



# ADVICE FOR EMPLOYERS IN TODAY'S ENVIRONMENT





ACCOUNTING & FINANCE

ADMINISTRATION & BUSINESS SUPPORT

AGED CARE

ALLIED HEALTH

CLINICAL RESEARCH

CUSTOMER SERVICE

DENTAL

ENGINEERING

GENERAL PRACTICE

HEALTH ECONOMICS & MARKET ACCESS

HUMAN RESOURCES

IT

LEARNING & DEVELOPMENT

LEGAL & COMPLIANCE

MARKETING

MEDICAL AFFAIRS

MEDICAL IMAGING

MEDICAL SPECIALTIES

NURSING

QUALITY ASSURANCE

REGULATORY AFFAIRS

SALES

SCIENTIFIC

SOCIAL & COMMUNITY SERVICES

SUPPLY CHAIN & PROCUREMENT

WAREHOUSING & LOGISTICS

This “Advice for Employers” book is to guide you through the candidate identification, interviewing and on-boarding process, and beyond. Our role is to work with you to understand your needs and to present the right candidates for you to consider.

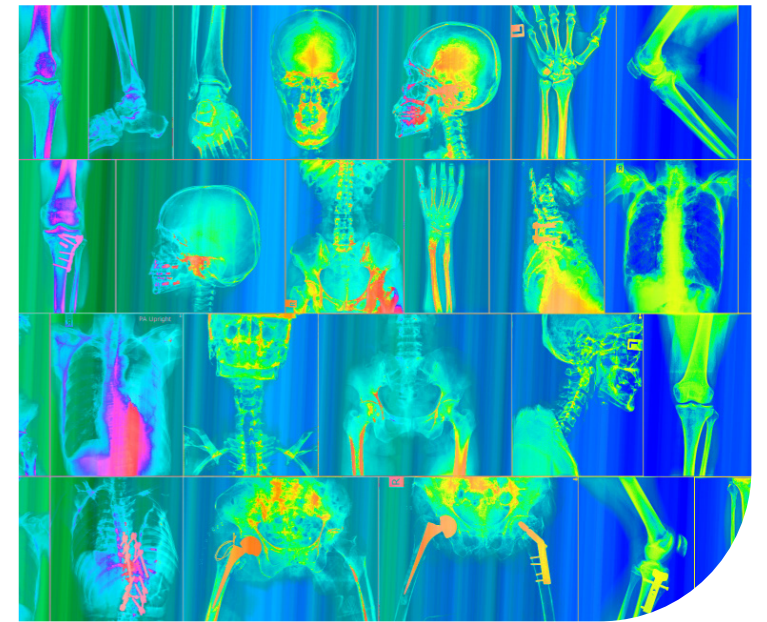
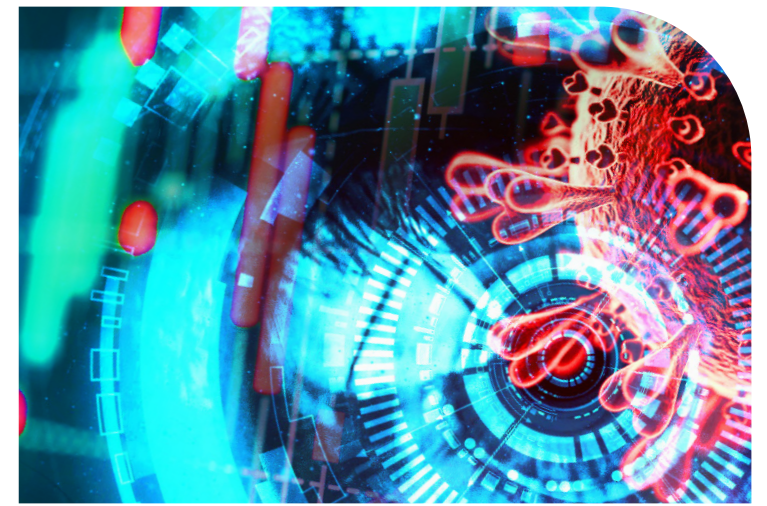
We will assist you through the complexity of identifying and employing candidates to ensure that you receive the optimal outcome.

It’s a partnership and it’s a long term one.

We look forward to working together.



DR **GLENN CARTER**



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# WHEN IS IT **THE RIGHT TIME** TO HIRE NEW EMPLOYEES?

## A FEW QUESTIONS TO ASK...

- WHAT WERE OUR PLANS BEFORE COVID-19?
- WHAT HAS COVID-19 CHANGED?
- WHERE IS OUR ORGANISATION GOING?
- WHAT ARE OUR STRATEGIES FOR GROWTH?
- HOW IS THIS GOING TO HAPPEN?
- CAN OUR CURRENT WORKFORCE REALISE THE OPPORTUNITIES?
- WHAT ADDITIONAL RESOURCES DO WE NEED?
- WHAT SKILLS ARE REQUIRED?
- WHAT TYPE OF EMPLOYMENT RELATIONSHIP IS OPTIMAL - PERMANENT OR CONTRACT/LOCUM?

## ONE KEY QUESTION

TO HIRE  
NEW STAFF

OR

DISTRIBUTE ADDITIONAL RESPONSIBILITIES  
AMONGST EXISTING STAFF

?

