The ultimate recruitment and onboarding guide





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Looking for an HR solution?

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Introduction

Recruitment and onboarding are two critical steps when it comes to building a successful business. Bringing the right people into your team can take your business to new heights and innovate in ways you never thought possible. But how do you attract the best talent? How can you position yourself so potential candidates will choose working for a small or medium sized business over a large business? The reality is that larger businesses know the right people and how to make the system work for them.

There's no denying that it's hard for small companies to attract and retain exceptional talent. How can they compete with the big guys who can offer enticing salary packages, onsite baristas and discounted health memberships? I worked as an employment lawyer for 20 years helping countless small businesses navigate the minefield that was, and still is, Australian employment law. One of the things I learned was that people are at the core of every business. It is the people who make or break a company. The people who determine the success of your business and ultimately help it thrive.

Later, when I started running my own businesses I was able to put what I'd learnt along the way into effect. I made sure to hire people that not only knew what they were doing, but who I could also have an honest working relationship with.

If you can learn to attract and retain the best, your business will thank you. That's why we wrote this guide to help you do just that. Read it, share it and let us know your thoughts, we're always up for a chat.



Ben Thompson Chief Executive Officer and Co-founder of Employment Hero

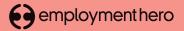


PART ONE How to know when to hire

As a small business, it can be hard to know when the right time to start hiring employees is. Most of the time, a hiring manager will come to you first – but how do you manage expectations and next steps? How do you identify the teams that require additional resources when you have limited budget allowances? Add all this to the ever-evolving job market conditions and it can be one heck of a ride.

Before making these crucial decisions around hiring employees, you must consider all of your options and weigh up a variety of different factors. Thankfully, we've been there, done that, and worked with hundreds of growing businesses doing the same thing.

We want to share some of our first-hand knowledge on knowing when to hire and how you can best go about it.



Step 1: Identify Hiring Needs

There are two possible scenarios that will signal it's the right time to hire...

Scenario #1

A potential hiring manager comes to you and requests a new hire. For this, make sure you are involved in meetings with that manager, check in on their pain points and their suggestions on where they are lacking employees. They'll also find it much easier to come to you when it's time to expand their team.

Scenario #2

You or someone else in the business identifies that it may be time to invest in additional resources for strategic growth. How do you identify the teams that may require additional support? A few key things to look out for are:

- → Your business is missing growth opportunities regularly
- → Too much time seems to be spent on non-essential or admin-heavy tasks
- $\rightarrow~$ Staff are stressed about their workloads
- → Employees who are usually top performers are starting to disengage as their workload is too difficult to manage
- → Overtime is becoming the norm if you notice employees are having to work double time just to get their dayto-day jobs done, this may be a sign that it's time to expand the team
- → Other departments are having to chip in and help
- → Customer service or support is suffering

There are plenty of other signs that it's time to start hiring employees within a business – keep your eyes open and ears pricked for any recurring problems. We also recommend you look at industry data; are your competitor's leaving you behind? What seems to be the benchmark?

Step 2: Building a Business Case

If a member of your leadership team has voiced concerns about a certain area of the business where they feel a new employee would be crucial – get them to write a business case. This new hire will obviously require a salary which will need to be approved, most likely by a Head of Finance or Chief Financial Officer. This is where data becomes really helpful. Inform the team leader/manager of exactly what they need to include within their business case in order to fight the corner for hiring a new employee. We would advise the hiring manager to do the following to start building a business case:

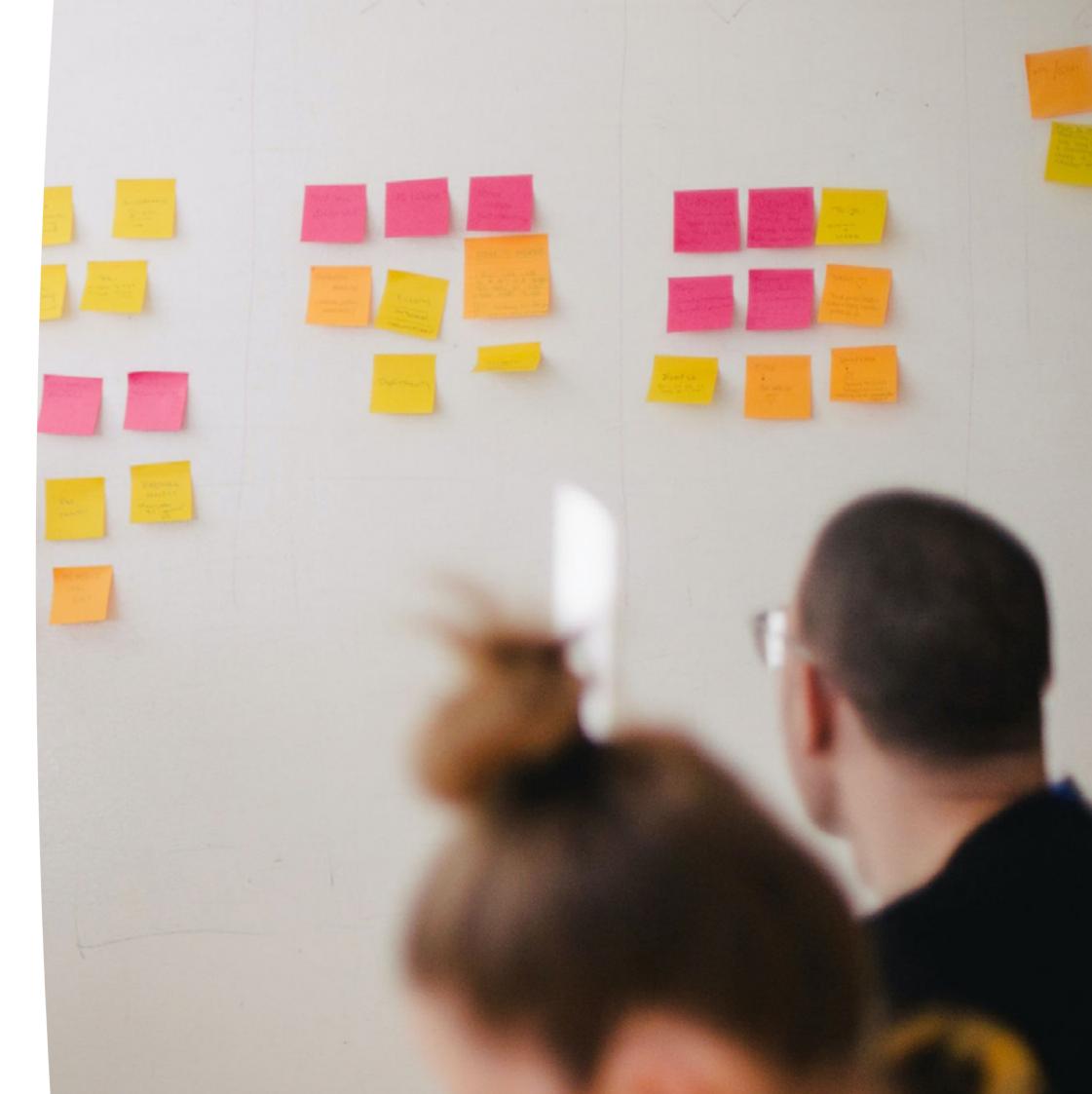
- 1. Ask all team members to record their weekly hours over a 4 week period
- 2. Gather information on competitor staffing and team structures
- 3. Identify tangible business ROI of the new hire

If you can see that the hiring manager is struggling, it's important to help. They'll appreciate the support and you can help manage expectations early on.



Step 3: When to Say No, and How to Do It

It can be really difficult to reject a request for a new employee. After a manager has stated their case for a new team member and the business says no, expect some backlash. Listen to their concerns, are there resources that already exist in the business that can be shifted to help lighten the load? Create a plan for the next steps with the manager so that they feel supported regardless of the business's decision. The last thing you want is a scorned manager who is likely to turn toxic!



Step 4: Salary Benchmarking

If a member of your leadership team has voiced concerns about a certain area of the business where they feel a new employee would be crucial – get them to write a business case. This new hire will obviously require a salary which will need to be approved, most likely by a Head of Finance or Chief Financial Officer. This is where data becomes really helpful.

