



EmployeeMatters



WINNING **THE WAR** FOR TALENT



Welcome, it's time to start.....

Winning the war for TALENT

Get ready to find, qualify and win the BEST Talent for your Business!

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HOW TO GET THE MOST FROM THIS GREAT RESOURCE

This Ebook was created to help you secure the right talent for your business. It's a complete, stand-alone resource that contains the very best straight to the point information and advice. While the content in this Ebook is exactly what you need to find, select and hire powerfully – it has been designed to be used in conjunction with our incredibly popular book “***From Hire to Fire and everything in between***”.

From Hire to Fire is the essential guide to help Businesses manage the entire employee lifecycle (from understanding Awards, getting the most out of employees and motivating teams – through to managing or exiting non-performers).

To Get Your Copy for FREE (just pay shipping) [CLICK HERE](#)

HOW TO USE THIS EBOOK

For those of you who don't know me, my name is Natasha Hawker. I am the founder of Employee Matters, a unique business that allows you to outsource your HR with total confidence.

I'm also the author of a hugely popular book titled "From Hire to Fire and Everything In Between".

Both this Ebook and our hard copy book (From Hire to Fire) have been passionately written to give business owners the confidence and resources needed to form highly effective teams.

I've seen first-hand how hard it can be for small business owners. They are some of the hardest working people in the country. Navigating cash flow and managing people effectively can truly be the things that make or break a business.

This is why the need for having employees who are assets rather than liabilities is so great. While our hard copy book was created as the complete HR bible for small businesses, we've found that the #1 most common issue that businesses are dealing with is: "How to find and hire the BEST Talent".

That is why we created this Ebook for you. This Ebook gets straight to helping you solve this problem.







THE NEED FOR HIRING SOMEONE

Who do you need, and how can you organise them?

If you've decided it's time to grow your team, don't rush to Seek or Indeed just yet! First you need to consider how your business will grow, and how these new roles can support that growth.

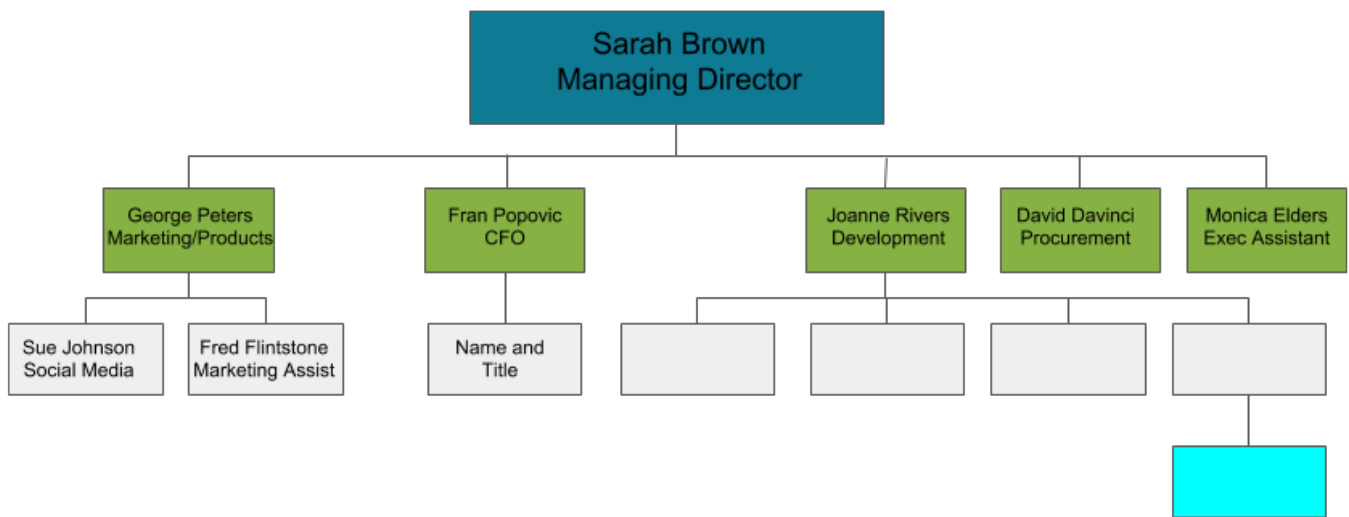
Businesses evolve over time and in small business, this growth is typically reactive rather than proactive. Do you agree? If you asked most business owners whether their business looks as they expected it to when they started it, most would answer no. It is more likely that you won a huge piece of work and you realised that you suddenly needed an employee, or two, or an entire team.

Organisational design is an area that large corporates spend a considerable amount of time and money getting right and it is a continuous process. I believe that if businesses spent more time on this area, they would reap many benefits. After all, it is essential that all the components of your business are working cohesively to achieve your ultimate outcome. Otherwise the risk is waste, missed opportunities, increased costs and inefficiencies.

Phase 1 - Organisation charts

1. Draw your ideal organisation chart. Who will sit where, who will report to whom and what will their titles and levels of responsibility be? Does your plan make sense? Or is it still based on the original business you started three years ago? If you only have your original or a very dated chart, draw up your current organisation chart. It might look something like this:

2. Now think about your business plan and forecast how your business might need to look to service your future clients. Think forward twelve months or two years. What do you expect to be some of the technological, product, skills or opportunity impacts? How will this affect your team and resourcing requirements?



