

2022



# Executive summary

As the Australian economy continues its impressive recovery from the pandemic, unemployment has fallen to the lowest level since 2008 and job ads are the highest on record in SEEK's 25-year history, climbing 36% in February 2022 compared to the same month last year.

The Healthcare & Medical industry – the country's biggest employer comprising 14% of the working population – is a key driver of this rapid resurgence, with job ads reaching record highs between November 2021 and February 2022.

It's a challenging environment for healthcare hirers, managers and organisations. Demand for candidates is well above pre-pandemic levels in all role groups, but there simply aren't enough candidates to fill open positions. For Healthcare & Medical roles, a job ad will receive on average 27% fewer applications than before the pandemic – even though individual candidates are applying for more roles. Allied Services, in particular, is experiencing significant growth and candidate shortages.

As demand for Healthcare & Medical roles is expected to continue to grow strongly, supply challenges are predicted to persist. The takeaway message for hirers and organisations is clear: effective sourcing strategies matter more than ever. It's crucial to tailor messaging to ideal candidates and pay close attention to location and demographic-specific nuances.

This report leverages SEEK's vast experience and rich analytics to support hirers to navigate immediate supply and demand challenges. Considering the Healthcare & Medical industry, as well as Aged & Disability Support roles, its key findings are:

- **Innovative recruitment strategies are more important than ever.** With such strong demand for healthcare roles and limited candidate supply, actively attracting candidates is crucial – and proactive sourcing tools are key.
- **Attracting healthcare workers to regional areas remains challenging.** Alternative lifestyle-focused strategies may help generate interest and attract prospective workers.
- **Organisational culture matters – a lot.** The challenges of the pandemic necessitated greater focus on culture and engagement, and employers who can build on this foundation and improve employee buy-in to the organisation are well placed to achieve improved retention.
- **Work-life balance is a key driver among candidates.** Translating this desire into tangible, industry-specific benefits can make a real difference to attraction and retention.

For more healthcare industry insights, get in touch with your SEEK Account Manager or email us at [healthcaresales@seek.com.au](mailto:healthcaresales@seek.com.au)



James Duncan  
Healthcare Leader  
SEEK

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## INTRODUCTION

## So strong is Australia's economic recovery from the pandemic that job ad levels are higher than before COVID-19 and the highest on record in SEEK's 25-year history.

The Healthcare & Medical industry – the country's biggest employer comprising 14% of the working population – is a key driver of this rapid resurgence.

This report has been created exclusively for healthcare hirers, recruiters, managers and business owners. It offers an in-depth look at trends shaping the healthcare labour market and strategic insights to aid workforce planning.

Encompassing the Healthcare & Medical industry, including the Allied Services, Specialist Services, Nursing and Management role groups, as well as the Aged & Disability Support role group (see Appendix 1), these insights are based on SEEK's extensive workforce data and expert analysis.

The report covers four areas of critical importance to hirers:

- Macro trends impacting employment
- Factors influencing healthcare workforce demand
- Analysis of candidate behaviour
- A special focus on the allied health role group.

Healthcare is an industry experiencing increased hiring needs across the board and this report will support hirers to navigate immediate supply and demand challenges.

"At the moment we're seeing a classic case of supply and demand disparity in the healthcare industry," explains SEEK's Healthcare Leader, James Duncan. "There's a huge upswing in demand for staff but, unfortunately, there's a finite amount of candidate supply.

"SEEK has a unique position in the marketplace because we talk to both sides – the hirer side and the candidate side. It gives us some fantastic insights into what both sides are looking for. On the hirer side, we can see exactly which occupation groups are in the highest demand. From the candidate perspective, we can not only see exactly where the supply is, we can also understand what candidates are looking for in an employer."

## THE CURRENT MACRO ENVIRONMENT

## In Australia, a strong economic recovery is underway. More people than ever are participating in the workforce and hirer activity is at record highs. Healthcare is once again a standout driver of employment.

### Unemployment rate at record low

FIGURE 1. UNEMPLOYMENT RATE



Source: ABS; Unemployment rate data as at Mar'22

The unemployment rate fell sharply to 4.0% in February 2022 – the lowest since August 2008. Employment is now 2.9% higher than before the pandemic in March 2020.

"From an overall economic standpoint, the recovery from the pandemic is really strong," says SEEK Analytics Manager, Shanika Yapa. "Unemployment is at record low levels. The RBA is forecasting unemployment to drop sub 4% – a level we haven't seen since the 1970s."

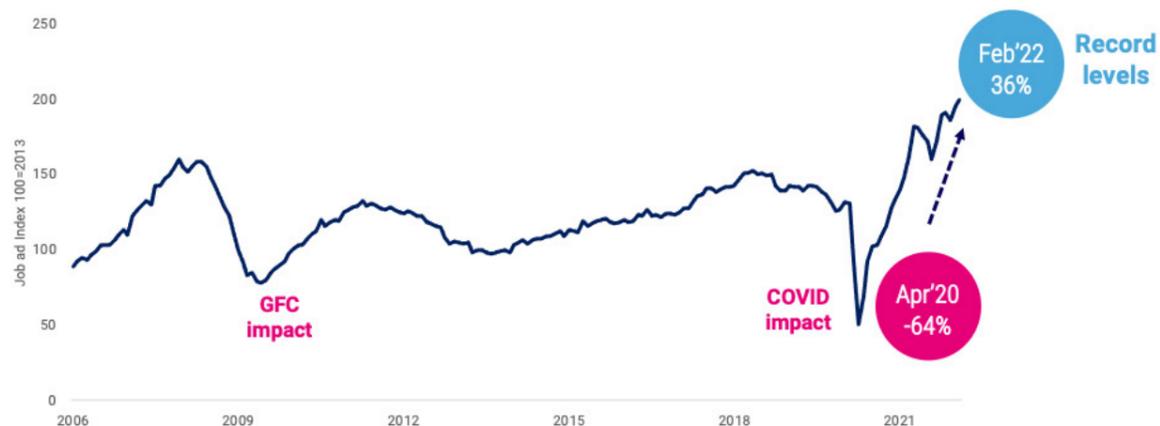
Duncan says one of the main contributors to this historic low for healthcare providers is international and state border closures, which have led to a significant reduction in supply of candidates. "Before the pandemic, there were a lot of people on working visas coming to

Australia. There was also a consistent and increasing movement to interstate locations – especially from the large metropolitan centres of Sydney and Melbourne into both metropolitan and regional areas of other states. This unfortunately ceased during the pandemic, which reduced another candidate supply line to areas most in need.

"The international and state border closures have meant that organisations have had to do more with their current workforces, leading to more efficiencies and greater engagement in some cases."

### Job ads at record high

FIGURE 2. JOB ADS REACHING NEW HIGHS IN 2022



Source: SEEK

A key consequence of the recovery is strong job ad growth. SEEK's job ad index shows an increase of 36% in February 2022 compared to the same month last year. "Job ad levels are considerably above pre-pandemic levels and the highest on record in SEEK's 25-year history," Yapa says. "This reflects the economic bounce-back underpinned by strong business confidence and government support."

Strong job ad growth supports predictions for continued improvement in the unemployment rate in the months ahead, particularly as vaccination rates rise even higher and pandemic-related restrictions continue to ease.

### Healthcare a key driver of job ad growth

Healthcare has consistently been a key driver of employment, and once again the industry is a top-three contributor to job ad growth in Australia (see Appendix 2).