Inform the team leader/manager of exactly what they need to include within their business case in order to fight the corner for hiring a new employee. We would advise the hiring manager to do the following to start building a business case:

-∑́- Our tip

Google " 'current year' salary guide." Lots of recruitment companies update their salary guides yearly.

- 1. Ask all team members to record their weekly hours over a 4 week period
- 2. Gather information on competitor staffing and team structures
- 3. Identify tangible business ROI of the new hire

If you can see that the hiring manager is struggling, it's important to help. They'll appreciate the support and you can help manage expectations early on.

Step 5: Create a Job Description

We are going to cover exactly how to create a job ad later on in this guide - but once you've identified the new role that's needed, built the business case for it and had approval by the finance team, that means it's time to create a job description.

It may seem like the hardest battle has already been fought (hello internal politics!), but boy-oh-boy, the best is still to come. Deciding where to advertise your new job role, and how to actually write the new role description can be a hard task.

What is the challenge we face?

What do we want to achieve?

Before we get into the nitty gritty of writing a job ad, here's a handy 'New Employee Request Form' you can use whenever you need to hire for a new role. It's important that your business has a recruitment process for using forms like these can help with that.

What is the solution? (including financial analysis and cost)

Provide a one line summary.



part two Job ads

As promised, we're now going to look at how to create the perfect job ad and how best to get it in front of star candidates.





How to Write a Job Ad

Writing a compelling job ad can be really difficult, especially if writing isn't your strong suit. But if your business is lacking in the HR department, the onus could be on you to find new recruits.

How can you create the best possible job ad to attract the best talent to your business? Based on many years of experience, we've put together the perfect formula to attract stellar talent.

Use a highly-relevant job title

The job title is the most important part of your job ad. You need to make sure it stands out the moment an applicant comes across it. It should also explicitly state what the job is, mention the level and type of role and use terms that candidates would search for. Why? It can maximise the number of applications for the role because the basics are clearly defined in the description.

Share your company's story

Most candidates will have no idea about your company or clients before stumbling across your job ad. So it's good to lay the groundwork in the job ad so they know what your company does before they apply. Remember, recruitment is a two-way street!

Start off with a small introduction on who you are and what you do. Highlight your achievements, reputation and include your company mission and core values. On the right is an example of one of the job ads we recently posted for a role here at Employment Hero.

We clearly demonstrate what the company does and what our mission is to potential candidates. They now know that our company falls within the HR tech industry and we have a clear mission statement to be the leading all-in-one HR, payroll and benefits platform.

Θ

Product Manager

Employment Hero - Sydney, New South Wales, Australia (Remote) 2 weeks ago - 46 applicants

Full-time · Mid-Senior level 201-500 employees - Human Resources Services O: See recent hiring trends for Employment Hero. Try Premium for free Actively recruiting Easy Apply Save

About the job

Employment Hero is an Australian tech unicorn - valued at over \$1 billion. Our world-class software is the easiest way for small to medium-sized businesses to manage HR, payroll, employee engagement, and benefits. We've grown 100% year on year since inception, and expanded globally in late 2020. We now service over 80,000 businesses and we will continue to grow rapidly in 2022 and beyond.

We believe in distributed employment and take a 'Remote First' approach with our team. Employment Hero can hire across the globe, assuming that candidates have eligible working rights and are in a suitable timezone. If you've got the skills for the role and the passion for our mission then we want to hear from you!

We're on the lookout for a standout Product Manager to complement our existing team and fulfil our product strategy. This role will see you join a progressive company at the forefront of HR, Payroll, Recruitment, Onboarding, Benefits, Employee Engagement & Performance technologies with the opportunity to grow and develop with us. You will be an integral part of our Product team consisting of Designers, Engineers and Product experts to deliver our product strategy that is aligned to our company vision.

Employment Hero celebrates diverse perspectives and experiences, we invite people of all backgrounds and identities to apply for this position.

Responsibilities

- · Develop a deep understanding of the competition, buyer personas, channel and industry trends to influence product, development and GTM decisions
- · Conduct market research and interact with customers to understand their needs, obtain product feedback and optimise the customer journey
- · Work closely with local and remote teams through Agile methodologies, to solve identified business problems with a focus on delivering results
- · Live and breathe the statistics of the product and ultimately develop plans to grow the north star metric

→ …

· Drive revenue and service excellence as well as controlling costs while bringing new solutions to market



Grab their attention with key selling points

You want to make sure your key selling points for the job role are clear and concise for people who are considering applying.

Showcase the best things about the role such as:

- \rightarrow What will the candidate do?
- → Outline any company highlights
- → Do you offer any benefits that your target candidate would care about?

Provide a job summary

A job summary is very important for making sure any potential candidates know exactly what they are applying for. Even if a job title is similar to a role they've done before, this doesn't mean the role will be exactly the same. Assume the candidate knows nothing about your job and explain it as clearly as possible.

Here are a few things you should include in a job summary:

- → Describe the basic purpose of the job and why the role is needed within the business
- → List the various duties included in that role. Describe what those duties are, how they're performed and why they need to be done
- → Provide business information about who they'd be reporting to, what other positions report to the same supervisor and if anyone reports to them

Set clear goals

Defining the role with clear goals will tell job applicants what they will need to accomplish to reach and deliver key results for your business.

Consider performance-based job descriptions over skills-based ones. The idea is to focus on the results you want from the new hire, instead of education or experience.

Add a list of the primary responsibilities and set tasks they will be doing, but don't overwhelm your applicants with too much information. By adding any more than seven role responsibilities, a reported 69% of candidates would be discouraged from applying.

Language and layout

When writing a job ad it's important to not get stuck on the details.

Use simple language and a clear structure to help candidates understand the role and the business. Use bold subheadings to break your content up into clear themes which will help candidates scan-read the ad.

⁻∕ᢩ͡͡͡ਊ⁻ Our tips

Include information about the specific team they'll be working with, too. For example, if the role sits within the marketing team, add info on any big accomplishments they've achieved recently or big projects they are working on.



Sell your benefits

Employee benefits is something we happen to know a lot about at Employment Hero. In our nation-wide survey on employee expectations, the survey revealed that the top things that influence candidates when accepting a job offer are pay (63%), location (52%), flexible work (45%) and career progression (43%). These are all things that you should be showcasing in your job ad. Especially salary and employee benefits.

Add any employee benefits you offer in your job ad – things such as training programs, commission schemes, incentives and employee wellness programs. Demonstrate that your company has a good work/life balance. This is really important to candidates who are attracted to a job because it offers flexible hours. Understanding what motivates your candidates, whether its remote work or flexible hours, will give you an advantage over your competitors.

ਊ́- Our tips

Make sure you're being concise with your language. Trim any unnecessary words to make your job ad punchy but meaningful. Employees' top three considerations when looking for a new role are:

> 63% Pay/remuneration

52% Location/ease of commute

45% Flexible working

Location is key

After the events of 2020, many businesses have taken a new approach to working. Distributed teams and hybrid working have become the norm, and employees are embracing it like never before. Whilst location may have previously been the important factor in recruiting standout candidates, this is no longer the case. Employees are looking for flexibility when it comes to how and where they choose to work.

With this in mind, it's important to specify whether you require the role to be completed 100% onsite, remotely or a mix of both. You should make this clear from the get-go so your candidates know exactly what the expectations are.

We know that many businesses are still determining what type of working model works best for them and their team, we thought we'd share these statistics with you. 50% of employed candidates said that an opportunity with a good location would attract them to a job offer, with 57% of candidates saying that location is more important than salary.

No matter the location, you should ensure you are showcasing details about what they can expect from their working environment, such as:

Onsite

- → Easy access to public transport, note the nearest train station or bus stop
- → Free on-site car park or nearby parking options
- $\rightarrow~$ Meeting rooms in the office
- → Details of the kitchen and break rooms available in the office
- → Nearby food outlets and cafes for their morning coffee

Remote

- → Any allowances for setting up their home office space
- → What they'll be equipped with when they start working remotely – e.g. access to the latest technology and tools
- → Opportunities for regular team building activities and travel allowances to attend

Explaining some of these smaller details about the location of your office, or the perks you offer for your remote workers will make the candidate feel like they're welcome and already part of the team.

