



**CAPRICORN**

*...it's just easier!*

Other resources in step 7c:

- Interview question examples
- Sample job advertisement
- Reference check questions

## Recruitment

The success of any small business is greatly influenced by its ability to attract and retain quality staff.

Losing staff is a fact of life and it can have major ramifications to the running of a workshop. The mining boom has only made this challenge more difficult and it would be rare to find a workshop which has not lost someone to the mining industry.

Despite these issues workshops still need good staff. It's a challenge. There are still quality people looking for jobs and opportunities every day. The problem for most workshops is that their usual recruitment methods are not geared to finding or attracting these people. The old days of just simply placing a small print add in the local paper might be over. The world has become a smaller place so we need to look at different ways of getting our message out into the employee market place.

Recruitment needs to become a planned process and not just a reaction. You need to start considering where your future technicians are coming from. This might mean that every year you have a policy of taking on a new apprentice. This way you have steady flow of technicians coming through the ranks. You might also consider looking outside Australia. Many workshops have successfully recruited qualified technicians from Asia and Europe. Jump on Google and you will find lots of information on this.

To assist in future recruitment TaT Biz has outlined some steps that will help find the right person for your workshop. Cutting corners in the recruitment process will only cause future pain when you realise the person is not suitable for the role. Like any process, it needs to be adapted to suit your workshop.

## **Step 1: Develop a clear job description and agreement for the position**

The first step is to ensure everyone is clear about the role of the potential employee and the type of person being sought. It will make the whole process so much easier. Refer to the example job description. Key areas to cover are:

### **Team member expectations**

Remuneration

Entitlements

Termination

### **Owner expectations**

Responsibilities

Key duties and tasks

Output expectations

## **STEP 2: Write the advertisement for the position**

Use your job description to help you write the position advertisement. You need to sell your business as well as the job opportunity to make it attractive and appealing.

If you have strong selling points, put them down. To attract the right candidates ensure you list some of their responsibilities and the requirements of the successful applicant. Refer to the example technician job advertisement for guidance. Add your own specific requirements is necessary.

## **STEP 3: Generate leads for the position**

Consider which of these points are appropriate for your business and the position:

- Look within the organisation first
- Place a sign in your window
- Place an advertisement in local and daily papers
- Place an advertisement in trade or industry publications
- Place an advertisement in high school, college or trade school newsletters or notice boards
- Email, mail or fax the advertisement to your customer database, suppliers, personal or business colleague database
- Offer a financial reward for existing team members for successful introduction of a new employee
- Use a recruitment agency or headhunter. There are a number of recruiters who specialise in the automotive industry
- Networking - every conversation is an interview
- Place an advertisement on online sites such as:
  - [www.seek.com.au](http://www.seek.com.au)
  - [www.careerone.com.au](http://www.careerone.com.au)
  - [www.gumtree.com.au](http://www.gumtree.com.au)
  - [www.jobsearch.com.au](http://www.jobsearch.com.au)

## **STEP 4: Screening of candidates**

Applicants should be asked to email a copy of their CV so you don't waste time at this preliminary stage talking to each individual applicant.

Once the CV is received, respond with:

*“Thank you for your application for the position of \_\_\_\_\_ at \_\_\_\_\_. Your CV has been received and it will be reviewed once applications close on (date). Selected candidates will be invited for an interview and will be notified by (date).*

*Thanks and have a great day.”*

Reviews the CVs and select those that you feel you would like to interview. Be mindful of qualifications, experience and working history.

Call successful applicants and invite them in for an interview.

## **STEP 5: Interviewing candidates**

The interview process is as much about us trying to find out information about the applicant as it is about us informing them about the position and the business.

This way everything is on the table so both parties can make a better decision. This will also help unsuitable applicants deselect themselves if they feel they don't have the necessary requirements for the position. To make it easy break the interview process down into three sections:

1. Your business – during this step you want to give the applicant a feel of what it is like working at your business. Touch on the business history, vision, learning and training opportunities, staff attitude and staffing structure.
2. The applicant – during this section gather as much information as possible about the applicant to determine if they are suitable for the position. Refer to the example interview questions for guidance. Adjust the questions to suit the position. Ensure that the same set of questions is used for each applicant. If you have a number of applicants you may want to score their answers to each question. Be open minded and listen to their answers.
3. The positions – if you think the applicant is appropriate give them a detailed run down on the position and what is required. This information should come from the job description and agreement. Don't be afraid to show them draft copies of these documents. The aim of this section is to ensure that the applicant walks away very clear about what is required for the position.

Let the applicant know that you have a number of other interviews to conduct and that once completed you will contact them by (date). Also confirm the contact details of referees.

## **STEP 6: Reference check**

Before offering applicants a position it is recommended that you conduct a quick reference check. See the example reference check questions for guidance.

It is highly unlikely that applicants will provide names of referees who will have something bad to say about them. You may like to do a little further investigation and contact former employers whose names are not listed as referees.

## **STEP 7: Making the job offer**

Make a verbal offer initially by phone or face to face, discussing the main terms and conditions and establishing if the offer is acceptable. Do this quickly, and tell them why you think they would fit in. You are selling to them. Do it warmly and sincerely.

Offers can be made subject to candidates meeting certain conditions based on your pre-employment checks, such as:

- Passing a medical examination
- Passing a criminal record check
- Providing evidence of qualifications (examinations, certificates, driving licence)

You also need to make it very clear that the position is subject to a three-month probationary period. This puts the ball back in their court.

So start making recruitment a planned process rather than a reaction. Use the samples provided to develop your own recruitment policy and process.

The success of your business depends on it.

The place to start is [www.tatbiz.net.au/capricorn](http://www.tatbiz.net.au/capricorn)

*Just go for it!*