



**Gymnastics**  
New South Wales

# RECRUITMENT AND SELECTION TOOLKIT

For Gymnastics Clubs

Part 1

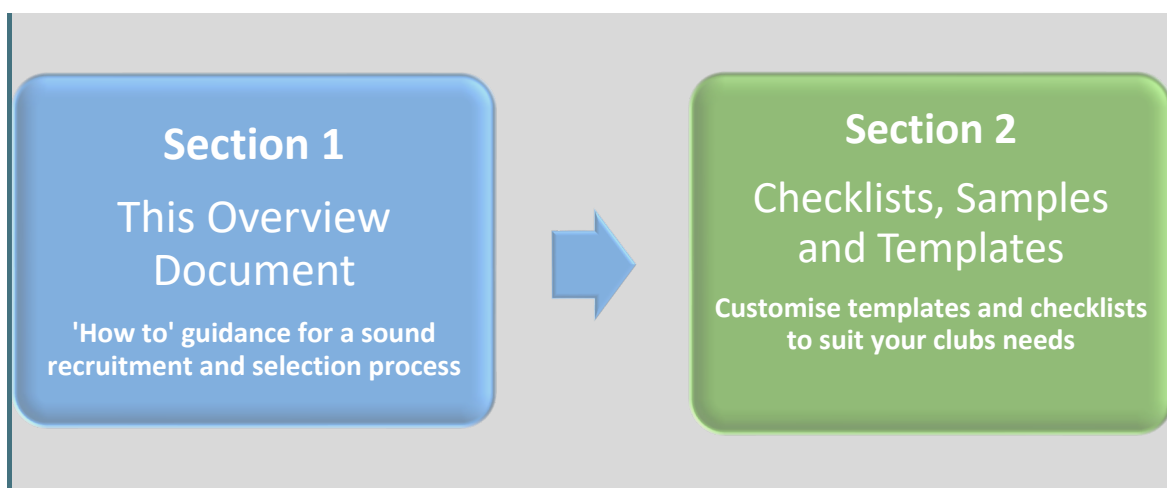
## About this Toolkit

This Toolkit will help you to understand the skills and processes required to recruit and select the best candidate for your club.

A sound recruitment and selection process is important to ensure:

- ◆ The right candidates are attracted to your club so that you have the right mix of skills at the right time to achieve your objectives;
- ◆ The best hiring decisions are made and you are not having to re-hire frequently;
- ◆ Your club complies with legislations relevant to the employment of staff; and
- ◆ Your employment brand is promoted and protected.

This Toolkit has two sections:



The following symbols are used in the Toolkits as identifiers:



**Refer to the customisable checklists, templates, and samples in Part 2 of this Toolkit.**



**Legislation varies: Refer to Federal and your own State or Territory Laws.**

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# RECRUITMENT AND SELECTION OVERVIEW

## GOOD HIRES, GOOD BUSINESS

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Finding and retaining capable employees with the right skills will ensure the viability and prosperity of your club. Studies have repeatedly found a direct relationship between high performing staff and strong business outcomes.

A strong club (and employment) brand is essential to attract and retain candidates in a tight labour market. Employers perceived as ethical, people-focused and professional have an advantage and more likely to attract quality candidates.

On the other hand, employers with poor recruitment and human resource practices can suffer reputational damage from job seekers and current employees, exacerbated in modern times by easy access to social media.

## EVALUATE YOUR CURRENT RECRUITMENT PRACTICES

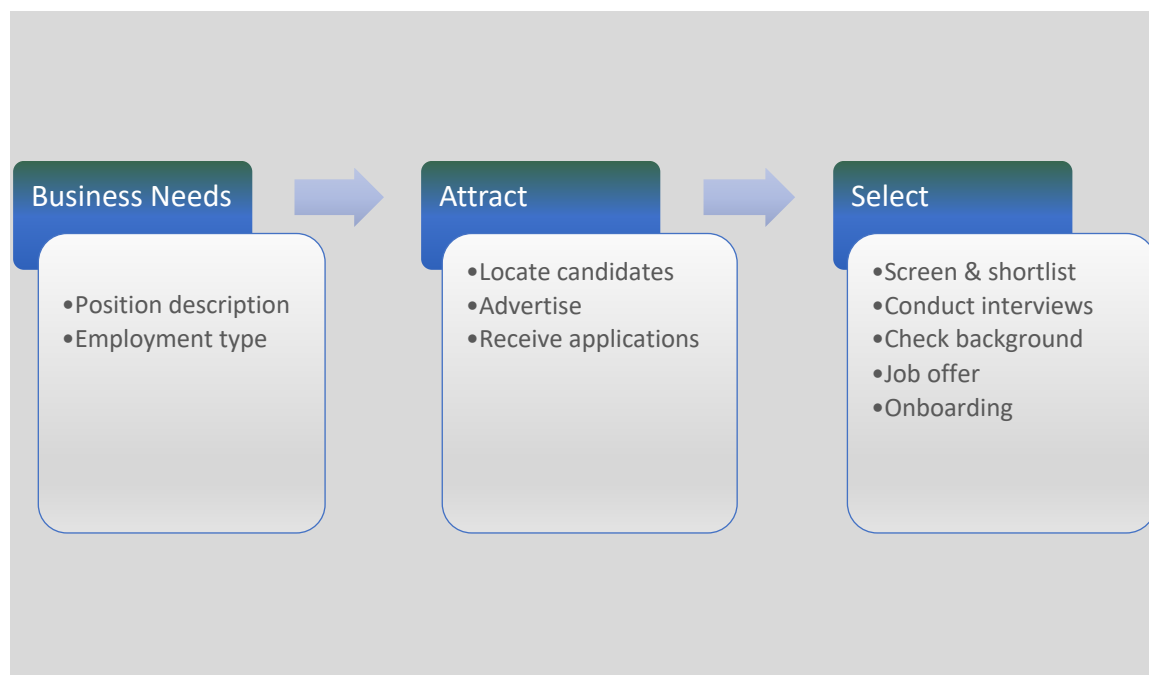
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The following checklist can be used to evaluate your current processes and identify elements that require updating or change.