Significant government spending on healthcare, ramped up by COVID-19 emergency measures since 2020, means it continues to employ the highest number of Australians across all industries. Total spending on health in 2021-22 is projected to reach \$98.3 billion, representing 16.7% of the Australian Government's total expenditure.<sup>1</sup>



<sup>1</sup> Source: Parliament of Australia Budget Review 2021-2022 Health Overview [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Parliamentary\\_Library/pubs/rp/BudgetReview202122/HealthOverview](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/BudgetReview202122/HealthOverview)

### HEALTHCARE WORKFORCE DEMAND

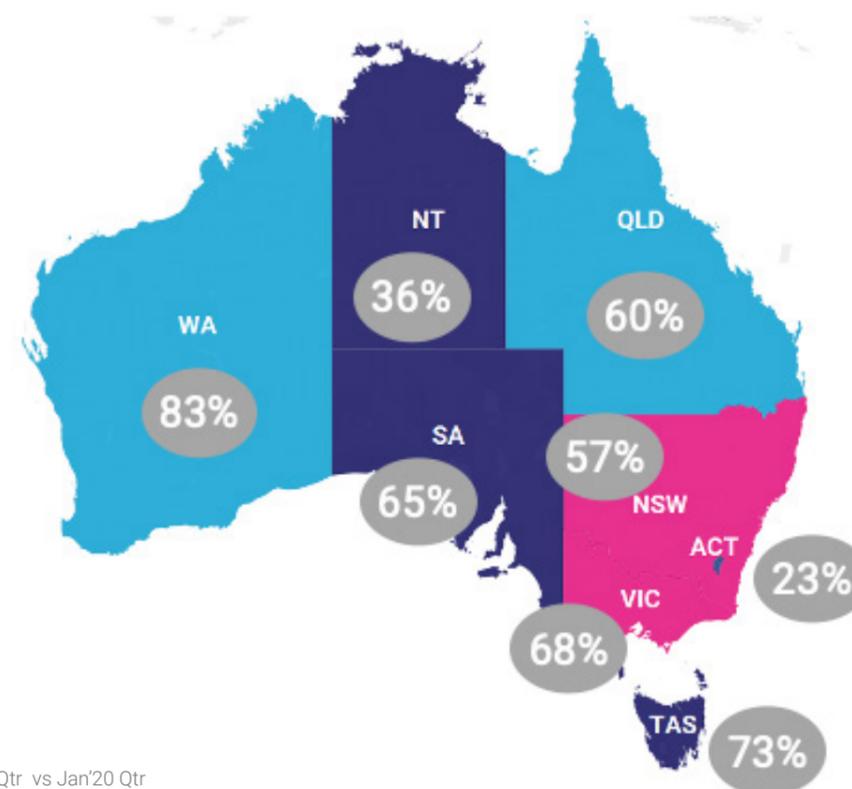
Across the country, SEEK has recorded more Healthcare & Medical job ads than ever before. With demand for candidates well above pre-pandemic levels in all role groups, it's a challenging environment for hirers.

#### Record job ad growth across all states and territories

Demand across the industry is increasing rapidly. The highest number of Healthcare & Medical job ads in SEEK's 25-year history was recorded between November 2021 and January 2022. Fastest growth was recorded in Western Australia, Tasmania and Victoria.

Nursing roles were a key contributor to growth across most states, particularly in Western Australia, followed by Aged & Disability Support roles.

FIGURE 3. JOB AD GROWTH BY STATE - HEALTHCARE INDUSTRY



Source: SEEK; Jan 22 Qtr vs Jan'20 Qtr

### Regional areas seeing significant growth

In Healthcare & Medical there are similar levels of growth across metropolitan and regional areas. “This is in contrast to the overall economy, where what we see is a huge gap between regional and metropolitan growth – about 38% for metropolitan growth across the board versus 76% for regional when comparing job ad growth from January 2020 to January 2022,” Yapa says. “There are certainly opportunities for healthcare employers to attract talent from other industries in regional areas.”

Indeed, with many regional areas seeing an influx of people relocating from cities, as evidenced by rising house prices, there will be opportunities to tap into an expanded candidate pool.

FIGURE 4. JOB ADS – METRO VS REGIONAL GROWTH – HEALTHCARE ROLES



Source: SEEK ; Notes: SEEK job ad index as at : (Jan'22 vs Jan'20) Healthcare roles: All roles in Healthcare & Medical Classification + Aged & Disability roles in Community Services & Development

### All healthcare role groups seeing long-term growth

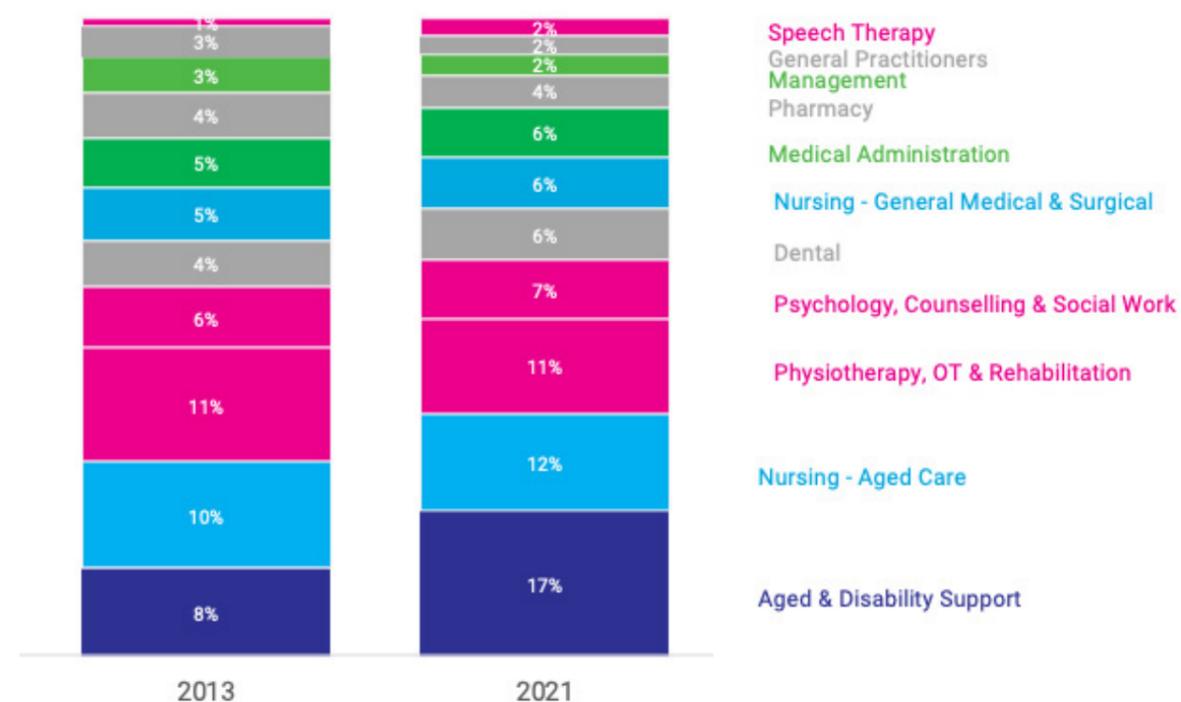
Demand for Healthcare & Medical roles continues to accelerate above pre-pandemic levels across all five role groups (see Appendix 3). Aged care-related roles continue to hit record high levels of demand and are a key driver of growth across the industry, making up one-third of all roles advertised on SEEK – up from 18% in 2013.

