)

right job  
right person!



STAGE TWO

## ATTRACT

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

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 roles 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.

## Urban Myths

The challenge for you as a Manager is to identify the fact from the fiction. Ask Human Resources about minimum requirements and good recruitment practice.

Common Urban Myths include:

- you can only advertise in the Gazette and mainstream press
- you can't invite people to apply.

## STEP I: Know the Labour Market

Knowing the labour market will help you to work out where to advertise, who to target, and what networks to use!

### How do you increase your knowledge of the labour market?

- Develop and use networks to learn from experiences of others in finding the right people. For example: meeting people at functions – request CVs for future vacancies: or speaking at conferences; or involvement in cross-group, agency, portfolio and industry projects.
- Ask people who do similar work to you
- Consult your Human Resources Team
- Contact relevant professional bodies
- Keep abreast of trends reported in the press
- Look at your Agency's databases
- Look at websites where people post their CVs. For Example: seek.com.au, careerone.com.au, mycareer.com.au and jobsearch.gov.au

### Use your knowledge of the labour market to determine where the ideal person is right now. Are they:

- In the Agency?
- Within the TSS?
- In the public sector?
- At a particular education institution?
- In a graduate program?
- In the private sector?
- In the workforce at the moment?
- What sort of role do they have now?

Managers form a range of networks during the course of their work. Use these networks when trying to find the right person for the role.

In a tight labour market it could be better to defer filling the role. Consider alternative resourcing options. Perhaps recruit at a lower level and develop the recruit's skills and knowledge.

[Back to Index](#)

## Step 2: Determine what's attractive about the Agency and/or your Area.

Marketplace perception of the Tasmanian State Service and the Agency will affect the quality and number of people interested in working in your team!

Things to consider when promoting the Tasmanian State Service and the Agency:

- the work of the Agency or Area
- its reputation and profile
- attractive working conditions
- geographical location
- development or promotion opportunities
- career path options
- work/life balance
- the culture and values of the Agency
- is the attraction being part of the TSS
- variety of roles or careers within the Agency.

The Tasmanian State Service is the employer of choice in Tasmania. Things to consider when promoting the Tasmanian State Service may include:

- continued professional development and learning
- opportunities for advancement
- fair salary
- generous leave arrangements (Long Service Leave, bereavement leave and parental leave)
- flexibility (flex time, SSALS, study assistance, Leave without Pay)
- carer's leave
- family friendly work places and arrangements
- job satisfaction
- commitment to Diversity
- employment security and mobility
- safe workplace
- graduate career opportunities
- aboriginal employment opportunities
- youth employment opportunities
- traineeship and apprenticeship opportunities
- values based culture
- State Service Principles
- Code of Conduct
- partnership arrangements
- social events, activities and fundraising for a variety of charities
- the opportunity to contribute to better outcomes for the Tasmanian Community.

Links:

- [Why choose a career with the State Service? \(DPAC\)](#)
- [Tasmanian Government Communications \(DPAC\)](#)
- [Career's with the Tasmanian Government](#)

[Back to Index](#)

## Step 3: Determine the Selling Points of the Role

Don't present the role as something it's not. You don't need to dress the role – It will sell itself to the right person!

What are the key selling points of the role?

Use the role definition created in stage 1 (define) to clarify the key selling points of the role and:

- focus on the most critical elements of the role and key capabilities required
- identify what differentiates this role from other roles
- ask existing team members what attracted them to their role and the team – why they stay and why have people left?
- articulate the culture and values of the team
- be honest about the role and the team.

Confirm what is on offer, for example:

- leading and managing staff?
- further development opportunity? Skills? Career?
- work in a well defined role?
- contribution to important social or environmental issues?
- work place flexibility?
- maintain or enhance professional status?
- autonomy and/or responsibility?
- work in a high profile team?

**Think about what is likely to motivate the right person?**

For example:

- interesting work?
- opportunity for innovative approach to work challenges?
- good working relationships?
- level of decision making?
- development opportunities?
- working in a clearly defined and predictable role?
- flexibility in work hours?

By the end of this step you should have gained enough information and knowledge to determine what to put in the ad and where to place the ad.

[Back to Index](#)

## Step 4: Write and Place the Ad

Unless your approach targets the right people, you won't attract the right person! And remember - you are looking for a quality field not a quantity field!

### Writing the Ad

- ensure ad captures and promotes previously identified selling points of the role, your area and Agency.
- focus on the role not the level
- think about the language you use and how this will affect your audience (E.g. avoid agency and public service jargon!)
- consider getting some expert advice or assistance in drafting the ad
- ask HR – they can advise you about what has to be included in ads – such as essential qualifications and pre-employment checks.

### Placing the Ad

- which communication channels will be the most appropriate and effective?
- how will you get the best from your advertising budget? (e.g. is the opportunity to collaborate and advertise with other teams/areas?)
- advertising in the Gazette is mandatory for all permanent, promotable or fixed term over 12 month roles
- think about using different approaches in conjunction with the Gazette, for example the intranet, targeted emails, word of mouth, internet job sites, newspapers (local, community, regional and national)
- ask HR or Communications and Marketing for advice when placing the Ad.

