

UHG's Best Practice Guideline for Recruitment & Selection

At UHG, we want to recruit the right person for the right job.

Our Recruitment and Selection guideline has been developed to ensure that our recruitment practices are:

- ✓ Fair
- ✓ Transparent
- ✓ Free from discrimination
- ✓ Ensure consistency and diversity in teams
- ✓ Provide opportunity for the growth of the individual and our business

Recruiting and selecting the most appropriate person for the job requires our Managers to understand how to develop and utilise good selection techniques and to be aware of anti-discrimination laws and guidelines.

It's also important that the UHG employer brand is reflected in a positive way in the labour market. We want to create a sense of excitement about working at UHG! We have a separate Employer Branding guideline which should be referred to when sourcing employment advertising.

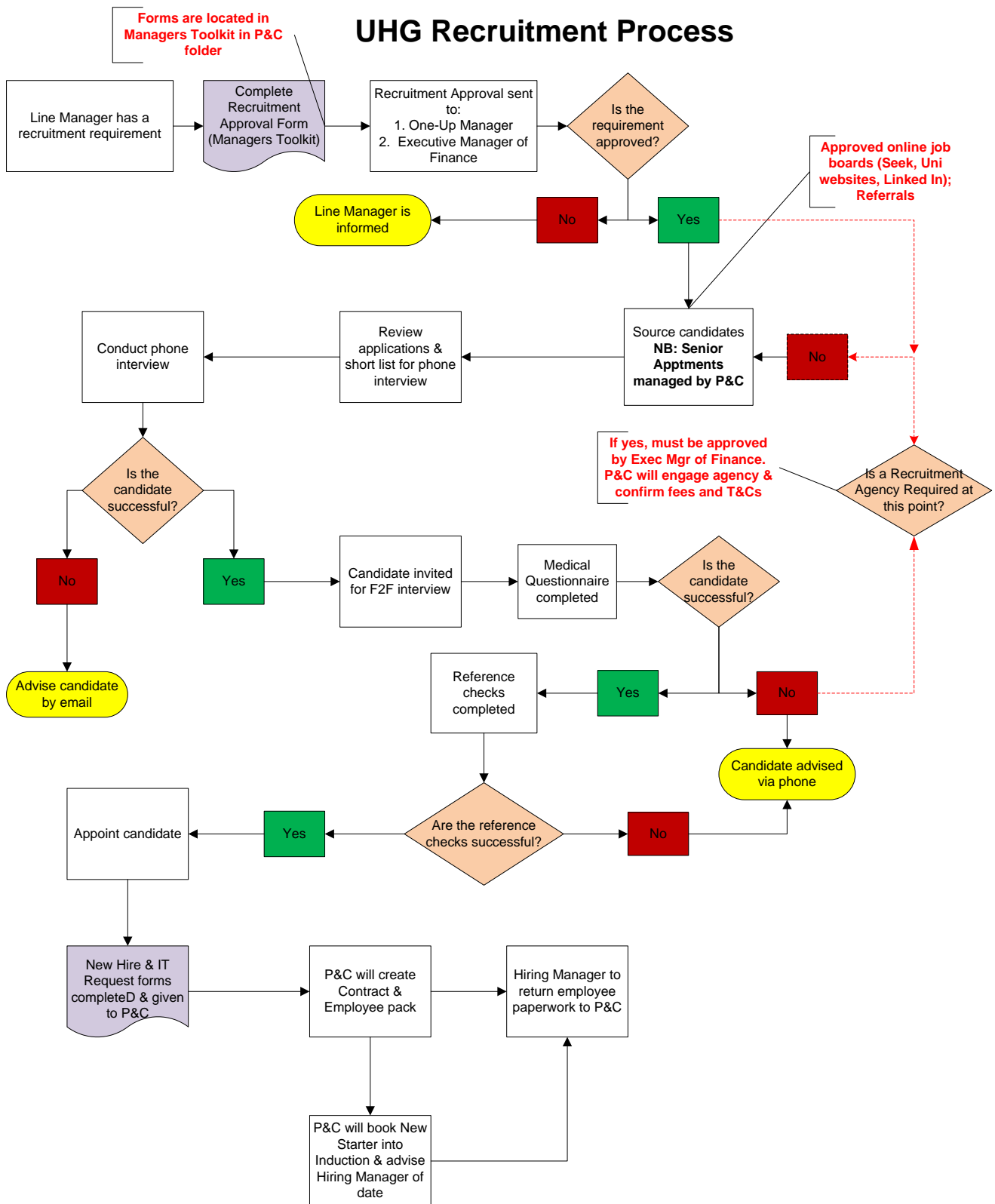
Good recruiting is a skill. People & Culture do facilitate the "Recruitment for Managers" workshop which covers:

- Recruitment "Do's and Don'ts"
- Legal requirements (Police checks, Visas, Disability etc)
- Behavioural interviewing/STAR
- Interviewing on attitude

Anyone with a need to recruit should consider attending the workshop as an opportunity to develop recruitment skills and network with other managers.