OUR RECRUITMENT AND SELECTION PROCESS	YES	NO
Position descriptions contain key objective criteria and competencies required to perform the role. They accurately represent the current activity of the position and the culture of the club.		
Vacancies are advertised widely, attracting the largest possible candidate pool (i.e. job boards like Sportspeople, social media, current staff networks, local community networks, gymnastics community).		
External recruitment advertising looks professional, is appropriately branded, and conveys essential information about the club and role, including contact information.		
The legal framework and best-practice processes for objective, merit-based selection are clearly understood by hiring managers.		
Recruitment and selection processes follow club policies and procedures.		
Objective shortlisting criteria and scoring systems, are used to compare and confirm candidates against inherent requirements of the job.		
Standardised interview questions are adopted that relate to competencies required for the job.		
Hiring managers use best-practice structured interviewing principles.		
Candidates undertake the same hiring process with no variance, resulting in a fair, merit based, equitable comparison with other candidates.		
The role and club are accurately represented to candidates.		
Equal Employment Opportunity and candidate Privacy Legislation requirements are adhered to throughout the recruitment and selection process, relevant to the selection criteria.		
Background, qualification, membership, Visa, medical and referee checks are standardised and followed through for short listed or preferred candidate/s.		
The job offer and contractual obligations are signed off prior to hiring, then filed securely once the role is filled.		
Unsuccessful candidates are notified and their personal information removed from files unless approval is given by candidate to retain personal details.		
A thorough, structured onboarding/training program is undertaken with the new hire		

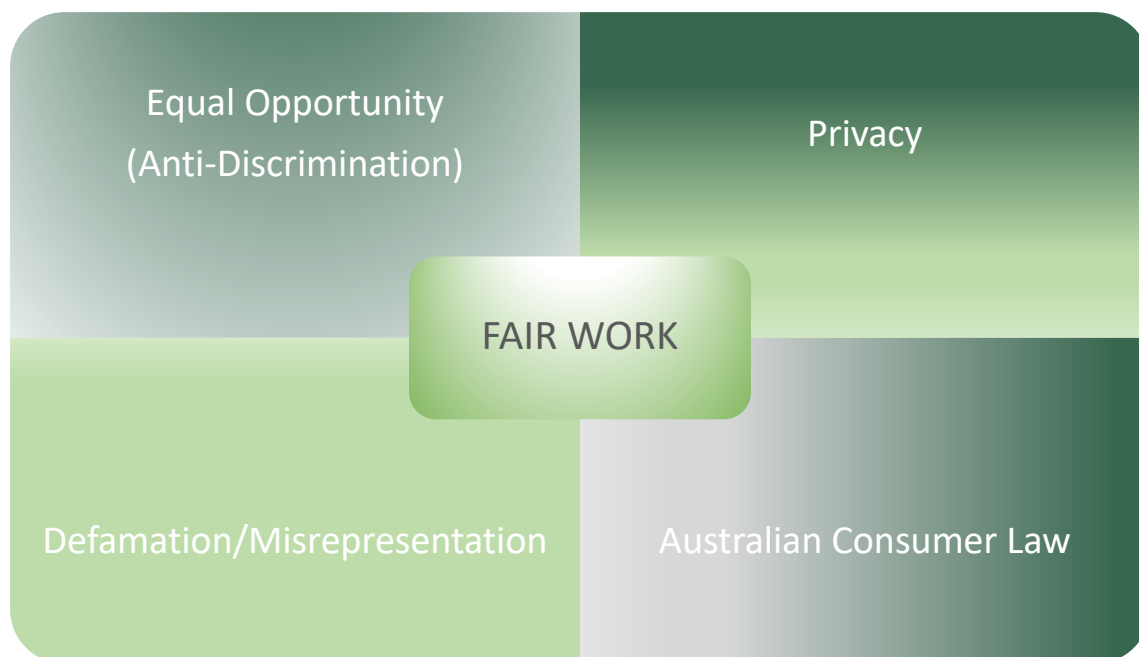
## RECRUITMENT FRAMEWORK

The following recruitment framework is used in this toolkit to illustrate the key principles and methods in hiring staff.



