



Learner-Focused, Industry-Led,
Government-Enabled



EMPLOYER TOOLKIT

Attracting the Right Individuals

employertoolkitnz.org



Disclaimer

This document should be read with the following considerations in mind.

- **Timeliness of Information:** The information presented reflects the state of knowledge and industry standards at the time of publication. As the sector evolves, some information may become outdated or require revisions.
- **Intended Audience:** This toolkit is designed specifically for employers (business owners, supervisors, and managers) in the food and fibre sector. We recognise that while some content may be highly relevant to your work, other sections may not apply to your specific circumstances.
- **Introduction to Te Ao Māori Concepts:** The information and concepts presented provide a foundational understanding of te ao Māori. This toolkit serves as an introductory guide, and we encourage you to continue your educational journey, as understanding these concepts is an ongoing process.
- **Diversity and Inclusivity:** We acknowledge the diverse backgrounds, experiences, and needs of employees within the sector. There is no one-size-fits-all approach, and it's important to consider this diversity when applying the information in this toolkit.

- **Remuneration:** While the topic of remuneration is very important, it is not addressed in detail within this toolkit.
- **Legal Disclaimer:** The content of this toolkit is for informational purposes only and does not constitute legal advice. For legal matters, please seek the guidance of a qualified legal professional.
- **Additional Assistance:** If you require further assistance or specialised support, please consult the recommended formal resources provided in this toolkit.

Although all reasonable steps have been taken to ensure the accuracy of the information contained in this document, Food and Fibre Centre of Vocational Excellence disclaims any and all responsibility for any inaccuracy, error, omission, or any other kind of inadequacy, deficiency, or flaw in, or in relation to, the information.

References to external sites are provided throughout the toolkit to support the reader with additional resources that may be more detailed, contextual, or live. While care has been taken to review these, we do not endorse nor bear any liability for the content or accuracy of these external sites.

Access more chapters

Visit the Employer Toolkit website for free and simple information spanning the entire employee lifecycle. There are 4 downloadable chapters available in PDF form, including:

- **Attracting the Right Individuals** – How do I hire and onboard new employees so they stay for longer?
- **Māori Cultural Confidence** – How do I grow my understanding of Māori experiences in the workplace?
- **Workplace Wellbeing and Culture** – How can I create a positive environment that boosts job satisfaction?
- **Mentorship and Coaching** – How do I support employees in their growth journey?

Attracting the Right Individuals

How do I hire the right people who will stay and thrive in their role?

Finding the right individuals and giving them support can make all the difference in retaining them. Studies show that many new employees leave within the first 90 days because the job isn't what they expected. So, it's important you get the basics right from the beginning.

To help communicate what a good hiring process looks like, six steps have been outlined in the diagram below which you could take to increase your chances

of finding the right person. Following these steps can support a smooth experience for both you and the new employee, reducing the risk of them leaving. This chapter also refers to 'candidates'. This is simply people who have applied for a job.

Please note that the information provided in this chapter is not legal advice. If you are uncertain on any information presented, we recommend you seek advice from a professional.

The 6 steps of hiring good employees

1

Preparing



- Why should an employee work for you?
- How do I communicate the job well?

2

Finding



- How do I write a job ad and gain interest?
- Where do I share a job ad?
- How do I hire migrant workers?

3

Assessing



- How do I choose who to interview?

4

Selecting



- How do I interview the candidates?
- How do I conduct a trial during an interview process?

5

Hiring



- How do I complete tests and checks?
- What are trials and probationary periods?
- How do I negotiate the employment agreement and pay?
- What Employment paperwork needs to be completed?

6

Welcoming



- Why should I onboard staff?
- What should I do to prepare for onboarding?
- What should I do on day 1?
- What should I do during week 1?
- What should I do in the first 3 months?

