



Australian Government

Australian Public Service Commission



A RECRUITMENT KIT FOR MANAGERS

GET IT RIGHT

PROJECT PLANNER



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.
4	DETERMINE WHO YOU NEED IN THE ROLE	Know the skills and personal qualities required.
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?
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	What makes your agency an employer of choice? Are you tapping into a broader interest in APS 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 processes—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



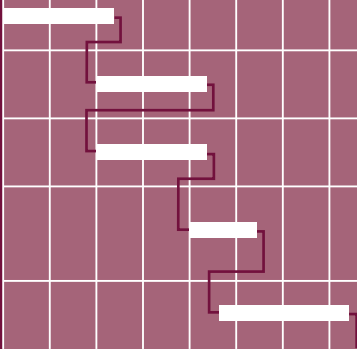
1	PREPARE FOR SELECTION PROCESS	Ensure everyone involved in the process has a shared sense of purpose.
2	SELECTION PROCESS	Put your selection options into practice. Ensure to test each applicant's claims—using all sources of information available. <i>Be prepared to begin again if the right person isn't in the field.</i>
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 agencies but leave managers. <i>Stand by what you offered.</i>

project plan

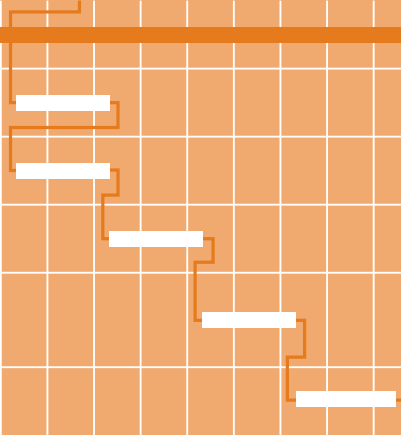
As a manager you are striving to achieve quality business outcomes while balancing competing priorities. This can lead to ad hoc recruitment practices resulting in mediocre selection outcomes.

It is in your interest to make recruitment and selection a priority. Just like any other major project it needs to be well considered, planned and appropriately resourced. Creating a project plan before starting the recruitment process allows you to ensure that you have allocated the time necessary and can focus on achieving a quality outcome.

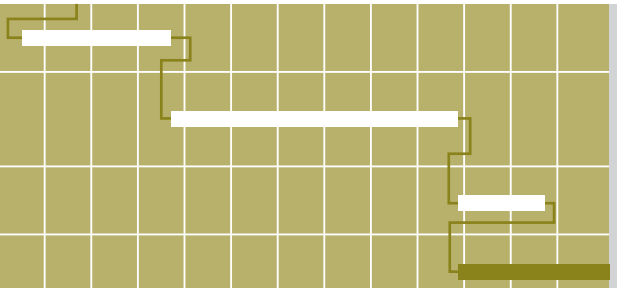
DEFINE



ATTRACT



SELECT



key deliverables

Better, Faster: streamlining recruitment in the APS¹, notes that with rigorous planning it is possible to reduce recruitment time. Consider targets such as the following:

Recruitment need identified: Day 1	DEFINE <ul style="list-style-type: none">> relevant role description> 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.
Vacancy advertised: Day 10 Advertising closed: Day 24	ATTRACT <ul style="list-style-type: none">> 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.
Shortlisting complete: Day 25 Selection process undertaken: Day 30 Verbal offer made: Day 31 New recruit commences: Day 45	SELECT <ul style="list-style-type: none">> 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.

¹ *Better, Faster: Streamlining recruitment in the APS. 2007. Australian Public Service Commission*

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
- > reports must be written for all interviewees.

reasons for using the kit

- 1 Ineffective selection outcomes are far more expensive than the upfront investment needed to *Get it Right* the first time around.
- 2 The success of your team and your 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 role at the right time.
- 3 An increasingly competitive labour market means the APS 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

Get it Right—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 direct you to a *Get it Right* Kit tailored to suit the requirements of your agency.

For further information contact the Employment Policy Adviceline on 02 6202 3859.

Produced by the APS Commission in collaboration with Commonwealth Agencies.

turnover comes at a cost

Effective selection leads to reduced turnover.

There are significant direct and indirect costs associated with recruitment activity and staff turnover across the APS. Research suggests that these costs can represent as much as 30–50% of salary.*

When calculating the cost of turnover consider the following:



* Management of Recruitment in the Australian Public Service, Audit Report No. 31 2007–08, Australian National Audit Office.

** Turnover equation based on the work of the Corporate Leadership Council. See Workforce Commitment Series, Vol 1, Workforce Turnover and Firm Performance.

recruiting in the APS context

The principles guiding APS staff selection are:

- > a competitive merit based assessment
- > a reasonable opportunity to apply for APS employment
- > no discrimination or favouritism
- > recognition and utilisation of the diversity of the Australian community
- > the application of natural justice and procedural fairness.

These principles and associated requirements are articulated in the APS Values and other provisions of the *Public Service Act 1999*, the Public Service Regulations, the Public Service Commissioner's Directions and the Public Service Classification Rules.

ASK HR

Your HR area will be able to help if you require any assistance in understanding the legal framework.

minimum requirements— from the manager's point of view

PROMOTING AND ENGAGING STAFF*

Determine the purpose and nature of the selection process upfront:

- > type of work to be undertaken (see note below)
- > classification level of the duties—this will become the successful applicant's classification
- > whether opportunity is to be closed to public on grounds of cost or operational efficiency.

Determine whether an open, competitive process is needed and if so:

- > Advertise the vacancy on the APSJobs website**
 - place other ads within 4 weeks of the Gazette notification.
 - Note:* after gazettal you can use an existing process to fill similar opportunities arising—up to 12 months later.
- > Design and run a competitive selection process that:
 - is transparent, fair and non-discriminatory
 - provides appropriate information to applicants
 - determines relative suitability of applicants' work-related qualities and those *genuinely* required for the duties.
- > Register the outcome on APSJobs
 - promotion takes effect 4 weeks after gazettal or Promotion Review Committee decision (unless a different date agreed).
 - engagement takes effect on an agreed date.

ASSIGNING DIFFERENT DUTIES

- > Must have assessed work-related qualities of person and those needed for effective performance.
- > Take account of agency policy.
- > If temporarily assigning duties at a higher classification take account of efficiency, importance of duties, timeframe, cost and opportunities to provide experience.

NON-ONGOING VACANCIES OF LESS THAN 12 MONTHS

- > Ensure a reasonable opportunity to apply (e.g notice on website outlining how to apply for non ongoing work).
- > Undertake competitive merit-based selection.
- > Ensure no patronage or favouritism, although the agency *can* determine size of recruitment field through the advertising and selection process chosen.

So, what do you need to do?
How will you achieve the best possible outcome based on this framework?

* including non-ongoing employees for over 12 months

**www.apsjobs.gov.au