

WE KNOW

HUMAN RESOURCES

RECRUITMENT & RETENTION

QUICK GUIDE

RECRUITMENT OF STAFF

‘Employing staff should be a carefully considered process. Hiring the right people with a good ‘fit’ to the job and the organisation is fundamental to business success. It is very much the responsibility of the employer to determine whether the person has the skills and abilities claimed. The recruitment process should be seen as an investment in time and effort to ensure the decisions taken advantage the organisation over an extended period of time.

When creating an employment opportunity the employer must ensure the procedures meet the requirements of the Employment Relations Act and other employment related legislation but also take into account the needs of the business.

The employer should take full advantage of any lawful opportunities to test whether ‘this person’ is the most suitable person for the job. To be able to fully evaluate an applicant, the employer must be sure of what will be required of the person and to have procedures in place which allow the applicant’s knowledge and ability to be tested. These processes can include:

- Developing a job description that sets out the expectations of the position
- Determining what level of experience, skills, competencies and attributes are needed of the person to satisfactorily undertake the work
- Advertise in a way that will attract the right sort of candidates for the position Developing questions for the interview that will collect evidence of the applicants’ suitability under the various criteria
- Conducting interviews with shortlisted applicants to determine whether they can fulfil the requirements of the position (not to compare one applicant against another)
- After the interview, evaluating the applicant under each of the competencies and behaviours
- Verifying any qualifications claimed by the applicant that are critical to work or position with the issuing authority or for a NZ equivalent qualification through the NZ Qualifications Authority
- Where necessary or appropriate conducting a check of the applicant’s criminal record. Form available at www.justice.govt.nz/privacy/request-by-third-party.pdf. The check must be agreed to and signed by the applicant. Employers are asked to be aware of the Criminal Records (Clean Slate) Act 2004 and further information can be downloaded from www.legislation.govt.nz
- Complete reference checking (with the applicant’s permission) that will establish whether the person has the necessary abilities and the relevant experience claimed.

- 'Wherever practicable have the person conduct a work test physically on the job or an evaluative test (e.g. data inputting evaluating speed and accuracy) as part of the selection process. The duration of the test will be limited in time and the person should not be paid for the time as it is part of the selection process
- Employers may request access to ACC records, available with the consent of the applicant. What is received is a claims history. Any decision not to employ should only be based on relevant claims specifically relating to key duties of the position, e.g. back injuries where the job requires lots of lifting
- Using a psychometric evaluation to determine the applicant's ability to meet the requirements of the position or to understand how the applicant will cope with various aspects of the work.

RECRUITMENT STRATEGIES

There are a number of different methods that can be used for recruitment. Some suggestions include:

- Obtain referrals from current employees
- Participate in online social networking such as LinkedIn, Twitter, and Facebook
- Tap into the online and off-line social networks of current employees
- Offer an effective, informational, exciting corporate recruiting website
- Participate in in-person networking at community and professional events
- Attend and exhibit at job and career fairs at colleges and universities and community and organisation-sponsored events
- Post job openings on job boards
- Advertise job openings in newspapers and their associated websites – take into account the type of position when making this decision e.g. if you are looking for someone to undertake a marketing role that has a high level of social media responsibility, using online recruitment is probably the best option.
- Sponsor scholarships, activities, class projects and events at local polytechnics, colleges and universities
- Contract for the services of a recruitment firm or head-hunter
- Search and use other employer-employee matching methods at a variety of job boards. (Options are changing quickly and every job search site has its [specialty methods](#), some more effective than others.)

RECRUITMENT STRATEGIES

Employee retention is critical to the long term health and success of your business. Managers readily agree that retaining your best employees ensures customer satisfaction, product sales, satisfied co-workers and reporting staff, effective succession planning and deeply imbedded organisational knowledge and learning.

Employee retention is one of the primary measures of the health of your organisation. If you are losing critical staff members, you can safely bet that other people in their departments are looking as well.

Exit interviews with departing employees provide valuable information you can use to retain remaining staff as long as you act upon the information gained from these interviews. You'll never have a more significant source of data about the health of your organisation. You should consider the exit interviews being conducted by either an external organisation or an alternate to the manager a departing employee reports to.

In measuring staff turnover, differentiate between employees who leave for reasons you could not influence versus employees who leave your employ by choice. Employees who involuntarily leave your employment through layoffs or termination count toward your turnover numbers, too. But, it is important to differentiate among the reasons for employee turnover. This differentiation will enable you to address the various causes of employee turnover separately and effectively.