On the next page is the flow chart outlining the UHG Recruitment process.

UHG Recruitment Process



Important points:

New or Replacement?

Any new or replacement role *must* be approved by the Executive Manager of Finance prior to any recruitment activity commencing. Please be aware that the request for a new position may be declined if there is no budget for the role or it is not appropriate with the required organisational structure – if you have already commenced recruitment activity there can be a potential breach of the Trade Practices Act.

Agencies

UHG are building a strong employer brand and we want to manage as much of our recruitment directly as possible. Agencies are often swimming in the same candidate pool as direct employers, so engaging an agency upfront may be an unnecessary expense. Any request to utilise an agency needs to be approved by the Executive Manager of Finance and P&C will be involved in negotiating appropriate terms with the agency to ensure we are getting the most cost effective rates.

Below are some suggestions and guidelines for ensuring that all the steps involved in recruiting and selecting new employees are managed fairly, free from discrimination and to provide the best person for the job:

Step 1 – Developing your selection criteria

- **Ensure your Position Description is up-to-date** and consistent with requirements of the job.
 - Read and review it each time you recruit
 - Talk to someone who is performing that role and cross-check whether the duties are still relevant.
 - Consult with any other managers or staff that this role may interact with regularly to see their criteria is covered
 - Make sure your criteria requirements aren't too broad and cumbersome.
 - Position descriptions are located in G:\UHG Group\People and Culture\Position descriptions
- You should only include skills and experience that would be utilised regularly to carry out the duties of the position. This is usually only 4-5 criteria.
 - **Important:** Make a distinction between what is *essential* criteria (eg: a particular qualification or previous experience managing a team) and *desirable* criteria (things that you would like but you can train somebody if they don't have the skills or not enough experience in the area)
- Ensure that the length of experience that you are specifying or the level of communication skills (eg English) is essential to be able to perform the role and not set to exclude certain people based on stereotypes.
- Be as specific as possible – “good communication skills” doesn't really state whether it's good verbal or written that you want. You also need to be able to explain what 'good' might mean.
- Determine how you will assess the application – there are usually several criteria involved – application content and structure; telephone interview; face-to-face interview; reference checks (although these can be subjective); tests (if applicable); medical checks (if applicable)

Step 2 - Advertising

- **All positions should be advertised internally as well as externally.**
 - Please forward all your job ads to People & Culture so they can be loaded onto the website
- For external advertising, we have a logo template that should be used. Our Seek account has the template loaded. Our employer brand needs to be consistent and of a professional standard.
- Think beyond Seek! There are other online portals available, often free, and People & Culture can assist with this. They will help to build our employer brand and widen our applicant pool.
- Ensure the information in the ad matches the selection criteria but keep your ad **SHORT and PUNCHY**. Don't simply copy and paste the position description into your ad. There are many other organisations advertising and we need to capture candidate interest straight away. People & Culture can assist with writing ads and providing advice or feedback.

- **Do not** use stereotyped or discriminatory language or discriminatory requirements ('Salesman', 'Age 30-45 years').

Step 3 - Short listing

- Your first shortlist or 'cull' will come from reviewing the application form. Check for:
 - Poor spelling
 - Poor grammar and formatting – particularly if it is a requirement that they have appropriate written communication skills
 - Not demonstrating they can meet the essential criteria (eg: the required qualification).
 - Appropriate work rights for Australia – some applicants will indicate this in their application form, others may not until they come in for an interview.
- You should **always communicate** with your candidates – so after your first 'cull', email the unsuccessful candidates to let them know they haven't met the selection criteria. It is advisable to put a contact email address that they can use if they would like more feedback. It is common courtesy and a great candidate management practice.
- Your second shortlist or 'cull' will come from your telephone interview. In the phone interview, you would provide them with an overview of the role and in the conversation you would be checking for:
 - Appropriate verbal communication skills to the role
 - Listening skills
 - Ability to meet requirements of the role (experience; ability to start on the required date; to be able to work the hours/shifts required etc)