### ACTION:

**Discuss advertisement content and write advertisement in conjunction with HR and discuss the placement of ad with HR and Communications and Marketing.**

[Back to Index](#)

## Step 5: Prepare an Application Kit

Remember – The information we provide is another way potential applicant’s will perceive and judge the Agency and the Job.

The information and interaction that you provide and how you ask people to apply will affect how the Agency and the role is seen by potential applicants.

Make it as simple as possible for people to select “in” and select “out”. Consider creating an application kit. This needs to be tailored to the role to get the most value.

### **An Application Kit Could Include:**

#### **General Information:**

- information about the Agency – structure, purpose, size, geographical locations, areas of responsibility, interrelationships with other Agencies, current priorities, future priorities
- information about the Agency’s work and objectivities which may act as a “hook” for particular applicant’s i.e. appeal to ideological principles
- a copy of the TSS Values and Code of Conduct
- Agency’s website link.

#### **Information about the role:**

- statement of Duties, including the selection criteria. If the selection criteria are weighted, then applicants should be advised at this stage and the information included in the application kit
- information about the role and why it exists
- how the role fits into the team/structure
- a “Day-in-the-life” from an existing team member.

#### **Information about the process:**

- structured Application Form
- how to apply for a Job in the TSS and specific Agency requirements (e.g. applying online)
- an explanation or example of how to address the selection criteria
- an anticipated time frame for the selection process and decision
- what’s included in the selection process – will you be using ability tests, work samples etc.

### **ACTION:**

**Prepare Application Kit for the role.**

[Back to Index](#)

## Step 6: Convert Interest into Quality Applicants

Remember – Make the most out of the opportunity to talk with potential applicants, they may be just the person you are looking for!

People enquiring about the role may be contacting the Agency (or even the TSS) for the first time. Ensure that every contact is positive and builds on the reputation of the Agency.

The person responding to calls should be familiar with the statement of duties and selection criteria – clearly understanding work style, personal qualities, team fit and skills required.

Rather than just simply answering 'yes', if someone is acting in the role, the contact person should engage the applicant in a conversation. Take them through the role and provide them with all the information they need.

Use this opportunity to reiterate to the candidate other relevant information such as expected time frames and the selection process that will be used.

Even if the applicant is not interested or potentially suited to the role, dealing with them in a professional and timely manner will ensure that they are happy to apply for roles in this Agency into the future, roles they maybe the right person for.

### Tips:

- Keep the details of people who seem suited to the role. Before applications close, consider contacting them to see if they will apply. If not, find out why.
- Don't advertise the role and then go on holidays. Make sure you're in the office and available during this time for queries.

[Back to Index](#)



## Outcomes of Stage 2 - Attract:

Evaluate each stage of the project. Be prepared to retrace and refine your steps rather than forging on regardless!

- > Right Ad, Right Place
- > Tailored and targeted application kit
- > Increased knowledge of the labour market
- > Sustained market reputation
- > Contacts and networks for the future

## Resources for Stage 2 - Attract:

### Information Sheets

Applicant Kits

### Templates

How to Apply

Consider a Job with Us

A Day in the Life

[Back to Index](#)

right job  
right person!



### STAGE THREE SELECT

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

1	PREPARE FOR THE 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 THE AGENCY AND THE 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>

## Urban Myths

The challenge for you as a Manager is to identify the fact from the fiction. Ask Human Resources about minimum requirements and good recruitment practice.

Common Urban Myths include:

- all applicants must be interviewed
- all interviewees must be asked the same questions
- only nominated referees can be contacted
- reports must be written on all interviewees
- a selection team must have 3 members
- a selection team must have a male and female member
- the selection team must get a referee report for every applicant
- the delegate cannot be on the selection team
- assessment weighting should be in favour of the interview results
- all internal applicants must be interviewed
- you can't ask applicants to provide additional information, say to help with short-listing
- selection team members must be at a substantive higher level than that of the role on offer.

## Step 1: Prepare for the Selection Process

**Be Prepared!** – Ensure that all panel members have a shared sense of purpose and are aware of the role and test your selection options!

In preparation for the process it is important that all members of the selection team are involved.

- is there a shared sense of purpose across the selection team?
- do all selection team members have a clear understanding of what you are looking for?
- are they aware of the personal qualities, skills and knowledge required for success in the role?
- do they clearly understand the combination of selection options being used, the capabilities they are testing for and the reason why these techniques were chosen?

If you are using test as part of the selection process, then you need to validate any tests being used. If you have created a work test trial it first.

It is important to be sure that:

- instructions are clear
- it accurately measures the capabilities you are trying to test.

Also ensure that testing environment is set up for people with particular needs, for example appropriate technology for someone with vision impairment.