Consider completing a SWOT analysis for your business at this point. A SWOT analysis enables you to review your current or future strengths, weaknesses, opportunities and threats. If you have not done one before, use the following grid as a guide. For this exercise, let your mind roam. Just list all strengths, weaknesses, opportunities (these can just be ideas) and potential or real threats to your business. Once you have answered these questions, you can use this SWOT analysis to develop strategies for achieving your business goals and generating contingency plans, including hiring new employees. This exercise can be very revealing.

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • What advantages does your business have? • What do you do better than anyone else? • What factors mean that you get the sale? <p>What is your business Unique Selling Proposition?</p> | <p>Weaknesses</p> <ul style="list-style-type: none"> • What disadvantage does your business have? • What could you improve on? • What should you avoid? • What factors lose you sales? |
| <p>Opportunities</p> <ul style="list-style-type: none"> • What good opportunities can you spot? • What interesting trends are you aware of? • What changes in the market or industry can be used to benefit your business? • What gaps or needs in the market can you fulfil? | <p>Threats</p> <ul style="list-style-type: none"> • What obstacles do you face? • What are your competitors doing? • What changes in the market or industry may have negative impact on your business? • Do you have bad debt or cash-flow problems? |

Once you have reviewed your business plan and done your SWOT analysis, draw up an organisation chart for what you need in the future

3. The next step is to compare the two organisation charts – are there any glaring omissions or opportunities to merge roles? Is one area top heavy, or over- or under-resourced? Are there opportunities for developing certain roles with multiple skills so they can cover other roles? This will reduce your exposure to attrition and enable you to effectively cover your annual leave schedule. This will also address the development desires of your employees and minimise financial impacts to the business.

4. Now you have your road map for the changes you may need to make to the business over the next six to twelve months. Once this is clear, it will make it easier to work towards your goals.

Phase 2 – Job descriptions

1. Draft job descriptions based on the roles in your organisation chart. Check out Chapter one of my my book, *From Hire to Fire & Everything in Between* in particular ‘How do you know it’s time to grow your team?’ for more ideas and information.
2. Review all the job descriptions you’ve written. Will these roles work logically and cohesively, or do you need to make further adjustments? Are there any gaps in task responsibilities or missing links between roles?

Phase 3 – Transition plan

1. Review the current state and future state of your business and plan how you will transition over time to the future state.
2. Conduct quarterly reviews against your transition plan to check on progress and adjust as required.

Phase 4 – What type of employees do I need?

Now that you’re clearer on the positions you need to fill and how they fit into your organisational plan, it’s time to consider which type of employees you need to meet your requirements.

Your choices are permanent full time, permanent part time, casual employment, fixed-term/fixed-task/maximum term employment, independent contractors, labour-hire workers and volunteers. Who knew there was so much to choose from?

Do you get a full-time employee because you easily have enough work to keep another person occupied five days a week, or do you choose someone casual until the workflow is steadier? Beyond the amount of work you have to delegate, the type of employees that you hire will have legal ramifications that you must be prepared to manage before you even start advertising for your first role.

Phase 5 – Prepare the job briefs

When preparing the job brief, you (or your recruiter) will need the following information:

- The knowledge, skills, abilities, and personal characteristics required to be successful in the role. These will help define the essential functions of the job,
- Ideal experience of the preferred candidate,
- Salary, bonuses and benefits aligned to the position,
- Ideal start date,
- Confirmation of the interview process,
- Outside-of-the-square factors – In a candidate-short market, it is sometimes impossible to get the ideal candidate. I would recommend compromising on the candidate’s experience and industry background rather than competency requirements being reduced. Consider what this would look like – if you can attain 60% of what you are looking for in competencies and motivations, the 40% of experience or industry background can be improved through training,
- Hours of work, if not full-time permanent,
- Who the role will report to,
- Advertising strategy and budget aligned to the recruitment of the role,
- Employee value proposition (EVP) – why a candidate would want this role, and
- Any potential internal candidates who may apply for the role.

Summary - The groundwork has been laid – you know you need help and the type of help you need; you know which type of employees will best suit your requirements, and you know all the legislative items you need to take into consideration before any contracts get signed. Now it’s time to start recruiting!

MAKING YOUR COMPANY DESIRABLE TO THE RIGHT PEOPLE

So many business owners, executives and managers put all their energy into considering how they can select the best people. They look at the interview process and what questions they should ask, what tests they should put through candidates through to ensure they have exactly the skills the business are looking for.

What they often forget is that when Winning the War for Talent they are in a two way process. They don't think about how they come across to the candidates, whether the company will look like a great place to work; in short, how they need to sell the opportunity of employment to the candidate.

In today's tight candidate market and in particular with today's younger job seekers (and that's most jobseekers!) it is just as important to concentrate on selling your business to the candidate, as it is to ensure the candidate is right for you. Trust me, it's no fun to spend all that time energy and money in finding the perfect candidate, only for them to tell you right at the end that they have had a better offer, or they don't feel your company is right for them!

1. Company identity

Just like it's important to manage your company's brand in the market, it's equally as important to manage your employment brand. Where does this begin? Well first of all you need to ask yourself, do you know your company's culture?

A great culture starts with a vision statement, a mission statement and your core values. These guide a company's actions and provide it with purpose. That purpose, in turn, orientates every decision employees make.

Core values

What are the values of the company? Do you know them and more importantly, do your employees know them? Your company's values are an important part of the candidates decision making process, especially with millennials, who make up around 50% of the job market.

Your core values define the attitudes and behaviours that will be required of your employees to make your vision and mission a reality.

