BSBHRM506
Manage recruitment, selection and induction processes

Release 1

Learner guide

aspire learning resources

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Aspire Version 1.1

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BSBHRM506 Manage recruitment, selection and induction processes Release 1

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First published April 2017

Cover design: Rewind Creative
Printer: Doculink Australia Pty Ltd, 1d/28 Rogers Street, Port Melbourne VIC 3207

e-ISBN 978-1-76059-378-0 (PDF version)
ISBN 978-1-76059-377-3

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Contents

Before you begin

This learner guide is based on the unit of competency *BSBHRM506 Manage recruitment, selection and induction processes*, Release 1. Your trainer or training organisation must give you information about this unit of competency as part of your training program. You can access the unit of competency and assessment requirements at: www.training.gov.au.

How to work through this learner guide

This learner guide contains a number of features that will assist you in your learning. Your trainer will advise which parts of the learner guide you need to read, and which practice tasks and learning checkpoints you need to complete. The features of this learner guide are detailed in the following table.

Feature of the learner guide	How you can use each feature
Learning content	Read each topic in this learner guide. If you come across content that is confusing, make a note and discuss it with your trainer. Your trainer is in the best position to offer assistance. It is very important that you take on some of the responsibility for the learning you will undertake.
Examples and case studies	Examples of completed documents that may be used in a workplace are included in this learner guide. You can use these examples as models to help you complete practice tasks, learning checkpoints and the final assessment. Case studies highlight learning points and provide realistic examples of workplace situations.
Practice tasks	Practice tasks give you the opportunity to put your skills and knowledge into action. Your trainer will tell you which practice tasks to complete.
Video clips	Where QR codes appear, learners can use smartphones and other devices to access video clips relating to the content. For information about how to download a QR reader app or accessing video on your device, please visit our website: www.aspirelr.com.au/help
Summary	Key learning points are provided at the end of each topic.
Learning checkpoints	There is a learning checkpoint at the end of each topic. Your trainer will tell you which learning checkpoints to complete. These checkpoints give you an opportunity to check your progress and apply the skills and knowledge you have learnt.
Final assessment	The final assessment provides you with the opportunity to demonstrate all of the learning that you have undertaken for this unit of competency. Your trainer/assessor may ask you to undertake the final assessment tasks.

Foundation skills

As you complete learning using this guide, you will be developing the foundation skills relevant for this unit. Foundation skills are the language, literacy and numeracy (LLN) skills and the employability skills required for participation in modern workplaces and contemporary life.

The following table outlines specific foundation skills noted for your learning in this learner guide.

Foundation skill area	Foundation skill description
Reading	• Critically evaluates and applies content from a range of complex texts to determine legislative and business requirements
Writing	• Demonstrates clear writing skills by selecting appropriate conventions and to express precise meaning relevant to context and audience
Oral communication	• Draws on a repertoire of open questioning and active listening when seeking feedback from others • Uses appropriate terminology and non-verbal features to present information and clarify understanding
Numeracy	• Analyses numerical information to determine employees' remuneration packages • Makes basic calculations to ensure work output is delivered in a timely manner
Navigate the world of work	• Understands and adheres to relevant organisational policies and procedures • Develops or updates organisational policies to meet organisational objectives • Considers own role in terms of its contribution to broader goals of work environment
Interact with others	• Seeks expert advice and skills training where required • Selects appropriate mode of communication for a specific purpose relevant to own role • Uses effective communication skills to liaise with a range of people across the organisation
Get the work done	• Plans and implements tasks required to deliver timely outcomes, negotiating some key aspects with others • Monitors implementation of plans and adjusts as necessary • Considers whether and how often others should be involved, using consultative or collaborative processes as an integral part of the decision-making process • Analyses outcomes of decisions to identify improvement opportunities • Actively identifies systems, devices and applications with potential to meet current and future needs

What do you already know?

Use the following table to identify what you may already know. This may assist you to work out what to focus on in your learning.

Topic	Key outcome	Rate your confidence in each section
Topic 1 Develop recruitment, selection and induction policies and procedures	1A Analyse plans to identify relevant policies and objectives	❑ Confident ❑ Basic understanding ❑ Not confident
	1B Develop recruitment, selection and induction policies and procedures	❑ Confident ❑ Basic understanding ❑ Not confident
	1C Review options for technology to improve the recruitment and selection process	❑ Confident ❑ Basic understanding ❑ Not confident
	1D Obtain support from senior management	❑ Confident ❑ Basic understanding ❑ Not confident
	1E Trial forms and documents and make necessary adjustments	❑ Confident ❑ Basic understanding ❑ Not confident
	1F Communicate policies and procedures to staff and provide training	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 2 Recruit and select staff	2A Determine future human resource needs	❑ Confident ❑ Basic understanding ❑ Not confident
	2B Ensure current position descriptions and specifications for vacancies are used	❑ Confident ❑ Basic understanding ❑ Not confident
	2C Provide access to training and support to relevant staff	❑ Confident ❑ Basic understanding ❑ Not confident
	2D Ensure advertising of vacant positions complies with requirements	❑ Confident ❑ Basic understanding ❑ Not confident
	2E Utilise specialists where necessary	❑ Confident ❑ Basic understanding ❑ Not confident

Topic	Key outcome		Rate your confidence in each section
Topic 2 Recruit and select staff	2F	Ensure selection procedures are in accordance with requirements	❑ Confident ❑ Basic understanding ❑ Not confident
	2G	Ensure processes for advising selection outcomes are followed	❑ Confident ❑ Basic understanding ❑ Not confident
	2H	Provide job offers, contracts of employment and advice promptly	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 3 Manage staff induction	3A	Provide access to training and ongoing support for people engaged in staff induction	❑ Confident ❑ Basic understanding ❑ Not confident
	3B	Check induction processes are followed	❑ Confident ❑ Basic understanding ❑ Not confident
	3C	Oversee the management of probationary employees	❑ Confident ❑ Basic understanding ❑ Not confident
	3D	Obtain feedback on induction process	❑ Confident ❑ Basic understanding ❑ Not confident
	3E	Refine induction policies and procedures	❑ Confident ❑ Basic understanding ❑ Not confident

Topic 1
Develop recruitment, selection and induction policies and procedures

'An organisation is only as strong as its people' is a much-used phrase that is also an accurate observation of a successful business. To have the right people in your organisation is not just a case of good luck; the key to success is skilful recruitment of people with the attributes that your organisation requires.

To understand the type of people you need, you must understand the goals of the organisation and develop a recruitment and selection policy that will help meet those goals. Your policies will need to work within the requirements of relevant legislation and make use of all available avenues to attract the best people to fill your vacant positions.

In this topic you will learn how to:

1A Analyse plans to identify relevant policies and objectives

1B Develop recruitment, selection and induction policies and procedures

1C Review options for technology to improve the recruitment and selection process

1D Obtain support from senior management

1E Trial forms and documents and make necessary adjustments

1F Communicate policies and procedures to staff and provide training

1A Analyse plans to identify relevant policies and objectives

Human resources are viewed as a source of competitive advantage in a growing number of organisations. The human resource management strategies that your organisation develops to recruit and select staff play a vital role in helping your organisation to achieve its objectives.

Human resource management policies directly support and enable the objectives of all the organisation's operations (administration, marketing, finance and production) to be met. Putting the right people in the right job will help to ensure that each department meets its goals and objectives. Having the right person in the wrong place can be as ineffective as having the wrong person in the wrong place.

Before you develop your human resource management strategies, you need to understand the organisation's goals. You can then translate the organisation's operational and strategic plans and policies into specific and workable human resource management policies and procedures.

An organisation's productivity, culture and image can be strongly boosted when human resources at all levels have the relevant skills.

Staff skills that confer competitive advantage:

- Sound technical skills
- Good communication skills
- Integration with the organisation's culture
- Effective time management
- Innovation

Translate organisational objectives

Most organisations recognise how important it is to involve human resource management in the development of its strategic plans, procedures and objectives. When this happens, human resource management strategies are formulated alongside, and in support of, the organisation's overall strategies. This is an efficient method of working, as the organisation can identify what skills and knowledge are needed to achieve the goals, how well the current workforce is able to support the strategic plans and where there are shortfalls in competencies. If you are not involved initially in this process, you will need to analyse the organisation's plans, procedures and objectives and see which ones are specifically related to HR management. These documents could include strategic plans and objectives, operational plans and objectives, business plans, budgets and operating procedures. In addition, consult departmental and operational managers.

You can read more about how to ensure an HR strategy meets organisational objectives at: www.workinfo.com/free/Downloads/176.htm.

Identify workforce requirements

If you are brought in after the organisation has developed its strategy, you will need to break down the plans, policies and objectives to identify the 'people' elements or human resources workforce requirements. Within the strategies, there may be explicit instructions or plans. Analyse the strategies to identify the implicit human resource management issues. For example, a plan to upgrade the inventory software or introduce a new piece of material-handling equipment might indicate a requirement to train staff in using this new software or equipment; you may need additional IT staff who have competency in this area to implement and support the new software.

Here are several examples of explicit plans that can be found within strategies.

Explicit plans within strategies
Increase manning in the dispatch area of the shipping department.
Rationalise the IT department staff.
Provide mandatory training in dangerous cargo handling for delivery staff.
Implement an anti-bullying policy and education program.

Formulate human resource management strategic policies and activities

Identifying the workforce requirements of the organisation's strategic policies gives you the end objectives for your human resource management strategies. The next step is to formulate the plans and activities that will allow you to meet these objectives. Scenario planning using supply and demand forecasting will give an indication of the position the organisation expects to be in within a set time frame. This will enable you to identify current and future gaps in the workforce competency and prioritise staffing requirements.

The human resource management plan to meet each of these gaps and requirements can now be formulated. As well as human resource activities, your plan should also incorporate organisational budgetary and logistical activities. Breaking your planning process into the areas of human resources, staff development, finance/budgets and logistics will assist in ensuring that your strategies are viable and within the organisation's restraints.

Here are some activities that may be contained in each area.

Human resources

- Internal staff movements
- Recruitment and selection
- Working conditions
- Leave management

Staff development

- Training and development
- Promotion/transfer
- Succession planning
- Career planning

Finance/budget

- Budgets
- Remuneration
- Workplace/enterprise agreements
- Incentives and allowances

Logistical

- Technology upgrades
- Accommodation
- Fleet vehicles

Evaluate strategies

Your human resource management strategy will be judged on whether it creates value for the organisation. Value creation for human resources means that the department contributes to achieving the organisation's strategic goals in a measurable way. Human resources recruit appropriate personnel to achieve these goals.

