



the HES recruitment survey: evaluating & benchmarking recruitment practices across 27 Australian universities

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project background

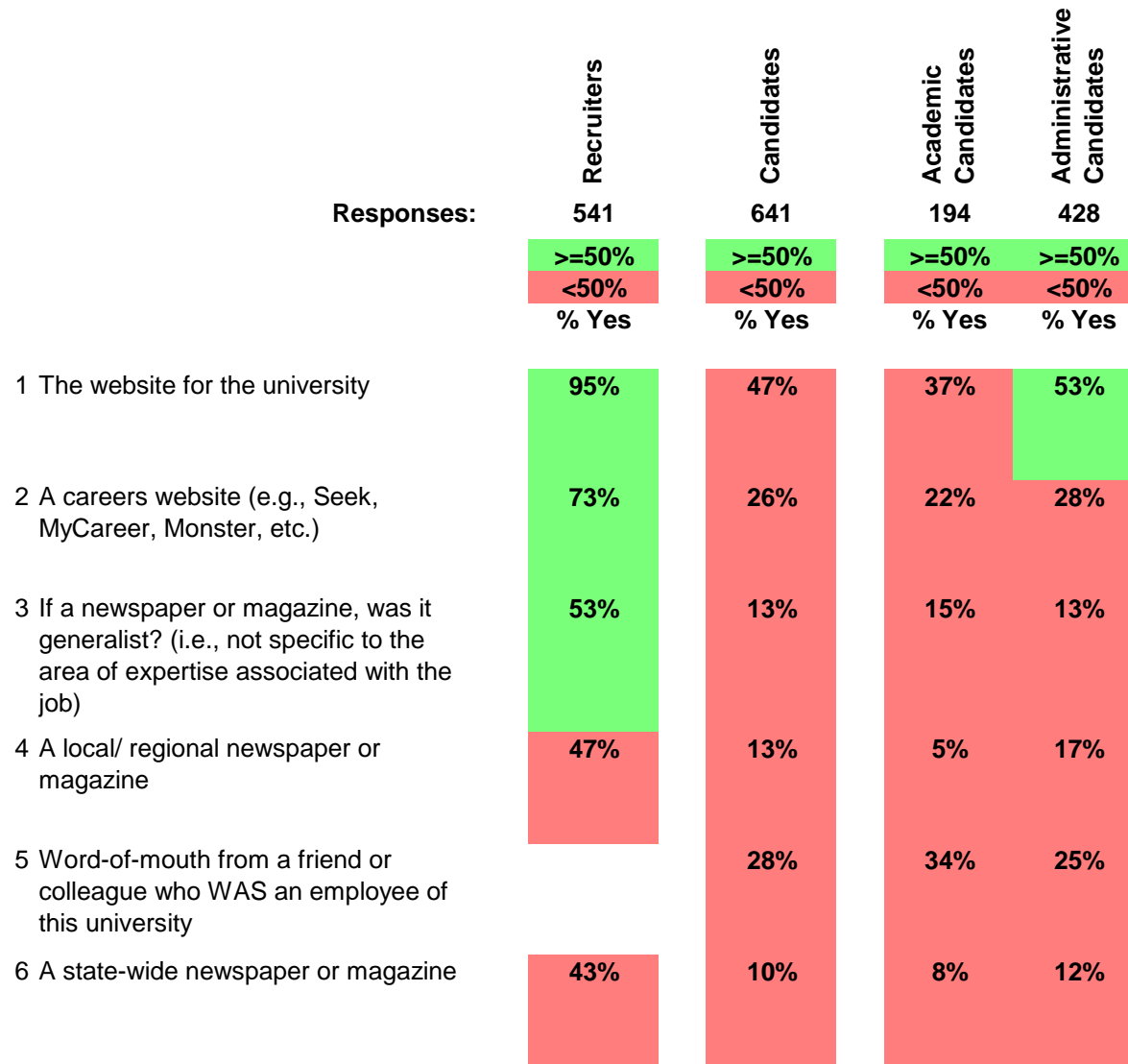
- Higher Ed Services (HES):
 - A not-for-profit, professional services company owned by Australia's peak higher education body Universities Australia
 - Commissioned the recruitment survey to:
 - Evaluate current practices in recruitment of academic and administrative staff
 - Identify best practice and barriers in the recruitment and retention of staff
- Voice Project:
 - A research and consulting company based at Macquarie University specialising in organisational surveys
 - Won the tender to help design, implement and analyse the recruitment survey
- Survey:
 - Live for 3 weeks from Mon 18 May to Fri 5 Jun
 - Response rate of 44%, with 1185 respondents (644 successful candidates and 541 internal recruiters) from 27 Australian universities
 - Individual reports were sent to participating universities



