



Workforce Recruitment and Retention Guide

July 2021

*To build a rewarding employee
experience, you need to
understand what matters most
to your people.*

Contents

An Introduction to the Guide	02
Workforce Planning and Positions	03
Recruiting and Selecting Your Team	05
Onboarding New Employees	08
The Employee Experience (EX)	10
Resources and Further Support	11

An Introduction to the Guide

The Workforce Recruitment and Retention Guide is designed as a resource for small business owners, managers and leaders who are responsible for employing and managing people. Our employees are the most valuable assets in our businesses, so it makes good sense to ensure the best recruitment and retention management practices are in place.

The cost of turnover

A considerable investment in time and money is spent on recruiting people. There are job advertisements to be designed and posted, job applications to peruse and shortlisted candidates to be interviewed.

When a new employee decides to move on earlier than you'd expected or stays and doesn't meet your expectations, then the hidden costs of recruitment also become significant. Other team members may need to carry the workload of the absent person or poor performer, affecting morale, and you may need to commence the recruitment process once more.

The average spend to hire one worker in Australia is currently in the range \$15K-\$18K considering the cost includes paying another person to cover the vacant job, fill the vacant position, onboarding, training and waiting for the new employee's productivity to ramp up while they learn the job.

The costs associated with employee turnover can be reduced or avoided altogether if the right planning, selection and onboarding of new employees is carefully considered, supported by a great employee experience when they start working in your business.

The Guide

This guide will provide you with some insights and resources to support you in managing some of the HR aspects of your business more confidently, with web links to freely available templates.

It outlines planning for your workforce and designing appropriate position descriptions, a comprehensive recruitment and selection process including employer branding, employment contracts and the onboarding process, induction training, and creating a great employee experience.

Enjoy the journey and good luck with your next great hire!

Workforce Planning and Positions

The right structure for your business

Workforce planning is essential for a business to determine its specific labour needs. An effective workforce plan provides clarity about the skills, knowledge and capabilities required in the team and also identifies the business' capacity to achieve its current and future objectives.

The structure or design of your workforce influences work flow and productivity, the coordination of work activities and communication.

Consider:

- What does your business structure look like?
- What are the logical reporting lines?
- How many people are managed or supervised by one person? Ideally, a leader should have no more than 6-8 direct reports to be effective.
- Does the business structure achieve efficiency and effectiveness?
- Does the business structure allow customer's needs to be met?
- Will any changes to the business structure improve your business' operations?
- What employment statuses are the best for your business (full time, part time, casual)?

Full time, part time and casual employment

The generally accepted definitions of the various employment statuses are outlined below, though you should refer to your Award for the specific description of what a full time, part time or casual employee means for your business.

Full time	Employed to work at least 38 ordinary hours per week
Part time	Employed to work less than 38 ordinary hours per week
Casual	Engaged for one or more discrete engagements without continuity of service between each engagement
Permanent	Open ended employment contract with no stipulated cessation date
Fixed Term/Temporary	Stipulated commencement and cessation date

Position descriptions

A position description explains the particulars of a job including why it exists, the associated responsibilities, and also the qualifications, experience and capabilities required to do the job.

Its aim is to clarify the job expectations for employees, to enable the setting and measuring of job goals/objectives and to educate others about the job. Position descriptions are also an important part of the recruitment process, attracting prospective job candidates by providing an overview of the role and providing the criteria to support the selection process.

Common sections found in a position description:

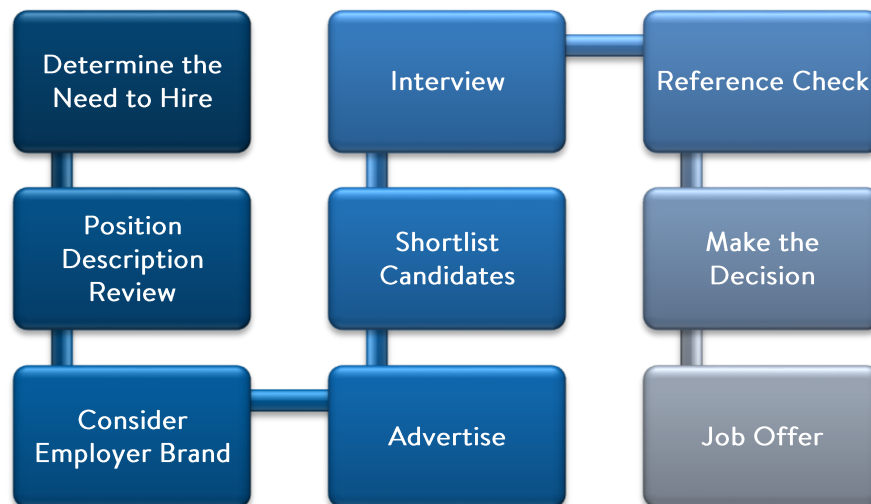
- Position Details
 - ✓ Job title
 - ✓ Award classification
 - ✓ Department or location of the job
 - ✓ Who the job reports to
 - ✓ Effective date
- Position Purpose
 - ✓ Brief statement explaining why a position exists, ideally no more than a couple of sentences.
- Business Context
 - ✓ Description of the business and what it does, including any relevant information about the department/section where the job is located.
- Key Relationships
 - ✓ A list of people, other business or authorities (internal and external to the business) who have regular contact with this job.
- Job Tasks and Responsibilities
- Position Specification (what is required)
 - ✓ Qualifications
 - ✓ Certificates/Licenses
 - ✓ Professional Experience and Skills
 - ✓ Capabilities/Competencies

