

Workplace Development Planning

Bringing the right people on board





Introduction

Recruitment begins a long time before there is a vacancy in your organisation. Having a clear strategy and policy about recruitment is an important place to start.

Your recruitment strategy should consider what is happening in the employment space generally and in your industry in particular. For example, as a result of the pandemic, New Zealand is experiencing skill shortages across the board. People with transferable skills are in high demand and are moving to better opportunities or working conditions.

“The secret of my success is that we have gone to exceptional lengths to hire the best people in the world.”

– Steve Jobs



Hiring the right staff type

Employee, contractor or intern? [Business.govt.nz](https://www.business.govt.nz) has a great visual guide that gives an overview of staff types so you can choose the right kind of help for your business – and then test yourself on staff types with their quiz.

www.business.govt.nz/hiring-and-managing/deciding-to-hire/hiring-the-right-staff-types/

Recent climate in New Zealand

Hays New Zealand's research shows that job vacancies reached a record high in 2021 and remains higher than pre-pandemic level. All industries are impacted by this.

A strong recruitment strategy and process is critical.

"The shortage of certain talent with the skills needed pre-dated the pandemic and now it's spread across all sectors and locations. A shallow domestic pool of professionals open to employment with the skills required, combined with minimal skilled migration, a lack of internal upskilling or reskilling efforts, increased digitisation, technological adoption and an ageing working population all compound to see skills shortages reach critical levels.

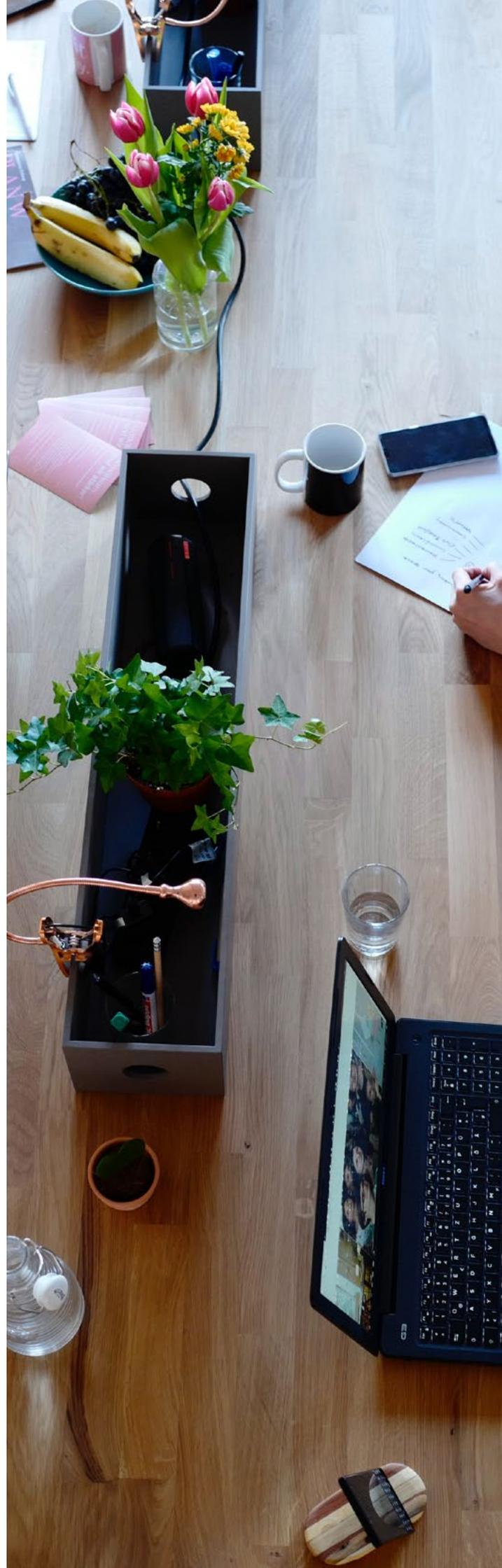
Our latest research shows that over 70 per cent of organisations in New Zealand say skills shortages are impacting the current effective operation of their organisation or department – and that's without even considering the growth ambitions of the business. The largest gaps exist in technology, trades, construction, engineering, HR and mining.

This is by no means an exhaustive list – skills shortages are now evident across almost every industry and sector and are a significant challenge for New Zealand organisations looking to return to, or capitalise on, post-pandemic growth.