credits

- Main HES sponsors and consultants:
 - Cynthia Hansen, Chief Executive Officer
 - Kent Levander, Executive Business Consultant
 - Kate Whight, Senior Business Consultant
- Members of the HES Recruitment Working Party:
 - Simon Thompson, Charles Sturt University
 - Jenny Bell, Charles Sturt University
 - Val Gribble, Central Queensland University
 - Felicity Nicholas, James Cook University
 - Steve Callaghan, Queensland University of Technology
 - Michelle Paddy, Queensland University of Technology
 - Erica Breen, Queensland University of Technology

sourcing & searching strategies



main findings

- Websites were the most common methods for both recruiters and candidates
- Local and generalist newspapers are the most common ways of advertising, but typically used by only a small percentage of candidates; it is recommended universities consider alternate allocation of recruitment budget

sourcing & searching strategies (cont)

Responses:	Recruiters 541	Candidates 641	Academic Candidates 194	Administrative Candidates 428
	>=50%	>=50%	>=50%	>=50%
	<50%	<50%	<50%	<50%
	% Yes	% Yes	% Yes	% Yes
7 An official communication (email, memo, etc) from the recruiting dept/faculty/division/uni/etc circulated internally	46%	6%	4%	7%
8 A national newspaper or magazine	39%	6%	13%	4%
9 An official communication (email, memo, etc) from the recruiting dept/faculty/division/uni/etc circulated externally	31%	10%	19%	7%
10 Word-of-mouth from a friend or colleague who was NOT an employee of this university		13%	22%	9%
11 A professional association	22%	5%	9%	3%

main findings

- The second most common search strategy for candidates (especially academics) is word-of-mouth (in particular from employees of the recruiting university); it is recommended universities be more active in encouraging word-of-mouth advertising

sourcing & searching strategies (cont)

	Recruiters Responses: 541	Candidates 641	Academic Candidates 194	Administrative Candidates 428
	>=50%	>=50%	>=50%	>=50%
	<50%	<50%	<50%	<50%
	% Yes	% Yes	% Yes	% Yes
12 If a newspaper or magazine, was it special interest? (i.e., one that was relevant to the area of expertise associated with the job)	16%	4%	7%	3%
13 A recruitment agency	12%	5%	4%	7%
14 I first contacted the university enquiring whether any suitable jobs were available		5%	8%	4%
15 An international newspaper or magazine	8%	1%	3%	0%
16 An academic journal	4%	1%	2%	0%

main findings

- Recruitment agencies, specific interest media, and national and international newspapers showed far less use by both recruiters and candidates; if currently using such strategies it is recommended universities consider alternative allocation of advertising budget

