

Mature Age

Workforce Resource 2015



A framework of recommendations for the management and retention of mature talent in local government

FOCUS AREA 1.3

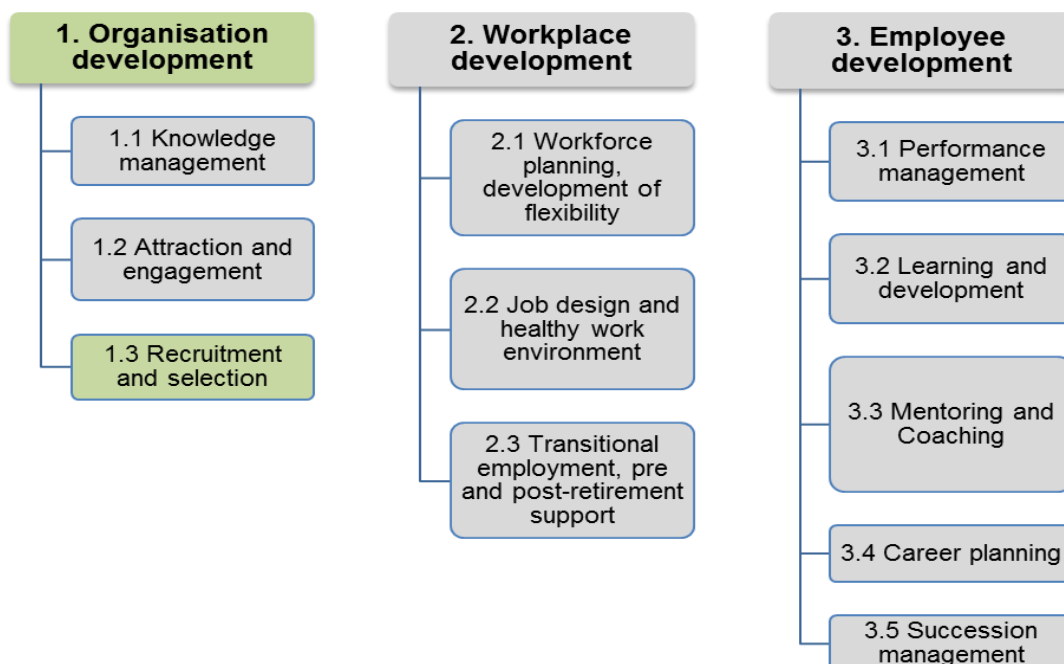
RECRUITMENT AND SELECTION

The Toolkit is designed to be used by the Human Resources or Organisation Development (HR/OD) and leadership teams as they enhance their organisation's culture.

Suggested actions and strategies to help the mature age workforce may apply to the broader workforce as well and could contribute to fairer and more equitable work conditions and opportunities for all staff. Each organisation will already have in place human resource management policies and activities. It is not the intention of this toolkit to conflict with existing policies or actions. Rather, it can add value to the operations of the organisation by being used as stand-alone or integrated actions and initiatives.

Development initiatives are presented in a very broad way, with a set of actions identified as recommendations. Templates are not used in the Toolkit so that HR/OD practitioners can interpret recommendations in the most appropriate way that is aligned to existing initiatives.

There are many intended linkages and connections between the Focus Areas, which is an important factor as an aligned HR/OD strategy is developed and applied. The intention of the Toolkit is that work will be adapted and modified within each council organisation. Recommendations are not in any way intended to be prescriptive.



This Focus Area 1.3 of **Recruitment and Selection** addresses some important points to ensure that mature aged workers are encouraged to apply for positions in the organisation and will take part in a very equitable, respectful selection process.

1. OVERVIEW – the need for change

This Focus Area shows how to implement a range of flexible, innovative and equitable practices and processes to create an age diverse workforce that can contribute positively to the required workforce capability. This Focus Area is strongly connected to and aligned with Focus Area 1.2 Attraction and Engagement, which is strongly focused on developing the culture of the organisation, whereas this one is more about processes and practices.

The modern workforce is inter-generational and all workers, regardless of age, will play a key role in the organisation's sustainability required for the future. As a major employer, a council organisation may seek to raise its profile through innovative, equitable and age diverse recruitment and selection practices. These practices will encourage highly skilled and motivated individuals to join, return to, or advance their career opportunities within the organisation, irrespective of age.