Duncan says the release of more government Home Care Packages in response to the Royal Commission into Aged Care Quality and Safety is a major contributing factor. “With aged care organisations trying to meet those packages, it has pushed up demand. But the workforce is just not there, unfortunately.”

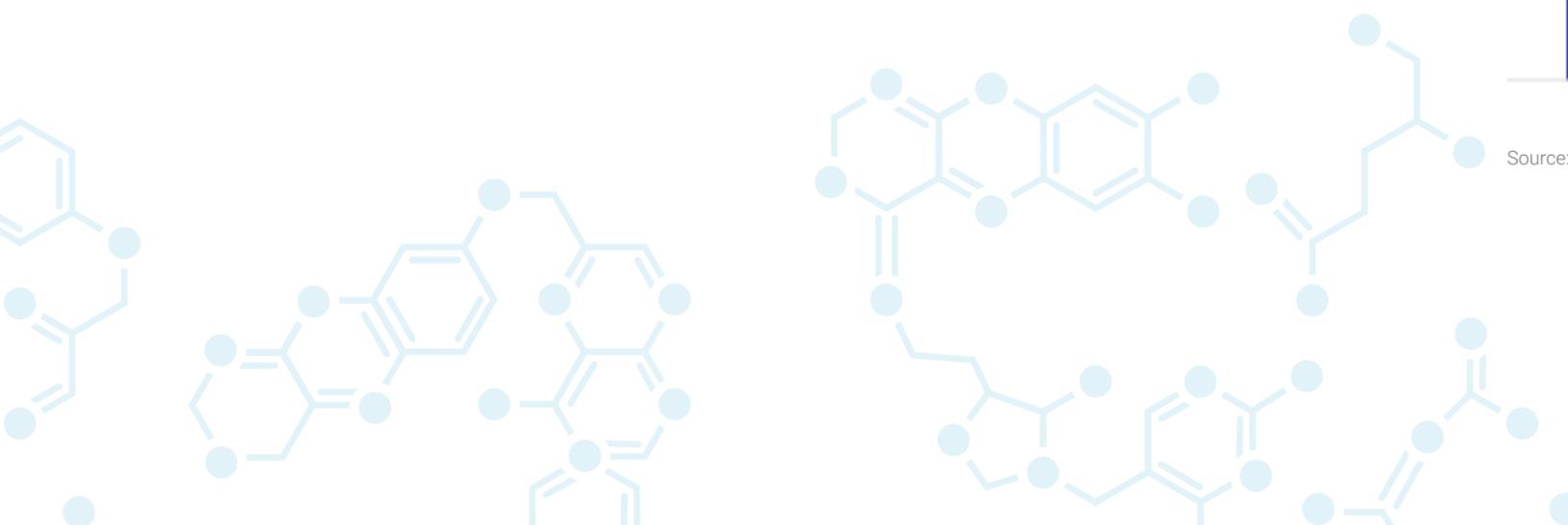
There are flow-on effects to Allied Services like Speech Therapy, which has grown from around 700 advertised roles in 2013 to well over 6,000 in 2021. “The increase in demand for speech therapists has been driven by two booming industries: aged care and early childhood education,” Duncan says. “More paediatric speech therapists are needed in early learning environments, and within aged care higher rates of dementia are associated with a greater need for assistance with speaking and swallowing.”

He says Nursing and Dental are other notable role groups, with demand driven by a variety of factors including retirement of senior practitioners and changes to private health insurance.

FIGURE 5. TOP 10 ROLES BY AD VOLUME IN 2021 (AND CHANGE FROM 2013)

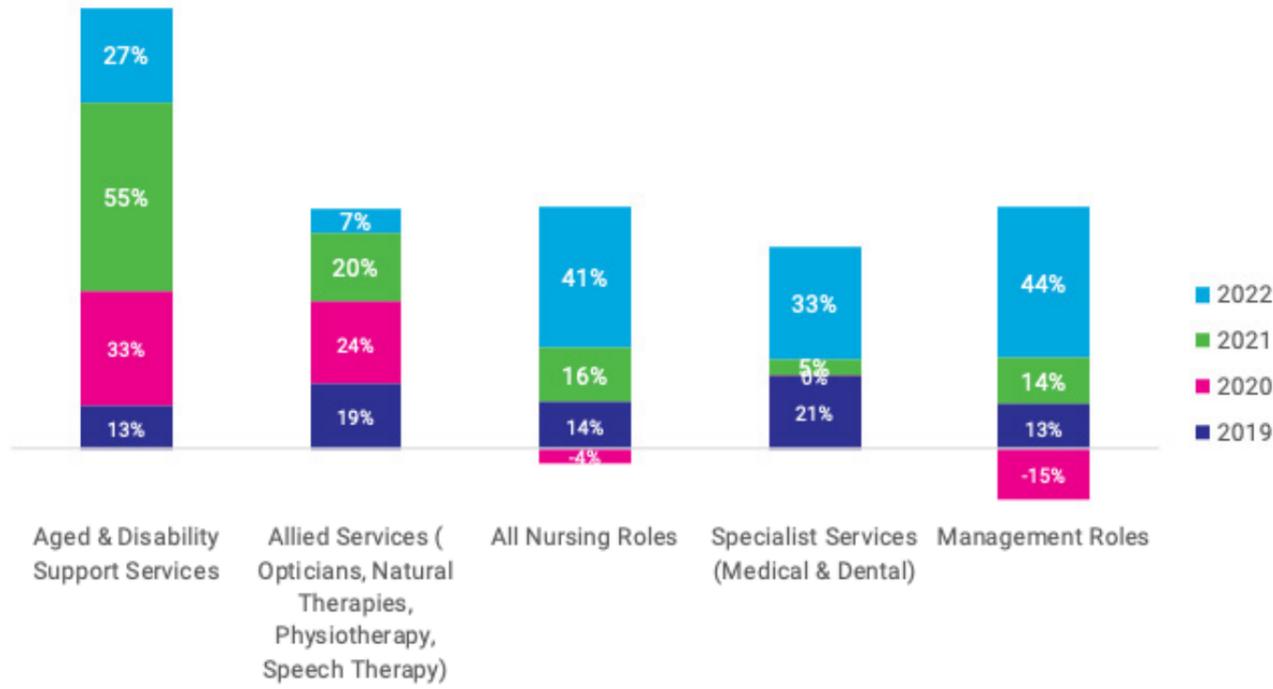


Source: SEEK



## Comparing growth pre- and post-pandemic

FIGURE 6. YOY GROWTH BY HEALTHCARE CATEGORIES



Source: SEEK; YOY: Ad growth in January in current year vs the volumes in January prev year

Along with surging demand across the board and for Aged & Disability Support roles, there's been a distinct increase in the need for nurses. "Over 2021, we've seen a huge change in the level of demand for Nursing roles," Yapa says. "This has largely been driven by aged care and general medical nursing roles."

Greater demand for Management roles off the back of the pandemic suggests a diversification of the talent pool away from clinical roles, says Duncan. "The growth in management this year is phenomenal, and that's what we're hearing from the frontline as well."