It is important that you understand the contingencies you may face when dealing with real policies and plans. For example, an organisation may believe it is more efficient to outsource the recruitment process, but it may actually turn out to be expensive, the recruitment agency may not understand the organisation's requirements or the process may subsequently take longer than if it were conducted in-house.

Example: ineffective strategic policy

An international audio-visual hire company based in Western Australia was faced with a structural issue after floating on the Australian Stock Exchange. The structure included state-based franchisees who ran their own businesses with little direction from the franchisor. A restructure was needed.

The directors planned to train new state managers and buy out existing franchisees in order to regain the control they needed over the company's operations.

New staff were recruited, inducted and trained. The training benchmark for success was based on the franchisee training program and all trainees passed the four week course and were sent out to conduct the handover between the outgoing franchisees.

The results were mixed. Some state operations failed to manage the handover acceptably, resulting in operation closures. Causes of these results were analysed and the directors realised that the management of human resources at a distance, with such a technically difficult role as franchisee handover and company restructure, required experience or training in that area.

The training had covered operational tasks but not the specific handover requirements, such as setting up new accounts; evaluating current staff; and hiring and firing as required. Organisational objectives had not been clearly outlined. Recruitment policies are not always appropriate when strategic plans prove to be ineffective.

Practice task 1

1. Identify the strategic objectives of your training provider. Analyse these objectives and identify both the explicit and implicit human resource management requirements.

2. Explain the link between an organisation's strategic and operational objectives and their HR policies and goals for recruitment.

1B Develop recruitment, selection and induction policies and procedures

Your analysis of your organisation's strategic plans, policies and objectives may have revealed gaps in the employee competency and workforce. Recruitment may be part of your strategy to overcome these shortfalls.

Recruitment involves taking actions, such as advertising, to attract a number or pool of suitable applicants for a vacant position. You need to portray the organisation as a desirable place to work so that job seekers will want to apply.

Selection is the process of choosing the best person for the job from the pool of suitable applicants by utilising various tests and interviews to assess their skills, knowledge, attitude and compatibility with the organisation.

Recruitment policies

Recruitment policies, procedures and strategies should define how and where you recruit staff. The recruitment procedures are a product of your policy. Your procedures will be driven by your policies, legal requirements and the position you're recruiting for. Include procedures for identifying skill and knowledge gaps, analysing job requirements, preparing position descriptions and advertising.

Recruitment policies should always be focused on attracting the best candidate for the job.

Here are aspects that should be included.

Anti-discrimination

You must always follow state-based equal opportunity and anti-discrimination laws and diversity principles to ensure that women, older people, people with disabilities and members of minority groups are treated with equity throughout the recruitment process and the organisation does not overlook quality candidates from diverse circumstances.

Make sure you are familiar with the wording you can and cannot use when advertising a position vacancy.

You may also need to consider the perception of nepotism and decide whether family members and friends should be employed and if so what restrictions, if any, are applied to the positions they are employed to fill.

Method of advertising
Define the various ways your organisation will advertise a position. These may include: • local, state and national newspapers • association and industry publications • organisation and industry-related websites • business and management journals • web-based employment search engines; for example, seek.com and careerone.com.au • employment network providers • word of mouth. For most government jobs, the department or section involved has a legal obligation to externally advertise any position that becomes vacant but also to advertise through the relevant internal government-employment publication.

Use of external agencies
If your organisation uses external agencies to recruit, make sure the guidelines are clear in relation to the process to be followed, costs, time lines, responsibilities and action taken after selection by all parties.

Breadth of search
Your policy should include how wide your search for the right person will be. For example, do you want a policy that offers the position to in-house applicants in the first instance? Is it cost-effective and worthwhile to advertise nationally for a low-level position considering the advertising cost and logistics of conducting interviews? On the other hand, if you were recruiting a new CEO you may need to advertise not only nationally and internationally to ensure that you attract a number of suitable high-quality candidates.

Responsibility for recruitment
Depending on the size of your organisation, your recruitment policy may need to directly identify who is responsible for recruiting. Is it the responsibility of the human resources department, the managers of the various functional areas, or a shared responsibility? If the responsibility is shared, how will the tasks be divided?

Supportive documentation

Documentation of the recruitment process is an area that should also be included in your policies. Make sure you provide guidelines for the design, retention and review of the forms and documents used in recruiting. These will include a job analysis, selection criteria, application forms, advertisements, position descriptions and interview schedules, as well as the retention and handling of submitted documents such as résumés and work samples. Care must be given to the handling of documents providing personal details as covered under the *Privacy Act 1988* (Cth).

Here are some documents you will have to prepare.

Human resource plan

These are the policies and procedures for managing human resources in the organisation. The plan outlines the recruitment, selection and administration processes that managers are to follow.

Organisational chart

A diagram of the organisation's structure and positions. This is a useful design tool and reference tool for planning and administration.

Job analysis results

Document the following:

- Why does the job exist?
- In what area or department is the job located?
- How is the job positioned within the organisation, and how is it related to the organisation's strategic objectives?
- What activities and tasks does the worker undertake?
- What resources – time, human resources, money and equipment – are required for the job?
- What qualifications does the appointee have to hold?
- When is the job performed?
- How is the worker's successful performance recognised?

Job description

A summary of the duties, responsibilities and tasks of a position in the organisation. To check a job's current status, many organisations regularly conduct job analyses and skills audits to break the job down into its various components – activities, tasks and responsibilities.

Selection criteria

A description of the skills, knowledge, experience and personal attributes required for a position in the organisation. Also referred to as a job specification, a person profile or a person specification.

Position description

A combination of the job description and selection criteria that is used to provide an overall picture of the position, and often includes additional information about matters such as remuneration and other specifics related to the position.

Selection policies

Selection policies, procedures and strategies guide you in selecting the person whose knowledge, skills, attitude and experience best matches the requirements of the job. The selection process is very important as the cost to the organisation for selecting the wrong person can be considerable: lost production, clientele and trust from the community are all consequences of selecting the wrong person. There are also the legal ramifications of dismissing an employee when that person is on a contract and added to this are the costs of duplicating the recruitment, selection and induction procedures.

Another aspect to consider is the organisation's image, which can be damaged by an unwise selection. The selection process needs to be conducted in a manner that reflects well on the organisation. A poorly conducted process may make it harder to attract talent in the future and affect the company's image, which could affect sales. In addition, the selection process opens the organisation to public scrutiny; therefore, it needs to have a level of transparency.

The selection process

Selection processes and policies will depend on the level of the job and can specify when the following are appropriate:

- Convene a selection panel or use the manager of the department plus a senior staff member.
- Conduct a series of interviews for a senior management position.
- Require candidates to undergo specific tests.
- Screen candidates by telephone.
- Brief or lengthy referee interviews.

The need for fairness

Your policies should specify measures that ensure the process is fair. Measures include:'

- informing all applicants in advance of tests
- fair, relevant and appropriate testing
- allowing opportunities for applicants to demonstrate skills
- providing feedback on testing
- treating applicants honestly, politely and in a manner that helps them relax
- conducting the process in an inclusive environment

Legal requirements

Your policy will also need to include the legal requirements for selecting staff, including anti-discrimination, access and equity and privacy and confidentiality. Measures will need to be in place to ensure that state and federal laws are complied with.

Selection procedures

Selection policies suggest actions that are set out clearly in selection procedure documents. The selection procedure will vary according to the position being filled, but written documentation should include guidance about particular actions.

Selection procedures specify:

- responsibilities when using an external agency
- arranging a selection panel and its composition
- compiling a short list of applicants (if appropriate)
- contacting candidates
- interviewing procedures and methodologies
- testing procedures
- contacting referees and making reference checks
- developing contracts
- informing people of selection outcomes and offering a position
- probationary periods.

Induction policies and procedures

Organisations invest a substantial amount of time and money in recruiting and selecting a new employee. Inducting them into the organisation is equally important.

The style and type of induction will depend on the nature and size of the organisation; for example, some organisations plan a formal, structured, intensive week-long program while others may provide a day-long program. Others may have an induction that consists of one-hour sessions spread out over a number of weeks.

Here are comparisons of both effective and ineffective inductions.

Effective induction

An effective induction process introduces new staff to the organisation and, as well as showing them around the office and their work area, the people conducting the induction will explain policies, procedures, legal obligations, the job role and expectations. The desired outcome from the induction is an employee who is able to perform their job satisfactorily. The employee feels welcome and part of the team from the start.

Ineffective induction

An ineffective or faulty induction may cause the new staff member to perform poorly, disregard health and safety procedures, be confused, frustrated or unhappy; they may even leave the job. The principal factors leading to employee dissatisfaction can be eliminated easily by effective induction policies and procedures.

Prepare a detailed induction program

A useful strategy is to prepare a detailed induction program. Such a program will ensure that employees are thoroughly and equally prepared to settle smoothly into their new place of employment.

Induction policies and procedures should also provide for ongoing support of the employee after the formal induction is finished. One successful approach is a mentoring or shadowing program that supports the new employee by appointing more-experienced members of the staff in their work area to help them in their first few weeks.

Here is a suitable checklist to ensure that employees are initially well supplied with the organisational knowledge they need.

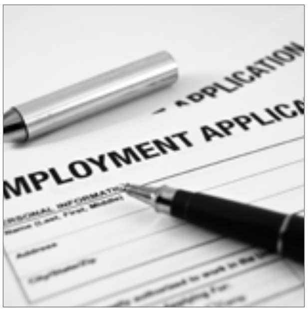
Induction checklist	
Organisation information	**Job**
❑ Philosophy and history	❑ Workplace employment awards or agreement and conditions
❑ Products and services	❑ Job description
❑ Structure	❑ Training arrangements
❑ Goals, objectives, systems	

Induction checklist	
Policies and procedures ❑ WHS ❑ Emergency evacuation procedures ❑ Grievance procedures ❑ Leave conditions ❑ Flexitime rules ❑ Personal mail and phone calls ❑ Professional development opportunities ❑ Stationery ❑ Technology	**Workplace locations/tour of work area** ❑ Facilities ❑ Emergency exits ❑ First-aid locations ❑ Social club facilities ❑ Bulletin and safety boards ❑ Canteen facilities ❑ Parking facilities
Legislation and codes of practice ❑ Confidentiality and security requirements/ ID card ❑ Anti-discrimination ❑ Access and equity ❑ Ethical standards	**Introduction to:** ❑ Supervisor and colleagues ❑ WHS representatives

Example: application form processing procedure

When you have received a completed application form for a job application, follow the correct processing procedure.