¹ Jobvite, 2018. https://www.jobvite.com/wp-content/uploads/2018/04/2018_Job_Seeker_Nation_Study.pdf

Step 1: Preparing

Preparing for a new hire means having information ready to understand what you are looking for and why an employee should want to work for you. See our website for more information.



Top Tip

How do I communicate the job well?

It's important for both you and the candidate to have a clear understanding of what the job involves. Defining the skills, experience, qualifications, and the right 'fit' you're looking for can help you find the 'right person'. 'Fit' is about the candidate's personality and how well they align with your team's values.

It is also helpful to determine what the 'right person' for you will look like. They should have a mix of qualities that align with your needs and values. Discovering what this looks like for you can be easily done through writing down 4–5 traits you are looking for. Some examples are included below.

- **Understands the role:** they have a clear grasp of what the job involves and what will be expected of them.
- **Aligns to your expectations:** their values and work ethic match what you're looking for in an employee.
- **Willing to learn:** they show an eagerness to pick up new skills and adapt to new situations.
- **Resilient:** they can handle challenges and setbacks without losing motivation.

It's helpful to distinguish between 'must-haves' and 'nice-to-haves.' For instance, requiring a driver's licence might exclude capable candidates who could easily get one with a bit of support.



Tip Qualifications aren't always necessary. Sometimes, solid experience is just as valuable.

This approach leads to a smoother hiring process and decreases the risk that employees leave when reality does not meet their expectations. When candidates know what the job truly involves, they're less likely to leave after a few months because they feel misled.

Providing clarity is simple. Here's how you can do it:

- **Job Descriptions:** Ensure the job descriptions you advertise are clear, simple, and accurate (see the next section for an example).
- **Interview Process:** During interviews, reinforce the realities of the role—both the good and the challenging aspects (see further down for more information).

Your people and their whānau (family)

Hiring a new employee isn't just about ticking the legal boxes – it is also about welcoming a whole person into your team. Think about the life experiences they've shared and how these can shape their time at your workplace. Remember, you're not just hiring an individual; they come with their family, friends, and colleagues who support them.

This is especially true when employing Māori. Being part of a unit – their whānau, community, and network – can be incredibly important. It plays a big role in their success and, in turn, the success of your workplace. Incorporating these values means including whānau where appropriate during the hiring process, such as during interviews. Embracing this can help create a more supportive and thriving environment for everyone.

Step 2: Finding

The most flexible way to find candidates is through advertisements which can be shared in different places. Using the advice on page 7 about how to communicate the role during this process is important to gain interest from the right people.

Other ways can be used too, such as through an industry specific recruitment agency or through your networks (see page 10 for more information on use of networks).

When advertising a job, it's important to make it straightforward and simple for candidates to apply.

Choosing the right application method for the role is also key to finding the right person.

How do I write a job ad and gain interest?

The first impression your candidates will have of your role is likely through a job ad, so it's important to get it right. Below is an example of a job ad for a dairy farm hand role. Even if this specific job isn't relevant to your business, we've described on the right what each part of the job ad should contain to ensure clear communication.



Job Ad Description Example

Be clear and accurately reflect the role in the job title.

Use terms that applicants will recognise and understand.

Introduce your business so candidates understand who they might work for.

Clearly state the skills, experience, and personality type needed.

Don't try to hide any harder sells for the job (such as early working hours, remote location).

Make it easy for interested candidates to apply with simple instructions.

A CV and cover letter might not always be necessary.

Job Title: Dairy Farm Hand

Location: Matamata, Waikato, New Zealand

About us: We are a family-owned dairy farm that has been operating successfully for 20 years. Our farm is a supportive and friendly place to work, and we are looking for someone who would be a great addition to the team. We value hard work to get the job done.

Quick Role Description: We are looking for a Farm Hand to assist with daily tasks including feeding animals, milking, and general farm maintenance. This is a great opportunity for someone who loves working outdoors and is interested in learning more about dairy farming and working hard.

