



Welcome to the Practice Nurse Recruitment Workshop

Presented by
Melbourne Division of General Practice

Workshop structure

Session No.	Session Title	Duration
1	Getting started	5 mins
2	Step 1 - Thinking about recruiting	15 mins
3	Step 2: Developing a Position Description and Selection Criteria	25 mins
4	Step 3: Advertising a position	15 mins
	BREAK	15 mins
5	Step 4: Interviewing applicants	1 hr 30 mins.
6	Step 5: Appointing the successful applicant	25 mins
7	Wrap-up	10 mins

Workshop aims

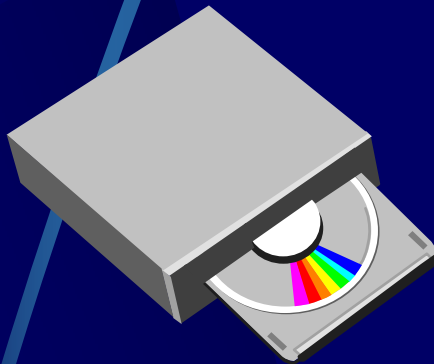
- Introduce the Recruitment Kit
- Familiarise you with the recruitment and induction process
- Clarify any issues and concerns you may have

The recruitment kit

- **Purpose:** To help you to recruit Division 1 Practice Nurses using a systematic and objective process that complies with all relevant legislation and ensures that the best candidate is selected.
- **Delivery Mode:** Interactive CDROM

Resources available

Work Tools

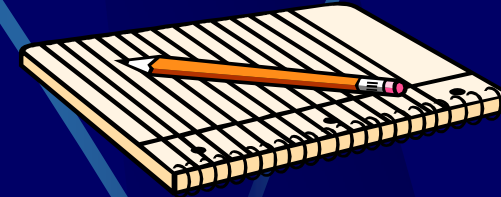


CD-ROM

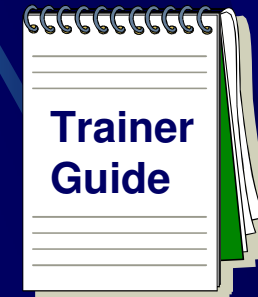
- Guidelines
- Templates
- Samples

+

Participant Workbook



Training Resources



Recruitment process



Activity 1



- Discuss this with the person next to you
 - What are some of the questions you would ask yourself when you are considering hiring new staff?



5 mins

Step 1 – Planning to recruit

Key considerations

- Do we need a full or part time employee?
- What training and support do we need to offer?
- What physical space and equipment do we need to provide?
- Which award and conditions are we bound by?
- What other costs are associated with employment? (i.e. superannuation and Workcover)
- Do we have a current job description?
- Do we have adequate professional indemnity insurance cover?

Questions to consider

- What is the difference between an individual employment contract and a certified agreement?

A Certified Agreement contains all the conditions of employment and clauses that apply to the entire Practice. Individual contracts are agreements made between the practice and the individual employee.

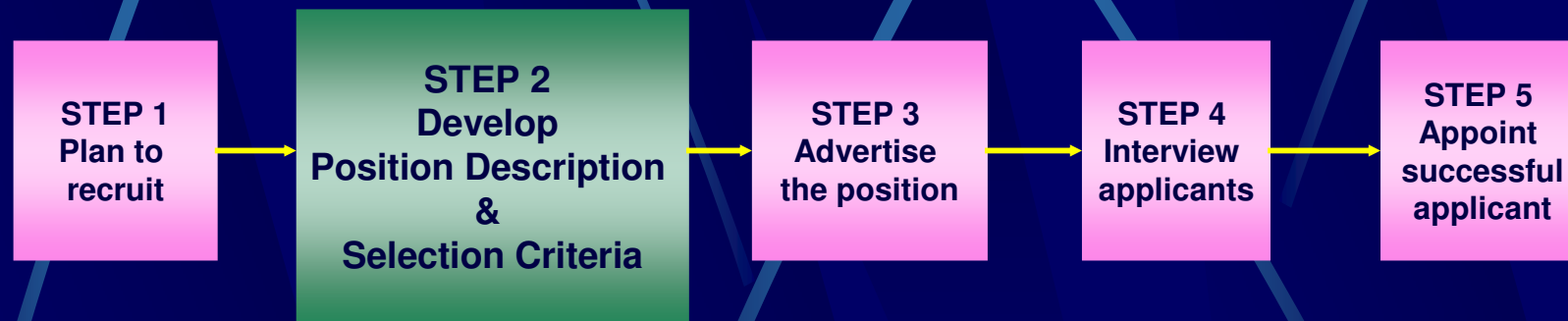
- Under what circumstances is your practice required to use either individual contracts or a certified agreement?