Resources

Check your Award's descriptions of full time, part time or casual employment	Fair Work Ombudsman website - List of Awards
Position Description template	Fair Work Ombudsman website - Job Description Template See lower section of web page for templates

Recruiting and Selecting Your Team

The process



Determine the need to hire

Conduct a needs analysis of the vacant position prior to commencing the recruitment process.

Consider:

- Is there a need for the role? Can someone else do the job?
- Can the business afford the labour cost?
- What is the justification for financial investment in the role?
- What other options are available?

Employer brand

Your employer brand describes the reputation of your business as a workplace. It's how you communicate your identity to potential and current employees. You can market your business to desired job seekers and position yourself as a top place to work!

What might Employer Branding include?

<ul style="list-style-type: none"> • Business identity • Emotional message to promote interest in employment • Imagery • Benefits offered • Compensation 	<ul style="list-style-type: none"> • Work flexibility / Work-life balance • Management style • Teamwork • Career development • Employee recognition • Location and facilities
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Job advertising options

<ul style="list-style-type: none"> • Facebook • Instagram • Twitter • LinkedIn • Word of mouth • Networks • Flyers 	<ul style="list-style-type: none"> • workinparadise.com.au • Seek.com • uWorkin.com • Recruitment agencies/specialists • Newspaper • Radio • Business windows
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Shortlisting and interviewing job candidates

Effective shortlisting requires focusing on the job criteria and comparing it the candidate's cover letter and resume. Time is of the essence; candidates may become impatient if your recruitment process is lengthy and complicated.

Before the interview

- Ensure you know what you're trying to achieve in the interview and establish your objectives.
- Prepare a list of interview questions.
- Decide what information you need to supply the candidate.
- Structure the interviews so that each candidate will be treated fairly, ie. same questions.
- Contact the candidates and book the interview dates/times.
- Prepare the interview room or space and remove all distractions.

During the interview

Opening

- Introduce yourself and other interviewers, including position titles.
- Explain:
 - ✓ Purpose is to learn about the candidate's experience, qualifications and suitability
 - ✓ Opportunity will be provided for the candidate to ask questions about the position
 - ✓ Note-taking will take place throughout the interview
 - ✓ The interview will take approximately X minutes (decide on the duration)

Body

- Ask the candidate the prepared interview questions*.
- Provide the candidate information about the business and the job.

Closing

- Ask the candidate if s/he has anything additional to add or questions to ask.
- Explain the terms and conditions applicable to the position, ie. hours, wages, etc
- Outline the next steps in the selection process and when you may be making the decision.

*For each interview question, aim to achieve a STAR from the candidate's answers:

Situation/Task	Ensure the candidate clearly describes the detail and background related to the situation/task	
Action	Clarify the candidate's responsibility and what he/she did	Describe your specific role in the task/project? Exactly what did you do? Walk me through the steps you took?
Result	Clarify the outcome of the action	What was the result? What problems or success resulted from...? What feedback did you receive?

Reference checks

The purpose of the reference check is to obtain information that verifies candidate data from the job application and interview. Ideally, a minimum of two references should be obtained for each candidate moving to the next stage of the recruitment process.

Be certain that you have the candidates' permission to contact their referees. If they have not provided you with professional referees (ie. a previous manager/supervisor), you need to ask for this information and not contact any previous employer without their knowledge.

Be aware that under the Freedom of Information Act, the information provided during the reference check conversation may be accessed by the candidate.

The job offer

Employers have a responsibility to recruit and select employees on their merits. Ensuring a job is offered to the person who most closely matches the job criteria and who appears as the most suitable after an interview, not only makes good business sense, it is the law.

