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## Recruiting new staff: A simple system for hiring success

In a recent webinar hosted by Medfin, Dr Greg Mahon from Standard Practice put forward a simple, effective and easy-to-implement recruitment strategy aimed at taking much of the pain out of the recruitment process and helping you to ensure you recruit the best candidate for the position on offer.

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### Recruitment made easy - The 10 Steps

Recruiting staff is challenging for many managers, mostly because they don't allocate enough time to properly complete the task. The salary of a staff member over five years is a huge investment, comparable to the purchase of a major asset, so it pays to do a good job on selecting the best available staff. A single poor recruitment choice can haunt a business for years. Added to this is the challenge of getting existing staff to support a new recruit that's been foisted on them and you have a recipe for staff conflict.

The recruitment system detailed below is quick, simple, easy to follow, logical, step-by-step approach to finding good staff. It removes the need to be an expert in HR, and avoids many of the downsides of recruitment. It can be delegated to an individual or team, and as a bonus, will ensure existing staff support a new recruit.

#### Step 1: Define the job that needs doing.

Define exactly what is being done and how it is being done. Identify the support materials required to assist the employee in their induction, training and in the performance of their job. Performance standards, task lists, policies and procedures, OHS requirements, skills, knowledge, experience, physical and personal attributes are defined to create an overview of **what needs to be done**. Prioritise what is most important to the success of the business.

#### Step 2: Define the ideal candidate for the job

The ideal candidate is the one who best meets the requirements of the job as defined in Step 1. Write a role definition document which describes how the candidate interacts with all aspects of the business – **this step describes how the role is performed when done well**. The step provides the basis for the advertisement.

#### Step 3: Advertise

The advertisement should have two components – a short summary and a long detailed description (up to 1000 words) based on Step 1 and Step 2. The more detail the better is the rule. **The purpose of the advertisement is to find the maximum number of suitable candidates who will apply for the job**. The advertisement will provide the potential candidate with enough information to make a decision that the job is worth applying for, and that they might have a chance of being successful when they apply.

The detail allows the potential candidate to opt in or out of the recruitment process at the very start without wasting their time or yours, because **they have a good idea of what you are looking for**. Think of it as like having an auditorium full of people waiting for you to describe the person you are looking for. As the talk goes on, people start to get up and leave. The longer you talk, more people



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leave because they know you are looking for someone with skills they don't possess. The people left at the end of the talk know they are in with a chance.

Websites such as seek.com (visit <http://advertiser.seek.com.au/advertisers/>) are great places to advertise to collect candidates. They have wide reach and automated response systems to reduce your work load. Consider listing the position in healthcare specific sites, such as Medfin's free classifieds ([www.medfin.com.au/classifieds](http://www.medfin.com.au/classifieds)).

#### Step 4: Rapidly screen the Candidates

In seek.com, you can use a screening questionnaire to qualify candidates who are applying but shouldn't be. These are usually people who really want a job, but don't meet one of the basic requirements of your job. Set up the screen so that you ask critical questions that are make-or-break for a candidate. Don't screen on anything that isn't relevant to the job. Once the screen is in place, candidates who fail the screen test are automatically emailed to advise they are unsuccessful.

Candidates who pass the screen can send their resume to you. You can set up a separate email account (i.e. use a free unique gmail account) for recruiting to keep the process tidy, and use (gmail's labels or) folders to sort candidates as they arrive.

Quickly read each application as they arrive in the inbox and process them to either go further in the process or email them a note advising they are unsuccessful. The rest are labelled as a "possible".

#### Step 5: Scripted telephone call

Each "possible" candidate receives an unannounced scripted telephone call to assess their "at rest" telephone manner. This allows you to determine if they will be a suitable "voice" for your business. Tone, use of proper language, communication style and skill, rapport building, clarity and diction are all assessed. Candidates who fail this test can be notified by email at the end of this process.

#### Step 6: Create a short list

Remaining candidates are shortlisted and invited to complete the in-house job application form.

#### Step 7: Job application form to assess aptitude

Assess presentation, personal style, empathy and rapport building skills **before handing over the application form**. This gives you the opportunity to assess the candidates resting state before they are "on show" in an interview.

The application form then assesses attention to detail, numeracy, writing skill and spelling. Where necessary, ask details of skills, knowledge and experience. **Be aware that in my experience, many candidates will fail a Year 5 level maths test.** Candidates who fail this test are notified by email at the end of this process. When a candidate has passed this step, double-check that their qualifications are valid, before going to the next step. You may ask them to bring certificates and diplomas etc to the interview (next step).

#### Step 8: Group Interview

Existing staff conduct an informal group interview. This allows staff to have a major part in the recruit selection, and improves their buy-in and support of the process and the candidate when they are successful. After all, they have to work with them. The purpose is to assess how the candidate interacts with other staff, and to understand how they will respond to the challenges of the job (which your staff know full well). Review the candidates resume and question any gaps or discrepancies during the interview. Candidates who fail this test can be notified by email at the end of this process.



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### Step 9: Skill check

Now **stress-test candidate's required skills**, and make a judgement on who will be the probable candidate.

### Step 10: Reference check

This is a critical step – it should be scripted and comply with relevant legislation. Sometimes not everything is as it seems. A referee may be pleased to see an employee go, other times, they will be sorry to see them leave.

I know some employers who have helped write resumes for problem employees and found them jobs to apply for. They may give a candidate a great reference to get rid of them. Employers are sometimes bound by a legal agreement subsequent to a dismissal so that they can only supply a positive reference.

You need to know – would the referee rehire this person, what are the candidate's strengths and weaknesses, were there any performance issues with the candidate, and is the referee restricted in their comments for any reason. Ascertain if there is anyone else that you should talk to, and seek permission from the candidate to speak to these additional people.

Does the candidate have the emotional resilience to do the job, are they a team player, did they get on well with others, can they work unsupervised, what level of trust was applied to this person's relationships and work.

When the reference check aligns with your evaluation of the candidate – you have your new recruit.

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### Additional resources

Please visit [www.standardpractice.com/ReadyToRecruit](http://www.standardpractice.com/ReadyToRecruit) to access related resources from Standard Practice and to learn about how you can become better prepared to recruit.

You can access a recording of the Recruitment webinar from Medfin's web site at [www.medfin.com.au/free-downloads](http://www.medfin.com.au/free-downloads).

### About Standard Practice™...

Standard Practice is a provider of software and resources that help clinics and other high-compliance / complex businesses to **develop, manage and implement standards**, and to help these clinics and businesses to meet their various HR/IR, OH&S and Accreditation compliance requirements.

Standard Practice has worked with clinics all around Australia since 2005, ranging from very small clinics through to large clinics and groups.