### Probing the impact of lockdowns

Changes to job ad levels over 2020 and 2021 show that organisations can adapt to dramatic change, especially in Healthcare & Medical. "The 2020 lockdowns had a huge impact across the board as well as within healthcare," Yapa says. "But, pleasingly, despite subsequent lockdowns across New South Wales and Victoria over a lot of 2021, what we've seen is that businesses have adjusted, and those subsequent

"COVID-19 has really impacted the healthcare industry and meant that we need more leaders. As the workload across role groups increases, there's more need for leaders to support their staff. Compounding this further is the increase in the retirement of those more experienced managers and leaders. Therefore, there's a real need for more leaders throughout the entire healthcare industry."

lockdowns haven't had as much of an impact on hiring activity (see Appendix 4).

"Within healthcare, that activity resumed much faster. So since about late 2020, job ads have been at levels that we saw pre-pandemic, and in 2021 healthcare roles continued to grow."

## SPOTLIGHT ON CANDIDATES

Candidates are applying for more roles in healthcare, but surging demand means there simply aren't enough candidates to fill open positions.

# In this environment, it's important for hirers to tailor messaging to ideal candidates and pay close attention to location and demographic-specific nuances.

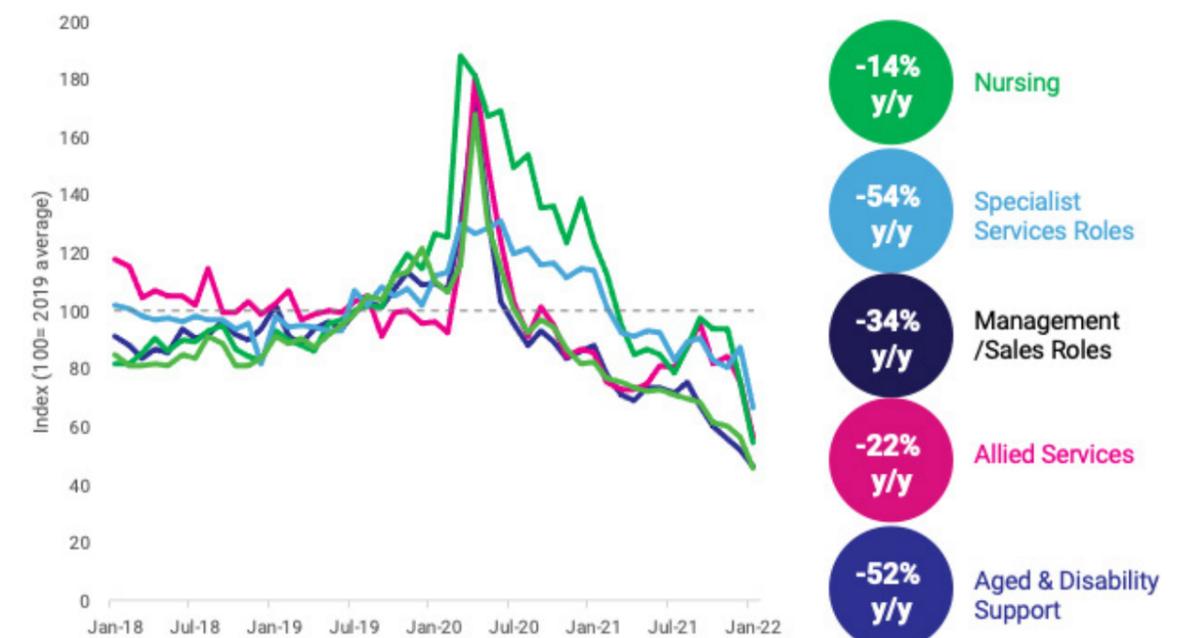
### Applications down across all industries

On the supply side of the equation, there has been a consistent fall in applications per job ad across all industries. For Healthcare & Medical roles, a job ad is receiving on average 27% fewer applications than before the pandemic.

This trend is part of a broader global phenomenon, explains Yapa. "Across the world, businesses are experiencing labour shortages in most industries, and we're certainly seeing that across Australia as well."

Crucially, she explains, the number of applications per healthcare candidate has in fact increased – it's just that the sheer volume of demand (job ads) means there isn't enough supply (candidates) to keep up. "Because we're spreading these people across more job ads due to the significant increase in the number of roles, it means there are less applications per job ad."

FIGURE 7. CANDIDATE AVAILABILITY

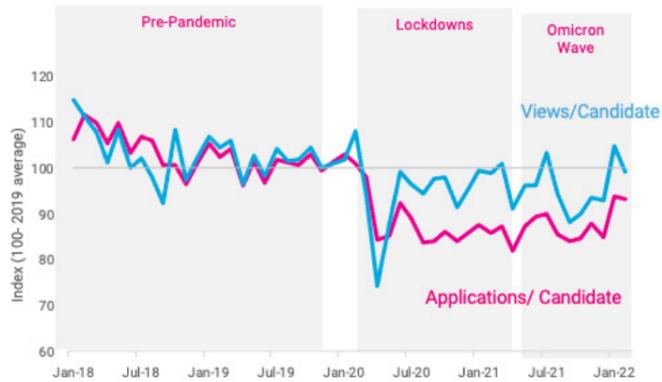


Source: SEEK ; Dec-21 vs Dec'19: Healthcare roles: All roles in Healthcare & Medical Classification + Aged & Disability roles in Community Services & Development

## Analysing job application behaviour

FIGURE 8. YOY VISITS TO SEEK.COM.AU

REMAIN STEADY



Source: SEEK; Web traffic to seek.com.au

Candidates across all industries are looking for jobs, with visits to SEEK consistent year-on-year. Comparing the number of job ads viewed by candidates with the number of applications, there is a clear difference in behaviour that has emerged since the beginning of the pandemic.

“Through the mid stages of the pandemic, the job security impact was massive – a lot of candidates didn't want to risk moving from their current roles,” Duncan says. “Consequently, candidates were being far more selective in the roles they were applying for compared to pre-pandemic times.”

However, the same shift has not been observed in Healthcare & Medical, or specifically in Allied Services, where applications per candidate increased, indicating candidates continue to actively monitor and apply for roles.

“The behavioural trend that we've seen emerging of candidate hesitancy doesn't seem to apply in healthcare,” Duncan says. “There's more views and applications on average than there's ever been in healthcare and within allied health. But the demand is so high that even though candidates are applying for more roles, those applications are spread quite thinly.”

As demand for healthcare roles is expected to continue to grow strongly, supply challenges are expected to persist. As international borders reopen, a competitive international market may significantly impact the future supply of talent, Yapa says. “With more open borders, every country is going to be competing for a similar resource pool, so it's unclear whether open borders will lead to an influx of candidates to help fill these gaps.”

The takeaway message for hirers is clear: effective sourcing strategies are more important than ever.

“Because there's so much demand out there, it's really a candidates' market at the moment,” Yapa says. “For specialised roles like these, there's a finite pool of candidates – it's not like you can tap into industries like retail or hospitality to get candidates with transferable skills to come and work for you. It's important to attract people into a role, given that all your competitors are looking for the same people.”

FIGURE 9. HIGHER APPLICATION RATE VS

VIEWS IN HEALTHCARE INDUSTRY



Source: SEEK; Views: Detailed view of a job Ad: Applications: Application start for a Job Ad

## Drivers of attraction for healthcare candidates

Work-life balance is a key driver attracting candidates across all regions and most age brackets to roles across the Healthcare & Medical industry, according to SEEK's [Laws Of Attraction](#) research. Duncan says an important consideration for organisations is translating work-life balance into a tangible, role group-specific benefit.