Key Responsibilities:

- Feeding and caring for livestock
- Assisting with milking
- Maintaining farm equipment and facilities
- Monitoring animal health

Requirements:

- Right to work in New Zealand
- Prior experience in dairy farming is a plus but not required
- Physical fitness and ability to work outdoors in all weather conditions
- Strong work ethic and reliability
- Ability to work well in a team

Benefits:

- Competitive hourly rate
- Opportunity to learn new skills and grow within the business
- Supportive and friendly team environment
- Accommodation available on-site

How to Apply: To apply, please send your CV and a brief cover letter to [email@example.com] or call [phone number] for more information.

Closing Statement: We look forward to hearing from you.

Help candidates identify if they can commute or need to relocate.

Give a concise summary of what the job involves

List the main duties involved in day-to-day work. The more specific you can be, the better.

Why should this person work for you and not your competitors?

If you are providing competitive pay or benefits, call this out here.

A friendly sign-off.

Where do I share a job ad?

Once you've created a job ad, it's important to get as much traction and interest as possible to find the right person. Posting your job ad in multiple places can increase your chances of finding the ideal candidate. Here are some options:

- **Job Ad Websites:** Use dedicated job ad websites to reach a wide audience
- **Social Media Groups:** Post in relevant social media groups, like on Facebook
- **Local Community Boards:** Put up your ad on local community boards.

Finding School Leavers

For entry-level positions, it might be helpful to reach out to local high schools to see if any upcoming school leavers are interested in your role. Taking the time to meet those who show interest and explaining the job face-to-face can be a great way to get them excited about joining your business.

If you're running a larger operation, think about offering an internship programme where students can work for you over the summer. This gives them a taste of the job and lets you see how they'd fit in as full-time workers if you're looking to hire them once they finish school.

Word of mouth is also effective. Ask current employees and trusted friends and family members if they know anyone who might be interested. Even when using word of mouth, it's helpful to send the job ad to the candidate so they know the skills and experience you're looking for.

When using social media, you can shorten the job ad to convey just the essential information in a quick and casual way. Also think about how the candidate will apply for the job. Provide a simple and clear method for them to get in touch (see the next section for more information).

Applications

Before you post your role, it's important to think about how candidates will apply. There are a range of different methods, ranging from formal to informal, including:

- CV
- Cover Letter
- Phone Call
- Application Form.

When deciding on the application method, consider the skills you're looking for. If the role is hands-on and needs someone skilled in operating equipment, then reading and writing ability may not be as important. In these cases, CVs and cover letters might not attract the right candidates. Instead, a simple application form or use of a phone call could be more effective.

Once you have decided what method you want to use, make sure you add the application directions to the bottom of your job ad.

How Do I Hire Migrant Workers?

Where you look for workers can greatly impact the quality of candidates you find. While Aotearoa New Zealand offers a great pool of potential workers, sometimes looking abroad can help you find the skills you need.

To hire people from overseas, there are schemes and visas available which will help you in your search. See the Employment NZ website or Immigration New Zealand website for more information.



Step 3: Assessing

Once you have your candidates' information and applications, it's important to select who you want to talk with further to understand more about them.

How do I choose who to interview?

Once you have;

- understood your needs (experience, qualifications, fit), and
- posted your job ad across various platforms and channels

you should have a good handful of applicants interested in the role.

You don't need to interview everyone. Pick around two to four people based on what they say they can bring to the job. Here's how to do it:

- **Match to Criteria:** Look for candidates whose skills, experience, and qualifications closely match what you're looking for
- **Consider Fit:** Think about the personality and values of the candidates and how well they might fit with your team.

Once you've decided who to interview, give them a phone call to offer an interview or a time to chat. This initial conversation is also a good chance to get a sense of what they are like.

It is important at this time to respond to all unsuccessful candidates, thanking them for their time and effort, and informing them that they will not be progressing further in the selection process. Be prepared for some candidates to request feedback on their application and areas for improvement.

By carefully selecting candidates and making contact, you ensure that you're investing time in the people who are most likely to be a good fit for your role.