## RELEVANT LEGISLATION

Employers need to be aware of four key legislative areas when recruiting.





## LEGISLATION VARIES: REFER TO FEDERAL AND YOUR OWN STATE OR TERRITORY LAWS. ANTI-DISCRIMINATION LEGISLATION

Federal, State and Territory Governments have enacted anti-discrimination legislation to protect people from discrimination in employment.

Discrimination can be either direct or indirect. Direct discrimination occurs when unlawful distinctions are made between individuals and groups such as those listed in the table below. Indirect discrimination occurs when a policy, rule or practice has a discriminatory effect on an individual or group.

Sometimes inappropriate language in job advertisements, candidate interview questions or position descriptions may appear 'discriminatory' to job candidates. The wording may imply that a club is looking for someone with personal characteristics (attributes) that are not related to the inherent requirements of the position.

ATTRIBUTES OR PERSONAL CHARACTERISTICS	
Age	Breastfeeding
Caring responsibilities	Disability
Profession, trade, or occupation	Gender identity
Impairment/physical, intellectual, or psychiatric disability or illness	Race, colour, national extraction, social origin, or national origin
Irrelevant medical record or condition	Irrelevant criminal record
Marital status or domestic status	Medical record
Parental status	Victimisation resulting from a complaint
Physical features	Pregnancy
Political belief or activity	Industrial activity (i.e. industrial action)
Religious belief or activity	Sexual orientation/preference or sexuality
Personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the above attributes.	

For example...

Ensure your position descriptions and advertising copy use neutral terms and not gender or age implied terms such as 'junior' or 'mature' person'. If a person is required to be over 18 years of age in order to perform the role (e.g. bartending), do not ask the person's age. Instead, relate the age requirement to the job such as *"Candidates must be 18 years plus to apply, in order to fulfil essential requirements of the job in serving alcohol"*.

Ask interview questions that directly relate to the inherent requirements of the job and not to personal characteristics (attributes). Do not ask:

- ✗ Are you married?
- ✗ Do you have children? How will you look after your children?
- ✗ How old are you?
- ✗ I notice you are wearing a ..... What religion are you?

If you are concerned about a person's ability to perform some aspect of the job or be at work at a particular time, refer to the relevant job requirements. For example, you can ask a candidate a question in the following manner:



*"It is a requirement of this position that you work from 3.00pm to 8.30pm each evening. Are you able to meet this requirement?"*

*"It is a requirement that you are 18 years of age in order to serve alcohol. Are you over 18?"*

## PRIVACY

Guidelines to help you comply with Privacy Legislation include the following:

- ◆ Collect information from job applicants that directly relate to job requirements and only at the time you require this information for employment purposes. Collect the same information from all applicants. Tell applicants why you are collecting sensitive information for the job they have applied for.
- ◆ Do not collect personal information from a third party unless this has been authorised by the applicant.
- ◆ Inform individuals how their information will be used and treated and ensure it is only used for this purpose.
- ◆ Ensure information is kept securely and only make it available to those who need it in the context of the recruitment process. Dispose of information when you no longer need it and in a way that maintains confidentiality, e.g. document shredding.
- ◆ Ensure anyone involved in recruitment and the collection and use of private information is aware of their legislative obligations.

## DEFAMATION

Defamation occurs where one person communicates, by words, photographs, video, illustrations or other means, material which has the effect or tendency of damaging the reputation of another.

Defamation laws protect the reputation of the candidate so it is important that those involved in recruitment and selection do not disclose information that could adversely affect the reputation of any candidate. This is especially important with background and reference checks.

## MISREPRESENTATION

Competition and Consumer legislation contains specific compliance requirements for business to protect consumers and ensure fair trading. Negligent misrepresentation is where an employer might exaggerate the status or responsibilities of a position, or neglects to mention conditions upon which salary or promotions may be contingent, or makes promises they cannot keep.



Avoid comments or documents which are misleading or misrepresent the job including position descriptions, advertisements, or promises made during the pre-employment stage. Be honest with candidates and never overpromise.

## RECRUITMENT & SELECTION PROCESS

Once your club has decided to recruit, developing a realistic recruitment plan is important. There are several steps involved and sufficient time and resources will need to be allocated to ensure the process is completed successfully. An example recruitment and selection procedure can be found in Part 2 of this Toolkit.