“Healthcare organisations really need to understand what work-life balance means to their clinical and frontline staff, as unfortunately the work-from-home solution enjoyed by other industries is broadly not an option in healthcare.

“When looking at the Laws Of Attraction research for healthcare candidates, we can see that leave is an integral part of what work-life balance means in the industry. When we look a little closer at what actually constitutes that leave, we can see candidates identifying time in lieu, purchasing annual leave, carer's leave and birthday leave as key drivers of attraction. It's also important for healthcare organisations to remember that while this is research on candidate attraction, it should also be considered to improve employee retention.”

Culture is an emerging driver among Community Services & Development workers, which encompasses Aged & Disability Support. “An organisation's culture is an important component in the attraction and retention stages, but it can be difficult to establish and promote without the right insights,” Duncan says.

“When we dive deeper into the Laws Of Attraction research, we can see candidates are looking for supportive, respectful and inclusive cultures within healthcare organisations. Other important aspects to culture include leadership and the working environment. Leaders at all levels play an important role in proactively driving an organisation's culture and promoting a positive working environment, and it's these leaders that can make a big difference.”

Likewise, it's also crucial to tailor messaging to the ideal candidate and be aware of nuances across locations and demographics. Older workers, for example, may be more focused on the location of their workplace or organisational culture, while salary may be more important to younger workers.



### Laws Of Attraction

SEEK's Laws Of Attraction is an interactive data tool designed to help you better understand what people really value when looking to join or stay with a business. Based on a large ongoing survey of over 11,000 Australian candidates, Laws Of Attraction gives you the power of SEEK's uniquely Australian data.

Visit [seek.com.au/loa](https://seek.com.au/loa)

## Case study: Medibank

At Medibank, harnessing the organisations employee value proposition (EVP) to attract and retain the best talent is “the number one lever we have to pull from a recruitment perspective”, says Andrew Retschko, a Senior Executive in Talent Acquisition and Engagement.

“It’s really challenging in allied health at the moment so continuing to adapt our approach to meet people’s expectations is more important than ever.”

### Reimagining ways of working

Retschko says the COVID-19 pandemic saw Medibank completely reimagine its approach to work, based on what was learnt from listening to people. “People’s expectations changed, and our approach changed with them. Whilst some organisations mandated a return to offices, we took a different approach. Our approach is to empower our people to make decisions on where they work based on what they are doing, and what works well for them.”

Three years ago, Medibank launched its employer brand, ‘The Impact is You’, based on research showing employees value the impact they have across the healthcare sector.

“Ensuring that our EVP aligns to our values and attracts exceptional individuals who connect to what we do as an organisation is very important to us,” Retschko says.

Crucially, he says the approach needs to be dynamic to reflect the changing environment and employee expectations. “Our EVP is not static – we constantly revisit our offer to ensure it suits the needs of our people and candidates, identify aspects we might need to dial up or dial down with our attraction and retention strategies,” Retschko says.

In-depth surveys – one big one annually and smaller check-ins throughout the year – measure engagement and “how people are feeling about their role” Retschko explains, which informs the EVP and attraction and retention strategies. “We get really, really strong data in terms of how our employees, including our allied health employees, are feeling, then we put together action plans based on that.”



### Communication is key

Retschko says communicating the EVP with prospective candidates throughout the hiring process, as well as aiding the retention of current employees, is a key focus for Medibank.

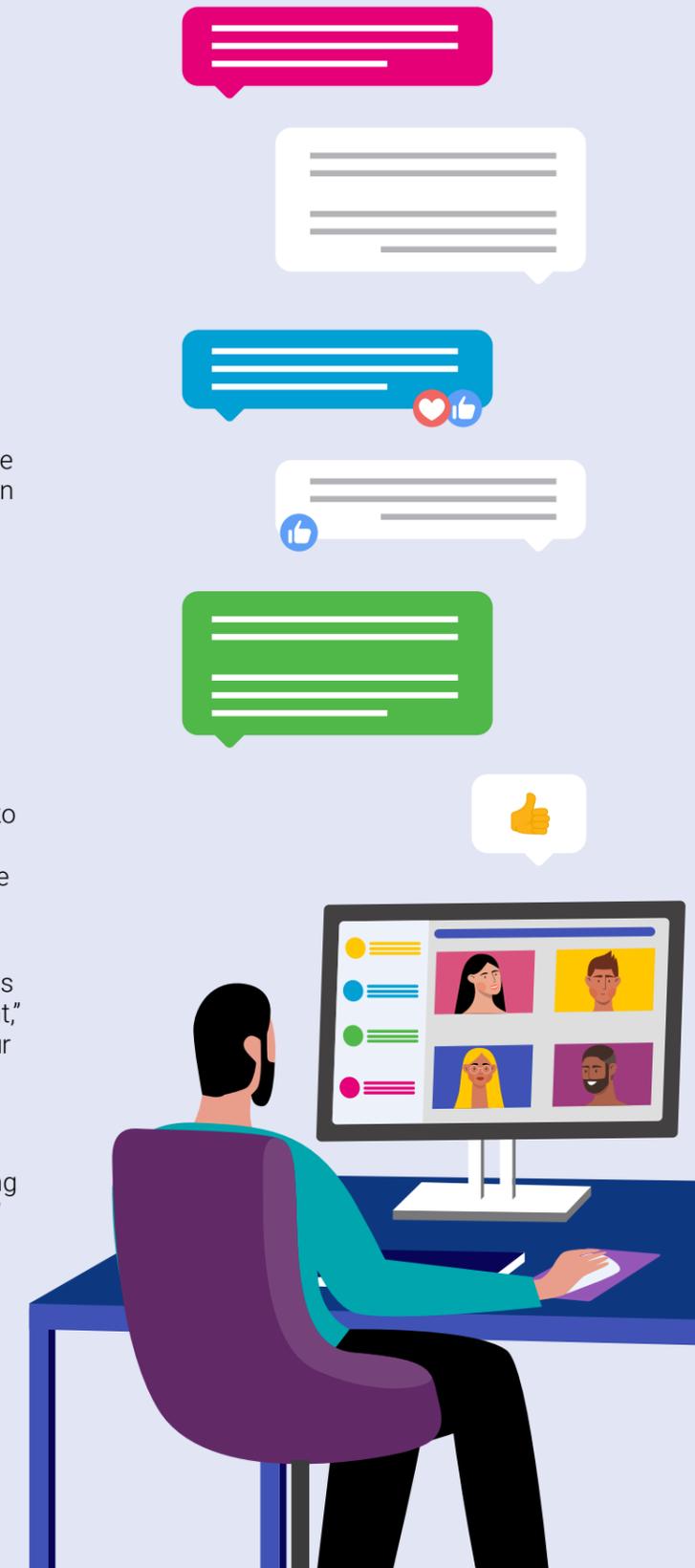
The pandemic has also seen a shift to digital communication and engagement approaches, as well as a greater focus on sharing the EVP in regional settings.

“We have people in regional Western Australia working in an aged care facility, for example, which probably feels a long way away from our head office in Bourke Street, Melbourne. So that communication and how we get them to feel like they’re part of the organisation, share the same values and can enjoy benefits of the EVP is important to us.