Your practice is required to use individual contracts or a certified agreement if it is not respondent to an award.

Information sources

- Award
 - www.wagenet.gov.au or call Wage line.
- Contract
 - [89 Nursing employment contracts guide-1.doc](#)
- Superannuation
 - www.ato.gov.au/businesses
- Workcover
 - [www.workcover.\(your state\).gov](http://www.workcover.(your state).gov)

Recruitment process



Step 2 – Developing position description and selection criteria

- Identify person(s) responsible for recruitment. This person will be in charge of inviting, receiving and acknowledging applications and making all other arrangements.
- Write the **position description**
- Write the **selection criteria**

What is the difference between a position description and a set of selection criteria? Why do you need both?

Developing a position description

- A Position Description describes the duties and tasks of the position. It should be **descriptive, clear, specific** and **concise**. Do not use terms such as *other duties as required or directed*.
- **Questions to consider:**
 - What expected outcomes will this position will achieve for the practice?
 - How does this position complement other positions?
 - What skills will the candidate require to perform the role?
 - How will we know we have selected the right candidate?
- See [template3 PositionDescription.doc](#)

Competencies and Attributes

- The **selection criteria** document identifies the competencies and attributes that are required for the position. It is designed to help you streamline your selection process. See [template4 SelectionCriteria.doc](#).
- **Competencies** refer to professional skills. (eg. Qualifications to perform cervical smears, ability to use MS Office etc.)
- **Attributes** refer to desirable qualities and attitudes.(eg. flexibility, ability to work under stress etc.)
- You should include both mandatory and desirable competencies and attributes in your position description and selection criteria.

Activity 2



- Discuss the following question in small groups –
 - Your practice services a large proportion of both elderly and female patients. It also uses a computerized practice management system.
 - How would this information influence the type of competencies and attributes required of the new hire?
 - Develop a list of these competencies and attributes.
 - Identify the ones that are **mandatory** and those that are **desirable**.
 - Prioritise your list of desirable attributes.

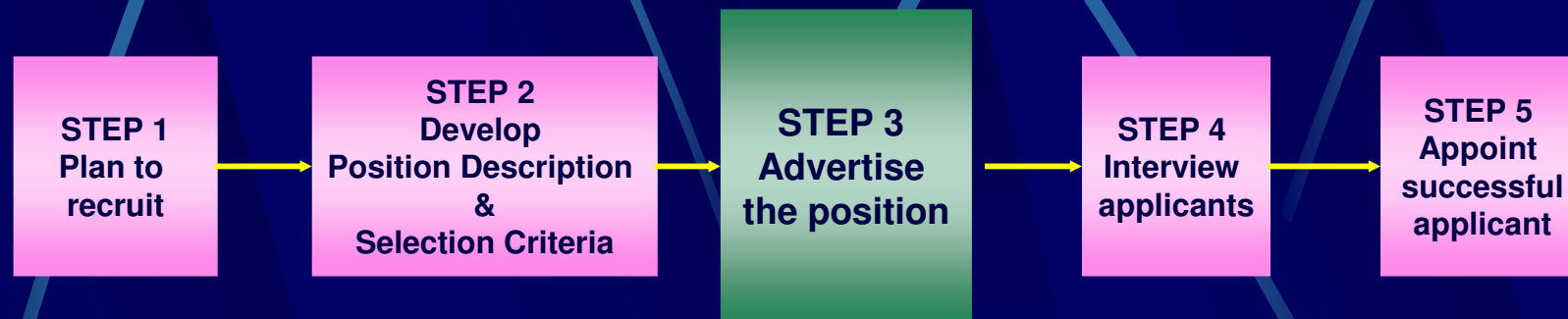


15 mins

Equal Employment Act

- The Equal Employment Act states that you are prohibited to discriminate either directly or indirectly when employing staff on the grounds of, sex (including pregnancy and childbirth) or sexual orientation, colour, age, race or disability, religious or ethical beliefs, family, marital or employment status, ethnic or national origin, political opinion, gender identity and breastfeeding.
- Always check your position description, selection criteria and job advertisement to ensure that they comply with the act.

Recruitment process



Activity 3



- Open discussion –

- What sort of information should you include in your job advertisement?
- What are the features of a well constructed job advertisement?
- Where would you advertise the position?
- Are there any benefits in canvassing for applicants by word of mouth ?