**Recruitment & Selection Procedure. (Go to Part 2 of this Toolkit)**

## DEFINING BUSINESS STAFFING NEEDS

A range of decisions will need to be considered before recruitment action commences aligned with the needs of the club or business.

DECISIONS ABOUT...	KEY QUESTIONS
<b>Future business goals</b>	What are the business, growth or operational goals driving the need for a new employee to undertake the work required? Is this a long-term solution or limited time role?
<b>Job analysis &amp; design</b>	How does the new position fit with the current structure? How does it relate to other work activities? What are the key outputs of the position? What are the budget implications for this hire? What is the potential for the role? What are the accountability and competency areas required to meet the position's purpose?
<b>Competencies</b>	What are the 'essential, must have' skills and experience to meet this business need? Identify 6-8 key accountabilities of the job?
<b>Cost</b>	What is the competitive salary in the marketplace? What is the total employment cost for this hire (including on-costs such as superannuation, insurances, entitlements, and benefits)? Job advertising costs? Will you need to involve an agency to assist?
<b>Internal or external hire</b>	Is there an internal candidate who can fulfil the role with some additional training? What will be the impact on current staff if you recruit externally?
<b>Employment type</b>	Do you need a permanent, part-time, full-time, casual, or temporary solution? What are the options and costs involved?
<b>Sourcing candidates</b>	Are the skills needed for the role in abundance or in short supply in the market? How many sourcing channels will you use and what is the timeframe for employment? Do you need assistance from an agency or specialist in sourcing suitable candidates?

## EMPLOYER VALUE PROPOSITION

Consider why a jobseeker would choose to join your business over another club? Developing your 'employer value proposition' (EVP) is critical to attracting the best candidates. This is what sets you apart from a competitor in the marketplace.

Your EVP should include the features that make your club a preferred employer, for example:

- ◆ Positive reputation in the marketplace;
- ◆ Desirable venue – e.g. new gym, well equipped gym, parking, close to public transport;
- ◆ Attractive, above market remuneration, benefits, or perks (e.g reduced training fees, free uniform, registration fees paid, opportunities to travel);
- ◆ Performance bonus scheme;
- ◆ Career development and training opportunities;
- ◆ Flexible working arrangements;
- ◆ Environmentally aware workplace;
- ◆ Secure employment; and
- ◆ Cultural inclusion.

An example job analysis & design template can be found in Part 2 of this Toolkit.



**Job Analysis & Design template. (Go to Part 2 of this Toolkit).**

## DEFINING POSITION REQUIREMENTS

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A thorough job analysis will produce an accurate position description. These documents contain the essential job criteria against which all candidates are assessed.

If a team of people are responsible for recruiting, it is important that all parties agree and document the terms outlined in the job analysis and position description before the role is advertised.

There are many types of position descriptions. Some employers prefer short, one page role statements, whilst others prefer detailed documents that include additional requirements, such as club charts and club values and assessment criteria for the role. At a minimum, the position description includes clear information about the responsibilities and accountabilities of the role and expected standards.



**Job competencies list. (Go to Part 2 of this Toolkit).**



**Position description templates. (Go to Part 2 of this Toolkit. Position description examples for different club roles can be found on the gym on-line Club 10 portal).**

## SOURCING & ATTRACTING CANDIDATES

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There are many ways to source candidates. Some sourcing options include:

- ◆ Referrals from existing employees, families, past employees, community members;

- ◆ On-line general internet recruitment sites (e.g. SEEK);
- ◆ Online specialist job boards (e.g. Sportspeople);
- ◆ Club website;
- ◆ Club or community social media;
- ◆ Print media;
- ◆ Community notice boards;
- ◆ Employment agency websites, social media;
- ◆ Higher education centres; and
- ◆ State gymnastics body, regional sports groups.



Often a combination of methods are used to source suitable candidates. This is important, particularly in a tight labour market.

Job advertisements should be visible, attractive and contain information that you know will attract suitable candidates. Advertisements should meet the following criteria:

- ✓ Visually attractive and professional, clearly identifying your club and brand in the marketplace;
- ✓ Targeted to the interests and needs of the candidates being sought;
- ✓ Easy to read, grammatically correct;
- ✓ States correct information about the job purpose, scope, key responsibilities, and essential skills required; and
- ✓ Offers quick and convenient application methods, e.g. online/email plus the name and contact details of the hiring manager or representative.

A procedure for writing job advertisements is included below.

STEP	WRITING A JOB ADVERTISEMENT
1	State the job title in the heading of the advertisement.
2	Include three eye catching bullet points to help your ad stand out (e.g. attractive remuneration, free parking, flexible hours, part-time, 'location', bonus scheme)
3	Para 1 - Provide an overview of the club and special features of the culture or environment. Use the EVP features and benefits that you believe will attract candidates. For example, 'Reporting directly to the club manager, this leadership role is an integral part of our growing club'.
4	Para 2 - Using the position description, identify the key responsibilities of the position using brief descriptions and bullet points and the outcomes expected.
5	Describe the behavioural characteristics and technical competencies, both essential and preferred. (Including 'preferred' skills may help to attract a wider pool of applicants.)
6	Final paragraph - Reinforce the benefits of the position and your club (and maybe the salary), closing date for applications and how to respond to the advertisement. Provide a contact person for further information with telephone contact details.