At Employee Matters, our core values are:

- **Uthenticity & Integrity**
- **Commerciality**
- **Experts in our field**
- **Long-term Partnerships**
- **Flexibility**
- **Employees Matter**

2. Attracting Talent

By promoting and more importantly living the values of the company, this feeds into “how things are done around here” which is a simple way to say - your culture.

I have been saying it for years now – there is a war for talent and organisations need to stand out if they’re going to attract top performers. Culture is one way to do this by creating an environment that is attractive to prospective employees who are passionate about both what they do and what you do. This way you will attract more employees who will help you deliver and improve your product and offering.

Think about it; you can have two businesses that deliver exactly the same product, but candidates want to work for, and employees happily stay at, one of them, while the other has candidates that turn down job offers, and attrition rates are high. Why is this? It comes down to culture.

3. Attract the Right Behaviours

When Adam Bryant of The New York Times interviewed Lazlo Bock, the senior vice president of people operations at Google in June 2013, he found when Google is recruiting a technical role, the individual needs to have some technical skill but they are much more interested in behaviours that will support Google’s culture, such as:

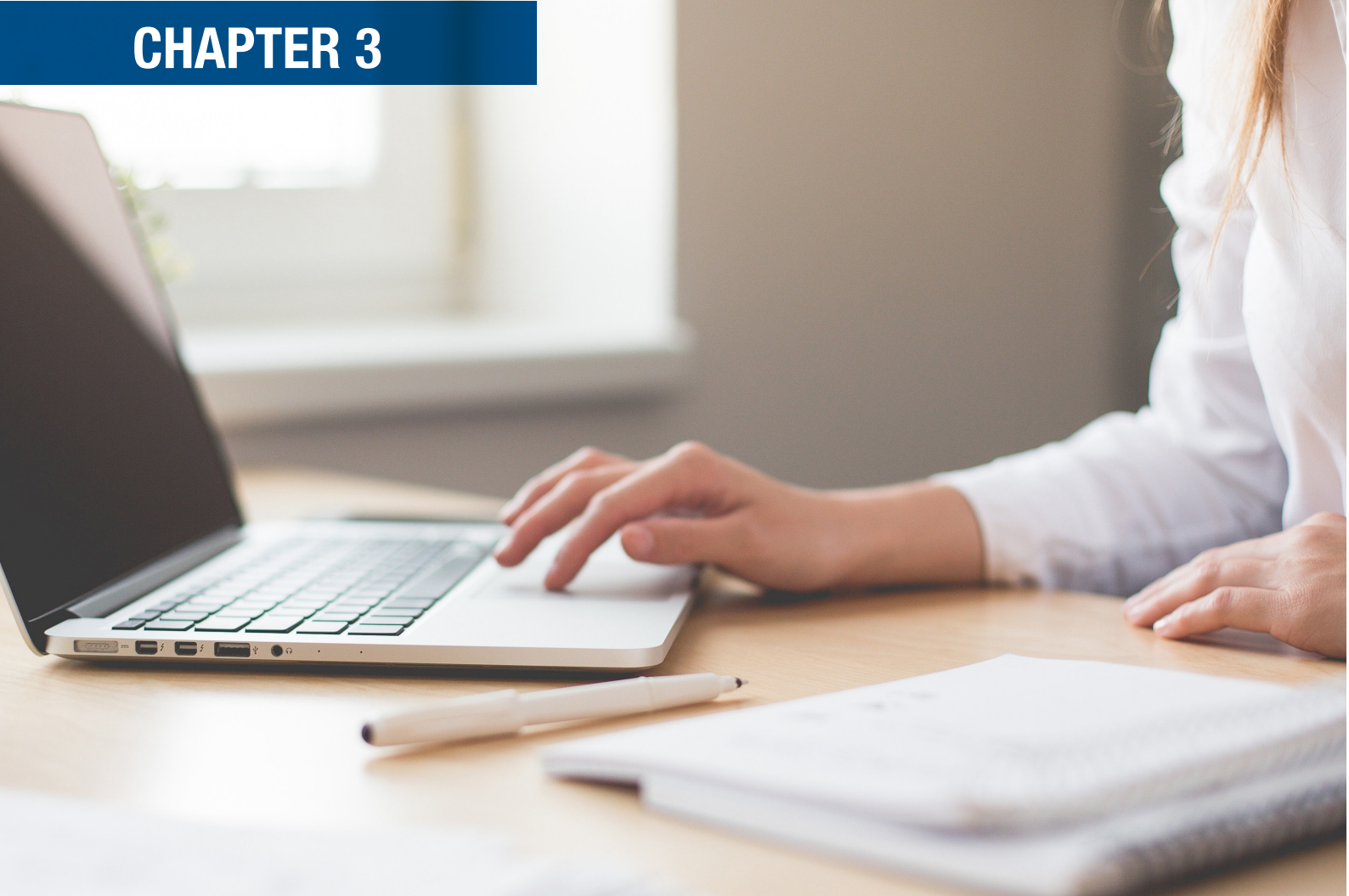
1. Cognitive ability – the ability to learn
2. Leadership – the ability to step up to lead but also to defer to someone with a better idea
3. Humility and ownership – the ability to collaborate
4. Fierce position – the ability to take a position or opinion on something unless some further information comes to hand then to possess the willingness to change their position
5. No content knowledge – the ability to offer a fresh perspective

Hiring candidates who possess these behaviours helps to build and maintain the culture of Google.

