## Human Relations Management

## Recruitment

Recruitment is the process of searching for, attracting and selecting the best person for the position. Recruitment is about reaching out and connecting with people through a step by step process that promotes the opportunities a organisation has to offer. Issues associated with the recruitment process involve:

* Managing the recruitment process
* Devising and recruitment strategy
* Targeting the right people
* Recruiting the right staff and
* Connecting with organisations.

A targeted recruitment strategy is important to ensure that the right people come ‘on board’ and become involved in activities of an organisation.

### Managing the Recruitment Process

**B**efore recruitment starts, someone must be appointed to manage the recruitment process so that interested people can contact a nominated person to deal with initial inquiries. The contact person will need to be able to provide information about the activities, the roles available and the process of becoming part of an organisation. The contact person will need to collect information about each inquiry including:

* Name
* Contact details
* How they heard about the position and
* Area of interest

Recruitment Strategy

It is important to devise a strategy to recruit and reach out to the desired people by going out into the community to share information and encourage people to apply for the position. It is important to compile a list of people already known, asking people to nominate recommend applicants who may be interested; as well as talk to motivated staff, have an informational meeting and/or talk at events to encourage interested participants to complete an interest form.

### Targeting

**A** targeted recruitment strategy attempts to target those people most likely to succeed in the program and ensure that those who receive the message are more likely to consider the opportunity because they have the skills and qualities needed for the position. In an attempt to represent a broad arrangement of life experiences, a targeted recruitment strategy must target:

* A mix of ages and genders
* People from Indigenous, different ethnic, CALD and disadvantaged backgrounds (e.g. same-sex attracted people and homeless)
* Those with mental illness or substance abuse
* High achieving students
* Those from challenging situation and
* People from both high and low performing communities.

### Recruiting the Right Staff and Expertise:

It is important to recruit the right staff with adequate expertise. The director must hire the right staff, typically with an appropriate backgrounds. It will also be important to find creative ways to bring in additional expertise to utilise available resources and provide the missing elements. This includes:

* People from local TAFE and universities
* Educators
* Administrators
* Members of community boards
* Legislative aids
* Commissioners
* Community leaders,
* Sports administrators
* Major businesses and chamber of commerce
* Service agencies

### Connecting with Organisations

**I**n recruiting a diverse array of representatives, it is important to connect with existing organisations, join existing committees, liaison with and become a part of the various organisations, attend forums and report findings and stories back to the committee to ensure that consumers become better aware of, become part of organisations and become a part of and help putting their agendas into action in the region. These aspects of recruitment can be summarised in the following steps:

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| Resourcing Analysis | There must be a high quality staffing and resourcing structure that is sufficient for the mentoring program model and size |
| Ensure that staff are supported and resourced correctly by considering factors such as   1. The number and length of matches 2. Focus 3. Setting 4. Mode of Program |
| A full time coordinator is required |
| Recruitment and Selection Criteria | Recruitment of skilled and experienced staff to manage the program through a clear selection criteria to recruit project management staff with:   1. Appropriate qualification 2. Strong organisation, written, verbal and interpersonal skills 3. Experience with young people and an understanding of youth issues 4. Experience in program planning and development 5. Experience in project management |
| Staff Position Descriptions | Recruitment of skilled and experienced staff to manage the program that outline the:   1. Roles and responsibilities 2. Key performance indicators for each role and 3. A clearly defined staff roles and responsibilities |
| Induction | Provide a clear induction to new staff so that they are prepared for the role |
| Training and Development Plans | Develop training and development plans for each staff member   1. Staff training and development policy 2. Individual staff training and development plans |
| Supervision | Provide regular supervision sessions for program staff with staff supervision notes |
| Appraisals | Undertake annual performance appraisals for staff with ongoing skill development opportunities based on appraisal outcomes to support them in their roles with staff performance and feedback documents |