-∑́- Our tips

Not sure of the tools you need to help your team transition to remote work? Employment Hero makes the transition a breeze. Our platform is purpose-built for distributed teams who want to improve engagement, boost productivity and increase communication.



Start thinking about culture-add

The idea of 'culture-fit', where an incoming staff member can easily slide into an existing team dynamic, is a great idea in theory. In practice, it's very limiting. New personality types can help teams evolve and grow.

A better thing for recruiters to look for is 'culture-add'. What diverse perspectives can the candidate bring to the team? How can their working styles and insights help break roadblocks within the business?

Ensuring a new hire is a cultural-add is really important. You want to make sure all potential employees are going to add something into your business dynamic. Employees that add to your culture are also more likely to stay longer and have increased morale and productivity. Company culture is increasingly important for potential candidates when assessing whether they would be a good addition for a company. A video is a great way to introduce candidates to your company culture and brand. This video could include;

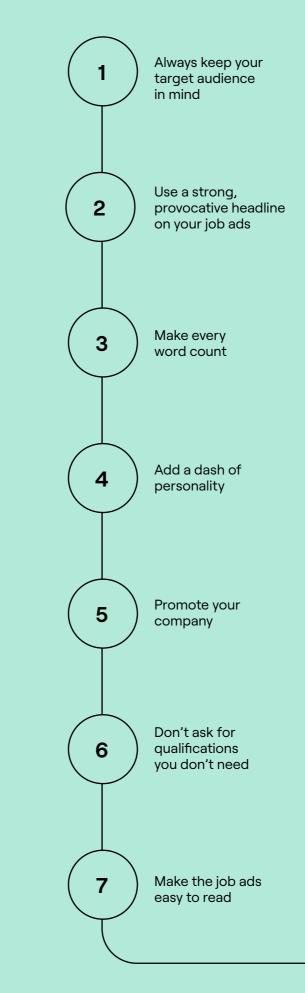
- → Testimonials from current employees about why they enjoy working at your company
- → Information on what kind of people thrive in your business environment
- → Showcase how your business promotes a work/life balance

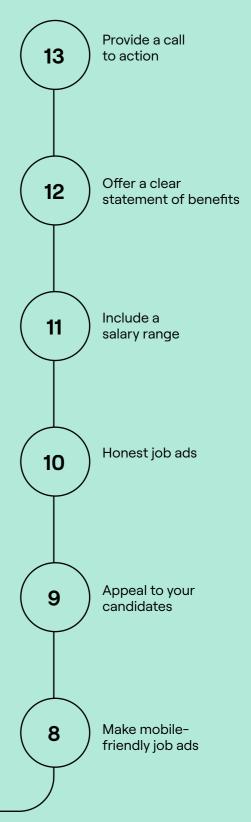
You could also include positive testimonials from your Glassdoor or internal team surveys to jazz it up a little.

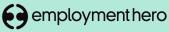
∑́ Our tips

Incorporate the language and tone of your company in your ad. Using some humour or company lingo can add flavour to an otherwise dull ad. Do this sparingly; you don't want to deter a potential good fit because you're seen as too niche.

13 ways to make your job ad stand out







How and Where You Should Promote Your Job Ad

Now you've written a crackin' job ad that's going to attract lots of amazing talent – how and where do you actually start promoting your job ad to ensure it gets to as many potential candidates as possible? Here are our top tips on how to start promoting your job ad and get it seen.

Advertise on job listing sites

Job listing sites should be your first port of call when advertising your job ad.

We asked our resident recruiter Charlotte, about her strategy.

Charlotte said "Our main job board is SEEK which is our paid platform, as well as LinkedIn. We also post on free platforms including Indeed, Glassdoor and sometimes Facebook jobs. With our Seek platform, we also get a funky feature that makes sure our job ads appear further up the list in certain search results. If you have the budget, look into your paid platform options to see what could work for you."

Charlotte also shared one of her top tips with us!

"When posting on Seek, make sure you get the settings right as it can make a massive difference to where your job will appear. For example, the job needs to be placed in the right category. If you are posting a Business Development Manager role, make sure you've highlighted the sales category as this is where salespeople will be searching. Another great example is that even though Employment Hero is classed as a tech company, I make sure the category is set to the HR industry as well, to cover people interested in tech and human resources."

If you are hiring for a particular niche role, there are also specialised job boards which may give you a better range of candidates. For example, if you are recruiting for roles within cyber security – there are some popular job boards specifically for cyber security jobs that will attract that kind of candidate.

If you don't have a big budget to spend on job ad platforms, there are various free job boards you can also utilise like Glassdoor, Indeed or Facebook Jobs. Take a look around and find the right fit for your job role and your budget.

-∑́- Our tips

Did you know Employment Hero features an in-built Applicant Tracking System (ATS)? Our ATS allows you to seamlessly post your job ad to many different job boards with one single submission, giving you the ability to advertise your open roles in the right place.



Social media is your new best friend

It's a highly competitive world out there, and while online job boards have the potential to reach a large audience, there is no guarantee your job ad will be noticed by the type of candidate you actually want to attract. So, another way to effectively promote your job is by taking it to where the people are, and one of those places is social media.

Facebook, LinkedIn, Twitter, Instagram and even TikTok can all introduce your job advertisement to a far wider, and potentially more relevant audience than by just using online job boards. Use the company or your own personal LinkedIn account to share your job openings and encourage your connections and employees to share it too. If you have a large number of connections, posting a link to your career site will definitely help you to get those applications flowing.

Having a strong presence on social media overall is key to building candidate familiarity and general interest. It ensures you're also making space to showcase your company culture so candidates can get a peek inside before applying.

Promoting your job ad through website traffic

Another great way to get your job ad seen is to use a website careers page. Creating an engaging, on-brand careers page is a very valuable asset in acquiring the best talent. There are plenty of benefits to investing in a careers page:

Branding opportunities are endless: this projects a consistent brand to prospective job seekers. As well as showcasing the company value and mission from the get-go.

Career pages reduce the cost of hire: using external recruitment companies costs money, as well as up to 20% of the annual salary fee. Job posting sites can also cost anywhere from \$100 – \$500 per post!

Reduce the time to hire cycle: online recruitment allows for immediate and real-time interaction with candidates. You can reach out within 5 minutes if you really want to! SEO benefits: you'll be your digital marketing team's best friend if you suggest building a careers page for SEO benefits. Between 13-15 million people are searching for jobs each month. Creating an evergreen careers page will help get your brand out there as well as increasing your organic reach. Your careers page will get indexed by search engines, making it easier for job seekers to discover your job openings organically (free advertising for everyone!).

On the following pages, you'll see some great examples of careers pages that we've seen and loved recently.

⁻∕ᢩ͡͡\ Our tips

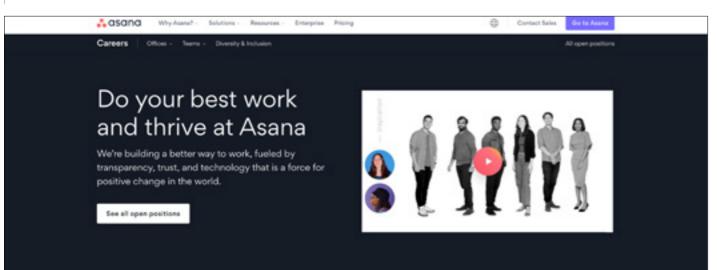
Ask senior members of your team, who probably have a large network, to include a post featuring the job ad on their personal Facebook or LinkedIn page. It can be a way of reaching suitably qualified candidates. Or ask them to write an article on LinkedIn about the company, how great it is to work for, and mention available roles with links to the job advertisements.

