

Table of Contents

Introduction	4
The Questions	5
Workforce planning	5
Recruitment seen as core business	6
Monitoring and evaluation	7
Recruitment efficiency	8
Recruitment effectiveness	9
Recruitment support	10
Recruitment agencies	11
Attraction processes	12
Training needs	13
Retention processes	14
Resources	14
Useful publications	15
Articles	16
<i>Applying for the right to select staff - the job specs</i>	16
<i>30 myths selection panels live by</i>	17
<i>Using a common standard to judge applicants</i>	22
<i>What makes a quality interview question?</i>	23
<i>Ten ways to repel applicants</i>	24
<i>Ten tips to make selection processes quicker</i>	26
<i>Problems with selection rating scales</i>	27
<i>Checklist for assessing selection reports</i>	30
Services available	32

Introduction

Following the release of the ANAO Report No 31 on managing recruitment in the Australian Public Service you may be expected to review your recruitment, selection and retention processes.

Here are 160 questions, based on the Report's recommendations, that you could ask as part of your review.

The questions are grouped under headings. There may be several questions covering similar subjects or issues. Some questions may be relevant to more than one heading.

By exploring these questions you may identify ways to:

- expand your thinking on current practices
- widen the pool of potential recruits
- keep staff longer
- build a strategy-supporting culture
- market your agency more creatively
- establish monitoring and evaluation practices
- develop retention-friendly managers
- know more about where you are heading.

160 questions

Workforce planning

1. Has the strategic context of your organisation been examined to determine where your organisation is heading?
2. Do you know your current workforce – roles, job categories, demographics?
3. Have you identified gaps, trends in current and future workforce capability?
4. Do you know what the specific skill requirements are likely to be in the future?
5. Do you know how workforce issues impact on the delivery of business outcomes?
6. What demands are likely to be made on your unit, division, agency in three, five years time?
7. What are the key jobs in your agency?
8. What capabilities make these key jobs critical?
9. What are the priority capabilities now and into the future?
10. What roles and skills will no longer be required in the future?
11. Have you identified strategies for developing the organisation's current capability?
12. Have you identified strategies for developing the current workforce?
13. Have you identified strategies for developing the future workforce?
14. Has the gap between demand for and supply of labour been assessed?
15. Has the current and future workforce requirements been identified against broad occupational categories?
16. Has a workforce capability model been developed?
17. Are policies, strategies and/or frameworks in place to support meeting workforce capability requirements over the next one to five years?
18. Is workforce planning integrated with business planning?
19. Are attraction, recruitment, selection and retention strategies and policies integrated with broader HR and corporate strategies and plans?
20. Is there an agency-wide recruitment strategy?
21. Do you have a workforce plan?
22. Do you have a succession plan?
23. Do you know where your current labour supply comes from?
24. Have you considered where else it could come from?