**Job Advertisement template. (Go to Part 2 of this Toolkit).**

## COMMUNICATING WITH CANDIDATES

Timely and professional candidate contact is very important to attract and maintain a candidate's interest. This is even more critical in a tight labour market.

Allocate sufficient time after an advertisement is posted for hiring staff, to properly manage communication processes with candidates and internal stakeholders. Unprepared managers cannot represent your business and brand professionally.

## ASSESSING & SELECTING CANDIDATES

A well-prepared and professional approach to recruitment will not only reduce selection bias and ensure the best candidate is selected, it will also ensure a positive external image of your organisation.

Assessing a candidate's suitability requires strong attention to detail to ensure the position criteria is met.

Establish a matrix that aims to assesses the candidate against the assessment criteria at each stage of the selection process. In the table below, the hiring manager will make notes and comments in each box, providing a continuous assessment a candidate against each criterion as they work through the selection process.

Assessment criteria	Resume	Screen	Interview 1	Interview 2	Ref Checks
Motivation for role					
Qualifications					
Industry knowledge					
Employment stability/gaps					
Written communication					
Verbal communication					
Management experience					
Attention to detail					
OHS commitment					
Salary expectations					
Police check					
Can work in Australia					
Start date					

Using this process, the hiring manager will end up with a clear and objective assessment of each shortlisted candidate against the same key position requirements. This will make it easier to rank and compare candidates.

## REVIEWING RESUME'S

When reviewing candidate applications:

- ✓ A covering letter should accompany a resume and directly address job requirements, demonstrating a candidate's personal interest in the position;
- ✓ Look for progression and growth in job history and identify unexplained gaps in employment history; and
- ✓ Check if the resume covers essential experience, qualifications and skills for the position and assess the preliminary information provided via a rating system - for example, for each assessment criteria.

*1 – Meets or exceeds job requirements*

*2 - Meets some job requirements*

*3 - Does not meet criteria/unsuitable*

*N/A - Need more information, or, unable to be assessed*

## SCREENING INTERVIEW

A resume may not provide sufficient information about the candidate's motivation and skill set relative to the assessment criteria. Screening interviews are very useful to fill in the gaps of a candidate's credentials or to quickly assess the suitability of a candidate prior to shortlisting for an interview. You can use this interview to check assessment criteria like:

- ◆ Visa status;
- ◆ Mandatory checks & licenses;
- ◆ Employment gaps and reasons for job movements;

- ◆ Reasons why the candidate applied for the role (motivations, expectations);
- ◆ Skills and work experience essential to meet assessment criteria for the role;
- ◆ Remuneration and benefits expectations;
- ◆ Availability to commence work or attend an interview; and
- ◆ Planned leave or absences.

Screening interviews are usually undertaken over the telephone but can also be undertaken via video conference. (Note that any recorded conversations must be approved by the candidate prior to a recording being made).

Screening interviews typically take 15 - 30 minutes. At the end of the screening interview, advise each applicant of the next step in the process.

## **EMPLOYMENT INTERVIEWS**

Interviews are still the most common method of assessing a candidate's suitability for a position.

Some different types of face-to-face interviews, with their advantages and disadvantages are included below.

INTERVIEW TYPE	ADVANTAGES	DISADVANTAGES
One-on-One (structured)	<ul style="list-style-type: none"> <li>◆ Applicants are treated consistently in questioning.</li> <li>◆ Easier to compare applicants.</li> <li>◆ Easier to organise.</li> <li>◆ Time efficient.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Interviewer's personal bias can go unchecked.</li> <li>◆ No-one to help you/act as a sounding board and test out your perception/assessment.</li> </ul>
Panel or group	<ul style="list-style-type: none"> <li>◆ More impartial/group decision.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Cost and time issues.</li> <li>◆ Applicant may feel intimidated.</li> <li>◆ Rapport building more difficult.</li> </ul>
Video interview	<ul style="list-style-type: none"> <li>◆ Increases ability for employer to consider candidates who may not be able to attend an in-person interview.</li> <li>◆ Interview venue not needed.</li> <li>◆ Offers more flexibility with timeslots for interview times.</li> <li>◆ Offers ability for interviewers to attend who may not be able to attend in person.</li> </ul>	<ul style="list-style-type: none"> <li>◆ May be challenging with poor internet connection.</li> <li>◆ Rapport building more difficult than with a face-to-face interview.</li> </ul>
Team interview	<ul style="list-style-type: none"> <li>◆ Often a less formal follow up interview where final shortlisted candidates are able to meet the team they will be working with.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Additional interviews can delay the selection process and frustrate candidates.</li> </ul>
Behavioural competency-based interviewing	<ul style="list-style-type: none"> <li>◆ Factual information is more likely.</li> <li>◆ Based on the notion that 'future performance will be based on past quantifiable results and achievements.</li> <li>◆ The accuracy of candidate information can be verified at reference check.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Time consuming due to their probing nature.</li> <li>◆ Candidates can be well practised in this style.</li> <li>◆ Requires skilled interviewing techniques to gather reliable information.</li> </ul>

Training in interviewing skills should be provided for those involved in assessing the suitability of candidates. It is important to maximise the interview opportunity and this is achieved by a planned and structured approach to gathering information.