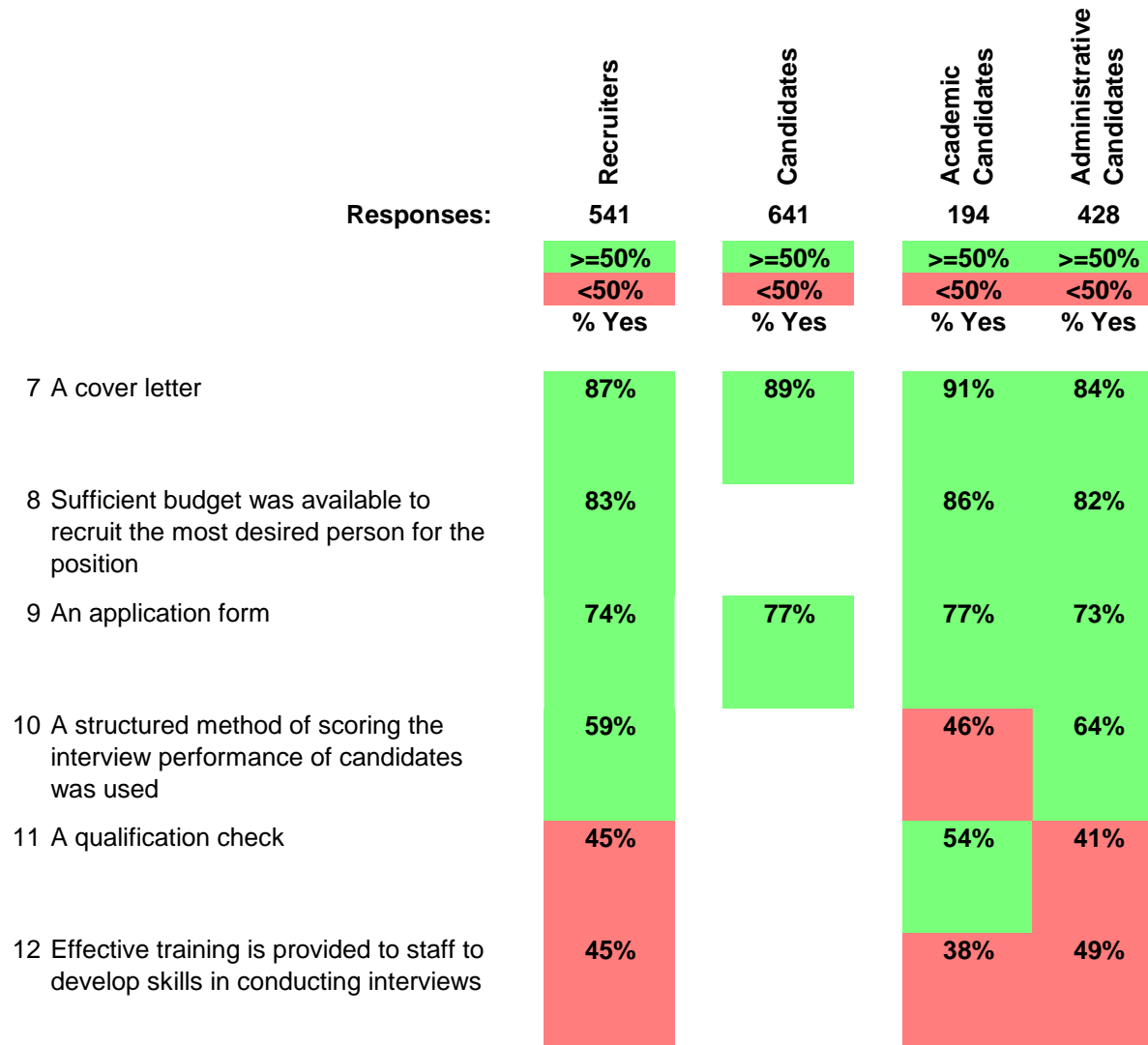
selection methods

	Recruiters Responses: 541	Candidates 641	Academic Candidates 194	Administrative Candidates 428
	>=50%	>=50%	>=50%	>=50%
	<50%	<50%	<50%	<50%
	% Yes	% Yes	% Yes	% Yes
1 A resume or CV	99%	99%	100%	98%
2 A referee check	96%		97%	96%
3 Prior to recruitment, a careful assessment was done about whether or not a new staff member was needed	96%		98%	96%
4 A standard set of questions were asked of all candidates	95%		93%	97%
5 Prior to recruitment, a careful assessment was done about the knowledge, skills and abilities needed in a new staff member	94%		94%	95%
6 A panel interview	97%	91%	95%	98%

main findings

- There is almost universal use of panel interviews, resumes, referee checks, and structured interviews for both academic and administrative staff

selection methods (cont)



main findings

- 17% of the time, budget prevented recruitment of the most desired person for the job
- Structured scoring, qualification checks, and selection training were only used approximately half the time; it is recommended their use be increased

selection methods (cont)

Responses:	Recruiters	Candidates	Academic Candidates	Administrative Candidates
	541	641	194	428
	>=50%	>=50%	>=50%	>=50%
	<50%	<50%	<50%	<50%
	% Yes	% Yes	% Yes	% Yes
13 An unofficial discussion or meeting between the candidate and one or more university staff	23%	33%	36%	18%
14 An academic performance check	20%		39%	8%
15 Tests of skills or knowledge needed to perform the job	22%	14%	12%	26%
16 Assessment of personality, style or personal preferences	19%	12%	18%	18%
17 A one-on-one interview	16%	14%	24%	12%
18 Delivery of a face-to-face verbal presentation by the candidate to other university staff	16%	12%	30%	10%