## HERE'S A FEW POINTS TO CONSIDER...

### FIRSTLY, EVALUATE YOUR CURRENT WORKFORCE

Most are likely to be doing an excellent job and achieving great results. They are contributing, collaborating, solving problems and coming up with innovative solutions to grow the organisation.

### THE NEXT STEP IS TO REVIEW YOUR SECTOR

Generally, across healthcare there are many opportunities for growth. Ask "What opportunities are being presented in the COVID-19 era?"

### IT CAN BE EXCITING TO GROW YOUR ORGANISATION

Equally it may not be. There's a balance between becoming larger and assuming more risk. Ask: "In these turbulent times are we balancing risk with opportunity?", "What will be the long-term cost of being slower than our competitors?"

### THINK ABOUT THE NEW SKILLS REQUIRED TO GROW YOUR ORGANISATION

Those skills that will move you forward.

### THINK ABOUT THE DIFFERENT ROLES

The team structure, the new management required, the additional expenses with new employees, the space required... COVID-19 has changed how everyone works.

### BE VERY CLEAR ABOUT YOUR STRATEGY FOR GROWTH

Has it been communicated to all stakeholders? Is everyone supportive? Are the resources available?

### INTERVIEWING POTENTIAL NEW EMPLOYEES TAKES TIME

Job descriptions need writing, ads posted, interviews arranged, offers made and accepted.

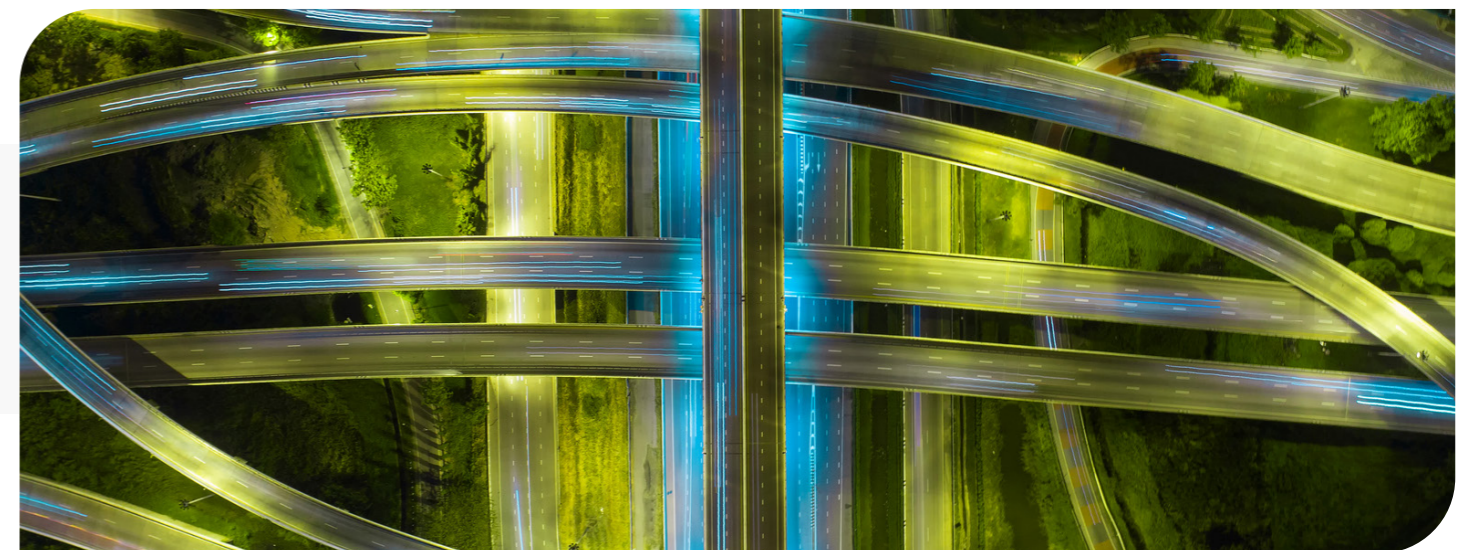
# WHAT'S BEST PRACTICE **FOR YOUR JOB DESCRIPTION?**

## A JOB DESCRIPTION IS AN ESSENTIAL DOCUMENT

IT'S THE '**ROAD MAP**' THAT GUIDES THE ENTIRE RECRUITMENT PROCESS – **FROM ADVERTISING THROUGH TO INTERVIEWING;**

THE WRITING OF THE EMPLOYMENT CONTRACT;

**IT IS USED DURING ONBOARDING AND LATER DURING PERFORMANCE REVIEWS.**



## THE JOB DESCRIPTION IS ALSO AN IMPORTANT COMPONENT OF AN ORGANISATION'S EMPLOYER BRAND STRATEGY.

Prospective candidates will read and share the material, and decisions to join an organisation will be made on the quality of the document and how 'emotionally engaging' it is.

## HERE'S SOME TIPS:

### FIRSTLY, REVIEW THE EXISTING JOB DESCRIPTION FOR ALIGNMENT WITH CURRENT ORGANISATIONAL STRATEGIES

### NEXT, THE JOB TITLE

It needs to clearly reflect the job and responsibilities, and be understandable, internally and externally.

### THEN INCLUDE A BRIEF OVERVIEW OF THE JOB

Describing the job's major functions, its contribution to organisational objectives, and its wider societal contribution.

### IDENTIFY THE ESSENTIAL TASKS AND RESPONSIBILITIES OF THE ROLE

Be realistic as to what the role can achieve, allowing for stretch objectives. Include education, skills, qualifications and competencies required for the actual job; and outline the essential and desired criteria.

