

A complete checklist for hiring success.

Hiring the right person starts long before the job ad goes live. Skipping preparation can lead to mismatched hires and unnecessary (costly) headaches.

This checklist walks you through a complete hiring prep process, with insider tips from Actevate to help you hire with confidence and reduce risks.



A word from our founder.

Hi there,

If you're reading this, chances are hiring has landed on your plate when your team is already stretched thin. Someone's left or maybe you're just building out your dream team. Either way, hiring can feel like one more thing to squeeze in on top of everything else.

I know firsthand how hectic hiring can feel for Aussie businesses. Someone resigns, your team's workload increases, and suddenly you're juggling day-to-day operations while trying to find the right person to join your team.

But here's the thing: rushing the hiring process without a plan rarely saves time. In fact, it usually costs you more. Whether through mismatched hires, unclear role expectations, or drawn-out timelines that frustrate your team and turn great candidates away.

This checklist is designed to give you everything you need to:

- Move quickly without cutting corners on recruitment prep
- Get all your hiring admin sorted
- Avoid common blind spots we see all the time at Actevate

It's structured and practical, designed to help you speed up hiring.

If you want an extra layer of confidence, Actevate is here to support you with pre-employment screening so you can understand a candidate's fitness, wellbeing, and risk profile before you even schedule interviews.

We have supported businesses across Australia to avoid costly hires. If you have any questions, please reach out directly.



Warm regards,
Rob Migliore
Founder & CEO, Actevate



A complete checklist for hiring success.

Know exactly who you're hiring.

Before posting a job, be clear about the role. Knowing exactly what is required saves time and helps you find candidates who fit.

- ☐ **Define the role title and responsibilities.** Focus on five to seven core duties.
- ☐ **Confirm reporting lines, seniority and team structure.**
- ☐ **Set a realistic salary range and benefits.** Check the relevant Modern Award and market rates so the range is compliant and competitive.
- ☐ **Document the inherent requirements.** List the physical, psychological and safety demands of the role. They become the standard your pre-employment health assessment measures against.
- ☐ **Define what success looks like in the first 90 days.**

Plan the timeline.

A messy timeline wastes time. Knowing what happens when keeps everything moving.

- ☐ **Set key dates.** When applications open and close, interview windows and when you want to make an offer.
- ☐ **Build in time for screening.** Leave room for the pre-employment health assessment before the start date, either before the offer or as a condition of it, so the result informs the decision.

- ☐ **Define decision checkpoints.** Mark when you will shortlist, run reference checks and health assessments, and make the final offer.
- ☐ **Include contingency time.** Allow buffer days for delays, candidate rescheduling or additional review.

Mobilise your hiring team.

- ☐ **Decide who does what.** Agree who reviews applications, who interviews and who signs off, so nothing falls through the cracks.
- ☐ **Agree on what matters.** Align the team on the qualities and skills that matter most for the role.

Write a job ad that attracts the right candidates.

- ☐ **Use a clear job title.** Avoid creative titles that confuse candidates.
- ☐ **List must-have and nice-to-have skills.** This helps candidates self-assess and speeds up shortlisting.
- ☐ **Keep it compliant and transparent.** Avoid language that breaches anti-discrimination laws, and say upfront if a pre-employment health assessment is part of the process.
- ☐ **Choose your channels.** LinkedIn, niche job boards, social media and your careers page.

Actevate Profiling: your recruitment unfair advantage.

Non-screened employees are 34% more likely to get injured than screened employees. Their claims costs are four times higher, and the average cost of return-to-work cases for non-screened employees is 18 times higher than for screened employees.

Think of all the hours lost dealing with incidents, chasing applications, and sorting through candidates who may not be fit for the role. Understanding risks before hiring will save you time, money, and protect your team.

That's where Actevate comes in. With Actevate Profiler, you get an online pre-employment screening that identifies injury risk, potential claims, mental health and resilience concerns, and whether a candidate is fit for the role. It helps you focus on candidates most likely to succeed while avoiding costly surprises.

It's an easy way to reduce admin, lower claims costs, and make confident, safe hiring decisions every time. Actevate helps you hire smarter, safer, and faster.

Screen and evaluate candidates.

Not every applicant needs the same amount of time. A structured screening process saves time and reduces risk.

- ☐ **Shortlist on the essentials.** Skills, experience and values alignment.
- ☐ **Use pre-screening questionnaires.** Gather key information before interviews. Keep health questions for the formal assessment, where they are tied to the inherent requirements of the role.
- ☐ **Prepare standard interview questions.** Focus on behaviour, problem-solving and past performance relevant to the role.
- ☐ **Match the screening to the role.** Use online screening for every candidate, and add functional testing or a legislated medical where the role demands it.