The one reoccurring theme no matter where you look is the discussion on rates of pay. When negotiating rates of pay ensure the base rate offered is fair and reasonable, it is not necessarily all about the money. Employers are increasingly challenged in terms of their recruitment and retention strategies. The Employers' National Wage & Salary Survey provides a valuable addition to the HR toolbox. The survey covers in excess of 200 positions, including a number in the construction sector. Data is collected online and all employers are able to participate or order reports. Whilst fees are payable in both cases members of participating employer organisations enjoy preferential rates.

Information in relation to basic and total remuneration is collected together with other employment benefits. These are reported on a positional basis and available in relation to specific regions as well as nation-wide. To learn more, visit www.nzsalarysurvey.co.nz or talk to Employment Relations Adviser Keith Woodroof on 03 335 3183

Other considerations as part of your employment package:

- Do you have the opportunity to offer flexible working hours?
- Are there personal development/training plans in place for all staff and are they regularly monitored?
- Are there progression opportunities within the organisation?
- How do you measure staff engagement in the organisation?
- What do you do to monitor and measure a healthy and productive culture in the organisation?
- How many staff success stories can you relay?

FACTORS TO MOTIVATE STAFF

There are a number of factors that contribute to having motivated, engaged members of staff. Listed below are some guidelines that may assist in ensuring you have systems and structures in place:

Control of their work and job satisfaction:

- The ability to influence and contribute towards decisions
- Setting clear and measurable goals ensuring staff members know when they succeed
- Clear responsibility for a complete, or at least defined, task
- Job enrichment; tasks performed in the work itself
- Recognition for achievement and celebrating success.

A sense of belonging:

- Receiving timely information and communication
- Understanding and where possible, being consulted about management's formulas for decision making
- Providing opportunities for team and meeting participation
- Visual documentation and posting of work progress and accomplishments.

Growth and development opportunities:

- Having access to personal development through education and training either in-house or external
- Team participation in training
- Succession planning
- Shadowing management or other positions within the organisation to get a better understanding of other roles and responsibilities.

Effective leadership:

- Ensuring the organisation has a clearly defined vision that is shared and understood across the organisation
- Clear expectations that provide a picture of the outcomes desired
- Input into establishing and setting goals
- A system for providing constructive feedback both good and bad
- An appropriate structure or framework that outlines reporting lines, process for regular feedback, communication etc.

Recognising performance:

- Recognition of individual performance on both an adhoc basis and through a formal performance appraisal process
- A system for reviewing salaries/wages
- Managing in-effective performance (one of the most demotivating actions an organisation can take - is to ignore non-performers, it ranks on the top of the list next to paying poor performers the same wage as non-performers in deflating motivation).

HOW MANAGEMENT AFFECTS MOTIVATION

The key to motivating people is largely within the business owner's control. It has little to do with money or incentive systems. The top motivator of employee performance is in fact - 'progress'.

When employees can see they are making headway in their jobs, or they receive support from their manager to help overcome obstacles - their motivation and their drive to succeed is at its peak.

Management behaviours that INCREASE employee motivation:

- Set clear and meaningful SMART goals
- Provide the necessary resources, support and encouragement
- Protect employees from irrelevant demands and distractions
- Roll your sleeves up and help them out
- Make progress visible.

Recognise and acknowledge people who make incremental progress toward their goals every week

Management behaviour that DECREASE employee motivation:

- Changing the goals without consultation and meaning
- Indecision
- Limiting or withholding the resources they need to be successful
- Cause unnecessary setbacks or create roadblocks to impede their progress
- Create intense and unrealistic time pressures
- Keep your people in a state of constant crisis
- Not let people see that they are making measurable progress every week.

Negative management behaviour has a greater effect on people's motivation than the positive ones. Pay close attention to this list, work to eliminate the negative first

Create a culture in your business, so employees can measure their progress and see how they (and the rest of the team) are performing

The Chamber has a range of resources available to help you implement the above tips into your business:

Resources

[National Employers Wage & Salary Survey](#)

Quick Guides

Employee or Independent Contractor
Managing Poor Performance
Older Employees and Retirement
Performance Appraisal
Personal Development Plans
Quality Recruitment Basics
Trial and Probationary Periods
Types of Employment
Writing Job Advertisements

Samples & Manuals

Casual Employment Agreement sample
Fixed Term Individual Employment Agreement sample (less than 12 months)
Independent Contractor Agreement sample
Individual Employment Agreement sample (90 day trial included)
Performance Appraisal Form sample
Pre-employment manual

All of these resources are available [online here](#).

You will require your CECC member login details to access these resources.

For further information regarding Holiday & Leave Payment Calculations or other aspects of Employment Relations, please contact the Canterbury Employers' Chamber of Commerce, email info@cecc.org.nz or phone 03 366 5096.

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