### DISCUSS EXCITING PROJECTS THAT THE EMPLOYEE WILL BE WORKING ON, THAT ARE ALIGNED TO CAREER DEVELOPMENT

Outline the reporting lines (formal and informal) and the key stakeholders involved.

# RECRUITMENT TIME MANAGEMENT TIPS

RECRUITING NEW EMPLOYEES TAKES TIME AND ENERGY.  
YOU ARE ALREADY VERY BUSY IN YOUR ROLE. AND IN THESE TURBULENT TIMES, BUSIER THAN EVER.  
THERE ARE LOTS OF VIRTUAL MEETINGS AND LOTS OF DEADLINES.

SO HOW BEST CAN YOU MANAGE YOUR DAY-TO-DAY RESPONSIBILITIES WHILST GROWING YOUR TEAM?

## HERE’S SOME TIPS:

### CLEARLY DECIDE WHAT YOU WANT IN YOUR NEW EMPLOYEE

Think about what they can realistically do.  
What responsibilities will you be giving them?  
Be clear about your expectations before you start interviewing potential employees. It will save you time.

### REFLECT ON THE SKILLS AND EXPERIENCE OF YOUR CURRENT TEAM

Do they have the required expertise?  
Will they take your organisation to the next level?  
How much training is required?  
Or is it more time-effective to employ more specialised people?

### LOOK AT THE JOB DESCRIPTION

Does it accurately reflect the requirements of the role?  
Are the key deliverables aligned to organisational objectives?  
Should anything be changed to reflect current requirements?

### SAVE TIME UPFRONT BY FULLY REVIEWING CVs BEFORE INTERVIEWING

Seek to understand the candidate’s skills, qualifications, experience and achievements prior to arranging the interview.

### SPEAK WITH OTHER PEOPLE WHO WILL BE INVOLVED IN THE INTERVIEW PROCESS

What do they want? What are they expecting?  
Is there anything that needs checking, clarifying, explaining?  
Talk with your colleagues early on. It will save time later.

### LOOK AT YOUR CURRENT WORK RESPONSIBILITIES

When can you realistically schedule interviews?  
What is your work schedule like?  
How about your co-interviewing colleagues?  
Plan your workload to give you time to fully interview candidates.

# HOW TO WRITE A JOB ADVERTISEMENT

YOU’VE DECIDED THAT IT’S TIME TO **EMPLOY NEW STAFF** &  
NEED TO WRITE A JOB ADVERTISEMENT

## WHAT’S NEXT?

### FIRSTLY, THINK ABOUT WHO WILL BE READING THE AD

What are their desires and motivators. What’s important to them professionally and personally? Work to capture their interest with the words you use.

### THEN REVIEW THE JOB DESCRIPTION

The prospective employee will be comparing the ad they read with the job description provided and will expect alignment.

## NOW TO WRITING THE AD...

### START WITH THE JOB TITLE

Use terminology familiar to prospective candidates, not necessarily your internal titles. Optimise the job title with keywords that candidates are using so that it appears in searches.

### CANDIDATES INITIALLY SCAN AN AD BEFORE READING IT

Check that your ad is eye-catching and correctly formatted. Bold, concise and informative subheadings facilitate scanning and will encourage candidates to read the detail.

### HIGHLIGHT THE BENEFITS OF THE ROLE EARLY IN THE AD. THIS IS WHAT THE CANDIDATE WILL BE READING FIRST.

### TALK ABOUT THE IMPORTANCE OF THE ROLE AND ITS IMPACT

Candidates are interested in the higher ideals of the work they will be doing.

**THEN HIGHLIGHT THE BENEFITS OF JOINING YOUR ORGANISATION** and particularly the team they will be working with, using concise and snappy text.

### SUMMARISE YOUR ORGANISATION SO THAT IT APPEALS TO YOUR IDEAL CANDIDATE

Discuss benefits that are relevant and enticing. Use ‘envisioning’ language and ensure that your message is compelling.

### GO ON TO DESCRIBE THE REQUIREMENTS: EDUCATION, SKILLS, EXPERIENCE

Highlight essential and desired criteria to attract relevant candidates.

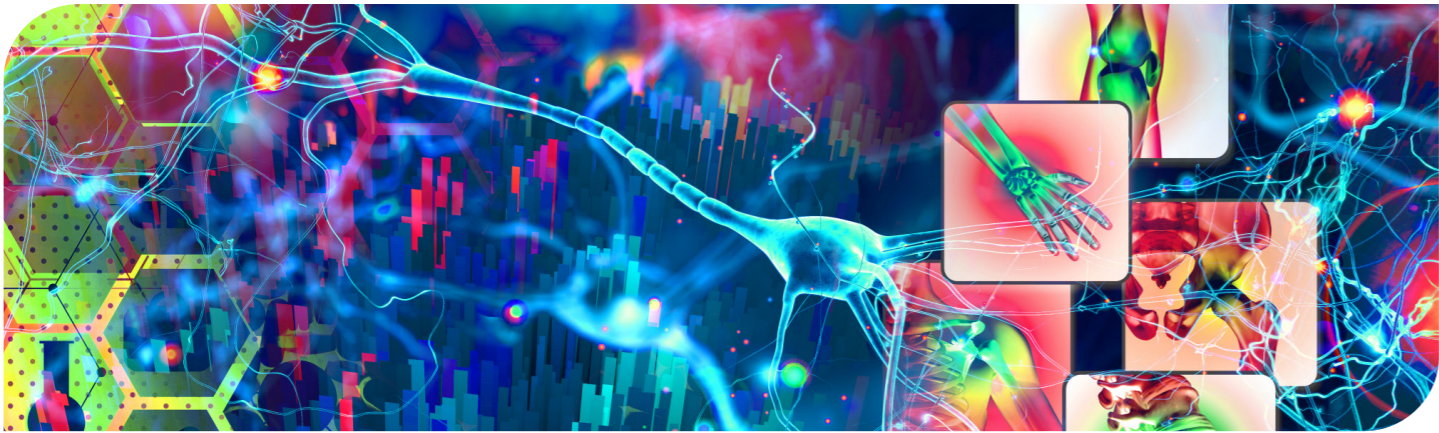
**WHEN DESCRIBING THE RESPONSIBILITIES OF THE ROLE USE STRONG, VIVID VERBS THAT WILL RESONATE WITH A CANDIDATE’S INTRINSIC & EXTRINSIC MOTIVATORS.**