Actevate Tip



Using our Profiler gives you a clear picture of a candidate's health, wellbeing and suitability for the role. It helps you understand any potential risks so you can focus your time on the people who are the best fit and make confident next steps.

Prepare templates and docs.

Organising your process lets you move at speed with systems you can repeat for every role.

- ☐ **Create email templates.** Confirmations, rejections and next steps can all be written once and reused.
- ☐ **Set up scoring systems.** Objective criteria for skills, experience and values alignment keep assessments fair.
- ☐ **Plan for compliance.** Verify right to work, licences, and police checks where relevant to the role, plus any other regulatory requirements, before hiring.

Structure and schedule interviews.

- ☐ **Pre-book interview blocks.** Phone screens, first-round and final interviews.
- ☐ **Share candidate profiles with interviewers.** Make sure everyone is prepared.
- ☐ **Schedule back-to-back interviews where possible.** Panel members can compare candidates while impressions are fresh.



Reference checks and validation.

- ☐ **Compare references with interview insights.** Check that what referees describe matches what you saw and heard at interview.
- ☐ **Flag discrepancies.** Any mismatches guide additional checks or interviews.

Pre-employment health assessment.

- ☐ **Get the candidate's consent.** Health information is sensitive information under the Privacy Act, so get written consent before the assessment and before results are shared with you.
- ☐ **Brief the candidate.** Explain what the assessment involves and how long it takes, so good applicants do not drop out.
- ☐ **Act on the recommendations.** Use the risk rating and suggested adjustments to plan a safe start, not only to make the hiring decision.

Prepare offer letters and compliance.

- ☐ **Compliance checkpoint.** Ensure terms meet or exceed the National Employment Standards (NES) and any applicable Modern Award.
- ☐ **Prepare the employment offer pack.** Include the contract, the Fair Work Information Statement, and the Casual or Fixed Term Contract Information Statement where one applies.
- ☐ **Make conditional offers clear.** If the offer depends on a satisfactory health assessment or other checks, say so in writing.
- ☐ **Store the baseline securely.** Keep the assessment report with restricted access, separate from general HR files, so it is ready if a claim ever arises.

Congratulations on your new hire!

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You should conduct your own research and seek professional advice before making decisions based on the information provided.

What to screen for by role type.

Screening every candidate against the same generic medical tells you very little. A warehouse picker, a rail safety worker and a case manager face completely different demands, and the risks that matter for one are irrelevant for the other.

The right question is not **"should we screen this person"** but **"what does this role require, and have we checked for it?"** Use the role types below to work out what matters for the position you are filling.

One caution before you start. Go by what the person will physically do on an average day, not by the job title. A "warehouse coordinator" who spends four hours a day on the floor is a physically demanding role. A "site supervisor" who never lifts anything is not. Title inflation is a common reason a role gets screened against the wrong standard.

1. Physically demanding roles

The demand: repetitive lifting and carrying, sustained bending and twisting, long periods on foot, awkward postures.

- ☐ Musculoskeletal history, particularly back, shoulder and knee
- ☐ Safe lifting capacity measured against the actual loads in the role
- ☐ Joint range of movement, strength and posture
- ☐ Previous injury and any incomplete recovery
- ☐ Height, weight and BMI as contributing physical risk factors

2. Safety critical and plant operation

The demand: sustained concentration, fast reaction, accurate vision and hearing, zero impairment.

- ☐ Visual acuity, near and distance, including colour vision
- ☐ Hearing thresholds across multiple frequencies (audiometry)
- ☐ Cognitive and behavioural readiness
- ☐ Medical history relevant to sudden incapacity, including cardiac conditions, epilepsy, diabetes management and sleep apnoea
- ☐ Drug and alcohol screening as part of a wider policy

3. Driving and rail roles

The demand: legally defined standards of fitness, assessed to a government benchmark.

- ☐ Confirm which legislated medical applies, and for rail, the worker's category
- ☐ Vision, including colour vision
- ☐ Medical history reviewed against the national standard, including heart, sleep and neurological conditions
- ☐ Drug and alcohol screening where required
- ☐ A recall date for the next periodic medical

Note

These roles cannot legally be filled without a specific medical, and the assessment must be repeated at set intervals. See the next page.

Actevate Tip



Physically demanding roles are where a standard desk-based medical fails most often. A candidate can present as perfectly healthy and still be unable to sustain the specific load pattern of the role. Functional testing catches the at-risk candidates a standard medical would pass.

4. Roles with hazardous exposure

The demand: ongoing health monitoring, not a one-off check.

- ☐ Baseline health monitoring before exposure begins
- ☐ Respiratory and relevant organ function, depending on the substance
- ☐ Audiometry where noise exposure is a factor
- ☐ A documented baseline for comparison at each periodic review

Note

Health monitoring for hazardous chemicals is a legislated requirement where there is a significant risk to health, not a discretionary screen.