With the advent of a mature age labour force, a council organisation must implement recruitment and selection practices that appeal to all sectors and industries if it is to be seen as a preferred employer and secure the broadest possible pool of talent to replenish the workforce into the future.

This Focus Area sets out guidelines that should/can frame the recruitment and selection processes used by the organisation to ensure mature age workers are provided equal employment opportunity through processes that remove age bias and focus on the required skills needed to achieve the organisation's business objectives. This Focus Area supports a merit-based approach to recruitment and selection.

2. ACTIONS to address in this Focus Area include:

Employ targeted, flexible and age appropriate strategic recruitment and selection processes that meet the needs of mature age applicants

Develop and implement skill-focussed recruitment and selection practices conducted by skilled persons

Utilise cost-effective advertising strategies to maximise a desired applicant pool

Develop guidelines for use by internal and external consultants

Ensure all existing employees are made aware of current job vacancies and recruitment dates

Detailed actions include the following:

<p>Employ targeted strategic recruitment and selection processes to maximise skill capability</p>	<ul style="list-style-type: none"> ▪ Link attraction, recruitment, selection and retention of mature age employees to the broader corporate vision, age management policy and the skill needs identified in the workforce plan
<p>Develop flexibility in recruitment and selection processes</p>	<ul style="list-style-type: none"> ▪ Must be less prescriptive and process driven to allow for standard practices to be varied where there is an intention to recruit a more diverse field of candidates and where variations are consistent with fair and equitable employment practices
<p>Develop and implement skill focussed recruitment and selection practices</p>	<ul style="list-style-type: none"> ▪ These should be transparent, merit-based and skill focused practices that eliminate age bias and deliver high calibre talent to the organisation’s workforce
<p>Develop recruitment and selection processes that meet the needs of mature age applicants</p>	<ul style="list-style-type: none"> ▪ Processes need to demonstrate the corporate commitment to flexible work arrangements, transitional employment schemes and options that promote workplace flexibility to encourage a broad pool of applicants ▪ If a position is to be externally advertised, the advertising guidelines should be reviewed for: <ul style="list-style-type: none"> ○ suitability of the organisation’s employment brand ○ age bias ○ suitability of the advertising medium and placement of advertisements ▪ Selection panels ought to represent a cross-section of age groups to increase the opportunity for a balanced assessment of all applicants, irrespective of age ▪ Evaluation strategies can be put in place to monitor the effectiveness of strategies for attracting an age-balanced pool of candidates, and for identifying opportunities for continuous improvement based on identified barriers to either younger or older applicants resulting from the attraction, recruitment and selection processes ▪ Conduct data and job analysis to determine: <ul style="list-style-type: none"> ○ the age profiles of candidates and recruits over the past two to three years to confirm current practice and age awareness levels amongst recruitment and selection staff ○ if the job requirements meet the organisation’s skill requirements and aligns to the workforce plan (see Focus Area 2.1 Workforce Planning) ○ whether more alignment between the nature of the position and skill requirements is required ○ what flexible work options can be used with this job profile ▪ Assess if an existing member of staff can fill this position as per career plans or transitional employment arrangements

<p>Utilise cost effective advertising strategies to maximise desired applicant pool</p>	<ul style="list-style-type: none"> ▪ Recruitment advertising needs to be cost effective and monitored to ensure the strategies and subsequent costs yield the desired applicant pool ▪ Develop recruitment advertisements and strategies that are effective, by using targeted placement of advertisements which will attract the broadest pool of suitable and highly skilled applicants ▪ Review all electronic and text based advertising collateral to ensure that: <ul style="list-style-type: none"> ○ they are current and consistent with the organisation’s age management policies and practices ○ they include key triggers for attracting a broad pool of applicants and are transparent – eg: highlight flexible work arrangements, positive age culture, transitional employment arrangements ○ advertising is meaningful to applicants ○ messaging is consistent with the experiences of existing employees ○ the use of language, images or indirect suggestion does not infer age limits or age preference bias ○ they have due regard for the broader principles of natural justice
<p>Train recruitment and selection staff in age appropriate practices and processes</p>	<ul style="list-style-type: none"> ▪ All staff responsible for recruitment and selection processes should be appropriately trained to ensure they are skilled in contemporary methods, and have a sound understanding of the organisation’s recruitment and selection policies as they apply to mature age workers, including age discrimination legislation and their responsibilities in contributing to a highly skilled workforce through effective recruitment and selection processes and practices ▪ Recruitment and selection staff should aim to implement equitable practices that lead to a highly skilled, age diverse workforce profile ▪ Processes should promote workplace flexibility including opportunities for flexible work hours, flexible work arrangements, positive age culture, and transitional employment schemes that are in place and that will be considered based on job requirements and business benefit
<p>Develop guidelines for use by external recruitment companies or individuals engaged by council</p>	<ul style="list-style-type: none"> ▪ Establish guidelines for external HR companies and/or individuals who undertake attraction, recruitment and selection processes on behalf of council to ensure they are fully aware of the policies and principles council endorse
<p>Appoint skilled persons for participation on selection panels</p>	<ul style="list-style-type: none"> ▪ All members of selection panels are to be fully briefed on the values, culture and skill requirements sought by council prior to short-listing or interviewing any candidates ▪ Where possible, selection panels should comprise persons of varying age groups to obtain a more balanced assessment

