

► Human resource management: A manual for employer and business membership organizations

Tool 2: Staffing and recruitment



► **Human resource management:
A manual for employer and business
membership organizations**

Tool 1: Human resource management in
an organization – Fundamentals

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Foreword

This manual – consisting of seven stand-alone tools – aims to assist employer and business membership organizations (EBMOs) to transition towards more structured, formal and strategic governance measures. The manual contains useful information on the business of Human resource management and related best practices for EBMOs, based on real-world examples. Although this publication is not intended as a resource for EBMOs to use in providing guidance to member companies, some of its content can be used for this purpose.

Human resource management bridges the gap between an organization's staff and its executive administration. It enables organizations to tackle human resource issues strategically, supporting them to attract and retain talent and assisting their leaders and employees to adapt to organizational change. Human resource management has a critical role in managing staff and helping EBMOs work effectively and creatively, thereby allowing the organization to better support its members and achieve its mission.

A successful EBMO requires Human resource management that is committed to the progress and growth of the organization and the services it provides to its members. Best practices in managing human resources, including practices that adopt a culture of diversity and inclusion, are fundamental for EBMOs, particularly because they should set an example to those they serve and represent. Additionally, an EBMO's board of directors (or executive committee) and secretariat should help identify structural barriers or exclusionary criteria and then help find solutions for eliminating them.

Having a manual of Human resource management is also considered a best practice. Thus, this manual encourages human resource teams to pull from it applicable and contextualized portions to create or refine their own manual for better managing the staff within their EBMO.

This tool 2 was produced to assist EBMOs towards improving their productivity and impact by optimizing the effectiveness of their recruiting processes and practices. The tool outlines recruitment policy implications and development, staff sourcing and the recruitment and selection process. It describes the benefits and importance of producing an employee handbook, which is an essential human resource document for which the International Labour Organization can provide a template.

The tool also offers guidance for informing the development and enhancement of human resource policies in an EBMO and for providing technical support to member companies where an EBMO provides this type of service.

The primary audience for this tool is the EBMO's chief executive officer, senior management and human resource officers. But the language used and guidance offered are also designed to make the information relevant to all EBMO staff members.

Each tool includes additional resources (checklists, templates, examples and/or guidance) that can be adapted by an EBMO when customizing it to their individual needs or for inclusion in their own Human resource management manual.

Introduction to the manual

The theory behind Human resource management is that staff who are provided with effective administration can more efficiently and productively contribute to an organization's direction, thereby ensuring that it achieves its goals and objectives. Human resource management covers a spectrum of components for creating, managing and cultivating the employer–employee relationship and includes both strategic and comprehensive approaches to managing people, the organizational culture and the workplace environment.

In practice, the role of human resource managers (or the executive with that function) in an employer and business membership organization (EBMO) is to ensure that its most important asset – its human capital – is nurtured and supported through the creation and management of programmes, policies and procedures and by fostering a positive work environment through effective employee–employer relations.

The International Labour Organization's (ILO) Bureau for Employers' Activities recommends that this Human resource management manual be adapted and maintained by an EBMO's executives and human resource managers. This manual's intent is to educate and guide the chief executive officer, human resource officers and senior management to a high level of strategic success and achievement in accordance with best practices. The manual an EBMO produces (or updates) should contain relevant information, policies and procedures as a tool to facilitate the improved understanding of good governance, legal obligations and better practices as they relate to managing the organization's human resources.

Each of the seven tools that constitute this manual provides definitions, explanations and resources to improve the management of the human capital within an EBMO. The content also may be of value to EBMOs looking to assist member companies towards improving their Human resource management. For an overview of EBMO services in the field of industrial relations and Human resource management, please refer to *The Effective Employers' Organization*, a publication from the ILO and its International Training Centre.

The content of this tool is based on relevant best practice at the time of its preparation and was developed with input from the ILO's Employers Specialists working in all regions and from EBMOs of all sizes. The manual takes into account best practices and guidance from human resource industry bodies as well as the practical guides on building and managing an EBMO more strategically and effectively that the ILO's International Training Centre has created.

This publication is not exhaustive. Thus, readers are encouraged to consult the cited resources to improve their knowledge in areas of particular importance or relevance and to adapt the information provided according to the needs and requirements of their particular EBMO and to the legal framework of the country in which the organization operates.



WARNING: When creating strategies, policies and procedures, specific terms and conditions need to be reviewed and updated by an EBMO to reflect actual obligations under national legislation and regulations, contracts of employment or other industrial instruments relevant to each jurisdiction.

How to use the manual

This human resource management manual consists of seven tools, each with its own checklists, examples, templates and other resources. Each tool breaks down a human resource management function, as the table highlights. Collectively, the tools have two purposes: (a) to remind (or inform) human resource officers and upper management of an EBMO of the best practices in managing all staff members of the organization and (b) to offer guidance to EBMOs for developing their own internal guidance in these different areas.

Tool 1. HRM in the organization – Fundamentals

► Tool 2. Staffing and recruitment

Tool 3. Benefits and compensation

Tool 4. Performance management

Tool 5. Development and training

Tool 6. Employee relations

Tool 7. Separation practices

First, refer to the definitions and abbreviations section in each tool (located at the back, before the additional resources) to become familiar with the terms commonly used in human resource management, governance and organizational management processes.

Second, review the main portion of each tool, which will take you through the basic elements of a specific function of human resource management. Where possible, examples are included to bring clarity on how to approach drafting and implementing a process, strategy or policy. Take what you need from this section for your own internal guidance for managing human resource (or even the employee handbook) and adapt it to your EBMO and jurisdiction.

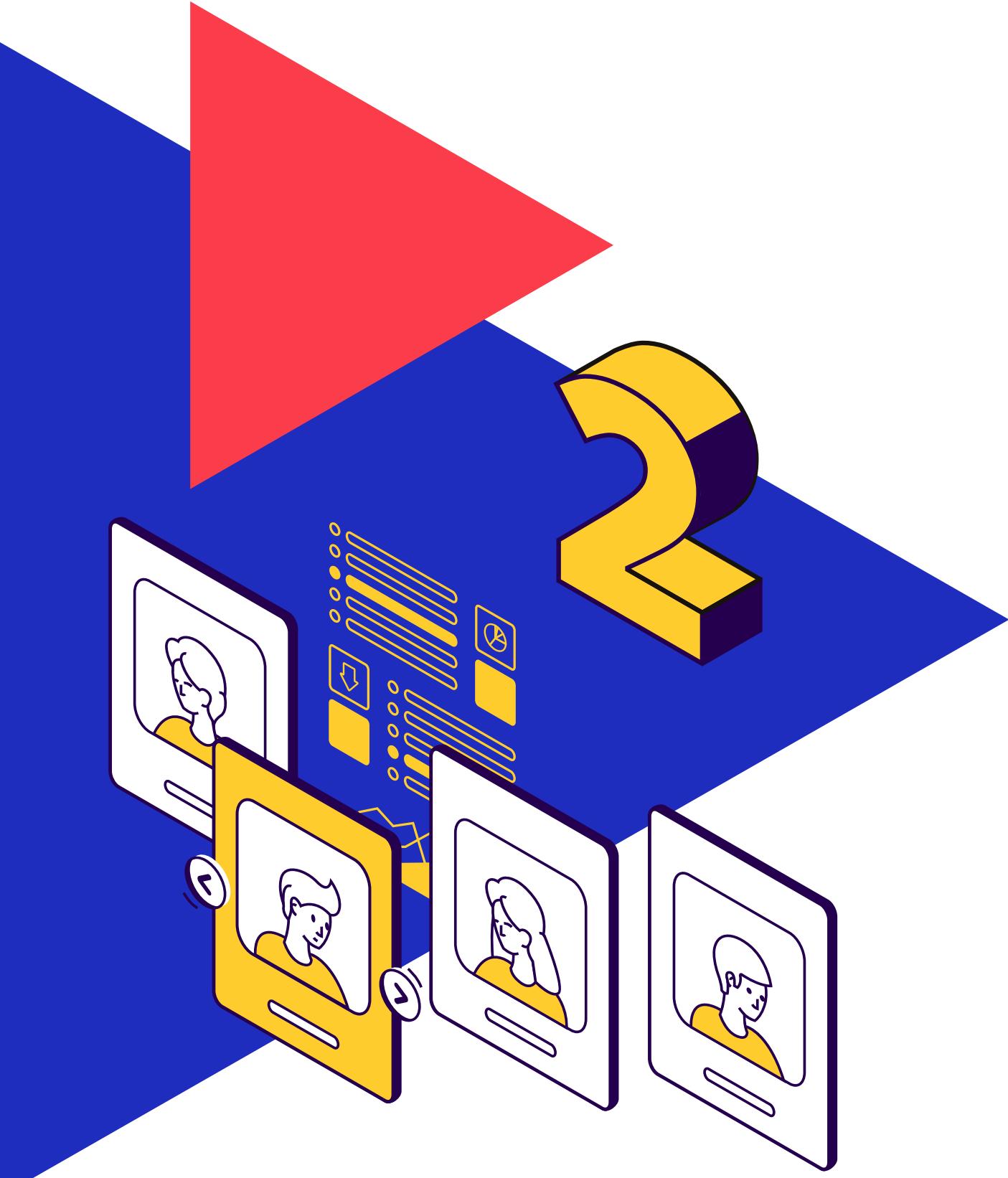
Following the various prompts

	This mechanical signal highlights advice, guidance or direction to a relevant link.
	This magnifier leads to further guidance in the additional resources section.
	This pointer suggests possible content for your own human resource management manual.