### ENSURE YOUR AD MENTIONS A PERSON TO DIRECT RESPONSES AND ENQUIRIES TO?

A generic application process is impersonal and unlikely to attract top talent.



Throughout your ad use words that will make candidates excited about being in the role. Your objective is to make the candidate feel something when they read the ad. And that feeling needs to be strong enough for them to push **‘APPLY NOW’**.



# HOW TO MAKE YOUR ORGANISATION **STAND OUT**

## It's all about **EMPLOYER BRANDING**

Good Employer Branding will make your organisation stand out as an 'Employer of Choice'. It gets you noticed and being noticed makes you top-of-mind when candidates are considering new employment options.

Employer branding is about **differentiating** your organisation.

## HERE'S SOME TIPS TO ENHANCE YOUR EMPLOYER BRAND

### FIRSTLY...

#### **START WITH A SENIOR LEADERSHIP REVIEW OF YOUR ORGANISATION'S MISSION, VISION AND CULTURE**

Check for current relevancy and alignment with local conditions.

**DISCUSS THE APPROPRIATE BEHAVIOURS** that need to be encouraged across the organisation.

#### **REVIEW YOUR CURRENT EMPLOYER BRAND**

Use focus groups, surveys and interviews with employees and candidates to determine how your organisation is perceived, internally and externally, and what can be improved.

**FOLLOW UP WITH A GAP ANALYSIS** of where you currently are, and where you would like to be.

**DEVELOP CLEAR OBJECTIVES, PLANS AND MILESTONES** with input from across the organisation and with senior leadership support.

**SET UP A FRAMEWORK** for communication to ensure brand consistency.

### THEN...

#### **EXECUTE A COMPREHENSIVE DIGITAL STRATEGY ACROSS MULTIPLE PLATFORMS**

Build on-line communities of followers, ambassadors and influencers. Manage metrics to monitor and assess connectivity and engagement.

**INCREASE YOUR ORGANISATIONAL PROFILE** through developing a media presence, leading discussions, being insightful and fostering engagement.

**ENCOURAGE EMPLOYEES TO JOIN COMMITTEES RELEVANT TO YOUR SECTOR**, so that they can contribute to webinars.

**CREATE REGULAR EMPLOYEE STORIES AND SHARE THEM ACROSS DIGITAL CHANNELS**, incorporating video to enhance engagement.

**CONDUCT REGULAR REVIEWS OF YOUR ONLINE INFORMATION** to ensure consistency with your 'Employer of Choice' positioning.

# HOW TO CHOOSE **A RECRUITMENT AGENCY**

- HOW DO YOU CHOOSE WHICH RECRUITMENT AGENCY TO WORK WITH?
- WHO CAN BEST REPRESENT YOU TO PROSPECTIVE CANDIDATES?
- HOW DO YOU KNOW THAT THEY ARE TRULY LOOKING AFTER YOUR BEST INTERESTS?

#### **CONFIRM THEIR EXPERIENCE**

Ask: How many positions have you filled in this specialised sector?

How many other clients do you have?

How many candidates do you have on your database?

Ask about the history and longevity of the agency. Ask about the backgrounds of the Recruitment Consultants, sector experience, recruitment experience.

#### **VERIFY THEIR KNOWLEDGE**

Ask in-depth questions about specific roles in specific sectors.

Do they impress you with their answers?

Are they abreast of the latest trends and developments?

Do they know enough to best represent you to candidates?

#### **ASSESS THEIR MARKET PRESENCE**

Determine how many people they know.

Will they hear about those passive candidates - those that never respond to online ads?

#### **EVALUATE THEIR ONLINE PRESENCE**

Websites, blogs, LinkedIn posts.

Are they thought leaders or followers?

Ask yourself: "Will we be optimally represented to candidates?".

**ASK** your colleagues, other hiring managers and Association/Society representatives for advice on who to use.

#### **ENQUIRE ABOUT THE AGENCIES PROCESSES**

How often will they be in contact?

What can you expect?

How many candidates will they be discussing with me?

Will they be assisting with the interview process, salary negotiations and more?