1. Read the form and allocate candidate to ‘interview’ or ‘reject’ pile.
2. Contact suitable applicants to attend individual or group interview/ testing.
3. Prepare and send letters of rejection for those not identified to move to next stage.
4. Conduct interview and aptitude test.
5. Check references.
6. Personally contact selected candidate.
7. Prepare and send formal letter of offer.



Practice task 2

1. It is important to read examples of organisations' recruitment policies and the context in which they exist. For an example, visit the University of Adelaide's website at: www.adelaide.edu.au/hr/policies/polbrowse/recruit_conds/recruit.html and read the recruitment policy the organisation has developed.

   Identify two ways in which it differs to the recruitment policy of your organisation and explain why.

2. Examine the recruitment and induction policies at your organisation, focusing on the following aspects:

   a) Responsibility for recruitment

   b) Recruitment process (including outsourcing options)

   c) Selection process

   d) Induction criteria and training provided

   Prepare a brief report explaining your opinion of choices within at least two processes and any recommendations you would make to improve the recruitment and selection process.

1C Review options for technology to improve the recruitment and selection process

It is crucial that the recruitment and selection process is well-planned, comprehensive, efficient and cost-effective. Making use of available technology will save you time, effort and money.

Here are options to choose between when developing procedural documents to guide the recruitment process or to advertise position vacancies in the absence of a procedural document.

Advertising options	
• Internet-based recruitment • Organisation's website • Social networking and blogs	• Software packages • Print, television or radio

Internet-based recruitment

The internet has become a major recruitment tool in Australia for advertising vacant positions and is often an organisation's first choice for advertising their positions. According to research, in April 2015 there were 3092 jobs per week advertised in major metropolitan newspapers compared to 140,701 per week on the internet. In other words, there were 46 times more jobs advertised through the internet than through newspapers.

Internet advertising is inexpensive compared with other media. Once an advertisement is posted there is usually no ongoing cost. Other cost savings include reduced postage and telephone costs.

Here are a variety of internet sites that advertise job vacancies.

Internet sites that advertise job vacancies
Commercial sites, such as www.seek.com.au and www.monster.com.au
Recruitment agencies' websites
The Australian Commonwealth job site (www.jobsearch.gov.au)
Newspaper websites; for example, www.careerone.com.au, the commercial site run by News Limited and www.mycareer.com.au, the commercial site run by Fairfax (publishers of The Age and the Sydney Morning Herald)
Sites designed for specific types of appointment; for example, www.indigenousjobsaustralia.com.au, for organisations who actively seek to employ Indigenous Australians
An organisation's own website; for example, Telstra displays its current vacancies on its website, at its 'Employment Opportunities' link

Organisation websites

If an organisation uses print media to advertise, they generally refer applicants to their organisation's website. By referring people in this way, you can provide minimal information about your organisation in your print advertisement and place comprehensive material on your website.

Here are five advantages of using your organisation's website in recruitment activities.

Present a positive image
A well-designed website presents a positive image of your organisation and attracts the attention of prospective employees from all around the world. The organisation's objectives, vision, mission, policies, products and services can be presented on the website to give potential applicants comprehensive information about your organisation.

Offer a search function
Setting up a search function or recruitment link will allow potential employees to search for vacant positions. Pages can be posted showing the job specification, required skills, knowledge, attitude and experience to allow applicants to match their abilities to the job requirements.

Cater for candidate's needs
Making the application process less time-consuming and as easy as possible can also create a competitive advantage within the job market. Potential applicants are more likely to make a speculative application if it is a simple process. Recruitment is about attracting as big a pool of suitable applicants as possible. Having application forms and information packs available to download removes the need for the applicant to approach the organisation. This can be an advantage if the person does not want their current employer to know they are actively seeking another position.

Submit application online and pre-test candidates
The internet also allows for application forms to be filled out and submitted online. As part of the online process applicants can submit electronic copies of their résumés and some preliminary testing can be conducted. Applicants can complete a variety of questions to gauge their knowledge, skills and experience. Areas such as numeracy and literacy, cognitive skills and problem-solving can be tested online. For an example, visit IBM's career resource centre on their website at: www-07.ibm.com/employment/au/.

Link to websites that target potential applicants
Once your website is designed and published it can be linked to numerous other websites that target the type of applicants you desire. Useful links may include those for: • job searches • industry associations • industry or business publications • national and local newspapers.

Invite potential applicants
Your website can also be used to invite potential employees to electronically submit their résumés for consideration if any positions become available in your organisation in the future.

Recruitment agencies

Recruitment agencies have the expertise and time to best utilise the opportunities that the internet offers. Your organisation may not have the personnel, expertise or hours required to set up and conduct online recruitment.

Recruitment agencies offer a variety of services. By using an agency, you are tapping into their experience and systems. In most cases, you supply them with the details of the position, job specification and employee requirements and they conduct the recruitment process. Depending on your requirements, they will supply you with a short list of candidates from which to make your choice; they may conduct the selection process as well.

There are advantages and disadvantages of outsourcing recruitment and selection, which are described below.

Advantages of outsourcing

By outsourcing the recruitment of staff, your organisation gains access to expertise in the following:

- Placement of job advertisements
- Review applications and develop a shortlist of applicants
- Use of online tools
- Selection procedures

In addition, your organisation can, through this step, access networks of potential applicants, particularly for specialist agencies. It can bypass the need to train hiring managers in recruitment processes and saves organisational human resources time.

Disadvantages of outsourcing

A common reason why organisations avoid outsourcing recruitment is that they do not wish to incur potentially higher costs. They also may not want to risk the selection of a candidate who is not a good match for the culture of the organisation or won't result in organisational needs being met, which could occur if the recruitment agency does not receive a clear briefing.

Social networking and blogs

With the increase in technology there has been a shift in the way we communicate in our social lives. Internet-based utilities such as Facebook and LinkedIn enable us to network, share with and learn from people worldwide. Some internet-based online options are outlined here.

Facebook and LinkedIn

These networks are an excellent pathway for organisations to advertise vacant positions and allow individuals to advertise their skills and abilities. Nestlé, for example, has UK and US Facebook pages called Nestlé Careers which advertise jobs, including a 'job of the week'.

Social media is an important job-seeking tool. Millennial: a recent Aberdeen study found that 73% of 18–34 year olds found their last job through a social network.

LinkedIn allows employers to perform a keyword search and approach potential candidates. People network on the basis of their career or business, and referrals can be sought from strong connections.

Twitter

A recent trend is the use of Twitter, a free social networking and micro-blogging service that allows users to send and receive 'tweets'. Tweets are text-based messages delivered to subscribers, known as followers, and to the author's home page. Tweets can be sent and received via the Twitter website, SMS or external applications. There are a number of job networks currently posting to Twitter.

Blogs

Blogs (short for weblogs) are frequent, chronological publications of personal thoughts and web links. They are generally a hybrid diary/guide of a person's life although they have recently been used to advertise a person's traits and abilities, such as song writing and music. Corporate blogs are published and used by organisations as public relations tools or as a knowledge-sharing facility. There are numerous HR-based blogs with tips on recruiting.

Software packages

Software systems such as TRIS Recruitment at: www.recruitmentsystems.com.au and WorkDESK at: www.workdesk.com.au allow organisations to integrate the recruitment process into existing management systems. The motivation to use systems like these is to improve the process of recruitment, comply with necessary procedures and manage large staff portfolios. The systems can be used by managers wishing to create robust systems for future growth. If a software solution is appropriate to your organisation, it is recommended that you investigate these tools by using the online demonstration software at the sites mentioned, or research for other software solutions that meet your organisation's needs.

Print and radio

Although recruiting through these media has declined dramatically in recent years, newspapers are still used by many organisations. Government departments often advertise this way, as well as through their print and online gazettes.

Advertising through a local newspaper can be a useful option when candidates with local knowledge are sought. Here are two examples of print and radio job advertising.

Print advertising

The advertisement of job vacancies has traditionally been a function of the print media. Most newspapers continue to publish job advertisements. Newspaper advertisements are reasonably inexpensive compared to other forms of mass communication. While more people watch television than read newspapers, the cost of television advertising prevents it from being a viable option for many businesses.

Radio

Some radio stations have a job network or community billboard program that is aimed at connecting the job seeker with employers. The job seeker will usually have to phone or write to the employer or recruitment agency to begin the application process. When advertising for a position through radio, consideration should be given to the station's audience.

Example: online recruitment tools

For an example of an online recruitment process go to www.miningemployment.com.au and follow the prompts to see how the organisation channels new job applications.

The following steps comprise the process candidates are asked to follow:

1. Select job seekers from the menus across the top header.
2. Choose a skill group.
3. Select any job from the list.
4. Read the job requirements.
5. Complete online application.
6. Upload resume and supporting documentation.
7. Provide your public LinkedIn profile URL.
8. Submit.

Practice task 3

Research online recruitment and testing agencies such as:

- www.hays.com.au/recruiting-now/index.htm
- www.seek.com.au/recruiter
- http://au.hudson.com

Briefly describe the tools and techniques each site uses to gather information and how this could be used in your organisation.

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1D Obtain support from senior management

When you develop policies you will need to gain support and approval from senior management to enforce them. Your organisation may have set procedures for the approval of policy; generally you will be required to present the new policy, supporting documentation and a brief. This might be in a written briefing, face to face in a management meeting, or in a separate meeting arranged specifically to discuss your proposal.

Present the policies

Senior management will want to understand the context for the policies, why you have directed the policies in a particular way and the personnel, responsibilities, time and costs involved in implementing them. Supporting documentation will assist in establishing the overall picture and may include results of surveys and studies that have indicated the need for the particular policy, testimonials from suppliers or external agencies (if appropriate) and relevant legislation with specific areas highlighted.

Regardless of the type of brief, there are some common rules you will need to follow:

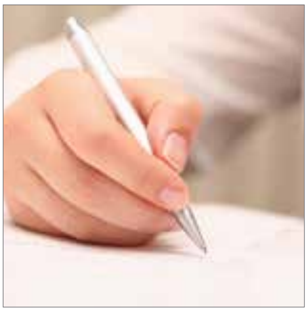
- Keep it simple and succinct – stick to the facts; irrelevant information clouds the issues.
- Don't use jargon or quote equipment specifications unless it is necessary – use terms that most people will understand.

