Australian Recruitment Practices: A Literature Review on current Australian recruitment practices

for

Australian Workforce and Productivity Agency

By

Denise Jepsen B. Psych (Hons), M. Org Psych, PhD, PGCert HE, MAPS, FAHRI,
Martha Knox-Haly BA (Hons), MA (Hons) MBA PhD MAPS
and Daniel Townsend BA(Hons) BA Psych

Macquarie University
North Ryde, New South Wales 2109
T: (02) 9850 7111
F: (02) 9850 7433
www.mq.edu.au
ABN 90 952 801 237
Macquarie University CRICOS Provider Number
# Contents

Executive summary ................................................................. 6

1 Introduction ................................................................................ 9

2 Main Recruitment Strategies ........................................................ 10
  2.1 Use of technology .................................................................... 10
  2.2 Outsourcing, insourcing and private recruitment agencies .......... 15
  2.3 The 'war for talent' ................................................................. 17
  2.4 Other trends .......................................................................... 19

3 Sector, Skill and Geographic Differences ........................................... 21
  3.1 Health Care and Social Assistance sector ................................. 21
  3.2 Retail and Hospitality sectors .................................................... 26
  3.3 The Construction sector ........................................................... 27
  3.4 The Manufacturing sector ......................................................... 30
  3.5 Education and Training sector .................................................. 31
  3.6 Professional, Scientific and Technical sector ............................ 34
  3.7 Skill level and geographic segmentation .................................... 36

4 Recruitment Drivers .................................................................... 41
  4.1 Drivers in general ................................................................... 41
  4.2 Drivers across different sectors ................................................ 41
  4.3 Supply and demand across sectors .......................................... 41

5 Social Media ................................................................................ 43
  5.1 Social media in recruitment ..................................................... 43
  5.2 Recruitment social media examples ........................................ 44
  5.3 Recruitment agency use of social media ................................... 44

6 Workforce Planning ..................................................................... 45

7 Applicant Skills .......................................................................... 46
  7.1 Traditional job search techniques ............................................. 46
  7.2 Access to organisational information ....................................... 47
  7.3 Online interviewing ............................................................... 47

8 Skills Mismatch ........................................................................ 49
  8.1 Overskilling and skills mismatch in Australian labour markets ... 49
  8.2 Recruiter awareness of skills mismatch .................................... 49
  8.3 Skills assessment in top 20 ASX listed companies ..................... 52
  8.4 Skills mismatch summary ....................................................... 54

9 References ................................................................................. 55
List of Tables

Table 1: Recruitment Processing and Sourcing Metrics ......................................................... 14
Table 2: Search Parameters for Use of Competencies or Skills Assessment ......................... 51
Table 3: Evidence of Skills Matching in Top 20 ASX Listed Companies ................................. 53
Executive summary

The major trend in recruitment in the last ten years is a shift towards online resources. We identified four specific trends emerging from online advertising of job vacancies:

- **Job boards** – and their broad reach to large numbers of job seekers – now play the role that classified newspapers once did. Generalised and specialised job boards advertise vacancies across all industries and sectors, skills levels and employment types.
- There has been an increase in vacancies advertised directly by an employer on their corporate, careers or vacancies websites. This strategy reflects an increased emphasis in the reputation (or ‘brand’) of employers who are seeking high quality employees.
- There is a rise in the number of job search aggregator (or metasearch) sites that crawl the web for vacancies. These sites find vacancies on job boards, employer, or recruitment agency sites and present them to the job seeker in a single search.
- Employers directly posting their vacancies now seek to optimise their employment websites so aggregator services can find and re-distribute their vacancies.

**Social media** is playing a large and increasing role in recruitment. LinkedIn is increasingly used by recruiters to advertise vacancies to professionals. Other social media sites, e.g., FaceBook, Twitter are important tools used by recruiters mainly to refer personal or professional networks to a vacancy advertised elsewhere. Social media is also used by many employers to research particular candidates applying for roles. In turn, job seekers conduct Google searches on potential employers, or use crowdsourced forums such as Whirlpool or Glassdoor to research employers, employment practices, recruitment practices and even interviewing questions, styles and insights. These web resources result in a new transparency in the recruitment process for stakeholders such as employers, applicants and recruitment agencies.

While information sharing is positive for the efficiency of recruitment processes, Australian recruiters are still developing the ground rules for ethical and legal navigation of these resources. Issues such as privacy for applicants and candidates, and ownership of networks developed as part of the work role, are still being worked through. The challenge for policy makers is to get the right balance between transparency and applicants’ rights to privacy, secure information management and clarity around information ownership.

Access to online resources raises concerns about inclusion of some employee sectors in the employment market. The inclusion of groups with low levels of digital literacy such as older or Indigenous workers, workers from a non-English speaking background, as well as rural and regional workforces remains unresolved. Print media still plays a role in unskilled, and rural and regional recruitment. Print media is an important aspect of employer branding, especially for larger employers in the public and private sector.

Employers are increasingly likely to use recruitment agencies. The recruitment industry has worked hard to adapt to an online environment, new national workplace health and safety laws, introduce a code of ethical practice and educate its members about non-discriminatory practices. The implication is a market ‘shake-out’ as the recruitment industry undergoes a process of professionalisation. Professionalisation is being driven by market forces and the Recruiting and Consulting Services Association’s efforts to build industry credibility, quality and ethics.

The science of recruitment has broadened to include the ‘science of recruitment sourcing’. Previously, psychometrics of candidate assessment (interviewing, testing, assessment and decision making, for example) were the focus of the recruitment process. Now, there is an increasing focus on the source of the recruitment pool. Many employers use multiple...
simultaneous recruitment sources such as social media, job boards, their careers website, print advertising, and industry and personal networking. Sophisticated employers who aim to maximise the return on their recruitment time and dollar investments conduct ‘yield analyses’ to evaluate which channels yield the highest volume of suitable candidates.

Traditional recruitment has relied on mass recruitment and print campaigns, with an emphasis on education as the solution to unskilled workers. Unskilled recruitment also now occurs via job boards and recruitment agencies, but there is limited information around these recruitment processes. Workers in unskilled jobs with less than Year Ten education are at greatest risk of reporting under-utilisation of available skills. Similarly, although there is evidence of larger employers with a substantial rural workforce pursuing targeted recruitment programs, rural recruitment in manufacturing, retail and hospitality, construction and professional, scientific and technical industries remains a question for future research.

In terms of economic conditions, the construction, manufacturing, professional, scientific and technical sectors have reported skills shortages, with fluctuating recruitment expectations. These expectations have been influenced by both global and local economic conditions. Owing to depressed economic conditions, the construction, manufacturing, higher education and health were able to attract skilled labour from overseas.

There is a proliferation of targeted recruitment campaigns and workforce planning at a sector or industry level. There are positive targeted recruitment initiatives in the construction, manufacturing, education and training industries. The health and social assistance sector and the professional scientific and technical sector have the most developed organisational competency frameworks or capability assessments linked with professional qualifications and adherence to professionally-endorsed work standards. ICT appears to come closest to specific capacity and skills assessment through sampling of online contributions to developer communities.

In terms of how recruitment is segmented by industry and skill, it would appear that the health care and social assistance sector, and professional, scientific and technical services sectors have the most strategic approaches to recruitment of skilled labour, followed by education and training, construction and manufacturing. Retail and accommodation and food services seem to make the most use of informal social network recruiting but this is poorly documented. Skilled and professional recruitment seems to rely on specialised job boards, organisational advertisements, recruitment agencies, overseas advertising and recruitment.

There is evidence of under-utilisation of candidate pools such as disabled workers, older workers, overseas qualified professionals arriving through the generalist skilled migration stream, youth and Indigenous applicants.

The issue of poor fit between applicants, employees and job requirements is a significant problem in the Australian labour market. The Recruitment and Consulting Services Association continues to address the skills mismatch issue and raise awareness amongst their private employment agency, company and professional membership. However, evidence on corporate practices, job search, private and public sector websites indicates a low level of awareness of this issue amongst recruiters more broadly. This implies that even though online resources provide the possibility of information transparency, the right type of information is not flowing, or is not being processed well amongst recruitment process stakeholders.
It is often the case that professional practice is ahead of the literature. Although Australian scholarly and professional researchers have created a body of knowledge on many aspects of Australian recruitment practices, there are many more research questions to be addressed. Our overarching concern is that current scholarly and professional literature does not reflect current recruitment practice. As a result, this report includes some references that may be regarded as light, weak, or perhaps dated where there were no other sources available to make the points we felt were important to include.

The report highlights there is limited Australian rigorous research that systematically reviews:

1. **Workforce planning**, at organisational level within specific sectors or industries. The absence of systematic surveys across sectors - other than health and other critical government workforces - makes it difficult to conclusively comment on the adoption of workforce planning strategies within specific industries.

2. **Recruitment drivers by:**
   a. Geography, e.g. rural and regional areas
   b. Skill level, e.g. unskilled, skilled, graduate and executive recruitment
   c. Industry or sector, e.g. manufacturing, social assistance, retail, hospitality, and
   d. By employer size, e.g. small business.

3. These research gaps dovetail with a research gap in another critical mechanism for promoting effective labour market operations - that of incorporating **objective skills assessment** during the recruitment process. Objective skills assessment could contribute part of the solution to over-skilling, perceived skills shortages and under-utilisation of particular candidate pools. Although there is some evidence of skills assessment in trades and IT recruitment, it is unclear how widespread this practice is, or what recruitment drivers would prompt its application. A systematic survey of formalised skills assessment during recruitment by Australian employers is required.

We commend this report to you.

Dr Denise Jepsen, Martha Knox-Haly, Daniel Townsend
Introduction

Australian employers have faced a unique set of constraints with a tight labour market, economic pressures and volatility after the recent global financial crisis (GFC). In response, recruitment practices have been adapted, as strategy theory and the resource-based view of the firm would suggest:

- Recruitment strategies can give a firm a competitive advantage (Wernerfelt, 1984)
- Competitive advantage through recruitment comes from internal capabilities and firm attributes such as employer branding (Barney, Wright, & Ketchen Jr, 2001).
- Key drivers behind shifts in recruitment practices as employers aim to achieve competitive advantage include cost and efficiency and product differentiation (Schuler & MacMillan, 1984; Wright & McMahan 1992).
- Cost and efficiency drivers include e-recruitment systems to manage high volume applications, while product differentiation includes drivers such as employer branding (Wright, McMahan & McWilliams, 1994).

Strategic human resources suggests an organisation’s strategic plan and key markets will determine the labour market and job families from which an employer needs to recruit. To maximise a flexible workforce and ensure person-culture and skills fit, employers should develop a set of organisational competencies (Delahaye, 2011). These competencies are the core skills and attributes to be held by every employee. Strategic human resources and organisational flexibility are germane to introducing formalised workforce planning and skills assessment. Both the resource-based and strategic human resources views have gained increasing acceptance both academically and in practice (Progoulaki & Theotokas, 2010).

This project examined the literature on current Australian recruitment practices, defined as:

‘those organisational activities (such as choosing recruiting sources, developing recruitment advertisements and deciding how much money will be spent) that influence the number and types of individuals who apply for a position – that also affect applicants’ decisions about whether or not to accept a job offer.’ (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005)

Full project methodology is in Appendix A. This report addresses the following questions:

1. **Main recruitment strategies**: What are the main strategies employers use to recruit, inform and attract potential employees? How has this changed over time?
2. **Segmented recruitment**: How are employer recruitment techniques segmented by industry, skill and geography?
3. **Recruitment drivers**: What drives employer decisions to adopt particular techniques? What impact do economic conditions have on sourcing strategies?
4. **Social media**: What has been the impact of social media on employer recruitment practices?
5. **Workforce planning**: What are the workforce planning implications of employer strategies for sourcing employees?
6. **Applicant skills**: What strategies do individuals use to find information about jobs they or are best skilled for?
7. **Skills mismatch**: How aware are recruiters of the possibility of skills mismatch and how are their recruitment practices tailored to minimise this?
2 Main Recruitment Strategies

What are the main strategies employers use to recruit, inform and attract potential employees? How has this changed over time?

The objectives of a professional recruitment strategy are to attract the right number of high quality, qualified applicants, to provide a positive experience for applicants, and to strengthen the employer brand in the labour market (Curtis, 2013). Recruitment strategies should be determined after job analyses highlight the required skills and capabilities, job and person specifications for the vacancy or vacancies (AHRI, 2013). Best recruitment practice is to consider both internal and external strategies. For external recruitment, all advertising media including print, online and social media should be considered. Recruitment sources should be evaluated based on the quality and quantity of applicants (Curtis, 2013). Ideally the process should be delivered by qualified organisational psychologists or qualified HR professionals, perhaps with the assistance of marketing professionals to identify which media are most suitable for target applicants.

The level and type of position generally determines the advertising mix. A broad mix of sources (print, job boards and social media) helps maximise the potential recruitment pool for generalist positions (Employment Office, 2012). For executive and specialist positions, preferred channels appear to be niche job boards and publications, career websites, online advertisements, executive recruitment agencies, and social media (e.g., LinkedIn) (DDI, 2012). Some employers recruit for person-culture fit and to develop a candidate data base (Stop screening, 2011). Often in aiming for person-culture fit, ‘communication skills, initiative, ambition, integrity, ability to fit in, customer service skills and the ability to take responsibility’ are prioritised over technical skills for senior roles (Dillon, 2008, p.101).

The main trends in recruitment are identified as:

- Use of technology
- Outsourcing, insourcing and private recruitment agencies
- The ‘war for talent’
- Devolving HR responsibilities and
- Recruitment in small business.

2.1 Use of technology

2.1.1 From newspapers to online advertising

Recruitment sourcing strategies have altered rapidly since 2000, with print media formerly the dominant form of recruitment advertising, to the internet being listed as the best source of information for Australian job seekers in the 2005 Going Global Career Guide. Carless (2007) noted that some 70 per cent of employers were using some form of online recruitment by 2005.

Pressures for cost efficiency encourage employers to pursue cheaper online (‘do-it-yourself’) recruitment channels (Boedker, Vidgen, Meagher, Cogin, Mouritsen and Runnels, 2011).

The most recent (December, 2013) ANZ Job Advertisement Series illustrates the comparative strength of online advertising and the dramatic shift away from newspaper job advertisements. Although both newspaper and internet advertising has fallen since the GFC, newspaper advertisements have fallen substantially more than internet advertisements. The average number of newspaper advertisements per week in major metropolitan newspapers fell around 72 per cent from 19,283 in 2007–2008 to 5,382 in 2012–2013. Over the same period, the average number of internet job advertisements fell by only around 40 per cent from 225,785 to 135,729 per week.
(ANZ, December 2013). These internet advertisement figures refer to vacancies advertised on the Seek.com and federal government’s jobsearch.gov.au job boards.

2.1.2 Online job boards
The online job board is used in a similar way to classified job advertisements in daily newspapers in the past. A job board is an online presence where the employer (generally) pays to advertise or posts one or more vacancies. These advertisements are substantially less expensive than print media, are fast and easy to publish, and are easily searchable by job seekers around the world.

The broad reach of generalised job boards (e.g., Seek, MyCareer, CareerOne and Jobsearch.gov.au) generates large numbers of applicants, many of whom are unqualified and inappropriate for roles for which they have applied. Narrower or more specialist searches including niche job boards tend to result in more appropriate vacancies – closer occupation matches – for specialist roles. Examples of around 66 generalised and specialised job boards are listed in Appendix B.

In June 2013, Robert Walters Recruitment surveyed 700 candidates and 400 hiring managers about their recruitment process preferences. In spite of falling vacancy numbers on job boards, more than 40 per cent of managers and candidates expressed a strong preference for continuing to advertise and applying via job boards, 24 per cent of employers intended to use a recruitment agent and only 6 per cent of employers intended to advertise on LinkedIn (Earl, 2013).

There is evidence that even job boards may be waning as the prime recruitment source:

- A ‘substantial fall’ in number of vacancies placed with Seek (Seek, Sept 2013)
- Vacancies for Seek, MyCareer, CareerOne and Australian Job Search (Dept of Employment) job boards fell by 17.4 per cent in 2013 (Department of Employment Internet Vacancy Index, October 2013)
- MyCareer moved to free advertising in July 2013 (Dept of Employment, January 2014)

2.1.3 From job boards to careers/vacancies websites and search engine optimisation
Two other trends may account for the fall in advertised vacancies on job boards. First, there has been an increase in the use of corporate careers/vacancies websites. In the last few years, corporate employers have increasingly by-passed the high-volume job search boards by posting their vacancies on their own dedicated career, jobs, or vacancies websites. Often referred to as ‘direct sourcing’, this level of control on the applicants’ perception of the firm may form part of an employer branding strategy. Examples of corporate careers/vacancies websites showing how employers in the highly competitive professional consulting firms use their websites to encourage the best applicants to apply for and accept jobs with them include Ernst & Young (http://www.ey.com/AU/en/Careers), Deloitte (http://careers.deloitte.com/jobs/eng-AU) and KPMG (http://www.kpmg.com/au/en/careers/pages/default.aspx).

Second, job board aggregators are now appearing in the Australian recruitment marketplace. Reflecting the changing nature of advertising vacancies, these are websites for classified advertising metasearches that search for (‘crawl’) and summarise relevant information from a full range of sources including job boards, social media (such as LinkedIn) and corporate or employer sites. Examples include Indeed (au.indeed.com), Gumtree (gumtree.co.au) and Adzuna (adzuna.com.au). The Adzuna website claims:

*We gather over 500,000 ads from hundreds of job websites… - almost every job ad in Australia.* (Adzuna.com.au/connect.html)
Although there is no professional or academic literature to support the claim, employers with corporate careers/vacancies websites are encouraged to optimise their websites for search engines and aggregators that pick up the vacancies (see, for example, adzuna.com.au/ contact us). The potential irony of aggregator websites is that the broad re-distribution of corporate careers/vacancies listings may result in similar high-volume numbers of applications as occurred when job were advertised directly on job boards.

The trend to corporate careers/vacancies websites, combined with the use of aggregator websites appears to be at least partly responsible for the decline in jobs being advertised on the popular job boards such as Seek, MyCareer and CareerOne.