Step 4: Selecting

'Interviewing' the chosen candidates can range from a casual conversation to a formal question-based interview. It's important to consider the kind of person you are looking for, the type of business you run, and the technical skills and experience you need to decide on the best selection method.

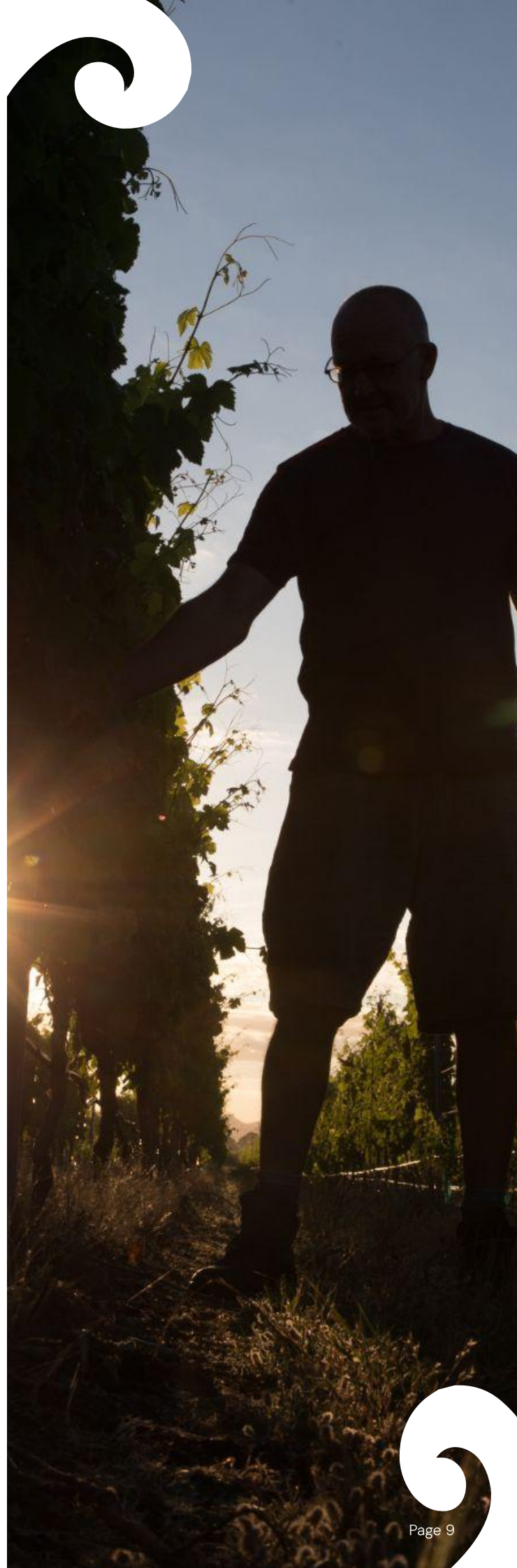
No matter which method you use, focus on getting to know the person. Utilising whakawhanaungatanga—making and keeping connections—can be a great concept to use during this step and throughout your relationship with the candidate. By focusing on building connections and getting to know each other, the candidate is likely to have an authentic experience and accurate image of your business.

How do I interview the candidates?

Completing interviews, or having conversations with candidates, can be as casual or formal as you like.



Tip During interviews, it's important to be aware that not all cultures talk about themselves the same way. Being accommodating and focusing on skills and experience can help make sure you don't discount their abilities. Providing the opportunity for interviewees to have a support person with them can also be valuable.