Format of briefing

Your briefing should follow a format that makes it easy for the audience to understand what you are presenting.

Here is a format that is effective in outlining information that senior managers will require.

Steps for presenting a policy	
	**Explain** Provide a brief explanation of the context that explains the development of the policies and procedures.



State outcomes

State the outcomes that your policies and procedures are designed to achieve:

- How your policies and procedures will add value to the organisation
- How your policies and procedures provide a competitive advantage
- How the policies and procedures meet legal requirements

Outline the implementation plan

1. Briefing employees
2. Training
3. Equipment upgrades

Discuss the administration issues

- Information systems
- Paperwork
- Set-up costs
- Training requirements
- Human resource requirements

Discuss responsibilities

Detail what responsibilities will be given to each department and level of management

- Senior management responsibilities
- Departmental responsibilities
- Employee responsibilities

Conclusion

- Suggest the courses of action and recommend your policies to be accepted.

Example: present a change to policy and procedure

Mario works as the Sales Manager for a company that employs 65 people and manufactures tricycles. After reading industry data, he recognised a need for two additional sales staff to cover a new marketing area in Melbourne. He referred to the recruitment policies but did not see anything about recruiting new staff when an urgent need arose. The existing policy only outlined the procedures to recruit following a skills audit or staff resignation. While Mario knew that he would be given permission to recruit, he wanted to make sure there was a policy that would cover this situation in the future.

Mario prepared a new policy that explained the rationale behind the policy, the benefits for recruiting on demand, costs involved, administration issues, responsibilities and a recommendation for action.

He prepared his proposal and added support documentation that included a context analysis, cost analysis and a flow chart of the procedures to be followed. He gave copies to senior managers prior to his presentation at a senior management meeting.

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Practice task 4

Imagine that you have developed a new selection policy and selection procedures for your organisation to make it more comprehensive than the existing one. Prepare a proposal to senior management for them to accept it. You can invent any details as required, but be sure to cover the steps outlined in this section.

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1E Trial forms and documents and make necessary adjustments

The use of standard forms in recruitment, selection and induction helps to ensure that the process will be consistent, fair and accountable.

Here are forms commonly used prior to interviews and the information they contain.

Application form

Applicants may be required to complete a job application form. A standard application form ensures that:

- all applicants are informed of the information required to be submitted with the application, such as proof of qualifications, and that they must address the selection criteria, working-with-children checks and specialist licences
- all applicants are made aware of any legislative or union requirements they must comply with
- you will have consistent data on file for all applicants.

Reference check

List the information needed, such as the referee's name, organisation, position title, contact details, questions or statements such as:

- 'Describe the applicant's experience in ...
- 'Give an example of when the applicant ... '
- 'How well do you think the applicant ...'

Selection panel schedule

Prepare a template for an interview schedule for each panel member. For example:

1. Introduction
2. Overview of how the interview will be conducted
3. Introductory statements
4. Review of the applicant's past jobs and experiences
5. Prepared questions to be asked by panel members
6. Additional questions to be asked by panel members
7. Opportunity for the candidate to show examples of his or her work
8. Opportunity for the candidate to ask questions
9. Test
10. Close

Screening template

When screening or short listing potential candidates, you might want to use a table with the following headings: Key selection criteria; Comments/questions and Score.

A cover sheet

A cover sheet can be developed to guide and structure a check on each stage of the recruitment, selection and induction processes. You will be able to check:

- the task
- who is responsible for it
- when it must be completed
- when it was completed
- any outcome or actions arising.

Induction program

A document to promote the effectiveness of an induction program can be developed. It consists of a formal, structured program outline detailing who the new employee is to meet with, where they will meet and what they will learn. This template can be used with each induction.

Checklists, an induction program outline and cover sheet

You may wish to use a checklist for the documentation you collect from each phase of the process. Checklists can be helpful in moving the human resource department through the procedure by informing each relevant person of their required tasks and who the documentation needs to be passed on to.

Checklists can be developed for:

- processing application forms
- preparing interview schedule
- preparing interview questions
- preparing an induction.

Trial forms

When developing forms and templates, use your experience, logic and common sense and always seek the advice of other managers and colleagues. Use your networks and find out how other HR people organise recruitment, selection and induction information.

It is wise to trial the forms. Have other relevant people review the forms and suggest any adjustments. It is not until you actually use the forms that you can be sure that they achieve the outcomes you need. What seems to be a straightforward question or process to you may be confusing to someone else. For example, a panel member may find the sequence of events as outlined in the template was not appropriate.

It is also a good idea to obtain feedback on how the applicants perceived the application form. Was the form easy to understand and fill out? Feedback may be requested when the applicant submits their application or you may wish to follow up the application by a phone call or by requesting they complete an online survey. Draw on a repertoire of open questioning and active listening when you do this; use eye contact and positive interjections and clarify questions where necessary.

Make adjustments and review forms

After trialling a form, review the feedback you receive. Make a judgment about whether to adjust the form or not. Always correct errors that prevent the form from achieving its objective or relate to legal implications. A small improvement suggested by only one person should be considered against the work required in making that adjustment. However, if a number of people trialling the forms suggest the same improvement then that adjustment ideally should be made.

Once an adjustment is made, the form will need to go to the human resources department for review and final approval.

The forms utilised in your organisation should be subjected to regular review to ensure that they still meet the purpose for which they were designed. Changes in legislation, the business world and social attitudes can all affect the expectations for collecting and retaining personal information and, consequently, your policies, procedures and forms.

Example: supervise a recruitment and selection process

Helen is developing a package to be given to all the applicants who have been shortlisted for a position vacancy. She uses the organisation's welcome package to ensure all stakeholders in the selection process are aware of the procedures and policies of the firm and the various legislative bodies and to ensure that the selection process is fair. Helen includes:

- information to all applicants of the tests to be used
- the appeals process if the applicant didn't feel the testing was fair, relevant and appropriate
- feedback forms on the testing process
- a welcome note to the applicants and a statement outlining both the assessor's and the applicants' code of conduct and a reminder that they are to treat each other with respect.

Practice task 5

Develop a workplace form related to the recruitment, selection or induction phase.

Trial the form to see whether it is current, appropriate and user-friendly and then describe the process you used for the trial and list the outcomes.

1F Communicate policies and procedures to staff and provide training

Understanding policies and procedures is essential for all those who will be responsible for any aspect of a recruitment, selection and/or induction process. Each person needs to be familiar with the procedure they have to follow, relevant forms they have to use, the time lines they must meet and their particular responsibility in the chain.

Effective communication is the key to introducing and explaining policies and procedures. If the staff member is new, these will be covered in the person's induction training.

If the policy is a new one, then you need to communicate it to all staff. Communicating the information might be done in a whole staff meeting, in departmental meetings, through the organisation's intranet or in the organisation's newsletter. Any print-based method should be supplemented with face-to-face communication so people can ask questions, receive an instant response and provide feedback.

Steps for communicating a new policy or procedure:

- Outline the current situation that has driven the change.
- Explain the objectives of the new policy.
- Explain how it will be enforced and staff members' responsibilities.
- You will need to demonstrate how the policy will change the way that staff work.
- Explain how processes will be affected and improved.
- Explain or show how the new policy or procedure will enable the organisation to achieve the desired outcomes of recruiting appropriate staff.

Provide training

People may need support in understanding and implementing the new policies and procedures, so you may need to arrange training or mentoring. In doing so, you will need to explain the various aspects they will need to know.

For example, the requirements of specific legislation such as anti-discrimination and privacy and confidentiality laws that govern the wording of advertisements, must be understood by staff A staff member may be worried about their legal obligations and the consequences of any mistakes they make. Will they have the backing of the organisation if they make genuine errors? You will need to explain the training and support the organisation will provide.

Here are further aspects of recruitment, selection and induction that staff may need training or support in understanding.

Recruitment training requirements
The organisation's preferred method of advertising
The breadth of the search
The various forms and checklists available and how to complete them
Personnel responsibilities, such as updating records relating to job specifications; preparing a short list of candidates; informing candidates; storing application forms
Using relevant software

Two way communications

An open two-way communication channel will assist in ensuring the new policies and procedures succeed in both implementation and achieving the organisational outcomes. If you allow employees to provide feedback at every step of the implementation, small unforeseen problems and misconceptions can be fixed before they snowball into large and possibly expensive occurrences.

As the implementation proceeds, other training requirements may be highlighted.

Human resources staff may need training in:

- interviewing skills
- practical training on meeting legislative requirements
- using more advanced recruitment software functions
- writing recruitment advertisements
- enhancing the website.

Example: communication process for new workplace recruitment

Building contractors Dean Brothers had a staff of eight with most of the work carried out by sub-contracted labourers and tradespeople. As the company grew, the owners decided to hire three permanent tradespeople and consider apprenticeships as a form of long-term staff investment. They asked the administration clerk to draft a policy that stated this and to develop a recruitment plan for tradespeople that they could communicate to their database of sub-contractors and skills development schools.

The policy was brief (which was the intention) and the recruitment process was outlined on a single A4 page.

The owners travel to the company's seven active job sites to disseminate the new policy and to discuss the opportunities with the contractors face-to-face at each site. Additionally, the administration clerk emails the policies to the trade schools and follows up with phone calls to ensure they understand what the policy means and how their apprentices or graduates may benefit.

Practice task 6

Select a recruitment, selection or induction policy from your workplace and briefly explain how you would communicate the policy to your staff.

Summary

1. When analysing your organisation's strategic plans it is important to identify relevant policies and objectives as you will need to formulate them into your recruitment, selection and induction policies and procedures.
2. A human resource management plan enables you to identify current and future gaps in the workforce competency and prioritise staffing requirements.
3. Senior managers need to understand the context for any new policy being developed; why the policy is being directed in a particular way; and the personnel, responsibilities, time and costs involved in implementing the policies.
4. It is now easier than ever to design and implement recruitment and selection processes with the availability of online and specialist assistance and specific recruitment software.
5. It is useful to trial forms and documents and to make necessary adjustments as needed.
6. Understanding how recruitment and selection policies affect current staff requires training and evaluation of staff attitudes.

