

## 2.4 Interviewing and Selection Tips

The interview process can be very time consuming and costly for the employer – as well as daunting!

Recruiting and selecting the most appropriate person – the right person –for the job is complex. The interviewer must:

- understand about the job and the skills required
- information about award/agreement conditions
- understand the company's values and objectives
- be aware of anti-discrimination laws and guidelines
- be aware of the company's recruitment policies

Then there is the preparing for this process – even prior to running the ad! What are the tips for an effective recruitment and selection process? The tips are as follows:

**Understand the role/position description** and the **type of person** and **skills** you need to recruit. What types of behaviour is required for the role and will fit with the organisational culture. What specific technical qualifications or skills is required for the role?

**Develop selection criteria** consistent to the role/position description. Why? Because it gives you the basis for comparison of candidates and applications. You will need to include in your selection criteria if there are formal qualifications required, experience in certain roles, and other “soft” skills, like time management and communication are included if necessary. Determine what assessments you will include – that is, an interview, referees reports, skills/trade testing, psychological testing, etc.

**Advertise** – consider if you will advertise both internally and/or externally? (internal opportunities assist with broadening your workforce skill base and provide succession opportunities for employees). Ensure that the advertisement matches the criteria and position. Be sure not to use discriminatory or stereotyping language and include how and to whom the applications should be forwarded. Further information is available on our Fact Sheet 2.1 How to write an effective job ad

**Short Listing (or culling) applications.** Using the selection criteria, assess the applications. Remember, the objective is to find the best person for the job. Seek more information from a candidate if it helps! Be consistent with your assessment and jot down your decisions. It is not always necessary to acknowledge receipt of applications, but it is nice to send a letter to candidates telling them they have been unsuccessful. It helps to close off the application for the candidate. You don't necessarily need to say why they haven't been successful. In some organisations, its part of the policy to request the completion of an application form.

**Interviewing and Selecting.** Allocate the appropriate amount of time for each interview and schedule the times to coordinate each candidate with any skills/trade testing required. Don't forget, the “whole” selection process is based around several components – the application, the interview, the skills/trade testing (or psychological) and the referee reports. It's this complete set of data which will allow you to get the “whole” picture to make your decision.

When completing skills/trade testing – the testing should match the essential requirements for the job.

When conducting the interview, have a list of questions that allow for consistency and fairness. Check if there is any need for special arrangements (physical access, interpreters, etc). Allow applicants to demonstrate what they can offer the organisation. Keep records of questions the

applicant asks. This will remind you later that they showed more interest and that they very well may have done some research prior to the interview. Concentrate questions based on past behaviour – and this is the indicator for future behaviour.

When completing referee reports, be consistent here too! It is also an opportunity to clarify any aspect of the applicants work performance with a previous employer.

When **making your final decision**, focus on the selection criteria. Rank applications in order of performance and assess all the information! Record your decisions. Offer to your successful candidate first, before you let the others know they haven't been successful as it is quite often the case that candidates will be applying for multiple positions. Once your candidate has accepted your offer (which may be in writing), then immediately let the other candidates know they have been unsuccessful.

As you can see, there is much to do and it is time consuming. The average time it takes to recruit is approximately one week of your time (that's 40 hours). Multiply this by your hourly rate and then add in the cost of advertising and other resources to complete the process. This is the real cost of recruitment!

Now let's look at the cost of a poor decision – add to your recruitment costs above, the following:

- Engagement costs of the new employee – this could be uniform, Personal Protective Equipment, etc
- The wages for the employee in the probation period (this is normally three months, by then you should know if he/she will be working out)
- The cost of your existing employees when they conduct on-the-job training or induction activities
- The loss of productivity for all employees involved (existing and new)
- The potential loss of suppliers and customers
- The costs associated with a termination process
- The costs to re-advertise and recruit
- And the list goes on.....

As you can see it is important to get this process right. For more information on this topic, please follow the links below:

[Human Rights Commission - Best Practice Guide for Recruiting and Selecting Staff](#)  
[WorkChoices website](#)  
[NSW Office of Industrial Relations](#)

There are local organisations that will assist you with this process – please refer to the list located on our website – [www.tamworthregion.com.au](http://www.tamworthregion.com.au)

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