### Selection and Screening

A clear selection process to assess the suitability of staff

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| Selection Criteria | Develop a clear formal selection criteria for determining a mentor’s suitability for the role on which to base decisions for assessing the suitability of potential mentors |
| Mentor Application Form | There must be a formal mentor application process including the applicant’s response to the selection criteria. This application form must collect information that will assess in assessing an applicant’s suitability for the program |
| Mentor Selection Process | A well documented mentor selection process which involves more than 1 person in decision making. It includes:   1. An Interview (face to face) 2. 2 Reference Checks 3. 100 point ID Checks 4. National Criminal History Check 5. State and Territory Working With Children Checks (where young peple are under 18 years) 6. At least one instance of face to face contact with program staff, prior to final selection |
| Assess thee potential ,mentor’s suitability against selection criteria |
| Criminal History Check Applications |  |
| Reference Check Results |  |
| Copies of the 100 Point ID Check |  |
| Child Protection Safety Checks | State and Territory Child Protection Safety Checks |
| Mentor Interview Notes |  |
| Selection Panel Discussion | Notes from Discussion Between Selection Panel |
| Letter Informing Successful and Unsuccessful Mentor Applicants | Policy and procedures for determining and informing successful and unsuccessful mentor applicants |
| Ensure there is clear verbal and written communication with applicants outlining whether or not they have been successful or not, including documentation of reasons why an applicant was unsuccessful |
| Develop a process of referring unsuccessful applicants to other relevant volunteering opportunities where appropriate |
| There must be eligibility policy outlining the procedure to be used for unsuccessful applicants |
| Letter informing successful or unsuccessful applicants |
| Selection Criteria | Develop a clear selection criteria on which to base decisions when assessing the young person’s suitability for participation in the program |
| Assess the young person’s suitability for the program against the selection criteria |
| Ensure the young person is keen to participate in the program |
| Written Documentation of Successful or Unsuccessful Application | Inform young people of successful or unsuccessful referral into the mentoring program ensuring that there is clear verbal and written communication with young people and referring bodies outlining why a specific decision was made |
| Referral Policy and Procedure | Develop a process of referring young people to other relevant support agencies if unsuitable for the mentoring program (where appropriate |
| Case Notes |  |
| Minutes f Meeting | Minutes of meetings held with referring bodies |
| Selection Policy and Procedure |  |

### Steps to Recruiting a Volunteer

The recruitment strategy and selection process is concerned with getting the right people in the program.

1. **Planning for Recruitment**

* Confirm funding exists.
* Obtain necessary approvals to staff the position.
* Develop job description
* Establish recruitment criteria
* Develop selection criteria based on the job description including the essential experience and skills required for the position
* Determine best method for recruiting.
* Determine selection panel.
* Manage recruitment position and establish recruitment criteria.
* Appoint director to deal with initial inquiries, provide information about the organisation, educate interested parties on the roles available and the process of becoming a volunteer.
* Collect information about each inquiry (i.e. name, contact details, how they heard about the position and area of interest).

1. **Advertisement**

* Develop organisation’s message to attract new volunteers
* Create a marketing campaign, advertisement and promotional material so that targeted recruitment strategies develop the organisations message to promote and attract new volunteers.
* Advertisement involves using:
  + - 1. The job description
      2. Minimum qualifications
      3. Selection criteria
      4. Deadlines for applications
      5. Contact person for further information and
      6. Anticipated date for interviews
* Know the product, identify and address target audience and identify methods to communicate with target audience.
* The four main steps in developing a marketing campaign include:

1. Knowing the product
2. Identifying the target audience
3. Identifying how to communicate with ythe target audience a
4. Make it happen.

It is important to talk to council, government, associations and peak bodies that oversee volunteering to employ recruitment options.

1. **Job Description:** the job description describes the purpose, main duties, responsibilities and boundaries of the role as well as what it does, how it does it, reporting requirements and the typical working conditions.

* Determine selection criteria: this describes the skills, knowledge, experience, qualification, personal attributes and essential competencies that a candidate needs in order to meet the requirements of the job description.
* The selection criterion is based on the job description and develops the benchmarks that will be used to screen prospective candidates and select the most preferred person for the job.
* Understanding the interests, reasons and motivations is important to work out what people want to do and what they wish to gain from volunteering
* Describe purpose, main duties, responsibilities and boundaries of the role to create benchmarks to screen prospective candidates
* Determining skills, interest and background experience.
* Understand interests, reasons and motivations for people joining the position.

1. **Shortlisting**

* The selection panel shortlists application to assess prospective candidates against required competencies.
* Assessing prospective candidates against the essential and desirable criteria.
* The documentation should be kept in a confidential file and referred to if there are any inquiries or complaints regarding the selection process

1. **Interview**

* Be clear about the screening, selection processes, selection criteria, outline of the job prior to interview
* Ask all candidates the same questions to make decisions on preferred candidates.
* Determine suitability to match potential volunteers with roles.
* Explore applicant’s potential and capability.

1. Selection involves the process of matching the person to the role and assessing candidates against the required competencies for the position.

* A selection panel should be comprised of 3-5 people including the directors, board members, staff and an independent or external member.
* All candidates are asked the same questions to gather the information required to make a decision on the preferred candidate or candidates. Interviewing provides an opportunity to determine the suitability of a potential volunteer for a role or to match volunteers with roles. Interviews provide an opportunity to explore the applicant’s potential and capability to ensure their involvement is meaningful and fulfilling.
* Interviews also allow a potential volunteer to get to know the organisation and develop a clearer understanding about volunteer roles available.