“There’s also been a shift out of metro areas and people are heading to the regions, and we want to tap into this talent pool. Through our proactive engagements with candidates, we’re highlighting the ability for allied health professionals to have a different lifestyle because we have a lot of regional and remote settings that they can work in,” Retschko says. “We’re sharing the stories of our employees who are enjoying the benefits of this type of lifestyle to showcase our offering.”

SEEK’s Premium Talent Search is another platform Medibank uses to communicate its EVP. “Our view is that proactive sourcing is very much one touchpoint,” Retschko says. “We think people often need three, four or five touchpoints before deciding to move roles.

“So, our approach with proactive sourcing is, ‘Hey, we’re Medibank, here is an opportunity you may be interested in, but if not, would you be open to staying in touch and looking to try and build a relationship?’ The hope is that we can open a dialogue where we start showcasing our EVP more wholly, perhaps pointing people towards some content we’ve generated, get them connected to some leaders in the business, or direct them to our career site to better understand what we’re all about.”



**ALLIED SERVICES IN FOCUS**

# Allied Services is experiencing significant growth and candidate shortages owing to the pandemic and Australia’s ageing population.

Such is the scale of the increase in demand and the importance of Allied Services that a ripple effect is being felt across the entire healthcare industry.



*“When we look at healthcare from an employment perspective, there’s public health, private health and aged care. They all have their own challenges and opportunities, but Allied Services sits across all of them,” Duncan says.*

*“It’s clear that Allied Services has a crucial role to play in all segments of the healthcare market and it’s important for organisations to demonstrate to candidates the benefits of working in a particular segment.”*

## Defining Allied Services

This report focuses on three major sub-categories that make up 94% of all SEEK job ads within Allied Services (see Appendix 5).



**Psychology,  
Counselling & Social  
Work**



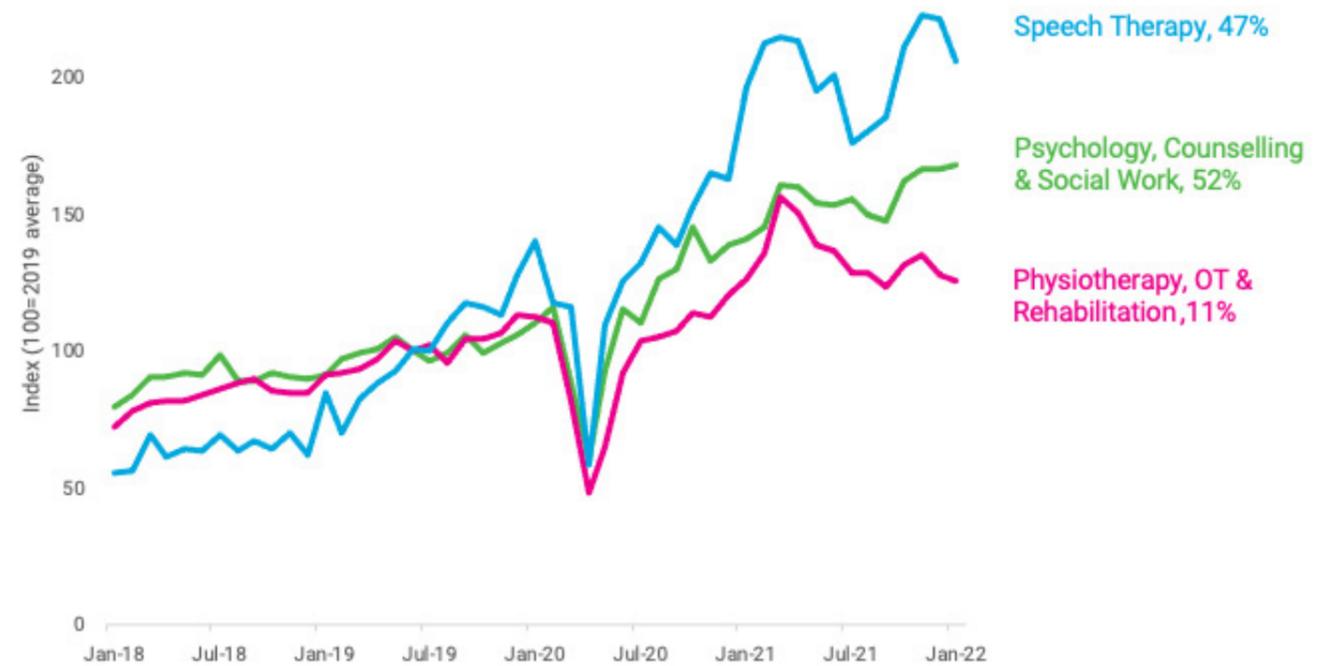
**Physiotherapy,  
Occupational Therapy  
& Rehabilitation**



**Speech Therapy**

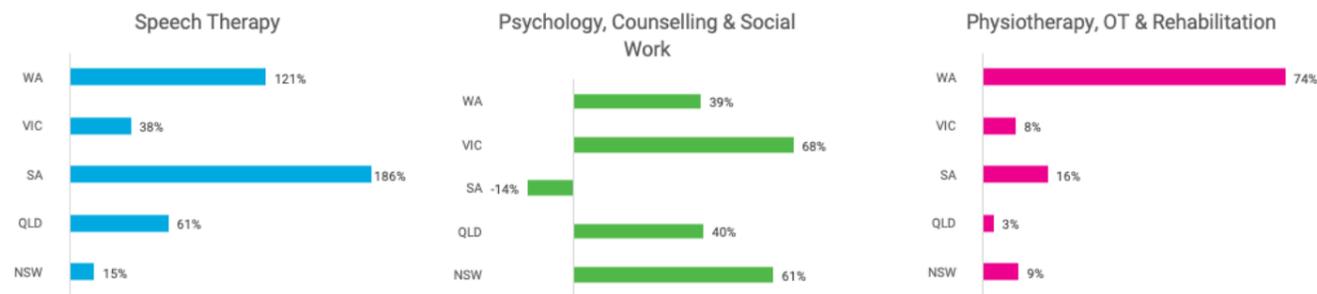
## Job ad growth by role and location

FIGURE 10. JOB AD GROWTH BY ROLE GROUP



Source: SEEK ; :Jan'22 vs Jan'20

FIGURE 11. JOB AD GROWTH BY STATE – JAN 22 VS JAN 20



Building on strong growth, largely due to the National Disability Insurance Scheme (NDIS) and changes in Aged & Disability Support, demand in Allied Services has accelerated since the beginning of the pandemic. Even greater focus on aged care and a dramatic shift in attitudes towards mental health and wellbeing have compounded the need for a strong Allied Services workforce. Psychology, Counselling & Social Work and Speech Therapy roles are 52% and 47% respectively above pre-pandemic levels.

Advances in technology and changes to the provision of mental health services are important drivers. “While the lockdowns did initially impact hirer activity in psychology and counselling, a switch to alternative ways of offering services such as telehealth and an increase in subsidised counselling sessions – Mental Health Treatment Plans now allow 20 appointments per year – is driving continued growth in this area,” Duncan says. “In regional areas, we’re hearing that more social workers are needed in public health.”

Supply and demand across the country

FIGURE 12. SUPPLY & DEMAND BY ROLE GROUP



Demand for allied health roles is strong across all states, especially in Western Australia. “One theory is the closed borders have forced attrition in the current workforce, particularly with people on temporary visas having to leave the country,” Yapa says. In South Australia, Duncan says huge demand for speech therapists may be correlated with strong growth in aged care.