Clearly, the skills shortage is here to stay and the war for talent is a real issue." Hays, NZ

The Great Resignation hit the US in May and the impact is coming to New Zealand with some sectors reporting staff turnover as high as 50% in June 2022. While this could result in growing gaps in your workforce, it may show up differently in local markets. Based on conversations with skilled professionals, Hays is expecting not so much a flood of people changing jobs, but a flood of people shifting their career and work-life priorities.

Download Hay's Upskilling Matters Report: [here](#)





So, what does this mean for your business?

Consider the following in your recruitment strategy and processes

What is the value proposition (point of difference) for your employees?

Aspects such as salary, rewards, personal and career development, hours worked, and working conditions are important. On top of these expectations, consider what your employee gets from working with you – how can you translate your values and purpose into something that will appeal to and attract your ideal candidates. People look for meaning in their work, can you provide something that resonates with candidates.

What are the skills required, skill gaps and transferable skills for your business?

When there are skill shortages (which means there are not enough people moving within the workforce with the skills you need) you need to be flexible about how you get what you need. Many people have transferable skills, which, with some extra training, form the basis for the skills you need.

You may need to be more proactive about developing the required skills in-house and enabling good internal recruitment. In some industries you may need to be involved in training at an industry level – ie apprenticeships, working with schools and tertiary providers.

For example, being involved in Gateway or STAR programmes may be a valuable strategy for recruiting good young talent or offering a scholarship to tertiary learning may increase the profile of your business as a good place to work.

Internal or external recruitment?

Having a policy on recruiting talent, growing your own, or a mixture of both will provide you with a clear path for recruiting and retaining key staff. There are many benefits in developing your own people – if someone can see a clear career path they may be more likely to stay with you for longer, their job satisfaction will be increased and you will have a loyal employee who will add value to your team. However, it is not always possible or practical to develop all the necessary skills in-house and external recruitment will provide much needed new talent into the mix.

How flexible can you be to recruit the person you want?

The pandemic has taught us that working from home is a viable option in many sectors as technology enables remote working. Can you be flexible about hours in the office vs working from home when the hours can be worked, or location of your employee? Developing a policy that is fair and transparent to all employees will help when considering flexible options for new hires.

What will attract people to you?

Hays New Zealand has identified the following for the current economic climate. These will change over time, as conditions change – keep an eye on trends for your industry.

Flexibility: As the concept of work-life balance evolves to work-life integration, and work is viewed as a subset of life rather than a separate entity, candidates are placing greater emphasis on regular flexibility. So, disclose early in your attraction process your hybrid and flexible working policy.

Salary: Salary remains a key driver for candidates and inflation, with wage increase pressure mounting in response to the shortage of skilled professionals. Today's candidates are aware of the demand for their skills, which means you must carefully manage increased expectations of their worth. While benefits (see below) can help bridge this expectation divide, there may be occasions where you need to increase salaries to secure talent in highly competitive areas.

Benefits: Candidates are placing equal focus on benefits, but they must resonate. This differs from person to person, so work with your recruiter to get to know your preferred candidate, then tailor an offer accordingly.

Learning and development: As part of the benefits on offer, share learning and development opportunities. Remember, all staff want to develop. It's understandable that employers focus their training efforts on employees who need to improve, but do not overlook the training needs of your high performers, too.

Career progression: Career growth remains a top reason why candidates leave a job and look for a new one. Show candidates you offer opportunities to grow and advance their career with you. Let them know you will support them to thrive and succeed.

Mental health and wellbeing support: Many people experienced burnout, fatigue or stress during the pandemic and are therefore motivated to find a workplace that supports their mental health and wellbeing. Explain the support offered in your workplace and demonstrate that you understand there are times when they may require additional support.



Making a job offer

At this stage you need to be professional, enthusiastic and make sure your candidate fully understands expectations regarding the work, pay, benefits and hours of work. Remember, until they've accepted an offer of employment or started the job, nothing is official.

www.business.govt.nz/hiring-and-managing/hiring-people/making-a-job-offer/



Marketing the role

When you are advertising for a new hire, you are also marketing your company as a great place to work. Like any marketing, you need to think about your target market and where they hang out – both offline and online.

Digital platforms will make up the core of your job advertising. Either under your own brand, or with online recruitment platforms and job boards, or a combination of both.

You need to stand out from the crowd and, to keep the process manageable at your end, you need to attract the right candidates – people who fit most of your criteria and who are the most likely to be a good fit for your team.