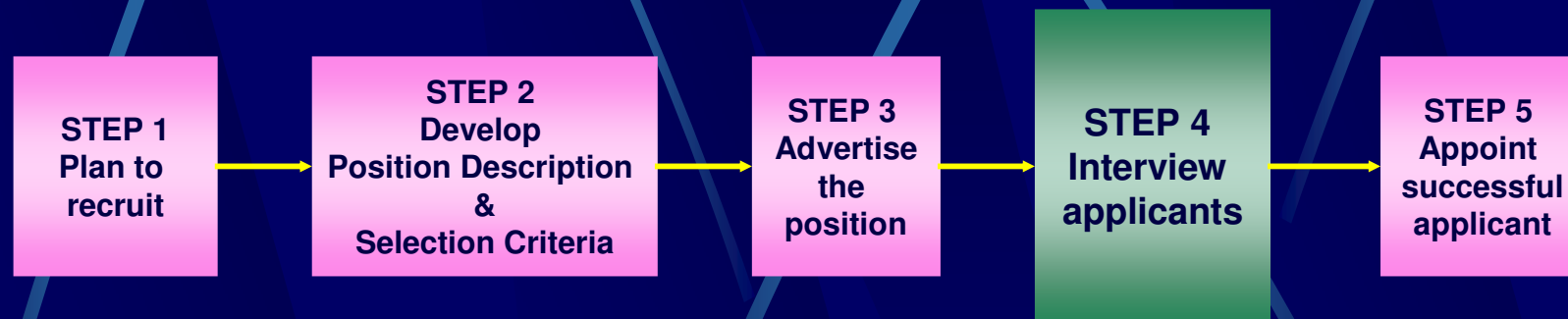


5 mins

Step 3 – Advertise the position

- **Construct** your advertisement. It should contain all key information, and be eye catching and inviting.
- **Advertise** in major weekend and local papers, as well as in major job search websites (eg. www.mycareer.com.au or www.seek.com.au)
- **Inform** staff and others about vacancy to ensure all potential candidates are canvassed.
- **Respond** to applications
 - Discuss position over the phone.
 - Provide relevant documentation (Application Form, Expression of Interest, Position Description etc.)
 - Record details of applicants.

Recruitment process



Step 4 – Interview applicants

- Review applications
- Shortlist applicants
- Prepare for interview
- Conduct the interview
- Check references
- Undertake police check

Reviewing applications

What are some of the things you should look out for?

- Tone, style, construction of letter and CV
- Unexplained gaps in work history
- Evidence of personal and professional achievement
- Experience relevant to the position
- Experience matching the selection criteria
- Referees

Shortlist applicants

How would you shortlist applicants?

- Use list of mandatory competencies and attributes to eliminate unsuitable candidates
- Select applicants who meet selection criteria, have appropriate and explainable work history, and other outstanding attributes
- Examine applicants' stated achievements and decide if they need clarification either before or during the interview.
- It is important to respond to applications no more than two weeks after the closing date. Notify successful applicants of interview date, time and place. Notify unsuccessful applicants by letter.
(See [template6_UnsuccessfulApp.doc.](#))

Activity 4



Open discussion –

Reflect on the interviews that you have attended either as an interviewee or an interviewer.

- Focus on an interview that you consider to be highly effective. What were the main factors that made it effective?
- Now focus on an interview that you consider to be highly ineffective. What were the main factors that made it so?



5 mins

Prepare for the interview

What must you do to prepare for the interview?

- Confirm the interview panel.
 - Include the Practice Manager and at least one Practice Principal. Aim to have two or three people on the panel and ensure there is gender balance.
- Review candidates' CVs prior to interview
 - Note areas that need further explanation and issues to explore
 - Prepare questions on each candidate's work history, skills and experience.
- Anticipate questions from candidates and prepare responses
- Confirm venue and time
 - The practice is suitable for interviews. It is convenient for the interviewers, and will provide candidates with an understanding of the environment in which they may be employed.
 - Allow enough time to conduct the interview in a relaxed manner.
- Seek help from your division
 - Your division can provide an interview room or an experienced practice nurse to sit on the interview panel

Conduct the interview

- Welcome and brief applicants
 - How would you put interviewees at ease so that they will open up to you?
- Ask specific questions
 - Frame your questions in a clear and specific way so that interviewees know exactly what information you require. Eg. "Give us an example of the time you..."
- Probe for specific experience and skills
- Invite questions
- Advise on follow-up procedure

Interview skills

- Questioning techniques

- Use open ended questions rather than closed questions to encourage participants to explore the topic.
 - Example of a closed question: “Have you any experience with wound care?”
 - Example of an open ended question: “What experience have you had in wound care?”
- Use **reflective questions** to check your understanding of what has been said.
 - Example: “You left your first job because you wanted a change. Is that right?”
“You feel that your present job role does not fully utilise your experience and skills?”
- Ask questions relevant to position, skills and abilities.
- Avoid questions that contravene Equal Employment Act
- Use a standard set of questions for everyone. You may direct specific questions to individual interviewees to seek further clarification.
See [template7 InterviewQuestions.doc](#).