Third, review each tool's additional resources section. The first checklist is a prompt for producing organization-specific documentation, policies and other information for your own human resource management manual. Where applicable, the additional resources include templates and guides for EBMOs to use. Make sure your documents are relevant, up to date and complete – this is important for the validity and accuracy of implementing human resource management functions and ensuring legal compliance.

Fourth, consult the ILO for additional online resources relevant to the tool or subsections for further advice and guidance.

Fifth, as with this manual, the human resource management manual that an EBMO produces ultimately should be a living document, updated as policies and procedures change. Thus, it is best to present your EBMO manual in a loose-leaf format, which will allow pages to be separated or added as required. Ideally, if technology and competency permit, the organization should consider producing an electronic version and printing only when necessary.



► Tool 2

Staffing and recruitment

Recruitment can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to enable an organization to select the most appropriate applicants to fill job vacancies against defined position descriptions and specifications.

The purpose of the recruitment process is to find the widest pool of applicants to provide the greatest opportunity to select the best people for the required roles in an organization.

This second tool offers guidance on optimizing the effectiveness of an EBMO's recruiting processes and practices. It outlines implications for recruitment policy and staff sourcing. It also extends guidance for developing and updating an EBMO's human resource policies and for providing technical support to member companies where an EBMO provides this type of service. The tool describes the benefits and importance of producing an employee handbook, which, along with a Human resource management manual, is an essential human resource document. Where applicable, the tool suggests what could be included in an EBMO's own Human resource management manual or the employee handbook.



Key points

- Your recruitment policy should closely align with the mission and values of the organization.
- Ensure your recruitment processes avoid discrimination and are legally compliant.
- Social media recruiting is successful and provides an opportunity to promote the organizational brand.
- The employee handbook is a critical tool because it articulates the legal and organizational information throughout an employee's tenure.

Recruitment policy

A recruitment policy is an official statement of the purpose, values and principles of staff recruitment in the EBMO that are relevant to all staff, not just those involved in the recruitment process. The policy may incorporate an organization's recruitment procedures, although the procedures are likely to undergo more frequent review and changes than the policy itself.

Best practice treats the policy and procedures separately, each in its own stand-alone document. But the policy document should refer to the procedures document and vice versa. Having these separate documents gives an EBMO a clear policy while retaining the operational flexibility to amend or adapt the procedures as needed.

The recruitment policy may include:

- ▶ an introduction, including a statement of the EBMO's mission and values;
- ▶ a policy statement, which is a simple, unambiguous statement regarding the basis upon which recruitment is undertaken, normally on merit;
- ▶ qualifying criteria, such as anti-discrimination and equal opportunity provisions;
- ▶ the organization's position on internal applicants;
- ▶ legal information – it is important to ensure that the content of all documents comply with employment laws, particularly regarding discrimination and contracts for employment;
- ▶ a recruitment process description, for example, approval to proceed with recruitment, advertising policy and selection procedures;
- ▶ parameters that regulate the employment of casual and contract staff;
- ▶ special requirements, for example, appeal procedures, graduate recruitment programmes, conflicts of interest and union considerations; and
- ▶ appendices of related information, such as employment committee and reference to related procedural documents.

Gender equality and diversity in EBMO recruitment policy

Women have made great strides towards equal opportunities in the labour market. Many women are professionals and managers or run their own businesses, while men are increasingly involved in the care of the family and have taken on a greater share of household tasks.

Today, not only talented women but also talented men seek employment that enables full commitment to both their job and family. To be competitive in recruitment and retention of qualified and talented candidates, many businesses are offering employment conditions that enable women and men to balance their roles at work and at home.

Job candidates are likely to use this balance in employment conditions as a determining factor when deciding whether to apply for and then accept a role with an EBMO. Failing to offer this balance in an increasingly competitive labour market may result in an EBMO missing out on talent.

Advocating for and supporting the advancement of women in business and management makes economic sense and can enhance the membership base and influence of an EBMO.



Read more about **promoting women in business and management** in the ILO publication, *Promoting Women in Business and Management: A Handbook for National Employers' Organizations*.



See the additional resources section for a recruitment policy template.



Recruitment process and selection criteria

The recruitment process

The recruitment process should be fair, transparent and consistent to ensure that the most appropriate person is appointed for each role. It should be in line with the principles of good governance. A poorly executed recruitment process can be costly – failing to fill open positions results in lost productivity.

EBMOs may want to take into consideration the following issues when designing their own recruitment process:

- mitigating recruitment risks following the interview (this includes conducting due diligence through reference and health checks and checking police records and public business records);
- ensuring appropriate and consistent documentation (Is it stored in a secure location with restricted access?);
- giving feedback to unsuccessful interview candidates;
- employing various selection methods and assessment tools, including assessing written applications, conducting panel interviews and checking referee reports (but decisions should not be based on the results of one selection method alone; if using selection techniques in addition to an interview, then you need to inform all candidates and give enough notice to make appropriate preparations);
- establishing procedures that support a fair process and the recruitment of a diverse workforce; and
- giving consideration in the recruitment process to local and national recruitment platforms (such as social media, LinkedIn, local newspapers and community centres).



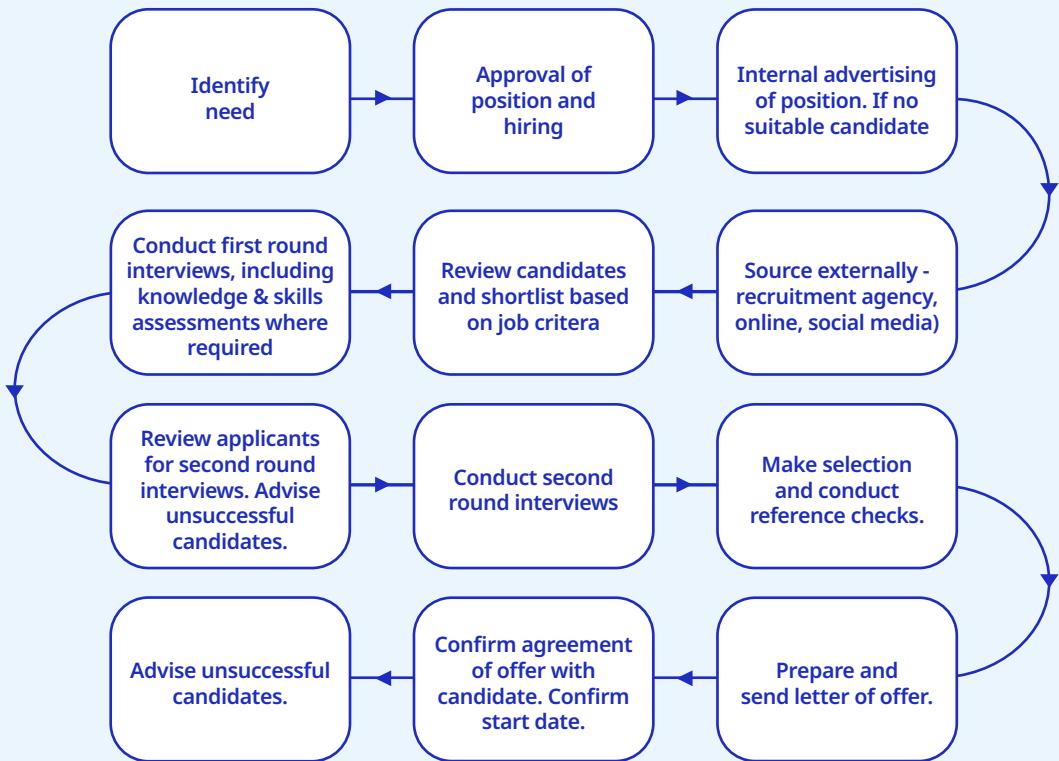
In the past, academic background and majors were the most important elements in selecting new staff members. Now, more focus is placed on collaboration, communication skills and creativity during the interviews. Owing to the anti-discrimination law, we have to go through the process of blind test.

► S.K. Lee, Human resource Director, Korea Enterprise Federation



A position needs filling – What do we do?

The following flow chart illustrates the basic recruitment process. These are the minimal steps that should be taken when an EBMO becomes aware a staff position will need to be filled. However, the length and complexity of the recruitment process should be informed by the nature, seniority and complexity of the role. For instance, the process used to recruit a chief executive office will not be appropriate for lower-ranking roles within the EBMO.



A staff member is resigning – What do we do first?

The recruitment process actually begins before a role is physically empty. Best practice suggests that a separation interview be conducted to determine if any characteristics of that position need to change.