2.1.4 Optimising vacancies for mobile phone use
An additional consideration for employers advertising vacancies on careers/vacancies websites is the increasing use of smartphones for job search. The number of Australians using smartphones to access social media and browse online has increased by 67 per cent from 2012 to 2013 (Sensis, 2013). The mobile phone is increasingly used to search for jobs, with a 103 per cent increase in usage from 2011 to 2012 (JXT, 2013). Job seekers often look for vacancies while on public transport as well as at all times during the day and evening (JXT, 2013). With 14.5 per cent of all internet page views now on a mobile device, employers who advertise their vacancies on web pages not optimised for mobile browsing will miss recruitment opportunities (JXT, 2013). Optimising for mobile browsing includes mobile detection, consideration of loading speed, and simplified design for thumbs-only typing and searching.

Beyond design issues, a challenge facing many employers and recruiters is the ability to upload a resume using a mobile phone. Currently there are few recruitment platforms that allow an applicant to attach or upload their resume when responding to an advertised vacancy using their mobile phone. Instead, applicants are often required to start the application process by entering their details using their mobile phone, and then complete the application when at a computer that allows uploading.

It would be expected that within the next few years there will be a range of products that allow seamless job search, application, and resume uploading functions from mobile devices although there is no Australian literature on this yet.

2.1.5 Emerging ‘science of recruitment sourcing’
An emerging trend in the professional consulting literature is what we call the science of recruitment sourcing. This is based on early organisational psychology research on recruitment sources and selection methods. Scientific analysis of recruitment and selection data aims to:

- Maximise the number or percentage of successful hires (‘true positive’ hires, those who were hired and perform well on the job)
- Minimise the unsuccessful hires (‘false positives’, those who were hired but did not perform well on the job)
- Minimise the non-hires (‘false negatives’, those who would have been successful, but were not hired, excluded by the recruitment process) and
- Maximise the successful non-hires (‘true negatives’, those who were not hired and would not have performed well on the job).

While this analysis of the recruitment and selection function is an established practice that sophisticated employers, organisational psychologists and consultants have long used, new technologies have complicated, speeded up and lowered costs in the recruitment process to the
point where these types of analyses are now available to a broader range of employers (Employment Office, 2012).

An illustration of how the 'science of recruitment sourcing' works is as follows. An employer may use multiple recruitment sources such as LinkedIn, Google, Facebook, YouTube and traditional print media in a campaign to recruit one or more employees into one or more roles. The number and quality of applicants sourced through each platform is monitored during the campaign. The mix of recruitment strategies may be adjusted according to the results (Recruit-Advantage, 2012). In some cases, the advertising mix is adjusted in real time, during the recruitment campaign.

Traditional metrics include assessment of volume, time, quality, cost and satisfaction (ANAO, 2008), but advances in HR information systems and communication technologies have led to the adoption of a wider variety of recruitment metrics (Wilkes, 2013). The decision to adjust recruitment sources may be based on metrics such as the number of 'hits' a recruitment source is receiving, the dwell time on a careers site compared with the click-through rate on a job board, or the quality of the applicants from a particular source. The analysis may reflect, for example, either the immediate ratio of job acceptances to offers made for particular recruitment sources, or may be reflected in the standard of performance of the new recruit/s at some time after employment.

The more usual use of recruitment metrics in the past has been to analyse particular parts of the selection process, such as the contribution to the quality of the final hired personnel that is made by conducting formal interviews, job sample or other tests, use of psychometric assessment or other parts of the selection process.

There is a possibility that integration of quality assurance, skills assessment and psychometrics in recruitment processes could address skill mismatches between job seekers and placements (Wilkes, 2013). The emerging trend of the science of recruitment sourcing reflects a growing recognition that a recruiter's future viability will be based on data analytics (Numbers the Key, 2013). See Table 1 for a list of recruitment metrics.
<table>
<thead>
<tr>
<th>Metric</th>
<th>Measure</th>
<th>Traditional approach</th>
<th>Applicant tracking system</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volume</strong></td>
<td>Candidates’ offers accepted ratio</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Internal/External candidate ratio</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Recruitment source breakdown by recruitment channel</td>
<td>Data captured manually</td>
<td>Real time evaluation of channels</td>
</tr>
<tr>
<td><strong>Time</strong></td>
<td>Average time to fill position</td>
<td>Post recruitment evaluation</td>
<td>Quantitative evaluation of sources used</td>
</tr>
<tr>
<td></td>
<td>Interviews per vacancy</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td>Offer extended vs. interview volume rate</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Offer-acceptance rate</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Turnover rate of new recruits &gt;1 year</td>
<td>Post recruitment evaluation</td>
<td>Aggregate candidate profile used to quantitatively evaluate recruitment sources</td>
</tr>
<tr>
<td></td>
<td>New recruits performance ratio</td>
<td>Performance management data</td>
<td>Aggregate candidate profile used to quantitatively evaluate recruitment sources</td>
</tr>
<tr>
<td><strong>Satisfaction</strong></td>
<td>Turnover rate of new recruits &lt;1 year</td>
<td>Post recruitment evaluation</td>
<td>Use data to generate profiles to predict organisational fit of new candidates</td>
</tr>
<tr>
<td></td>
<td>Retention rate</td>
<td>Post recruitment evaluation</td>
<td>Use data to generate profiles to predict organisational fit of new candidates</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Recruitment cost per vacancy filled</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Recruitment cost breakdown by source</td>
<td>Post recruitment evaluation</td>
<td>Real time</td>
</tr>
<tr>
<td><strong>Employer Branding</strong></td>
<td>Passive applicant leads generated through published media</td>
<td>Applicant feedback forms</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Satisfaction with recruitment process</td>
<td>Applicant feedback forms</td>
<td>Post recruitment process online surveying</td>
</tr>
<tr>
<td></td>
<td>Social media traffic to candidate ratio</td>
<td>NA</td>
<td>Real time</td>
</tr>
<tr>
<td></td>
<td>Employee referrals acceptance rate</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Social Media</strong></td>
<td>Employer brand awareness</td>
<td>NA</td>
<td>Monitoring relevant social activity</td>
</tr>
</tbody>
</table>

Sources: (ANAO, 2008; Minchington, 2013; Wikes 2013)
2.1.6 Applicant tracking software systems

Often known as e-recruitment, applicant tracking software has emerged to manage online recruitment activity. With a Seek advertisement generating hundreds of applications from around the world, IT systems are usually used to triage and manage the volume of applications and resumes. Applicant tracking software is recommended to conduct the initial deep cull when large application volumes are received (Anthony, 2013).

Given the absence of peer-reviewed literature on this topic, Wikipedia provides a useful description of applicant tracking systems:

_The principal function of an applicant tracking system is to provide a central location and database for a company's recruitment efforts... Data is either collected from internal applications via the applicant tracking system front-end, located on the company website or is extracted from applicants on job boards. The majority of job and resume boards (Monster, Hotjobs, Career Builder) have partnerships with software providers... Recent enhancements include... platforms that allow companies to score and sort resumes... allow applicants to be sourced from the company's own database of past job applicants._

Applicant tracking software offers new metrics to improve the chance of better applicant to job and organisational fit. An US industry survey indicated that 60 per cent of shortlisted candidates had existing data within the recruiters' database (Mare, 2013). The software can download from sources such as LinkedIn, career and job websites and create profiles for potential future applicants (Mare, 2013). Examples of systems include Taleo, Vagas, Job Partners, SharePoint and Action HRM. These systems can help increase diversity and engagement of different labour force segments by broadening and monitoring the recruitment mix (Cockroft, 2013).

These software platforms tend to be provided as cloud-based systems. Cloud-based technology refers to IT services provided over the internet, anywhere at any time. Cloud-based services allow, for example, recruiters to access their applicant database from any internet connection, rather than being restricted to the employer’s IT network.

The newest software platforms are capable of predictive technologies to automatically create psychometric profiles to assess a jobseeker’s organisational, cultural and job fit for new positions (White, 2013). The challenge is for recruiters to be competent and knowledgeable to be able to cull candidates on relevant job factors (Anthony, 2013).

2.2 Outsourcing, insourcing and private recruitment agencies

Outsourcing of human resources functions has been a hallmark of evolving strategic human resources agenda over the previous twenty-five years (Weisner and McDonald, 2001, Boxall and Purcell, 2003). The role of recruitment agencies is to grow, as organisations increasingly outsource the recruitment function (Holland, Sheehan and Cieri, 2007).

Sheehan’s (2009) online survey is one of the few large-scale studies (1,372 responses) on outsourcing of the human resources function in Australia. Sheehan identified the three areas of recruitment and selection, training and development, and HR information systems as the most likely functions to be outsourced to external agencies or consultants. Outsourcing consultants demonstrated similar qualifications, but more varied business experience than in-house HR professionals. Larger and private sector employers were more likely to use contracted human resources professionals in recruitment and selection than smaller or public sector employers.
The APAC Market Pulse Study (2011) found the majority of executives in Australia, Hong Kong, China and Singapore were considering outsourcing the recruitment function (Outsourcing on a roll, 2011).

We note also the trend towards outsourcing casual, project-based work through services such as Freelancer.com for professional services and Airtasker.com for “home and office” services. We found no material on Airtasker.com or Freelancer.com.au in the recruitment literature. It is unclear what role, if any, these crowdsourced outsourcing websites may be having on recruitment of casual employees.

2.2.1 Recruitment process outsourcing and insourcing

Recruitment Process Outsourcing refers to the process by which an organisation outsources all or part of its recruitment function and is defined as:

… A form of business process outsourcing where an employer transfers all or part of its recruitment processes to an external service provider. An RPO provider can provide its own or may assume the company’s staff, technology, methodologies and reporting. In all cases, RPO differs greatly from providers such as staffing companies and contingent/retained search providers in that it assumes ownership of the design and management of the recruitment process and the responsibility of results. (RPO Association, 2013) http://www.rpoassociation.org/what-is-rpo)

Despite being a major growth area, there is no Australian peer reviewed literature on the use of recruitment process outsourcing (as distinct from the use of recruitment agencies, discussed later). Examples of agencies providing recruitment processing outsourcing services include Hays Talent Solutions (hays.com.au), HrX (hrx.com.au), hyphen (hyphen.com.au, part of Adecco Australia).

It is useful to note also the trend towards insourcing of the recruitment agency. Insourcing – sometimes also called ‘employed consultant model’—refers to a recruitment agency providing their own recruiters to work in the location of the client employer. The agency recruiter looks like an organisational employer to applicants, although the recruiter’s actual employment relationship is with the recruitment agency. We found no Australian literature on this issue.

2.2.2 Private recruitment agencies

Recruitment agents have played a key role in decreasing costs and increasing the efficiency of the recruitment process in Australia (Hall, 2004). Australian recruitment agencies typically consist of three modes, each now facing new strategic issues. Broadly, these firms focus on:

- Sourcing of temporary or casual employees
- Outsourcing some or all recruitment processes for permanent employees and
- Traditional specialist labour placements and recruitment (Hall, 2004).

Recruitment agents vary in size and scope and may provide any or all of the above services.

2.2.3 The recruitment agency industry

The Recruitment and Consulting Services Association (RCSA) represents more than 3,000 recruitment individuals and organisations, and is an influential stakeholder in the recruitment sector. The RCSA has been driving a push for increased credibility and quality of service delivery (Crawley, 2012, 2013).

RCSA reports on the Fair Work Australia Ombudsman’s audit of 1600 employers indicate a 76 per cent overall compliance for awards and pay laws, with 88 per cent compliance amongst labour hire firms. Accounting and office services achieved a 73 per cent compliance rate,
indicating that there is still room for development in this aspect of the recruitment industry (Crawley, 2012).

Specialist labour hire firms have faced issues relating to improving the skill fit of job seekers, especially in the construction industry in Victoria (Rimmer & UnderHill, 2005). The RCSA has directed considerable effort to safety and workplace issues that were potentially caused by skill mismatches with labour hire in the construction industry (RCSA, 2013a).

The RCSA has provided members with training in non-discriminatory recruitment practices, including age discrimination. A specialist in mature-age recruitment has referred to rampant age discrimination in Australian workplaces (Burgess, 2008). The suggestion that agencies prefer an even more narrowly-defined and younger age bracket for particular occupations than employers continues to be a challenge (Bennington, 2001; Encel, Nelson, Stafford and Field, 2010). These potentially discriminatory practices are highlighted in a personal account by a 53 year old human resources executive who described applying for 68 vacancies and attending 12 introductory interviews with recruiters over eight months. Hall (2013, p.14) listed the ‘too’ category of rejections: ‘too old’, ‘too experienced’, ‘too many years with one company’, ‘too intellectual’, ‘too smart’, ‘too international’.

Recruitment agencies specialising in IT recruitment have been described as ‘victims’ of new social media technologies, where LinkedIn users bypass traditional job boards and recruitment agencies (Woodward, 2013a). These agencies have been criticised for treating the global pool of IT candidates as a homogeneous group, and for failing to make creative use of social media in candidate sourcing (Earl, 2013).

Additional factors, such as the emergence of sophisticated metrics, improving compliance, RCSA implementation of a Code of Ethics, an ethical complaints register and social responsibility awards, suggest there is a concerted effort to professionalise the recruitment industry. The RCSA’s Pearl Mentoring Programs, RCSA Training Centre, university-linked curriculum and Workforce Information Line are further examples of professionalisation initiatives (Crawley, 2012, 2013).

2.3 The ‘war for talent’
In the context of relatively low unemployment compared with the USA, the UK and Europe, Australian employers have adopted multiple strategies to attract the best candidates.

2.3.1 Employer branding and employer of choice
Employer branding refers to those activities designed to enhance an employer’s image as a sought-after employer. Being recognised as an ‘employer of choice’, a ‘great place to work’ or otherwise a top employer not only gains increased attention, but improves the likelihood of being able to attract higher quality applicants, and having job offers accepted by higher quality candidates. Employer branding increases the quality and quantity of applicants. A good employer brand will differentiate the employer from competitor employers, and can also help to retain current employees.

Employer branding increasingly uses social media and crowdsourcing to engage jobseekers directly through career information sites. Glassdoor, for example, gathers applicant and employer evaluations of 250,000 companies, jobs, salaries and interviews (see Glassdoor.com.au).

Nicholson (2013) supports the idea of employer brand perception impacting their application decisions. That survey of 700 jobseekers and over 400 employers found professionals look online for information about organisational culture (35 per cent), career opportunities (15 per
cent), and existing staff (11 per cent). Likewise, 42 per cent of employers believe information provided online and on social media gave job seekers key insights that shaped their decision to apply to their company. Social and online media provide new opportunities for employers to improve the scope of sources used to target candidates (Nicholson, 2013).

There is just one academic study relevant to this topic. A survey of 1372 Australian human resources professionals found 76 percent said that becoming an ‘Employer of Choice’ was an important issue over the next five years. The authors of the 2005 survey said this sixth-place ranking meant employer branding was ‘not a significant issue’ when compared with the top ranked issues such as organisational strategy and integration (Holland, Sheehan and Cieri, 2007, p.253). There is no updated research of similar quality that gives us more recent data. However, based on seminar and conference agendas, we believe employer branding – including employer of choice initiatives – is an increasingly important long-term recruitment strategy for employers, featuring high on many employer’s wish lists.

2.3.2 Employee value proposition

Australian HR practitioners frequently use an Employee Value Proposition (EVP) as part of a recruitment strategy. The purpose of an EVP is to represent the employer branding so current and potential employees can see the benefits of working for a particular employer (Lau, 2009). By presenting a clear EVP, employers hope to attract and retain talented employees (Lau, 2009). An EVP appeals to external applicants by communicating aspects of the employment experience. An EVP can increase the size of the passive pool of applicants (those who approach employers directly) and applicants’ response to recruitment activities (Lau, 2009).

While employee turnover is generally lower in the utilities sector, companies such as Sydney Water have faced difficulties managing an ageing workforce facing retirement. Employee turnover is expected to increase for critical roles such as water and civil engineers, with 35 per cent of staff in key roles expected leave in the next ten years. Sydney Water’s strategy to address both the industry skill shortage and the difficulty in attracting younger workers has been to develop an EVP that communicates with and attracts jobseekers. Since 2008 Sydney Water has won a variety of employer of choice awards reflecting their success in communicating the key benefits and rewards they offer and employer commitment to employees (Goddard, 2011).

Other employers who have won employer of choice awards have developed a clear EVP that engages jobseekers online and on social media. For Deloitte, for example, social media is a key opportunity to engage jobseekers and communicate key aspects of organisational culture, flexibility, career development, continuous learning, teamwork and the importance of their employees (Deloitte, 2013). Clear, accessible material in the careers and ‘come and work for us’ section are important for applicants. Another consideration is an employer’s reputation for ethical practice and social responsibility both locally in its home community and globally (The rules of attraction, 2012). Strategically, a strong EVP means Deloitte is more able to select higher quality candidates who are more likely to accept Deloitte’s offers over offers from rival firms.

The Australian Defence Force has created an EVP around the broad community and the value of defending one’s country. This EVP also emphasised the scope for career opportunities in skilled roles and flexibility for working parents (Operation recruitment, 2010).
2.3.3 Employer awards
As briefly referred to above, there are a relatively large number of awards and titles available to organisations that enable qualifiers, finalists and winners to claim some type of externally-endorsed ‘employer of choice’ status. The decision to participate or nominate in awards processes often forms part of an employer branding strategy.

The awards tend to be either competitive (requiring nomination and normally a fee), based on internal employee surveys benchmarked by consulting companies, or nominated by government agencies. Awards may be made to individuals, teams or organisations using a variety of methods and measures to determine finalists and winners. Award logos are frequently included in recruitment advertisements as a means of informing and attracting potential employees. Examples of awards of this type include:

- AON Hewitt Best Employers ([http://respond.aonhewitt.com/content/ANZ_2013_Best_Employers_home](http://respond.aonhewitt.com/content/ANZ_2013_Best_Employers_home))
- Glassdoor’s Top 50 Best Places to Work (glassdoor.com.au)

Winning an employer of choice award is an acknowledgement of the variety of factors drawing jobseekers to industries and particular companies other than salary package (HCA, 2013). The Randstad award 2013 was awarded to the ABC for developing the capacity to attract jobseekers across the whole population with particular success in recruiting women and older workers (HCA, 2013). The main attraction drivers for the ABC were job content, learning and career development opportunities, a strong workplace culture and work-life balance (HCA, 2013).

These awards, particularly competitive awards, appear to reflect a generally tight labour market and employers’ need to distinguish themselves to attract high-quality applicants.

2.4 Other trends
2.4.1 Devolving HR responsibilities
The structure of HR teams in an organisation may be centralised (one central HR unit services the whole organisation), decentralized (multiple HR units, each services their local part of the organisation), or hybrid (some centralised and some local HR functions). Beyond the HR structure, however, in some organisations, responsibility for some HR functions have been moved from HR teams and ‘devolved’ to business unit line managers. Line managers have usually been involved in the hiring process, but a devolved model puts line managers at the centre of the recruitment process. In a devolved model, HR units are advisors rather than recruiters. All four models (centralised, decentralized, hybrid and devolved) are used by Australian employers.

