

Using External Consultants in Recruitment

Recruitment Agencies, including Executive Search firms, can undertake all or some of the steps in the recruitment process. Some Recruitment Agencies will have access to specific pools of potential employees with the skills you need for the role, or have different strengths in conducting particular aspects of the recruitment process.

Engaging a consultant involves “entering into a contract with a specialist provider from outside the University to deliver services to support the recruitment process.” A contract proforma ([link](#)) is available to assist you ensure that the terms of the contract meet the University’s requirements.

Use of an external recruiter can improve the quality of the selection process. However the responsibilities for meeting the University of Adelaide policy requirements, for appropriate conduct of the process and for the final decisions rests with the delegated manager.

Some of the questions you need to consider are:

- 🌐 **When could I use a Recruitment Agency?**
- 🌐 **How do I select a Recruitment Agency?**
- 🌐 **What services can I expect a Recruitment Agency to offer? How do I know I am getting value for money?**
- 🌐 **What should I include in the contract for this service?**

PHASES OF RECRUITMENT THAT COULD BE UNDERTAKEN BY AN EXTERNAL RECRUITER

The normal steps in the recruitment process are listed in the checklist. (Link to Recruitment Toolkit) Diagram 1 and Table 1 below indicate those sections of the process which could be done by an external recruiter.

Diagram 1
Recruiter’s actions

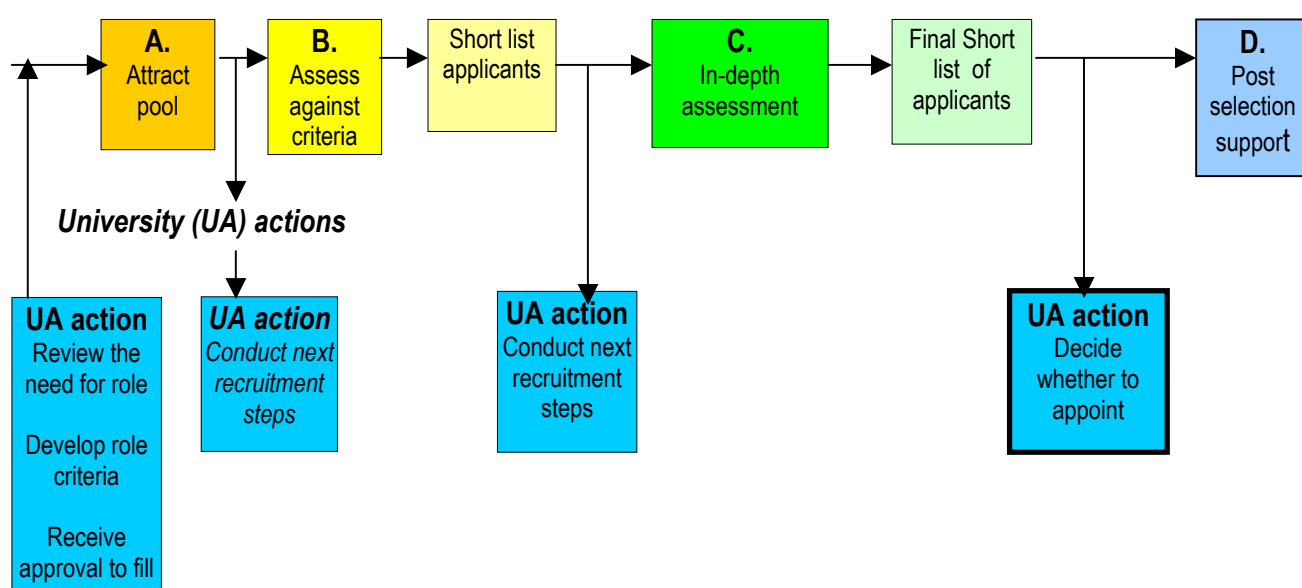


Table 1
When could you use a Recruitment Agency?

Phase	Recruitment Step	When would you use an agency for this phase?
A.	To attract an appropriate pool of applicants	<p>Targeting appropriate pool</p> <ul style="list-style-type: none"> • The Agency has a good understanding of the range of relevant talent available in the market place. • The specialist recruiter in relevant field already has resumes of people on file and /or knowledge of potential applicants. • Recruiters, who are also suppliers of contract labour, know how people on their files perform in temporary placements. This kind of recruitment agency may also supply interim staff for peak times in the University and therefore may understand the University's culture. • Recruiters may have ready access to and be skilful in using the most appropriate advertising media, e.g. online recruitment boards, specialist pools. • Timing of appointment is important and the recruiter can provide Client-focussed efficient administration.
B.	To assess and recommend short-listed applicants against the selection criteria	<ul style="list-style-type: none"> • You are likely to receive a large number of applications, which take a long time to process. • The recruiter has a good understanding of the essential qualities and skills that are needed for the position.
C.	To conduct in-depth assessment of short-listed applicants to produce a final short-list of applicants from which the selectors choose the appointee.	<ul style="list-style-type: none"> • The recruitment agency has skills in using specialist selection tools that give good predictions of performance of the individual for the role. • The recruitment agency has a good understanding of the University culture and of the core capabilities required in the role. • The Agency has a good understanding of the range of relevant talent available in the market place.
D.	To provide post-selection support	<ul style="list-style-type: none"> • Services are not available from within the University. • It is administratively efficient. e.g. They can provide or broker specialist services, inform unsuccessful applicants and/ or provide feedback to short-listed unsuccessful applicants. • Their professional expertise in providing feedback maintains or enhances the University's credibility

How do you select a Recruitment Agency?