While Physiotherapy, Occupational Therapy & Rehabilitation roles have grown 11% since before the pandemic, the increase has been slower than in other Allied Services role groups. “It’s still higher year-on-year, but we saw growth stabilise at high levels for physios in 2021,” Yapa says. “There is still strong demand for physio roles, particularly as we see more and more employers encouraging and offering these services to improve employee wellbeing, and more people dedicating the time to look after themselves while having more free time over the last few years.”

FIGURE 13. CANDIDATE AVAILABILITY BY ROLE GROUP – DEC 21 VS DEC 19



Despite the highest number of Healthcare & Medical job ads in SEEK’s 25-year history, there has been a clear decrease in candidate availability and application rates across Allied Services.

Recruiting in regional areas remains particularly challenging, with fewer candidates applying for each role. As such, hirers may need to use alternative strategies to generate candidate interest for allied health roles in regional areas.

“There’s a lot of competition,” Yapa says. “If I’m hiring for a Speech Therapy role in New South Wales and I’m looking to advertise for candidates, it might be worthwhile for me to advertise in both Brisbane and

Melbourne because relative to the rest of the country there are more applicants in those two locations. But I probably wouldn’t advertise in the regional areas because it’s hard to find applicants there.”

With growing demand and a finite pool of candidates to choose from, hirers – particularly in Psychology, Counselling & Social Work and Physiotherapy, Occupational Therapy & Rehabilitation – and are also using targeted strategies like SEEK’s Premium Talent Search service to reach suitable candidates. “A greater proportion of candidates in these in these sorts of allied health roles are being tapped into,” Yapa says.

Public vs private sector

One thing that hasn’t changed is a preference for public sector roles over those in the private sector, perhaps due to a general perception that the public system offers better job security (see Appendix 6). “That’s always been the case,” Yapa says. “Even pre-pandemic, what we saw is, on average, a public sector hirer received three additional applications per job ad compared to a private sector hirer. We haven’t seen that change much over the COVID-19 period.”

Duncan says the results are surprising and show that private sector hirers need to put in extra effort to attract high-quality candidates. “I expected there to be more disparity between the two, to be honest, as the proposition within the public health system is appealing, especially when considering job security. However, this data really highlights that many candidates are finding elements in the private sector like culture, flexibility and progression very appealing.”

## Case study: National 360

Hiring in Allied Services is “extremely competitive and very candidate short”, explains Annie West, People and Culture Manager at leading NDIS provider National 360. “Every month the market gets a bit tighter. It’s really hard.”



### Communicating EVP to candidates

To cut through the clutter, West says her team pays particular attention to crafting job ads that showcase National 360 as a great place to work to help attract candidates who may not be looking for a new role.

“We predominantly recruit through SEEK – about 50% to 60% of the hires that we make are through the platform,” she says. “A lot of people that we recruit through SEEK, however, aren’t necessarily looking for a new job. A lot of them mention that they received an alert from SEEK in their inbox that a job had become available that they might be interested in.”

“In our job ads, we make sure we really capture who we are and make candidates excited about working with us. We’ve done a lot of work in that space to make sure we’re attracting the right type of candidates. It seems to work well.”



### Proactive sourcing

Simply placing a job ad and waiting for suitable candidates to apply isn’t always enough in such a competitive market, so National 360 employs a diversified approach. The next step is SEEK’s Premium Talent Search.

“If we don’t have any luck with our active recruitment, we use Premium Talent Search,” West says. “We find the best results typically come from downloading the CV and giving the prospective candidate a call.”

The National 360 team uses these calls as an opportunity to highlight the benefits of joining the organisation – and tracks the outcomes. “We do induction surveys after every new starter’s first two weeks where we ask them about what attracted them to the role and why they ended up taking the job,” West says. “The majority of people cite that the people they interacted with during the recruitment process is a reason for them coming on board.”

West and her team use a cloud-based applicant tracking system to keep candidates’ details in one centralised location, which aids the creation of talent pools and streamlines the hiring process for future recruitment drives. “With this system, we can see the whole history of the candidate and which roles might be suitable for them,” she says. “We make sure we take comprehensive notes during the screening and interview process and upload them into the system.”

Overall, West says, adopting a diversified approach to hiring helps National 360 efficiently attract and retain high-quality allied health professionals. She says two recent hires demonstrate the success of this approach: “We needed to hire two state managers in different states. We had great interest in those roles through ads we placed on SEEK but, unfortunately, we hadn’t interviewed anyone that we thought was perfect for the role.”

“That’s when we moved to SEEK’s Premium Talent Search. We only called a handful of people, and out of that handful of people we got two fantastic state managers that have been with us for some time now.”

“Compared to the amount of effort and time that went into contacting all of the candidates that came through the ad, versus using the proactive sourcing, it was a much more efficient use of time.”



#### Premium Talent Search

Proactive sourcing tools can help hirers search for and connect with relevant candidates. Proactive sourcing can also be a strategy in identifying and nurturing relationships with ideal candidates well before they are in the market for their next role.

Learn more about SEEK’s strategic sourcing tools.

[Learn more >](#)

## CONCLUSION

# Based on the current healthcare landscape and the insights in this report, there are four key considerations for healthcare recruitment and workforce management teams for future planning.

**Innovative recruitment strategies are more important than ever.** Because there's such strong demand for healthcare roles and not enough candidate supply, it's crucial to actively target and attract people into a role as competitors are looking for the same people. Proactive sourcing tools like SEEK's Premium Talent Search can help hirers cut through the clutter and reach the right people.

**Attracting healthcare workers to regional areas remains challenging.** With fewer candidates applying for each role, regional hirers may need to use alternative lifestyle-focused strategies to generate interest and encourage prospective workers to make the move.

**Organisational culture matters – a lot.** The challenges of the pandemic necessitated greater focus on culture and engagement, and employers who can build on this foundation and improve employee buy-in to the organisation are well placed to achieve improved retention.

**Work-life balance is a key driver among candidates across all locations and most age brackets.** For an often shift-based, on-site workforce, translating this desire into tangible, healthcare industry-specific benefits – like extra leave or time in lieu – can make a real difference to attraction and retention.



## Where to next?

**Get in touch**

For tailored insights and solutions to shape your workforce strategy and proactive sourcing approach, speak to your SEEK Account Manager or contact us:

[healthcaresales@seek.com.au](mailto:healthcaresales@seek.com.au)

**Premium Talent Search**

Learn more about Premium Talent Search to access and proactively engage the best candidates for your roles.

[LEARN MORE](#)

**Subscribe to Market Insights**

Keep your finger on the pulse and receive regular workforce insights from our market-leading research team.

[SUBSCRIBE HERE](#)

**Explore Laws Of Attraction**

Based on an industry-leading survey of thousands of Australian candidates, SEEK's interactive data tool can help you uncover the drivers that attract people to a role. Use Laws Of Attraction to explore specific drivers for candidates in Healthcare & Medical and filter by factors like seniority, generation and location to get deeper insights.