5. Frontline care and high psychosocial load

The demand: manual handling of people rather than objects, emotional load, exposure to distress and conflict, shift work and fatigue.

- ☐ Transfer and people-handling capacity, a different demand to box lifting
- ☐ Resilience and psychological readiness
- ☐ Behavioural risk indicators
- ☐ Medical history and fatigue tolerance for shift-based rosters

6. Office, administrative and sedentary

The demand: sustained sitting, screen work, repetitive keyboard and mouse use, cognitive load.

Often skipped entirely, and that is usually a mistake. The claim exposure here is lower but it is not zero, and a documented baseline is just as useful.

- ☐ Pre-existing musculoskeletal conditions, particularly neck, wrist and lower back
- ☐ Ergonomic risk factors that can be managed with simple adjustments
- ☐ Psychological readiness where the role carries high pressure or conflict
- ☐ A documented health baseline at the point of hire

Actevate Tip



Psychosocial hazards now sit squarely inside WHS duties across Australian jurisdictions. Screening for resilience and psychological readiness at the point of hire is no longer a nice-to-have for frontline care roles, it is part of demonstrating you assessed the risk.

Quick reference

What each role type typically needs. Use it as a starting point, then confirm against the actual demands of your position.

Role type	Online screening	Functional testing	Legislated medical	Common add-ons
Physically demanding	Yes	Yes	Not usually	Functional assessment
Safety critical and plant	Yes	Yes	Role dependent	Audiometry, drug, alcohol
Driving and rail	Yes	Role dependent	Required	Vision, drug and alcohol
Hazardous exposure	Yes	Role dependent	Required	Audiometry, respiratory
Frontline care	Yes	If regular transfers	Not usually	Functional assessment
Office and sedentary	Yes	No	No	None

Which roles legally require a medical?

Most pre-employment screening in Australia is discretionary. You choose to do it because it protects your people and your premium.

Three categories are different. These roles cannot legally be filled without a specific medical assessment, that assessment must be conducted to a government-defined standard, and only practitioners holding the required qualifications can carry it out. Most must also be repeated at set intervals for as long as the person holds the role.

Driver medicals

LEGALLY REQUIRED

PERIODIC

Applies to

Heavy combination, public passenger and dangerous goods drivers.

Standard

Assessing Fitness to Drive, the national licensing standard.

Frequency

Periodic, set by the state licensing authority by age and licence class.

Rail safety medicals

LEGALLY REQUIRED

PERIODIC

Applies to

Rail safety workers across all three categories.

Standard

The national rail safety worker health assessment standard, with category set by the safety criticality of the role.

Frequency

Periodic, with intervals varying by category.

Hazardous substance health monitoring

LEGALLY REQUIRED

PERIODIC

Applies to

Licensed asbestos removal, and significant-risk silica or listed chemical work.

Standard

The WHS health monitoring requirements for the specific substance.

Frequency

Baseline where required, then at intervals set by the supervising doctor.

What about everything else?

Standard pre-employment screening is not legally mandated, but two duties still apply to every role you fill.

- **Your WHS duty of care.** You must ensure, so far as is reasonably practicable, the health and safety of your workers. Screening is how you demonstrate you assessed the risks of the role.
- **Your anti-discrimination obligations.** Assessment must be tied to the inherent requirements of the role, and you must consider reasonable adjustments before ruling a candidate out. A screen that produces a blunt pass or fail creates exposure. A screen that identifies risk and recommends adjustments reduces it.

Actevate Tip



Managing legislated medicals through one provider alongside your standard screening removes the tracking problem. Periodic assessments are easy to miss when they sit with a different supplier and a different calendar, and a lapsed rail or driver medical is a compliance breach, not an admin slip.

Please note. This information is general in nature and current at the date of publication. Requirements vary by state and territory and change over time. Confirm the current obligations that apply to your roles, or contact Actevate and we will help you work it out.

Screening is where workforce health starts.

A pre-employment assessment gives you a documented picture of every person you hire, measured against the real demands of their role. That record keeps working long after the hiring decision, guiding support at every stage from their first week to a return to work.

MENTAL HEALTH TRAINING

EAP

Screen the mind as well as the body.

Psychosocial hazards now sit inside WHS duties. The Actevate Profiler assesses resilience and psychological readiness for every candidate, not only complex roles, so support can start in week one rather than after a claim.

MANUAL HANDLING TRAINING

Turn screening results into prevention.

Patterns across new starters, such as limited safe lifting capacity or reduced joint movement in the same role, show you where training or a change to how the work is done will cut injuries. Fix the task once and every future hire benefits.

INJURY PREVENTION

Keep mature-age workers in the roles they know.

Physically demanding roles still need experienced people as the workforce ages. A baseline at hire, measured against the real demands of the role, lets you plan adjustments early so skilled workers stay safe and stay on longer.