It is important to review the process and measure its successes and failures. That involves determining how the EBMO will evaluate the process and how feedback and ideas collected during the exercise will be used to make improvements in the recruitment process. All these processes could be articulated in the Human resource management manual.



See the additional resources section for a detailed recruitment process checklist.

Assessing candidates

Assessment of applications against the selection criteria will identify candidates who meet the requirements for the position and who should be given further consideration. Those involved in the selection process should study the applications and assess the candidates against the established selection criteria. Best practice and privacy obligations require that all applications be treated with the strictest confidentiality.

In any candidate interview, questions must be job related and have a legitimate purpose of discovery. This ensures that information that may cause the candidate to be discriminated against in the selection process is not sought. All questions should relate to the selection criteria and pertain to an individual's suitability for the role.

Any practical information the EBMO needs to consider should be obtained from each candidate. This might include any upcoming holiday the candidate has planned and the required notice period each candidate must give to their current employer.

Features of a good candidate interview include:

- The interview is conducted in an appropriate physical or virtual space, and interviewers have sufficient time (both for the interview and any subsequent discussions).
- All interviewers understand the process to be followed and what their role is.
- Relevant questions are prepared ahead of time and panel members are briefed about the format prior to the interview (ensuring that the interviewers are familiar with the questions beforehand).
- The selection criteria and position description are used as the basis for the interview.
- The process that will be undertaken for the full recruitment process is outlined and includes any processes to be used to source information, such as testing or reference checks.
- The interview must focus on objective information-gathering on each candidate's skills, knowledge, work history, professional experience, education, training, personal attributes and behaviour.
- Using open-ended questions during the interview to allow candidates to express themselves and avoid questions leading to a "yes" or "no" answer.
- The meaning of the questions asked should be clear by using simple and appropriate words and avoiding technical terms or jargon unless both the interviewer and the applicant understand the meaning.

Interview principles:

- Be kind from the outset and try to make candidates feel relaxed. Letting people open up will provide a better chance for an accurate evaluation.
- Avoid making snap judgments at the start of the interview based on appearance or first interaction.
- Be respectful at all times and never use derogatory terms, such as "darling", "sweetheart" or "boy".
- Ensure that questions are not inappropriate or discriminatory – gender, race, religion, age and disabilities are some areas to be particularly conscious of.
- Do not take over the interview, but allow the applicant to speak openly and do not cut off the applicant's responses unless necessary.
- Do not lead the applicant in their responses or finish their answers for them.
- Encourage candidates to talk about their competencies by telling their own stories and experiences. This should allow them to highlight their abilities in real-work scenarios (for example, "Please tell us a story about when you had to solve a problem in collaboration with other colleagues").
- Leave the candidate with a clear and unambiguous understanding of the next steps in the recruitment process.

Use of candidate assessment tools

Pre-employment assessments, such as work samples and job knowledge tests, are good predictors of job performance and can be administered quickly and easily.

The benefit of candidate assessment tools, such as written tests or examples of previous work, is that they are measurable and can be more objective than some other recruitment methods.

For most EBMOs, more sophisticated, automated and online assessment tools may be most effectively implemented in partnership or collaboration with recruitment agencies.

Candidate selection

Select staff on the basis of merit (such as their skills, experience or ability to perform the job) and regardless of age, race, gender, sexual orientation, religion, marital status and family responsibilities or disability.

The selection decision should be based on objective information gathered from each candidate's application, the interviews, any testing conducted and the reference and background checks. The candidate who best meets the selection criteria should be offered the position.

It is important to make the selection decision as soon as possible after the selection process has been completed. Allowing a prolonged decision-making process could result in the higher-quality candidates ending up in a position in which they have more than one job offer.



Beware of how discrimination can creep into the process!

Examples of hidden bias in the recruitment process

We all are susceptible to making decisions based on a bias that we may not even be aware of. The following highlights various types of biases that can interfere in a recruitment process – as well as an employee's performance assessment.

- 1. Confirmation bias:** Confirmation bias happens when we have an initial perception about a candidate and then we look for and focus on information that supports that initial belief. This includes asking irrelevant, non-essential interview questions that confirm our beliefs and overlooking red flags that contradict that belief. **Example:** You are interviewing a candidate who has graduated from one of the top universities in your country and has work experience with one of your largest member companies. Unless you follow pre-planned questions that are asked to all candidates regardless of background, there is a chance that you unintentionally ask questions that play up their strengths rather than asking questions that challenge them to really share information that will help you make a better hiring decision. For example, "The national university is known for providing the highest education and producing the graduates best prepared for their career; please share how your university experience has given you an advantage over other candidates we might interview?" Or, "ABC company is one of our largest and most influential members, known for its high level of professionalism and product quality. If we were to hire you, how would your experience and relationships with ABC benefit you in the role?" By following structured interviews, employers are prevented from going off track with a candidate, making it easier to compare candidates more fairly at the end.

[Continue on the next page >](#)

Examples of hidden bias in the recruitment process continued (cont.)

2. **Affect heuristic:** Our brains often take a biased shortcut to make decisions quickly based on our current emotions. The problem, of course, is that these decisions often have absolutely nothing to do with whether a person is a good fit for an employment opportunity. **Example:** Let's say you get into an altercation in the parking lot right before you head into the office to interview a candidate. You may be feeling negative emotions from that earlier incident, and you know those emotions shouldn't affect how you feel about the candidate you are interviewing that day. But sometimes these current emotions can impact your gut feelings about a candidate, even if it's not relevant. If you are having a bad day, you may also have a "bad feeling" about a candidate, even if it has nothing to do with their qualifications for the job.
3. **Halo effect:** Allowing a positive attribute about a candidate to blind us from other important indicators. **Example:** One of your dozen short-listed candidates went to a top college. Their education inadvertently becomes a halo to you, and you become so charmed by their education you fail to realize they've held six different jobs in the past three years. That isn't to say that strong positive qualities should be ignored – maybe your candidate used to work at a top-tier firm, founded a non-profit or even was a former Olympic athlete. These are major achievements that you should view as a positive because they demonstrate grit and determination. However, these isolated positive attributes shouldn't stop you from viewing the candidate's qualifications for the role as a whole.
4. **Horn effect:** The opposite of the halo effect. The horn effect comes into play when one not-so-attractive thing about a candidate makes you unable to recognize all the good things they have going for them. This can include religion, caste or cultural identity. **Example:** Imagine a candidate who graduated from a local university with a reputation for providing a low-quality education. This fact may cause you to overlook their six years of rapid progression in the private sector, in a sector known to be highly competitive. You ultimately pass on even interviewing this candidate, even though they likely deserved as much of a chance at the job as anyone else. Educational requirements are one of the most common ways that employers are unconsciously screening out a more diverse candidate pool. A number of EBMOs are reconsidering this requirement and the weighting it has previously been given.
5. **Affinity bias:** A type of unconscious bias that occurs when we prefer job applicants that we share something special with. **Example:** This may be someone from your home town or province, someone who graduated from the same university or with the same degree as you or someone of the same religion, caste or other cultural identity as you. It doesn't have to be as big as that, though. It can be something tiny, such as unconsciously favouring a candidate you learn has a shared interest or hobby in common with you.
6. **Beauty bias:** Unless you work as a casting director or talent agent, beauty biases don't serve the organization. **Example:** A beauty bias inadvertently encourages you to prefer attractive candidates, even though good looks don't make you a better employee. This is another reason why interviews can sometimes do more harm than good. A resume reveals what a candidate has done in the past. A cognitive aptitude assessment reveals what a candidate is likely to do in the future. But an interview often reveals how charming, attractive and similar to you a candidate is. Again, one way to combat this is with a structured interview, whereby every candidate answers the same questions and the interview is scored a little more objectively.

[Continue on the next page >](#)

Examples of hidden bias in the recruitment process continued (cont.)

7. **Conformity bias:** More commonly known as “people-pleasing”. Conformity bias occurs when we change our choices to match the opinion of the group, such as the other hiring managers, the board of directors or the team we’re hiring for. **Example:** You do a great job overseeing a very fair, objective recruitment process of a dozen or so candidates. Using tools like pre-employment testing, structured interviews and employment history, you pick a candidate you really think is going to be a star. But the board of directors is pushing for another candidate. Suddenly, you doubt yourself, thinking: If everyone else likes candidate B, they must be the better choice. Not only can it change your actual perception of the candidate, but there is often real job-related pressure for you to agree with the group, whether you consciously acknowledge it or not.
8. **Gender bias:** A preference for a certain gender based on embedded beliefs. Research has shown that the gender of a candidate doesn’t determine who will be a good leader, manager or employee. But sometimes, deep down, our brains make snap judgments about people based on their gender. Gender bias is particularly complex because it’s so pervasive. You may feel there are no good female candidates for the chief executive officer position because, over the decades, women have had fewer opportunities to rise to the top ranks, making it harder for them to put together a CV as shiny as their male counterparts. That’s why diversity hiring initiatives can help make sure candidates of different candidates get a fair shot at jobs. Some organizations that find gender bias to be particularly pervasive end up relying on a more rigorous process, including blind hiring, to root out any bias related to gender.