One study illustrates the relative importance of recruitment in a devolved HR structure. A survey of 381 South African and 653 Australian line managers from a range of industries reported that line managers were taking greater responsibility for generalist HR functions (Vermeulen, 2003).
Despite the utility of recruitment and selection in shaping organisational culture, both Australian and South African respondents saw recruitment and selection as the ‘least important area’. Respondents instead gave priority to training and development, industrial relations, HR information systems and occupational health and safety.

Although there is no scholarly evidence, we believe devolved HR structures have become more popular in the ten years since that study was conducted. Recently emerged cloud-based technologies have given line managers easy (‘anywhere, anytime’) access to powerful and user-friendly software to help manage many HR functions. Differences in employer attitudes and recruitment outcomes between centralised, decentralised and devolved structures, if any, are yet to be identified. For example, we do not know if line managers continue to see recruitment and selection as an area of low importance compared with other HR priorities, or whether or when line managers prefer to outsource recruitment and/or selection to employment agencies.

2.4.2 Recruitment in small business

There is a relative lack of attention given to understanding recruitment practices in small businesses, which represent the bulk of Australian businesses. Recruitment is an ongoing challenge for these employees as they compete for skilled staff against better-resourced recruitment strategies of larger firms.

Two Australian studies refer to formalising HR practices in small firms. Kotey and Sheridan’s (2004) study compared recruitment and selection, training, and performance appraisal amongst micro, small, niche and medium sized firms in Queensland. There was more documentation and formalisation as firms grew in size, with an initial rapid increase that slowed as firms consolidated their growth. These findings led Kotey and Sheridan (2004) to argue against standardised recruitment and HR practices in small businesses. Bartram (2005) found the increase in formalised HR practices in small firms has been in response to industrial relations reforms over the previous decade.

One Australian study examined recruitment strategy in small business. Barrett, Neeson and Bilington (2007) interviewed 27 small business owners in Victoria’s Latrobe Valley, participants in a government-funded small business assistance program. Those with formalised HR practices directly linked to business strategies were found to be better at marketing their employment opportunities to potential candidates. Use of formalised HR practices was also correlated with business growth. The authors noted this was a motivated and educated sample, and the conclusions may not be generalizable.
3 Sector, Skill and Geographic Differences

How are employer recruitment techniques segmented by industry, skill and geography?

The six largest industries based on employee numbers are examined in this section. Each industry has a unique profile of recruitment strategies and means by which job seekers research employment opportunities. Each section includes comments on the literature available under the following categories, where available.

- General recruitment trends
- Rural recruitment trends
- Overseas recruitment
- Skills segmentation by level, e.g., skilled, unskilled, professional level
- Impact of economic cycles on recruitment.

While it is possible to comment on industry level recruitment drivers, there is limited information on organisation-specific drivers within a given industry.

3.1 Health Care and Social Assistance sector

The Health Care and Social Assistance sector has been separated into literature available on the Health Care sector and literature available on the Social Assistance sector, as the former is relatively well documented compared with the latter.

3.1.1 Health Care: General recruitment trends

There is a large body of high quality literature on the health care workforce in Australia, much of which refers to both recruitment and retention. Consolidated, comprehensive and up-to-date information on the Australian health care workforce is available from Health Workforce Australia (HWA). The following sections refer to HWA\(^1\) as well as other sector-specific literature.

The main health care industry recruitment drivers are demographic (an ageing workforce and an ageing population), the growth of medical specialisation, and a rapid evolution of medical technology (Garling, 2008). These drivers have led to simultaneous workforce shortages through retirement of health professionals along with a growing need for their services. Other industry-level drivers include the uneven distribution of health professionals in rural versus metropolitan areas, growing pressure for specialisation, and supply bottlenecks and vacant positions caused by education inefficiencies.

Health care workforce shortages have been steadily increasing since the 1980s, and reflect a global crisis across a number of western economies (Wellard and Stockhausen, 2010). This shortage has led to a far-reaching program of review and workforce planning led by Health Workforce Australia (HWA). HWA has outlined a strategy of implementing and supporting productive workforce models with the specific purpose of improving recruitment and retention of health professionals. A recommendation that impacts recruitment is the call for better coordination between employers, educators, government and trainees through a National Medical Advisory Training Network (HWA, 2013a). In particular there is a call for improved efficiency around training and recruitment for nursing and medical interns.

---

\(^1\) Based on recommendations from HWA, we have directly reviewed: A Summary of Health Workforce 2025 – Volumes 1 to 3; Health Workforce 2025 – Doctors, Nurses and Midwives – Volume 1; HWA Strategic Plan 2013 – 2016; National Rural and Remote Health Workforce Innovation and Reform Strategy; Growing our future: Final report of the Aboriginal and Torres Strait Islander Health Worker Project.
In 2001, the NSW Department of Health introduced the first of a number of proactive recruitment strategies designed to increase the available health professionals workforce. One strategy is the Western Sydney Health Nurse Ambassador Project (Bryon and Lane, 2002). Under this program, nursing ambassadors are selected and trained before attending schools, universities and nursing industry expos. The program’s objective is to increase the number of school leavers and university students entering the nursing profession.

At a broader level, internal recruitment is a common strategy across all states. Student nurses tend to use workplace placements to find suitable jobs. There is a suggestion from nursing student surveys that this strategy has varying levels of effectiveness across nursing specialisations. For example, there is a chronic shortage of psychiatric nurses, which is not a popular specialisation amongst nursing students (Happell and Gough, 2007). There has been some success with structured residency programs with inductions and orientations that built student nurses’ sense of competence. These programs were successful in building a future labour pool (Happell and Gough, 2007).

Gaynor, Thompson, Gallash and Stewart (2008) began collecting longitudinal data on nursing students from 10 Australian universities as part of a joint UK, Australian and New Zealand governments project. The study’s objective was to develop a workforce planning model based on the most effective recruitment channels for retaining skilled nurses, and to predict future labour force fluctuations and shortages. The preliminary report on establishing a minimum demographic profile for nursing students did not contain data on actual recruitment channels.

Cleary, Happell and Hosfall (2012) have developed a theoretical framework around factors potentially attracting or deterring student nurse applicants. Acceptance by qualified nursing staff, workload, hospital culture, supervisory support and appraisal of positive outcomes for mental health are some issues in student nurses’ choices in applying for placements.

The majority of West Australian registered nurses indicated they chose their careers because they wanted to care for patients, and only a minority of nurses had selected the profession on the basis of extrinsic rewards (McCabe, Nowak and Mullen, 2005). The study noted generational differences in nurses career choices. Older nurses (40+) trained through the hospital system indicated that instrumental aspects such as salary and future earnings were most important in choosing their career, while younger, university-trained nurses highlighted the importance of responsibility, autonomy, pleasant working conditions and the opportunity to work creatively.

Appendix C contains key findings from HWA’s Australian Health Workforce Shortages (2012) report, and Appendix D lists a number of other potentially-relevant Health Workforce Australia documents relating to the health workforce.

3.1.2 Health Care: Recruitment of rural health care workforces

Health workforce shortages are particularly acute in rural Australia. Rural areas are heavily reliant on locums, drive-in-drive-out and fly-in-fly-out, contract and temporary workers, student trainees and overseas trained health professionals (HWA, 2013b). Recruitment for public health in remote locations has been competing with the mining industry. A number of studies have examined rural health care workforces and programs.

Proactive programs to encourage student participation on rural practicums, such as in Western Australia and South Australia, have been found to be positively correlated with the intention of pursuing a career in rural health practice (Hemphill, Dunn, Barich and Infante, 2007). The programs identify and support students in remote, rural and regional communities who are
interested in pursuing a career in medicine (Emery, Hurley, Williams, Pougnauld, Mercer and Tennant, 2009). A Rural Workforce Agency scheme supporting recruitment and retention of rural nursing and midwives commenced in 2012 (HWA, 2012b).

The West Australian Health Department uses a multi-level recruitment strategy consisting of workshops and presentations on application processes, as well as tutoring/mentoring programs for students in entrance examination preparation. Applicants are then recruited for rural internships. A longitudinal evaluation of this program indicates it has been successful in boosting the supply of rural health professionals (Emery et al., 2009).

Hemphill et al. (2007) examined recruitment marketing strategies for rural medical practice when they surveyed rural GPs, medical students and regional administrators in South Australia. Results demonstrated merit in promoting rural practice with a form of structured succession planning. Tailoring recruitment campaigns using market branding practices around the actual medical practice, rather than the region, were successful.

Buchan, Nacarrella and Brooks (2011) predicted that by 2014 there would be a 170 per cent increase in medical graduates, which would ultimately reduce reliance on overseas recruitment. That study does not distinguish between workforce shortages in metropolitan and rural communities. Given the declining numbers of young people in rural communities, it is questionable whether increased student numbers alone in metropolitan universities would be enough to resolve recruitment challenges in remote areas.

HWA (2011, 2013b) has specifically addressed attraction and retention of the rural Indigenous health care workforce. Problems with recruitment and retention of Indigenous health workers are partly caused by inequities in housing, pay and employment conditions. Locally-customised recruitment programs for specific Indigenous communities were recommended (HWA, 2011).

Workplaces with greater success in recruiting Indigenous health workers were found to be characterised by cultural awareness and respect, valuing of Aboriginal and Torres Strait Islander health workers and positive multidisciplinary relationships. These workplaces had strong leadership with Indigenous managers and programs for long-term commitment to the professional development of individual Aboriginal and Torres Strait Islander health workers. Workplaces with these characteristics seem to have achieved ‘employer of choice’ status amongst Indigenous health professionals HWA (2011).

While there are areas of overlap with rural workforce issues, provision of services to remote Indigenous communities has some unique challenges that inform the recruitment process (HWA, 2013b). In addition to the usual reliance on drive-in drive-out, fly-in fly-out and overseas-trained health professionals, remote communities rely heavily on a core workforce of Indigenous health professionals. There have been recommendations for targeted health workforce recruitment and employment skills in young people, males and former Indigenous health workers to address this particular workforce planning requirement (HWA, 2011). Examples of targeted programs include the National Health Heros program (see http://www.healthheroes.health.gov.au/), which provides career information to Indigenous health professional job seekers.

3.1.3 Health Care: Overseas recruitment of health care workforces
Reliance on recruitment of overseas-trained health professionals has increased with one in four Australian doctors, and one in six nurses holding overseas qualifications (Buchan, Nacarrella and Brooks, 2011). The majority of the literature in this area relates to employment or retention, rather than recruitment, of overseas health professionals.
There is a small body of literature on the source of Australian overseas-trained health professionals. Buchan (2004) found Australia and Norway recruit nurses from other high income developed economies while the United States, United Kingdom and Ireland recruit nurses from lower income economies. New Zealand is a particularly important sourcing country for health professionals. Migration away from source nations is an important ethical issue, as Australia is a signatory to The Pacific Code of Practice for the Recruitment of Health Workers (2007) and the World Health Organisation Code of Practice on the International Recruitment of Health Personnel (2010).

Emerging ethical issues around overseas health professionals include unfulfilled training promises and recouping costs from health professionals for services not provided (HWA, 2012b).

Health Care: Skills segmentation and recruitment of health care workforces

Specialist health care job boards often include less skilled jobs. They include but are not limited to Australian Healthcare and Hospitals Association, HACjobs (Health, Social Services & Community sector), NSW Health, HEALTHposts.com.au, Nursing Jobs, Nursing Careers Allied Health, PsychXchange (Psychology), South Eastern Sydney Area Health Service and Nursing jobs – Perth.

Generalist, lower skilled jobs are also advertised on relevant state department or private hospital websites. Appendix E illustrates some of the recruitment sourcing strategies used in the Australian health workforce.

3.1.4 Social Assistance: General recruitment trends

Recruitment strategies in the social assistance sector are not as well documented as the health care workforce. There is a scarcity of information about recruitment in rural and remote areas, overseas recruitment and skills segmentation. The lack of information on recruitment in this sector is potentially problematic, as the sector includes many not-for-profit (NFP) employers who are increasingly delivering social services in Australia. Recruitment can also cover paid employment and intensive volunteering work, such as foster parenting (Kurnuszko, 2008).

Operational-level employees are often attracted to working in NFP organisations because of the opportunity to assist others and redress social inequities. For these employees, the traditional values of charity, care, human rights and relationships are the main priority. These values are often used by NFP workers to justify accepting lower wages (Cunningham, 2001).

However, the social assistance sector is transitioning from being traditional and institutionally-oriented to being more market-oriented and competing for funding. These changes are reflected in recruitment advertising for NFP executives. Green and Dalton (2007) analysed 512 recruitment advertisements for NFP executives between 2002 and 2006. They found increasing use of market, rather than values-oriented language. Close to 80 per cent of advertisements required business experience, compared with 54 per cent requiring NFP sector experience. A third of advertised positions asked for qualifications, while sixteen percent asked for business qualifications specifically. Business experience was the overwhelming criterion. This recruiting of experienced business executives can be a potential disjuncture between NFP executives and their workforces who are often motivated by different values (Green et al., 2007).

We were unable to source evidence of rural or overseas recruitment strategies or skills segmentation in the social assistance workforce. Appendix E lists some recruitment sources and strategies for the social assistance sector generally
3.1.5 The impact of economic cycles on health care and social assistance sector recruitment

As the health care sector is strongly positioned in the public sector, it is somewhat protected from economic cycles. However the GFC, with associated waves of retrenchments and public sector cuts in Europe, Britain and America, resulted in Australian health employers being able to attract more skilled labour.
3.2 Retail and Hospitality sectors

Both retail and hospitality (a sub-sector of the Accommodation and Food Services Industry) sectors use a variety of recruitment strategies such as job boards, Facebook, recruitment agencies and frequently rely on informal social networks.

In the hospitality sector, accommodation and food services have the youngest age profiles, relying on school leavers, students and part-time workers. This workforce is characterised by low levels of formal education qualifications (AWPA, 2013b).

3.2.1 General recruitment trends in the retail and hospitality workforces

Two studies examine a combination of both retail and hospitality workforces. The first study (Treuren, 2007) looked at how 117 undergraduate students (of whom 72 per cent worked in either retail or hospitality) gained part-time or casual employment. Around 81 per cent found their jobs through strong family or social ties, where a third party secured the job opening, and many did not go through a formal job application process. Around 70 per cent had obtained information about their employer through friends already working there.

The second study of both retail and hospitality looked at the employer’s perspective. Smith and Kemmis (2010) conducted four focus groups of retail and hospitality employers from supermarkets, hotels, restaurants and florists across three Australian states, supplemented with a small telephone sample of employers. Industry experience was the overwhelming employer consideration for recruitment of most occupations.

There are a number of studies examining the retail sector only. The lack of formality of recruitment strategies in retail is reflected in the Australian Centre for Retail Studies (2006) research on career paths in retail. No participants viewed working in retail as a long term career option. HR managers in retail described themselves as ‘falling into the role’ through part-time work while at university (ACRS, 2006, p.2).

Despite older evidence that retail HR managers could not rely on recruitment agencies, particularly in rural areas (ACRS, 2006), recruitment agencies such as Hippo deliberately focus on young job seekers looking for casual and part-time work, providing services to major retailers such as Woolworths and Rebel Sports (Lindhe, 2008).

More recently, Hall and van den Broek (2012) demonstrated aesthetic labour as a dominant recruitment strategy in Sydney’s retail fashion industry. Aesthetic labour refers to tacit or implied recruitment based on physical appearance, including age, communication style, body type and gendered presentation. Additional stratifications within the recruitment process were found to favour applicants aligned with the firm’s branding, market orientation and target consumer groups. Similarly, AWPA’s retail workforce review noted use of social media such as Facebook and LinkedIn in sourcing employees who ‘fitted the brand’ (AWPA, 2013a, p 30).

3.2.2 Rural recruitment of retail and hospitality based workforces

There is limited evidence on recruitment strategies for rural and regional retail and hospitality workforces. Recruitment from social networks is used in rurally-based service firms. Cameron, Miller and Frew (2009) examined recruitment strategies in small family-owned and managed service businesses in rural and regional Australia. Some employers used relationship marketing through social and community networks among existing employees. This has been presented as an under-used strategy.
3.2.3 Overseas recruitment in retail and hospitality
This is another under-researched area of recruitment.

The use of short term foreign labour is a frequent practice in some industries. Job boards (e.g., jobsearch.gov.au, www.youthcentral.vic.gov.au, gumtree.com.au, simplyhired.com.au, ringabackpacker.com.au) advertise jobs for travellers, while Youth Hostels Australia runs an ongoing recruitment campaign for overseas travellers to work in their hostels. Employment opportunity for travellers is showcased through Expos such as Adventure Travel and Backpackers Expo, Work and Travel Expo and the Reinvent Your Career Expo.

Overseas recruitment in the retail sector tends to be used where there is a lack of local candidates for executive roles and some roles (e.g., executive merchandisers) may be filled by overseas applicants (AWPA, 2013f).

With respect to the hospitality sector, there is some pre-GFC evidence that restaurants hired specialist chefs through 457 visas to fill specialist positions (Khoo, Voigt-Graf, McDonald and Hugo, 2007).

The Sydney Bar Tender Exchange is a Facebook page with 3,636 members. The page is connected with the Global Bar Tender Exchange which also has Facebook, Twitter, LinkedIn and blog connections. These social media channels form a job sourcing forum for overseas and local members who want to work in the Sydney bar industry.

3.2.4 Skills segmentation and recruitment in retail and hospitality
It is unclear how skills segmentation interacts with choice of recruitment strategies in either retail or hospitality sectors.

Attraction and retention of skilled workers for higher level administrative and management roles seems to be a particular challenge. AWPA (2013a) notes the sector is challenged by young workers’ perceptions that the sector is only for short term, casual, low skilled employment opportunities, and unable to offer long term career paths (AWPA, 2013a).

3.2.5 Impact of economic cycles on retail and hospitality recruitment
With respect to the hospitality sector, recruitment agencies are still used for executive and management recruitment in this sector and this does not change with the economic cycle. As recruitment agencies provide catering and wait staff for large events, the economic cycle would be expected to have a significant impact on the hospitality sector, however we could not find any research evidence on this topic.

Appendix E lists recruitment sources and strategies for the retail and hospitality industry.