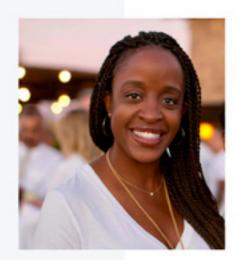
Asana

What we love:

- \rightarrow The careers page is very on-brand throughout
- \rightarrow They introduce some of the key players in the business at the beginning, along with quotes from them about why others should work at AsanaTells potential candidates about the company and how well they are growing as a business
- \rightarrow Introduces the company culture early on by showing that they've been nominated as one of the best places to work three years running

Learn more: asana.com





66 Having a culture of inclusivity at Asana has created an environment where a diverse group of people are not only hired, but given a place where they can really succeed. My voice is heard, my opinion matters, and my work is valued. I am continuously motivated to bring my best self to work with Asana's core values as inspiration - what a special place to grow and thrivel

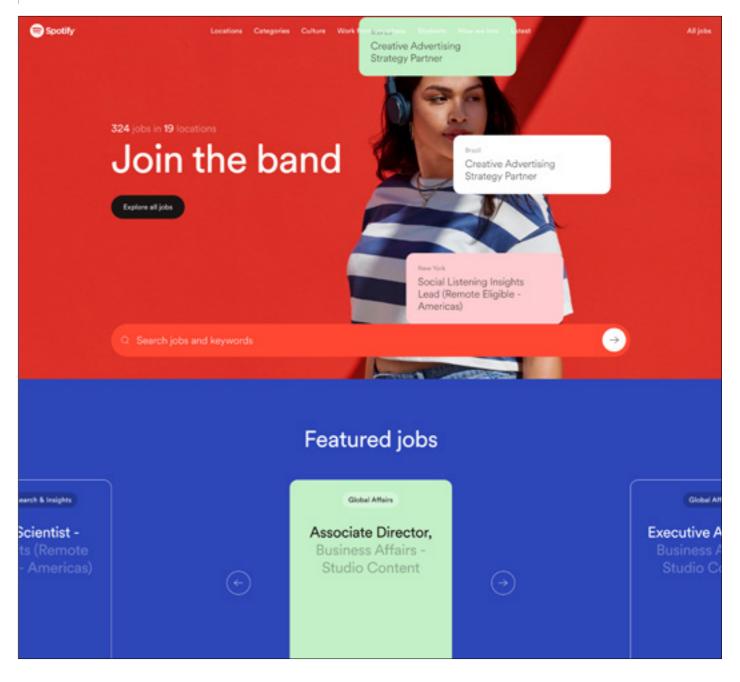
> Islaria Marcala enue Operatione Analysi

Spotify

What we love:

- \rightarrow The cool video in the header which showcases the brand very well along with branded calls-to-action (CTAs) like 'Join the band'
- \rightarrow This page shows the main teams within the business to give a good overview of the different departments

Learn more: spotify.com





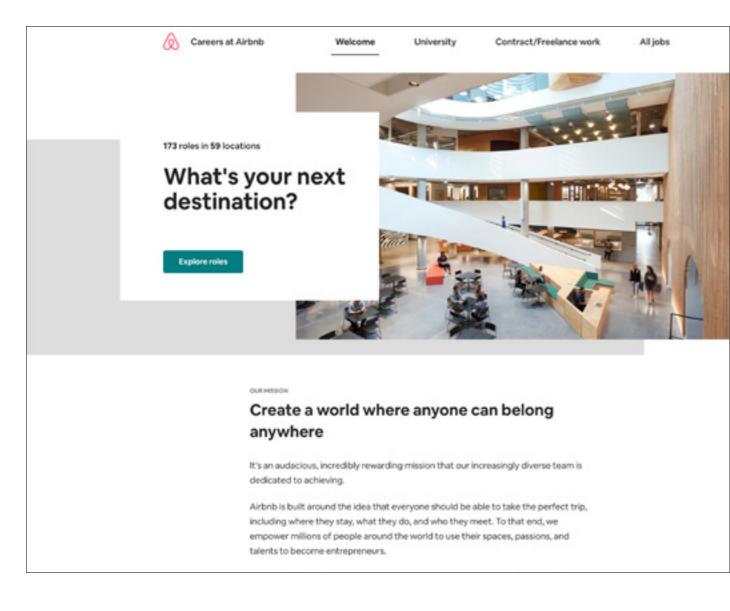
Airbnb

Airbnb has a whole separate domain on their website just for careers – a mini website within their own website!

What we love:

- → On the first page, Airbnb showcases their company values, mission statement and culture. All whilst being on-brand with CTAs like 'Explore' and 'Tour'.
- → They showcase all the different benefits their employees receive if they work at Airbnb, this is a great thing to display early on to show you're a business that cares about reward and recognition
- → List of office locations and different departments within the business. This not only shows diversity but also how big of a company they've become.

Learn more: airbnb.com





Having well-formatted careers pages like the three examples above makes it easier for potential candidates to get to know what your company is like as an employer.

Career pages are a must-have for brands that want to attract a lot of top talent and promote their employer brand to the world. Even if you do not have any job openings, a careers page should be set up to communicate your employer brand to any potential future candidates. You could even set up a notification system that alerts potential candidates when a new role has opened up.

Just having a careers page helps people to always have you in mind when they might look for a job in the future.

Seeking help from your current employees

If you've got a company culture to be proud of, the best brand ambassadors around are your current employees. They are the best people to help you promote your current job opening as they can put a more personal spin on things and explain first hand why your business is such a great place to work.

If you have employees sharing their (hopefully) great experience at your company with their friends, colleagues and family, most of the recruiting is getting done for you. Employees are such powerful job promotional tools and overall advocates for your brand when it comes to recruitment, so we would suggest an incentivised referral program to encourage more of your employees to promote the job ad.

For example, offering your employees a monetary reward if their referral is a success and passes their probation period. Having an incentive like this one will make sure your employees are thinking hard about who would be a good fit for the business and the specific job role.

2

Create an employee social media referral network

3

Simplify your talent 'supply chain'

4

Be smart, authentic and approachable

Build your social media presence and join the conversation



PART THREE Interviewing

Hopefully by this stage you've attracted some stellar talent to your team. What can you do to make sure the interview rounds are as successful as possible? This next section will cover what you need to know about finding your diamond in the rough.



The Best Job Interview Questions For Any Employer

What is one of your biggest failures, and how could you have done better?

No one likes to dwell on their failures, but how someone responds to disappointment is telling. A typical toxic employee, for example, will have a super hard time recognising their own faults, yet will be snappy to point the finger of blame at others.

What does this mean for you? Well, in our experience, candidates who can't accept responsibility for their own shortcomings, are highly unlikely to accept advice or constructive criticism from their colleagues or managers. They are equally unlikely to recognise and learn from their mistakes (because – remember, they didn't make any!). Tellingly, these candidates generally won't ask for help when they need it, and they won't appreciate their team members who go above and beyond to help them out.

Asking interview questions where interviewees have to describe an experience in which things did not turn out quite as well as they'd hoped, and what they did about it, gives you insight into how they perform under pressure. Watch for the red flags when they blame others.

What is your biggest success, and how did you achieve it?

While toxic candidates find it hard to shoulder the blame for failures, they are usually super-fast to accept praise. Other signs of a toxic employee to watch out for are counting team success as their personal achievements. You can hear them describe success in terms of "I", not "we", disregarding any help they received along the way.

These guys are definitely not team players. Anyone who only wants to talk about their own personal wins in past positions without crediting co-workers, is flaunting a major ego problem. Sound the alarm bells. On the flip side, a great candidate will always show their passion for doing their best work, the role they played in their team, and the impact the team had on the organisation.

Which skill area are you lacking in the most?

A potentially toxic employee typically thinks they know it all and isn't interested in learning new skills. On the other hand, candidates who truly want to grow will easily identify skills they need to acquire and find simple, inexpensive ways of doing so. Interview questions that reveal a candidate's more vulnerable side give great insight into their personality.

Tell us about your ideal workday

In any work environment, good relationships are so important to team morale and job satisfaction. But they aren't everything. And it's not a good sign for a candidate to simply focus on the social aspects of their workday, and not the actual work. Look for candidates who think it's important to form working relationships and get along with others, while completing their work.

What five things would you change about your current role, and why?

It's perfectly normal for candidates to dislike parts of their current role, but they should be able to explain the issues without complaining or blaming any particular person. Asking for five different things really pushes them to focus on issues and you may pressure them into revealing signs of toxicity.

Now your candidate has navigated unheeded through your fine toxicity filter. Good job! Here are a couple of final tips to be super sure you've got a high-performer on the line.