If you are not an experienced recruiter, it will pay to involve a recruitment specialist into your process.

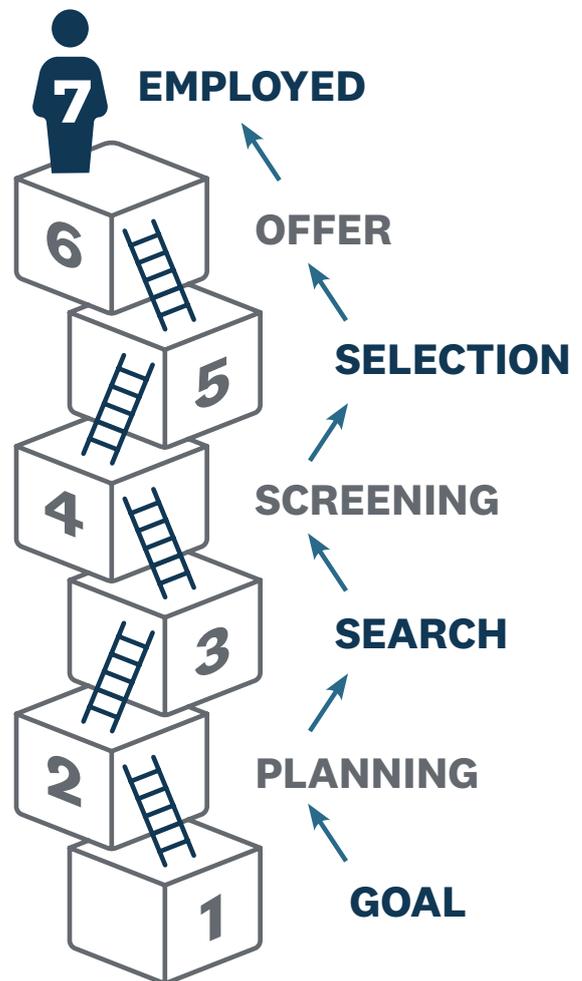


Advertising and interviewing

Finding the right employee takes a bit of work, but the payoff is worth it. Keep an open mind when thinking about your ideal hire. The right person will bring new ideas and help business grow. Follow these steps and you'll be on your way.

www.business.govt.nz/hiring-and-managing/hiring-people/making-a-job-offer/





The recruitment process

Recruitment is one of the most important tasks of any business, yet it is often one that is not treated with the importance it deserves.

Why is it important? A company's success is largely down to the quality of the team. Good recruitment processes will select candidates with the right skills and attributes to thrive within the company and therefore contribute to the success.

In times of staff shortages, it is even more vital that the recruitment process is carried out well.

To maximise your recruiting success, consider the following:

1. What is the goal of your recruitment process?

The primary goal of any recruitment process is to find and engage the best person for the role, however, there are other things to consider, for example:

- Is the best person for the role someone who comes to you fully qualified, or someone who has the core skill requirement and attitude who you can develop further?
- What are the personal attributes you value the most and which best suit your team culture?
- Can you recruit to bring more diversity into the team?

2. Planning

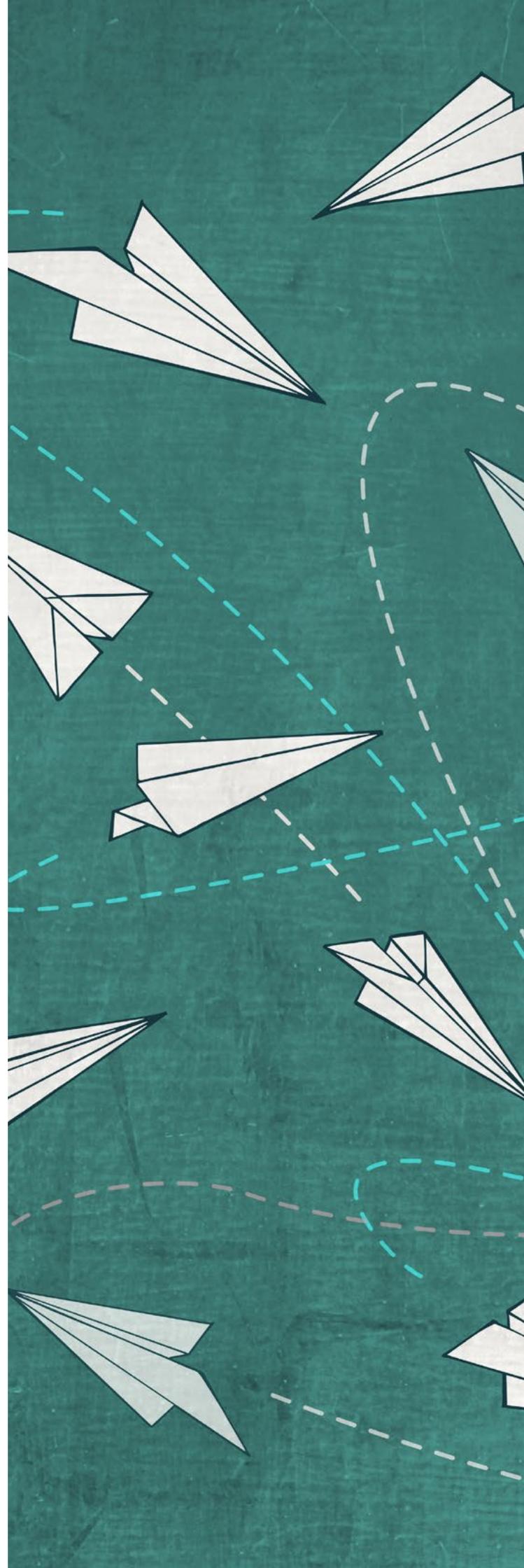
When planning your recruitment process you consider the following:

- The timeframe for recruitment. How long is it likely to take to receive applicants, screen and interview, have the offer accepted and the new candidate begin and be trained in the role? Recruitment can be a lengthy process and it is important that it is not rushed, however, you may also need to fill a vacancy quickly. Balancing these two needs is an important consideration.
- Is the job description up to date and still relevant to the role?
- Do you have a clear agreement on the skills and attributes needed for the role?
- Are you clear about remuneration and benefits for the role?
- Where is the best place to advertise the role to attract the highest number of suitable candidates?
- Who is going to be involved in the screening and selection process? Do they have the skills and knowledge to make a good decision? Is it worth seeking support for some, or all of the process?

3. The Search

The goal of the search is to get the maximum number of suitable candidates apply and the minimum number of applications from unsuitable candidates. To do this consider the following:

- Wording job ads that cover the “must haves” as well as the “ideally has” skills and attributes
- Where are the best places to advertise – on your company social media channels, via third party sites such as Trade Me and SEEK, using staff to refer candidates to you, on local job sites.
- Streamline the process so that candidates can easily send in their application.





4. Screening candidates

Screening applicants is a time consuming, but necessary process. Ensure all applications are acknowledged and candidates are kept up to date with the process steps as they move through them. It has become common in recent times for there to be little communication between unsuccessful candidates and the recruiter.

However, apart from being good manners, this step will help to leave a good impression of you as a potential employer and unsuccessful candidates will be more likely to try again for future roles.

The screening steps are:

- Read all applications and CVs to quickly eliminate those who do not have the relevant skills and experience noted in their CV.
- Develop a list of key skills and attributes and rate each remaining CV against the list
- Decide on the short list, you may want to conduct phone interviews to select the final short list of people you wish to interview in person.
- Notify everyone of the result of the short-listing process and what happens next

5. Selection

Prepare carefully for the interview process. Develop a standard list of open questions to gather as much information about the candidate's suitability for the role as you can.

Remember you are also selling the job and your workplace to the candidate – you may be competing with other job offers for top candidates.

The selection process may involve more than one interview for a few of the top candidates.

Interviews at this stage of the process should be face to face, although video interviews are becoming more common, and may be used for candidates who need to travel.

Two or three people should be involved in the interview process, particularly for senior roles.

During the interview, find out about the candidate's salary expectations and ask permission to contact referees if required.

Perform your due diligence. Make the selection that most closely matches your original goals of this process and carry out a reference check. Use the reference check to confirm your thoughts from the interview. Depending on the role, police and credit checks may also be required.

6. Making an offer

You can make a verbal offer of employment, followed up by written confirmation. A candidate does not need to accept straight away, they may wish to see the contract and conditions of employment prior to officially accepting the offer.

An employment agreement needs to be provided and signed by the candidate prior to their start date.