3.3 The Construction sector
The construction sector has been characterised by a volatile set of recruitment drivers. We found no peer-reviewed research on recruitment in the Australian construction sector, but recruitment drivers (such as demand from China and interest rates) are well documented in other sources such as recruiter surveys, media articles and job board advertising.

According to AWPA (2013e), the skills shortage in the resources sector has eased, and ‘the proportion of occupations facing shortages is now at the lowest level since 2007” (AWPA, 2013c, p.2), as many large projects shift from a construction phase to operational phase. This transition is expected to end around 2018. The challenge now facing the resources sector is to build a skilled operational workforce (AWPA, 2013e).
3.3.1 General recruitment trends in the construction workforce
The construction industry has historically been characterised by fierce competition for skilled professional staff, however as the construction phase of resources project eases (AWPA 2013e), skills shortages start to ease and construction workers become available to other sectors. We could not find research on recruitment issues addressing these changes in the employment landscape.

There is limited evidence of recruitment in the construction industry more generally. Seeking employer of choice status led to research collaboration between Watpac Construction and the University of NSW (Sedighi and Loosemore, 2012). From 26 international universities, 160 undergraduates were surveyed about what would encourage them to join a construction organisation. Students identified positive workplace relationships, being able to learn on the job and being in a workplace that was passionate about the work. These results have been used to shape and influence the content of recruitment campaigns.

A similar vein was evident in Australian Rail Track Corporation’s recruitment drive for engineers on the Hunter Valley Rail network upgrade. The campaign represents employment as a rare opportunity for diverse, professionally-challenging engineering work, while pursuing a positive community lifestyle based in the Hunter Valley (The Newcastle Herald, 2012).

Sunindijo (2012) conducted a survey of 273 project personnel across three large construction companies, with a view to informing recruitment strategies around leadership capabilities. The study concluded there was a relationship between emotional awareness, political astuteness, transformational leadership and effective project management. It was suggested that recruiting strategies incorporate processes to capture candidates with these qualities. An organisational reputation for good leadership was found to add to perceptions as an employer of choice.

3.3.2 Rural recruitment of resource project construction workforces
Larger mining employers in regional Queensland and Western Australia reported such workforce shortfalls that they were recruiting fly-in-fly-out workers from around the world for specialist roles (Miners search, 2011). Use of fly-in-fly-out (and drive-in-drive-out) workforces in the mining sector has led to a widely discussed concern that local communities adjacent to remote mining projects miss out on employment and economic benefits.

As a response, Andrew Forrest’s Australian Employment Covenant has an objective of creating 50,000 sustainable jobs in the mining industry for local Indigenous Australians. The number of vacancies filled through this program was 9,500 (Closing the Gap, 2012) and more recently since the program expanded to incorporate the Generation One initiative in late 2012, there have been 12,000 committed jobs filled (http://www.fiftythousandjobs.com.au/). Challenges for this scheme include developing cultural competencies, social networks and the calibre of jobs.

3.3.3 Overseas recruitment in construction
As indicated above, at times there has been a disconnect between a locally-available labour supply and the labour used in construction projects. One media report demonstrates the activities of a single large construction employer. In 2008, the Australian construction firm, Leightons, won $3 billion worth of road construction contracts (Leighton offers UK roadbuilders work down under, 2008). Recruitment conducted through Hays Construction GlobaLink Division in London included online and industry journal advertisements. Leightons conducted a recruitment drive in the UK for 25 road building professionals (such as construction managers, engineering managers and site managers).
In a undertaking in October 2008, the ‘Down Under Expo’ was conducted in Dublin (Smith, 2008). This was a careers expo and recruitment forum for industry employers and immigration agents looking for skilled Irish workers and professionals. The event was timely for those skilled trades and professionals starting to be displaced by the GFC. The event offered a particular opportunity to Australian construction employers, given Ireland’s own construction industry had been badly impacted by a credit collapse.

These types of international recruitment initiatives have also been pursued in the mining resources boom, which had resulted in historically low levels of unemployment (approximately 2.8 per cent in 2008) in states such as Western Australia (Milman, 2009). In this sense the economic circumstances of the GFC opened up access to an international labour pool.

3.3.4 Skills segmentation and recruitment in construction
Labour hire firms and job search websites are used for both skilled and unskilled recruitment. In the construction industry generally, the highly ranked job search websites are Careerone, Indeed and Gumtree. Specialist mining sector job search websites include Mining Employment Services, Mine Jobs, Skye Recruitment and NRMjobs (Environment, Water and Natural Resource Management sector).

Highly skilled professional labour is sourced through a combination of aggressive local head hunting by dedicated recruitment agencies and overseas recruitment by specialist recruitment agencies. Professional overseas candidates are sourced by agencies such as Job Capital and Hudson Global which specialise in specific overseas markets. Again this topic could benefit from more detailed research on how unskilled workers are accessing job information both locally and internationally.

Appendix E provides information on the different recruitment sources for the construction industry.

3.3.5 Impact of economic cycles on recruitment in construction
There is some literature on construction industry recruitment referring to around the time of the GFC. Although perhaps less relevant, these references are included for the sake of completeness:

- Even during the mining boom, there have been limited periods of depressed recruitment demand, such as in the six months following the GFC. Declining confidence was attributed to the anticipated fallout from the GFC. Declining confidence and large private sector contracts resulted in construction companies losing profitability as their assets were devalued (Thangaraj and Chan, 2012).
- From November 2008 to September 2009, recruitment levels were estimated to be down by around 20 per cent, with 6000 West Australian workers losing their jobs (Milman, 2009).
- The October 2009 Manpower Employment Outlook survey canvassed 2,779 employers in construction and mining. This survey reported a fall of 6 per cent in employment demand across all states and territories other than the Northern Territory (Mining and Construction Employment Confidence Down, 2009).
- Recruitment demand in construction responded positively to the introduction of economic stimulus packages in the second half of 2009. The progression of additional Queensland oil and gas projects sparked a recruitment boom for human resources professionals, recruiters and change agents on these projects in the last quarter of 2011 (HR Jobs Go East, 2011).
3.4 The Manufacturing sector

AWPA (2013d) notes that the manufacturing workforce tends to be male-dominated, older and employed on a full time basis. Nearly half the workforce (45 per cent) does not possess any formal qualifications, with a further third of the workforce possessing VET qualifications. Recruitment drivers in Australian manufacturing include overseas demand and emergent technologies. The Prime Minister’s Taskforce on manufacturing noted that Australia’s manufacturing sector’s competitive edge lies in low to medium technology, with a dominance of small to medium firms (Prime Minister’s Manufacturing Taskforce, 2012). There has been limited emergence of niche, highly specialised, technical and innovative manufacturing in pharmaceuticals and biotechnology (Anderson, 2013; AWPA, 2013e).

3.4.1 General recruitment trends in the manufacturing workforce

Overall manufacturing output and employment levels have not kept pace with broader economic indicators since 2002–2003 (AWPA, 2013e). This economic trend impacts the industry’s ability to recruit graduates who regard the sector as being in a state of decline (AWPA, 2013e). Certain manufacturing sectors have experienced substantial growth as they meet demand from emerging Chinese markets for pharmaceuticals, biotechnologies and foods. There has been a corresponding surge in recruitment demand for experienced executives and skilled technicians in these segments (Anderson, 2013).

AWPA (2013e) notes that historically universities have played a minor role in providing skilled labour for the sector, but this is likely to change as increasing job complexity requires higher skills. General manufacturing industry feedback suggests a reluctance to invest in intensive training (AWPA 2013f). There are however specific examples of the sector forging relationships and involvement in the education and professional development of science and medical staff through research programs and institutions on campus (e.g. Wollongong University’s Innovation Campus, CSIRO, ANSTO and University of Queensland safe food production) and funded internships and scholarships (e.g. Boeing, BHP, GE, Unilever). The food and pharmaceuticals sectors are responding to skills shortages by recruiting from adjacent sectors and providing intensive training (Anderson, 2013). Other examples include training and outreach programs with schools and registered training organisations (Acil Allen, 2013).

Despite a third of manufacturing workplaces being located in rural areas, there is little information about specific rural recruitment practices.

3.4.2 Skills segmentation and recruitment in manufacturing

Michael Page Recruitment surveyed 3,200 employers, with 48 per cent of respondents predicting a professional skills shortage in the next twelve months (Johnson, 2011). The food and beverages and pharmaceuticals manufacturing sectors were using recruitment strategies offering 5–10 per cent above market salary, and advertising the chance to work on interesting projects or in people management.

An AiGroup employer survey highlighted particular struggles to recruit technicians and professionals with sufficient STEM (science, technology, engineering and maths) skills (AiGroup, 2013).

Popular job search websites for manufacturing jobs include tradeyourjob.com.au, jobssearch.gov.au, Careerone and Mycareer. Engineers, skilled trades and apprentices are also being sourced through career expos such as National Careers and Employment Expo, Skills Employment and Career Expo, Engineers Australia Careers Expo, Victoria Jobs Expo and Queensland Jobs Expo. There appears to be little research that systematically explores how the
selection of recruitment channels is adapted for skills segmentation. Appendix E summarises recruitment sources for the manufacturing sector.

3.4.3 Impact of economic cycles on recruitment in manufacturing

According to Johnson (2011) recruitment demand in manufacturing sectors such as automotive, aerospace and chemical manufacturing was still suppressed at the time of writing due to the GFC. By contrast, recruitment need increased in areas not impacted by business cycles, such as food and beverage and pharmaceuticals manufacturing. This fluctuating recruitment need created pressures for labour force flexibility, which the sector has resolved by accessing available labour from adjacent sectors through local print media and job search websites such as Seek.

For example, British Aerospace Engineering retrenched 450 workers in Victoria after losing a maintenance contract, but won the contract to run the Defence Aeroskills Training Academy in Wagga. Much labour was sourced locally, believed to come from the former training centre run by TAFE NSW Riverina Institute, which itself had retrenched 114 staff after failing to win the contract (Gleeson, 2013).

3.5 Education and Training sector

The education and training sector incorporates primary, secondary, and tertiary (vocational and higher) education. Public sector recruitment of teachers and academics is conducted by internal recruitment officers who advertise online and in print through job-seeking sites, organisational websites and industry journals.

3.5.1 General recruitment trends in the education and training workforce

Australian teachers have cited behaviour problems, workloads, class sizes and poor pay as the key reasons for leaving. This has prompted debate about the need for an integrated strategic HR management approach which attracts candidates with good working conditions, career progression, well developed performance appraisal systems and performance-based pay. Delphi groups were conducted with teaching experts from public, Catholic, independent schools and academe to scope HR practices such as performance-based pay, career progression, effective performance development and fair performance appraisals. They concluded that working conditions and HR strategies were the two key features in recruiting and retaining teaching graduates (Ashiedu and Scott-Ladd, 2010).

Public sector teaching executive roles were mainly filled through internal recruitment when Gronn and Lacey (2006) interviewed public sector teachers who aspired to become school principals. Respondents from across three states said an internal recruitment process was akin to principals cloning their successors in their own image. The results suggested a risk-averse recruitment approach that worked against organisational renewal. There is a lack of evidence about recruitment of school leadership roles in independent and private schools.

Special education teaching also has recruitment difficulties. Thomas (2007) predicted 70 per cent of Victorian special education principals and 40 per cent of teachers were eligible for retirement before 2012. In 20 per cent of Victorian special education schools, fewer than half the staff had special education qualifications, while in another 43 per cent of schools, half to three quarters of the staff possessed relevant qualifications.

Bagilhole and White (2008) examined academic recruitment processes at each level of academic management in UK and Australian universities. They concluded that gendered recruitment and selection strategies were having an adverse impact on the potential candidate pool by excluding female academics. In particular, the study noted the exclusion of female academics from informal
professional networks and research collaborations which later became the basis for applicant pools for senior academic roles.

The crucial nature of camaraderie in recruitment to higher academic executive functions is evident in O’Meara and Petzall’s (2007) study of Australian Universities’ Vice Chancellor recruitment. The relationship between Vice Chancellors and Chancellors was identified as a highly influential factor in recruitment, selection and appointment to Vice Chancellor roles.

3.5.2 Rural, remote and regional teachers
Like state-based health employers, public education departments have faced a challenge recruiting teachers in rural and regional locations (Locke, 2008). Again necessity has demanded innovative recruitment strategies. This is particularly the case for Western Australia, which has a high proportion of schools in rural and remote settings, and where teachers are leaving education to pursue careers in mining. As with West Australian health, the education sector has tentatively begun to consider the explicit use of strategic HR management strategies in workforce planning and anticipating future recruitment needs. This study was sparked by an earlier survey of 1,299 Australian teachers by the Australian Education Union in 2006, which indicated that a quarter of new teaching graduates were planning to leave teaching within five years. This increased to 43 per cent of the West Australian sample reporting turnover intentions.

Other initiatives include rural practicum schemes. The West Australian Department of Education and Training (WA DET) have collaborated with the WA Chamber of Minerals and Energy on funding the Student Teacher Rural Experience Program (STREP). This scheme financially supports student teachers who want to complete their last practicum in a rural or remote education district. Student teachers are given a stipend and return travel costs. Locke’s (2008) evaluation indicated this program was a positive experience for the majority of students, with 75 per cent of STREP participants reporting a preparedness to seek a rural teaching position. The scheme continues to offer final year student teachers a practicum in rural and remote schools.

Sharplin (2010) has evaluated research on a less intensive, one week variation of rural teaching placements, called the rural field trip program. Six years of data indicated 92 per cent of respondents’ views of what was involved in rural teaching had changed, and 65 per cent of participants indicated a positive intention to seek out rural teaching posts.

3.5.3 Overseas recruitment of education workforces
We were unable to source information about overseas recruitment of primary and secondary teachers in either the public or private sector. Tertiary academic teaching however is frequently based on an international labour market. Positions are regularly advertised in academic networking sites, particular to each discipline or sub-discipline, in academic job search sites, emails, listservs, international publications and university websites.

3.5.4 Skills segmentation and recruitment in education
Unskilled labour such as school cleaning is generally conducted by contracted employees through skillhire agencies such as Spotless Cleaning, who advertise vacancies on their website. Skilled and semi-skilled positions such as teaching, teaching assistants and clerical staff are advertised on Departmental websites.

3.5.5 Impact of economic cycles on recruitment in education
The education and training sector is counter-cyclical. A loosening of the labour market followed the GFC with waves of retrenchment from universities and schools in Britain, America and Europe. Australian-trained doctoral graduates in economics, business, behavioural and social
sciences competed against experienced international academics with a track record of publications. As a result of increased research competition, concerns have been expressed about the level of teaching training of the many local PhD students who aspire to an academic career (Jepsen, Varhegyi, & Edwards, 2012). Addressing these questions still requires systematic exploration of the role of overseas recruitment in the education and training sector.
3.6 Professional, Scientific and Technical sector
Recruitment drivers in this area include an ageing workforce (particularly in finance and engineering), a rise in demand for highly skilled workers to create and manage increasingly specialised scientific knowledge, and the demand for work-life flexibility. The latter factor is leading to recruitment around job sharing and part-time work options for older workers who are not yet ready to retire, but wanting to reduce their work commitments.

3.6.1 General recruitment trends in the professional, scientific and technical workforce
The level of recruitment for financial institutions and law firms has been volatile over the last six years. For example, the financial planning industry expanded substantially in 2007, when financial services employers were struggling to recruit suitably qualified staff. Large providers such as AXA and AMP were drawing on their internal labour markets and retraining employees to enter financial services. Other large and boutique financial specialists used specialist recruitment agencies (Money Management, 2008). Growth of superannuation funds and an ageing workforce requiring superannuation investment advice were key recruitment drivers for financial and legal firms. As with manufacturing and construction, recruitment contracted during the GFC. This trend began to reverse in late 2009 and continued through 2010 (Levy, 2009; Tydd, 2010).

Recruitment drivers for engineers and technicians have already been described in the sections on the construction and manufacturing industries.

There is evidence that workforce flexibility is a major recruitment driver in science. A survey by Kelly Scientific Resources suggests 19 per cent of science sector employers were planning to increase temporary and contract employee roles. Active monitoring, engagement and listing of temporary employees in a candidate data base have been promoted as solutions to workforce flexibility challenges (Temp explosion, 2011). Temporary employees are sometimes referred to as the contingent workforce.

There was a particular intensification of professional standards for law firm recruitment from 2009. Top-tier law firms (such as Mallesons and Sparkes Helmore) prefer inhouse recruitment teams and use specialist agencies as a backup strategy for high volume recruitment (Tydd, 2010). In addition, corporate clients became more discriminating about which law firms they hired. For example, General Counsel for Commonwealth Bank, David Cohen, stipulated that service providers must minimise fee increases, offer more than pure legal advice, understand the business and avoid institutional level conflicts of interest (BRW, 2008). These types of requirements from powerful corporate clients must now be factored in when building an applicant pool for corporate legal advisory roles.


Around 70 per cent of information and computer technology (ICT) employment is contract-based. ICT recruitment is conducted through global channels and can incorporate an element of skills assessment. For example, online recruitment platforms such as Top Coder, Guild, Remarkable Hire and Talent Bin identify candidates on the basis of their contributions to developer communities. Experience is also prioritised, with applicants ideally having two to ten years’ experience (AWPA, 2013g). Increasing the amount of experience required results in situations where only small numbers of applicants (5 to 10 per cent of all applicants) were considered
suitable for developer programmer, software engineer, business analyst, systems analyst and analyst programmer roles. There are additional difficulties in sourcing candidates with adequate communication skills and cultural fit with the employer (AWPA, 2013g).

There are assertions that the ICT industry is discriminatory and ageist, and that the industry is erroneously excluding mature age candidates who might possess adequate soft skills (AWPA, 2013g). AWPA has suggested developing a candidate data base of suitable mature age ICT workers to counter problems of ageism (AWPA, 2013g).

A survey of 895 finance and IT professionals by Balance Recruitment found 30 per cent of applicants felt they had first-hand experience of racism (Colour makes its mark, 2012). This survey does not identify which recruitment channels were most likely to be associated with these types of experiences.

3.6.2 Rural recruitment of professional, scientific and technical workforces
We were unable to find material specifically addressing this question.

3.6.3 Skills segmentation and recruitment in professional, scientific and technical workforces
Ekanayake and Subramaniam (2012) surveyed CEOs of 179 Australian biotechnology, accounting and law firms. They concluded that recruitment, retention of skilled staff and reputation were the three largest risks faced by these firms. Half the sample adopted an integrated enterprise risk management strategy (ERM) around reputation management, recruitment and retention. This meant recruitment was initially dealt with in strategic planning forums, with different scenarios and the probability and tolerance for risk being explored. Part of an ERM approach is to measure and monitor risk management strategies. The study does not report recruitment sourcing or recruitment monitoring strategies. This research indicated that recognised qualifications and capacity to adhere to professional codes of practice and service delivery were a key recruitment requirement.