4. Remember – talk is cheap

Remember, your vision, mission and values aren’t simply words on your website. They must be enshrined in your company’s practices. If a business professes, ‘people are our greatest asset’, it should also be ready to invest in people in visible ways. Whatever your company’s values, they must be reinforced in review criteria and promotion policies, and fully lived and incorporated into the operating principles of daily life in your business.

If you express your values, vision and mission through giving back, even better! Employees want to know that they are doing something more than just making you and your business money. Identify a charity or a cause that your company supports – not just one so you can say you give to charity – choose one that is deeply aligned with your values, vision and mission.



ADVERTISING

If you have a Recruitment Expert, they will write all advertising for new roles, which must be reviewed and approved prior to posting the ad externally. To advertise, use Seek Standout ads, all free job boards, the careers page on your website and your company LinkedIn page, if you have one. You can now also advertise roles on LinkedIn and Facebook, which can be very effective at targeting people in the enormous databases who are a match for your role.

How To Write An Ad

Job advertisements are most commonly placed online today but this format will work for both online and print. Organisations are using Social Media more frequently to advertise roles such as Twitter, Facebook and LinkedIn as other alternative sourcing channels.

You may choose multiple sourcing channels to attract different demographics. 'Traditional' (yes Seek has been around a while now) advertising may attract a different demographic to Facebook, Twitter or even Snapchat. LinkedIn will be different again. Don't forget to also advertise the role on your website. This is the layout of an advertisement and the content to include.

Logo

Job Title

Location

- Brief description of the role, including the reporting relationship
- Brief description of the organisation including size, growth, nationality and brand names
- Minimum experience, knowledge, qualifications required
- Any usual features of the job such as travel prospects, physical requirements or responsibility
- Clear instructions on how and where to apply for the vacancy and the name of a contact person; a closing date for applications should also be specified

The ad needs to attract Attention, Interest, Desire and Action. It needs to contain clear statements about the benefits of the position, the prospects of the organisation, the opportunities for successful candidates and access additional information about the organisation.

The ad should attract suitable candidates, whilst being conscious of the image that the organisation wishes to project to the market. It also needs to be realistic and not oversell the opportunity.

Avoid discrimination; do not use 'he' or 'she', show preferences for a person of a particular race, nationality, age or religious persuasion. Also avoid qualities that are unnecessary for the role being advertised.

Things to Keep in Mind

- **This is an Ad.** Just like any other ad you are selling something - an opportunity to come and work for you
- **What are the three key benefits** of working in this job and for you, rather than anyone else.
- **Is it a great Salary?**
- **Is it a great location?**
- **Is it flexibility?**
- **Is it a chance to make a real impact** rather than be a cog in a bigger wheel?
- **Is it career opportunities?**
- **Is it the chance to work with awesome people?**
- **Start with Bullet points listing the top three.** If you have an Employee Value Proposition in place, this will guide you on what points to use. If you haven't, this will help you start thinking about your EVP, so you can come and ask Employee Matters to help you create one!
- **Salary** - to put in a salary or not? There is no right answer to this as it depends on the role, how much you pay compared to the market, how clear you are on what you are prepared to pay or whether it depends on the particular applicant etc.
- **If you do put a salary in, be clear on what it represents.** If it is 'Salary plus Super', then say so or you will be underquoting what you will pay by (currently) 9.5%. Is there an incentive/commission scheme? If so, say so. This is especially important when recruiting sales people.
- **Be honest!** You are selling the benefits of the job, but don't oversell. In this case, Buyer's remorse can be very expensive
- **This is an Ad not a job description!** Yes, cover the purpose of the role and the main activities, skills needed etc. but you don't have to copy and paste your position description into the ad. People (especially Gen Z!) will get bored if your ad is too long, and move on
- **Remember your Job Description** (see Chapter 1)? This will help you with your ad and forms the basis of almost every decision you make about the role and the employee you hire; from how much to pay to are they the right fit?
- **What information do you need from them?** Tell them if you need a CV, a covering letter, to fill in a form, post a video. Make it clear what their next steps are and encourage them to apply with a great call to action. "so if you are looking for XXX and you are YYY then apply now by doing ZZZZ".

INTERVIEWING

So your candidates are now rolling in and it's time to begin talking to them. However, the interview process is much more than a half hour chat to get a "feel" for them. This is a multiple step process, which is your best chance to find out whether their skills, experience and behaviours fit the role and, crucially, how well they will fit into the team. Candidate communication before the interview Your Recruitment expert, if you have one, will assess all applications against the job brief. Emails should be sent to all unsuccessful candidates within two working days of receiving their application. Remember your brand is at stake here, so you treat unsuccessful candidates efficiently and with dignity.

Depending on the number of successful applications, you may choose to assess them with a phone screen, which will be tailored to match the job brief. All unsuccessful candidates following the phone screen should receive an email advising them, within two working days.

Questions that you might ask could be:

1. What attracted you to this opportunity?
2. Tell me about your experience that is relevant to this role.
3. Can you give me a brief overview of your background?
4. What are your primary skills?
5. How would your team members describe you?
6. What are your salary expectations?
7. When would you be available to start?
8. Do you have a right-to-work visa? If yes, which one?

Completing a preliminary phone screen should either confirm your interest in proceeding to a face-to-face interview or give you additional data to move to a decision to reject at this stage of the process. It will give you a sense of the candidate's phone manner and communication skills, at a minimum.