Source: Michelle Silverstein, Director of Corporate Marketing at Criteria. See www.criteriacorp.com/blog/8-examples-of-unconscious-bias-in-hiring.

Reference checking

This a recruitment function whereby the recruiter contacts a candidate’s previous employer (or employers) and asks questions that will assist in determining whether the person being considered is the right choice for the role, based on their performance in previous roles.

Approaching past employers for information regarding the candidate may include:

- confirming the period of time worked and type of employment held by the candidate;
- confirming the candidate’s job role and responsibilities;
- bringing up previous employment issues raised by the candidate during the interview process; and
- confirming the explanation the candidate gave for leaving the previous role.

At this stage in the selection process, it is also appropriate to investigate prospective candidates’ details, such as:

- claims made on their CV in relation to previous employment history;
- police and financial records for criminal records, for example;
- the accuracy and authenticity of certificates and qualifications with educational institutions and training providers.

These kinds of checks are more important for some types of positions than others, namely accountancy, finance, child care, medical roles and legal roles.



See the additional resources section for an employee reference check template.

Recruitment sources

Sourcing

Sourcing refers to how an organization finds and recruits people. It implies achievement of a good match between the needs of the EBMO and its employees and recognition of the contributions both sides make to the well-being of each other and to the success of the organization.

A key feature of sourcing is attracting a wide range of candidates, with diversity and inclusion treated as priority considerations. Practices and systems should be regularly reviewed to ensure that sourcing methods are inclusive and that any hidden bias is removed. The entire process should be transparent and fair, regardless of whether a candidate is successful or not. The EBMO must be mindful that first impressions matter.

In the digital age in which candidates can share their experiences online (a social media post, for example), inefficient, poorly designed recruitment processes can negatively impact on an EBMO's brand and its ability to attract quality candidates.



Courting remarkable achievers in Samoa

The Samoa Chamber of Commerce and Industry each year approaches the University of the South Pacific in a search for latest graduates considered to be remarkable achievers. These young achievers are then invited to meet with the Chamber officials and learn about its mission and vision. Following this, they are invited to volunteer with the Chamber for some practical work experience. Successful work experience may lead either to a job invitation from the Chamber or referral of the young candidate to member companies.

Internal recruitment

Depending on the size of the EBMO, it is important not to overlook in-house talent when sourcing candidates. Providing opportunities for development and career progression within the organization can help with employee retention and support succession planning.

In terms of core benefits to the EBMO, internal recruitment:

- builds morale for existing staff;
- may inspire staff with the possibility of career opportunities and advancement, learning new skills or diversifying their job;
- incentivizes staff to remain in the organization, thus reducing turnover;
- helps to identify potential staff from information gleaned through internal sourcing and assists in succession planning;
- provides opportunities to reward the performance of staff; and
- offers a lower-cost approach to recruiting.

Some negative aspects of internal sourcing:

- ▶ may create dissatisfaction for those internal candidates who are not selected;
- ▶ a robust performance measurement process is vital to ensure that the right internal candidates are recognized in the recruitment process; and
- ▶ may reinforce a workplace culture that would really benefit from change.

External recruitment

Most candidates expect to search and apply for jobs online. This means employers need to pay attention to their corporate website and their online employer brand. Common ways of attracting candidates include the employer's website, commercial job boards and professional networking sites, such as LinkedIn.

The sourcing of candidates from outside the organization is achieved by:

- ▶ direct advertising in suitable online and print-based publications, including social media platforms;
- ▶ referrals and recruiting from similar organizations or member companies;
- ▶ utilizing a recruitment agency to source suitable candidates;
- ▶ professional association job boards; and
- ▶ educational institutions, such as graduate recruitment and internships.



Remember job candidates you liked but didn't select!

EBMOs may want to retain the contact information of strong candidates who are ultimately not selected. This information may be of use in future recruitment exercises.

Social media recruitment

Social media recruitment utilizes social media platforms to share job postings and as a tool to research and scout talent and network with potential candidates. Increasingly, such platforms are drawing the attention of organizations in addition to traditional means of sourcing new staff.

On Facebook, for example, organizations can create groups, a "jobs" tab or run an ad campaign with the sole purpose of attracting potential candidates. For an EBMO or company that is recruiting, reaching out to its own followers is a good place to start. Using social media platforms adds many touchpoints between the organization and prospective candidates.

Another benefit of recruiting via social media is that companies no longer have to focus on "active" candidates (individuals who are actively seeking employment). Social media is driving a shift towards directly sourcing "passive" candidates – people who may not be looking for new opportunities but, upon seeing an interesting position available, would consider looking into it. This enables organizations to be proactive in sourcing the best talent available.

Social media exposure can help create an engaged employee workforce. EBMOs should think about how they leverage social media platforms to communicate their business purpose to encourage employee advocacy. EBMOs should remember that social media, as well as traditional job advertising, is an ongoing opportunity to promote their organization's mission and values and expose a new audience to the work they do in the community.

Recruitment outsourcing

EBMOs can choose to utilize an external provider for the highly standardized recruitment process in a bid to reduce their human resource workload, increase efficiency, decrease costs and access expertise.

Before considering whether human resource outsourcing is an appropriate course of action, an EBMO must first determine whether there is a need to change the way that aspects of the human resource function (namely, recruitment) are run and, if so, the scale and type of changes required.

Outsourcing the recruitment process allows EBMOs to:

- ▶ set a defined time frame – the provider is obliged to meet the realistic expectations of the EBMO, thus minimizing the time period for recruiting;
- ▶ increase their capacity for other human resource initiatives; and
- ▶ place limits on recruitment costs – the external provider is responsible for selecting the recruitment sources and managing the recruitment budget.

The outsourcing of the recruitment process must be carefully planned, and the roles and responsibilities involved must be clearly divided. The strategic recruitment role should be maintained within the organization, with the external provider engaged solely to implement the recruitment process.

EBMOs may also establish collaborative relationships with human resource associations – some of whom may be members – for outsourcing recruitment services and providing mutually beneficial results to both parties.

Outsourcing staff and collaboration

In outsourcing, an organization contracts out tasks, roles or processes to an external provider. By allocating business functions to a cheaper and more efficient contractor, the EBMO can focus on other strategic activities around member services and growth.

The benefits of outsourcing include:

- ▶ **Access to larger talent pools:** Recruiting locally may not provide an organization with much-needed skill sets, while accessing talent at a national or global level enables the organization to hire individuals or companies with the needed skills or knowledge.
- ▶ **Reduced hiring costs:** Outsourced tasks are usually awarded to contractors, thus saving the organization the cost of training or paying benefits.
- ▶ **Lower labour costs:** Outsourcing can produce the same quality at a lower cost to the organization.
- ▶ **More focused management time:** With routine administrative and specialized tasks outsourced to contractors, chief executive officers and EBMOs with small staff numbers have more time to focus on the organization's core functions and goals.

In terms of the downsides, outsourcing has the potential to harm the reputation of an EBMO if a decision is made without considering local talent or the justification of a good business case. Outsourcing pursued as a cost-cutting manoeuvre rather than as an investment designed to enhance capabilities or improve membership service delivery is likely to fail.

Equally, there is an inherent conflict of interest in any outsourcing arrangement. The EBMO seeks better results, often at lower cost, than it would obtain by doing the work itself. The contractor, however, wants to make a profit, so the relationship must be managed closely to ensure a beneficial outcome for both parties.

No single external provider is going to be an exact fit for the organization's needs, so trade-offs and negotiations will be necessary. To make an informed decision, an EBMO must have a clear picture of what it wants from the outsourcing relationship before engaging an outsourced provider. It is likely the provider will have their own ideas of what is best for the EBMO, based largely on their own capabilities and strengths.

Other disadvantages of outsourcing:

- ▶ **Lack of oversight:** Outsourcing necessitates the surrender of control over tasks, and contractors rarely work on-site, meaning there is no guarantee of quality until the EBMO has deliverables.
- ▶ **Delays:** Miscommunication, internet issues, time zones and implementation problems can delay deliverables.
- ▶ **Privacy and intellectual property security:** Sensitive data and intellectual property may not have the same legal protections in the country where the contractor is based (if different to that of the contracting party), so the outsourcer may have no recourse if records or members' information or data are stolen.
- ▶ **Employee impacts:** In-house staff may become concerned that outsourcing tasks puts their own position in danger. The organization can prevent outsourcing from negatively affecting the organizational culture by clearly communicating which roles are being outsourced and why.

Understanding the platform economy

Broadly defined, the platform (or gig) economy provides access to talent that can be acquired for a specific period of time. In a platform economy, jobs are divided into projects or tasks within a virtual cloud of willing workers across the globe. The idea is that people come and go from the platform economy, so companies tapping into that environment must move from sourcing to selection to onboarding in weeks or even days rather than months.

This new dynamic presents organizational challenges. But it also gives EBMOs an opportunity to expand its human resource capacity and capabilities.