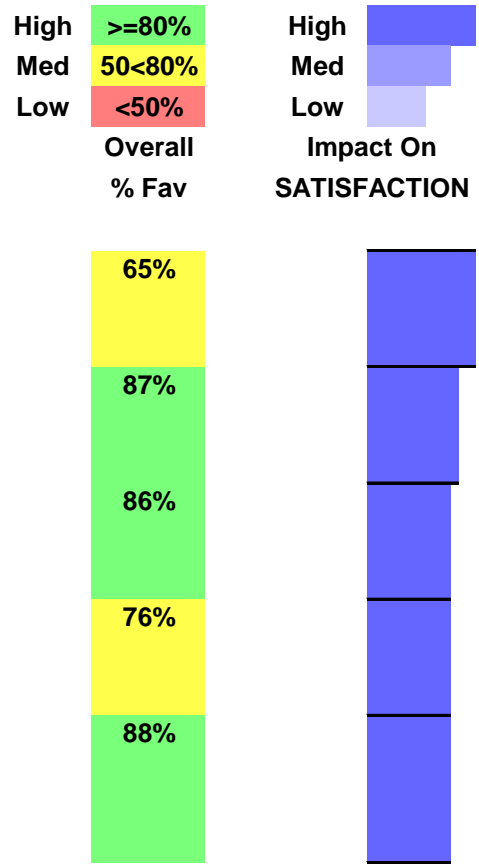
main findings

- Academic performance checks, tests of knowledge or skills, and personality assessments were infrequently used; it is recommended their use be increased

drivers of satisfaction for candidates

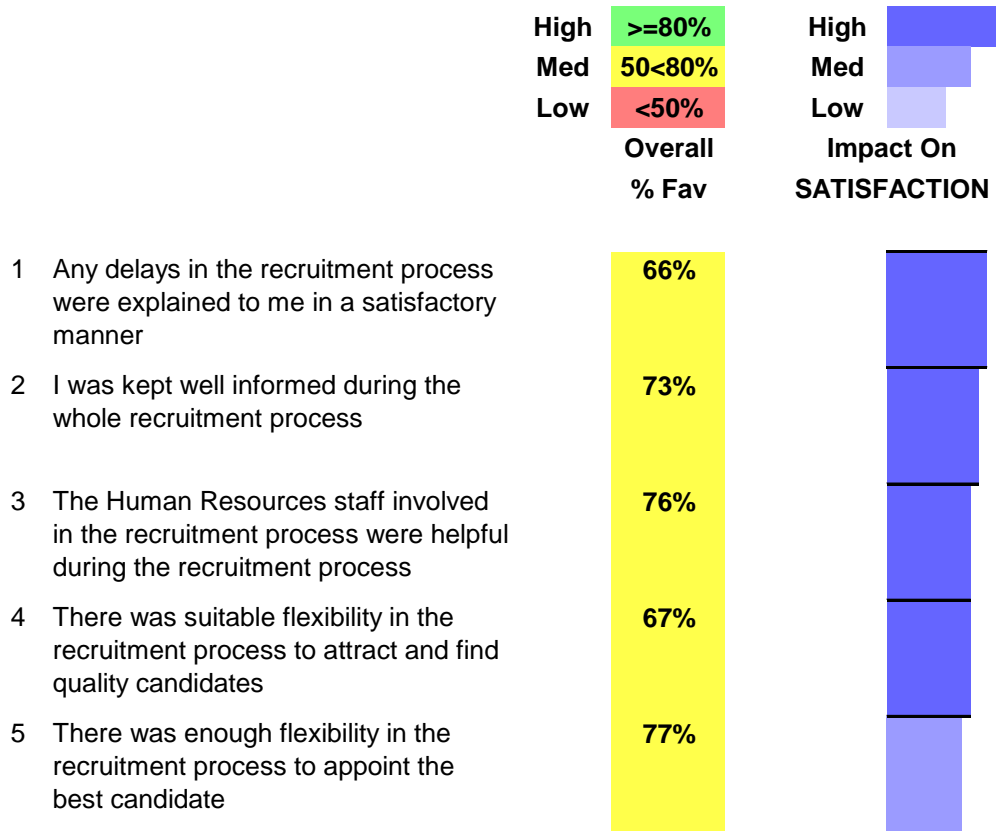
main findings

- The top 5 drivers of candidate satisfaction were related to communication; it is recommended universities increase their communication with candidates using both technology (eg e-recruitment process workflow) and people (eg more frequent personal contact)



