



**NDIS Quality  
and Safeguards  
Commission**

# **Recruitment and Selection Guide for Participants**



**NDIS Workforce Capability Framework**

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## Introduction

This document is a downloadable version of the interactive [Recruitment and Selection Guide](#) available on the NDIS Workforce Capability Framework (the Framework) website. It is intended to be used by stakeholders who need to access the tool as a Word document on their computer or in print.

This resource is designed to help you, as a participant, find workers who are right for you, whether you are self-managing your funding or sourcing workers from a service provider. Different options are described at each step, so you can choose the best ones for your situation. There is also guidance on how to use [the Framework](#) to think about the attitudes, skills and knowledge that matter to you, to plan your interview questions, and pick the worker best suited to your needs.

This resource describes all the essential steps for success. If you want more detailed information about a formal recruitment process, you can also check the guide developed for service providers.

If your worker(s) will be employed through an NDIS service provider, this resource provides you with useful background information on the process. Service providers may have additional requirements for employing workers so it's a good idea to consult them early on to discuss how you want to be involved in recruiting your worker(s). They may also have helpful suggestions about how to describe the job, where to post the advertisement (ad), and how to use the Framework to make sure you include what is most important to you in the way you want people to work with you.

You will find information on each of these steps in the sections below. There are also links to easy-to-use templates that you can download and edit to suit your needs.

For further information on using this tool, see the [FAQ document](#).

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## Plan the process

How will you find the right support worker for you? There are some important things to think about from the start.

Recruitment involves different tasks. For example, you may decide to develop a position and job ad, decide who to interview, conduct the interview process and make a decision about whether to make a job offer. Can you take all this on, or do you want to ask someone to support you?

### By yourself or with someone else?

Will you manage the recruitment by yourself or ask someone you trust to do it with you? Involving a second person can give you a different viewpoint and provide support with practical aspects if you need it.

If you decide to ask someone to do it with you, pick someone you are comfortable with, who knows you well, understands what you want, and will give you their honest opinion.

For example, this could be a family member, trusted friend, or an existing worker who understands you and what you need.

If you do involve others in the assessment process, let them know what you would like them to do. For example, do you want them to ask questions at the interview or just listen and take note of applicant answers?

If you are a participant who is involved in recruiting one or more workers who will be managed by a service provider, this guide provides you with useful background information on the process. However, service providers may have additional requirements for employing workers so it's a good idea to discuss this with them early on, including how you want to be involved in recruiting your worker(s). They may also have helpful suggestions about how to describe the job, where to post the ad, and how to use the Framework to make sure you include what is most important to you in the way you want people to work with you.

### Where to interview?

If you are recruiting a worker to provide support in your own home, you may prefer to do the interviews on neutral ground such as a coffee shop, a friend's place, or a service providers office, rather than meet applicants in your own home.

If you do interview applicants in your own home, it is a good idea to have a trusted person present, even if they don't participate in the interview.

Another option is to do a virtual interview. There are lots of apps available to do this. A few common ones are Skype, WhatsApp, Zoom or Google Meet. Choose a quiet place and time to avoid interruptions. If you are involving a second person to support you with the

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interview, let the applicant know who they are and their role in the interview process. It's a good idea to do a practice run with a family member or friend.

The "Choose assessment methods" section provides suggestions and tips for interviewing applicants.

## Describe the job and capabilities

You need to describe what you want your worker to do and have answers to questions your applicants are likely to ask, such as:

- What are responsibilities and main tasks of the job?
- What are your expectations about how you want the work to be done?
- What capabilities (attitudes, skills, and knowledge) does your worker need to do the job well? (The NDIS Workforce Capability Framework can help you think this through.)
- Do you have any special requirements, for example a fixed start time or looking for a worker who shares your interest in a particular sport, hobbies, or other area?
- Is the job full-time or part-time? Permanent or casual?
- What does the job pay?
- Will you have only one worker in this job or more than one on rotation?
- Are the hours flexible?

Preparing a position description is a good way to make sure you and the worker have a shared understanding about what is expected. You can use the position description to help you evaluate applications and decide what questions to ask at interview and when talking with applicants' referees.