## PREPARATION

Preparing for an interview takes time. Candidates expect a two-way exchange of information and to have an informative, professional discussion about the role and the club so that they can evaluate the position. A poorly executed interview will create a lasting impression and could mean you do not secure your preferred candidate.

When preparing for the interview;

1. Book a private and easily accessible location to conduct interviews free of interruptions;
2. Thoroughly read the candidates cover letter and/or resume, making notes and drafting questions to clarify any aspect of the application against the assessment criteria;
3. Allow time to build rapport, answer candidate questions and discuss/evaluate the interview. A standard interview could take 45 – 60 mins. An interview for a senior role could take up to two hours; and
4. Prepare a standardised, consistent list of questions to ask candidates relevant to the assessment criteria for the role.

When assessing work skills and experience, use behavioural-based questions that ask candidates to describe specific examples of how they handled a situation in the past, relevant to the assessment criteria of your role, rather than hypothetical questions of what they might do in the future.

## THE INTERVIEW

Below are typical steps in an employment interview. Sometimes more than one interview is conducted.

INTERVIEW PROCESS	
1	Commence the interview in a relaxed way with a couple of ice-breaker questions to build rapport. Introduce interviewers and tell the candidate you will be taking notes. Confirm the expected interview duration and how it will progress.
2	Ask the candidate to explain why they applied for the role to determine their interest and expectations
3	If needed, seek further information about candidate's education and past work experience. Clarify dates and previous roles before commencing the planned interview questions.
4	Ask planned questions about the candidates past work history, skills, and abilities. Probe for further information where required, in order to obtain full information. Assess the candidate's actions or responses within areas of questioning and rate them.
5	Provide an overview about the club, structure, role, future plans, culture and challenges. Provide time for the candidate to ask questions about the position and your club.
6	Check salary expectations, start date, planned leave, desired working hours and any other details important to commencing in the role.
7	Provide the candidate with information about the next steps in the recruitment process. Thank candidate for attending interview.
8	Immediately after the candidate has left the interview, summarise your interview notes. Rate the candidate on areas of competency while your recall is fresh.

Consider offering candidates in the final shortlist a tour of the workplace. This offers and opportunity for both parties to discuss any final questions in a less formal environment.



**Interview Guide template. (Go to Part 2 of this Toolkit).**



**Planned questions list. (Go to Part 2 of this Toolkit).**

## CONDUCTING CANDIDATE CHECKS

Some of the checks relevant to employment include;

- ◆ Reference check.
- ◆ Working with children check.
- ◆ Criminal record check.
- ◆ Medical checks.
- ◆ Technical membership/qualification check.
- ◆ Legal right to work in Australia check.





The type of industry you work in and the type of role you are recruiting for, will dictate the type of checks you need to undertake. When undertaking pre-employment checks;

- ✓ Only checks with direct relevance to the role should be undertaken;
- ✓ When checking, ask only questions relevant to the position;
- ✓ Checks should be conducted only by those people with the relevant professional training and skills to assess the candidate;
- ✓ Be aware of anti-discrimination legislation (refer to your State) and do not ask questions unrelated to the job, particularly personal information;
- ✓ Ensure people conducting checks understand privacy laws;
- ✓ Ensure candidates know the type of checks you will be conducting, the reasons for the checks and how the information will be obtained and used; and
- ✓ Have the person sign a written consent allowing you to conduct relevant checks, including routine reference checks.

Apart from recruitment agencies, there are organisations who specialise in performing pre - employment screening. The advantage of outsourcing is that the checks can often be performed in less time as these organisations are proficient in conducting these checks. However, there are costs associated with the checks.

## REFERENCE CHECKS

The purpose of a reference check is to discover relevant candidate data and validate information provided by the candidate during the recruitment process and to probe for further details if required.

Before undertaking a reference check, you will need to seek the candidate's approval to contact their referees, preferably in writing. Recent supervisors and managers who have had a direct reporting relationship with the candidate usually provide the most reliable information.

Only call those referees or agencies you have permission to contact. Usually two referees are sufficient, adding a third if you receive inconsistent or negative information that you wish to explore further. Never contact your candidate's current employer unless they have provided express written permission.