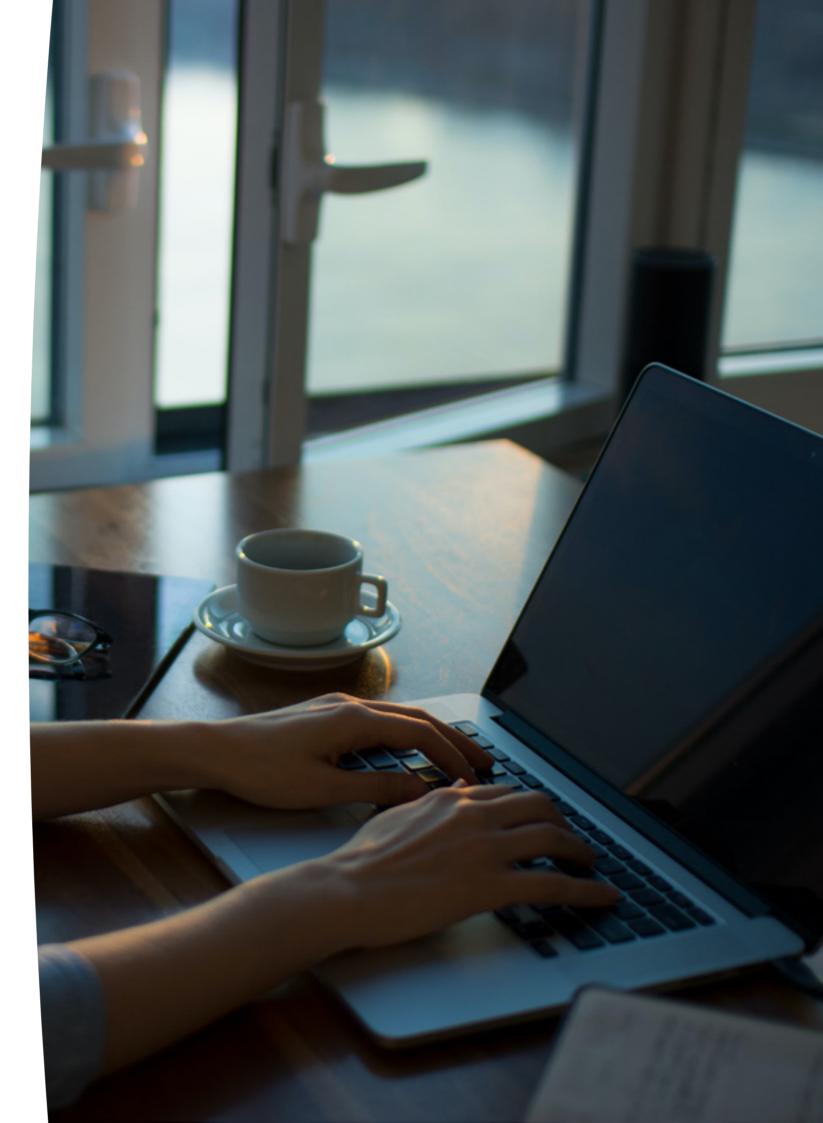


Don't just rely on interview questions: reference check!

Even when candidates have the perfect replies to these questions and are looking like a strong fit, make sure you actually speak with referees before you offer them the job. Sure, most referees will not say anything unduly negative about a former colleague, but it's often what they don't say that matters. Be specific over your call, and ask some behavioural questions that deliver some between-the-lines nuances:

- $\rightarrow~$ What's it like working with him/her?
- → How did subordinates feel about working for him/her?
- \rightarrow Is he/she a team player?
- → What could he/she improve on?
- → What do you consider their greatest attribute to be?

Listen very closely and be sure to drill down when you sense trouble. By using behavioural interviewing techniques and understanding how the candidate conducted themselves in the past, you can better assess whether there's any potential flaws you may need to be wary of.



Encourage inclusive recruitment

When it comes to recruitment, you want to encourage everyone to apply. Having employees from different backgrounds, beliefs, cultures, sexual orientations, abilities and genderidentities can help bring different ideas and points of view to the business.

However, you need to be aware of hiring bias during the recruitment process. This is where a preference is given to a certain type of person over another during the recruitment process. It can lead to a lack of gender and cultural diversity in your workforce, and can remove equal opportunities for people with disabilities, various religious beliefs, sexual orientations and gender-identities.

Bias in hiring can exist at all stages of recruiting such as:

- → Using discouraging language in job descriptions
- → Not advertising widely enough
- → Not recognising great talent to progress to the next stages
- → How can you challenge bias in your hiring processes? Here are some practices to implement to create a fair hiring system.

Create a structured recruitment process

Have your HR managers follow a standardised hiring process for recruitment. Every time a new role appears, candidates should all move through the one funnel. Under one role, candidates should be interviewed with the same questions and respond to the same task. Make sure all applicant paperwork and correspondence is filed in a place that is easily accessible to the hiring team.

Consider your language when advertising

The language and imagery you use in job ads are important. When presenting each role, consider different types of applicants who may be applying. Be conscious of framing your workplace as an accepting and inclusive place to be. Consider putting a statement on the end of your job ads that invites people of all backgrounds and identities to apply.

Collect and analyse data on your talent pool

After a period of staff growth, collect and analyse recruitment data. Make note of who is applying for advertised roles, who is being hired and what the candidate experience is like. Can you identify any patterns that might suggest an unconscious bias in your hiring staff or a lack of diversity in applicants? Ask candidates for feedback, like how they found the recruitment experience.

Get the team involved in interview questions

Once you've narrowed down your shortlist to just two or three candidates, it's smart to get the wider team to meet them. While a gifted yet toxic candidate might be able to pull the wool over your eyes, it's unlikely they can fool the whole team.



Interview checklists

Pre-interview checklist

□ How are you going to promote your EVP?

Make sure you a) have your EVP developed and b) work out exactly how you will present this to all candidates that interview for the role you have open.

$\hfill\square$ Are your questions reasonable?

Develop behavioural interview questions that assess skill and culture add of candidates. Ask candidates how they reacted to past events, rather than how they think they would act to something in the future. Questions like these are designed to show how a candidate has behaved in situations similar to what they'd face at your company.

$\hfill\square$ Create an interview structure

Don't jump straight into bombarding candidates with questions, make sure you have a structure to your interview that covers all the main points you want to discuss clearly mapped out.

Have you booked the interview at a good time?

You want to make sure you've booked the interview in at a good time. Have you given yourself enough time before and after the interview to collect your thoughts and collate your notes together? We recommend giving yourself at least 20 minutes either side of the interview to prep.

□ Do you have the right attitude?

If you've been having a stressful day in the lead up to the interview, take a break, grab a coffee or step out for some fresh air. You want to go into the interview with a fresh mind to stop yourself bringing any negative attitude into the interview room.

Take down notes

Try to note down key points throughout the interview. Even if it's a small note next to a certain part of their CV – you can then elaborate on them once you've concluded the interview. You don't want to spend the whole interview distracted by trying to write notes, so just keep them simple and use things that will jog your memory after.

\Box Ask the right questions

Easier said than done, we know. But try to use open-ended, direct questions to get the most out of your candidates. You want to know more about them than what's written on their CV. Ask for examples of their past work or projects, how they manage their time or what they get up to on the weekend will allow them to openly talk about themselves and give you a better understanding about who they are.

$\hfill\square$ Have you made the process clear?

At the end of the interview, let the candidate know when they can expect to hear back from you. Follow through with that promise, even if it's just to tell them you need a little more time to make a decision. Be transparent and let them know the next steps.

$\hfill\square$ What's the next step?

If you're still unsure on a candidate or just want another opinion, think about who belse they could interview with in your team. It's always good to get a second perspective. Whether that's asking them to come back for a second interview with the CEO or a potential team member.

□ Follow up email

It is best practise to send a follow up email either the same day, or the next day after an interview. You don't need to let them know feedback at this stage, or whether they got the job, but just thank them for coming in and outline the following process. You should have already told them, but outline again exactly what the next steps are and when they should expect to hear from you again.

Can you provide constructive feedback?

If after the interview you know that the candidate isn't right for the role, have you gathered enough constructive feedback about how the interview went in order to share that with them? In a recent webinar we hosted with Uber, their Recruitment Manager Katie Noakes, said "How can we design a process for the disappointed?" and being able to give constructive feedback is part of that.