The position description is also a good basis for managing your working relationship when you have engaged your worker.

The [Position Description \(PD\) Builder](#) is an online tool to help you build a PD, or you can download the offline version and guide to build a PD.

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## Choose assessment methods

This section explains some of the different ways to assess candidates and provides tips on how to put them into practice. For information on more formal approaches, check out the section prepared for NDIS providers.

For all assessment methods, make sure you (and any other assessors) take notes of applicant responses and your own observations as you go, especially if you are assessing more than one applicant. It is easy to forget or confuse what each applicant said or did when trying to decide on the most suitable person.

### A capability-based approach

Selecting workers who you can connect and communicate well with is often more important than selecting based on being able to do practical activities such as cooking or shopping. [The Framework](#) describes expectations about ‘how’ as well as ‘what’ support is provided. Using it to plan your assessment approach will help to check for these essential ‘soft’ skills.

### The assessment methods

There are different ways to assess applicants for a single role. The main methods, discussed here are:

- Different types of interviews
- Practical exercises or sample tasks
- Referee checks

Each of these methods is described below. Using more than one method can help you to make a more reliable decision.

### Interviews

To plan a structured interview, you develop a set of questions and think in advance about how your ideal applicant would respond. Ask the same questions of all applicants so it’s easy to compare their answers.

[The Framework](#) provides many examples of practical behaviours you would expect from a capable worker. You can use these to develop your own questions.

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Here's an example that draws on an applicant's actual experience to explore the capability 'Engage and motivate me':

- Tell me about a time when you had to encourage and support a team member or a friend to do something they didn't think they could do. How did you go about doing that? How did they respond and what happened?

The second example below uses a scenario to explore how the applicant would respond in a situation. You ask the applicant to imagine how they would respond, even if they have not had experience of the situation you describe. For example, using the capability 'Build my capacity to participate', you might ask:

- *I have just moved into a new area. I am really interested in making new friends, but I don't know many people.*
- *What would you do to support me in this situation?*
- *Why do you think that is the best approach?*

You can download a template for [more information](#) and [examples of interview questions](#) in the participant resources.

## Practical exercises and sample tasks

Practical exercises test the applicant has the practical ability to perform task. It is also a chance to see 'how' they do the task as well as 'what' they do. Deciding what task to use depends on the requirements of the job. For example, you could ask them to demonstrate their approach to support you to make a cup of tea. This would give you a chance to see how they approach the task and whether they make a good cup of tea!

## Reference checks

It's a good idea to ask applicants for their referees. You can do this when they first apply or when you have shortlisted them for possible employment.

Referees can provide useful information about an applicant's past performance. This is valuable information because past performance is widely recognised as a good predictor of future performance. It's a good idea to use the information from a reference check to help you to make your decision on which applicant to choose rather than to simply confirm a decision you have already reached.

Remember to let applicants know when and how you will be contacting their referees. This is not only polite but also increases the chance that you will get a timely response from referees. Be mindful that some applicants won't want you to contact their current employer unless you are seriously considering offering them the role.

The best way to conduct referee checks is by phone so you can follow up on any points they raise. You may need to arrange a suitable time for the phone call with the referee.

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# Advertise

## What will you say in your ad?

Your ad is the first time applicants hear about the role you have to offer. A good ad is one that attracts the attention of your preferred worker and gives a short but accurate snapshot of the job. You can offer to provide additional information to interested applicants. For example, you could send a more detailed position description on request or provide a phone number to call for a chat about the role.