7. Starting the job

The recruitment process is not complete until the new employee has been integrated into the workplace properly. This involves a good orientation (or onboarding) experience. Things to consider are:

- Creating a positive first day
 - » Ensure they know their way around and meet key people
 - » Make sure their workstation/desk is ready for them
 - » Don't overload them with information on day one
- Have a planned orientation programme that includes:
 - » All the information and training needed to work safely

- » Information about the company and its place in the world
- » Training that highlights and reinforces the values and culture of the company
- A planned approach to on-the-job training
 - » Ideally training should be in short bursts with review steps to ensure they have understood and retained the information
 - » Plan for some training each day over an appropriate period of time – depending on the complexity of the job
 - » Make sure the new employee has someone to go to if they need to ask questions or have concerns

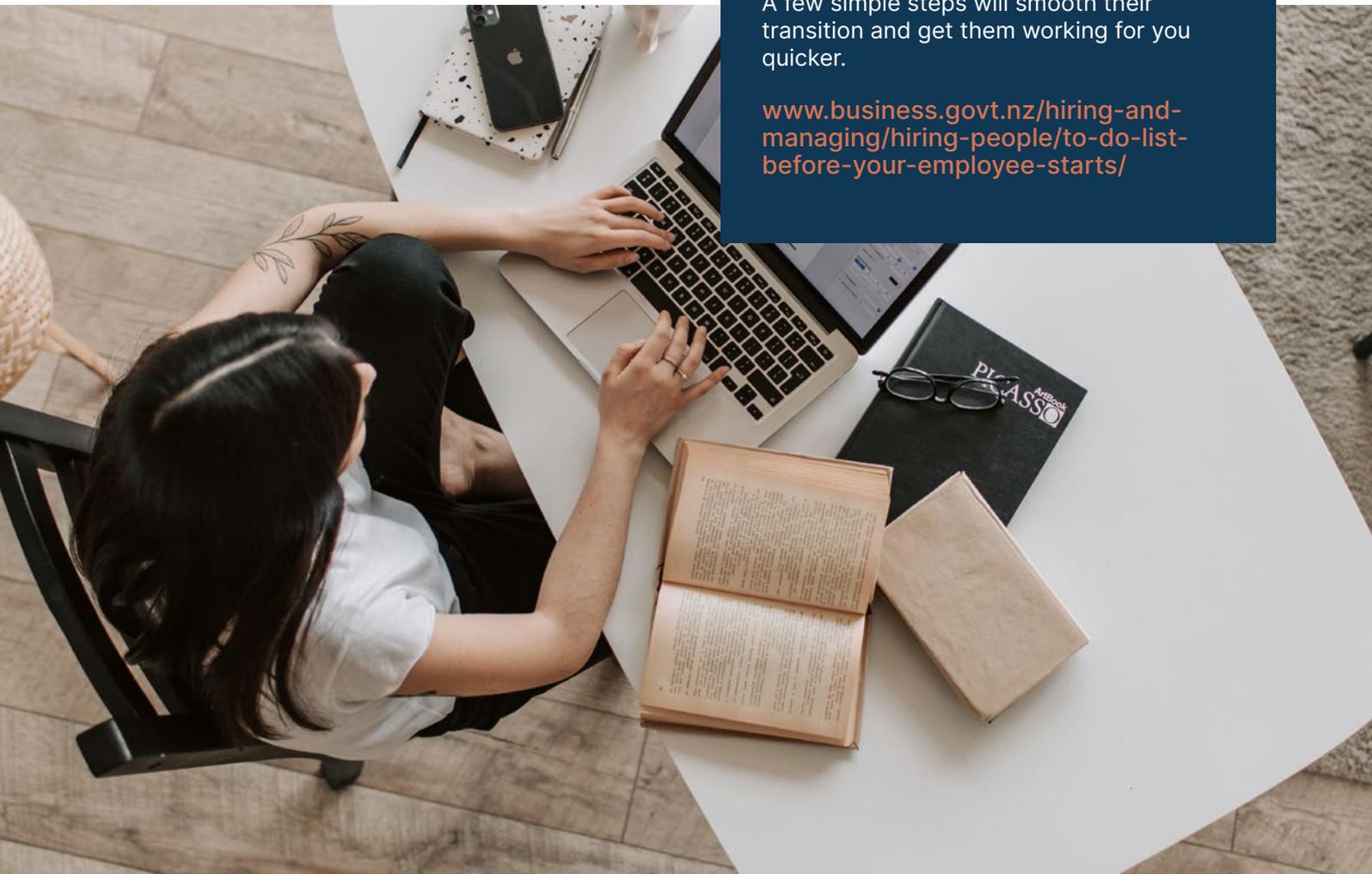


To-do list before your employee starts

Now that you've found your new employee and they've signed on, you need to make sure you're set up and ready for them to start.