1. **Screening Mechanisms:** Screening is an important part of an organisation’s risk management strategy that covers the processes used to verify the background, qualifications, skills and experienced of individuals prior to their appointment to a volunteer position. Screening is especially important for those organisations where there is involvement with children, the elderly or any other vulnerable group.

* Screening may involve reference checks, police record checks, driving record or other checks.
* Psychometric testing may be conducted with candidates to assess personality and/or psychological assessments.
* Referencing often provides information that a candidate may be unlikely to reveal about themselves and provide another perspective on their performance in previous roles. Screening promotes and maintains internal security and must be done within state and federal legal requirements
* Ring referencing provides information to provide another perspective on their performance in previous roles.

1. **Making an Offer**

* Choose best candidate for position.
* Agree upon starting dates.
* Reply and provide feedback to unsuccessful applications in writing.

1. **Induction and Orientation**

* Orientation to organisation,
* Fill in on organisation’s policies and procedures.
* Provide training for volunteers.
* Provide policy and procedures manual including complaints, dispute resolutions and grievance strategies; emergency procedures and resources and any job requiring specialist knowledge.
* Selection process enables people of all different backgrounds to get involved
* Venue: access to food and accommodation, setting, accessible to disabled people
* Advertise through internal network
* Reach out to partners (e.g. organisations working with young people
* Posters and Flyers in community places where young people congregate such as cafes, youth clubs, universities and NGOs working with young people
* Advertise directly to specific target groups (e.g. young women’s groups, disability projects
* Advertise on website, facebook page and social media channels
* The local radio

### Job Description Criteria

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| Title of role | What is the actual name of the position? |
| The need for the Role | What is the purpose of the role? |
| Why does this job need to be done? |
| Time Commitment | How much time and over what periods is the volunteer required? |
| Reporting and Supervision | Who will directly support the volunteer and who will the volunteer be accountable to? |
| Who will the volunteer report to? |
| Who will the volunteer work with? |
| Details of Duties / Activities | What are the specific tasks, functions and key areas of responsibility of the role? |
| Selection Criteria | What skills, knowledge, abilities or qualities are required or desirable for volunteer undertaking the position? |
| Do they need specific qualifications, licenses or suitable notices to undertake the role? |
| Benefits of the Role | What can the volunteer gain from understanding this role? |
| Training/Education Opportunities | What opportunities are available to increase the volunteer’s skills, knowledge and abilities through training and professional development? |
| Considerations specific to the role | Does the role require the volunteers to be working on their own? |
| What will the work environment be? |

### Selection

Selection involves the process of matching the person to the role. It is important that the organisation gains an understanding of the goals that each particular volunteer seeks to achieve through volunteering and to assess whether engagement with their role or program will be able to effectively meet the volunteer’s goals:

1. **Understanding Purpose of Volunteering**

One aspect of selection is to determine the interests, reasons and motivations for volunteer involvement. This is important to determine why volunteers donate their time and talents to the work of the organisation. When working with unpaid staff, such as volunteers, it is important to understand the motivations of why volunteers donate their time and talents to the work of the organisation. This provides an insight into the individuals applying to be a part of the committee and may help to focus various aspirations on particular topics. Possible reasons may include:

* Having ‘a chance to make a difference
* Having a chance to use a skill or talent
* To develop experience or contacts
* Provide an avenue to a more balanced life, an opportunity to give something back
* An opportunity to meet new people and the opportunity for personal growth and self-esteem
* Supporting the community
* Being a ‘voice
* Being looked as a leader in the community
* Strengthening scholarship applications and
* Building a resume that will result in higher education prospects.

1. **Determining Membership**

The first step for selection is to define the composition of the committee. This involves: s

* Selecting the size (i.e. how many participants)
* Determining what groups are going to represent the committee
* The term length and
* The member criteria

The selection process must ensure that there is a broad and diverse representation including those with diverse needs such as those from low-income neighbourhoods or low-performing schools. People from these disadvantaged backgrounds frequently have deep insights into problems and powerful recommendations for change

1. **Ensuring Diversity in the Selection Process**

In the selection process it is important to ensure that members reflect the diversity of people in the community in terms of ethnic background, life experience and age. An aggressive selection process is therefore important to ensure diverse representation and perspective in the community. To ensure diversity in experience, it is important to select both high achieving people as well as those from challenging situations. This diversity expands the opportunity to create different and more diversity roles and ensures that there is a pool of tremendous young people to pull from. All people have a unique perspectives and offer authentic stories on what it takes to help others.

1. **Devising a Selection Committee**

A selection committee must be designed to recommend and elect representatives to be a part of the process. The Selection committees will be appointed by the director and will be compiled of four members – the board’s chair, the director and two previously assigned mentors of the program.