**ASK HR IF YOU NEED ASSISTANCE WITH THE PROCESS, INCLUDING YOUR SELECTION OPTIONS OR FOR ASSISTANCE WITH TRAINING AND OTHER RESOURCES.**

[Back to Index](#)

## Step 2: Selection Process

Even at this late stage be prepared to start again. The cost of another recruitment exercise is considerably less than the cost of taking ‘the best of a bad bunch’.

Put your selection options into practice – ensure you check and validate claims. Selection teams should consider all sources of information available and not rely solely on the application, interview and/or nominated referees.

Maintain a focus on what you are trying to achieve and avoid falling into old patterns.

Since many applicants may be daunted by the selection process it is important that you and the selection team create an inclusive and relaxed atmosphere.

Whatever selection process you are using – ensure it is conducted with cultural sensitivity.

Once you have made a decision move quickly to secure the successful applicant. Contact the successful person to outline the offer and agree on a start date.

**Once you have selected the right person. Talk to HR about issuing the contract, organising pre-employment checks and timeframes around review periods.**

Make sure that all unsuccessful applicants are advised in a timely manner and that they have access to post selection counselling. Remember these people may not be right for this role, but they could be perfect for another position. Treating unsuccessful applicants fairly and professionally will ensure that they are happy to re-apply for other positions within the Agency.

Inadequate feedback is one reason for perceptions that a process was not transparent or meritorious.

### TIPS:

- ask the quality applicants (even those who were ultimately unsuccessful) what attracted them to the role
- recruitment and selection is an ongoing process. Evaluate this exercise and prepare for the next round.

Think about how you would do things better, quicker or differently. Challenge yourselves as managers to get the most out of the selection and recruitment process.

[Back to Index](#)

## Step 3: Induction to the Agency and/or Role (On-boarding)

Remember – Start building the relationship with the new person long before their first day of work!

### Induction/On-boarding Check List

#### Before the new person starts with you:

- Confirm terms and conditions of employment
- Send welcome letter and information or new start pack
- Inform the team of the new arrival's start date
- Select and brief workplace buddy
- Compile an induction guide for the work area
- Bring the new employee into the work area for a pre start introduction
- Prepare the work space (including stationery)
- Organise the telephone and IT log on requirements (including access to other IT programs)

#### Now the new person has started, have you:

- Introduced them to the rest of the office staff and explained individual responsibilities
- Introduce them to key people – HR Teams, Diversity Officer etc
- Explain relevant procedures, protocols and policies
- Discuss your expectations as manager
- Provide them with relevant information in relation site location.
- Organise Agency Orientation session
- Direct them to the intranet and provided information on relevant policy's relating to intranet and internet usage
- Arrange follow-up meetings to ensure new person is setting in and to clarify or reiterate work requirements and manager expectations (If permanent time these meetings inline with probation requirements to meet regularly).

Build a relationship with the new person well before they start. Setup a team meeting, bring them to the office, invite them for morning tea etc.

It can take months for people to be fully effective in a new role – as a manager you will want to help new staff hit the ground running.

The Agency has an orientation program. Ensure your new employee attends this session soon after the start date.

You should also have an induction process that is specific to your team and can be tailored to suit the experience of the new person. A graduate will require different induction to someone with 10 years experience in the private sector. Ensure that those people who are coming from outside the TSS are orientated into how the organisation and the Agency work. This is more than the values and Code of Conduct. [Back to Index](#)

## Step 4: Retain your New Staff Member

Remember – People join Agencies but leave managers. Stand by what you have offered!

Once you have found a good person you'll want to keep them.

Communication is critical to retention – meet with your new staff member to stay abreast of what motivates and frustrates them. Build a shared understanding of performance expectations and career planning. Discuss what this means for their development strategies. Maintain a sense of moving forward. Provide learning opportunities and challenges, such as stretch assignments.

Ensure you stand by what you promised. Responsibilities or opportunities offered to the candidate should be delivered. If circumstances change then explain why.

Assist new people to establish networks across the organisation – meet with them regularly to see how they are going and to address concerns.

### How to keep the right person!

- have a strong commitment to career and skill development
- know and manage people's career intentions and aspirations
- promote work/life balance
- give them responsibility and autonomy
- set clear objectives, job expectations
- give fair, clear and timely performance feedback.

If people are prepared to leave the Agency or your area (even if it is for more money) you need to ask why. What is their perception? Is the Agency living up to the culture it is selling? Exit interviews are a good way to find out why people leave. This knowledge and information can assist you in future recruitment and selection processes.

[Back to Index](#)

## Outcomes of Stage 3 - Select:

Recruitment and selection is an ongoing process. Evaluate this exercise and prepare for the next round!

- > The right person selected
- > Confidence the process is right
- > Steps to retain the right person
- > Knowledge for future selections

## Resources for Stage 3 - Select:

### Information Sheets

Interviews  
Referee Checks  
Post Selection Feedback and Advising Applicants of Recruitment Outcomes

### Templates

Short Listing Grid  
Interview Questions and Notes  
Referee Checks

[Back to Index](#)