The information to cover includes:

- **Title of role:** it's a good idea to use common language, for example disability support worker.
- **Key duties:** Describe what you want them to do in a few words that give a ~~good~~, practical picture of the job. For example, "support me with personal care with personal care in the mornings to get ready to go to work". Remember that this information is public so only provide details you are prepared to share with all applicants.
- **Hours and type of role:** State how many hours of work you are offering, whether these are regular or variable/negotiable, and whether the role is casual or permanent, part-time or full-time, etc. For example: "Casual role, 15 hours per week, negotiable timing."
- **Salary or hourly rate:** Ads that state the salary or rate for the role upfront receive more applications than ones that don't. It is common to state the hourly rate. You may also indicate a pay range of pay depending on the applicant.
- **A bit about you:** You may want to let applicants know something about you, your goals and interests. For example, 'I like spending time outdoors'. Remember ads are public so don't include personal information you do not want others to see.
- **Location:** Indicate where the work will be located so prospective workers know what to expect in terms of travel. You can do this by stating the suburb or area they would work in. It's not a good idea to provide your personal address in a public ad.
- **Essential requirements:** Your ad needs to tell applicants if there are any essential requirements to avoid getting applications from people who don't have them. For example, do they need their own vehicle to drive you around or to have training or experience in delivering a particular kind of support? Do you expect them to have a police check or working with children check? Make sure you only include requirements that really are essential. If there are other things that would like but are not essential, list these separately so you don't screen out otherwise good applicants.
- **Capabilities required:** Capabilities are the attitudes, skills, and knowledge required to do the job well. Attributes like punctuality, patience, listening or discretion are just as important to include as going shopping or helping with cleaning. If you used

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the position description tool, you will find a list of relevant capabilities for the role you described and you can select key ones from there to include in your ad. If not, go to the NDIS Workforce Capability Framework to see which capabilities you might want to include. You won't have space to include all the capabilities. Select the ones that are most important to you, for example "You need to be a clear communicator and work collaboratively with others in my support team."

- **Workforce diversity:** You could encourage applicants from diverse backgrounds to apply. It's also a good idea to ask applicants to let you know if they require adjustment to the interview setting, the assessment process or the role itself.
- **How to apply and contact details:** Tell applicants what you expect. For example, 'please reply by email with a CV no longer than 2 pages and a short letter saying why you are interested in the job and outlining relevant skills, training and experience.' Let them know if you also want them to attach any other information such as evidence of a Working with children check or current drivers licence and remember to include a closing date for applications.
- **Contact for enquiries and further information:** Let potential applicants know if they can call you or someone you choose to discuss the job or request further information about the job.

You can download the [Job Advertisement template](#) in the participant resources online to create your advertisement.

## Where to advertise?

There are many different places to advertise, and the best option for you depends on your situation. A simple internet search will show you a range of online options, both paid and free.

Some other options include:

- **Social media:** There are often social media groups or pages for local communities or community groups with similar needs to share information and opportunities. Many experienced NDIS Support Workers will look for jobs on local social media pages or group pages, particularly if they are from a small local NDIS provider or a sole trader.
- Your own social media or other networks with people who have similar needs and have experience of service providers or contractors who provide good support. These can be valuable sources of advice.
- **Word of mouth:** For example, neighbourhood groups and faith or interest-based groups can be good sources of recommendations.
- **Local advertising:** Some shopping centres and community spaces such as community houses and local libraries provide community notice boards where you can place your job ad.
- You could also ask your neighbours or consider mail drops in your local area. This might attract applicants with less experience, but many great support workers come

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from outside the disability sector, with capabilities that can be transferred. It also increases the chances of attracting workers who live close by.

- Online platform providers: These provide websites where workers and participants can search for the worker or job they are looking for. You can post an ad and look through the profiles of workers seeking work. Each website works slightly differently so it is important to understand how workers are supplied, including who is responsible for different types of payments.

## Shortlist and conduct interview

Your advertisement may attract several applications or only one. This section explains how to conduct your assessment process.

Shortlisting applications helps you decide whether to proceed to interview applicants. There are two steps.

### Review and shortlist applications

#### Step 1: Check for essential requirements

If you listed any essential requirements, the first step is to reject any applications that don't meet those. For example, if you need your worker to have a car but an applicant doesn't have one, there is no point going on to an interview.

#### Step 2: Review the applications

Review the remaining applications to see how well they match your expectations such as whether they show evidence that they have the capabilities and any other requirements that are important to you. Look through the applications for statements and words that show they understand what you are looking for and have relevant attitudes, skills, and knowledge. Take note of any areas you want to follow up at an interview. You can find a template to help you to shortlist multiple applications in the box below.