# WHAT CAN YOU EXPECT FROM YOUR RECRUITMENT CONSULTANT?

YOU WILL WANT THEM TO BE KNOWLEDGEABLE ABOUT THE POSITION BEING RECRUITED FOR, YOUR ORGANISATION, AND THE SECTOR IN GENERAL. THEY NEED TO BE ABLE TO ANSWER YOUR QUESTIONS AND TO PROVIDE GUIDANCE. AND TO DO THIS EFFECTIVELY THEY NEED IN-DEPTH AND SPECIALISED KNOWLEDGE.

## THE RECRUITMENT CONSULTANT WILL ASK QUESTIONS TO UNDERSTAND YOUR RECRUITMENT NEEDS

This may be over the phone, or via Skype/Zoom/Teams or face-to-face. During this you should feel comfortable that the Consultant has put in the time to fully understand your specific requirements. It's important that you are being optimally represented to prospective new employees.

## ADVICE WILL THEN BE OFFERED REGARDING THE JOB DESCRIPTION AND THE SUITABILITY OF THE INFORMATION IT CONTAINS

The Recruitment Consultant will want to ensure that the Essential and Desired criteria are realistic.

## THERE WILL BE QUESTIONS REGARDING SALARY, EMPLOYEE BENEFITS AND WORKING HOURS

You will also be asked about other candidates being considered (external or internal).

## YOUR RECRUITMENT CONSULTANT WILL THEN PROVIDE ADVICE ON THE INTERVIEW PROCESS AND THE TYPE OF QUESTIONS TO PREPARE

## YOU WILL BE ASKED ABOUT YOUR AVAILABILITY TO CONDUCT INTERVIEWS

The Consultant will discuss dates and times with prospective candidates and will try to arrange the most suitable.

## AFTER YOU HAVE INTERVIEWED A CANDIDATE YOUR CONSULTANT WILL CONTACT YOU TO OBTAIN FEEDBACK

The Consultant will then provide this feedback to the candidate.

## WITH SELECTED CANDIDATES THE CONSULTANT WILL SPEAK WITH A CANDIDATE'S REFEREES TO FURTHER UNDERSTAND THEIR SKILLS AND ACHIEVEMENTS

Asking the Consultant to probe on specific areas will further increase your understanding of the candidate.

## NEGOTIATING A SALARY PACKAGE ON YOUR BEHALF IS THE NEXT STAGE

The Consultant will be knowledgeable regarding market relativities and can provide advice.

## AFTER THE NEW EMPLOYEE HAS STARTED YOUR CONSULTANT WILL BE IN REGULAR CONTACT TO MAKE SURE THAT ALL IS WELL

They will continue to provide advice and assistance to ensure that your new employee performs optimally.

# HOW TO RECRUIT AN INTERNAL CANDIDATE

YOU'VE IDENTIFIED A STAR CANDIDATE. SOMEONE YOU'D LIKE TO WORK WITH. THEY HAVE THE SKILLS AND EXPERIENCE YOU REQUIRE AND THEY WOULD BE A GREAT FIT FOR YOUR EXISTING TEAM...AND THEY ARE CURRENTLY WORKING WITHIN YOUR ORGANISATION, IN ANOTHER TEAM. YOU DON'T WANT TO CAUSE ANY UNSETTLING...

## WHAT DO YOU DO?

### HERE'S A FEW IDEAS:

#### UNDERSTAND THAT IT'S OK TO CONSIDER CANDIDATES ALREADY WORKING IN YOUR ORGANISATION

It doesn't mean that you want to cause disruption. It means that you have an open mind to potential candidates.

#### OBTAIN MORE INFORMATION ABOUT THE POTENTIAL CANDIDATE

Talk with trusted colleagues. What are the candidate's skills? What skills will they need to develop? How are they best managed? What brings out the best in them?

#### DETERMINE IF THEY HAVE THE SKILLS REQUIRED FOR YOUR ROLE

How would they stand up versus other external applicants? Would you be able to attract stronger candidates? If so, why do you think they may be stronger?

#### FIND OUT IF OTHER EMPLOYEES HAVE MOVED INTO NEW INTERNAL ROLES

What has the process been? What are the protocols for initiating contact?

#### HAVE A DISCUSSION WITH HR

Seek their opinion regarding transition and career development within the organisation.



# EMPLOYING SOMEONE NEW

# PREPARING FOR THE INTERVIEW

EMPLOYING A CANDIDATE WHO IS THE RIGHT CULTURE FIT IS IMPORTANT.

THE RIGHT CULTURAL FIT WILL RESULT IN A **HAPPIER** AND MORE CONNECTED TEAM. SO HOW CAN YOU ASSESS CULTURAL FIT?

## ARE THEY A CULTURE FIT?

HERE'S A FEW AREAS TO ASK QUESTIONS ABOUT DURING THE INTERVIEW:

### COMMUNICATION

HOW ORGANISATIONS COMMUNICATE REFLECTS THEIR CULTURE.

What is the candidate's preferred communication style? Is it formal or informal? Is email preferred or face-to-face via Zoom? Lengthy group meetings or quick video catch-ups? Does their style reflect your team's style?

### WORK ENVIRONMENT

WHAT'S THEIR EXPERIENCE AND PREFERENCE?

In today's environment – what are their immediate and longer term expectations. Many people have been working remotely for some time now. Is their preference to continue this full-time, back to the office full-time or a hybrid. What are your plans and expectations? Ask the questions and make sure that you are providing the right environment for your potential new employee.