Paradoxically, this adherence to locally-defined codes of practice contributes to a disjunction between a potential labour source and employers who are seeking skilled professional labour (Cameron et al., 2013).

It is not clear how this sector recruits for unskilled positions. Recruitment sources and strategies for the professional, scientific and technical sector are summarised in Appendix E.

3.6.4 Impact of economic cycles on recruitment in professional, scientific and technical recruitment
Recruitment expansion in 2007 was followed by the GFC and waves of financial specialist retrenchments from October 2008 to the first half of 2009. This trend started reversing in late 2009 (Levy, 2009). Increased recruitment activity continued in 2010 for both financial and legal professions (Tydd, 2010).

During the European currency crisis of 2012 Australia was perceived as a ‘safe haven’. Expatriate Australian finance professionals began returning home, and professionals started declining overseas roles they had already accepted (Instability Shakes, 2012).
3.7 Skill level and geographic segmentation

3.7.1 Recruitment for unskilled positions

Education remains the primary tool for reducing the proportion of unskilled workers in the labour market domestically (Hagan, 2011) and internationally (Lerman & Schmidt, 2005). Continued increases in the level of education attainment, with a 5 per cent increase in students completing year 12 or obtaining a certificate II qualification since 2001 (ASIB, 2012 pg76) and a 10 per cent increase in the number of tertiary graduates during this period indicates progress reducing the numbers of unskilled workers in the workforce (Stanwick, Lu, Karmel & Wibrow, 2013 pg11). The focus of addressing industry-level skill shortages includes partnerships with domestic and international educational institutions for the attraction of jobseekers for key specialist roles such as engineers (Hagan, 2011). There is little Australian academic literature however addressing the recruitment strategies targeting unskilled labour and this remains an area for potential future research.

The traditional approach has been mass recruitment campaigns online and printed media (Employment Office, 2012). Organisations such as McDonalds in the fast food sector have user employer branding to communicate employee value propositions (EVPs) that focus on education and career development opportunities to target, attract and retain high school students (McDonalds, 2013). By adopting a model of career development focused on education, the McDonald EVP matches the expectations of its target job candidates.

Attracting appropriate unskilled labour has contributed to serious safety challenges in the construction sector (Rimmer & Underhill, 2005). The Recruitment and Consulting Services Association (RCSA) has worked with members and workplace health and safety authorities to address potential safety issues with inexperienced unskilled workers. Considerable progress has been made, but it highlights potential problems when shortages of unskilled labour lead to relaxed recruitment standards to achieve minimum candidate pools (RCSA, 2013b).

Within the agriculture sector, especially in regional Australia with fewer education and career development opportunities, the current strategic recruitment focus has been on casuals such as backpackers (Redfern, 2013). Temporary work visas have been used for seasonal unskilled labour, and widening the 457 visa eligibility has been called for (Redfern, 2013). Changes to visas however continue to pose significant short term risks for the industry going forward (RCSA, 2013a).

Employment agencies offering training, education and job placements play a major role in the labour force strategy for finding placements for at-risk groups such as disabled and long term unemployed (ASIB, 2012). A major issue is whether the efficacy of such programs can be improved, with data indicating only 46.7 per cent of long term unemployed and 42.3 per cent of jobseekers with disabilities remained in education or employment three months after using employment services (ASIB, 2012). Only 30.7 per cent of the most disadvantaged job seekers in a Job Services Australia (JSA) program remain in employment after three months (AWPA, 2013h). The JSA program demonstrates better performance than the prior Personal Support scheme, with superior placement outcomes for all categories of disadvantaged job seeker, and waiting lists eliminated (AWPA, 2013h). Challenges for the JSA scheme include provider performance management systems that encourage a ‘one size fits all’ approach to job seeking. These are inappropriate for groups with complex disadvantages that require personalised case management approaches. Other problems include a focus on short term employment, lack of resourcing, incentives for employers for sustained employment and funding to support participation in vocational education and training (AWPA, 2013h).
Long term unemployment is often a result of repeated failures by multiple systems designed to prepare and support individuals for citizenship and adulthood. Multiple contributing factors generate serious disadvantage, requiring a serious response through a holistic, integrated and sustained long term investment strategy (more than 26 weeks support for job seekers). Better integration of training and workplace outcomes, and employer involvement in program design are also needed (AWPA, 2013h).

3.7.2 Sourcing skilled labour from overseas

In 2011, Manpower Australia’s Talent Shortage survey ranked Australia fourth out of 39 countries for talent and skills shortages, with skilled trades having the most critical shortage (Where are the Tradies, 2011). Recruitment sourcing for skilled trades and professionals has become a global undertaking. For example, data from IMM (Khoo, Voigt-Graf, McDonald and Hugo, 2007; IMM, 2013) indicates a steady increase in Australian employers sourcing skilled labour from overseas through 457 visas. Employers tend to sponsor skilled labour on the basis of qualifications from other developed countries such as Japan, Germany, Ireland, South Africa and Canada (Khoo, Voigt-Graf, McDonald and Hugo, 2007). India has been recognised as a key source of IT workers but the UK is Australia’s top source country due to recognised equivalency of health professionals’ qualifications.

Larger employers tend to make use of recruitment agencies that specialise in a particular occupation and national labour market. Smaller employers in the retail, accommodation and food services sectors tend to source workers from non-English speaking or less well developed countries, such as Japan, Korea, China, Hong Kong and India (Khoo et al., 2007).

Cameron and Harrison (2013) established from a survey of 1,045 members of the Australian Human Resources Institute that skilled immigrant employment tended to occur in larger, goods-producing organisations, but was less common in not-for-profit and smaller regional organisations. Sponsorship of 457 visas was the domain of larger regional organisations who could afford to pay above-market rates, a practice less common in the public sector or small businesses.

There have been documented cases of visa holder exploitation and questionable expenses collection practices (Chanesman, 2013; Marshall, 2013). The application process has been described by some sponsoring employers as ‘arduous’, although this process has the quickest processing time frame of all the skilled migration pathways (Right of Entry, 2013). Difficulties with sponsoring processes were illustrated by a case study of Teys Bros, which had to recruit 500 overseas-based skilled meat workers in a 12 months in 2005. The company was required to submit visa applications and participate in the approval process, as well as report or record payment of travel costs, employee relocations and changes to their duties (Millen, 2010). There was a relaxing of visa rules in 2011, facilitating Perth employers sponsoring of overseas workers for permanent residency in Australia (Visa rules, 2011).

Visa rules change in response to particular circumstances. Equivalent industrial conditions, training contributions and current job descriptions for those employed under 457 visas are now required (Indigenous Employment, 2013; Seeing clearly now, 2010), sponsoring employers are required to advertise for local labour, except for exempted occupations (Jockel, 2013). The Living Away from Home Allowance (LAFHA) which had generous tax exemptions for expatriate Australians and 457 visa holders, was abolished in July 2012 (Hardman and Cafe, 2012). LAFHA was part of the recruitment attraction strategy for sponsored employees. The full effect of the removal of the tax free LAFHA is still unclear (Expat LAFHA, 2012).
3.7.3 Local skilled labour sources
Cully's (2005) evaluation of employer responses to local labour sources indicated that vocational qualifications are not always the most important consideration for employers during recruitment. This detailed analysis was based on job advertisements, ABS Labour Force Survey data, and employer and recruiter interviews. Although employers were interested in recruiting applicants with vocational qualifications, the desire for local workforce experience carried greater weight. As an added factor in some occupations, formal schooling carried greater weight in recruitment decisions than possession of lower level vocational educational qualifications.

Rural Australia faces a particular shortage of agronomists, sales professionals and other specialists. In an effort to address this problem, agribusiness Elders mounted a mobile careers showcase ('No need to bail to the city'), a system of traineeships leading to professional career paths (Pollock, 2011).

3.7.4 Implications of ageing engineering workforce
A preference for local experience also impacts on recruitment of skilled workers or professionals with overseas qualifications. For example, it was anticipated that by 2013, the attrition rate of professional engineers would be twice the available stock of Australian graduate engineers. However, immigrant engineers in Australia have found it difficult to obtain employment in their chosen profession. A study of 53 engineers attending a Skillsmax jobseeker program for immigrants (Cameron, Joyce, Wallace and Kell, 2013) found the pathway that engineers used to migrate to Australia was a determinant of whether appropriate employment was obtained. All respondents were born in non-English speaking countries, and the majority possessed postgraduate qualifications. The engineers had travelled to Australia through the generalist skills program, and were not specifically sponsored for their skills under a 457 visa. Of these engineers 72 per cent were unemployed, while 35 per cent had been unemployed for 1 to 4 years. Of the unemployed engineers, 55 per cent had applied for jobs in rural Australia and 67 per cent had applied for fly-in-fly-out mining roles. The most common reasons these engineers were not recruited included rejection by recruitment agents for a lack of local experience, being over qualified, or not having local qualifications (Cameron, Joyce, Wallace and Kell, 2013). As applicants they also reported a lack of acknowledgement of online applications. Many respondents noted they had not experienced these difficulties in applying for professional roles in the United Kingdom (Cameron, Joyce, Wallace and Kell, 2013).

3.7.5 Graduate recruitment
Australian graduate recruitment generates high volumes of applications. The Australian Association of Graduate Employers reported an average of 2,023 applications per graduate position (Carless, 2007). There appears to be no Australian information on how many applications a graduate must submit before they find appropriate job opportunities.

In one of the few peer reviewed academic articles on graduate recruitment sourcing, Carless (2007) noted that employers have had to formalise their application processing systems to cope with large numbers of graduate applications. Carless (2007) surveyed 50 graduate recruitment coordinators from a range of sectors. On average recruitment coordinators received 1,245 applications, with the highest levels of graduate recruitment occurring in engineering, followed by law, IT, banking and finance, accounting, marketing and human resources.

Two thirds of respondents managed recruitment internally, while the remaining respondents use external agencies. Relationships with external agencies tended to be short term, with a mean duration of 2.4 years. By 2005, the company website had replaced traditional print brochures as the most popular form of advertising communication with graduate applicants (Carless, 2007).
Other favoured sourcing methods included campus visits, related websites, brochures, work experience or internships, followed by advertising on preferred associate websites and industry journals. Applications were most commonly submitted through the company website.

Johns, Teo and Harrington (2007) explored the congruity between graduate recruiters and recent graduates’ perceptions of the recruitment process, with responses from 52 graduate employers drawn from the Australian Career Opportunities Guide. Employer data was supplemented with survey data from recent graduates. Graduates identified most useful jobs information sources as:

- online advertisements through job seeking websites
- recommendations from friends and family and
- employment directories.

Graduates also make use of the Australian Association of Graduate Employers website, which has an annual listing and award for the top 100 graduate employers each year. By contrast, graduate recruiters saw the most useful sourcing strategies as:

- in-house presentations
- friends and family introductions
- print media.

This example demonstrates many employers were not reading the shifts in the external labour market at this time.

It is noteworthy that the data from Johns et al., (2007) was collected in 2003, whereas the Carless data was collected in 2006. This indicates the possibility of a relatively rapid transition to online recruitment as the main recruitment strategy for graduates. Further differences in perceived source strategy noted in the Johns et al., (2007) study suggest graduate recruiters were slightly behind graduates in understanding the importance of online advertising as a recruitment strategy.

Specialist graduate websites include Graduatejobs, Graduate Careers, Graduate Opportunities, Unigrad as well as Virtual Careers Fair.

### 3.7.6 Executive recruitment

Executive recruitment is most likely to involve recruitment agencies, because agencies potentially offer confidentiality, discretion and independence from internal organisational competition around the recruitment process.

Fish and Mackim (2004) surveyed 109 Australian HR professionals from a range of industries on their attitudes to advertised generalist recruitment agencies versus specialist executive search agencies. The study covered attributes such as industry knowledge, confidentiality, rapport, communication skills, ethical behaviour, access to market, size of data base, research capability, discretion, use of psychometric tests, optimum time with client and use of extensive selection techniques. Employers reported negligible differences between the two types of recruitment agents, and both lacked necessary attributes. Largest areas of dissatisfaction were around market knowledge, understanding the employer’s needs, candidate database quality, communication skills and understanding the vacancy (Fish and Mackim, 2004).

External recruitment is not the only solution considered to solve workforce shortages. Blue chip employers (e.g., Westpac, Lend Lease, Wesfarmers) develop internal leadership pools as part of an integrated talent management strategy (War for Talent, 2013).
3.7.7 Geographic segmentation

The majority of the literature reviewed refers to metropolitan areas. As referred to in the Health Care and Social Assistance section, there is substantial research on attracting employees to remote, regional and rural areas. Similarly, the Education and Training sector also refers to remote, regional and rural teaching issues, given difficulties attracting school teachers outside the cities, and the attention paid to this issue by many Australian education departments and others. Only a small amount of literature was found relating to remote, regional or rural recruitment that was not part of government essential services.

The agricultural sector began experiencing a crisis sourcing seasonal and other workers during the mining boom. In 2008, the National Farmers Federation declared recruitment to be at crisis, claiming over 100,000 rural vacancies could not be filled. One suggested resolution was that agricultural employers should cooperate with local mining employers in creating labour pools (ABC 2008). Examination of recruitment practices in remote areas such as the Kimberleys suggests while 60 per cent of employers use one formal recruitment practice, 40 per cent of employers are relying on word of mouth and social networks to find candidates (DEEWR, 2012). Although recruitment difficulties are a common complaint amongst employers, only 39 per cent of the local Indigenous population were employed. One in six employees were flown in to work in this region.

Local government sometimes steps in to assist non-metropolitan communities with recruitment issues. Benalla (VIC), Shoalhaven and Eurobodalla Councils (NSW) have worked with the Department of Education, Employment and Workplace Relations to create job generation, recruitment and candidate education campaigns in local communities. These campaigns involve advertising the need for jobs in the local community while establishing a shopfront where applicants are trained in resume and interview skills. The Benalla campaign created 31 jobs, with 21 being filled in 18 days. The Shoalhaven and Eurobodalla Shire campaigns generated 273 jobs and 151 jobs respectively (Williamson, 2012). A targeted job recruitment evening is held annually for school leavers in Toowoomba each year as a way of directly linking school leavers and local employers (InBrief, 2008).
4 Recruitment Drivers

What drives employer decisions to adopt particular techniques? What impact do economic conditions have on sourcing strategies?

4.1 Drivers in general

The choice of recruitment strategy depends on the economic health or availability of finance for recruitment purposes. Page (2011) noted internal recruitment teams were less expensive if proper recruitment processes were followed from the outset. Internal recruitment teams could represent the employer throughout the process and provide candidates with accurate answers. The drawback may be when current employees seek promotion. External recruiters removed the risk of such conflicts, but were more expensive and can undermine loyalty to the organisation.

In terms of the impact of economic factors on choice of recruitment strategies, there is some evidence from organisational websites that large employers have a preference for using internal recruiters. However when there is an economic boom, these firms are likely to either source high-volume recruitment to preferred recruitment agencies or identify additional recruitment agencies who can handle the volume. A high Australian dollar has impacted profitability of many Australian producers, which has impacted funding for overseas recruitment (Slow Progress, 2012).

4.2 Drivers across different sectors

Economic conditions have affected each of the six industries differently, with retail, manufacturing, and construction having the greatest exposure to economic uncertainty. Regulating 457 skilled worker visas has been an ongoing recruitment issue especially in the mining sector. New regulations have posed challenges for the specialist recruitment firms in these sectors.

Education and training, health care and social assistance, and the professional scientific and technical industries face ongoing issues attracting specialist skilled employees. As a result of poor economic conditions globally, the availability of skilled international appointees has increased for Australian employers (Lau, 2009). Reversal of the long term brain drain with skilled labor returning to Australia was limited by job freezes due to uncertainty, especially in the professions. The need for customisation and production agility in specialist manufacturing (e.g., food) resulted in increased use of temporary employees (Temp explosion, 2011).

The underlying drivers of employer decisions to adopt particular recruitment techniques have not changed greatly from seeking competitive advantage through cost savings and efficiency. However the strategic mix for recruitment activities is shifting towards developing employer branding and acquiring employer of choice awards. While large professional and public sector employers have been the first to significantly invest in employer branding, there is little literature directly addressing the drivers of adoption of new recruitment sources, including social media.

4.3 Supply and demand across sectors

Medium to long term supply/demand recruitment drivers appear to be:

- **Health care and social assistance**: supply-side issues with key skills and capabilities at multiple levels
- **Retail trade**: demand-side and flexibility issues
- **Mining construction**: demand-side issues due to economic uncertainty and supply-side issues relating to specialised labour requirements
- **Manufacturing**: structural labour demand and flexibility issues
- **Education and training**: supply-side issues of labour with key skills and capabilities, and
- **Professional, scientific and technical services**: supply-side issues in attracting and retaining specialised skilled labour.

The key drivers of the evolution of recruitment practices appear to include labor market forces, the impact of extreme and long-term economic conditions and new recruitment strategies.
5 Social Media

What has been the impact of social media on employer recruitment practices?

5.1 Social media in recruitment

Social media such as Twitter, Facebook and LinkedIn are emerging as core platforms for attracting and recruiting candidates (Numbers are the key, 2013). Social media and new information technology platforms, having been discussed as a recruitment strategy since at least 2007 (Owen, 2007), are the biggest areas of recruitment practices growth in Australia. However, the impact, efficiency, and return on investment of processes involving social media are still being determined. Literature on the topic is patchy and dates quickly, with sometimes apparently contradictory results from different research methods and rapid changes in the environment.

For example, the rate of adoption of social media in Australian recruitment was said to be hindered by difficulties demonstrating return on investment and effectiveness of different recruitment channels in a 2011 report (ASB, 2011). Similarly, Australian companies have been reported as slower than other countries to integrate social media into recruitment practices, with an industry survey indicating 26 per cent of companies use social media (Stafford, 2012), compared to 92 per cent of US companies (Jobvite, 2012).

However, adoption of social media by Australian employers grew rapidly in the 2012–2013 financial year, according to the 2013 Yellow Pages Social Media Report. This report indicated more than 60 per cent of employer respondents used social media for recruitment, with smartphones as the preferred delivery vehicle (Barker, 2013). The survey identified state-specific preferences for different forms of social media. NSW respondents indicated a preference for LinkedIn, while Victorian respondents preferred Twitter.