□ Move quick!

Obviously you want to take the time to weigh up your options to make sure you're hiring the right person. But your first choice may also be considering their's. Once you've made a decision, extend your offer as soon as possible to avoid losing that top talent to someone else.



PART FOUR Stand out from the crowd

In the interview process, it's not just the candidate who needs to impress. How do you showcase your business, employer brand and employee value proposition (EVP) in the best light and make sure that you are attracting that top talent? Let's chat about smart ways to use your employer brand and EVP to attract the right people and top talent.



Need proof first?

If you need some stats to confirm the importance of an employer brand, we've got you covered. LinkedIn's 'Employer Brand Statistics' report highlighted significant impingement on organisations that fail to have a strong employer brand. Ultimately influencing a potential candidate's decision to engage with your business, this research revealed the following:

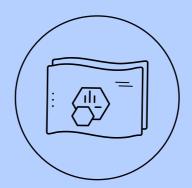
- → The #1 Obstacle for candidates looking at job ads, was not knowing what it is like to work for the company
- → Candidates trust the company's employees 3x more than the company to provide credible information on what it's like to work there
- → A whopping 75% of job seekers
 consider an employer's brand
 before even applying for a job
- → 52% of candidates first seek out 1) the company's sites and 2) social media to learn more about an employer

With these statistics front of mind, let's look at different strategies you can implement in your business to make sure you're showcasing your employer brand and EVP in the candidate search.

Employer branding facts



The #1 obstacle for candidates looking at job ads was not knowing what it is like to work for the company



A whopping **75% of job seekers** consider an employer's brand before even applying for a job.



Candidates trust the company's employees more than the company to provide credible information on what it is like to work there.



52% of candidates first seek out 1) the company's sites and 2) social media to learn more about an employer.



Strategy 1: Showcase it!

Don't be afraid to be a storyteller. Storytelling is a lot more appealing than a "We're Hiring" post on Seek, LinkedIn or any other job board. If candidates can hear from someone doing the job they're looking to apply for, they're more likely to want to apply. You're essentially making the role and company 'real' in their eyes, helping them to picture themselves in amongst it all. Now, that's exciting!

Encourage existing staff to share the job opening to their networks, with some commentary on their usual day-to-day.

Make sure you're talking to your EVP in your job posting. Include a salary range, your reward and recognition initiatives and communicate company culture to help build a more compelling employer brand. Trust us, candidates want to know this!

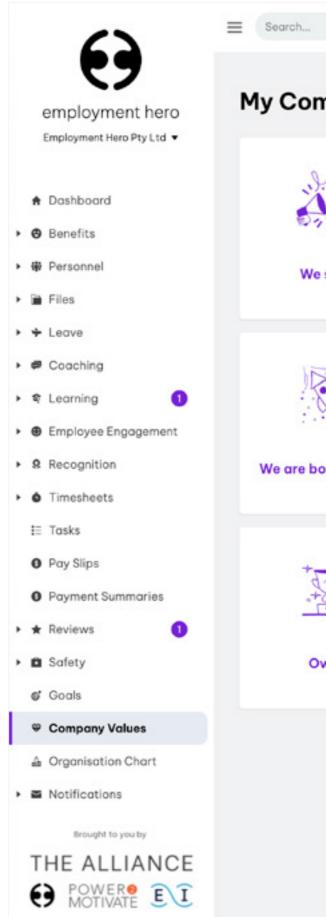
Finally, allow the hiring manager to have ownership through the process. Involve them in writing the job ad to help describe the team the candidate will be joining. Hearing from the hiring manager is more compelling than someone removed from that particular role and team! The hiring manager is who the candidate will be reporting to and working very closely with if they get the job, so it makes sense to bring them into the picture as soon as you can.

Strategy 2: Create content that speaks to the talent you want to attract

This may seem obvious. However, it is not as easy as it seems and requires a strong partnership and alignment between People and Culture, and Marketing. Create content and videos that appeal to the candidates you are trying to hire. The first step in recruitment is creating your candidate persona. This is the representation of your ideal candidate, the one you are trying to attract, hire and retain. This persona is formed by defining the characteristics, skills, and traits that make up your perfect hire.

A great example from us at Employment Hero is that we look for people who are driven and inspired by our purpose. Hence our videos and content are directed at attracting candidates who want to make employment easier and more rewarding for everyone (just as much as us!).

We also showcase our values proudly in our job ads, in our Employment Hero app and on our website. We believe every company should be doing this. We've made it really easy to have your values front of mind for your own company by adding the Company Values tab.



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Own it



Strategy 3: Honesty & authenticity

Fostering these two attitudes are key to attracting the best talent who will both add to your culture and grow your company. If you're not honest, you risk losing talent you have hired early (after spending all of that time and money on attracting them!).

It's not just the People and Culture team that need to adopt honesty and authenticity in the hiring process. Make sure you also train your hiring managers to practice these attitudes. For example, at Employment Hero, we are completely upfront about the fact that we move fast and are all owners of the company.

If a candidate prefers process and doesn't see fast as a fit – that is their decision to make. It is best for everyone to have a candidate self select out if they feel that they won't fit with your values and cadence of working. Having them walk away as a brand advocate is also key. Make sure no matter what the outcome is, your candidates leave with a great experience. Remember, people talk...

Strategy 4: Employees as advocates

If you've got a solid employer brand and EVP, your employees will naturally progress to becoming employee advocates. What is employee advocacy and how can you speed up the process? Employee advocacy is the promotion of a business by its own team members. This form of promotion has been revolutionised in recent years through the increased use of the internet and social media. Having your employees share their experience of working for your business is easier than ever. So, join the 31% of high growth firms using employee advocacy to increase their employer brand using some of our top tips.

1. Social media advocacy

Social media has completely changed the way brands can utilise employee advocacy. Your employees spend a lot of their free time on social media – whether that's Facebook, Twitter, Instagram or other social networks. If you can incorporate social into the equation when it comes to producing brand ambassadors out of your employees, you're in for a win.

Getting your employees to share articles from your blog, post pictures around the office or other types of content onto their own social networks can significantly improve your reach and get your brand in front of people you would never normally be able to reach (unless you have a hefty social ad budget!).

All of your employees will be part of different and unique Facebook pages, Linkedin groups which will give you access to a target market you never thought of, or had the capability to reach before. The reason social media advocacy works so well is because people trust content and recommendations from people they know, much more than they trust marketing messages from companies they may not know much about.

2. Company branded merch

Company merchandise or swag is an old school employee advocacy tactic, but it still works today. Giving your employees free shirts, keychains or other usable items provides people with a way to show off your brand without even trying. Any time employees wear a t-shirt or use a water bottle, they are advocating on behalf of your brand. It's free advertising and your employees get some freebies too, so everyone's a winner.

We recently invested in some Employment Hero Macpacs for our team here at Sydney HQ. It's great to see people from all over the business wearing their jackets proudly on their commutes, to important meetings and or just when they're out and about.



3. Glassdoor Reviews

Glassdoor is a powerful tool for your employer brand. Getting employers past and present to review their experience working for your business is a great way to showcase what you offer. They will also supply people with an unbiased perspective of what your business is about.

As with every open review site, sometimes this can skew negatively. But as long as you are open and honest in your responses to all reviews – whether they're positive or negative – it shows you are a business that cares.

4. Build out your LinkedIn Careers page

When was the last time you took a good look at your Linkedin Careers page? Do you even have a Linkedin Careers page? In all fairness, a Linkedin Careers page may not be as vital for some companies as others. However, if you can leverage social media for your employer branding presence more, why not start?

There are two main parts to your company careers page: Life and Jobs. These two tabs help to show candidates who you are and the jobs you have available. Please note that pages for Search and Staffing companies will have a What We Do tab instead of the Life tab.

Our Careers page has an intro video, showcases our founders Ben and Dave, some lovely company photos, employee perspectives and testimonials!

5. Networking and meetups

Sometimes showing up and being present is the best way to get your employer brand out there. Reach out to your star employees and ask them to attend events and meetups for networking opportunities – even if they're virtual events!