	<p>of the candidate’s potential and suitability to your organisation’s workforce requirements</p> <ul style="list-style-type: none"> ▪ Ensure they represent a cross-section of age groups to increase the opportunity for a balanced assessment of all applicants, irrespective of age
Ensure all existing employees are made aware of current job vacancies and recruitment dates	<ul style="list-style-type: none"> ▪ Provide timely advice to all existing employees regarding identified job vacancies, skill requirements and recruitment processes ▪ Notify all managers and mature age employees who have established career plans of the development opportunities associated with the advertised position ▪ Where required skills exist, the position should be offered internally prior to external advertisement as part of career planning and development strategies
Advise self-declared retirees and/or past employees job vacancy information	<ul style="list-style-type: none"> ▪ Ensure past employees and/or retirees who have registered interest in post-retirement employment with the organisation are made aware of job vacancies and the recruitment process

3. WHO CAN CONTRIBUTE TO CHANGING THE CULTURE?

Staff members

- All staff involved in developing manual resources to support the recruitment and selection process, such as job descriptions, information sheets, application packs, correspondence, interview questionnaires, referee reports and any other relevant materials produced on behalf of your organisation
- All staff involved in developing electronic or social media, such as website, job vacancy advertisements, on-line testimonials and the like, for the purpose of recruiting persons to the organisation
- All persons who form a selection panel on behalf of the organisation
- Any third party person or organisation that has been engaged to recruit or select candidates for employment on behalf of the organisation

During the *recruitment and selection processes*, the Executive, Managers, the HR Manager and Recruitment & Selection staff have different responsibilities, as follows:

Executive

- Authorising recruitment, based on confirmed job requirements and an alignment to the workforce plan
- Confirming budget allocation
- Ensuring career path options for internal staff are considered prior to external advertising
- Ensuring attraction, recruitment and selection processes adhere to procedure guidelines
- Ensuring flexible work options support job requirements and provide business benefit to council
- Holding managers accountable for recruitment and selection processes that are free from age bias

- Reporting on the outcomes of recruitment and selection processes within their areas of operation, with particular reference to the recruitment of mature age workers

Managers

- Analysing job requirements and aligning them to the workforce plan
- Confirming the need for replacement or modification of job requirements
- Identifying flexible work options suited to job requirements
- Ensuring the processes that are used align with mature age procedure guidelines
- Attracting an appropriate pool of skilled applicants
- Ensuring that appropriately trained staff are involved in recruitment and selection processes
- Ensuring that selection panels represent various age groups

HR Manager

- Ensuring all procedures, processes and outcomes for attracting, recruiting and selecting staff are compliant with HR procedures
- Ensuring career path opportunities are considered by providing up-dated access to career path and development information
- Ensuring employees who have nominated willingness to return to work post retirement are aware of any position vacancy and have the opportunity to be considered for the position in accordance with the re-hiring of staff procedure
- Reviewing all attraction, recruitment and selection resources to remove any age bias
- Providing recruitment and selection staff with tools to support an effective recruitment and selection process
- Identifying best options for recruitment advertising to draw the broadest pool of highly skilled applicants
- Briefing any external recruitment agencies or individuals on council procedure with particular regard to mature age worker policies
- Monitoring attraction, recruitment, selection and appointment information as a means of tracking performance and opportunities for continuous improvement

Recruitment and selection staff

- Undertaking training on contemporary practice and council procedures for mature age workers
- Having a thorough understanding of job and skill requirements for the position
- Adhering to age discrimination legislation and council procedures for the implementation of recruitment and selection processes in general, and in the case of mature age workers in particular