Social media use in recruitment is expected to continue to grow, with two thirds of Australian employer respondents indicating social media needed to be part of a company’s recruitment strategy (Sensis, 2013). Despite continuing outsourcing and cost reduction trends, new technologies provide an opportunity to engage with and improve inclusion of job seekers. AHRI has argued that effective interweaving of multiple social media channels is an essential part of creating an employer of choice brand (Social Media, 2012).

The need to communicate, the need for clear social media policies and the need for updated privacy policies are important considerations (HCA, 2011) as more employers use social media for recruitment activities. For example, there is debate in the human resources practitioner literature around the legitimacy of asking to see an applicant’s personal Facebook page. Conversely, when an applicant has chosen public display settings on their Facebook page, some argue that employers are just as entitled as any other party to view this material (Harnessing social media, 2012). Reports of the Telstra’s Cyber Safety survey of employer respondents indicate almost half had rejected a candidate based on negative online material, while a third had offered positions based on positive online material (Telstra, 2012).

The advent of cloud computing and search engine optimising raises issues of ownership and data management across social networks (Macy, 2012). For example, recruiters may be unclear whether their ‘friends’ (Facebook), ‘followers’ (Twitter) or connections (LinkedIn) are regarded as personal or business contacts by their employers. Ownership of these social networks becomes important when a recruiter with a database of specialised contacts changes employer. The law is still evolving around social media, commercial ownership and intellectual property. A recent high court case in the UK concerned a Hays employee using his personal LinkedIn network to approach Hays’ employer clients for his own business (To Tweet, 2013). The UK High Court
upheld the commercial ownership of Hay’s contracts. Similar trade restraint cases have occurred in Australia (HRX Holdings Pty Ltd v Pearsonoldi HRX v Talent2). Other potential legal concerns around social media include the misleading use of endorsements, breaches of confidentiality and failure of employees to update their LinkedIn profiles after being retrenched (Ticehurst, 2013).

Although we found no literature on listservs, we are aware listserve formal networks are widely used by in-house recruiters to advertise jobs to subscribers in different professional sectors (e.g., higher education). We found no literature on the use of emailing management software.

5.2 Recruitment social media examples
Examples of social media use in recruitment, with sources where available, include:

- **LinkedIn**: LinkedIn has 4 million Australian members, around 80 per cent of Australia’s professional population (The ‘in’ crowd, 2013). Jobseekers use LinkedIn to research employers and individuals, and to broadcast job requests. Employers use LinkedIn to post vacancies, conduct targeted searches, contact potential employees, develop talent pools, and conduct background checks on applicants. The ‘endorsement’ function, directly linked to search engines, determines how frequently an individual will appear in searches (Boyd, 2013a). The recruitment plugin enables an ‘apply with LinkedIn’ option on a company website, customised questions, and integration with applicant tracking software (LinkedIn, 2011). Many large employers (e.g., EBAY, IAG, Vodafone, Rio Tinto, Deloitte) use LinkedIn as a key recruitment channel (Missing link, 2011). LinkedIn is limited by the relationship skills and quality of relationships driving these networks (Find your own, 2012).
- **Facebook**: Corporate pages promoting the employment brand are intended to be ‘liked’ by members of the public and prospective job seekers who wish to stay in touch and up to date with the organisation. Recruiters may post vacancies with links to corporate websites, and conduct background searches on applicants.
- **Twitter**: Employers may tweet links to job vacancies to followers.
- **Pinterest**: Although traditionally used by artists and craft makers, Pinterest is occasionally used to post job vacancies to personal networks.
- **Instagram**: Job vacancies are occasionally posted on this personal social networking site that is based on uploaded photographs.
- **KiK**: This networked messaging system is similar to texting and may be used to share job advertisements with personal networks.

5.3 Recruitment agency use of social media
Institutions such as AHRI and the RCSA are playing a role in guiding and providing support on social media’s role in the recruitment process (AHRI, 2013). Employment and consulting agencies in particular are using social media to connect with diverse corporate client user groups. While the majority of cutting edge HR information system have been developed by large international HR recruitment processing outsourcing firms (RCSA, 2013a), Australian based firms such as HrX are emerging as well. New systems allow for tailoring of strategies using a mix of bulk or targeted candidate sourcing, blending traditional and internet recruitment sourcing techniques (DDI, 2012). Technologies allowing more targeted recruitment have the potential benefit of higher quality applicants, lower turnover, a higher rate of job acceptance and reduced time-to-fill open positions (Compton et al., 2009, supported by international references e.g., Chapman & Webster, 2003). Recruitment sources (e.g., LinkedIn, Twitter, newspaper advertisements) can be segmented and analysed as separate talent pools for targeted sourcing to increase the match between candidates and positions and to evaluate the effectiveness and quality of each recruitment source.
6 Workforce Planning

*What are the workforce planning implications of employer strategies for sourcing employees?*

Skills shortages have led to calls for more effective integration between education and labour sourcing, and a more strategic approach to recruitment (Koutsogeorgopoulou and Barbiero, 2013; Delahaye, 2011).

There is little recent Australian professional or peer reviewed literature on workforce planning implications of recruiting or sourcing potential employees. However, there are many examples of employers using targeted recruitment techniques to access their potential workforces. Many of those examples have been used elsewhere in this report, e.g., health care section 3.2.1.

The February 2013 World of Work report indicates just over 53 per cent of respondent employers include their human resources staff in workplace planning (Opportunity for all, 2013). This is an improvement on ten years ago, when companies rarely engaged in strategic human resources practice and recruitment (Millmore, 2003).

New technologies allow employers increased flexibility in recruitment programs and to target specific segments of the workforce. Benefits of targeted recruitment strategies include increased quality of new employees, with 30 per cent of firms indicating more productive workers hired, 45 per cent lower turnover, 30 per cent reduced time to fill positions compared to industry averages and 25 per cent higher acceptance rate for job offers (DDI, 2012).

The Department of Defence has reviewed its recruitment strategies to address issues of governance, removing organisational barriers and streamlining processes, developing key performance indicators and improving performance and efficiency (Roche, 2010).

A number of organisations have workforce planning initiatives to assist work-life balance for their older workers. The push for flexibility dovetails with initiatives pursued by employers such as Roads and Maritime Services and Victoria Roads which face dramatic loss of experienced workers to retirement. These organisations have conducted workshops for older professional engineers to help plan flexible work options as an alternative to retirement. These initiatives are critical for these employers as 80 per cent of external and internal recruitment could be expected to come from applicants over 45 years (Mature age, 2012).

Financial institutions such as NAB are also confronting the issue of an ageing workforce. NAB’s workforce planning revealed employees over the age of 55 tend to have 15 years or more tenure, representing a substantial level of intellectual capital. To this end, NAB put 600 employees and 250 managers through a ‘My Future’ workshop, which helped older employees to develop flexible work-life options while continuing to work (Mature age, 2012).
7 Applicant Skills

What strategies do individuals use to find information about jobs they are best skilled for?

Individual job applicants have been substantially impacted by new technologies. Providing applicants with the right information about finding job opportunities and building their ability to effectively navigate the labour market is important to ensure they have access to, and are able to apply for suitable vacancies. Literature on Australian job seeker skills is limited.

The number of young people reporting being under-employed or not fully using their capabilities continues to increase (Stanwick, Lu, Karmel and Wibrow, 2013). Although policies to increase the qualifications of job seekers have been successful, a gap still exists where industries and tertiary educators could work closer together.

There is emerging overseas evidence that while Gen Y is regarded as a digitally literate generation, they are poorly prepared for using social media for job hunting (Manroop and Richardson, 2013), and deliberate inclusion of social media education and job hunting has been recommended in Canadian university and vocational education.

Marginal and at-risk groups have a lower level of engagement with online services than others, highlighting the relevance of traditional support services, recruitment processes and sources. As indicated elsewhere, social media is a challenge for less digitally literate groups, as recruiters frequently expect all applicants to engage with new technologies (Armitage, 2012). Applicants who are not comfortable with online searches or applications are disadvantaged by the high proportion of jobs being advertised online.

The challenge for policy makers will be to ensure the inclusion of labour market segments which are more likely to have low digital literacy workers, unskilled workers, workers from non-English speaking background, and rural and remote workers (Bowles, 2013).

7.1 Traditional job search techniques

There are thousands of books, websites and other sources providing information to job seekers and given the volume, a comprehensive review of the literature on this topic is not appropriate. Information for this section is taken from a variety of sources including myfuture.edu.au, jobsearch.about.com/od/findajob/tp/jobsearchtechniques.htm and learn.linkedin.com/jobseeker/.

It is tempting to suggest that job search is dominated by young people using their mobile phones to search the web for relevant vacancies. However, we are reminded that traditional job search techniques are still relevant today to the majority of job seekers:

- **Resumes are still being used**: Applicants still usually need one or more up-to-date resumes for different types of job applications, although some IT and other roles may require a portfolio of work samples. Social media sites such as Facebook and LinkedIn may be used as informal CVs or resumes by job seekers as they look for work.

- **Personal networks**: Personal and professional networks have always been used to seek help in finding work. These networks now often exist more formally through LinkedIn for professionals, and Facebook for non-professionals, skilled and unskilled job seekers.

- **Cover letters**: Cover letters are still often required when applying for a role, however today’s cover letter is frequently emailed with a resume attachment. It is worth noting many young people do not use email, preferring Facebook to connect with potential employers. Lack of email means many recruiters contact applicants by text message.
• **Job advertisements online**: As discussed earlier, job searches are predominantly online on job boards, job board aggregators, or direct employer careers or vacancies websites.

• **Job advertisements, newspapers**: Newspapers are still used by the passive job seeker—the job seeker who is not actively looking for a new role but may be interested in particular opportunities if presented. Specialist newspaper advertising on different days of the week focus on recruitment in different sectors, for example, the Sydney Morning Herald has focussed employment days for government, health and education vacancies.

• **Screening interviews**: While the interview is still the most widely used selection tool, sought-after professionals going through the selection process can become impatient with multiple interviews or drawn-out recruitment processes. High quality candidates with multiple simultaneous applications are likely to decline a job offer from employers they perceive as having excessively long recruitment processes and interviews (Outsourcing, 2011).

### 7.2 Access to organisational information

The manner in which job seekers access the internet points to the importance of employer branding and corporate communications. Holland et al., (2007) cited evidence from the Talent2 market pulse survey of 527 job seekers. This survey noted 73 per cent of job seekers 'Googled' the company CEO. Search results had a significant bearing on whether they submitted an application or accepted a job offer. Holland et al., (2007) cite the example of Macquarie Bank being recognised as a prestigious employer, but potential graduate recruits are aware there is little room for a life outside of work.

Glassdoor.com.au is a free jobs and careers website providing information about jobs, companies, salaries, interview questions and other useful job search information. The information is 'crowdsourced' anonymously from employees, job seekers and sometimes employers themselves. This is a popular information source for job seekers who seek the 'truth' behind employment opportunities.

User-driven websites like whirlpool.net.au have emerged to become informal hubs for jobseekers. Whirlpool originally only offered IT sector job boards but has grown to provide user-driven discussion boards across a range of industries. The website brings together current jobseekers and employees on areas including graduate recruitment, general jobs and education and career development across all sectors.

Given the volume of applications made by many job seekers, there are now job search tools (and 'apps') to help the job seeker to manage their job search. Examples from the USA include jibberjobber.com and becomed.com. Again, no literature is available on this topic.

### 7.3 Online interviewing

Online interviewing is used by a number of Australian corporates as part of their hiring process. Example of online interviewing providers include InterviewStream (see: interviewstream.com) and HireVue (see http://hirevue.com/).

There are a number of ways this system might work, but essentially the recruiter programs interview questions into the system and the applicant ‘takes’ the interview remotely, at their convenience, using a webcam to record their responses. Interview questions may be open timed (the interviewee takes as long as they need to respond to the question) or may be fixed (a limited period is available to respond to the question). The recorded interviews are viewed by the recruiter (or their delegate) and screening or culling decisions are made. The same system may be used for live or group interviews or other ways that assist in remote interviewing.
There are concerns over the use of video interviewing, based on the qualifications (or lack of qualifications) of the person doing the screening and the criteria used for screening out applicants. One quote from a supplier website highlights both the time savings associated with this method, but also the risks:

*On-demand digital interviews mean you can interview only the candidates you want, whenever you want – just like streaming your favourite movie. Bored? You can even fast-forward through the slow parts.* [emphasis added] (http://hirevue.com/how-it-works/whomever/)

However we recognise that the traditional job interview is already often subject to poor practice in other ways.

Apart from sales materials we found only one paper on video interviewing systems in Australia. Online interviewing tools have been used to assist university students to overcome interview anxiety. Using the interview practice module and being able to see themselves on screen, the system has been able to provide positive interview simulation experiences (Rockawin, 2012) to graduate job seekers.
8 Skills Mismatch

How aware are recruiters of the possibility of skills mismatch and how are their recruitment practices tailored to minimise this?

8.1 Overskilling and skills mismatch in Australian labour markets

The emergence of widespread skills mismatching in the Australian labour market suggests there may be a problem with the type of information obtained in the recruitment process and how workforce skills are evaluated. A particular challenge is the lack of formal skills assessment during recruitment, a focus for this section.

Over the last thirty years, Australia’s labour markets were deregulated in acknowledgement of the need for organisational adaptivity and job fluidity. A correlate of organisational adaptivity is the increasingly rare phenomenon of lifetime employment with a single employer. Policy responses included the promotion of ‘lifelong learning’, increased school retention and participation in education and training across all OECD counties (Mavromaras, McGuinness, O’Leary, Sloane and Fok, 2010). Motivations for this policy include that education provides a protective factor against long term unemployment. Mavromaras, McGuinness and Fok (2009) note during healthy levels of economic growth prior to the GFC, the paradox of simultaneous skills shortages, highly qualified pools of labour and skills mismatch began to emerge in Australia, Britain, United States, Denmark, France, Ireland, Italy, Spain, Greece and Portugal.

Being over-educated is a distinct phenomenon from being overskilled (Mavromaras, McGuinness, O’Leary, Sloane and Wei, 2013). Overskilling refers to incumbency within a job, which does not require or promote use of all the incumbent’s skills. Overskilling is associated with adverse labour market outcomes such as wages penalties for the overskilled, labour market scarring (persistence of disadvantage from skills mismatch), reduced job satisfaction and higher levels of turnover (Mavromaras, Mahuteau, Sloane and Wei, 2013; Mavromaras, Sloan and Wei; 2012a, 2012b). Absence of formal skills assessment can be a particular problem for first time entrants into the workforce, who are already struggling to overcome a lack of experience (Stanwick, Lu, Karmel and Wibrow, 2013).

Much of this macro-level literature is concerned with defining and mapping overskilling. Particular concerns have been expressed about skills mismatching in graduates, as that labour pool is regarded as the most productive by virtue of high education levels (Mavromaras and McGuinness, 2007). Labour economists have viewed recruitment as a potential corrective or adaptive strategy for labour market distortions (Behrenz, 2001).

There is no peer-reviewed literature or other evidence that systematically assesses awareness of skills mismatch, or use of corrective strategies by recruiters.

8.2 Recruiter awareness of skills mismatch

Awareness of skills mismatch and strategies to resolve this are only addressed in a piecemeal fashion at this point. We explored possible responses to these questions at three levels:

- Is there evidence from job search websites of skills or competency assessments?
- Is there evidence of specialist recruitment agencies who work with groups vulnerable to overskilling (i.e. migrants and young people) using competency assessment?
- Do skills assessments or industry competency frameworks exist, and what evidence is there that in-house employers use these frameworks in recruitment?
These questions are addressed in the following sections.

8.2.1 Specialist websites

The first approach was to examine whether specialist job websites incorporated online skills or competency assessment during the initial search for matching positions. It is apparent there are no formal skills or competency assessments occurring on these websites.

A list of job search websites related to each of six industry sectors is provided in Table 2, along with analysis of any competency framework or skills assessment found on those websites. Of 31 sites analysed, 25 did not have any search parameters for competency or skills assessment. NSW Health and Career One websites were exceptions by incorporating either a competency framework or a skills search component, which may be regarded as initial steps in skills assessment.

8.2.2 Specialist recruitment agencies and targeted interventions

The second source of data on the role of recruiters concerned specialist recruitment agencies and targeted interventions for groups that are most vulnerable to skills mismatch (migrants, younger workers, disabled workers and workers with short tenure).

Beginning with a review of combined skilled immigration, recruitment agencies (such as Job Recruit Australia, Konnecting Recruitment and Job Capital) ask applicants to complete a skills assessment as part of determining eligibility for skilled migration. Various occupations have a requirement for certain levels of vocational English proficiency. This skill is assessed through the International English Language Testing System.

Agencies that specialise in apprentice recruitment, (such as Gforce Recruitment, Continuing Apprenticeships Placement Service, and Skillhire) do not conduct skills assessment. Instead, these agencies may conduct an aptitude assessment during the selection phase, after recruitment.

A focus on agencies specialising in temporary (or contingent) staffing may provide some insights into skill evaluation strategies. The websites for large temporary agencies such as Adecco, Hudsons and Manpower indicate they conduct aptitude testing and use validated selection methodologies. There is little information available on the development, rigour and content of these methodologies.

