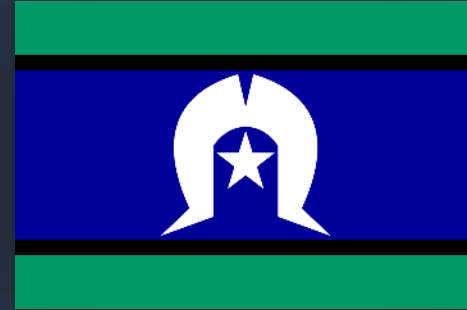


Attracting Candidates





QCROSS acknowledges Aboriginal and Torres Strait Islander people as the original inhabitants of Australia and recognises these unique cultures as part of the cultural heritage of all Australians.
We pay respect to the Elders of this land; past and present.

Session outline

- Understanding the attraction and selection process
- Running an effective interview process
- Creating a diverse and inclusive advertising campaign
- Making the right selection for the role

The benefits of an inclusive recruitment process

For the organisation:

- Attracts the best talent
- Different viewpoints
- Better culture
- Innovation leaders

For the recruiter:

- More candidates
- Better candidate quality
- Faster time to hire

Australia's got talent

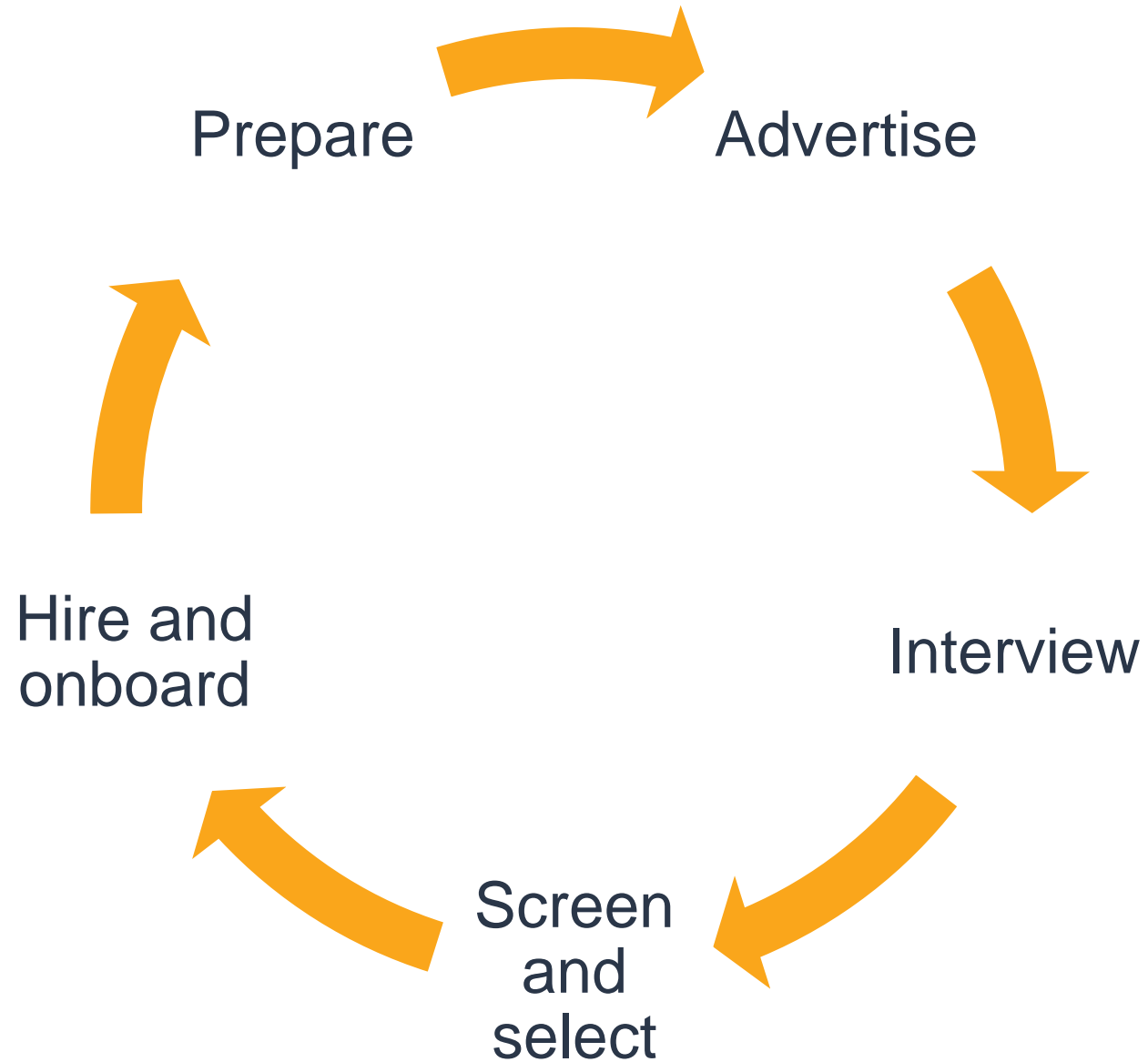
31%

of Australian organisations
say they can't find workers

3 Million

Australians are
looking for work

What is the recruitment process?



Advertising effectively

- What makes this job stand out from the competition?
- Why are you hiring for this role?
- Does the job description align with the reality of the role's functions?
- Is the salary package right?

Advertising for inclusion

- Define the job requirements clearly
- Use gender neutral language
- Use a clear job title, avoid jargon and use accessible formats
- Partner with specialist agencies for targeted recruitment
- Tell stories - what makes your organisation a great place to work?
- Use appropriate job boards, your company website and social media platforms (if appropriate)
- Use social media such as LinkedIn to source and contact potential candidates

Reasons why hiring processes fail

- Job titles aren't resonating with candidates
- The organisation's online presence is letting them down
- Job posts are missing the information that candidates care about
- Conscious and unconscious bias in resume screening
- The organisation is not following up

Reasons why applicants drop out

- Time-consuming online recruitment processes which ask applicants to repeat things that are in their resume
- Asking applicants to address the selection criteria in writing and on first contact
- Inflexible screening processes
- No after-hours phone numbers for enquiries
- Strict wording around closing dates
- Lengthy job descriptors
- No direct person to contact

**Attracting talent with flexible
and hybrid work options**

What do flexible and hybrid work practices include?

- ✓ Working from home
- ✓ Working from an alternate location
- ✓ Flexible or staggered working hours
- ✓ Flex time and time in lieu