Interview types

Type	Description	Pros	Cons
Casual	This can look like meeting up for a cup of coffee and having a conversation with the candidate about their experience and what they can bring to the role. Specific questions may not be needed if the role doesn't require much technical skill.	<ul style="list-style-type: none">✓ Short and simple✓ Can put you and the candidate at ease✓ Great for roles which don't need much experience✓ Great to get to know the personality of the applicant better	<ul style="list-style-type: none">✗ May be too short and informal to fully understand a candidate's qualifications and experience✗ May not give you an opportunity to ask all the questions you need✗ Answers may not be remembered as not recorded
Semi-Formal	This sits between the casual and formal types. This can look like a more formal conversation with the candidate where some predetermined questions are asked. However, these questions don't need to be scored or recorded and the conversation can be more flexible to cater to each candidate. This still looks like a conversation in a comfortable space for both you and the candidate.	<ul style="list-style-type: none">✓ Ensures answers which help evaluate a candidate's ability to complete the job✓ Helps assess candidates as answers can be compared✓ Can put the candidate at ease as more of a casual approach	<ul style="list-style-type: none">✗ As answers are not being scored or recorded it may be hard to remember what each candidate said✗ Flexible approach may mean each candidate is not asked the same questions making comparison harder
Formal	This can look like a sit down interview in a private room where you ask the candidate a list of set questions, write and record their answers, and score the answers against predefined criteria. This type of interview makes sense for more technical roles in a larger business.	<ul style="list-style-type: none">✓ Scored approach means it is easier to evaluate candidates against each other✓ Recorded answers means better memory of what each candidate said✓ Provides a thorough way of assessing and comparing candidates	<ul style="list-style-type: none">✗ Requires more preparation and effort✗ More formal approach may not be appropriate for the role or the desired candidates✗ Can be uncomfortable for candidates who are not used to interviews, meaning a true representation of the person isn't given

Many industry specific questions have been published online. You can find links for this on our website.



Tip Some questions should not be asked during the interview process as they can be seen as discriminatory. The Employment NZ website has a list of these questions.

How do I conduct a pre-employment trial during an interview process?

It is possible during the interview process to ask the job applicant to perform tasks so you can assess whether they have the skills needed for the job. This is called a pre-employment trial, but it's important to follow proper procedures to ensure it is not considered employment. See more information on the Employment NZ website.



Step 5: Hiring

The hiring process has a few steps involved to ensure that you are hiring the right person. More information on many of the steps below can be found on our website or on Employment NZ (e.g. trials and probationary periods, employment agreements and pay).

How do I complete tests and checks?

As an employer, you can use tests and checks before and during employment. This can include a:

- criminal history check,
- drug and alcohol test (if relevant to the job), and
- visa check.

More information can be found on the Employment NZ website on how to legally conduct these tests.

It is also important during this time that you get two to three referees from the candidate. A referee is someone trustworthy who can vouch for the skills and experience of a candidate. You should call these referees to check that the person you plan to hire has the experience and qualifications they say they do. For school leavers who have limited job history, doing a reference check with a teacher can be a good substitute. You can also check if there has been any employment issues with this person in the past.

What are employment trials and probationary periods?

To assess a new employee's performance, a 90-day trial or probationary period can be used. During this time, you can evaluate the employee's ability to do the role and decide if they meet performance expectations. By including a 90-day employment trial or probationary period in the employment agreement, you can make sure that the employee is a good fit for your team and business. More information can be found on the Employment NZ website.

How do I negotiate the employment agreement and pay?

Once you are satisfied with the tests and checks you have completed for your candidate, it is time to formalise the employment relationship by signing an employment agreement.

This is also a great time to think about whether you want to provide anything above the legal minimum entitlements, such as extra leave or higher pay. These benefits can also be considered during the initial step of the hiring process (preparing) as they can be used as selling points to attract exceptional candidates.

By formalising the employment relationship with a well-drafted agreement and considering additional benefits, you can set a positive tone for your new hire and ensure clarity from the start.





What employment paperwork needs to be completed?

Legally, there is mandatory paperwork that must be completed when you hire a new employee. This includes:

- ☐ Signed employment agreement
- ☐ Details and proof of a visa, residency or citizenship
- ☐ IR330 tax declaration
- ☐ Kiwisaver forms
- ☐ Setting up records of wages, time, leave and holidays
- ☐ Emergency contact details
- ☐ Bank account number for wages (if agreed as the payment method).