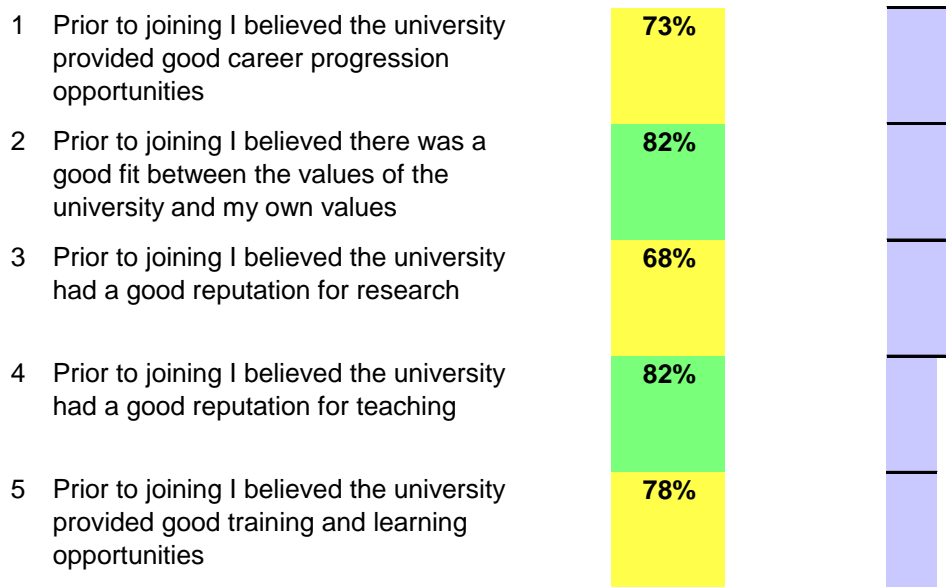
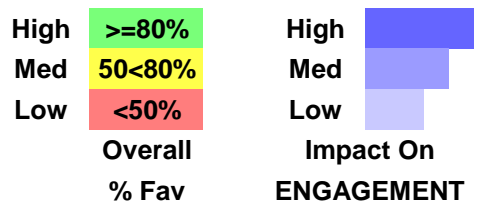
drivers of satisfaction for recruiters

main findings



- The top 3 drivers of recruiter satisfaction were related to communication; it is recommended that HR staff increase the degree to which they keep recruiters informed
- Process flexibility was also an important driver; it is recommended uni's investigate ways to increase recruitment process flexibility

employer branding



main findings

- The top 5 drivers of candidate engagement were career development opportunities, values fit, reputation for research and teaching, and learning opportunities
- Location proximity, job security, benefits, and pay showed the lowest impact on engagement

timing of recruitment process



main findings

- On average it takes 20 weeks to hire administrative staff, and 37 weeks to hire academic staff
- It is recommended universities reduce the longest controllable delays of: obtaining approval, commencing advertising, and commencing interviews



other findings

- Work units, rather than HR, had primary responsibility for most of the recruitment process. HR was slightly more likely to manage applications, and shared responsibility for arranging interviews. Work units were much more likely to develop the job description and advertisement, conduct interviews, and manage job offers
- 93% of universities had HR staff dedicated to managing recruitment processes
- Overall satisfaction with equity was high from both recruiters (91% favourable) and successful candidates (85% favourable)



other findings & recommendations

- New hires reported a marginal satisfaction of 57% with their onboarding/orientation process (despite recruiters reporting 73% satisfaction)
 - Given the productivity and retention benefits of effective onboarding, it is recommended universities substantially improve satisfaction with onboarding
- Overall satisfaction with recruitment was a moderate 71% favourable, with successful candidates being more satisfied (75%) than recruiters (66%). Open-ended suggestions for improvement focused largely upon faster recruitment, tighter processes and guidelines, more frequent communication, and the use of technology to aid workflow
 - It is recommended universities continuously improve the satisfaction with their recruitment processes, from the perspective of both recruiters and candidates



questions & contact details

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