

Recruitment Review Questionnaire Summary of Responses

Note: *There was a 30% questionnaire completion rate (with a number of follow up interviews to gather more detail on various themes). Of the responses, 85% were NSW public service employees.*

General

Responses to Best Practice Recruitment Model included:

- Ability to use multiple selection techniques that were suitable for the recruitment;
- Timely recruitment and decision making to help retain quality candidates;
- Allow hiring team to be accountable for their selection decisions;
- Make use of appropriately skilled people in the selection process; and
- Improved candidate care to maintain positive image and retention of quality candidates.

Responses to Barriers to successful recruitment included:

- A sense of entitlement displayed by internal applicants that is reinforced by selection activities;
- Assumption that a person acting in the role will most likely be successful;
- Application and selection processes are not fit for purpose such as roles that do not require computer literacy but the candidate is expected to apply online (e.g. Field Officers and Rangers);
- General risk aversion; and
- Overemphasis on the interview being the primary selection tool.

Planning for Recruitment

- Responses showed recruitment is seen as reactive.
- Responses showed the top 5 uses of recruitment related data are:
 - 62% General information
 - 60% Executive reporting
 - 56% Recruitment planning
 - 47% Evaluation of recruitment methods
 - 47% General KPIs
- 64% of respondents said they undertook workforce planning activities. The respondents indicated the top 5 areas for workforce planning are:
 - 80% Addressing skills shortages
 - 67% Alignment of staffing to business priorities
 - 63% Staff development for future needs
 - 63% Identifying future recruitment needs
 - 60% Managing a sustainable workforce

Job Analysis

- 63% of respondents review position descriptions each time they recruit to the position.
- No data was gathered on whether job analysis was undertaken prior.

Attraction

- Responses identified a poor internal/external image arising when seeking candidates from the market. This occurs internally when it is believed they already have the in-house skills required to deliver on requirements; and, this occurs externally when an external candidate calls the hiring manager to find that someone is acting in the position;
- Responses showed a desire to streamline approvals to a more realistic and practical level; and
- When considering the jobs.nsw careers website and related e-Recruitment system, a number of attraction issues were raised in the categories:
 - system usability
 - system performance
 - information layout
 - online applications
 - reporting

Application

- 73% of respondents believe the application process is deterring applicants. Areas contributing to this included:
 - Addressing of the statement of claim / selection criteria;
 - Perception the person acting in the role will get the job – agency just going through the ‘merit selection motions’;
 - The e-Recruitment system application form and attachments;
 - Equitable access to computers in rural areas (especially when not required for the job); and
 - Clarity of capabilities required is lacking in ads and related information.
- 79% of respondents require candidates to specifically respond to selection criteria, with application format preferences showing:
 - 38% preferring a cover letter, resume and statement of claim; and
 - 29% preferring a resume and statement of claim.

Shortlisting

- 67% of respondents do not conduct phone screens as part of their selection process;
- A large number of respondents want the ‘requirement’ to address selection criteria removed;
- Conversely a number of respondents identified this as being an element of best practice shortlisting; and
- Few respondents consider all material provided with an application, their main reliance was on the statement of claim.

Selection Techniques

- 86% respondents identify they use a single interview as their standard process:
 - 78% already use behavioural based interviewing
 - 60% assess motivational fit
 - 28% train their hiring managers in behavioural style interviews
- 82% of respondents do not use psychometric assessments:
 - Of those who do use them, all considered them to be an effective selection tool
 - The two most common assessments used are cognitive ability (100%) and personality assessments (82%)
- The responses around the use of assessment centres saw similar results to directly above.

- 67% of respondents report zero formal appeals, with the balance of appeals being held by a small number of agencies.
- A number of respondents identified the potential of appeals leads to a fair and equitable process that is more robust and justifiable.
- The majority of respondents identified formal appeals as being process focused rather than outcome focussed with it reinforcing the statement of claim mindset.

Reference Checking and Decision Making

- Responses showed a strong theme across the board for managerial accountability in the recruitment process.
- Reference check responses show:
 - 21% Generic across a range of positions
 - 39% Customised to the requirements of the position but not to the candidate
 - 38% Customised to the requirements of the position and to the candidate
- 62% contact only those referees nominated by the candidate.
- 39% contact a combination of those nominated and requested.

Executive Recruitment

- 80% report their background checking for executive placements is the same as that followed for non-executive.
- 18% of respondents use psychometric assessments:
 - Of those 67% use psychometric assessments during executive selection.
- 14% of respondents use assessment centres:
 - Of those 33% use assessment centres during executive selection.

Mobility

- 51% of respondents reported they track staff mobility:
 - Average of 400 internal staff transfers over the preceding 12 months; and
 - Average of 143 cross-sector staff transfers over the preceding 12 months.
- Responses to barriers to staff mobility included:
 - Difficulties in gaining concurrence with manager reluctant to release good performers;
 - Restrictions surrounding regional opportunities: spousal employment, transferred officer allowance, career progression opportunities;
 - Internal EOIs limit opportunities coupled with lack of common eligibility lists; and
 - Similar positions across agencies may be graded differently.
- Responses to ways to improve mobility included:
 - Consider base relocation costs to be met by the agency;
 - Site for passive recruitment allowing interested workers to put their hand up for as yet unidentified opportunities (akin to an internal EOI board driven by employees rather than vacancies);
 - Appoint to a level rather than have people 'owning' positions;
 - Improved access to cross agency/cluster opportunities; and
 - Staff rotation program across agency/cluster/sector.
- Responses showed a general desire for recruitment freeze to be lifted.

Evaluation

- This element was not covered in the questionnaire.