Respect the time commitment of the referee. Plan your questions ahead of time to make sure you use their time (and yours) efficiently. Tell the referee how long you expect the reference to take and add another 10 minutes!

BEWARE of candidates who are not able to provide any suitable referees from past employers (except employers they might be currently working for). In such cases, ask the candidate to give you a Statement of Service letter from the company, or alternatively, for the name of a person currently in the company who you can contact to confirm your past employment.

Below are some tips to get the most out of the reference checking process.

- ✓ Ask your candidate to inform referees who you will be contacting. This will make the process smoother and quicker.
- ✓ If referees are difficult to contact (i.e. overseas), consider emailing them a written questionnaire.

- ✓ Be organised, especially if you are reference checking a lot of candidates. Make sure you can promptly take the call when the referee finally returns your call.
- ✓ Never electronically record a conversation with a referee unless they have given permission to you prior to the interview.

### Questions

- Your opening questions should confirm the bona fides of the referee. Therefore, contact the referee through a company switchboard or email, rather than via the referee's personal email or mobile.
- Structure and standardise your list of questions for all reference checks ensuring the same information is being sought for all candidates, thus reducing the potential for bias. Some of your questions will likely mirror those in the interview.
- For consistency it is useful to continue using the rating scale used throughout the assessment process when you are reference checking. This provides clear ranking data and ease of scoring during the recruitment process.
- Only ask referees for information relevant to the position, its assessment criteria and the candidate's relevant employment history. Don't go on a fishing expedition.
- Use open ended questions wherever possible. For example, "What was your understanding about why Jennifer left her job with your company" instead of "Jennifer told us she left her employment to travel overseas. Is that correct?"
- Drill down with your questioning for more details, probing where needed. A former manager should consistently be able to provide credible and consistent responses.

STEP	REFERENCE CHECKING PROCEDURE
1	After contacting the referee, check the position title of the person you are speaking with and their prior working relationship with the candidate. Record the dates when they worked together.
2	Check employment history and dates with the referee and confirm that they match those stated in the candidate's resume.
3	Ask questions that mirror the pre-determined assessment criteria for the role. Many of these will be similar to those you used in the screening and interview process. Rate the referee's responses and compare to those provided by the candidate.
4	You can ask additional questions such as punctuality, salary and why the candidate left their previous employment. However, avoid any questions that might be considered discriminatory and/or unrelated to the role (e.g. marital status, family relationships, illness and ethnicity).
7	Briefly explain your role and ask the referee whether they feel the person would be suitable for the role. The final question should always be "would you re-employ the person if a suitable position was available"? Explore the reasons for this if the response is "No".

Referee responses should always be recorded in writing and kept on the shortlisted and successful candidate's files in a secure location. However, remember that sometimes candidates can legitimately ask for a copy of reference checks so ensure that standardised unbiased documentation supports your decision making.



**Reference Check template. (Go to Part 2 of this Toolkit).**

## MEDICAL CHECKS

Ensure you explain the position in detail, before asking the candidate if they are aware of any pre-existing illness or injury that might affect their ability to performance work tasks.

If you require candidates to obtain a fitness-for-work clearance from a medical practitioner, explain why this is needed and ask if they are willing to undertake a pre-employment medical should they be offered the role. Obtain this commitment in writing from shortlisted candidates or ensure it is stated in the employment contract.

## RIGHT TO WORK IN AUSTRALIA/IDENTITY CHECK

A person's identification can be checked by sighting a birth certificate, a driver's licence. or a passport.

People with Australian citizenship status can work in Australia. If they are not a citizen, ask them to provide their:

1. Visa label (including restrictions); and
2. Valid overseas passport to confirm photographic identity.

You should also check these details through the Department of Home Affairs Visa Entitlement Verification Online system (VEVO) portal.

Note - Do not request photographs unless there is a genuine occupational requirement to do so.

## QUALIFICATIONS/LICENCE CHECKS

Ask candidates to bring in an original copy of their qualifications and licenses or professional memberships, if relevant to the job.

Peak bodies and higher education institutions may have on-line portals which employers can easily access to confirm a person's qualifications.



**Legislation varies: Refer to Federal and your own State or Territory Laws.**

## SELECTING THE BEST CANDIDATE

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When comparing candidates, use objective decision-making processes based on the assessment criteria and factual evidence provided by candidates. Consider weighting your assessment criteria and scoring candidates against each criterion. Objective ranking processes are more likely to eliminate bias and generate the best overall candidate for the role.

When comparing and selecting the best candidate from a shortlist, consider:

- ◆ Which candidate ranks highest against the assessment criteria?
- ◆ Whether unconscious bias crept into the assessment process? (see explanation below?)
- ◆ Can you meet the candidate's expectations? (e.g. salary, status, benefits, career progression, flexibility and job security needs)? and

- ◆ When is the candidate available to commence? Do they have any leave planned that could interfere with critical role requirements?