The platform economy also focuses more on a performance culture that is based on contractors taking responsibility for their own work volume, compared to a performance-management approach with formal milestones and appraisals.

With business models changing rapidly and radically,¹ and the expectation that EBMOs will strive to be a role model for their members and reflect their best business practices, deploying a platform-based workforce is now an option that EBMOs need to consider.

Collaboration

Collaborative and cooperative opportunities for sourcing staff and/or the outputs for an EBMO (and its members) may benefit organizations of varying size and maturity. Regional EBMOs and professional associations may provide services and training to an EBMO, thus fulfilling human resource functions and other roles that deliver reciprocal benefits to both.

¹ To learn more about the trends that are changing business models and their impact on EBMOs, see www.ilo.org/actemp/areas-of-work/WCMS_679582/lang--en/index.htm.

- Internships provide an excellent opportunity for industry organizations – private sector organizations, government bodies, universities and not-for-profits – to engage with and attract talent into their organization through short-term research projects. The internship is a carefully monitored work or volunteer experience in which an individual has intentional learning goals and reflects actively on what they are learning throughout the experience.
- Fellowships are professional development opportunities that give graduate or post-graduate students experience in a field, generally enabling them to gain leadership experience, conduct research or pursue projects with funding from a government or organization sponsoring the fellowship.
- Fellowships can serve to address gaps in how the not-for-profit sector recruits, develops and supports talent, with reciprocal benefits, such as an intentional focus on leadership development and a combination of on-the-job experience and theory. It also allows for the creation of support systems in the form of cohorts, mentors and networks.
- Secondment is the temporary movement or “loan” of an employee to another part of the organization (internal secondment) or to a separate organization (external) and is increasingly recognized as valuable for both employee and organizational development.

Through collaboration, there are opportunities for reputational enhancement for the loaning organization to an EBMO, particularly where member companies are engaged. Improving employee and resource capacity within an EBMO is mutually beneficial to collaborative partners who are members and to the EBMO.



Outsourcing from a parent company in Japan

Shukko is a practice in Japanese companies that involves the transfer of parent company employees to an affiliated company or a non-affiliated company. In Keidanren (the Japan Business Federation), a few staff members are dispatched from member companies to work for one to two years in a Shukko arrangement. Shukko has positive aspects for both Keidanren and its member companies: Japanese companies have strategies in place to educate and train employees and to enable them to acquire knowhow through Shukko in national business organizations. In turn, Shukko enables Keidanren to strengthen its relationship with member companies.

Onboarding and new recruit orientation



Who “owns” the onboarding process?

It is typical for the human resource function to have responsibility for establishing an onboarding process, setting up the tools needed as part of that process and facilitating aspects of onboarding. Ultimately, however, it is the manager whom the new recruit reports to who needs to own the process for it to work effectively.

Onboarding is the process of welcoming a new employee into an EBMO (or company) and helping them to adjust to their position by providing them with a host of tools and information.² Typically, the onboarding process helps a new recruit to better understand the big picture – the history, goals, values and culture of the organization they have joined.

Onboarding also affords opportunities for staff and managers to dedicate time to introducing themselves and their roles to the new employee, thus providing greater role clarity for the new recruit.

The longer-term benefits of implementing a successful onboarding programme in the organization include:

- ▶ lower rates of employee turnover;
- ▶ greater productivity;
- ▶ improvement to the bottom line;
- ▶ decreased stress levels;
- ▶ increased career effectiveness; and
- ▶ higher performance levels.

 For smaller EBMOs and their members, effective onboarding of new staff (particularly where multiple roles may be filled by one person), ensuring that they settle in and become productive quickly is an important exercise. To help improve the onboarding process, EBMOs should consider:

- ▶ making onboarding a formal part of the organization's recruitment and induction process;
- ▶ having someone in a senior position take responsibility for completing all the steps involved in onboarding, generally a direct supervisor who needs to be most hands-on with this;
- ▶ being transparent and mapping out onboarding procedures as part of the overall induction so that they are clear to the new recruit;
- ▶ briefing the newcomer before they start to let them know what to expect in their first 30 days, which can help to put them at ease;
- ▶ sending information and basic forms to new recruits via email before they officially start; and
- ▶ doing things in stages: onboarding does not need to be completed on the first day or in the first week. Creating a staged induction process that unfolds over several weeks can reduce stress for the new recruit.

The process of onboarding is about creating a work environment that employees want to return to. The roll-out will be unique to each EBMO. Carried out correctly, it can create positive outcomes for the organization.

2 Onboarding is also recommended for new members of the board of directors (or executive committee). For further guidance and a practical tool for onboarding of board members, see www.ilo.org/actemp/publications/WCMS_773483/lang--en/index.htm.



Onboarding is of upmost importance!

The most common situation in EBMOs is (i) there is no onboarding and/or (ii) the information and documentation provided during the settling-in phase are out of date or contradictory. There is also a problem, among those that do provide onboarding, that the process is informal and not monitored or evaluated, resulting in very different experiences over time and between candidates.

There are a variety of options for introducing new hires to the organization, their team and their role.



A new hire attends a formal in-person induction with their direct manager and a human resource officer.



The new hire performs self-assessments of the ergonomics of their workspace (at work and at home).



The new hire attends informal scheduled meetings with colleagues and peers to cover specific tasks and functions of their team and complete online induction compliance modules.



Involve senior leaders: They can deliver an organization presentation; give a tour of the building or facility; present a specific training topic; and/or take the new team member out for coffee or lunch.



Human resource and line manager have regular dialogue on how the onboarding process is progressing against the plan.

What remains most important is that some form of onboarding take place with the most up-to-date information. Healthy onboarding practices can make a new hire's transition to your EBMO as smooth as possible while increasing your retention rates.

The following tips could be considered when planning the onboarding process.

1. Preboard new hires:

Preboarding is the process of starting an employee's onboarding experience before their first day. It can get them excited for their new job and keep them engaged until their start date. You can send them a notepad or other work-related item with your EBMO's logo and encourage them to ask any questions. And send them the onboarding schedule via email so they know what to expect on day one. A welcome "package" isn't required, but it can leave a positive first impression and convey that you appreciate your new hire. Send it out by mail as soon as the candidate accepts your offer.

[Continue on the next page >](#)



2. Get paperwork done ASAP:

Give new hires a head start on administrative tasks, such as creating a company email address or completing the human resource paperwork, so that their first day doesn't revolve around filling out documents. Some examples of paperwork you may want to encourage them to work on before they start include:

- ▶ tax forms;
- ▶ direct deposit forms;
- ▶ non-compete or non-disclosure agreements; and
- ▶ employee handbook acknowledgment forms.

If possible, let the new hire complete these forms electronically so they don't have to deal with the hassle of printing them and filling them out manually.

3. Involve team members in the process:

Successful onboarding is a collaborative effort – it must involve a variety of team members and not just the hiring manager and the human resource team. Be sure that other employees, managers, supervisors and even senior leaders understand the onboarding process and how they'll fit into it, potentially through dedicated training on this process. New hires will feel more comfortable and connected to your organization as a whole.

4. Follow the “4 Cs” of employee onboarding:

Compliance refers to the mandatory actions needed for all new employees. It is the housekeeping of the onboarding process. This includes completing paperwork, the badging process and provisioning tasks like equipping new employees with computers and phones as well as a workspace. Organizations spend zillions of hours to attract qualified candidates but spend far less time thinking about improving the employee experience.

Clarification refers to how well new employees understand their roles and performance expectations. Clarifying what a new hire needs to be doing, how to do it and how the organization functions in terms of rules and policies is critical. Structure and clarity are essential for individual and team success. But spending time learning these basics is not the most exciting way to spend your time when you're new. It's essential to build ways to help new employees understand what is expected of them and make them feel equipped and supported in their decision to join your organization. It will give them confidence in their ability to do a good job, which feeds into the next C.

Connection refers to how accepted and valued new employees feel. When new employees feel connected to their colleagues, they feel safe. Research consistently shows that a sense of connection leads to various positive individual and organizational outcomes. When new employees feel connected and secure, they ask questions and try new things. Additionally, they engage more fully with their co-workers, their roles and the organization with a greater sense of appreciation. It is a factor that helps new employees feel that they made the right decision to join the organization.

Culture refers to how well new employees understand their new organization's norms, values, stories and symbols. Onboarding is one of the key ways organizational culture is formed, maintained and changed.

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Onboarding is a great way to teach a new hire what matters within your organization. It is also a great way to learn about how your organization can evolve for the better and learn about the contributions of new employees to the organization's future.

5. Check in regularly

Onboarding doesn't end once your new hire has filled out their paperwork, met the team and completed training. It's an ongoing process that requires weekly, monthly or quarterly check-ins. These check-ins enable opportunity to sit down with the new hire to ensure they're comfortable and happy. Don't forget to acknowledge any of their contributions and ask them if they need additional training or support. Regular check-ins can mean the difference between a long-term, productive employee and one who quits early on.