### TECHNOLOGY

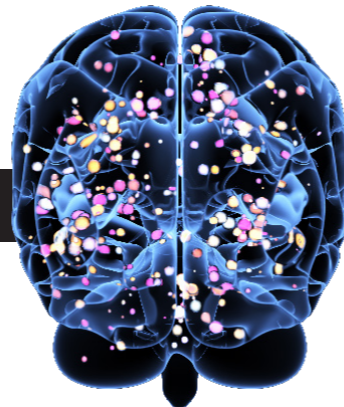
IS YOUR TECHNOLOGY BEST PRACTICE OR JUST OLD?

What will the new employee be expecting? What have they used in the past? Will they be able to do their job with what's being provided? What training will they require? How interested are they in using different technologies?

### TEAM CULTURE

WILL THE EXISTING TEAM MEMBERS GET ON WITH THE NEW HIRE?

How aligned are they in terms of shared motivators, values and beliefs? What are the team energy levels like? What are the candidate's energy levels like? Is there alignment? Find this out before you sign the offer letter.



### DECISION-MAKING

DIFFERENT ORGANISATIONS MAKE DECISIONS IN DIFFERENT WAYS.

Some use facts, others feelings. Some are top-down, others by consensus. How many stakeholders are involved? How are disagreements resolved? What is your organisation's approach? What has the candidate been used to? How much adaptation is required?

### REWARDS & RECOGNITION

WHAT IS YOUR ORGANISATION'S PRACTICE?

What's important to the candidate? Team based rewards or personal rewards? What motivates them to achieve? How do they want to be recognised? It's important to discuss this, clearly and in detail.

### POLICIES & PROCEDURES

WHAT HAS THE CANDIDATE'S PREVIOUS EXPERIENCE BEEN?

What will they support? What will they challenge? In your organisation is conformance with formal policies expected? Is non-conformance tolerated? And by how much? Can top performers take short-cuts? Is your organisation's working style aligned to the candidate's personal preferences?

### SOCIETAL VALUES

FIND OUT WHAT'S IMPORTANT TO THE CANDIDATE.

Ask "Why do you work?" "What impact do you want to have?" Examine your organisation's values – are you making a difference?, advancing society through innovation? "looking after others?". Is there alignment between what you can offer and what the candidate is expecting?

HOW BEST TO PREPARE FOR AN INTERVIEW WITH A CANDIDATE?

HERE'S A FEW TIPS...

### FIRSTLY, REVIEW THE JOB DETAILS

Re-read the job ad and the job description. What do you want the candidate to be able to do? Make a list of the required skills, the prerequisite knowledge, the personal qualities and the professional qualifications and prepare questions, based on the behavioural interview STAR technique.

### RESEARCH THE CANDIDATE

Look at their LinkedIn profile. Google their name. What are they talking about? What are their interests? What Webinars do they attend? What groups do they belong to? More knowledge will enhance insight and will make building rapport easier.

### ASK THEM TO QUANTIFY THEIR ACHIEVEMENTS

Discuss examples of what they have achieved and review the numbers. Talk numbers. Percentage to target. Growth metrics. KPIs. Increase in margin. Increase in numbers. Enquire how they deliver quantifiable results.

### PROBE ON ORGANISATIONAL UNDERSTANDING

Elicit their understanding on how your organisation works and how their role will contribute to organisational objectives. Discuss challenges and solutions.

### ASSESS EMOTIONAL INTELLIGENCE

Successful people are emotionally intelligent. Ask for examples within the areas of self-awareness, self-regulation, motivation, empathy and social skill. Discuss the examples using probing questions.

### DISCUSS CAREER HISTORY WHILE ASSESSING AGILITY

The world moves quickly. Roles and responsibilities change. Successful people are adaptable and embrace complexity and ambiguity. They have the tools to map the future and make decisions. Ask for examples of what's worked. What hasn't. Assess insight.

### PREPARE FOR, AND ASSESS, THE SMALL TALK

Ask about books that are being read, interests, current events. Check for confidence, friendliness, rapport building.

CHOOSING THE RIGHT CANDIDATE TO JOIN YOUR ORGANISATION IS AN IMPORTANT DECISION.

MAKING SURE THAT WHAT YOU CAN OFFER IS ALIGNED TO WHAT THE CANDIDATE IS EXPECTING, AND IS SUITED FOR, IS CRITICAL.

# OFFERING A CANDIDATE A JOB? NEGOTIATING THE PACKAGE?

THERE ARE MANY REASONS AS TO WHY CANDIDATES CHANGE JOBS.  
EARNING MORE MONEY IS OFTEN TOWARDS THE TOP OF THE LIST.  
HOW DO YOU DECIDE HOW MUCH TO OFFER?  
AND HOW MUCH TO PAY?

## HERE’S A FEW IDEAS:

### YOU’LL HAVE A GENERAL IDEA OF HOW YOUR PROPOSED SALARY MEETS THE MARKET

Is it about right? Lower? Or higher? Having a comprehensive understanding referencing market relativity will improve your negotiating position.

### WHAT ARE THE ADDITIONAL RESPONSIBILITIES OF THE NEW ROLE?

What are comparable positions paying? Check out online ads, look at salary survey data, ask specialist recruitment agencies. Gather the information and negotiate from a position of knowledge.

### EVALUATE THE CANDIDATE’S SKILL SET

Do they have highly specialised, in-demand skills that will bring value to your organisation? Consider these during the negotiations.