Specialist employment placement services for disadvantaged workers report varying levels of outcome success. The Australian Social Inclusion Board (2012) reviewed social inclusion outcomes for long term unemployed. As previously reported, only 46.7 per cent remained in employment, education or training three months after using employment services. Similarly, 42.3 per cent of workers with disabilities were still in employment, education or training three months after using employment services. In contrast, labour force participation of single parents significantly increased after use of employment services. While these figures do not present a supportive argument for specialist employment services, it must be kept in mind that there are multiple levels of complexity around the sustainable placement of long term unemployed or disabled workers.
<table>
<thead>
<tr>
<th>Industry</th>
<th>Job Search Website</th>
<th>Competency/Skills Assessment Search Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>Australian Healthcare and Hospitals Association</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>HACjobs (Health, Social Services &amp; Community sector)</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>HEALTHposts.com.au</td>
<td>Site promises job descriptions, but no skills or competency assessment components</td>
</tr>
<tr>
<td></td>
<td>Nursing Jobs-Career One</td>
<td>There is a search parameter for skills, but no assessment or competency assessment</td>
</tr>
<tr>
<td></td>
<td>Nursing Jobs- Seek</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Nursing Careers Allied Health</td>
<td>Site promises jobs that match skills, however there are no skills competency ass’mts.</td>
</tr>
<tr>
<td></td>
<td>PsychXchange (Psychology)</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>South Eastern Sydney Area Health Service</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>NSW Health</td>
<td>Job descriptions and competency framework available, but no skills or competency ass’mt</td>
</tr>
<tr>
<td></td>
<td>Nursing Jobs Perth</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Kylie Hammond Recruitment</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>MyCareer</td>
<td>Provides candidate opportunities to enter their skills, but no assessment component</td>
</tr>
<tr>
<td>Hospitality &amp; retail</td>
<td>westjobs.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.skillsone.com.au">www.skillsone.com.au</a></td>
<td>No</td>
</tr>
<tr>
<td>Construction</td>
<td>Au.indeed.com</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Workpac.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Skyerecruitment.com</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>MRMjobs.com</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Gumtree.com.au</td>
<td>No</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Tradeyourjob.com</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Jobsearch.com.au (Part of careerone.com)</td>
<td>Search parameter for skills, but no assessment or competency assessment</td>
</tr>
<tr>
<td>Education and Training</td>
<td>Teachersonnet.com</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Unijobs.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>australiateachers.com</td>
<td>No</td>
</tr>
<tr>
<td>Professional, scientific and technical</td>
<td>Seek.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Monster.com is also part of careerone.com</td>
<td>Search parameter for skills, but no assessment or competency assessment</td>
</tr>
<tr>
<td></td>
<td>lawyersweekly.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>LinkedIn</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Research Gate</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Science job alerts</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Sciencepeople.com.au</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Evolvescientific.com.au</td>
<td>No</td>
</tr>
</tbody>
</table>
8.2.3 Skills assessment in job advertisements and recruitment platforms

If recruitment is to achieve its strategic purpose and recruit on the basis of organisational competencies, systematic and valid skills assessments are required during recruitment. In theory, such an exercise should partially resolve skills mismatching. The large extent of skills mismatching implies this type of strategic workforce planning and organisational competency development is not routine.

Sophisticated candidate management platforms such as modules within Oracle, PeopleSoft and SpringBoard are used by large employers to record and manage candidate information and resumes. Those systems tend to have high level rather than skill based fields when the systems are used for external recruitment. The capacity for a competency database or skills assessment in these systems is tailored for and managed by the organisation. Employers tend to use more powerful skills databases for existing employees, especially where assignment flexibility is required to manage client projects (e.g., management consultancies, professional service firms). Thus, the sophisticated use of the competency elements of recruitment databases tends to be restricted to internal project recruitment rather than recruitment into the organisation. We were unable to find literature addressing this topic.

8.3 Skills assessment in top 20 ASX listed companies

Job advertisements on websites of the top 20 ASX-listed companies and seven government departments were examined. Reports from workforce productivity agencies were examined for insights about skills assessment in small businesses and regional employers. Results are provided in Table 3. Again, none of these recruitment channels contained a skills assessment component.

Several blue chip employers such as ANZ and Santos use a strategic recruitment approach, with an implication of skills assessment. It is difficult to determine the exact recruitment approach from the organisational websites only.

The analysis in this section is indicative only, and does not constitute a survey of awareness or practices amongst recruiters about skills mismatch. These indications suggest the high performing employers and agencies that are using competency assessment appear to be the exception, rather than the rule.
Table 3: Evidence of Skills Matching in Top 20 ASX Listed Companies

<table>
<thead>
<tr>
<th>Companies</th>
<th>Evidence of skills matching in job advertisements</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMP</td>
<td>No, there is an emphasis on qualifications for financial roles</td>
</tr>
<tr>
<td>ANZ</td>
<td>Refer to skills knowledge and experience, but no skills assessment</td>
</tr>
<tr>
<td>BHP Billiton</td>
<td>No, but competency assessment is used by their preferred recruitment agency HrX during selection</td>
</tr>
<tr>
<td>Brambles Ltd</td>
<td>There is no job search capacity on the company website</td>
</tr>
<tr>
<td>Comm Bank</td>
<td>There is a general statement of duties, but no skills matching</td>
</tr>
<tr>
<td>CSL Limited</td>
<td>No evidence of skills matching in advertisements</td>
</tr>
<tr>
<td>Macquarie Group Limited</td>
<td>Does not post job advertisements, no reference to skills matching in careers advisory section</td>
</tr>
<tr>
<td>NAB Ltd</td>
<td>Skills categories, but no skills assessment capabilities</td>
</tr>
<tr>
<td>Newcrest Mining Ltd</td>
<td>There is a reference to knowledge, skills and abilities in job advertisements, but no skills assessment capabilities on the corporate website.</td>
</tr>
<tr>
<td>Origin Energy Ltd</td>
<td>Refers to knowledge, skills and abilities, familiarity with competency based training in several roles, but no skills assessment component on the website.</td>
</tr>
<tr>
<td>QBE Insurance Group Ltd</td>
<td>There is a very general description of required abilities in job advertisements, and no skills assessment component on the website.</td>
</tr>
<tr>
<td>Rio Tinto Ltd</td>
<td>All potential applications required to register on Organisational website, and only provided with job titles. No apparent skills assessment component.</td>
</tr>
<tr>
<td>Santos Limited</td>
<td>No reference to skills in job advertisements or skills assessment, but strategic recruitment approach by describing job families, and contextualising positions within departments and the organisation’s strategic mission.</td>
</tr>
<tr>
<td>Suncorp Group Ltd</td>
<td>Detailed position descriptions, person specs, knowledge, skills, behavioural competencies, outcomes and job tasks. Strategic workforce planning approach within org competency framework, but no skills assessment.</td>
</tr>
<tr>
<td>Telstra Corporation Ltd</td>
<td>No reference to detailed tasks or job specifications, but general candidate requirements, and general description of why Telstra is a desirable employer.</td>
</tr>
<tr>
<td>Westpac Banking Corporation</td>
<td>There is simply a general description of what a desirable candidate would be, and there is no skills assessment on the Organisational website.</td>
</tr>
<tr>
<td>Westfield Group</td>
<td>There is no job search function on the Organisational website.</td>
</tr>
<tr>
<td>Wesfarmers Ltd</td>
<td>No current vacancies, no skills assessment component on the website.</td>
</tr>
<tr>
<td>Woolworths Ltd</td>
<td>Job advertisements refer to key responsibilities and desirable criteria, there is no skills assessment component on the Organisational website.</td>
</tr>
<tr>
<td>Woodside Petroleum Ltd</td>
<td>Job advertisements have a brief listing of required skills expertise, but there is no skills assessment component</td>
</tr>
<tr>
<td>Jobs NSW - NSW Govt</td>
<td>This website lists the public sector capability framework, and job ads list tasks, skills and desirable criteria, but no skills assessment component.</td>
</tr>
<tr>
<td>Job Search Careers Victoria</td>
<td>Difficult to access job ads, as search parameters require knowledge of the Vic public service grading system, but there is no skills assessment component</td>
</tr>
<tr>
<td>Job Search Qld</td>
<td>Job advertisements describe broad criteria, but no skills assessment</td>
</tr>
<tr>
<td>South Australia</td>
<td>Difficult to access job ads, as search parameters require knowledge of SA public service grading system, but there is no skills assessment component</td>
</tr>
<tr>
<td>Jobs.WA.Gov.Au</td>
<td>Job advertisements provide a very brief description of the tasks associated with each position, and there is no skills assessment component</td>
</tr>
<tr>
<td>Careers with the Tas Govt</td>
<td>Job advertisements provide a very brief description of the tasks associated with each position, and there is no skills assessment component</td>
</tr>
<tr>
<td>APS Jobs (Comm)</td>
<td>Brief tasks, classification and department description. No skills assessment component.</td>
</tr>
</tbody>
</table>
8.4 Skills mismatch summary
Raising awareness of potential skill mismatches has been a focus of the Recruitment and Consulting Services Association in recent years. Recent data (ASIB, 2012) has suggested some success of these targeted initiatives although it is unclear whether this approach addresses broader skill matching across sectors in Australia. Other than health care, there is limited skills assessment by corporates and the public sector.

Focusing on agency regulation appears to be only part of the solution, as the majority of employers still use internal recruiters. Well-developed competency frameworks, easily adaptable for skills assessment in recruitment, have not been pursued. Suggested resolutions have included creating skills manager positions, developing competency databases and conducting organisational skills audits (HRM May 2012d). Another difficulty in implementing a competency framework strategy for recruitment is the shortage of qualified organisational psychologists who specialise in skills, competency and aptitude assessment of candidates (Mavromaras et al., 2013b). There are just 341 organisational psychologists in Australia (Psychology Board of Australia, 2013).

A further difficulty lies in the marginalisation and discounting of the recruitment process by the majority of employers. Mavromaras et al., (2013b) suggest skills mismatch was often a function of job inflexibility rather than individual motivational characteristics. There may be a need to develop insight and creative capacity around work organisation, job design, and the central role of recruitment in developing a positive organisational culture. As long as recruitment is outside the realm of core organisational considerations, interventions at this point may be of limited efficacy.
9 References


AHRI. (2013). Recruitment and selection; Developing a recruitment policy.


Chanesman. (2013). Recruitment and Consulting Services Association forthcoming workshops – any recruiter can now be in breach of Commonwealth migration compliance law: *RCSA.*


Health Workforce Australia (2011). Growing our future: Final report of the Aboriginal and Torres Strait Islander health worker project, Adelaide: HWA.


Health Workforce Australia (2012b). Health Workforce 2025 – Doctors, Nurses and Midwives – Volume 1, Adelaide: HWA.


InBrief. The Chronicle (Toowoomba), 16 October 2008, 8.


Numbers are the key to recruitment success. (2013, April). *HR Monthly*, 9.


RCSA. (2013a). Recruitment and Human Resources Services Operating Environment: RCSA.

RCSA. (2013b). Labour hire safety performance in Victoria continues yet again in a positive direction: RCSA.


To Tweet or not to Tweet. (2013, February). HR Monthly, 10.


What goes online doesn't stay online. (2012, February). *HR Monthly*.


Appendix A: Project Aims, Methods, Limitations, Future Research and Authors

This project addressed the following questions:

1. **Main recruitment strategies**: What are the main strategies employers use to recruit, inform and attract potential employees? How has this changed over time?
2. **Segmented recruitment**: How are employer recruitment techniques segmented by industry, skill and geography?
3. **Recruitment drivers**: What drives employer decisions to adopt particular techniques? What impact do economic conditions have on sourcing strategies?
4. **Social media**: What has been the impact of social media on employer recruitment practices?
5. **Workforce planning**: What are the workforce planning implications of employer strategies for sourcing employees?
6. **Applicant skills**: What strategies do individuals use to find information about jobs they or are best skilled for?
7. **Skills mismatch**: How aware are recruiters of the possibility of skills mismatch and how are their recruitment practices tailored to minimise this?

Each of the report sections addresses a separate research question. The nature of the research questions means some sections are longer and stronger than other sections. The absence of a well-established body of literature was a particular challenge, which we sought to resolve by drawing on respected industry publications and sources. Some research questions clearly overlap – for example, the main recruitment strategies section and the social media section overlap considerably. Three research questions – recruitment drivers, workforce planning and applicant skills – have been addressed indirectly throughout the report, in addition to their own direct but necessarily shorter sections. This is due not only to the relative lack of relevant literature directly addressing the first two of those topics, but because those topics are subsumed within the other research questions. It is also important to stress this report is a literature review only, examining existing research resources. It is distinct from a research project that builds an evidence base.

Where relevant, the following particular recruitment methods have been included:

- **Advertising**: local and national newspapers, trades magazines, radio, generalist job search websites, job boards, job banks, social media.
- **Agencies and organisations**: targeted minority recruiting, private employment agencies, state employment agencies, temporary help agencies, universities, community organisation partnerships, technical community colleges, search firms, careers fairs.
- **Professional recruiting associations**: including conferences and organisations that support the recruitment industry.

Key Australian academic and practitioner literature was examined both generally and by sector. Targeted searches for reviews of the following skill levels were conducted:

- Unskilled recruitment
- Skilled recruitment
- Graduate recruitment
- Executive recruitment.
The report focusses on the top six sectors by employment numbers (Deloitte Access Economics, 2012, output model, October) as follows:

- Health care and social assistance: 1,296,700
- Retail trade: 1,238,400
- Construction: 1,051,700
- Manufacturing: 982,700
- Education and training: 883,800
- Professional, scientific and technical industries: 855,300.

Most references to Internal recruitment, including recruiting prior employees (‘boomerangs’), employee referrals, job posting to current employees, internships, unsolicited applications, word of mouth, and walk-ins have been excluded. The volunteer workforce has also been (generally) excluded.

**Methodology**

A range of sources were considered, including peer reviewed scholarly research and ‘grey literature’. Grey literature is defined as

‘… *document types produced on all levels of government, academics, business and industry in print and electronic formats that are protected by intellectual property rights… but not controlled by commercial publishers i.e., where publishing is not the primary activity of the producing body.*’ (12th International Conference on Grey Literature at Prague, December 2010)

Detail of the types of documents searched and reviewed for this project include:

1. Peer reviewed literature:
   a. Australian and international peer reviewed literature, 2000 to 2013.
   b. Data bases including EBSCO (all data bases), specific searches on Business Source Complete, CINAHL (Cumulative Index to Nursing and Allied Health Literature), Computer and Applied Sciences Complete, Econlit, Education Research, ERIC, Psychology and behavioural sciences complete.
   c. Keywords including Australia and recruitment, job recruitment strategies for employers, retail and hospitality industry and recruitment, construction industry and recruitment, health and social support industry and recruitment, manufacturing industry and recruitment, professional, scientific and technical industry and recruitment, education and training and recruitment.

2. Newspaper reports:
   b. ‘recruitment and Australia (date range: 01/01/2007 to 01/11/2013)’ (94,862 hits).
   c. Refined search ‘employment recruitment and Australia (date range: 01/01/2007 to 01/11/2013)’ (152 hits), and
d. Third search ‘job recruitment and Australia (date range: 01/01/2007 to 01/11/2013)’ (160 hits).
3. Industry and trade magazines, journals, websites:
   a. ABI/Inform Complete for surveys of recruitment sources, recruitment channels online, offline, print, limited to peer reviewed and full text.
   b. Search terms included ‘Australia and recruitment 2007 – 2013’ (117 hits), and ‘job advertisement sources’ (22 hits).
   c. HR Monthly, (Australian Human Resources Institute) 2010 to current
4. Publicly available reports – public sector, including State and Federal government departments and agencies, e.g., Health Workforce Australia, AWPA.
5. Publicly available reports – private sector
   a. Management consultancies e.g., Deloittes
   b. Specialist recruitment consultancies, e.g., Hudsons, Manpower Australia,
   c. Individual corporates e.g., Brambles, Commonwealth Bank
6. Social media sites such as Twitter, LinkedIn, FaceBook, Pinterest, Kik, other
7. Online sources, including corporate websites and blogs
8. Key search terms included:
   - Employer Branding
   - External recruitment
   - Grey nomads
   - Industry branding
   - Internal recruitment
   - Job seekers
   - Overskilling
   - Resource based views (RBV)
   - Recruitment outsourcing firms (RPO)
   - Strategic human resources management
   - Traditional labour supply firms
   - Temporary worker agencies.
9. Job advertisements on the websites of the top twenty ASX listed companies and seven government websites were examined for the skills mismatch question.

Limitations and future research
Although this report provides a comprehensive report of Australian academic literature, practitioner literature, government and industry reports to address the research questions, there are several limitations that arise beyond practical time and scope constraints. First, our search was restricted to the years 2000 onwards, and in some instances the mid-2000s. Yet much material, generally reflecting technological developments, appears to be out of date against our field observations.

Second, we highlight that much peer-reviewed recruitment literature is generated internationally, yet recruitment in Australian faces substantially different circumstances to most other countries. An obvious example is our relatively low levels of unemployment place us in a ‘war for talent’ where employer branding and employee value propositions are important yet undocumented features of our recruitment landscape, especially compared with the USA. Third, we have focused on recruitment practices rather than vacancy statistics. We have not included the vast amount of labour market data or analyses in this review of current Australian recruitment practices literature.
Beyond the areas for future research identified in the report, the following are some broad areas also requiring exploration through primary research:

- The barriers for employers and recruitment agents to adopting:
  - New IT and cloud-based recruitment systems that can bring rigour while delivering value to employers
  - Emerging technologies to address quality assurance and new metrics, and enable evaluation of new recruitment sources.
- Implications of new technologies for recruitment at different levels:
  - Workforce: The potential of new recruitment sources to address over- and under-skilling
  - Regulators: The role of regulators in providing frameworks for including at-risk groups with lower technology adoption rates
  - Employers: Emerging guidelines, policies and codes of practice on social media as a recruitment source. Employer policies will shape how new platforms are used to engage job seekers.
  - Job seekers: How social media, crowdsourcing and internet-based media shapes job seekers’ expectations and strategies.
- The extent to which employer branding and employer of choice awards affect job seekers in different industries.

Authors

Chief Investigator: Denise Jepsen, BPsych (Hons), MOrgPsych, PhD, PGDipHE, MAPS, FAHRI is an organisational psychologist with extensive research and consulting experience in organisational behaviour and human resources. Denise is an international award winner for her careers research, has written one book on local government and four books on career transition. Denise is an academic at Macquarie University where she teaches HR, including recruitment and selection. This project falls within Dr Jepsen’s broader research on employee attitudes, workplace relationships, recruitment, careers and older workers.

Co-investigator: Martha Knox-Haly BA (Hons), MA (Hons), MBA, PhD, MAPS is an organisational psychologist and author of three books examining the link between industrial relations, human resources management practice and human resources risk mitigation. Dr Knox-Haly’s writing and practice is based on stress investigations in Australian workplaces between 1995 to 2005. Her areas of specialisation are prevention of occupational stress, prevention of bullying and performance management systems.

Co-investigator: Daniel Townsend, BBA(Hons), BA Psych is a human resources and organisational behaviour researcher at Macquarie University who has investigated areas of organisational learning, team dynamics, organisational socialisation and onboarding. His PhD research focused on the impact of human resource practices on how newcomers adjust to becoming productive members of the organisations they join.

Appendix B: List of Generalised and Specialised Job Boards

Business and government
- APSjobs - positions vacant in the Australian Public Service.
- Australian JobSearch - Australia's largest free online jobs board.
- COMjobs - job vacancies for professional communicators.
- Defence Jobs - Portal for the variety of jobs available within the Australian Defence Forces.

Arts and design
- Arts Hub - For the arts and cultural industry.

Education
- Teach.NSW - The website for the NSW Department of Education and Training.