Step 4 – Interviewing

- **Always interview with a second person.** The second person can assist in the questioning or be a scribe for the responses. This is particularly important if you are required to provide evidence that the interview was conducted fairly.
 - It should be an exception to interview candidates on your own.
- **Be prepared** - have 4 or 5 pre-prepared questions that you ask every candidate so you have something to compare once you've finished interviewing. You can ask other questions in response to their answers but the idea of the 5 questions is create some consistency and you can then compare apples with apples.
- **Be on time** – you expect your candidate to be punctual and it makes a poor impression to keep candidates waiting.
- **Don't use your mobile phone** during the interview – preferably turn it off and keep it out of site. If you are using it to keep track of the time, let the candidate know this. Otherwise it can be perceived that you're not interested, creating a poor impression.
- **DON'T TALK TOO MUCH** – this is a trap for interviewers and it means you are not allowing your applicants to provide you with the information you need to assess their suitability. So:
 - Allow applicants to demonstrate what they can offer the organisation, not to simply confirm expectations or to see how applicants perform under pressure.
 - Allow the interviewee time to make their point. If there is silence, don't necessarily jump in – give them time to gather their thoughts.
 - Rephrase or clarify if necessary.
 - Try not to ask questions that require only a yes or no answer – you are leading the candidate to often give you the response you want to hear.
 - Use the **STAR** technique (Situation or Task, Action and Result) to get as much information as you can on how the applicant reacts to certain situations
 - **Focus on the real needs of the job.** Don't make assumptions or stereotype individuals.
 - The selection committee is entitled to ask candidates whether they can fulfil the requirements of the job (eg, travel, work overtime, perform the physical functions) but such questions must be asked of all candidates.
 - It is appropriate to ask people with disclosed disabilities whether they require any adjustments to perform the job.

- **Don't make assumptions** about a person's ability to do the job based on physical characteristics.
- **Do not ask invasive and irrelevant questions** (eg, 'Do you intend to have a family?'). If necessary rephrase to gain the essential information you require and ask of all applicants (eg, 'Can you commit yourself to the organisation for two years?').
- **Keep records of questions and answers.** And keep them in a locked drawer as we are bound by privacy regulations.
- A candidate can request to view their recruitment file so your notes must be professional and non-discriminatory.
- Notes, forms, resumes and questionnaires for *unsuccessful* candidates can be kept for 2 weeks and then destroyed by placing them in the **confidential** bin, not the standard recycling bins.
- Files on successful candidates will go to payroll.

Step 5 – Reference checks

- Ask the applicant to provide a list of referees that are *work* related rather than personal referees. Written references are not appropriate as they don't allow you to get a true feel for their performance in a role and are easy to forge.
- For more senior roles, or roles where the person may be leading a team, you may want to consider 360 degree reference checks (which include reporting manager, peer/colleague, direct reports and sometimes supplier contacts). People & Culture can assist with more information on this.

Your reference check questions need to be consistent and relevant to the selection criteria. It might be helpful to use a form and People & Culture can assist with creating new forms to suit particular roles.

Step 6 – Testing (if relevant)

- Testing can be appropriate to ensure that candidates can perform certain requirements essential requirements of the job. Examples might be:
 - For an IT role, a test to demonstrate their knowledge of C++, SQL etc
 - For a role where the candidate will to data enter information, a typing test might be appropriate
 - The test itself must be relevant – you cannot test for test's sake as it may be seen as discrimination – eg: you have an entry level role but your test is examining prior knowledge rather than aptitude.

Step 7 – Appointing

- With your interviewing partner, go through the selection criteria and the applicant responses in relation to the selection criteria
- Rank applicants according to performance against essential and desirable qualifications.
- Use all the information you have gathered – application form, interview notes, reference checks, tests etc
- **Very important** - Record decisions made and reasons for them. Under the legislation, a candidate can request to see any notes that were made during the recruitment process so make sure your notes reflect your decision to hire or not hire against the selection criteria.
- It is recommended that you try to provide some constructive feedback to unsuccessful applicants on why they didn't meet the selection criteria for the role.

All recruitment documentation must be kept confidential – including internal recruitment information. It is not always appropriate to discuss a staff member's application with someone they don't have a direct reporting relationship with and you must be careful about soliciting performance feedback from managers that don't have a previous or current relationship with the staff member.

Candidates can request their recruitment information at any time. All documents relating to a candidate should be kept together and in a locked drawer. Interview notes should be included in the candidate's file.

Our Recruitment guidelines are supported by our **Anti Harassment and Discrimination** policy and our **Sexual Harassment** policy.