- ✓ Hybrid mix
- ✓ Agile/activity-based working
- ✓ Compressed hours
- ✓ Part-time work
- ✓ Overtime
- ✓ Job share
- ✓ Shift swapping and split shifts

Ensuring flexible and hybrid work practices are authentic

- A flexible and hybrid work framework and policy
- Clear processes for applying for flexible/hybrid work
- Examples and testimonies of how it is working in your organisation
- Clear statements on how it is enabled (i.e. technology)
- Strategies detailing how work is organised to ensure flexible/hybrid work is facilitated
- Clearly articulated values and commitment statements

Employee Value Proposition (EVP)

- **Research:** Conduct market research to understand what candidates are looking for and what your competitors are offering
- **Purpose:** Define your organisation's purpose and values
- **Benefits:** Offer competitive salaries, benefits packages, and perks that align with your organisation's values.
- **Company culture:** Highlight your company culture, including diversity and inclusion initiatives.
- **Growth opportunities:** Provide clear career progression opportunities and professional development programs.
- **Communication:** Communicate your EVP effectively to potential candidates.

Cognitive biases

- First impression
- Likeability
- Affinity bias
- Halo effect
- Horn effect
- Confirmation bias

Inclusive interviews

- Diversity and inclusion training for staff
- Listen to and learn from people with lived experience of bias and marginalisation
- Focus on fair treatment (not same treatment)
- Be flexible – check for accessibility
- Diverse interview panel
- Inclusive interview environment
- Foster open communication during the interview
- Structured feedback

Interviewing



1. Hypothetical questions
2. Knowledge/competency questions
3. Behavioural questions
4. Value questions
5. Situational - Critical incident scenarios
6. Work samples / practical assessments
7. Roving interview

1. Hypothetical questions

- Asks candidates to imagine a situation and describe how they would respond to it
- Used to assess a candidate's critical thinking skills, problem solving abilities, and their ability to think on their feet

Benefits/drawbacks

- Can be useful for assessing critical thinking
- They generally are only complimentary as they lack insight into values and decision-making processes

2. Knowledge/competency questions

- Focused on assessing a candidate's technical knowledge and skills related to the specific job requirements
- Questions are designed to evaluate a candidate's level of expertise, problem solving abilities, and experience in the areas that are critical to the job