Health
- All Jobs Health - Jobs board for medical, nursing and healthcare admin and management vacancies
- AustraHealth - Recruitment Agency for nursing jobs in Australia and the Middle East.
- Chemskill - Servicing the scientific, medical and technical industries.
- Carecareers.com.au - Jobs portal and resource for work in the disability and community care sector in NSW
- HACjobs - jobs in the health, social services and community sector.
- Healthposts - A health job and resource website.
- Healthwork - advertises nursing jobs across Australia.
- JobSeeker - specialises in community and not-for-profit jobs in the health and social services.
- Jobs4Careers - jobs specialising in pharmacy.
- NursingJobs - Vacancies for the nursing profession in Australia.
- Sports Employment Australia - Specialist recruitment consultancy for sports, recreation, events, leisure and entertainment industries.
- Sports People - Lists jobs in sport, fitness and coaching.

Information sciences and engineering
- Finite IT - Recruitment Agency specialising in IT.
- Gurus.com.au Search for IT jobs or post your resume online.
- IBM - Global
- Jobreel – IT industry job board and job news.

Law
Science
- Australian Natural Resource - Links to Australian natural resource and environmental jobs.
- EnviroJobs - Vacancies in environmental fields.
- NRMJobs - job vacancies in the environment and natural resource management fields.
- WaterJobs - jobs in the environmental and natural resource fields.

All sectors
- ABC Careers - ABC is Australia's only independent, national, commercial-free broadcaster.
- AC People - provides career development advice and job search information.
- AllJobs - one search job engine gathered from other major job sites.
- AllRailJobs - jobs in Australia in all railway disciplines.
- Australian Jobsearch - Search thousands of jobs across Australia.
- Byron Employment Australia - Over 80,000 jobs across Australia.
- Careerjet - An employment search engine for Australia and worldwide.
- Career One - Search for jobs or post your CV online.
- Careers Online - Career research, resume help, job hunting tips, positions vacant/wanted and more.
- EthicalJobs.com.au - ethical employers from not-for-profit, business & government sectors.
- Find a Babysitter - An online introduction site for babysitters, nannies and parents.
- Help Around the House - Register for employment for odd jobs e.g. gardening, cleaning, ironing, laundry.
- HomepageDaily Jobs - An employment search engine for Australia and worldwide.
- Indeed - search engine for employment from various job boards, newspaper classifieds and websites.
- Jobaroo – Multi-industry job website focused on seasonal and temporary positions.
- JobsGuide – Source of in depth information for jobseekers regarding careers and education and training
- JobServe - JobServe is a multi-industry job website, covering 17 industry sectors online.
- JobsAustralia - Search engine for jobs in Australia.
- LinkMe - Search for jobs or upload your CV for employers to find you.
- Lifestyle Careers - Niche market advertising of flexible employment and work at home positions.
- Locanto Jobs- Locanto is a free classifieds website which allows people to post, browse, and find part-time and full-time jobs in any city. Users can also post their resume and directly contact employers on Locanto.
- MyCareer - Search for jobs or post your resume online.
- Monster
- NowHiring - online employment solution for job seekers, freelancers, employers and recruiters.
- OneShift job board- online listing of casual, part time and temporary jobs.
- OzFreeOnline: Multi-industry free job board
- Pedestrian.TV - search engine for job seekers
• Positions Vacant - largest audited privately owned job board in Australia.
• Quest Employment and Training Solutions - Find a job or look for training.
• Skills Connect - a vendor neutral online resource procurement service whereby allowing our clients to match up with the appropriate candidate looking for a contractual/temporary role.
• Seek - Job listings and career resources.
• Seek Campus - Find entry-level positions and graduate jobs, apprenticeship, traineeship or cadetship.
• The Re Generation - an online skills market.
• Unigrad - job search website for vacation and graduate positions.
• UniJobs - Australia’s University jobs website.
• Who’s Hiring – Job, careers and employment directory.
• Youth Challenge Australia - Volunteer agency empowering youth and supporting communities in Indigenous Australia, the Pacific, Latin America and Asia.

Source: http://www.canberra.edu.au/careers/students/employment/jobs-sites-australia
Appendix C: Key Findings on Australian Health Workforce Shortages

Key findings in a recent (2012) analysis of the nursing and medical workforce found:

- ‘There will be a highly significant shortage of nurses (109,000 by 2025)
- The supply of doctors is stable now but there will be a shortage of 2700 doctors by 2025
- There will be insufficient postgraduate medical training places for the number of graduates seeking them
- The current training system is creating bottlenecks and is inefficient
- There is uneven distribution of the medical workforce across Australia affecting rural and regional communities
- Australia will continue to remain highly dependent on migration of international health professionals.
- There are not enough general practitioners and some other medical specialists in regional and rural Australia
- Some medical specialties are more popular than others from a career perspective
- A growing trend towards specialisation and sub-specialisation means we don’t have enough generalists.

The specialities that will be in shortest supply by 2025 if reform does not take place are:

- Obstetrics and gynaecology
- Ophthalmology
- Anatomical pathology
- Psychiatry
- Diagnostic radiology
- Radiation oncology.

The supply of cardiology, gastroenterology and hepatology, neurology and surgical specialties is currently adequate, but projections show there will be more of these specialists coming through the training pipeline than we need.’ (HWA, 2012)
Appendix D: HWA Health Sector Workforce Reports


- Health Workforce Australia Annual Report 2012-13
- Study of Patterns of Health Profession Migration
- Health Workforce Australia Annual Report 2011-2012
- Health Workforce Australia Annual Report 2010-2011
- Health Workforce Australia Annual Report 2009-2010
- Health Workforce Australia Strategic Plan 2013-2016
- Health Workforce Australia Work Plan 2013-2014 (.pdf)
- Health Workforce Australia Work Plan 2012-2013 (.pdf)
- Health Workforce Australia Work Plan 2011-2012 (.pdf)

Australia's Health Workforce Series:

- Doctors in focus
- Health Workforce by Numbers
- Nurses in focus
- Health Workforce 2025 - Volume 1
- Health Workforce 2025 - Volume 2
- Health Workforce 2025 - Volume 3

Mental Health Non-Government Organisation Workforce Sector Project:

- A Snapshot of the Mental Health Non-Government Organisation Sector (.pdf)
- Non-Government Organisation Mental Health Service Provision (.pdf)
- Funding the Mental Health Non-Government Organisation Sector (.pdf)
- Mental Health Non-Government Organisation Workforce Characteristics (.pdf)

National Cancer Workforce Strategy:

- NCWS planning and data inventory
- NCWS literature review
- NCWS environmental scan
- National Cancer Workforce Strategic Framework

Other potentially relevant reports:

- Patterns and determinants of medical and nursing workforce exits
- The effects of medical graduate expansion on doctor's working patterns
- Medical Physicists Workforce Report
- Strategic Study of Postgraduate Medical Training: Baseline Report
- Growing Our Future: Final Report of the Aboriginal and Torres Strait Islander Health Worker Project
- Aboriginal and Torres Strait Islander Health Worker Project Environmental Scan
- Aboriginal and Torres Strait Islander Health Worker Project Interim Report, June 2011
- Final Report of the Caring for Older People program (2010-11)
- Extending the Role of Paramedics fact sheet
- Medical Graduate Competency Framework Report
We also note the large number of other organisations with health workforce interests, each of whom publish regular environmental scans, workforce statistics and other workforce updates. Organisations such as the Community Services and Health Industry Skills Council (http://www.cshisc.com.au/), Australian health Workforce Institute (http://www.ahwi.edu.au/) and Australian Institute of Health and Welfare (http://www.aihw.gov.au/health-workforce/) plus many others provide extensive information and reports on many aspects of the health sector. Indeed, HWA aim to consolidate information and data from the variety of sources in the health sector.
### Appendix E: Recruitment Sourcing Strategies by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Dimension</th>
<th>Response or examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care</td>
<td>Specialist recruitment agencies</td>
<td>- Medirecruit Australia (<a href="http://www.medirecruit.com">www.medirecruit.com</a>)&lt;br&gt;- Ochre Medical Recruitment (<a href="http://www.ochrerecruitment.com">www.ochrerecruitment.com</a>)&lt;br&gt;- Plexus Medical Recruitment (<a href="http://www.plexusrecruitment.com">www.plexusrecruitment.com</a>)&lt;br&gt;- Healthcare Recruitment Australia (<a href="http://www.healthcareaustralia.com">www.healthcareaustralia.com</a>)</td>
</tr>
<tr>
<td></td>
<td>Careers Expos</td>
<td>- AMA Careers Expo&lt;br&gt;- Monash Careers Expo&lt;br&gt;- Royal Australasian College of Medical Administrators (expos in each state)&lt;br&gt;- Australian College of Nursing Expo</td>
</tr>
<tr>
<td></td>
<td>Social Media</td>
<td>All state health departments make use of Twitter, Facebook, LinkedIn, Google plus and email as contact points.</td>
</tr>
<tr>
<td></td>
<td>Internal recruiters</td>
<td>Yes for all state health departments</td>
</tr>
<tr>
<td></td>
<td>Student placements, internships, practicums</td>
<td>Yes for all state health departments</td>
</tr>
<tr>
<td></td>
<td>Specialist job search websites</td>
<td>- Australian Healthcare and Hospitals Association&lt;br&gt;- HACjobs (Health, Social Services &amp; Community sector)&lt;br&gt;- NSW Health&lt;br&gt;- HEALTHposts.com.au&lt;br&gt;- Nursing Jobs&lt;br&gt;- Nursing Jobs: Perth&lt;br&gt;- Nursing Careers Allied Health&lt;br&gt;- PsychXchange (Psychology)&lt;br&gt;- South Eastern Sydney Area Health Service</td>
</tr>
<tr>
<td></td>
<td>Major metropolitan newspaper advertising</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Local newspapers</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Organisational websites</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Professional newsletters</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Overseas recruitment</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Retiree bank/grey nomads</td>
<td>Yes</td>
</tr>
<tr>
<td>Sector</td>
<td>Dimension</td>
<td>Response or examples</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Social Assistance      | Specialist recruitment agencies          | • Kylie Hammond Recruitment
• Parkhouse Bell                                                                       |
|                        | Careers Expos                            | Yes                                                                                 |
|                        | Social Media                             | Facebook, LinkedIn, Twitter, Reddit, Tumblr, google+ plus and email                  |
|                        | Internal recruiters                      | Yes                                                                                 |
|                        | Student placements, internships, practicums | Yes                                                                                 |
|                        | Specialist job search websites           | • HACjobs (Health, Social Services & Community)
• Carecareers
• Development Gateway
• NCOSS-Council of Social Services NSW
• Ethical Jobs
• Probono Australia Jobs Board
• www.nfpjobs.com.au |
|                        | Major metropolitan newspaper advertising | Yes                                                                                 |
|                        | Local newspapers                         | Yes                                                                                 |
|                        | Organisational websites                 | Yes                                                                                 |
|                        | Professional newsletters                 | Yes                                                                                 |
|                        | Overseas recruitment                     | Unclear                                                                             |
|                        | Use of retirees/grey nomads              | Unclear                                                                             |
| Retail and Hospitality | Specialist recruitment agencies          | • Retailworld Resourcing
• Frontline Hospitality
• Benchmark Hospitality
• Hospitality Recruitment Solutions |
|                        | Careers Expos                            | • Adventure Travel and Backpackers Expo
• Work and Travel Expo
• Reinvent your Career Expo |
|                        | Social Media                             | Twitter, Facebook, LinkedIn, Pinterest, Google+                                      |
|                        | Internal recruiters                      | Yes                                                                                 |
|                        | Traineeships, work exp                   | Yes                                                                                 |
|                        | Specialist job search websites           | • www.skillsone.com.au
• westjobs.com.au (for Perth and WA)
• jobssearch.gov.au
• www.youthcentral.vic.gov.au
• gumtree.com.au
• simplyhired.com.au
• ringabackpacker.com.au |
<p>|                        | Major metropolitan newspaper advertising | Yes                                                                                 |
|                        | Local newspapers                         | Yes                                                                                 |
|                        | Organisational websites                 | Yes                                                                                 |
|                        | Professional newsletters                 | Yes                                                                                 |
|                        | Overseas recruitment                     | Yes                                                                                 |
|                        | Retirees/Grey Nomads                     | Unclear                                                                             |</p>
<table>
<thead>
<tr>
<th>Sector</th>
<th>Dimension</th>
<th>Response or examples</th>
</tr>
</thead>
</table>
| Construction | Specialist recruitment agencies    | • Construction Recruitment  
• Conduit Recruitment  
• Hays Recruitment  
• Hudson Global  
• Job Capital |
|              | Careers Expos                      | • Engineers Australia Careers Expo  
• Queensland Mining Expo  
• SACOME Mining Careers Expo  
• Mining and Gas Jobs Expo Queensland  
• Chincilla Careers Expo  
• FOGS Indigenous Employment and Careers Expo  
• Skills Employment and Careers Expo  
• National Careers and Employment Expo  
• Reinvent your Career Expo |
|              | Social Media                       | Facebook, Twitter, Google plus, LinkedIn, email |
|              | Internal recruiters                | Yes |
|              | Student placements, internships,  | Yes for engineering and project management staff, with apprenticeships for skilled trades. |
|              | apprenticeships                    | |
|              | Specialist job search websites     | • Mining Employment Services  
• Mine Jobs  
• Skye Recruitment (mining jobs)  
• NRMjobs (Environment, Water & Natural Resource Mgmt sector)  
• Careerone, au.indeed.com, Gumtree.com.au |
<p>|              | Major metropolitan newspaper      | Yes |
|              | advertising                        | |
|              | Local newspapers                   | Yes |
|              | Organisational websites           | Yes |
|              | Professional newsletters           | Yes |
|              | Overseas recruitment               | Yes |
|              | Retirees/Grey Nomads               | Unclear |</p>
<table>
<thead>
<tr>
<th>Sector</th>
<th>Dimension</th>
<th>Response or examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>Specialist recruitment agencies</td>
<td>• Hays</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hudson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Horner Personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Australia Personnel Global</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Adecco</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Drake Industrial</td>
</tr>
<tr>
<td></td>
<td>Careers Expos</td>
<td>• National Careers and Employment Expo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Skills Employment and Career Expo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engineers Australia Careers Expo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Queensland Jobs Expo</td>
</tr>
<tr>
<td></td>
<td>Social Media</td>
<td>Facebook, LinkedIn, Twitter and Email</td>
</tr>
<tr>
<td></td>
<td>Internal recruiters</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Student placements, internships, apprenticeships</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Specialist job search websites</td>
<td>• Tradeyourjob.com.au</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Jobsearch.gov.au</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Careerone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mycareer.</td>
</tr>
<tr>
<td></td>
<td>Major metropolitan newspaper advertising</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Local newspapers</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Organisational websites</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Professional newsletters</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Overseas recruitment</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Retirees/Grey Nomads</td>
<td>Unclear</td>
</tr>
<tr>
<td>Education and Training</td>
<td>Specialist Agencies</td>
<td>Careers Expos</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Graduate careers fairs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• EdFest Careers Expo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Teachers Assn of Aust Careers Expo</td>
</tr>
<tr>
<td></td>
<td>Social Media</td>
<td>All universities, TAFE and state Education and Training Departments use Facebook, Twitter, LinkedIn, blogs, email</td>
</tr>
<tr>
<td></td>
<td>Internal recruiters</td>
<td>Yes, highly formalised and structured process around processing applications.</td>
</tr>
<tr>
<td></td>
<td>Student placements, internships, practicums</td>
<td>Yes, with particular emphasis on rural placement programs</td>
</tr>
<tr>
<td></td>
<td>Specialist job search websites</td>
<td>• Teachers On Net</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• UniJobs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• AustraliaTeachers</td>
</tr>
<tr>
<td></td>
<td>Major metropolitan newspaper advertising</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Local newspapers</td>
<td>Unclear</td>
</tr>
<tr>
<td></td>
<td>Organisational websites</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Professional newsletters</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Overseas recruitment</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Retirees/grey nomads</td>
<td>Yes</td>
</tr>
<tr>
<td>Sector</td>
<td>Dimension</td>
<td>Response or examples</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Lawyers</td>
<td>Recruitment agencies</td>
<td>• Hudson - Legal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Michael Page</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Burgess Paluch</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Australian Recruiting Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Legal Practice Intelligence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hays Recruitment</td>
</tr>
<tr>
<td>Lawyers</td>
<td>Careers Expos</td>
<td>• Sydney Graduate Fair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Big Meet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Law Careers Fair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• University Graduate Careers Fairs</td>
</tr>
<tr>
<td>Lawyers</td>
<td>Job search websites</td>
<td>• lawyersweekly.com.au</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• seek.com.au</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• monster.com</td>
</tr>
<tr>
<td>Accountants</td>
<td>Recruitment agencies</td>
<td>• Michael Page</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hudson-Global Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Adecco</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hays Recruitment</td>
</tr>
<tr>
<td>Accountants</td>
<td>Careers Expos</td>
<td>• Graduate Careers Fair Day (includes on-campus recruitment)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CPA Australia Careers Expo</td>
</tr>
<tr>
<td>Accountants</td>
<td>Job search websites</td>
<td>• CareerOne</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Jobs.com.au</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MyCareer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Seek</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• LinkedIn</td>
</tr>
<tr>
<td>Scientists</td>
<td>Recruitment agencies</td>
<td>• Kelly-Scientific Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Q Recruitment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hays Recruitment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Science People</td>
</tr>
<tr>
<td>Scientists</td>
<td>Careers Expos</td>
<td>• Medical Sciences Careers Fair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Graduate Careers Fairs</td>
</tr>
<tr>
<td>Scientists</td>
<td>Job search websites</td>
<td>• Research Gate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Science Alert Jobs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Science People</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Evolve Scientific Recruitment</td>
</tr>
<tr>
<td>Social Media</td>
<td></td>
<td>Facebook, LinkedIn, Twitter and email</td>
</tr>
<tr>
<td>Internal recruiters</td>
<td></td>
<td>Yes, very structured recruitment process</td>
</tr>
<tr>
<td>Student placements and</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>internships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major metropolitan</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>newspapers advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local newspapers</td>
<td></td>
<td>Unclear</td>
</tr>
<tr>
<td>Organisational websites</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Professional newsletters</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Overseas recruitment</td>
<td></td>
<td>Yes, among top tier firms, working on international projects and collaborations.</td>
</tr>
<tr>
<td>Retirees /grey nomads</td>
<td></td>
<td>Unclear</td>
</tr>
</tbody>
</table>