6. Revisit your onboarding process

Your onboarding process is not set in stone. It's highly likely that you'll change it from time to time. Actively seek feedback from your current employees through regular surveys or conversations so you know what you're doing well and where you can improve. Continue to enhance the way you onboard, and don't be afraid to completely revamp your process over time.

Source: Adapted from www.forbes.com/advisor/business/onboarding-best-practices/.



See the additional resources section for an onboarding checklist template.

Employee handbook

An employee handbook must provide guidance and information to staff regarding the EBMO's mission, vision, values, policies, code of conduct, procedures and workplace environment. Even though the Human resource management manual and the handbook cover many of the same topics, these documents have different purposes.

The Human resource management manual is written for the human resource team, leadership and managers and its purpose is to outline the processes behind the EBMO's policies, expectations and business operations.



How to tell employees everything they need to know

The employee handbook is an important resource for employees to acquaint themselves with everything they need to know to be successful and safe in the organization. It also helps protect an organization against discrimination or unfair treatment claims by providing employees with the policies and procedures they must abide by.

 As a role model for member companies, an EBMO should have an employee handbook. Ideally it should be created at the outset of the organization commencing operations, but it is never too late to draft one. An employee handbook is a living document that must be consistently maintained to ensure that it reinforces the EBMO's business practices and that policies stay up to date with national and local laws.

The employee handbook must be distributed (electronically or as hard copy) to every employee. Additionally, each employee should be required to sign a declaration stating that they have received, read and will follow the guidance and policies set forth in the publication. This can protect the EBMO should it be required to discipline an employee, based on the policies and procedures in the handbook.

An employee handbook has important benefits for EBMOs:

- ▶ clearly outlines what the employer can expect from each employee and vice versa;
- ▶ permits incoming staff to refer to policies and procedures at any point in time;
- ▶ maintains all policies and procedures in a central reference place and reinforces the EBMO's consistency when developing or enforcing policies and procedures, which can be essential if legal questions arise or if disciplinary action is required;
- ▶ fosters a strong, positive organizational culture in which policies are defined and consistently implemented;
- ▶ minimizes risks – employment-related lawsuits and claims are often based on inconsistent treatment or lack of notice of organizational policies and procedures; and
- ▶ reduces workplace conflict – clear policies and equitable implementation help to ensure that all staff are treated with respect and in a non-discriminatory way.

Bound, hard copies of a handbook are not a necessity where the document can be electronically filed and shared via the EBMO's email or database.



Contact actemp@ilo.org for an example of an employee handbook considered a benchmark for best practice.

Definitions and abbreviations

ACTEMP	Bureau for Employers' Activities, which is a specialized unit within the ILO.
Capacity-building	The process of developing and strengthening the skills, competencies, abilities, processes and resources that organizations and communities need to survive, adapt and thrive.
Code of conduct	A document produced by an employer that establishes the broad expectations of employee behaviour, usually reflecting the values and goals of the business. It can broadly cover the whole workforce of a business or be specific to certain roles or positions. <i>NOTE: The code can form part of the employment contract and be legally enforceable by the employer. But this must be a decision that an EBMO makes due to their specific situation. Thus, policies, such as a code of conduct, are more in the character of "lawful and reasonable direction", which can be amended from time to time. Otherwise, not using this structure creates the risk that policy matters must be dealt with as a breach of contract rather than a disciplinary issue. And any amendment to a policy is also an amendment to the contract of employment, which may require the expressed agreement of all parties to the contract.</i>
Compensation	The total remuneration, in cash or in kind, payable by an enterprise to an employee in return for work done by the latter during the accounting period. The compensation of employees has two main components: (i) wages and salaries payable in cash or in kind and (ii) social insurance contributions payable by employers.
Competency-based pay	When an employee's salary is determined by their skills or competencies rather than by a universal rate. This type of pay may persuade more skilled applicants to apply and incentivize upskilling within the workforce.
Discrimination	A bias and/or unfair treatment that occurs when a person or a group of people is regarded less favourable than another person or group because of their background or certain personal characteristics. In some jurisdictions, discrimination will have a technical legal definition.
Diversity	Characteristics that make us unique, such as our cognitive skills, personality traits, values and workstyles, along with factors that shape our identity (such as race, colour, age, gender, religion, political opinion, disability, sexual orientation, cultural background, national extraction and social origin).
EBMO	Employer and business membership organization, which is the target audience of this manual.

Employment relations	Management and analysis of the relationship between employers, staff and representative groups such as trade unions.
Fringe benefits	Employment compensation other than wages or salary. For example, annual and sick leave, medical insurance, life insurance, retirement benefits and profit-sharing. <i>NOTE: Fringe benefit is not used here in its taxation sense. EBMO staff should seek specialist taxation or accounting advice on what entitlements may or may not be reportable fringe benefits in their jurisdiction.</i>
Gender pay gap	The average difference in earnings between men and women. Data shows that women consistently earn less than men even after controlling for differences in age, occupation and location.
Generation X	The term used to refer to people born between 1965 and 1980.
Generation Y	The term used to refer to people born between 1980 and the mid-1990s.
Generation Z	The term used to refer to people in the second half of the 1990s who grew up in the internet age.
HRM	Human resource management, which is the practice of administering policies and programmes that optimizes employee performance and advance an organization's business goals. The programmes include employee recruitment, training, compensation, benefits and professional development.
HR manager	Human resource manager, which is the person who leads and directs the routine functions of recruiting and interviewing staff, administering pay, benefits and leave and enforcing company policies and practices.
Human capital	The "asset" that employees bring to a business, including their expertise, qualifications and skills, that add value to the organization.
Inclusion	The process of valuing people's differences to enable everyone to thrive at work.
Inclusive leadership	An authentic leadership style that treats everyone equitably, creates a strong sense of belonging for all staff and supports staff to reach their full potential. It also rules out discrimination, bias and favour based on colour, race and other protected characteristics and allows employees to feel valued for their inputs.
ILO	International Labour Organization, which is part of the United Nations system.
Job description	Document providing an overview of the tasks, duties, responsibilities, qualifications, competencies and experience required for a particular role.

KPIs	Key performance indicators, which are measurable values that demonstrate how effectively an organization is achieving organizational objectives and upon which the performance of employees is evaluated (for example, sales per month, customers served and units manufactured).
KSAs	Knowledge, skills and abilities, which are the proficiencies and competencies required for a particular position or role.
Mentoring	A process used to link junior employees with a mentor in a more senior position to provide coaching, training and development. It can be informal or formalized through meetings and measured outcomes.
Nepotism	Preferential hiring of relatives and friends, even though others might be more qualified for those positions. The favouritism is generally showed by individuals in a position of authority such as chief executive officers, managers or supervisors.
Offboarding	A process that leads to the formal separation between an employee or board member and the organization through resignation, termination or retirement.
Onboarding	An induction process through which new employees move from being organizational outsiders to becoming organizational insiders.
Organizational culture	The beliefs, morals, mission and attitudes shared by the organization and its staff.
Outsourcing	The business practice of hiring a party outside the organization to perform services that traditionally are performed in-house by the organization's own employees and staff. It is a practice usually undertaken by organizations to drive cost optimization and efficiencies.
Platform economy	A platform may be defined as "a digital infrastructure that enables interaction between two or more groups [and] positions itself as an intermediary". A similar definition considers the platform to be "a digital service that facilitates interactions between two or more distinct but interdependent sets of users (whether firms or individuals) who interact through the service via the internet". The platform economy is the ecosystem in which diverse forms of platforms operate.
Sourcing	An activity under the umbrella of talent acquisition that involves proactively identifying, contacting and engaging qualified candidates for an organization rather than waiting for candidates to apply on their own.
Staff	Persons contracted to work for an organization (or business) in return for compensation. Staff are differentiated from other workers, such as contractors, in that they are an integral part of the organization, which has the legal right to dictate the conditions, hours and manner of work performed.

Staff retention	Organizational policies and practices that are designed to encourage staff to remain employed by the organization.
Succession plan	A plan that focuses on identifying staff with competencies who could advance to particular positions within an organization.
Transparency	The process that enables others to see and understand that an organization or business is operating in an honest way. To achieve transparency, an organization (or business) must provide accurate and complete information about its activities and governance to stakeholders in a timely manner.
Turnover	When referring to employees, a turnover rate is the measurement of the number of employees who leave an organization during a specified time period, typically one year.
Workers' compensation	A type of insurance that provides benefits to employees who have been injured on the job.
Workplace environment	Encompasses the physical conditions as well as the mental demands, social aspects and support levels between colleagues and management in the workplace.

Additional resources for tool 2

This section offers checklists and templates to further assist the human resource team in managing the EBMO's recruitment, outsourcing of staff and the onboarding processes and updating the employee handbook. This section also can help in either compiling or updating a Human resource management manual.

Where you see "[EBMO]", "[purpose]" or "[xxx]", the idea is for you to insert the name of your EBMO or the appropriate phrasing if you decide to adapt this resource to your own Human resource management manual.

Human resource management manual checklist

As the next step to producing a Human resource management manual for your EBMO, this checklist can be used to compile the basic documents that should be included.