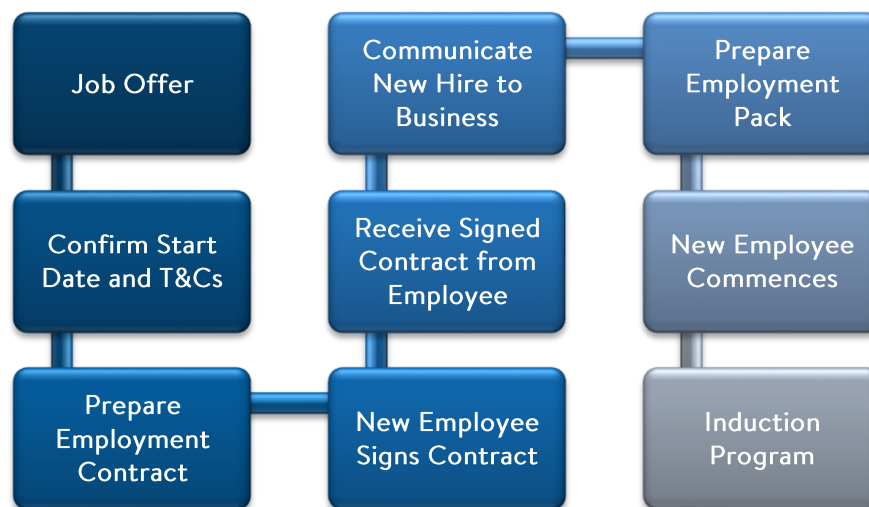
Resources

Employer Branding article	LinkedIn article - What Is Employer Branding and How Can It Grow Your Business?
Job Advertisement templates	Fair Work Ombudsman Website - Job Advertisement Template
Interview Tips article	HRM Magazine - Interview Tips
Reference Check template	Fair Work Ombudsman Website - Reference Checking Form

Onboarding New Employees

The process

Onboarding facilitates the new employee's introduction and adjustment into the business. It is the first step in building a relationship between the business and the employee.



Employment contract and employment pack

Various documents must be provided to the new employee as a minimum, including:

- Employment agreement/contract.
- Fair Work Information Statement (NES).
- Tax Declaration form.
- Superannuation Standard Choice form.
- Relevant business policies and procedures.

Facilitate the new employee's induction and training

Induction is a structured means of communicating business goals, policies, procedures and standards to employees at the commencement of their employment. It is a supportive process including coaching and guidance, and the provision of information to address technical and professional aspects of the job. Induction is primarily work-based and, as such, is the responsibility of the new employee's manager or leader.

The employee who starts out on the right foot is more likely to be successful and add to the success of the business. The way you treat employees when they commence will influence their commitment to the business and their work attitude. Your aim as a manager/leader should be to

provide a smooth transition to productive work and a sense of well-being. An effective induction will give new staff a favorable impression of you and your business.

Induction may also include compliance training, delivered to employees on topics related to legislation, regulations, policies and procedures that apply to the business and also to their position in the business. The main purpose of this training is to develop awareness and prepare employees to confidently handle themselves in any relevant situation that could put their job, safety or well-being at risk, or that of other people.

Commonly delivered compliance training includes Equal Opportunity and Anti-discrimination, Harassment and Bullying, and Occupational Health and Safety.

Resources

Employment agreement/contract tool	Business.gov.au website - Create an Employment Contract Tool
Fair Work Information Statement for full time and part time employees	Fair Work Ombudsman website - Fair Work Information Statement for FT & PT
Fair Work Information Statement for casual employees	Fair Work Ombudsman website - Casual Employment Information Statement
Tax File Number Declaration form	Australian Taxation Office website - TFN form
Superannuation Standard Choice form	Australian Taxation Office - Standard Choice Form
Policies and procedures article	Business.gov.au website - Policies, Procedures and Processes
Induction Checklist template	Fair Work Ombudsman website - Induction Checklist Business.qld.gov.au website - Inductions Program List

The Employee Experience (EX)

The Employee Experience (EX) describes what people observe, encounter and feel during the course of their employment with the business. It shapes workplace culture, enhances the business reputation and builds engagement.

Employee Experience can be measured and considered at any point in the employee lifecycle via direct feedback, open conversations, surveys and ensuring diversity and inclusion.

So, what drives EX? Consider reviewing the following in your business:

- People –Managers, Leaders, Team Members
- Culture – Vision, Values, Well-being, Dynamics
- Communication – Technology, Channels, Collaboration Tools
- Processes – On-boarding, Performance Management, Development, Engagement

The EX lifecycle

Are you making the Employee Experience memorable at all stages of the employee's work-life?



Resources and Further Support

Resources

Full time, part time or casual employment - Check your Award	Fair Work Ombudsman website - List of Awards
Position Description template	Fair Work Ombudsman website - Job Description Template
Job Advertisement template	Fair Work Ombudsman Website - Job Advertisement Template
Reference Check template	Fair Work Ombudsman Website - Reference Checking Form
Employment agreement/contract tool	Business.gov.au website - Create an Employment Contract Tool
Fair Work Information Statement for full time and part time employees	Fair Work Ombudsman website - Fair Work Information Statement for FT & PT
Fair Work Information Statement for casual employees	Fair Work Ombudsman website - Casual Employment Information Statement
Tax File Number Declaration form	Australian Taxation Office website - TFN form
Superannuation Standard Choice form	Australian Taxation Office - Standard Choice Form
Policies and Procedures	Business.gov.au website - Policies, Procedures and Processes Business.vic.gov.au website - HR Policies and Procedures Manual Template
Induction Checklist template	Fair Work Ombudsman website - Induction Checklist Business.qld.gov.au website - Induction Program List