If this is your first employee, you must register as an employer with Inland Revenue who will advise ACC. See the Inland Revenue website on how to set up employees, especially as a first time employer.

Step 6: Welcoming (onboarding)

Having a strong welcoming process is crucial to retaining employees. The first three months on the job are essential as a poor welcome can be a strong motivator for new hires to leave.

Why should I onboard new employees?

Welcoming new employees is important for several reasons:

- **Smooth Transition:** It helps them quickly get used to the way you do business and who their teammates are
- **Role Clarity:** Good onboarding helps new team members understand their role and what is expected of them
- **Training and Productivity:** Accurately training employees on their tasks boosts productivity and overall job satisfaction
- **Workplace Culture:** Good onboarding makes the new employee feel welcomed into your workplace culture, enhancing their wellbeing at work.

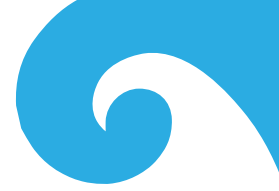
By focusing on how the employee feels about their work and how integrated they are into the workplace, you can significantly boost the chance of them staying with your business longer.

How should I prepare to welcome new employees?

Before your new employee arrives, it's important to inform your team and prepare for the welcoming process. This includes setting up a buddy system, which you can read more about in chapter 3, Workplace Wellbeing and Culture. Here are some steps to take during this phase:

- **Inform Current Employees:** Let your team know about the new arrival and what their role will be
- **Identify a Buddy:** Choose a buddy for the new employee who can help them settle in
- **Prepare the Buddy:** Provide the buddy with checklists of what needs to be completed and the expectations of their role
- **Schedule Training and Induction Sessions:** Organise any necessary training and induction sessions to help the new employee get up to speed.





What should I do on day one?

An employee's first day should be relaxed while focused on setting them up with the right information and letting them get to know the team. While welcoming plans will differ from business to business, some suggested activities are listed below:

Manager Responsibilities

- **Meet and Greet:** Meet the employee at an agreed location and time on their first day. Depending on how you conduct your welcomes, a mihi whakatau or a pōwhiri may be an appropriate way to welcome your new employee. For more information see chapter 2, Māori Cultural Confidence
- **Introductions (whakawhanaungatanga):** Introduce the employee to the team and their buddy to build connections and relationships
- **Complete Paperwork:** Finalise any outstanding paperwork (see above for more information)
- **End-of-Day Meeting:** Schedule a brief meeting at the end of the day to address any questions or concerns.

Buddy Responsibilities (or other responsible person)

- **Tour:** Give them a tour of the grounds or facilities
- **Policies and Procedures:** Go over key business policies or procedures
- **Health and Safety:** Provide a health and safety briefing
- **Training and Induction:** Deliver scheduled training and induction sessions for their role
- **Equipment Setup:** Ensure the new employee has all the right equipment.

What should I do during week one?

The first week should build on the activities of day one, ensuring the new employee feels welcomed and comfortable with their role and expectations. Here are some suggestions:

Manager Responsibilities

- **End-of-Week Meeting:** Schedule a meeting at the end of the week to discuss the employee's progress and any challenges they might be facing. Allow time for the new employee to provide feedback and address any questions or concerns.

Buddy Responsibilities (or other responsible person)

- **Training and Induction:** Complete any scheduled training and induction sessions for their role
- **Tool and System Familiarity:** Ensure the employee is comfortable using all necessary tools and systems
- **Shadowing Sessions:** Set up shadowing sessions where the new employee can observe their buddy or a colleague to learn about day-to-day tasks
- **Planning:** Set a plan for the following months to ensure the employee is confident in their role.

What should I do in the first three months?