1. Having received approval to fill the position, you need to decide whether to use an agency, and if so, for which parts of the recruitment process together with how much you can afford to pay. The notes in Table 1 may be helpful here.
2. List the criteria that the successful agency will have to meet.
3. Identify the agencies who may be able to meet your needs and seek submissions from 2-3 against your requirements. A list of some agencies used by The University of Adelaide and other universities is attached.

Contact the preferred agency/agencies and discuss your expectations in more detail (see Table 2). It is wise to check whether they specialise in filling particular roles (e.g. engineers, finance officers), the range of selection approaches they can offer and the priority they will give to your assignment.

The cost of using a recruiter will vary depending on the work to be performed. Contact the recruitment agency direct to ascertain the exact cost. Administrative rates can be a flat rate or may be based on a percentage of the salary of the vacant position. The latter may be as much as 12% to 15% of the annual salary package, if the recruiter conducts the whole process. The advertising and travel costs are not usually included.

4. Find out what they need from you in order to meet your expectations.
The following expectations need to be made explicit in the contract (link to model contract):
 - The recruiter will comply with relevant legislation and The University of Adelaide's Recruitment and Equity policies. For instance, the Recruitment Policy requires that University of Adelaide staff are usually given the opportunity to apply for positions.
 - The recruiter will acquire and maintain a broad understanding of The University of Adelaide's values and structure.
 - The recruiter has and maintains their professional competence; for instance through membership of a professional association, regular professional development activities.
 - The process that the recruiter will follow specifies:
 - professional recruitment processes;
 - time lines;
 - reporting arrangements.
 - The recruitment agency's continued role as a preferred agency, if established, will be reviewed regularly and include feedback from Appointment process convenors.
 - Selection as a preferred agency does not imply accreditation of the supplier's competence.
5. Complete the contract including the milestones and measure they should meet.
6. Provide the policy URL, the Duty or Role Statement and any other relevant documentation, such as selection criteria, strategic plans, staff profiles, names of contact staff, to the Agency recruiter.

7. Monitor and manage the process. Although the process may be conducted by an external agency, you will still be responsible for ensuring compliance with the University's Recruitment and Equity and Diversity policies.

'Academic and General Staff Recruitment Policy

Clause 3.5 When external recruitment consultants are appointed to act on the University's behalf they must act in accordance with this policy.'

8. Provide feedback to the General Manager, HR about the quality and effectiveness of the service provided.

Table 2
What services could you expect a Recruitment Agency to offer?

Phase	Recruitment Service	How do you know you are getting value for money?
A	<ul style="list-style-type: none"> Draft effective advertisements. 	<ul style="list-style-type: none"> Response rate. Number/ proportion of suitable applicants.
A	<ul style="list-style-type: none"> Suggest appropriate media and modes of advertising for cost effective targeting of the appropriate applicant pool (print, Internet, head hunters data bases). 	<ul style="list-style-type: none"> Inquiry rate. Response rate. Number/ proportion of suitable applicants. Cost per respondent. Web page hit rate.
A	<ul style="list-style-type: none"> Advise on duty or role statement and other selection criteria. 	<ul style="list-style-type: none"> Clarity of role. Extent selection criteria identify actual role requirements. Ease by which selection criteria provide the basis for evaluation/ aid distinguishing between applicants.
A	<ul style="list-style-type: none"> Administer process - including sending out University information, actively promote the University and South Australia to inquirers, send out selection criteria, receive applications. 	<ul style="list-style-type: none"> Recipients receive information within the agreed timeframe. Response turnaround time. Consistency in services delivery. Timeliness, interviewees' attitude to the University. Feedback from applicants.
A, B, C	<ul style="list-style-type: none"> Conduct Executive/ Discipline/ gender search. 	<ul style="list-style-type: none"> Number of applicants who meet the criteria.
A, B, C	<ul style="list-style-type: none"> Act as a neutral agent to assess internal applicants for job. 	<ul style="list-style-type: none"> Level of sensitivity, and consistent management of all applicants in all steps of the process.
B	<ul style="list-style-type: none"> Screen applications against essential criteria or core critical criteria. 	<ul style="list-style-type: none"> Short listed applicants do meet the essential criteria.
B	<ul style="list-style-type: none"> Undertake preliminary screening interviews/ processes. 	<ul style="list-style-type: none"> Completed, Report received. Applicants are suitable.
C	<ul style="list-style-type: none"> Advise on a wide range of selection assessment tools. 	<ul style="list-style-type: none"> Professional accreditation (e.g. Psychologist, competency assessor). The group of assessment techniques assess the actual skills knowledge and ability required. Standard / depth of information gathered. Report framed from UA perspective.
C	<ul style="list-style-type: none"> Conduct referee checks. 	<ul style="list-style-type: none"> Written reports provided, appropriate questions used to probe for information. Standard of information gathered.

Phase	Recruitment Service	How do you know you are getting value for money?
C	<ul style="list-style-type: none"> • Create final short list. 	<ul style="list-style-type: none"> • Candidates meet essential selection criteria.
C	<ul style="list-style-type: none"> • Provide written report on final short listed candidates with recommendations. 	<ul style="list-style-type: none"> • Profiles distinguish the candidates. • Professional report presentation. • Number of successful appointments.
D	<ul style="list-style-type: none"> • Inform unsuccessful applicants. 	<ul style="list-style-type: none"> • Applicants notified diplomatically within one week of decision. • Developmental feedback provided to short-listed applicants.
D	<ul style="list-style-type: none"> • Provide temporary staff to fill in until the successful applicant arrives. 	<ul style="list-style-type: none"> • Appropriate staff are available.