You can download a [shortlisting scorecard](#) template from the online participant resources, to help you to decide which applicants to interview.

### Interview applicants

You are now ready to interview your preferred applicants. Depending on how many applications you receive, you could decide to start by interviewing the 3 or 4 on your list who seem to be the best fit.

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If you haven't decided on how to conduct the interview, see 'Choose assessment methods' for useful tips and suggestions. This section explains how to plan the interview so you are well prepared and can make well-informed decisions about the applicant that is right for you.

Here are some steps for setting up interviews:

- Contact the applicant and arrange a time and place. Let the applicant know how long to allow (it's up to you but usually 30-60 minutes is enough time).
- Let them know if you will be asking them to do another kind of assessment as well as the interview, for example, to demonstrate a practical skill.
- Check if they have any questions or requirements to participate in the interview.
- Let them know who will be present at the interview (and remember to introduce each person when you do the interview).

You can download an [interview and practical assessment](#) template to support you to make your selection and weigh up the outcomes of the different assessment methods you used.

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## Make an offer

Once you have completed the assessment process and decided on the best applicant, you are ready to make an offer.

### Making the offer:

Once you have made your decision you should let the successful applicant know as soon as possible. This can be done informally, such as a phone call or using your preferred communication method.

### Sending the formal offer:

Even if the successful applicant has responded verbally, it is a good idea to keep a record of the arrangements you are agreeing to. You can use the [Letter of Offer](#) template in the online participant resources. This provides suggestions on what to cover in this letter. The NDIA provides more detailed information on [how to set up a service agreement](#) that you may also find useful.

### Next steps:

You will need to agree on a start date. If there are documents that you want to check that were not provided as part of the application, for example evidence of a current driver's licence, remember to request that they provide this information before or when they start.

Don't forget to let the unsuccessful applicants know the outcome as well. You can simply let them know you found someone more suitable or, if you are able, give them some constructive feedback on how they went in the assessment process. Unsuccessful applicants are usually very grateful for honest feedback that will help them do better next time.

You can use the [Unsuccessful letter](#) template in the online resources for participants to help you structure your reply.

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## Welcome your new worker

How will you introduce your new worker to the work? Even experienced workers will need an introduction to your circumstances and needs. A good introduction will help make sure the worker is comfortable with the job and stays for as long as you need them.

You may want to provide them with information before they start or you can provide it at your first meeting, for example:

- The position description for the role (they may already have this).
- Any other expectations you have of them that were not included in the position description. Here are some useful links you may want to provide:
- The [NDIS Code of Conduct](#) sets out mandatory requirements to be met by all NDIS workers and service providers.
- The [NDIS Commission Orientation module 'Quality, Safety and You'](#) – an introduction to working in the NDIS that they should complete before they start.
- The [NDIS Workforce Capability Framework](#) – encourage the worker to look at the expected capabilities for the type of role they will be doing (for example General Support Work) so they have a clear idea of expected attitudes, skills, and knowledge.

## Your first meeting

You may want to set up an initial chat before your new worker starts. Here are some things you could cover:

- Any practical things they will need to know about what you want them to do and how you want them to support you.
- What they should know about any family, friends or other paid workers and providers in your support team they will be working with. Be clear about the relationship you want them to have with your broader support network (for example, a family member may be involved in training a new worker, but you expect them to check with you when providing support).
- Agree on how you will let them know how things are going, give them feedback and also hear from them about how they are finding the work.
- Exchange contact details and agree on the best way to communicate about things like unexpected changes in arrangements.

## After the first few sessions

Providing feedback to your worker on how things are going and hearing from them about how they are finding the work and any areas they are not sure of provides the basis for a good working relationship. It's a good idea to discuss how you want to do this. For example, in addition to pointing things out as you go, you might want to set up a specific time every

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few months to have a discussion about what's working well and any changes that are needed to nourish a positive working relationship.

**Congratulations on reaching the end of your recruitment process! Remember to re-visit these tools and templates next time you need to recruit a new worker.**