The next three months builds upon the activities of week one to ensure the new employee is confident in their role, understands what is expected of them, and delivers to the best of their ability. Here are some suggested actions:

Manager Responsibilities

- **Skill Development:** Identify areas where skill development is needed and build a plan to address this. See our website for a step by step process of how to effectively do this
- **Setting Expectations:** Set clear expectations for the role and performance moving forward.

Buddy Responsibilities (or other responsible person)

- **Regular Check-ins:** Conduct regular check-ins to ensure the employee is fitting in well
- **Ongoing Training:** Continue delivering training and induction sessions as needed
- **Skill Assessment:** Test the employee's ability to operate tools and equipment if necessary.



What does a good attraction process look like?

To help you understand how all the steps of the hiring process link together, three case studies have been detailed below to show how outcomes can change based on the hiring experience.

Case Study 1 – Needs Addressing

Description: Eleanor is an owner of a horticulture business who was looking for a role which requires around two years of experience.

Preparing: Eleanor wanted to hire as quickly as she could so she didn't take time to understand what her business offered their employees or define what skills and experience she was clearly looking for.

Finding: An old job ad was used from three years prior when she was looking for a similar role to advertise the position. Even though some aspects of the job ad aren't accurate, Eleanor didn't think it impacted too much on who applied.

She posted this ad across a few platforms.

Assessing: Eleanor was disappointed when only two people applied for the role. Even though neither of them had the experience or skill she really needed, she decided to interview them anyway.

Selecting: After a quick phone call with both applicants, she decided to hire Barry. Barry was the elder of the two candidates and Eleanor thought he would have more maturity. She figured out their ages by asking for their birthdays.

Hiring: Eleanor sent the employment agreement over to Barry the next day without completing any tests or checks.

Welcoming: When Barry turned up on the first day he was introduced to a few members of his team and given the equipment he needed to complete the job. He wasn't offered any support on how to learn his role. Barry felt very stressed as he had no previous experience in the job as he had expressed to Eleanor.

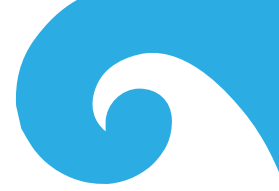
Outcome: Barry ended up leaving the role after two months. He felt unsure on what was expected of him and how to do the job. Although Barry expressed his inexperience in the role during the hiring process, he felt he was not trained or supported to learn on the job.

What worked well:

- ✓ Posted the job ad across multiple platforms
- ✓ Used an employment agreement

What needs improvement:

- ✗ Did not define why an employee should work for the business
- ✗ Did not use an updated and accurate job ad
- ✗ Hired the better candidate who applied, but not the right person for the role. Eleanor should have redone the steps to get better experienced candidates
- ✗ Did not interview in-person
- ✗ Did not spend time getting to know the candidate and their experience
- ✗ Asked an illegal interview question about the age of the candidates
- ✗ Did not complete tests and checks
- ✗ Did not provide an opportunity to negotiate the employment agreement
- ✗ Did not provide a supportive welcoming / onboarding experience
- ✗ Did not provide training on missing skills and experience



Case Study 2 – Doing Well

Description: Dale is a manager at a forestry business who was looking for a role which requires little to no experience as on the job learning is expected.

Preparing: Dale was able to successfully pull together the basic skills and experience he was looking for in the role. He also created a list of benefits employees get from working at the business.

Finding: Dale pulled together a basic job ad using online resources and posted this ad in Facebook groups and on established job seeking platforms.

However, as he was concerned that he wouldn't get much traction for the role, he decided to flourish and exaggerate some aspects of the job ad to gain interest.

Assessing: Dale received many applications for the role, many which seemed to come from career changers. He chose the top three candidates to interview by their writing abilities in the application form.

Selecting: As skill and experience isn't a large requirement of the role, Dale opted for a casual interview style. He chose Sarah as the preferred candidate as she seemed passionate about what the business could offer her in her new career.

Hiring: Dale completed important tests and checks on Sarah, including drugs and alcohol tests, police background checks, and referee checks.