Verbal and non-verbal communication cues

- What is the difference between verbal and non-verbal communication cues?
 - Verbal cues are expressed through words (ie what the person says) while non-verbal cues are expressed through behaviours, actions and appearance.
- What are some examples of non-verbal cues?
 - Eye contact (avoiding eye contact, giving sustained eye contact etc.)
 - Posture (slouching, upright, leaning forward)
 - Hesitation
 - General appearance (general neatness, attire, hair etc.)

Interview skills

- Active listening

- Use non-verbal cues to encourage the speaker.
Eg. Nodding your head to let the speaker know you are listening, giving the speaker eye contact, leaning forward etc.
- Ask open questions to explore issues. Eg. Can you give us an example of how you showed initiative in your job?
- Check your understanding by summarising and paraphrasing what has been said. Eg. So, you left your previous job because you wanted a career change. Is that right?
- Pay attention to what has been said (ie. verbal cues) and what has not been said (ie. non verbal cues or body language). Non verbal cues may be just as important as verbal cues.

Activity 5 – Role Play



In groups of three, plan and conduct a mock job interview. Your trainer will provide you with the CV of the applicant to be interviewed. In particular:

- Ensure that your group follows all the key steps in the interview process. You may wish to assign different tasks to each group member.
- Ensure that you demonstrate the appropriate questioning techniques and active listening skills.

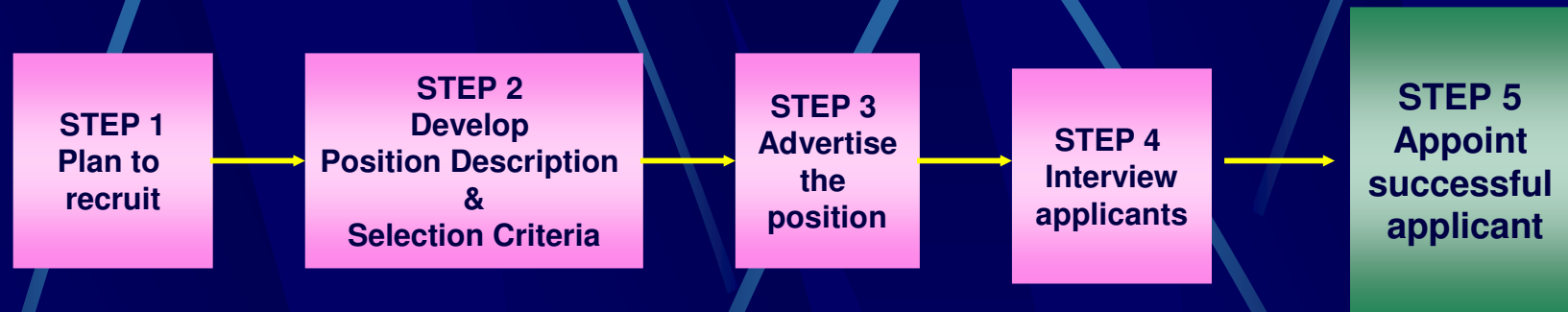


45 mins

After the interview

- Revise interview notes and obtain feedback from panel, after each interview.
- Review all applicants, prioritise and make final selection after all interviews.
- Check references.
 - Why is it important to check the applicant's referees?
 - What questions would you ask the referees?
- Conduct police check.
 - Why is it important to conduct a police check?
- Make offer to successful applicant or, if a suitable applicant is not found, re-advertise.

Recruitment process



Step 5 – Appoint successful applicant

- Make verbal offer.
- Follow up with written Letter of Appointment stating Award and Conditions of Employment (Or individual contract, if appropriate). See [template10 Staff Employment Details.doc](#)
- Send Position Description, Confidentiality Statement and Staff Data Employment Sheet for agreement and signature.
- Notify unsuccessful applicants of outcome.

Probation

- Why do we need a period of probation?
 - Trial period for employer and employee
 - Opportunity for both parties to develop a successful partnership
- How long should the probation last?
 - Generally 3 months
- What should occur during the probation?
 - Meetings to discuss progress and issues
 - Coaching and training
 - Rarely, if performance is unsatisfactory despite training being provided, the employee may be dismissed.

Induction

- What is induction?
 - A process of orientating the new employee to the practice and to “the way things are done here” (ie. Workplace culture, work processes etc).
- Why is it important to induct a new employee into the practice?
 - It is a way of welcoming the new employee.
 - It helps the employee to function effectively very quickly by providing all the basic information about how the practice is run.

Activity 6 (optional)



In small groups, plan a short induction program for a new employee to your practice. Your program should state what should occur in the course of the first few days of work.



10 mins

Activity 7



Open Discussion:

- What is the meaning of professional development?
- Why is professional development important to practice nursing?
- What are some activities that can be undertaken for professional development?
- Who should be responsible for your professional development?



10 mins



Thank you for your time and participation!