Successful phone screen candidates should be provided with information about your recruitment process, including reference and background checking requirements.

Interviews

I believe that a lack of interview skills is one of the key reasons that employers select the wrong candidate and, as a result, end up with an employee who either does not have the skills to do the job or is the wrong cultural fit. This problem is usually due to most hiring managers not being formally taught how to interview. I'm sure you can relate – if you were lucky, you might have been able to sit in on an interview with your manager before leaving the corporate world. That's okay if the interviewer was sophisticated and technically strong, but horrendous if the interviewer was poor.

If there is one skill that I would encourage you to work on, it is your interview technique. Not only will this skill help you hire the right employees, it will also assist you with general communication skills such as active listening and probing, as well as performance management interviews or investigations.

1. Preparing for interviews

The preparation that you undertake for your interview and the structure and questioning techniques you utilise are of the utmost importance. Follow these steps to ensure that you are interviewing well. This will enable you to select the best candidate for the role and present yourself and your business in a professional manner, to encourage the candidate to really want to work for your organisation.

Use the following as a checklist when preparing for your interview:

- Ensure that you have booked an office or somewhere you will be able to talk privately. Ideally not at the local coffee shop, as this can be distracting and make the candidate very self-conscious
- Confirm the name of the interviewee and the expected time with your team so they can be welcomed appropriately
- Ensure that you have read their application and CV in detail and that you have prepared your questions in advance (see our sample questions below)
- Make certain that there will be no interruptions and that your mobile is switched off. The candidate should have your undivided

attention. (I would hope that the candidate has also turned their phone off!)

- Remember that you will only talk for 20% of the time; the candidate should be speaking for the other 80% of the interview.

2. During the interview

An interview should be up to an hour long and well-documented. Remember that some candidates may be interviewing in their lunch break. The last thing you want to have happen is that the candidate is distracted and trying to look discreetly at their watch while simultaneously answering your questions and thinking of a believable excuse as to why they are late back to work. This scenario is not at all conducive to putting their best interview performance on show. If possible, organise for two people on the interview panel, so that you can share thoughts and notes afterwards (ideally the hiring manager and someone from the team the candidate will be joining, if not the manager of that team).

Finally, all successful candidates should be interviewed at least twice. It is also good practice to have the candidates meet with other team members prior to any offers being made.

Introduction (5-10mins)

- Start by walking to your reception area and warmly greeting the candidate with a firm handshake and a smile. (Don't forget the smile – first impressions count.)
- As you walk to the interview room, build rapport with small talk – 'Did you find us okay? Isn't it hot today?' This will start to put the candidate at ease (remember, they are likely to be somewhat nervous and you want them to be relaxed and willing to talk and share with you). Also make sure that they are comfortable; have them remove their coat and ask them if they would like some water (Better still, assume this and have it ready for them).
- Begin the interview by introducing yourself and explaining the process, 'Thank you for coming to speak with me today. My name is Jessica Brown and I am the Operations Manager. I would like to talk with you in detail about some of the experiences that you have had in the past and what you are looking for in your next role. Towards the end of the interview I will share with you some more detail about the role and what

skills we are looking for and more information about our business. You will then have a chance to ask me some questions if you like. The interview usually takes about an hour – is this time okay with you?'

- Before you start asking questions, tell the candidate that you may interrupt them now and then to ensure that they stay on track and you can cover all the details required. Tell them that you will be taking detailed notes so that you can remember all the great things they say. This puts candidates at ease and deters the urge to try and read what you are writing upside down.
- Finally, before you launch into the main body of the interview, ask them if they have any questions before you start.

Body of interview (30-40mins)

- The body of the interview is all about asking questions and listening. Remember to only talk for 20% of the time – the candidate should be speaking for the other 80% of the interview. This can be very difficult for some interviewers, but it is the only way that you can effectively tease out all the information you require.
- Ask your prepared questions ; a combination of technical, behavioural and cultural. Choose six to ten behavioural questions that are relevant to the circumstances the candidate may experience if they were successful and joined your business. Remember behavioural questions use the concept that past behaviours are a good predictor of future performance. You are therefore asking them to give you examples of when they have been in certain situations: what was the situation or task that they were faced with, what actions did they take and what was the result? See below for some examples.
- Use active listening techniques – this means eye contact, 'ah, ahs' and maybe 'can I just check my understanding? So, what I think you were saying was that...'
- Remember to probe. Don't allow a candidate to skim over answers; continue to dig until you have the information that you require or until you are satisfied that you understand the scenario that they were talking you through. Also, don't be afraid to interrupt to keep the interview on track and to gather the information that you are seeking.

- Look for the emotions behind their words and look at their body language (and your own) to ensure that it is appropriate. Remember, 65% of communication occurs through body language.
- Summarise occasionally for the interviewee to show them that you are listening. It's also another way of practising active listening. Candidates love it – give it a go. Everyone wants to be heard.
- Finally, take detailed notes. It's okay to pause and catch up on your note taking. I usually say something like, 'That was great, let me just check that I have captured everything correctly'.
TIP: Do not, under any circumstances, lean back in your chair and put your arms behind your head.

Closing the interview (5-10mins)

Explain the role in more detail, ensuring that you portray the role and the opportunities realistically. Do not overstate the role, otherwise this could lead to an early resignation due to the role not meeting the expectations set during the recruitment process. However, do sell the benefits of working for your business, why it is a great place to work and what you like about it. Explain your background and role and highlight what you have done in your time with the business.