This is a perfect fit for employer branding because peers relate better to each other. It's more natural for someone to be at an event that is relevant to them and spruik the company they're from to others. Compare this scenario to you as a recruiter or people and culture professional looking for talent, and you can see which one works better.

Remember, your employer brand is your reputation. Ask yourself how you can create employee advocates that promote your company in a positive light.



The key takeaways

You'd be forgiven for feeling overwhelmed by everything we've just covered here so we'll try and summarise the important points for you.

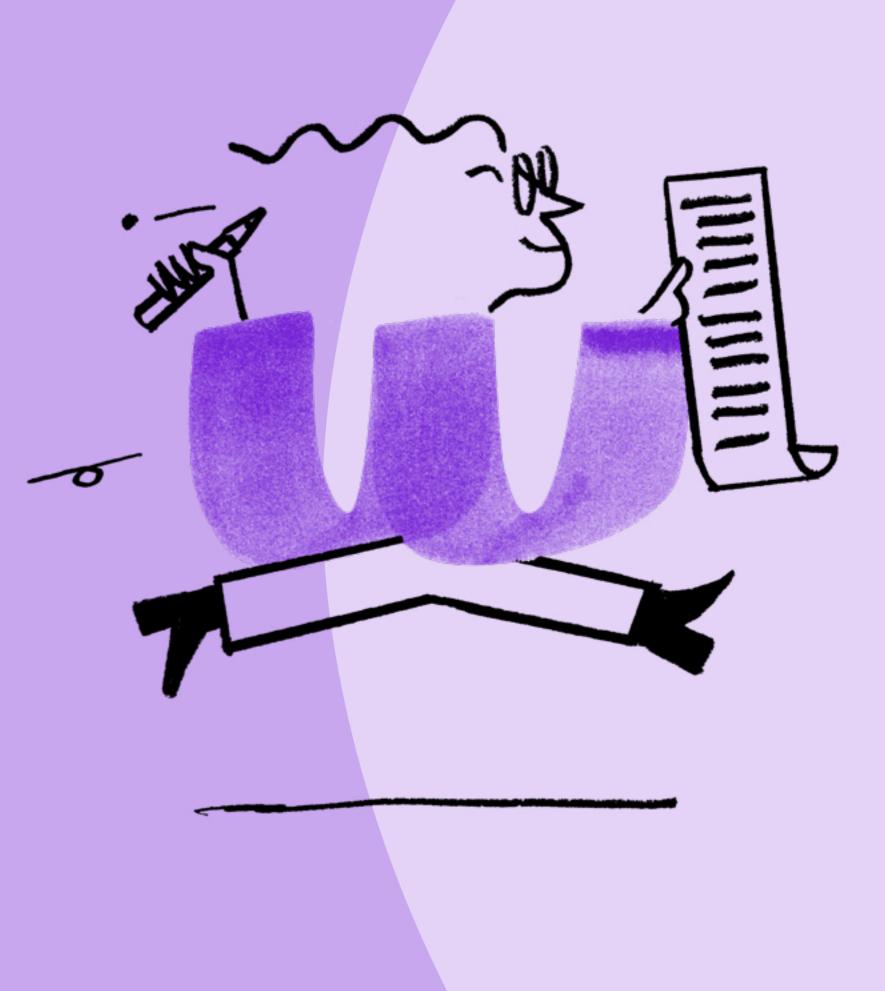
- \rightarrow Your employer brand is your reputation
- → Your employee value proposition
 (EVP) is your offering
- → Strategy 1: Showcase it! Build up your employer brand backed by strong EVP
- → Strategy 2: Create content that speaks to the talent you want to attract
- → Strategy 3: Honesty and authenticity from start to finish with candidates
- → Strategy 4: Employees as advocates. By leveraging a number of key channels, your employees will soon become your greatest advantage in getting your employer brand out to market.



PART FIVE

Onboarding & Induction

When a new employee starts it can be easy to let them rush into things. However, for their long-term success within the company, we'd advise against this. Before they start you'll need to ensure that their contract, policies and paperwork is all up to scratch. Then when they do start, there should be a proper induction plan in place to ease them into the business.



Usually, hiring new staff comes with a mountain of onboarding paperwork. However, that doesn't mean your new starter's first day should be all about filling in forms, dotting the i's and crossing the t's.

Far from it. There are much better ways to get your new hire off to a great start. Before we run through the onboarding checklist there are a few things you need to consider when it comes to making sure the onboarding process is the best experience possible for new employees.

Workplace culture within onboarding

Employees are more likely to invest themselves personally in a company's success if they feel aligned with the business. This starts by understanding the culture. It's essential to get your new employees involved in your company's culture on day one. The best way to do this is for new starters to spend time with employees from different areas of the business with various levels of seniority.

Likewise, implementing a buddy system ensures your new starter has someone to talk to, which is so important in the first nerve-wracking weeks of a new job.

Mission, vision and goals

If you want your new starter to embody the company's mission, vision and values, then you need to share this as part of your onboarding process and show them where the business is headed. It's equally important for everyone to understand their own goals and how they relate to the big picture. Communicating the goals of their role during the onboarding process will help new hires focus their efforts towards achieving them.

Onboarding new employees

Getting to know all the new faces and personalities in a business can seem daunting at first. Your role is to help new employees settle into their new team and get to know the clients, colleagues, managers, etc. they will work with so that they become recognised and integrate naturally.

Employee onboarding is a process

If you're going to ace first impressions, you need to start your onboarding process well before day one. Beyond the onboarding pack, it's important to think about how you're going to immerse your new starters into your company culture and instill in them the knowledge and behaviours that will lead to their long-term success.

Here's some practical ideas to help you create an onboarding process that helps your new employees get off to a flying start.



Before an employee's first day:

Work Space

- Prepare your new employee's
 work area and office space
 and equip it with supplies
- Order appropriate access keys/security cards and make sure they work
- Order business cards, if applicable
- □ Arrange for parking, if required
- Send out any equipment and technology for remote employees via a courier
- Give them details about any remote working allowances

Technology Access

- Order technology equipment
 (computer, iPad, phone) and software
- Set up their system in advance and assign them to a printer
- $\hfill\square$ Arrange for access to common drives
- $\hfill\square$ Add their name to relevant email lists

General Communications

- Share the news about the new starter with everyone in the business so everyone's ready for their introduction.
 It's a good idea to share something personal about your new hire such as their love of coffee or their favourite footy team. In this way, other employees have something they can use to break the ice with them when they meet
- Assign a buddy or mentor the new hire can rely on to show them the ropes and answer their questions, even show them the best place to grab lunch

<u>First Day:</u>

- Have a small gift waiting for them such as your company t-shirt, mug or keychain
- Give them a tour of the office
 or workplace and introduce
 them to key team members
- If you haven't already given them an onboarding pack before they started, make sure you present it on their first day, and give them time to complete the paperwork over the week ahead
- Meet with them and their manager to explain the expectations of their role. The new starter needs to know what they're supposed to be doing, and how that contributes to the company bottom-line
- Have their manager assign any simple tasks
- Take them out for lunch with their manager and buddy or mentor

First Week:

- Introduce them to employees from different areas of the business and have them shadow them so they can experience the business from many different aspects.
- Meet to check they've signed the paperwork and have accessed, read, and acknowledged your company policies
- Check-in with them and their manager regarding any first tasks
- Have their manager assign them their first project

First Month:

- Hold regular check-in meetings and evaluate their progress after a month in the company
- See how they're getting along with the rest of the team and whether they're enjoying their work
- $\hfill\square$ Assess and action training needs
- There you have it! An onboarding checklist to keep in your back pocket for when you have new employees starting in your business. Remember, first impressions count.

Induction Mistakes

Now, here's what NOT to do! Induction mistakes that aren't good for business.

Mistake #1. Not following up with a new starter in the lead up to their first day

So you've made the candidate a job offer, set a start date and then... radio silence. Why?

I'm not saying you need to pester the poor person everyday until they start with countdown-like announcements – but checking in a few days before their first day just to remind them of anything important they might need to bring, or giving them a run through of how the day will go might help them feel more at ease. Starting a new job can be nervewracking so making sure they're at-ease before they start goes a long way.

Mistake #2. Not being prepared for your employee induction

Always be prepared. If someone is coming to start a new job, it's your responsibility to make sure they have everything they need to get up and running as quickly and seamlessly as possible.