Once he received the results and was satisfied he sent a draft employment agreement over to Sarah to look over and comment on.

Welcoming: On Sarah's first day, she was greeted by Barry and her buddy for her onboarding, Shawn. Shawn was in Sarah's exact shoes two years ago – new to the job with little experience. Across Sarah's first few months, Shawn taught her everything she would need to know to do her role in forestry, with a special focus on health and safety. Shawn also made sure to introduce Sarah to all of the team as early on as possible.

Outcome: Although Sarah felt very welcomed into the role by Dale and Shawn and believed it would be the perfect opportunity for her career change, the realities of the job did not align with what she was sold in the job ad and interview. Sarah tried to stay because of how much she felt welcomed by the people, but only lasted 6 months before resigning.

What worked well

- ✓ Defined the skills and experience needed
- ✓ Defined the perks of the job
- ✓ Created a new job ad
- ✓ Posted the job ad across multiple platforms
- ✓ Interviewed in a way suitable for the role
- ✓ Completed tests and checks
- ✓ Sent over an employment agreement for negotiation
- ✓ Welcoming onboarding experience
- ✓ Trained on missing skills and experience

What needs improvement

- ✗ Did not define 'fit' for the role
- ✗ Exaggerated the perks of the role without acknowledging the realities
- ✗ Did not choose candidates based on what will make them successful in the job (i.e. based selection on writing abilities)



Case Study 3 – Excelling

Description: Trent is an owner of an apiculture business who was looking for a basic entry role.

Preparing: Trent understands how costly it is to constantly rehire and train new employees. Therefore, he spent time considering who would be suited to this role (fit)? What would they be looking for and act like? What key basic skills and experience would they have, and was this needed for an entry role?

This helped him form the basis of his job ad.

Finding: Using a new job ad, Trent made sure to highlight both the positives and realities of the role. He wanted to make sure he attracted a person who knew from the beginning what they were getting into.

Trent advertised using schools as he wanted to hire a recent school leaver. This was with the aim of attracting someone that could grow and was eager to learn.

Assessing: As Trent didn't sugar coat the role and advertised to a smaller pool of people, he took a hit in how many applicants he had.

However, out of the three applications he received they all seemed of high quality and people who he would want to interview.

Selecting: As Trent was interviewing school leavers, he opted for a semi-formal interview style with some key questions he wanted answers to dotted throughout. He wanted the interview to feel like a conversation where he got to know the person. He also wanted the applicants to feel at ease as they likely had never done an interview before.

He decided to hire Jack who had a passion for learning and interest in apiculture.

Hiring: Trent completed basic tests on checks on Jack, including a police background check and referee checks. When these were complete he sent the employment agreement over to Jack to agree on.

Welcoming: On Jack's first day, Trent met with him and introduced him to his buddy Kyle. They both took him around the business and introduced him to the team. As it was Jack's first ever job they made sure to develop a special training program which ensured he would have the basic skills and experience he needed for success within his first 4 months.

Outcome: As Jack understood what the role entailed, there were no surprises when there were parts of the job that were hard. However, having Trent and Kyle there to support him and teach him his role made him happy at work and excited to turn up each day. Jack is excited to have a career in apiculture and plans to stay with Trent until he is ready to open up his own business.

What worked well

- ✓ Defined the 'fit' needed
- ✓ Defined the skills and experience needed
- ✓ Defined perks of the job
- ✓ Defined realities of the job
- ✓ Created an accurate job ad
- ✓ Posted the job ad in a way that target the people that were needed
- ✓ Interviewed in a way suitable for the role
- ✓ Chose the hired candidate off qualities important for the role
- ✓ Completed tests and checks
- ✓ Sent over an employment agreement for negotiation
- ✓ Welcoming and supportive onboarding experience
- ✓ Specialised training to gain experience quickly



Learner-Focused, Industry-Led,
Government-Enabled