RETURN TO WORK

Start every claim from a known baseline.

If an injury does happen, a documented starting point means the claim is assessed against evidence rather than assumption, and the return to work plan starts from real data about the person and the role.

Actevate Tip



Ask any provider to show you the role demands their assessment is measured against. Every Actevate assessment starts by mapping the physical, ergonomic and environmental demands of the position, the same groundwork as a job task analysis, so the result tells you whether this person can do this job.

How to compare screening providers.

Most screening providers look identical on a quote. The differences show up six months later, in the report you are handed, the claim you are defending, or the assessment you did not realise had expired. These are the ten questions worth asking before you sign with anyone.

Is the assessment built around the role, or is it a template?

Ask to see how they map the physical, ergonomic and environmental demands of a specific position. If they cannot describe that process, you are buying a generic medical with your logo on it.

Who signs off on the result?

A single physician opinion introduces bias and inconsistency. Ask whether risk ratings are verified by accredited allied health professionals.

Do you get a risk rating, or a pass or fail?

Pass or fail is legally exposed and commercially useless. You want risk across injury, claims, mental health and resilience, with the practical steps to manage it.

Does the report support reasonable adjustments?

A good report tells you where an adjustment would let a strong candidate succeed. A poor one just screens people out and hands you a discrimination problem.

What is the turnaround, and can you see progress?

Hiring is a race. Ask whether you get a portal with real-time visibility, or whether you are emailing for updates.

Can they cover every location you hire in?

Including regional and remote sites. If most of the process is online, location only matters for the optional face to face component. If the whole process requires a clinic visit, your regional hiring slows to a crawl.

Can they deliver legislated medicals too?

If driver, rail or hazardous substance medicals sit with a second provider, you now have two systems, two invoices and two sets of expiry dates to track.

Are pre-existing conditions documented as a baseline?

This is the single most valuable output of a screen. Without a documented starting point, a later claim gets assessed against assumption.

What add-ons are available under the same booking?

Audiometry, drug and alcohol screening, functional assessments. Bundling avoids a second appointment and a second candidate drop-off point.

What is the candidate experience like?

A slow, invasive or confusing process loses you good candidates. Ask how long the online component takes and what the candidate is asked to do.

Actevate Tip

Start with whether the assessment is built around the role, and ask it about a real position you are hiring for right now. A provider who can describe how they would assess that specific role, and what they would look for, is doing the work. A provider who answers with their accreditations is selling you a template. The scorecard on the next page turns the rest of these questions into something you can mark up during the call.



Take this to your next provider call.

Rate each answer from one to five, including for the provider you already use. Your total appears at the bottom. If a question does not apply to the roles you hire for, rate it five so it does not distort the comparison.

- 1 = No, or could not answer
- 2 = Vague, no evidence
- 3 = Partly, real gaps
- 4 = Yes, with caveats
- 5 = Yes, demonstrated

Did they do this?		1	2	3	4	5
1	Is the assessment built around the specific role, rather than a template applied to every candidate?	☐	☐	☐	☐	☐
2	Are risk ratings verified by accredited allied health professionals, not a single practitioner's opinion?	☐	☐	☐	☐	☐
3	Do you get a risk rating with recommendations, rather than a blunt pass or fail?	☐	☐	☐	☐	☐
4	Does the report identify reasonable adjustments that would let a candidate succeed?	☐	☐	☐	☐	☐
5	Is there a portal showing the status of every assessment in real time?	☐	☐	☐	☐	☐
6	Can most of the assessment be completed online, wherever your candidate is based?	☐	☐	☐	☐	☐
7	Can they deliver driver, rail and hazardous substance medicals under the same provider?	☐	☐	☐	☐	☐
8	Are pre-existing conditions documented as a baseline at the point of hire?	☐	☐	☐	☐	☐
9	Are functional testing, audiometry and drug and alcohol screening available as add-ons from the same provider?	☐	☐	☐	☐	☐
10	Is the candidate experience quick and straightforward, so you do not lose good applicants?	☐	☐	☐	☐	☐

Their score

/ 100

- 80 + Strong fit, worth shortlisting.
- 60 to 79 Workable, push hard on the gaps.
- Under 60 Keep looking.

Hire smarter with data-driven pre-employment screening that protects your workforce.

Actevate's pre-employment assessments help you bring the right people on board while keeping your team safe. We go beyond standard medical checks to spot potential risks and match candidates to the real demands of the role.

Hiring the right people boosts productivity, reduces sick days and creates a culture of health and safety. Our reports highlight risks and give practical recommendations, so you can move forward with confidence.

Pre-employment screening isn't about catching people out. It's about understanding potential challenges before they become problems, helping you support your team and avoid costly disruptions.

Protect your business and your people at the same time.

Get in touch with our experts today to make safer, smarter hires.

Ready to build a resilient workforce?

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