Mistake #3. Overloading your new starter with information

Don't overwhelm your new starter with too much information. This could result in them feeling disheartened and that they're not a good fit for the role. Instead of having a fullon induction day, why not try an induction week? So that your new starter has plenty of time to learn the ropes at their own pace.

⊖ ∑́_ Our tip

Something we implemented at Employment Hero HQ is that we now start all new employees on a Wednesday. This means they have 3 days of training, induction sessions and welcome meetings that teach them everything they need to know about the business and their new role. They then have the weekend to digest it all, do some independent work if they need to and then come in fresh on the Monday ready to deep dive into their new role.



Mistake #4. Handing them a mountain of paperwork

The classic mountain of paperwork imagery that we all know and love is back... but it's still as true as ever. No new employee wants to start off their new career with a large amount of paperwork to sieve through.

Mistake #5. Impersonal experiences during employee induction

Make your new employees feel like one of the team, not just another number to the business payroll.

Mistake #6. Not introducing them to the team or wider company

You want new starters to feel at home as soon as possible, so make sure everyone knows who they are, why they are there and that they are welcomed.

Mistake #7. Assuming your new starter knows the lingo

Your team might not be using universal or industry specific language, so you shouldn't assume that your new starter knows what you're talking about.

Why not go that extra step for your new starters by creating a cheat sheet or glossary? This means that every new starter will always have something they can use as a resource to get themselves up to speed with the business lingo.

Mistake #8. Not asking for feedback

Feedback is key for any growing business, and this is the same as growing your people. Don't bombard them with feedback questionnaires on their first day. We suggest sending them a few brief questions at the end of their employee induction process and again at the end of their probation to get some honest feedback about how they found the process.

Mistake #9. Responsibilities are not clear

If the new starter finishes the induction or onboarding process without knowing the main responsibilities of their new role, something wasn't made clear to them. And that fault is on you.

Mistake #10. You stop training

Just because the induction process is over, don't stop supporting your new employee with their professional development. Make sure there's always a way for them to learn more information – whether that's about the company or specific to their job role.

∑́- Our tip

At Employment Hero we get all our new starters to feel out a short and sweet bio about themselves which includes a bit more information about them, their Linkedin profile and a quote about why they are excited to join the Employment Hero team. We then send this round to the entire business so everyone can learn a little more about our new starter.



How do you ensure employees stick around?

When you're hiring new employees, it makes sense to start them off with an initial probation period which you outline in your letter of offer or employment contract.

In this way, you can assess their suitability for the role and fit within your company in a relatively low-risk way.

Employers are on probation too

Don't think of a probation period as a "get out of jail free card". This is no oneway street. Yes, you can swiftly terminate employment during this time if your new hire does not meet expectations. But, at the same time, your new hire can just as easily use the probation period as their fast exit out of your business. Remember, you're on probation too!

How probation periods work

Many employers use probation periods of between three to six months. It's totally up to you as the employer to define the length based on your needs. During this time, either party can terminate the employment, but it's important to understand that a probation period does not give you the licence to fire an employee outside the framework of the Fair Work Act. While on probation new employees are subject to the same conditions of employment as your other employees. You must pay them at the prescribed rate of pay as outlined in the applicable award or enterprise agreement. And they accrue and can access entitlements such as annual leave and personal/ carer's leave just like everyone else.

If an employee doesn't pass their probation, you need to schedule a meeting and advise them in writing. They are still entitled to receive notice when their employment ends as per the NES or applicable award. And you must pay out any unused accumulated annual leave hours.

Where the probation period is successful, it's good practice to meet with the employee and tell them that their employment will continue beyond the probationary period. Give the employee a letter advising them of this and keep a copy of this letter on the employee's file. With Employment Hero, this process is done electronically (no paper required).

Extensions

Now and then, an employee will get to the end of the probationary period, but you still haven't made up your mind whether to offer them ongoing employment. Whenever this happens, you can extend the probation period for another few months as long as your contract of employment stipulates this. If you think this is something you'd like to introduce, make sure you state in your letter of offer that your probation period is for an initial number of months but you can extend it for an additional amount of time at your discretion.

More risk in terminating an employee

It's important to be aware that as soon as your employee clocks up six months of employment – or 12 months if your business has fewer than 15 employees – your employee is able to make an unfair dismissal claim if terminated, whether they're on probation or not.

5 tips for managing a new starter probation period

As part of your onboarding program, it's important that you or the relevant supervisor takes steps to actively manage new employees during the probation period.

1. Clearly defined expectations during a probation period

Set out performance and learning goals. By clearly managing the expectations, you provide certainty to your new employee as to what he or she needs to achieve to pass the probation period.

2. Regular meetings

Regularly check-in with your new hire to get a real sense about how they're progressing. This gives your new employee every opportunity to raise questions about the business and their role. At the same time, you get to see their attitude and personality up close which will help you make a call on whether they're a good fit with the other staff members and your company culture.

3. Real work

Sounds obvious, but if you don't give your new hire suitably challenging work during their probationary period, how can you possibly assess whether they are right for the role?

4. Mentoring

By providing a mentor you can help new employees better get used to your company's working environment. With ready access to an experienced colleague, they know who to turn to for advice and information and support. This helps improve their self-confidence and ability to meet expectations.

5. Hire or fire? Probation period end results

Before the end of the probationary period, you must make a decision as to whether you want to keep the employee or terminate their employment. If you want guidance for how to approach successful and unsuccessful probationary periods, the Fair Work Ombudsman's website has template letters that you can use.

Where you decide to terminate the employment based on unsatisfactory performance during the probationary period, you need to follow the usual steps the Fair Work Commission sets out for dismissals of this nature.



Want more HR compliance tips?

Getting help with probationary periods and doing all you can to ensure new starters pass their probationary periods with flying colours (or else weed out potential bad fits really early on), is just the tip of the HR compliance iceberg. Download our Essential Guide to HR compliance to make sure you're doing the right thing by your business.



What does Employment Hero do?

Employment hero is a complete HR management solution for small to medium businesses. We empower SMEs by providing automated solutions for employee management and engagement, payroll and employee benefits. Over 5,000 Australian businesses use Employment Hero and together we collectively manage over 200,000+ employees.

Employment Hero HR

Bring all your HR into one, easy-to-use place

With Employment Hero HR you can paperlessly onboard staff, provide induction content, conduct visa checks and performance reviews. We also help you stay compliant with built in contracts, policies and HR templates ready to go.

Employment Hero Applicant Tracking System (ATS)

Candidate management made simple

Our ATS allows you to simply create not only a new job ad in platform, but also a related, customisable hiring process. Our ATS and candidate management system enables you to post to multiple job sites with a single submission. We integrate with scores of Job boards including (but not limited to) SEEK, Indeed, Jora and many more. You can also track candidates, build a shortlist and send contracts as soon as the successful applicant has been chosen.

Payroll

Easily manage payroll and workforce planning

Employment Hero Payroll automates your manual tasks, is Single Touch Payroll (STP) compliant and helps you manage your payroll and workforce planning in one easy-to-access place.

Employee Benefits

Keep your team rewarded and engaged

We know it's hard for you to compete with the salaries, benefits and perks offered by larger employers. We want to level the playing field for small to medium sized businesses by giving you the resources to be more competitive.

Global Teams

Find and hire talent compliantly from anywhere in the world

Global Teams allows businesses of all sizes to easily hire anyone, anywhere in the world. This means SMEs can now access the best talent, wherever they choose to live. Increase efficiency and stay focused on running your business while we help you find the world's brightest talent, from over 50 different countries world wide. We also fully automate local compliance, so you can focus on your people rather than policies and paperwork.



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About Employment Hero

Employment Hero is a complete HR management solution for small to medium businesses. We empower SMEs by providing automated solutions for employee management and engagement, payroll and employee benefits. Over 5,000 businesses use Employment Hero and together we collectively manage over 200,000+ employees.

Employment Hero HR Bring all your HR into one, easy-to-use place

With Employment Hero HR you can paperlessly onboard staff, provide induction content, conduct visa checks and performance reviews. We also help you stay compliant with built in contracts, policies and HR templates ready to go.

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