**Candidate Summary Against Selection Criteria template. (Go to Part 2 of this Toolkit).**



**Final Candidate Ranking template. (Go to Part 2 of this Toolkit).**

## IDENTIFYING FRAUDULENT INFORMATION

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A survey of more than 23,000 businesses by career matching website OneShift found that 56% of employers had experienced staff lying on their resume. The survey found that the seven most common lies related to dates of employment, job titles, claims of skills and accomplishments, salary, education, role responsibilities and references.

These are some of the things that employers can do to ensure hiring a person with the skills and background that you need.

1. Watch for tell-tale cutting/pasting in resumes or changes in grammar and writing style.
2. Use behavioural questioning to test the candidate's knowledge on important job criteria. A candidate who has the experience and skills to do the job will be able to accurately explain in detail how they did similar tasks in their last job.
3. Conduct thorough reference checks and be wary of candidates who can't provide referees. Contact referees initially through their current company phone/email, instead of a personal mobile number. Ask the referee the same questions you asked your candidate and note the consistency of responses.
4. Conduct thorough background checks to confirm educational qualifications including level and results with the relevant institution/s. Do the same with licenses and professional memberships where relevant.
5. If offered the role, ensure the employment contract includes a declaration signed by the employee that their submitted resume is a true record of their qualifications and employment history. Add that falsifying such information will result in dismissal.

## AVOID UNCONSCIOUS BIAS

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Bias in recruitment is well documented. Hiring managers should be aware of unconscious thought processes which introduce bias and favouritism in hiring decisions. Documented examples of bias include the following.

- ◆ Attractive people are hired more often and earn higher salaries.
- ◆ Tall people attract higher salaries.
- ◆ Larger people earn lower salaries.
- ◆ Men are more likely to be hired and attract higher salaries.
- ◆ People with Anglo-origin names are more likely to be interviewed than others.
- ◆ Caucasian women who are blonde earn more than other women.
- ◆ Older workers are believed to be less competent than younger workers.

- ◆ Baby-faced people are more typically to be associated with naivety, submissiveness, honesty, kindness, and warmth.
- ◆ Characteristics and traits can be overweighted in the decision-making process based on other candidates or the previous candidate interviewed.
- ◆ People with similar qualities, background or interests to the hiring manager are likely to be selected over people from a different background. This can be disguised as 'culture fit'.
- ◆ The belief that a 'gut feeling' is a good way of selection (usually based on one person's bias or past experiences). It is not.
- ◆ Hiring someone like the current job holder (especially if the current job holder was successful in the role).
- ◆ Hiring someone because they are known to someone else.
- ◆ Candidates are asked different questions (thus making it difficult to compare and rank candidates on an even-playing field).
- ◆ The first or last person interviewed in a recruitment process are selected more often.
- ◆ Incorrect judgements are made about a person without questioning or checking assumptions or understanding.
- ◆ Hiring panellists may feel they need to conform with the opinions of other people (or an influential person) in the hiring panel, rather than provide their selection decision in isolation.
- ◆ Where a candidate is put ahead of others due to a personal 'halo' i.e. something impressive about them which may be unrelated to the job in question, for example celebrity.
- ◆ Where a candidate is discounted due to dislike of a personal trait, characteristic or something in their background unrelated to the job in question.
- ◆ People who have physical characteristics or dress styles distasteful to the hiring manager are less likely to be employed.

You can reduce unconscious bias by:

- ✓ Being aware of unconscious biases;
- ✓ Using predetermined objective, agreed, assessment criteria checklists that are weighted and scored;
- ✓ Involving a selected team in the recruitment and asking them to provide their selection decision independent of the group;
- ✓ Encouraging open and honest questioning and discussion when recruiting staff; and
- ✓ Involving independent people in the hiring panel.

## MAKING THE JOB OFFER

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A verbal job offer is a good starting point in the negotiations with your preferred candidate.

Once the main details of the offer are confirmed, (salary, starting date, reporting lines, key duties) email the candidate a suitable written employment contract and allow them time to have the contract checked, before signing or commencement in the new role.



**Example contract templates can be accessed via the gym on-line Club 10 portal.**

## RESPONDING TO UNSUCCESSFUL CANDIDATES

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Candidates evaluate employers according to their professionalism during the recruitment process. It is courteous and good practice to acknowledge an applicant's time and effort in applying to your club. This will create a positive impression of your organisation which is helpful in a competitive marketplace.

A short sample letter for unsuccessful applicants could include the following content:

*Dear.....*

*Thank you for your application (or attending for interview) in response to our advertisement for the position of ..... Unfortunately, you were unsuccessful on this occasion.*

*We would like to thank you for the time and effort in applying to our club and wish you well with your future endeavours.*

*Yours sincerely*

*.....*

## FURTHER INFORMATION

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For further information about recruitment and selection, please contact Linda Norman at HRplus at [linda@hrplus.com.au](mailto:linda@hrplus.com.au)