Ask them if they have any questions. They should, and they might be questions such as:

- Why do you like to work here?
- What date would the new hire be expected to start?
- Your website says that one of your values is integrity; can you please give me an example of when you have seen this value in action?
- What are the goals for the business over the next eighteen months?
- Where do you see the opportunities for this individual in eighteen months' time?
- Do you support related external study financially?

Explain what will happen next, along the lines of 'Well thank you Jenny, it has been lovely to meet you today. We are interviewing a number of candidates this week and we expect to have a shortlist of individuals to interview for a second time by Monday, with offers by the end of the week. Does this timing work for you?' (You want to establish whether there are any competing offers in play at the moment.)

Finally, stand up and escort them to the door or lift, thank them again for their time and shake their hand and smile.

After the interview (15 Mins)

Now it's time to return to the office and write your assessment of the candidate. Do not leave the room until this is completed; if you do, you will forget some details and not assess the candidate as effectively or fairly as you could have when it was all fresh in your mind. To make comparisons easier and more accurate, ensure you ask all candidates the same questions.

While sometimes difficult, it is imperative that you do not make any assessments or judgements based on race, colour, gender, religion, political opinions, national extraction, social origin, age, medical record, criminal record, marital status, physical disability, sexual preference, intellectual or psychiatric disability or trade union activity.

Candidates who are unsuccessful after the interview should be provided detailed feedback by phone. Only email if you can't contact the candidate. All notes on the conversation should be placed on the file. Successful candidates (either those who progress to a second interview or those you want to offer a position) should then have their references checked.

Sample Questions

Technical

- Ask the candidate to talk you through their CV talking about areas of responsibility, achievements, challenges, culture of their previous organisation, the management style and their reasons for leaving
- Ask them technical questions about their relevant field of work and qualifications
 - What can you offer us?
 - What are your strengths?
 - What are your limitations?
 - What are your ambitions for the future?
 - What motivates you in the workplace?
 - In what previous role did you feel the most motivated and why?
 - What do you know about our company?
 - What is the most attractive aspect of the role we are discussing?
 - What is the least attractive aspect of the role that we are discussing?

- What do you look for in a job?
- What hours have you been used to working?
- How long would it take you to make a meaningful contribution to the business?
- What is your management style?
- How do you like to be managed?
- Why do you feel that you have the potential to be a good manager?
- As a manager, what do you look for when you are recruiting your employees?
- If you were presented with this technical problem – xxx what would you do?
- What important trends do you see coming in our industry?
- Describe an ideal working environment
- Looking back on your past employers, which was your favourite employer and why?
- How much financial responsibility have you had in the past?
- How many people have you supervised in the past?
- How do you think your direct reports perceive you?
- How do you think your peers would perceive you?
- In your most recent role, what were some of your most significant accomplishments?
- Why have you not found a position after these many months?
- What did you think of your previous boss?
- What do you like better: working with figures or with words? Why?
- Describe a time when your work was criticised
- If I spoke with your boss, what would they say are your greatest strengths and weaknesses? – How do you handle pressure?
- If we were to offer you this role, what salary would you be seeking?
- What other roles are you considering at this time?

- What sort of reading do you do?
- What do you like to do on the weekend?
- Are you a leader? Why do you think that?
- How long would you expect to stay with our company?
- Are you continuing with your education?
- What personal accomplishment are you most proud of to date?

Behavioural

- As a manager, have you ever had to terminate someone? If so, what were the circumstances and how did you handle it? What was the outcome?
- Tell me about a time when you were technically challenged. What happened? What did you do? What was the outcome?
- Tell me about a time when you were likely to miss your forecast. What happened and what did you do? What was the outcome?
- Tell me about a time when you had more work than you could handle. What happened and what did you do? What was the outcome?
- Tell me about a time when you led a project. What happened and what did you do? What was the outcome?
- Tell me about a time when you helped increase sales or profits. What happened and what did you do? What was the outcome?
- Tell me about the most difficult customer that you have had to deal with in the past. What happened and what did you do? What was the outcome?
- Tell me about the most satisfied customer that you have had in the past. What happened and what did you do? What was the outcome?
- Tell me about a time when you were under excessive pressure. What happened and what did you do? What was the outcome?



Probing for more information

- Then what happened?
- What was your role in?
- What did you do?
- What did you say?
- What were you thinking?
- What were you feeling?
- What happened next?
- If you had your time again, would you do anything differently?
- Summarise what you have heard to ensure that you understood the content and to show the candidate that you are listening