A few simple steps will smooth their transition and get them working for you quicker.

www.business.govt.nz/hiring-and-managing/hiring-people/to-do-list-before-your-employee-starts/



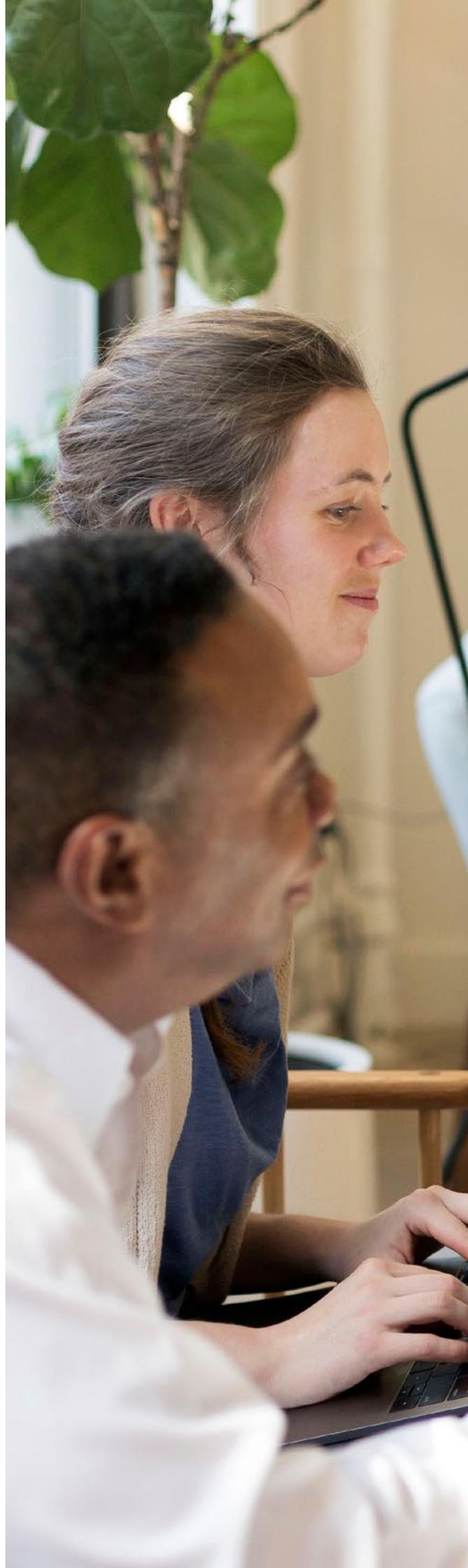
Common Recruiting mistakes

Recruiting can seem like a daunting task. It is time consuming; you may need to talk to lots of unsuitable people before you find the right one and then, how can you be sure you have made the right decision?

Many businesses live to regret the short-cuts they take in recruitment – although they often blame the people they have employed as a result of those short-cuts, rather than the short-cuts themselves.

Some common mistakes:

- Not advertising widely because “We get too many applications, and it takes too much time to wade through them.” Getting a lot of the right applications is the purpose of the process. Think carefully about where you advertise and what is in the ad but you must advertise.
- Not having a structured approach to recruiting because you’re not good at admin, or it seems too formal. Structure will help you to make good decisions and to ensure it is a good experience for both the recruiter and the applicants.
- Doing it yourself when your recruitment experience is limited, or you are busy. Investing in people to help you with this process is money well spent.
- Rushing the process and not conducting good interviews or doing reference checks.









Internal candidates

It is important that you have a good strategy and policies regarding internal candidates.

There is a balancing act between encouraging existing staff to apply for jobs and managing unrealistic expectations.

As a general rule, existing staff are a great pool of people to recruit from – they know and understand your business, buy into the culture and values and are likely to have loyalty.

However, these things do not happen by accident – there needs to be good practices in place to develop the necessary skills and attributes in your team to allow for internal recruitment.

At the same time, realistic expectations need to be set as part of any staff member's career progression through the business. There may be limited promotion opportunity and there will be times when an external candidate brings much needed skills into the business.

Existing staff should be given the opportunity to apply and ideally be interviewed. If you choose not to include them in the interview, you must discuss the reasons why – and the reasons must be consistent.

If the process is transparent and fair, there should be no ill feeling if they are unsuccessful.



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