Learning checkpoint 1
Develop recruitment, selection and induction policies and procedures

This learning checkpoint allows you to review your skills and knowledge in developing recruitment, selection and induction policies and procedures.

Part A

1. What sources of information could you use when analysing recruiting plans and identifying relevant policies and objectives at your organisation?

2. What are some of the legislative requirements you may need to consider when developing your recruitment, selection and induction policies and procedures?

3. Describe the advantages and disadvantages of outsourcing recruitment and selection.

4. Explain how internet-based recruitment can be used to improve the recruitment and selection process.

5. When amending or developing processes it is necessary to ensure that senior managers are aware of changes. What methods are available to you to engage senior managers in the recruiting process? What approach could you use to obtain their support?

6. When trialling forms and documents, what steps would you employ to ensure the documentation meets organisational needs, including the need for timely outcomes?

7. What methods would you use to ensure that policies and procedures were effectively communicated to staff? What methods would you employ to ensure the staff are provided with the required training?

Part B

Read the case study, then complete the tasks that follow.

Case study

A funeral services business called Steinbeck & Sons operates across Australia with 23 locations in and around the capital and large regional cities. At the last board meeting the directors decided to open two new locations; Gold Coast (QLD) and Margaret River (WA). Each facility would initially require an experienced mortician (funeral director), an administrator, a parlour cosmetician and a driver. The directors are not sure whether to outsource the selection process, transfer existing staff or advertise from scratch.

1. Create a brief selection and recruitment policy for Steinbeck & Sons that the HR Manager will follow. Use the following headings to assist you.
   - Rationale (reason for the position/s existing)
   - Job roles (describes the roles the policy pertains to, including future positions)
   - Selection criteria (specifies the key areas when selecting new candidates)
   - Relevant legislation and industrial relations policies (pertaining to the roles and the process itself)
   - Approved agencies (if the process is to be outsourced)
   - Authorities and responsibilities (of key personnel in the recruitment and selection process)
   - Advertising approach
   - Budget (for the process, including training and advertising)

   Remember that a policy is a guideline document. For this reason, avoid being overly specific, but do express your meaning clearly and use appropriate conventions for this kind of document.

2. Summarise key skills demonstrated by an HR manager who has developed a brief selection and recruitment policy contributing to the goals of the funeral business.

Topic 2
Recruit and select staff

The tasks of planning, developing and implementing comprehensive business and strategic plans are central if management is to be effective. A key component of this planning is the ability to identify existing and future staffing needs and recruit required staff successfully.

All those involved in the recruitment process must be aware of the organisation's recruitment and selection policies and procedures.

In this topic you will learn how to:

2A Determine future human resource needs

2B Ensure current position descriptions and specifications for vacancies are used

2C Provide access to training and support to relevant staff

2D Ensure advertising of vacant positions complies with requirements

2E Utilise specialists where necessary

2F Ensure selection procedures are in accordance with requirements

2G Ensure processes for advising selection outcomes are followed

2H Provide job offers, contracts of employment and advice promptly

2A Determine future human resource needs

Workforce planning is an ongoing, proactive approach to human resource planning, which supports the achievement of the organisation's goals and objectives while facilitating job satisfaction, overall workplace stability and professional development opportunities.

An effective planning process identifies the skills and desired workforce profile required to achieve the organisation's strategic goals as well as identifying potential workforce concerns such as staff shortages, surpluses and skill requirements in advance. This ensures that the organisation will have the skill base it needs to meet its objectives.

Workforce planning involves:

- identifying future workforce needs, including required skills, knowledge and expertise
- developing priorities
- establishing cross-links between the organisation's strategic plans and the operational plans
- analysing current staff numbers and capabilities
- analysing available and projected funding levels
- identifying the gap between current and future workforce needs.

Workforce planning process

When drafted, a workforce plan may look like the following.

The workforce plan
Utilise knowledge base (current managers and section heads)
Provide strategic goals planning
Help identify the skills required
Establish succession and recruitment needs
Provide an objective basis for training and development needs
Assist in achieving an appropriate staffing mix
Review and update the workforce plan at least on an annual basis

Identify future staffing needs

Predicting future requirements can be a difficult process, and although some staff movement will be unforeseen and unplanned, it is essential you constantly monitor staffing levels to ensure they match the organisation's strategic plans for its future directions.

The strategic goals and objectives identified in an organisation's core activity plans provide the starting point for identifying future staffing needs and capabilities. Changes in direction, an increase in business or an economic downturn are all catalysts for change in the size and nature of an organisation's workforce, and for a corresponding change in the type of skills, knowledge and expertise required.

Consider the impact on staffing needs of advances in technology (may mean a need for more IT staff) and moving into new ventures (may mean different knowledge and skills are required). Identifying those who plan to retire in the next two years would help you in succession planning.

Identify future staffing needs in your organisation

When considering the staffing needs of your organisation, making notes on the following issues will help you to determine the level of staffing needed, the type of job roles required and where the most urgent need for new staff lies. Against each of the areas in the following table, make notes on how changes will impact on the organisation's staffing needs.

Area	How changes will impact organisation's staffing needs
Organisational growth and research direction and focus	
Customer-to-staff ratios	
Workload and type of work	
Technology	

Area	How changes will impact organisation's staffing needs
Existing structures and systems	
Revenue generation ventures (for example, offshore program development; commercial activities)	
The location of where people work (supervisors may need to have skills to supervise at a distance and staff may need to work without supervision)	
The cost of recruiting, remunerating and developing staff	
Current staffing levels (loss due to retirement, resignations, redundancies)	
Professional association and qualification requirements	

Collaborate with relevant personnel

It is the role of human resources personnel to coordinate and manage recruitment, downsizing, succession planning and redeployment of existing employees after conducting research and making decisions about staffing issues.

All relevant department heads and section managers who have a role in recruitment and selection must be included in the process to ensure that all areas of projected staffing needs are covered. The information they input into the workforce plan will ensure that the staffing levels of all departments are considered. Being able to know what staffing requirements are before they happen allows the organisation to plan ahead. This can be a distinct advantage and avoid many problems before they occur.

Here are a list of issues that should be included your discussions when you are collaborating with relevant managers and sections, so you understand what their staffing needs are.

Factors relevant to staffing needs
• The annual budget • Organisational and departmental structure – current and projected • Internal job restructuring and transfer arrangements • Flexible working arrangements • Job analysis • Skills audits and performance appraisals to identify skill gaps and training/retraining and development • Recruitment needs, including succession planning • Recruitment strategies

Strategies to ensure future staffing needs are met

There are common strategies to ensure future staffing needs are met.

Staffing needs can be identified through:

- liaising with department managers and section heads
- participating in strategic management planning
- reviewing strategic and operational planning documents (for example, business plans)
- identifying the skills required to achieve organisational goals and comparing this with current competencies
- completing supply and demand forecasting activities to identify gaps
- understanding succession planning and development requirements
- completing job analysis activities.

Example: collaborate to identify HR needs

A large, city-based courier and delivery company comprises four sections: Administration, Fleet and Maintenance, Finance, and Sales and Marketing.

The manager asks each section head to submit a detailed report about future staffing needs in order to prepare the company's strategic business plan for the next 12 months. The four section manager's reports are summarised as follows:

- The Administration head identified a need for a computerised booking system in order to meet the company's objectives more efficiently. He stated that the section requires three people who have expertise in the system in question, and estimated that three of the six existing staff members would have to be redeployed or retrained.

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- The Fleet and Maintenance head identified a need for at least four additional bicycle couriers in order to cope with increased customer demand as a result of the company's successful marketing strategies.
- The Finance head identified that because it is now outsourcing payroll, the company's accounting and payroll tasks could be combined in one position.
- The Sales and Marketing head reported that she was satisfied with the section's existing staffing levels. However, she indicated that the section requires staff members who have a higher academic qualification as well as more sales and marketing experience.

Practice task 7

Write a workforce plan for your workplace. Include future predictions, reference to existing staff, new positions needed and allowances for diversity and training. Use effective communication skills to liaise with a range of people across the organisation.

2B Ensure current position descriptions and specifications for vacancies are used

An organisation creates positions so it can deliver and achieve specific aspects of its business objectives. A key task in human resource management is to make sure that information about the requirements for jobs in the organisation is kept accurate and up to date. By completing this task, managers ensure that the skills and knowledge required for a specific job reflect the organisation's goals and objectives.

A first step in collecting information is a job analysis, which determines the need for the job, the position's current duties, tasks and activities, and the time taken to complete each task. The analysis can also be a valuable source of information about the resources required and the skills, knowledge, attributes and physical requirements necessary for a person to perform effectively in the position. The information is subsequently incorporated in a position description for the purposes of selection and recruitment.

The position description

A job description is a comprehensive statement in which the HR or department manager defines the position's duties, responsibilities, level of authority and functional framework of the job. Job descriptions are required for recruitment so that you and the applicants can understand the responsibilities of the position. A job description also forms part of an employee contract. Without a formal job description it is not possible for a person to properly commit to, or be held accountable for, a role.

Content and format of job descriptions differ between organisations. For example, some organisations base their job descriptions on industry competency standards that are a benchmark for the range of skills and knowledge employees must be competent in so they can successfully complete their tasks in a specific job. Other organisations use the information from job analyses, skills audits and the business's own strategic directions in order to identify the type of skills and knowledge required. Regardless of the way in which the organisation formulates its job requirements, you must ensure that each position has a job description that clearly delineates particulars about the job.

The following aspects generally feature in most job descriptions:

- The position title
- The position's reference number
- Status; for example, ongoing, casual
- The relevant award or workplace agreement
- The salary range
- Overview of the organisation's
- Person specifications/selection criteria
- Job location
- The job's context in organisation's structure
- The purpose/objectives of the role
- Key relationships and reporting
- Key responsibilities, duties and tasks
- How duties relate to team and organisation
- Specific requirements associated with the job

Other specifications of position descriptions

Some organisations include specific information such as hours of work, work conditions and salary into the employee's contract of employment instead of in the job description. Some organisations prefer the person specifications and selection criteria to be included as a separate document.

Whether reviewing existing positions or writing a new job position, make sure managers use the organisation's job description format to ensure consistency and maintain the organisation's image. Effective position descriptions enable prospective applicants to assess themselves for the job. Check that all job descriptions are clear and unambiguous. Further check that they use plain English, are written in the present tense and each sentence commences with a verb.

Be wary of including too much detail. For example, don't include too many task details as these may change over time; refer people to a WHS manual rather than including each WHS responsibility in the position description.