- Prepare the EBMO's recruitment policy
- Prepare the EBMO's onboarding checklist
- Prepare the EBMO's employee handbook
- Prepare the position descriptions

Recruitment policy template



NOTE: This template is offered as an example. You will have to ensure that your policy reflects your EBMO's business strategy and Human resource management strategy as well as any legal considerations due to your jurisdiction.

[EBMO's] recruitment and selection policy

Purpose and scope

[EBMO] recognizes that our staff are our strength. To ensure that the right people are attracted and recruited to meet our objectives and business needs, all vacant positions are filled in accordance with the principles of merit selection. We apply ethical and transparent recruitment and selection processes to ensure that a diverse range of quality applicants apply for vacancies and the best of those applicants are sourced internally, promoted or employed externally.

This policy provides a decision framework for managers to successfully attract, select and appoint the best applicant for a position. The recruitment, selection and appointment process must be fair, consistent, objective and transparent and enshrine the principles of equal employment opportunity.

Equal employment opportunity should be integrated into all stages of the recruitment and selection process to ensure that equal employment outcomes are achieved for all genders, people from racial, ethnic or ethno-religious minority groups and people living with a disability.

Coverage

This policy addresses recruitment, selection and appointment to all permanent, fixed-term, temporary and casual positions. The policy also applies, in part, to the engagement of contractors.

Policy

Management responsibilities

When an opportunity to fill a position on a permanent or temporary basis arises, managers should consider the duration and nature of the position and whether it lends itself to be filled permanently, temporarily, by internal transfer or recruitment.

At times it may be necessary to fill a position by a means other than recruitment, including redeployment or appointment following a long-term temporary arrangement. In consultation with the [CEO/Human Resource Manager], managers are responsible for determining the most appropriate method of filling a position, in line with the relevant policy or procedure.

Managers are accountable for ensuring that the decision to recruit is based on our medium- and long-term objectives and for ensuring the best possible recruitment outcome. In every decision to recruit, managers are responsible for determining:

- the continued need for the position in its current form;
- opportunities for existing staff to act or gain experience in the position;
- the review of the accountabilities and capabilities of the position description to best reflect the outcomes to be achieved by the role;

- the best recruitment strategy in consultation with the recruitment team to ensure optimum attraction of the right applicants;
- the composition of a selection panel;
- the need to review redeployments and internal applications prior to reviewing any external applications; and
- the timely conduct of recruitment, selection and appointment actions.

Managers are required to recruit and select staff based on the principles of merit. These are designed to ensure that the best people, with the most appropriate skills and abilities are selected for positions and that the process of selection is fair, transparent and ethical.

Merit selection

The principle of merit selection ensures that the most suitable person is employed for the position and that the process is fair and transparent. In accordance with merit principles, merit includes the abilities, qualifications, experience, standard of work performance and capabilities of applicants considered in relation to the work to be done.

At [EBMO], we are committed to ethical, fair and effective recruitment practices. We work to ensure that:

- recruitment decisions are based on assessment of applicants against predetermined selection criteria;
- assessments are objective and take into consideration all the available material;
- any conflict of interest by any member of a recruitment and selection panel with an applicant is disclosed;
- applicants are assessed for organizational culture fit; and
- applicants are assessed against the capability for the position as detailed in the capability framework.

Selection panels should use a range of processes for selecting the most meritorious candidate, consistent with budget constraints. Combining processes can increase the validity of the selection, and overreliance on an interview alone is discouraged. Some examples of alternative or complementary selection methods include samples of work, job-related testing and assessment centres for volume recruitment.

Equity and diversity

Principles of equity and diversity are supported by the integration of equal employment opportunities into all stages of the recruitment and selection process.

All recruitment and selection procedures and decisions will reflect [EBMO's] commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to such factors as age, gender, marital status, race, religion, physical impairment or political opinions.

When engaging in a recruitment and selection process:

- all applicants will feel respected and that their diverse experiences and perspectives are valued, and
- all applicants will be provided with information and assistance to ensure that their diversity is reasonably accommodated during the recruitment process.

These actions will lead to a workplace culture that embraces and supports workplace diversity and demonstrates fair workplace practices and behaviours, where management decisions are made impartially and where there is recognition and respect for the social and cultural backgrounds of applicants and staff.

Conflict of interest³

If conflict-of-interest situations are not properly identified and managed, they can seriously endanger the integrity of an organization. A conflict of interest is a situation in which a staff member (or one of their relatives) has a private or personal interest, directly or indirectly, that (potentially) influences or appears to influence the objective exercise of their duties as a staff member, to the detriment or benefit of the organization.

In the recruitment process, a common conflict of interest arises when a staff member has a personal association with a job candidate. In such an event, that staff member must be removed from and in no way involved in the recruitment or decision-making process. In addition and as best practice, if any personal association exists, a minimum of two other candidates should be interviewed as part of the process.

Another type of conflict can arise in an EBMO that maintains an employee referral programme. If a staff member refers a candidate and they are subsequently hired and complete probation, the referring staff member receives a referral bonus. Best practice in this type of situation requires that the referring staff member cannot be the reporting manager or anyone involved in the recruitment or decision process. Or, possibly, they are not eligible for the referral bonus.

A conflict of interest can be perceived or real. Interview panel members should declare any possible conflict of interest prior to the commencement of an interview process and should either not participate in the interview process or should be directed not to participate.

An EBMO should establish a conflict of interest policy that elaborates how a conflict is to be declared and resolved.

A conflict during the recruitment process may be due to an interview panel member having:

- ▶ a personal friendship or relationship with the candidate in or outside the workplace;
- ▶ a previous work history or employment relationship at any time prior to the process;
- ▶ knowledge of the candidate through relatives or friends;
- ▶ interaction with the candidate in a social setting, such as school affiliations and sporting clubs; and/or
- ▶ instances in which the applicant is a member of the panel member's immediate or extended family.

Conflicts of interest can be unavoidable in some contexts. What is critical is that they are appropriately managed.

Eligibility to apply and appointment

If a role is only advertised internally, only [EBMO] employees are eligible to apply.

Under [country's] immigration law, only [country] citizens, permanent residents of [country], citizens who have entered [country] on a valid passport or who can stay and work in [country] without restriction are eligible for employment.

A person who is not a [country] citizen or permanent resident is only eligible for temporary employment for a period not longer than the duration of their current visa. The letter of offer for employment of such an applicant must specify that the employment is on a temporary basis and not guaranteed beyond the specified end date of the visa.

³ For more guidance, see p. 13 of the 2021 ILO publication, *Onboarding Handbook for Board Members of Small Employer and Business Membership Organizations*.

Overseas applicants may be appointed to a permanent position if they have been sponsored by [EBMO].

Pre-employment checks

Any applicant who applies for a role must agree to undergo pre-employment checks, including reference, medical and criminal history checks, as required.

Advertising positions

The following principles should be applied when deciding how to advertise and fill a vacant position.

Internal advertising

Where appropriate, [EBMO] will advertise all vacancies internally.

Exceptions to this rule may occur when:

- the position is of such a specialized nature and/or appropriate skills are not available within the organization; or
- there is a need to make a direct appointment or promotion into the vacant position.

Upon receiving CEO approval for the vacant position, proceed to advertise the available position internally. Internal advertisements should include the following:

- position title;
- outline of the position;
- skills required for the role; and
- closing date for applications.

All internal applicants should forward a current copy of their CV, together with a cover letter, to the relevant manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position by the relevant manager or supervisor.

External advertising

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, on relevant websites and through local employment services.

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the CEO.

If required, the human resource department will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the relevant manager. The human resource department will administer the placement of the advertisement and monitor applications received.

Where an employee has undertaken an opportunity for more than six months, a manager may decide to directly appoint this person. This can only occur if the employee has been through a competitive recruitment process and successfully completed six months of continuous performance in the role.

Use of recruitment agencies

The use of a recruitment agency must be coordinated through the CEO and make use of [EBMO's] approved recruitment providers.

Managers are not to directly approach or use agencies that are not approved without written endorsement from the CEO.

Records and correspondence

All contact regarding the position is to be directed through the reception function, with all applications marked "confidential" and forwarded to the CEO.

Letter or email acknowledgment will be posted to all applicants prior to the shortlisting of final suitable applicants. Shortlisted but unsuccessful applicants will be advised that their CV will be retained by the human resource department for future reference unless the applicant advises otherwise.

Applicants who do not meet the selection criteria and are not suitable to be shortlisted for an interview, will be sent a written letter advising them that their application has been unsuccessful.

Related documents

- [EBMO's] Enterprise Agreement
- Reference check procedure
- Separation policy
- Occupational safety and health policy
- Relevant guidelines

Relevant legislation

Refer to [legislation].

Document control

Approver	CEO
Policy Number	XXXX
Date Approved	1 July 2021
Date Commenced	1 July 2021
Date for Review	1 July 2022

Recruitment process checklist

This checklist can be adapted and used to prepare for filling a role.