Visit [seek.com.au/loa](https://seek.com.au/loa)

**APPENDIX**

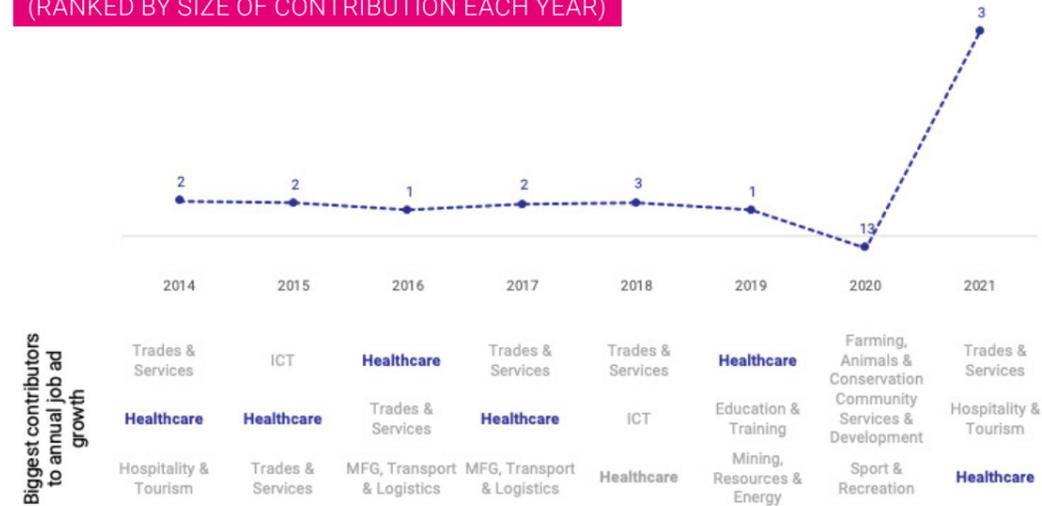
**APPENDIX 1. WHAT SEEK CLASSIFIES AS HEALTHCARE AND MEDICAL ROLES**

Classification	Role groups	Subclassification	Size of sector
Community Services & Development	Aged & Disability Support	Aged & Disability Support services	17%
	Allied Services	Psychology, Social Work, Opticians, Natural Therapies, Physiotherapy, Speech Therapy)	22%
Healthcare & Medical	Specialist Services	Medical & Dental professions (Dental, GPs, Medical Specialists, Pharmacy, Ambulance/Paramedic)	19%
	Nursing - ALL roles	Nursing (A&E, Aged Care, General Medical, Paediatric, Midwifery, High Acuity, Educators)	28%
	Management & other roles	Management, Sales, Medical Administration, Pharmaceuticals, etc	15%

Source: SEEK based on ad volumes in 2021;

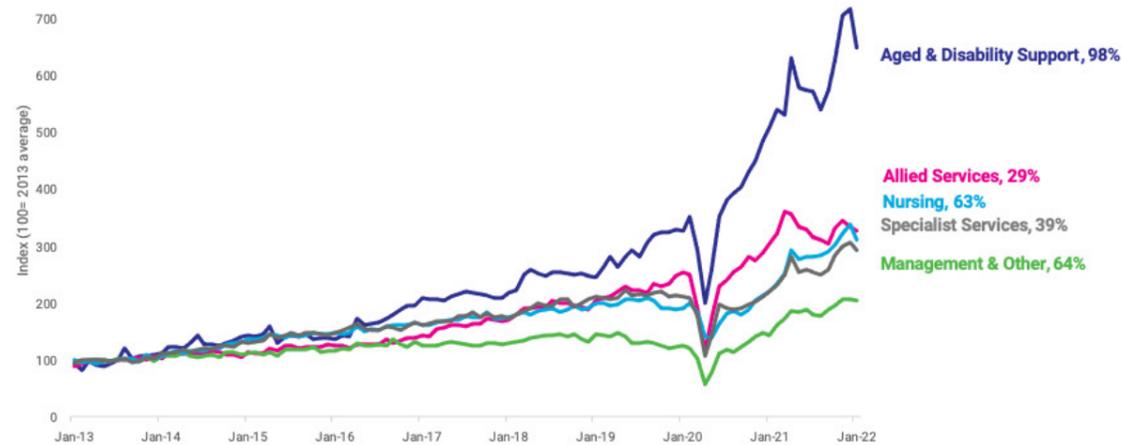
**APPENDIX 2. CONTRIBUTION OF HEALTHCARE & MEDICAL SECTOR TO OVERALL JOB AD GROWTH**

(RANKED BY SIZE OF CONTRIBUTION EACH YEAR)



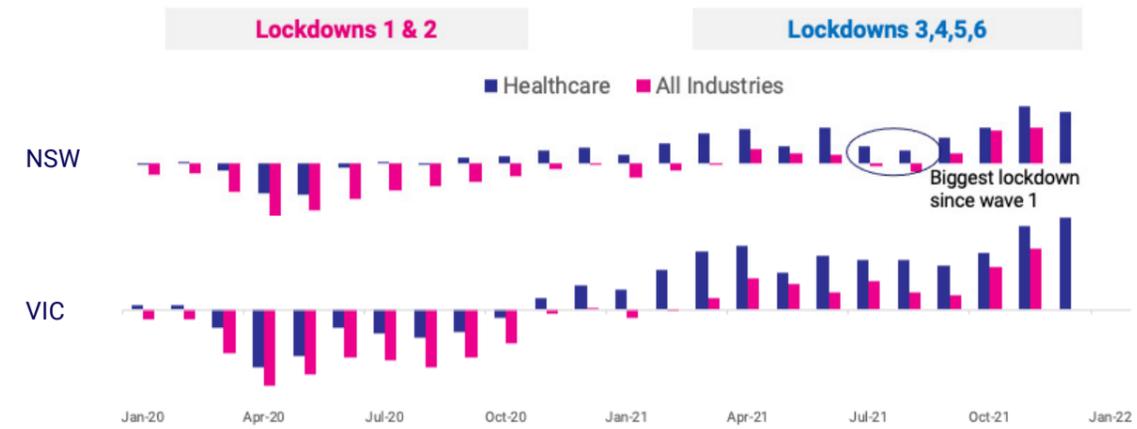
Source: SEEK

**APPENDIX 3. JOB AD GROWTH – HEALTHCARE INDUSTRY**



Source: SEEK ; Notes: Jan'22 vs Jan-20

**APPENDIX 4. JOB AD LEVELS HAVE REMAINED ABOVE PRE-PANDEMIC LEVELS OVER 2021**



Source: SEEK ; Job ads over 2020 & 2021 vs 2019 (pre-pandemic benchmark)

**APPENDIX 5. ALLIED HEALTH ROLES**

Roles	# of Candidate Profiles on Seek	% of Ads across Allied Health roles
Psychology, Counselling & Social Work	31k	33%
Physiotherapy, OT & Rehabilitation	26k	51%
Speech Therapy	3k	10%
Natural Therapies & Alternative Medicine	7k	2%
Optical	4.5k	2%
Dieticians	4k	1%
Chiropractic & Osteopathic	1.7k	1%

Three role groups make up almost 94% of all Allied Health job ads posted on SEEK.

Source: Candidate profiles on seek as at Mar'22 based on SEEK candidate profiles complete with a classification/subclassification of interest, is searchable and has a standard privacy setting, in AU; Total ad volume over 2021.

**APPENDIX 6. CANDIDATE AVAILABILITY BY PUBLIC SECTOR AND PRIVATE SECTOR ALLIED HEALTH HIRERS\***



Source: SEEK ;\*this analysis is based on a subset of hirers advertising for allied health roles and classified as a public sector or private sector hirer based on their pricing contracts with SEEK



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