1. **Devising a Selection Criteria**

A selection criteria assesses the candidates most suitable to act as representatives on the board. The written application is the first point of call to draw on and compile a short list for interview. The response of the potential representative must provide contextual information that clearly articulates demonstrate their desire to be a part of the committee and ways in which contribute fully to its goals. The interview will then conduct a standard list of questions to confirm assessments made in the written application and assess applications claims against the selection criteria

Sample Job Description

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| Title of Role | Youth Leadership Representatives |
| The Need for the Role | In an attempt to meet the needs of all people, the empowerment program will provide a voice for mental health consumers and carers in the local community and the decisions that affect them. It will provide a forum to contribute advice and guidance to the local council so that the members feel that they are making a contribution to society, are playing a role in influencing local policies and programs, are helping identify positive solutions for issues and interests relevant to them as well as ensuring that they are engaged, participate in and empowered by proving input into the activities and events that occur in the community. |
| Time Commitment | Flexible; 2-4 hour monthly meetings; Roughly 2-12 hours per week required outside meeting. In between face-to-face meetings and events, contact will be maintained through email, Facebook, Twitter and teleconferences. It is expected that members maintain regular contact with the group. Focus groups will be conducted around specific topics throughout the year, and it is expected that the members will be involved in at least 2 focus groups a year either through teleconference, face-to-face, email surveys or web-based discussion. Maximum 2 years terms |
| Reporting and Supervision | The members of the Mental Health Empowerment Program will be staffed by one coordinator to help steer and provide support. The director can be contacted to deal with inquiries as well as any information about the program, volunteer roles and the process of becoming a volunteer. Peer Support Workers will be provided with training and will be accessible by email or face-to-face by arrangements between the person requiring support and the mentor. Other experts will be called upon to bring additional experience, utilise available resources and provide missing elements including people from local TAFE, university, committees, non-government organisations (or other institutions), social workers, educators, administrators, leadership trainers, sports administrators as well as people from businesses, organisations, chamber of commerce and agencies. |
| Roles and Responsibilities | * Participate in monthly meetings * Be prepared to undertake leadership development training * Be open and willing to participate in teleconferences, email, Twitter and Facebook discussions * Help design and update a community blog and website (some members) * Prepare, organisation and participate in activities * Be an active community advocate, raise awareness, educate the broader community and promote community development, issues and challenges * Liaison with youth groups, local council and other advocacy committees. * Be involved in community activities and charities * Communicate with the media as a media spokespeople on mental health issues * Members may speak at public functions, local schools, community forums and conferences * Attend meetings of existing committees and forums to report findings and stories back to the committee * Liaison, network with and become part of various peak organisations |
| Selection Criteria | Hawkesbury Skills (Richmond) is recruiting 22 school-aged people from various organisations to provide a true representation of the local community with a mix of ages, genders, young people from Indigenous backgrounds, different cultural and language backgrounds, a broad range of life experiences (including same sex attracted young people and experience of homelessness), history of mental illness, substance use or abuse. |
| As an individual you should   * Have an interest and passion for the local community and a desire to represent the interests of mental health communities. * Be able to think about the big picture. * Be able to work in a team, work independently and participate in group discussions. * Be motivated, willing and committed to participate on an ongoing basis. * Have good communication skills * Be able to balance responsibilities outside the committee * Have easy and regular access to the internet and phone |
| There are no specific qualifications required but various experiences will help in applications. Parental (or Guardian) consent is needed however, as all participants are under 18 years of age. |
| Benefits of The Role | The benefits associated with joining the Mental Health Empowerment Program including having a chance to:   * Represent, make a difference and give something back to the community. * Develop experience. * Use and develop various skills and talents including working in groups and representing the needs of their peers. * Network and develop contacts. * Meet new people. * Build the resume that may result in higher education aspirations. * Meet with prominent community leaders and advocates for mental health issues. * Receive training in leaderships and specific areas of interest. * Increase employability, possibility for receiving apprenticeships, traineeships, scholarships and internships. * Become engaged and empowered in the community. |
| Training and Education | There will be ongoing training to build strengths, life-skills, leadership skills and confidence. Training will be provided on:   * Mental Issues, Concerns and Development * Transition into work / Getting a Job * Leadership Skills and Personal Development * Advocacy, Policy and Planning Training * Public Speaking Skills * Social Media * Communication Skills * Business Planning * Consultation Strategies * Consumer Participation * Teamwork Building Exercises * Research Skills and Strategies * Epidemiological Studies and Demographics * Capacity Building * Forming Partnerships, Networks and Contacts * Appreciative Inquiry |
| Further Considerations | Members in the program will be required to fulfil ‘homework’ tasks such as researching and contacting organisations, advisory committee members and peak organisations. Time must be taken to read articles and reports assigned to them and occasionally create power point presentations for group discussion. Also as part of their liaison role they may facilitate and scribe focus groups and provide a report from other community forums attended |