Type of questioning technique to avoid

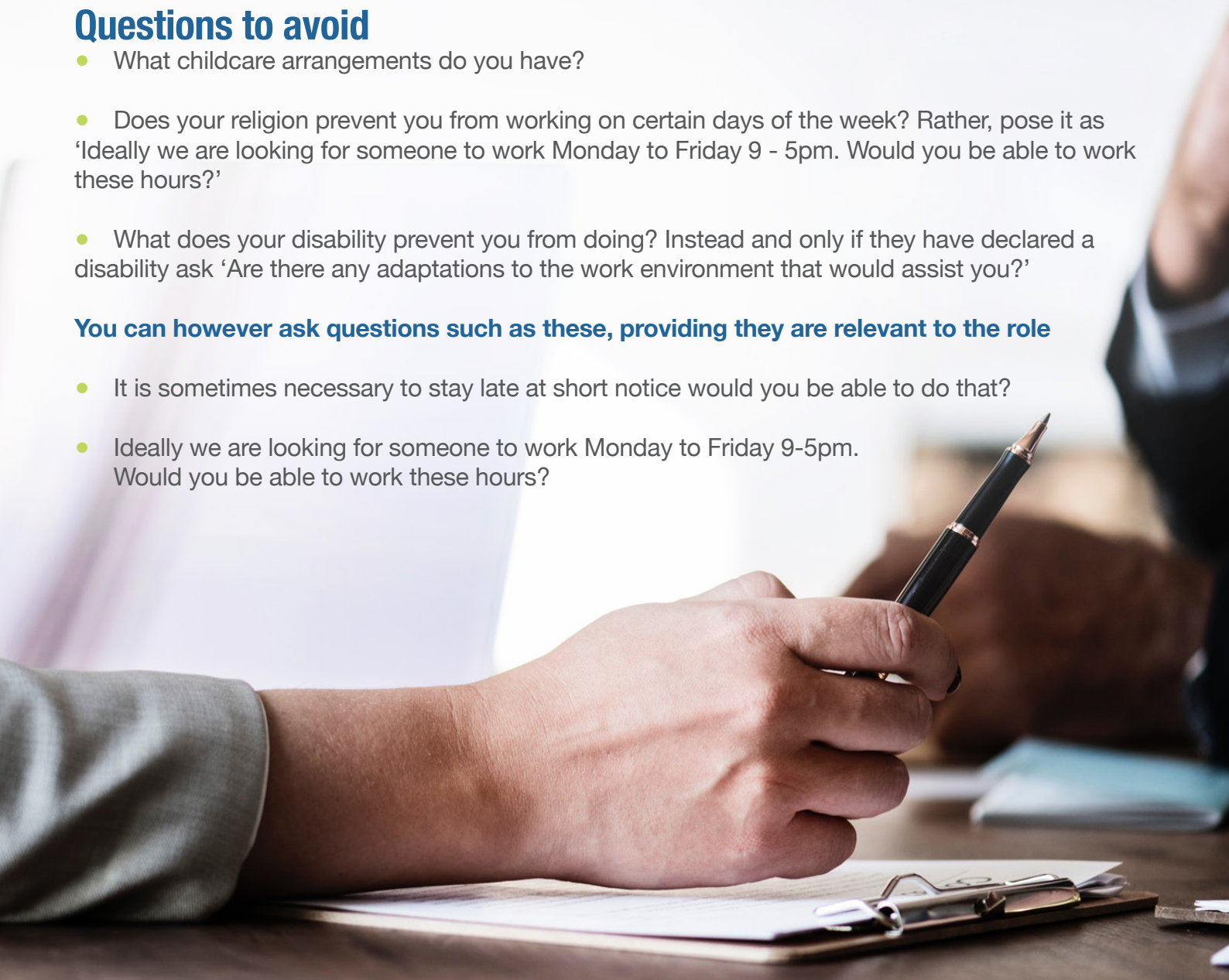
- Chain or multiple questions
- Leading questions
- Multiple choice
- Questions using excessive jargon
- Assumptive questions
- Closed questions unless you are controlling a candidate

Questions to avoid

- What childcare arrangements do you have?
- Does your religion prevent you from working on certain days of the week? Rather, pose it as 'Ideally we are looking for someone to work Monday to Friday 9 - 5pm. Would you be able to work these hours?'
- What does your disability prevent you from doing? Instead and only if they have declared a disability ask 'Are there any adaptations to the work environment that would assist you?'

You can however ask questions such as these, providing they are relevant to the role

- It is sometimes necessary to stay late at short notice would you be able to do that?
- Ideally we are looking for someone to work Monday to Friday 9-5pm. Would you be able to work these hours?



MAKING SURE CANDIDATES CHOOSE YOU

Making the offer – How to get them to say “I Do”

When you’ve found the right candidate for the job, make a verbal offer of employment, which is then confirmed by email prior to the formal paperwork being sent out. The candidate’s acceptance should be confirmed before the letter of offer and contract of employment can be drawn up.

Should the candidate not accept the role, this is a valuable opportunity to get feedback. Consider asking some or all of the following questions:

- May I ask why you have rejected our offer?
- Was the other role paying more compensation? If so, how much?
- What attracted you to the other role?
- How did you find our recruitment process?
- Is there anything that we could have done differently that would have changed your decision?

To close, invite the candidate to contact you again if the other role doesn’t work out for them, wish them every success and thank them for considering your company. Remember, however frustrating the situation is, your Brand is at stake, so always reflect your brand in your communications, not your frustration!

The letter of offer

The letter of offer confirms the verbal offer and acceptance and is sent with two copies of the employment contract. A basic template might look like the following:

Sample offer letter

Company letterhead

Date

Applicant name

Applicant address

Dear applicant name,

Thank you for your interest in ABC. As per our discussion, we would like to extend an offer to you for the role of position title commencing on date.

Please find attached our employment contract for your review and consideration. Please indicate your acceptance of this offer of employment by signing both copies and returning one copy to us by date. Should we not receive acceptance by this date, this offer will lapse.

Should you have any questions regarding the documents please contact me on your work phone number to discuss. We very much look forward to you joining ABC.