Complex or senior positions require more detailed position descriptions.

Include the following in senior positions:

- Key results areas
- Challenges
- A more detailed description of the organisation and job context

Ensure currency

All job descriptions and person specifications must be assessed for currency to ensure that the details are accurate, they contain the essential criteria required and that corporate standards are followed. In particular, details about wages and employment conditions are covered by government legislation and, if the information is out of date, it may mean that you are contravening the law. Currently, the pay rate of an award and agreement free employee must be at least equal to the minimum wage and casual workers on a minimum wage are entitled to a 25% loading.

Make sure that all managers are aware of the type of information they must update regularly, in order to ensure the job descriptions for positions within their section are accurate when the job becomes vacant and they have to advertise it.

When you're liaising with team managers and supervisors when preparing a job specification, a good strategy is to ask questions as prompts. Here are examples of topics that could be addressed in your investigation of how the position may have changed.

Organisational changes

- Structure of organisation
- New legislation impacting on terms and conditions of employment
- New work patterns, technology or new products impacting on position
- Restructuring resulting in job being combined with another
- The organisation's needs changing in ways that impacts the job (for example, as a result of economic circumstances, a part-time position may be more appropriate).

Position and applicant

- Purpose of job
- Supervisory responsibilities
- Budgetary responsibilities
- Number of duties
- Increase in remuneration if number of duties has increased
- Increase in skills required of applicant

Opportunities and suggestions

- Re-examine the skills, knowledge and experience that the job holder should have
- Opportunity to state anything else you consider important, which is not mentioned in the job description
- Mention career path or training opportunities
- Expand section about organisation
- List the skills in order of priority
- Mention probation period
- Offer a salary package
- Mention that uniform is supplied

Competency profiling

The original reason for developing competency standards was the need to identify the minimum level of ability required of a person in order to operate effectively in a job. Due to concerns about lack of recognition for people who performed exceptionally well and, conversely, the lack of descriptors for unsatisfactory performance, competency profiling has been established whereby an attempt is made to clarify these behaviours. For example, some organisations have taken the competency standards for a specific job and developed a set of descriptors in which they detail what behaviours constitute unsatisfactory, successful and exceptional performance.

These descriptors are clearly an articulation of the standard of behaviour required so HR personnel find them extremely useful when they're recruiting, selecting and appraising staff. By identifying these types of behaviour, you can more accurately shape the job and selection criteria, and develop a more focused position description.

Example: a competency profile

Competency profile	
Job title: Office assistant	
Duties Handle mail: • Receive and distribute incoming mail • Receive and dispatch outgoing mail • Organise urgent and same-day deliveries • Organise and send electronic mail	
Standard	**Descriptor**
Unsatisfactory	• Fails to follow organisational policies and procedures • Fails to understand the importance of confidentiality, security and urgency in the mail environment • Fails to handle mail correctly, with serious consequences for the company • Has difficulty meeting deadlines • Conveys negative attitude about duties
Adequate	• Completes tasks but often requires support • Follows organisational policies and procedures outlined in the job description • Usually meets time lines • Shows minimal initiative
Successful	• Always completes tasks promptly • Meets all time lines • Fully understands the consequences of conforming to issues of confidentiality, security and urgency • Demonstrates efficiency and awareness of actions
Exceptional	• Shows ability to organise and plan beyond the stated duties • Anticipates situations and adapts accordingly • Is responsive to comments from clients • Initiates ideas and systems for improving mail handling • Receives positive feedback from internal and external clients

Practice task 8

Use this job description template or one from your organisation to write a job description for your own job or a job you would like to have. Include all relevant particulars. Ensure that your information is current (use the internet to check for appropriate legislation).

Job description
Job title:
Job type:
Salary:
Location:
Classification and position number:
Overview of organisation's business activities and structure:
Purpose of job:
Key relationships and accountability:
Key accountabilities

continued ...

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Key selection criteria
Essential
Qualifications and experience:
Desirable skills:
Selection documentation:
Position contract:
Apply:
Agency recruitment site:

2C Provide access to training and support to relevant staff

The personnel involved in the recruitment and selection process are usually those who will have an interest or stake in who is being employed. They may be human resource personnel, department heads, section leaders, managers or qualified persons (if the employment involves apprentices or traineeships).

When they are first involved in the recruitment and selection process they may have had little or no experience in the area. It is important that they are provided with adequate training and resources to enable them to make informed decisions, carry out procedures correctly and understand any ethical considerations and legislative requirements.

Training to equip people with the appropriate knowledge, skills and attitudes to help them in the recruiting and selection process ensures that the right candidate gets the position. If the recruiter understands what the organisation is looking for in an employee then the recruiter will be in a better position to provide it.

Training required

Training can range from a basic understanding of the entire recruitment and selection process, and who is responsible for each stage, to specific aspects.

The following are common areas for training.

Pre-interview

- How to write job descriptions that are clear and unambiguous
- How to maintain currency of documentation
- How to write recruitment advertisements, including writing techniques and legislative requirements that should be addressed such as anti-discrimination and access and equity policy requirements
- Understanding résumés
- How to prepare a short list of candidates

Interview

- Responsibilities of the selection panel
- Interview techniques

Testing

How to administer psychometric testing and evaluate the information learned from them. For examples of downloadable psychometric tests, go to: www.psychometric-success.com/downloads/download-practice-tests.htm. These may be adapted for use in most workplaces.

Post interview

- How to write rejection letters

Benefits of training

An HR manager who is organising training to support staff involved in the selection business can consider the benefits of each type of training and select what their staff need.

Here are examples of training that may be provided to participants and the benefits of each.

Sequence of processes

Benefit of training

- Ensures recruitment, selection and induction processes are completed on time and in sequence
- If this training includes who is responsible for each procedure, there are the added benefits of clarity around procedures and procedures will be completed by the right people.

Writing

Benefit of training

- Training can address writing job descriptions, recruitment advertisements, rejection letters and appointment letters and promote clear unambiguous, effective use of language for each of these documents
- Reduces time wasting
- Attracts a larger pool of candidates
- Ensures compliance with legislation and organisational policies
- Helps provide feedback to candidates in the case of rejection letters
- Helps provide basic information for new employees

Documentation currency

Benefit of training

- Ensures advertised information is correct
- Reduce time wasted clarifying information
- Ensures compliance with legislation and organisational policies

Rèsumès and shortlists

Benefit of training

- Helps make the correct selection
- Helps determine whether applicants meet selection criteria

Panel responsibilities

Benefit of training

- Training in the responsibilities of a selection panel ensures that all procedures are completed in a timely fashion
- Ensures compliance with relevant legislation
- Ensures compliance with organisational policies

Interview techniques

- Helps determine if applicant meets selection criteria
- Ensures compliance with relevant legislation
- Ensures compliance with organisational policies

Psychometric testing

- Helps determine if applicant meets selection criteria
- Helps understand more about each applicant

Types of training

Training can range from formal educational courses such as human resource management, specialist training, coaching from the human resource department, or guest lecturers who have expert knowledge; for example, a guest speaker on disability employment. Having staff who are trained to understand the recruitment and selection process is important. If in their inexperience they were to be unfair or biased or unintentionally fail to uphold the legislation surrounding the process, the organisation could be subject to legal action or miss out on the opportunity to identify the best candidate for the job.

Choose the method that best suits your staff, the specific situation and the skills and knowledge required.

Training options
The training may be conducted in-house or externally. It can be group-based, one-on-one or facilitated.
Training can be formal, such as a TAFE or university course. Online learning institutions run courses on human resource management.
Informal training uses techniques such as observation or shadowing.
Professional development policies may allow employees to increase their knowledge through time off or fee support for training if it benefits the organisation.
Mentor a particular staff member who will be involved in the recruitment, or selection processes; for example, someone who is not a manager.

Example: the importance of preparation and training

David is an aeronautical engineer who was asked to sit on a selection panel because of his area of expertise. He has never been on a panel before and approaches the HR department to give him an outline of the process. The HR officer, Naomi, sat with David the day before the selection panel was to convene and ran him through the step-by-step process of the meeting. In doing so, Naomi does not only prepare David for the procedure of the panel, but she also reduces his fear of attending the panel, which allows him to make clearer decisions and have more effective input during the meeting.

David prepares a list of questions that pertain to the engineering role that proved to be vital in the selection process. The HR director is very pleased with David's input and congratulates both David and Naomi for their preparation.

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Practice task 9

Consider the provisions made in your workplace to support managers who need to undertake recruiting. Compile a training plan that covers the details required in your workplace for managers to effectively undertake this process.

2D Ensure advertising of vacant positions complies with requirements

Once the decision has been made that there is a need for a position to be created or filled, the next step is to decide how you will advertise the vacancy. There is a variety of methods available including internet, internal channels and recruitment agencies.

The style of the advertisement will be governed by the medium chosen. Whichever medium you decide to use to advertise your vacancy you must ensure that you get the message across without offending not only the potential candidates but also the public in general. Your aim is to design effective, non-discriminatory advertisements that attract attention, develop interest and desire, encourage action and provide the necessary information for potential candidates to decide whether they should apply.

Comply with organisational policies

The medium chosen will depend on the nature and size of the organisation, the type of appointment and the organisation's budget. Regardless of the way you choose to advertise, you need to make sure you follow organisational policies for writing and placing the advertisement. Here are examples.

Language

- Wording must be plain English, unambiguous, not offensive and comply with anti-discrimination requirements.
- Use appropriate key words in your web-based advertisement. Search engine protocols pick out words rather than their meanings, so you may find that potential candidates miss your vacancy when searching if you choose poor key words.
- When writing print-based advertisements, use abbreviations such as 'neg.' for negotiable and 'min.' for 'minimum' to reduce space and costs.

Information requirements

- Advertisements for lower paid positions should consist of a job title, a brief description of the type of job involved, and a contact phone number. Applicants should be invited to apply to obtain a position description.
- Ensure all information is included in the position description such as eligibility, requirement to sit a test, career opportunities, security clearance, superannuation and salary-packaging opportunities. For example:
  - 'You must be an Australian citizen or have a visa to be able to live and work in Australia.'
  - 'You will be required to undergo a security assessment before you are employed.'
  - 'Our company supports the growth and development of its staff members and provides its top performers with rapid progress.'
  - 'The remuneration package includes the organisation's superannuation contributions.'
  - 'Some weekend work will be required.'