### DISCUSS WHAT’S IMPORTANT TO THE CANDIDATE

A salary package has many components - base, super, bonuses, extra bonuses, days in lieu, employee benefits, flexible working arrangements. It’s often not just the base salary but the whole salary package to consider during negotiations.

**DISCUSS WHAT THE CANDIDATE MAY BE GIVING UP TO TAKE YOUR ROLE** - end of year bonuses, accrued long service leave, share options. These can be negotiated as sign-on bonuses.

# ONBOARDING THE FIRST 30 DAYS

YOU’VE BEEN THROUGH THE INTERVIEWS, THE OFFER HAS BEEN ACCEPTED AND YOUR NEW EMPLOYEE HAS JUST STARTED.

## HERE’S A FEW TIPS FOR THE FIRST 30 DAYS:

### BE THERE ON DAY 1 WHEN YOUR NEW EMPLOYEE STARTS

This can be virtually or face-to-face. It’s important and sets the right tone. Greet them warmly and take time for a conversation. Don’t rush into another meeting or be on a long call. Be involved in their first hour.

### INTRODUCE THEM TO HELPFUL CO-WORKERS, AGAIN FACE-TO-FACE OR VIA ZOOM

Those colleagues who can help with the technology, the culture, the norms, what to do and what not to do.

### GET THEM ORGANISED

Make sure the phone has their personalised greeting and that the email signature is correct. It doesn’t create a great impression when someone is trying to contact the new person and can’t connect, or the technology doesn’t work.

### EXPLAIN YOUR CULTURE

Discuss the networks, the influencers, the coalitions, the heritage.

### DISCUSS YOUR PRODUCTS/SERVICES

Provide the resources for research – manuals, SOPs, online platforms, Intranet links. Be available to answer questions.

### DISCUSS YOUR ORGANISATION’S CUSTOMERS

Even in the same sector the new customer base will be different. Different demographics, psychographics, challenges, motivators. Set up, encourage and facilitate meetings.

### IDENTIFY AND DISCUSS URGENT PRIORITIES

Explain how ‘urgent’ projects fit with strategic goals. Answer questions. Check for understanding. Allow time.

### INTRODUCE A MENTOR, A TRUSTED ADVISOR

Maybe someone from a different department. Someone who is more experienced, who has been with the organisation for a long time and who can be a sounding board.

### BE POSITIVE AROUND YOUR NEW EMPLOYEE

Be happy and upbeat. Be friendly. Always smile. Have daily chats. Make sure that everything is OK. Don’t complain, about anything – your new employee doesn’t want to hear it and would expect that you would be fixing it.