Process performance	S (satisfactory), I (improve)
1. Identify recruitment need The EBMO should be clear on the purpose of the hire and what type of role it needs to be. Is the organization filling an existing position or creating a new role and why?	
2. Produce job description This communicates the purpose of the role, outline the typical responsibilities and define the skills and experience required to do the job.	
3. Develop recruitment plan A simple, written plan for hiring for the job should guide the recruitment process. Note whether the role will be advertised internally and/or externally and the actions that need to be taken, including the number and style of interviews, plus reference checks. The plan should also outline what mandatory information is required from candidates, such as a driver's licence or qualifications.	
4. Advertise position Invite applications from staff first, to allow for career progression and opportunity. Often, an EBMO will need to advertise for candidates from outside the organization.	
5. Review applications Use the job description and screening questions in the job advertisement to evaluate applications.	
6. Shortlist candidates Based on the application, create a shortlist of candidates to progress to the next step.	
7. Conduct initial phone interviews If there are many strong applications, a phone interview is a good way to refine the shortlist. It might involve asking each candidate about their understanding of the role and their relevant experience.	
8. Conduct face-to-face interviews Interviewing in person is the best way to gauge whether a candidate will suit the requirements of the role and align with the organizational culture. It is helpful to involve another person from the organization in the interview process for support and expertise.	

Process performance	S (satisfactory), I (improve)
<p>9. Review interviewed candidates</p> <p>It is often best to review an interview directly afterwards while information is still fresh.</p>	
<p>10. Conduct background & reference checks</p> <p>It helps to obtain a reference check from previous employers about their experiences with candidates. Some roles also require candidates to have a security check.</p>	
<p>11. Decide on the successful candidate</p> <p>Hopefully, a preferred candidate emerges at this stage. Sometimes, more than one person is involved in the final hiring decision. The successful candidate should have the skills and experience that were identified in step 2 and be a good fit for the EBMO.</p>	
<p>12. Offer the position</p> <p>The job offer and contract should be presented in writing, but consider phoning the successful candidate to offer them the role because this could involve negotiations around salary or working conditions.</p>	
<p>13. Onboard your new team member</p> <p>Follow an onboarding process or template to ensure the new employee has all the information and tools to be effective and comfortable as soon as possible.</p>	
<p>14. Respond to unsuccessful candidates</p> <p>Unsuccessful candidates (especially those who have attended interviews) will generally appreciate knowing the outcome of their application and may be a resource at a later stage.</p>	

Reference check template

Use this template when checking the provided references from a candidate.

Position Details	
Job title:	Job code:
Department:	Location:

Candidate	
Name:	

Referee Details	
Name:	Relationship:
Position:	Company:

Reference Questions	
Explain the role and the EBMO to the referee. Ask them if they have a few moments to discuss the candidate's suitability for the role.	
1. Can you confirm when the candidate worked for or with you and for how long? What was their role?	
2. What do you consider the candidate's strengths?	
3. What are their weaknesses and why?	
4. How would you describe their ability to work under pressure?	

5. What were they like at meeting deadlines?

6. What are the areas the candidate may benefit from in terms of learning and development?

7. How did the candidate work as part of a team?

8. How would you describe their customer service skill level?

9. How would you describe the candidate's attitude to their work?

10. Would you recommend this candidate to a future employer?

Further comments

Authorisation

Check completed by:

Date:

Onboarding checklist template

An effective onboarding or induction programme should ensure that all new staff are integrated into the organization in order to achieve positive outcomes for both the employee and employer.

An effective induction programme

Regardless of whether your EBMO has a formal induction programme or a less formal one, it is important that certain items are covered. Keeping a checklist is the best way to ensure that staff receive the information they need. Ensuring that the onboarding (induction) checklist has been signed off by both the employee and the employer is vital because it may become a source of reference later in the employment relationship: for example, to check whether certain workplace health and safety training was attended or certain policies were read. The following is an example that can be adapted to an EBMO's workplace needs.

Pre-employment

Responsible	Details	Completed?	Date completed
HR Representative	► Received signed letter of offer and associated paperwork.		
	► Arranged office space, phone line, computer requirements etc.		

WHS

Responsible	Details	Completed?	Date completed
WHS Officer	► Emergency exits		
	► Evacuation procedures		
	► First aid facilities		
	► WHS policies and procedures		
	► Incident reporting		
	► Manual handling		

Organisational vision and values

Responsible	Details	Completed?	Date completed
HR Representative	► Background to organisation		
	► Vision statement		
	► Values		
	► Culture		

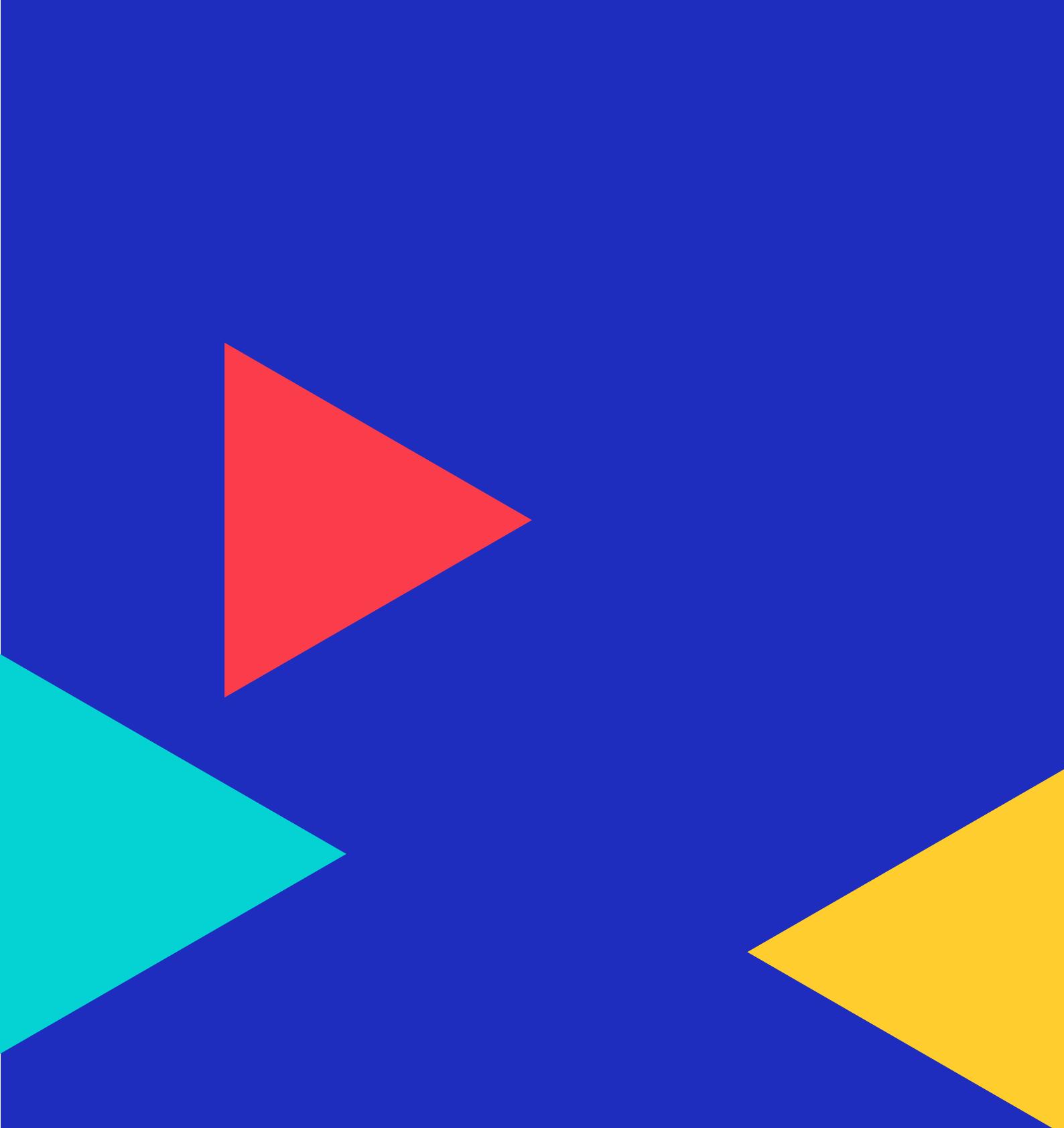
Responsible	Details	Completed?	Date completed
Manager	► Introduced to team members		
	► Departmental structure explained		
Administrator	► Advise on email, meeting room bookings, timesheet requirements, travel bookings, expense claims, petty cash, voicemail and email signature set-up, common forms and procedures.		
	► Provide security pass/key if required		

Terms and conditions of employment

Responsible	Details	Completed?	Date completed
HR Representative	► Employment contract signed		
	► Position description provided, read and understood		
	► Terms and conditions signed and understood		
	► Probation period		

Organisational policies, procedures and general information

Responsible	Details	Completed?	Date completed
HR Representative	► Policies and Procedures including, grievance, bullying, harassment and discrimination, drug and alcohol, code of conduct, use of IT, dress code etc.		
	► Company benefits and resources		
	► Pay, including payment dates and method		
	► Superannuation information		
	► Performance management system		
	► Leave procedure		



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