Benefits/drawbacks

- Good at assessing concrete knowledge and skills
- May not assess soft skills
- Can be time consuming

3. Behavioural questions

- Focuses on assessing a candidate's past behavior and performance in specific situations
- Questions are designed to elicit specific examples of how the candidate has handled challenging situations in the past

Benefits/drawbacks

- Provides insight into a candidate's behavior
- Helps identify strengths and weaknesses
- Great to assess cultural fit
- They are limited to past behaviour and rely on self-reporting

4. Value questions

- Focuses on assessing a candidate's personal values and how they align with the values of the organisation
- Questions are designed to elicit information about the candidate's beliefs, principles, and ethical standards

Benefits/drawbacks

- Helps identify candidates who share the organisation's values
- Provides insight into a candidate's motivation
- Helps assess ethical standards
- They are ultimately subjective and only indicate espoused values

5. Situational - Critical incident scenario

- Uses a structured exploration strategy and provides information about what the candidate did, how they did it, and what they felt about a real (critical) situation they experienced in the past that is relevant to the position they are currently applying for

Benefits/drawbacks

- Can provide useful information on the nature of a candidate's experience and how they have dealt with incidents in the past.

6. Work Samples

- Tangible evidence of a candidate's skills and abilities
- Often requested during the recruitment process
- Samples can include written documents (reports or proposals), design work, social media campaigns, or other relevant examples of previous work
- Work samples offer employers a glimpse into a candidate's abilities and allow them to evaluate the candidate's fit for the role.

Benefits/drawbacks

- Looking at past performance helps to get a better understanding of the candidate's skills and abilities
- The candidate might not have produced the sample on their own

6. Practical assessment

- Highly inclusive assessment tool that can be used during job interviews to evaluate a candidate's skills and abilities
- Candidates complete a task or project related to the job they are applying for
- The assessment can be in the form of a written document, a presentation, a case study, or a practical task that allows the candidate to demonstrate their skills in a tangible way

Benefits/drawbacks

- Help the interviewer get a better understanding of the candidate's skills and abilities and how they would perform in the position

7. Roving interview

- Instead of the interview taking place in a neutral environment, consider a 'roving' interview around the actual workplace with just the hiring manager, where the candidate can experience the working environment

Benefits/drawbacks

- Less intimidating for the candidate
- The candidate can get a good feel for the workplace
- More difficult for the recruiter to take notes and follow a structure
- Could be distracting
- Not all social service settings are suitable for this method

Psychometric tests

- An assessment tool that measures a candidate's cognitive abilities, personality traits, and other psychological characteristics
- Includes aptitude tests, personality tests, and emotional intelligence tests
- Should not be used as the sole method for screening candidates.
- Tests can be expensive, and present accessibility barriers

Screen and select

Our recommended process for note taking relies on recording answers using the SAR method:

S – Situation

A – Action

R – Result

You should rate each question that is answered:

E – Effective

I – Ineffective

N – Neutral

Referee checking

- Involves verification of a candidate's skills and experience claimed by the candidate in their resume and during the interview process
- Provides confirmation of the candidate's work history, their job titles, employment dates, and reasons for leaving previous jobs
- Provides insight into the candidate's work ethic, attitude, and ability to work in a team
- Can help mitigate the risk of hiring a candidate who may not be suitable for the role

Referee checking limitations

- Referees may only provide limited information or may be reluctant to provide negative feedback.
- Referee checks may be influenced by bias, either in favour of or against the candidate.
- Referee checks can be time-consuming and may delay the hiring process.
- Referee checks could expose the company to legal risks if questions asked are deemed discriminatory or if the referee provides inaccurate information leading to a hiring decision that harms the candidate

Hire and onboard

- Stay in touch and engage with your new hires after signing a contract
- Make sure their work area is prepared and the new employee receives a warm welcome
- Work with onboarding checklists
- Ensure employees undertake necessary training and understand their rights and responsibilities
- Begin education on the D&I culture of your organisation from the outset and encourage participation in D&I programs

Summary

Irrespective of the role you are hiring for, using inclusive design principles offers many benefits to the organisation, recruiter and candidates.

Summary

Avoid presenting unnecessary and burdensome barriers to potential candidates.

Summary

Be open with your communication and ensure that your EVP is well known inside and outside of the organisation.

Thank you

qcooss