Yours sincerely,

Name

Position

What to include in an offer of employment

Beyond the legal bases you need to cover with your employment contract, there are certain items that will be candidate-specific. After you’ve selected a candidate, make sure you have all offer details so that the employment contract can be drawn up. These include:

- Title of the role
- Base salary plus super
- Any incentive or bonus structure aligned to the role
- Start date
- Probation period
- Standard working hours
- Who the role is reporting to and the title of that role

When making an offer of employment, the Fair Work Information Statement must be sent out to all permanent employees with their employment contract and letter of offer. You can find it at: fairwork.gov.au/employment/fair-work-information-statement/pages/default.aspx

Finally, I would recommend that you have an employment lawyer regularly review and if necessary, amend your employment contract and related documentation every two to three years, especially if there are legislation changes. Remember, the employment contract and documentation set the framework for the way that you employ people and it protects your business in the long term. It shows that your employees matter to you, so take the time to do it well!

Identity, reference, background and visa check

When you hire employees there is a high level of trust required on both sides. From your side, for example, you may want to know that your employee will treat your company equipment appropriately and handle cash in a trustworthy manner. From the employee side, they want to know that the role that you are offering is as you said it would be and that you will take your duty-of-care obligations seriously. Your duty-of-care obligations are the legislative obligations you have as an employer, such as ensuring the workplace and work practices are safe. High levels of trust lead to high levels of engagement.

That said:

- Identity theft is on the increase in Australia.
- According to research from KPMG, are the theft of cash, false invoicing and diversions of sales? The cost of fraud is considered to be around \$345 million with respondents believing that only a third of the total losses are being detected.
- Research estimates that over 35% of candidates lie about their skills and experience on their resumes and at interview? These lies can be about a six-month holiday by the sea that was actually a stint in jail, of a resignation that was actually a termination for fraud

These are very real problems that can be reduced by background checking, internal controls and by not ignoring red flags.

Additionally, did you know that if you inadvertently hire an employee whose right-to-work visa has expired, you can be exposed to significant fines? The Department of Home Affairs defines an illegal worker as a non-citizen who is working without a valid visa, or working in breach of a visa condition. It is worth noting that not everyone who comes to Australia on a visa has permission to work.

The onus is on you to check their visa status, so it needs to form part of your recruitment process. We recommend that you have every candidate bring their passport to the interview. This passport will not only enable you to check their right-to-work status but will also provide identity confirmation.

**Research estimates that
over 35% of candidates lie
about their skills and experience
on their resumes and at interview**

Keeping Candidates Warm

The period between offering a top candidate a job and their start date can be a risky time. Here are four top tips for keeping candidates warm after you've offered them the job.

Get the offer out quickly

Including the employment contract - competition is tight, so it is vital to get written confirmation of your offer to the candidate quickly after the verbal offer is made

Keep candidates motivated

Candidates have been used to a lot of communication throughout the recruitment process, and this period can be quieter, so ensure that you keep up light communication during this stage e.g. send a text message informing them about significant team events (lunches) etc.

Offer enticing touch points

It is important to build a relationship with the candidate to ease their transition into their new role e.g. inform them about your Buddy program before they start so that they are introduced to a key member of the team.

Build your brand

Candidates are often considering multiple offers during the recruitment process, so it is important to present them with a strong brand. Remember your Employee Value Proposition from Chapter 1? Remind them about it now: Let the candidate know about career progression or flexible working arrangements. This could be the thing that persuades your top candidate from backing out at the last hurdle.



WELCOMING NEW STAFF

Induction and orientation

About ten years ago I was seconded to work for a couple of months in India, maybe longer if I did a good job and liked it. I already knew the company well, as I had worked for them for seven years, but I did not realise that when I arrived, no one would know that I was coming, where I was going to sit or what I was there to do. It was another three weeks before I met with my local manager to confirm the remit of the role. For many people, this situation would have been enough to send them home.

This is where many employers let themselves down. The first couple of weeks in a new role can be extremely unsettling and your new hire is already at a high risk of resignation. The best way to combat this is to have an effective induction and orientation program.

From Hire to Fire and Everything in Between sets out in detail the elements you should consider for your induction and orientation programs.

Induction Checklist

What do I need for my new hire's orientation?

| | Yes | No |
|--|--------------------------|--------------------------|
| Have you sent out an employment contract and offer / welcome letter? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you sent out a new starter pack with TFN Form, Super Choice, Personal Details Form and Bank Details Form? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you called the new hire prior to the start date to let them know that you are very much looking forward to them joining your company? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you received a signed copy of the employment contract back? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you communicated to the team that there is a new employee joining? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you developed an orientation program / schedule? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you organised a suitable workspace which is clean and welcoming with stationery provided, if appropriate? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you ordered any IT / phone equipment or numbers? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you confirmed who will be responsible for training the new hire? | <input type="checkbox"/> | <input type="checkbox"/> |
| Have you completed any new hire documentation such as payroll set up? | <input type="checkbox"/> | <input type="checkbox"/> |

If you have answered 'No' to any of these you are either in breach of your legal compliance or alternatively not following 'best practice' employee relations. You should seek further qualified advice.

Have a burning people issue impacting your business RIGHT NOW?

Book A FREE Discovery Session

In your Discovery Session, you will spend 20-30 minutes speaking with a Senior Recruitment Expert about the specific issues that you're facing in your business right now.

From there, we can offer a solution to ensure you can move forward to achieve business success through your people.

To book, simply visit:

www.employeematters.com.au/free-discovery-session



END NOTE

Hopefully this information has given you plenty to think about when you consider taking on new people in your business. Remember there is a heap of further information about the entire employment lifecycle in **'From Hire to Fire and Everything in Between'**, so grab a copy today!