# ONBOARDING THE FIRST 3 MONTHS

3 MONTHS INTO A NEW JOB  
HOW SHOULD YOU BE ASSISTING YOUR NEW EMPLOYEE?



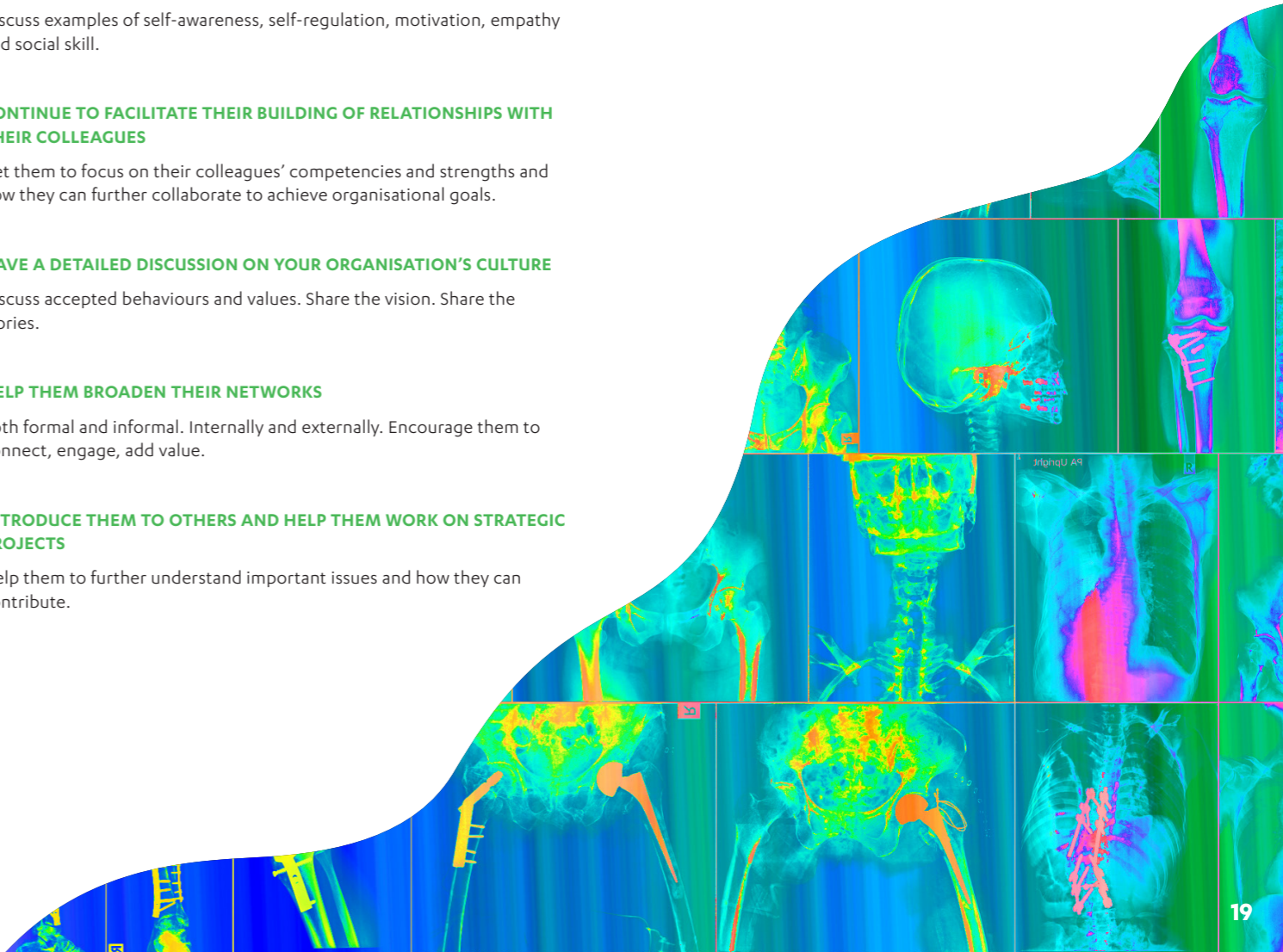
- ALWAYS BE POSITIVE, ENTHUSIASTIC, COMMITTED AND ENCOURAGING**  
Have a positive impact. Don't criticize. Acknowledge what's working.
- FACILITATE THEIR EDUCATION**  
Provide access to organisational material, press releases, annual reports, planning and strategy documents. Have discussions about your organisation, the people, the working practices.
- MAKE SURE THAT THEY GET TO KNOW EVERYONE**  
Encourage them to build relationships with senior and head office people and explain their roles and responsibilities.
- ASSIST THEM TO MANAGE THEIR TIME EFFECTIVELY**  
Set goals. Help them prioritise. Be available. Be reliable. Respond quickly to their requests.
- ASSIST THEM TO BECOME ORGANISED**  
Show them how to avoid distractions. Discuss any workflow improvements needed? Listen to suggestions. Remove obstacles. Facilitate solutions.
- HELP THEM ACHIEVE RESULTS**  
Get them focused on being efficient, effective, productive. Encourage consistent output. Check performance metrics and provide timely feedback.
- FURTHER EXPLAIN HOW TEAMS WORK AND CHECK FOR UNDERSTANDING**  
Discuss team dynamics, how people communicate, how ideas are being generated, how issues are being resolved. Encourage them to contribute and to collaborate.
- FURTHER FACILITATE INTRODUCTIONS TO THE 'GO-TO' PEOPLE**  
The people who can help fix problems, provide resources, offer advice. The ones who can help most, when needed. Encourage your new employee to reach out to them.
- ENSURE THAT THEY ARE HELPING COLLEAGUES AND BEING APPROACHABLE**  
Explain how it builds long-term trust, builds valuable connections and provides organisational insight.
- PROVIDE FEEDBACK AND ENCOURAGE THEM TO EMBRACE THE FEEDBACK**  
Discuss what's working, what isn't. Encourage them to learn, to improve where needed, and to embrace training – self-learning and facilitated.

# ONBOARDING THE FIRST 6 MONTHS

6 MONTHS INTO A NEW JOB  
HOW SHOULD YOU BE ASSISTING YOUR NEW EMPLOYEE?

- HERE'S A FEW TIPS...**
- HELP THEM TO DELIVER CONSISTENT RESULTS**  
That's what they were hired for. Ask: "How can I help you, today?" Focus on high pay-off activities, those activities which will bring the best results.
- ACKNOWLEDGE WHAT'S WORKING**  
Deliver compliments. Be appreciative, not critical. Acknowledge their contributions and their outcomes.
- ENCOURAGE THEM TO BE EMOTIONALLY INTELLIGENT AND TO CONTINUE TO ENHANCE THEIR EQ SKILLS**  
Discuss examples of self-awareness, self-regulation, motivation, empathy and social skill.
- CONTINUE TO FACILITATE THEIR BUILDING OF RELATIONSHIPS WITH THEIR COLLEAGUES**  
Get them to focus on their colleagues' competencies and strengths and how they can further collaborate to achieve organisational goals.
- HAVE A DETAILED DISCUSSION ON YOUR ORGANISATION'S CULTURE**  
Discuss accepted behaviours and values. Share the vision. Share the stories.
- HELP THEM BROADEN THEIR NETWORKS**  
Both formal and informal. Internally and externally. Encourage them to connect, engage, add value.
- INTRODUCE THEM TO OTHERS AND HELP THEM WORK ON STRATEGIC PROJECTS**  
Help them to further understand important issues and how they can contribute.

- ENCOURAGE THEM TO LEAD IMPROVEMENTS AND TO WORK CROSS-FUNCTIONALLY TO ENHANCE ORGANISATIONAL PERFORMANCE**
- FURTHER ENCOURAGE THEM TO EMBRACE FEEDBACK**, particularly candid feedback from seniors and those who have been in the organisation longer.
- HELP THEM TO UNDERSTAND ORGANISATIONAL COMPLEXITIES**  
Encourage them to observe and understand the political and social environment, and to identify and work with influencers.



# ADVICE FOR EMPLOYERS IN TODAY'S ENVIRONMENT