Policy or procedural requirements

- All advertisements should be placed online and refer applicants to the company's website.
- Use preferred recruitment agencies.
- The wording must project the company's image.
- Avoid stereotyping people in advertisements.

Appearance

- Positions for high-level executives must include graphics and logos.

Comply with legal requirements

Discriminatory advertising is illegal. It is important to remember what is acceptable and what constitutes a breach of legislation.

It is unlawful to discriminate on the basis of sex, pregnancy, race, age, marital status, political or religious belief or activity, industrial activity, parental or carer status, physical features, disability, lawful sexual activity/sexual orientation or HIV status. You must not specifically advertise for a 'male' or 'female'; instead, you must use the word 'person'. You must not request, for example, 'a person between 18 and 35 years of age'; 'must be a student'; 'female applicants preferred'; 'able-bodied applicants only'.

There are some exceptions to this rule, such as when a person's physical condition or characteristics are relevant to the role; for example, they may have to lift heavy weights, distinguish between colours or drive a vehicle.

To encourage people who have a disability to apply, you can advertise with agencies that specialise in this type of appointment. Advertisements can include words such as 'with reasonable adjustment to imply that working conditions can be changed within parameters to suit people who have a disability.

Example: an advertisement that includes descriptors and key skills

Are you an accomplished Office Manager looking for your next challenge with career growth? Half of this role involves the full administration of our office and the other half is supporting our business growth by building our resourcing capability and coordinating events.

(Management Consulting Business Name) is an exciting Management Consulting firm in West End, Brisbane. Join our dynamic team of professionals to support and manage the end-to-end processes within our practice.

You will need a proven background in office management including 3+ years book-keeping (using MYOB including BAS/IAS and Payroll) and advanced MS Office skills. You will also have strong people skills, high attention to detail, and excellent time management, be self-motivated and ideally have contractor administration experience.

We invite you to send your CV to: Jayne at (Management Consulting Business Name), Level 3, 56 Stratton Way, Brisbane or phone (09) 5555 1111. Visit our website at: www.Management Consulting Business Name@national.com.au to find out more.

Applications close Friday 9 September 2016 at 6 pm.

Practice task 10

Compile an advertisement for a vacancy in your workplace. You can use any medium. In one or two sentences, explain why you chose the medium.

2E Utilise specialists where necessary

Recruitment is no longer just about advertising a vacancy in the local paper; organisations are relying more and more on outside agencies for their specialised knowledge in the recruitment process. This is especially true in filling upper management, executive and specialist positions. Organisations want to employ the right person for the position and the use of an experienced recruitment agency removes some of the guess work from the equation. Outsourcing is a way of seeking and receiving help from outside sources.

When the cost in hours to conduct recruitment in-house is compared to using an agency, employing specialist services can be the more economical option.

Recruitment agencies and remuneration specialists

Recruitment agencies have the expertise and time to work effectively for you. There are agencies that specialise in a particular workforce, such as medical, senior management or finance. Research a range of agencies to identify their recruitment strengths, their costs, follow-up services and other arrangements as these will differ between agencies. Use your networks to discuss other people's experiences with particular agencies and identify those that offer the best service.

For employers wanting to attract the best employee it is imperative that the benefits provided by them are current and relevant to the candidate. With Australia's comprehensive system of taxing salary and fringe benefits, a new type of specialist has emerged. Remunerations specialists are consultants who can tailor employee benefit packages to suit the organisation (or the employee in some cases). It means that organisations can have a package designed for them that will be attractive to the potential employee, and employees can design their remuneration package to suit their individual needs and preferences. After cash salary, superannuation is the most commonly provided fringe benefit, closely followed by novated (motor vehicle) and associate leases (salary sacrifice).

Remuneration specialists can advise on:

- superannuation
- novated and associate leases
- employer-provided childcare
- living-away-from-home allowance
- flexible remuneration planning
- financial planning.

Security checks

Agencies specialising in security checks can provide a variety of services.

Here are services grouped into three broad categories.

Security clearances

Some security firms offer Commonwealth security clearances to private sector organisations. These checks involve extensive interviews and careful scrutiny of a candidate's background.

The use of technology to forge documents and identities is increasingly becoming a hazard to organisations so managers are more frequently relying on security services to verify the candidate's identity.

Pre-employment screening

Many security firms have an assortment of professional security screening services that are available to private enterprise, including pre-employment and post-employment security screening and services. Depending on the security level of the role, these checks can be basic police history checks or complex background checks.

Security awareness and risk management

Many global organisations seek professional risk management services as part of the recruitment package to cover workers in high-risk locations. These may include:

- threat and risk assessments
- security audits
- security policies and procedures
- security training
- crisis management and response plans
- training and awareness programs, for all aspects of physical, personnel and information security.

Vocational psychologists

Organisational psychologists work with organisations, teams and individual employees to improve their performance and increase effectiveness and productivity in the workplace. They also assist in screening and assessing candidates.

Organisational psychologists base their practice on science, drawing on psychological research and tested strategies to influence how people act, think and feel at work. This scientific approach provides confidence that methods produce measurable, replicable and often cost-effective results. Organisational psychology covers a broad range of disciplines including industrial and organisational psychology, work psychology, occupational psychology, personnel psychology, human resource management and development, ergonomics, human factors, vocational psychology, managerial psychology, coaching, and consumer psychology.

Here are areas that vocational psychologists can assist with.

Workforce planning and role definition

- Identifies and plans workforce requirements.
- Structures divisions, departments and teams to suit the organisation's goals.
- Systematically identifies the knowledge, skills and abilities required for specific jobs.

Recruitment and selection

- Develops selection criteria for jobs and identifies the best assessment tools.
- Assesses knowledge, skills and abilities, and potential and personal fit for specific jobs using techniques such as assessment centres, psychological testing and behavioural interviewing.

Vocational assessment

- Carries out psychological assessment of intellectual aptitudes and abilities and work preferences.
- Combines the data with an analysis of skill gained from previous work and hobby associated activities.
- Analyses jobs by skill level and makes a comparison for job suitability and retraining potential. A full vocational assessment may involve the client in up to four hours of assessment.

Functional capacity evaluation and assessment centres

An assessment centre caters for the running of evaluations such as the functional capacity evaluation. These centres can also be used for applicant screening, induction testing and other forms of examination, which contribute to the evaluation of a potential or existing employee. Assessment centres are usually run by professional recruitment firms or, in some larger organisations, by specialist human resource divisions.

Most assessment centres use the standardised Isernhagen functional capacity evaluation as part of injury management and prevention. The test is applicable to roles where physical work might be compromised by personal physical constraints, which may lead to potentially risky behaviour or situations. It provides comprehensive testing of a person's ability to perform work-related tasks. Performance is rated and abilities and limitations are compared to tasks required in job descriptions. The evaluation includes assessing the ability to lift and carry weight, sitting and standing tolerances, balance, walking, the use of stairs and ladders, grip strength, dexterity, positional stability and flexibility of the trunk and lower limbs. The assessment is based on a thorough history-taking, clinical examination and functional testing.

Example: vet for security in large organisations

Senior managers at a global financial services organisation are trying to fill a vacancy for a finance manager. They have selected a candidate that they would like to offer the position to. Due to the sensitive nature of the employment they decide to use specialists to set up a remuneration package, to provide the candidate with job incentives and for their own satisfaction.

The outsourced consulting firm has considerable resources in the area of security vetting. The candidate will have access to very large sums of money; therefore, the company requests the security consultancy to conduct a security check and security clearances.

The importance of ensuring that a candidate has a history of demonstrable integrity is evident. Security checking and psychological surveys assist the recruiters in developing an overall picture of the candidate.

Practice task 11

1. Consider your workplace or one you are familiar with. Of the areas of expertise outlined in this section, which ones are outsourced or allocated internally?

2. What has led your organisation to consider outsourcing or seeking internal specialist advice?

2F Ensure selection procedures are in accordance with requirements

The selection process consists of a number of procedures that will vary depending on the type of vacancy, the level of the job role and the people responsible for the selection.

The selection procedure involves:

- preparing the selection criteria
- forming a selection panel
- forming a short list of candidates
- interviewing
- testing candidates
- obtaining and analysing referee reports.

Procedural justice

Your organisation's selection policies give direction to the procedures that will be used to identify the candidate who will best fill the position. Different procedures will be followed for different types of jobs. The selection process needs to be conducted in a manner that reflects well on the organisation, as a poorly conducted process may make it harder to attract talent in the future and lead to poor public relations.

'Procedural justice' is a term used to refer to the fairness of the selection process. You will need to include these measures in your policies to ensure that the process is fair to all applicants.

Procedural justice includes:

- informing all applicants in advance of any tests to be used
- fair, relevant and appropriate testing
- giving applicants opportunities to demonstrate their abilities and skills
- providing feedback on testing
- treating applicants honestly, politely and in a manner that helps them relax
- conducting the process in an inclusive environment.

Legal requirements

Your policy will also need to include the legal requirements. Measures will need to be in place to ensure that state and federal laws are complied with.

Commonwealth laws that must be complied with
• *Privacy Act 1988* (Cth) to ensure all information is treated in confidence • *Age Discrimination Act 2004* (Cth) to ensure candidates are not discriminated against due to their age • *Work Health and Safety Act 2011* (Cth) to ensure interviews and testing are carried out safely • *Australian Human Rights Commission Act 1986* (Cth) to prevent discrimination against candidates due to their background, gender, sexual preference or age • *Disability Discrimination 1992* (Cth) to ensure people with a disability have equal opportunity to participate in selection processes.

Selection criteria

Make sure the selection criteria are accurate and targeted at the specific job role. The selection criteria supply the means by which a selection committee can assess the relative merits of applicants and ensure that the assessment in short-listing, interviewing and reference-checking stages is made on the same basis for all applicants (valid, fair and consistent).

Selection criteria can be categorised in different ways, and often include qualifications and experience in addition to skills and attitudes, knowledge and other work-related qualities.

Here are points that may be covered in your selection criteria, depending on the job role and level of authority.

Skills and abilities

- Ability to work as part of a team
- Ability to work independently
- Ability to work under pressure
- Written communication skills
- Organisational/planning skills
- Supervisory/leadership skills
- Keyboard skills

Knowledge

- Knowledge of the organisation
- Policy and procedures

Work-related qualities and attributes

- Attention to detail
- Flexible and adaptable approach to work
- Problem-solving ability
- Sensitivity
- Initiative
- Ability to maintain confidentiality

Selection procedures

When deciding how you are going to find the right candidate for your vacancy it is important that you understand what techniques are likely to be the most effective in assessing the candidates (on the basis of the key selection criteria). Selection methods include phone interviews, face-to-face interviews, panel interviews, testing, use of references and group exercises.

Here are factors to consider when choosing and putting into action an appropriate selection technique.

What to consider when choosing a selection method
The need to give the selectors information that is directly related to the requirements of the position as set out in the selection criteria
Choosing a selection method that is culturally- and gender-inclusive in design and assessment
Avoiding a method that results in direct or indirect discrimination or excludes the needs of an equity target group?
Structuring a method so that it can be consistently applied
Whether each panel member/selector must understand the techniques being used and agree that they can be consistently applied

Types of testing

There are many methods of assessing suitability for a position. Make sure you are familiar with each type and understand the situation when they would be used most appropriately.

Candidates should be informed about the selection strategy to be used prior to attending the interview; for example, 'You might be required to undergo a criminal-record check', or 'Applicants will be required to undertake a keyboarding test if selected for interview'.

This is generally the responsibility of the human resources department but will depend on the size and nature of the organisation and its selection policies. The department may also provide the candidate with background information about the work, a staffing profile, operational plan or any other material that will assist the candidate.

Work tests

Work tests provide candidates with an equal chance to demonstrate their abilities. They also provide the selection panel with evidence of their skills, attitudes and potential that may be difficult to find in a written application. The selectors can observe a candidate carrying out a specific task, and then compare their performance against the (agreed) performance standards.

Work tests can sometimes assess skills that are not easily measured during an interview, and are particularly useful when the position requires a skill such as numeracy or experience with spreadsheet software.

Consider using a work test for candidates who:

- look very similar on paper in terms of experience and qualifications
- may have just graduated and their work experience is limited
- are being employed in a new field where they may have a range of experience but not in your organisational environment
- have been out of the workforce for an extended period.

Test candidates

Here are some examples of ways a candidate can be tested.

Behaviour in leaderless groups
Scenarios are created and a group of candidates are asked to achieve a certain outcome within a particular time. The behaviours of each candidate are observed by multiple observers and notes on their performance during the group exercise are taken and compared. The purpose is to determine the natural leadership traits and cohesion of the individuals when carrying out group work.

Demonstration of techniques or technical skills
In positions where specific expertise is a prerequisite, tasks may be assigned to candidates in order to demonstrate their abilities. Testers should endeavour to create a real-world scenario to gain a better understanding of performance in the workplace.

Interviews
Structured interviews use set questions and should be designed to prompt the candidate to respond using examples from his or her experience. Closed questions that elicit a yes/no response should be avoided. Behavioural interviews involve the observation of the candidate's behaviour in certain situations: They involve a number of scenarios where the candidate must meet the pre-determined criteria of the role. Observer interaction is minimal and results are recorded against an observation checklist relevant to the job role.

Peer assessments
Peer assessments can take two forms; on the job, and during the recruitment process. On-the-job assessment relates to selection within the current work environment and might apply to those seeking a new role in the organisation. The peer, usually a subject matter expert (SME), is asked to assess the candidate's performance in a real work environment. During the recruitment process, this technique is much like the interview panel approach. The SME peer asks questions and provides input into the process to ensure the candidate has the necessary technical skills and knowledge.

Personality/aptitude tests
Psychometric, or aptitude, tests are designed to identify whether a candidate's personality and predisposition are suited to the work that they are being considered for, and whether they are likely to fit the organisation's culture. The Myers-Briggs Type Indicator instrument, the Hogan Personality Inventory and web-based tests such as those developed by Test Grid are all examples They can be expensive to conduct, but reduce the risk of employing unsuitable people and associated costs. As the costs and consequences of an unsuitable appointment can be high, organisations may use them for management level positions. Tests' designers maintain that the tests have a high success rate, but their use is contentious. Recruitment companies use the tests only if requested. You should always use the results of these types of test or instrument in conjunction with evidence you have gathered from other methods.

IQ tests
IQ tests are supplemental tests which establish, to some extent, the candidate's cognitive abilities under relatively stressful (timed) circumstances. The limitation of these tests is that they only capture technically observable and measurable cognition based on theoretical skills tests. They do not capture the emotional skills required for modern business interactions.

Referee reports
Seen by many recruiters as an essential element of the recruitment process, Referees have observed the candidate over time in a previous position or circumstance and can provide some background into the skills and abilities of the candidate. Limitations of referee reports include compliance with privacy legislation and defamation issues.

Work samples
Samples of outputs from previous work may be used by recruiters to observe the candidate's attention to detail, technical skills and real-work abilities. These may range from document outputs, to physical samples of products the candidate has made or contributed to.

Assessment centres

Another type of testing is assessment centres, which use a standardised evaluation of behaviour based on multiple evaluations. Applicant performance is observed and assessed by a team of assessors. Judgments are made and recorded. These judgments are gathered and aggregated by the assessors or by an averaging process.

Methods used by assessment centres include:

- job-related simulations (used to evaluate applicant behaviours which are relevant to the key competencies of the job)
- interviews
- psychological tests
- work-sample tests
- group discussions.

Choose the best selection method

Although the standard selection panel is regarded as impartial, recent studies suggest that panel interviews are not significantly more valid than individual interviews. Interviews don't suit all applicants. Some may present as 'professional interviewees' while others may open up more in less-pressured situations. Some, for cultural reasons, may be very reluctant to speak up about their abilities and achievements. Sometimes, more dominant members of the panel may guide discussions and decision-making processes, which compromises impartiality. Having an independent member on the panel can minimise the tendency to 'group think' and can add credibility to decisions by reducing the perception of bias or nepotism.

Try using a variety of selection tools and processes. Neither selection panels, nor the single interviewer, may be the most effective or appropriate way of gathering relevant information and by using more than one source you may be able to better judge the candidate's strengths and weaknesses. It is also easier to ensure that testing is fair and valid if more than one method is used.

Keep in mind that in all types of testing, you must ensure that the results are strictly confidential and you must inform the candidates of all their test results.

Example: recruitment consultancy improves recruitment processes

A clothing company was finding it difficult to attract the right applicants for the position of section head they had advertised several times. Two candidates they employed had subsequently proved unsuitable for the job. A recruitment consultancy firm was engaged to examine their advertising style, job descriptions and recruitment process and to develop options/strategies.

They conducted a trial on the position and were able to reduce work-related requirements from 5 to 2 dot-points. These two points were re-written in a friendly, conversational style and included six criteria within the text. Applicants are now asked, 'In no more than three pages, please tell us about yourself in the context stated below'.

Both the advertisement and the dot-points emphasise career development opportunities and the potential to branch out into other areas. The recruitment agency conducts the selection process and the testing is done by an assessment centre using psychometric testing and work tests.

As a result:

- the number of applications increases from 9 to 54
- the quality of applications is high
- the applicant finally selected is highly satisfactory and has now been with the firm for three years.

Practice task 12

Re-read the list of points that may be covered in selection criteria. Select one of the items and answer the following questions.

1. What types of policy might you need to consider when assessing the candidate for this skill/knowledge/attribute?

2. Conduct a Myers-Briggs test to identify a person's aptitude. What procedures for conducting such tests do you need to be aware of?

3. What confidentiality processes do you need to follow?

2G Ensure processes for advising selection outcomes are followed

Once the interviews and testing have been successfully completed, a decision is made to recommend the appointment of one of the candidates.

When preparing a recommendation report, show enough documentary evidence to support the selection decision. The evidence must be accurate, justifiable and relevant. Follow your organisation's procedures; for example, if there was a panel, all members may have to complete and sign a selection committee report and a selection criteria rating form for management. Reasons for non-selection should be comprehensive and relate to the selection criteria.

A recommendation report should include the number of applicants, the selection process that was followed, the recommended applicant, salary to be offered, the commencement date and the type of appointment. If the position is probationary, specify the goals that have to be met during the probationary period.

In complex recruitment processes such as those that take several months, the importance of communicating with all stakeholders and adhering to organisational protocols is paramount. Advising all stakeholders of the outcomes is necessary under most organisational policies. This includes unsuccessful candidates and managers affected by the result.

Notify candidates

When the recommendation has been accepted, you should undertake the employment process as efficiently as possible. Depending on the urgency of the appointment, try to complete the process within two weeks. If you know that a delay is likely to occur, give the candidates a courtesy call to inform them.

Here are procedures to follow when notifying candidates of the outcome of a selection process.

Successful candidates

In the first instance, you usually offer the job to the successful candidate by phoning them. If the candidate accepts the offer, you follow up the call by writing a letter to the person, or making an appointment and/or sending an employment contract. If the selected candidate declines the appointment offer, you have to inform the appropriate people, who will then decide what action to take.

The successful candidate will generally accept the offer of appointment verbally and follow it up with a written acceptance. Once this has been done, you need to follow up with a job contract.

Unsuccessful candidates

Once an offer is formally accepted, you need to inform those who were unsuccessful. Non-shortlisted applicants can be advised before completion of the selection process. You or someone you nominate should contact unsuccessful short-listed applicants. You may need to give feedback and explain why they were unsuccessful. Focus on their application as it relates to the duties of the position and the selection criteria and don't discuss the successful applicant's strengths.

Depending on the type of position advertised and the number of applications received, some organisations publish a 'thank you, but the position is filled' notice in a newspaper or on their website.

Provide counselling

All unsuccessful internal applicants, both non-shortlisted and shortlisted, must be given the opportunity for counselling. Your organisation should have a counselling procedure in place. For example, the rejection letter should refer them to a person from whom they can obtain counselling and an appropriate person should be nominated to conduct the counselling.

This is especially important if the unsuccessful candidate is an existing employee who has to continue in their former role. If an unsuccessful applicant deals poorly with the perceived rejection, their behaviour can impact negatively on workplace morale and affect the way the successful candidate is treated. Counselling of internal applicants provides an opportunity to discuss how the applicant was assessed against the selection criteria. In many cases, one applicant may be assessed as the best qualified for a particular job but this does not imply that another applicant has work-performance deficiencies.

Example: follow processes when recruiting and selecting staff

James attended an interview with Cool and Calm Clothing. The interview went well and James was quietly confident that he was the person for the job and an offer would be forthcoming. After a fortnight James has not heard from the company and assumes that he has not been selected.

He attends another interview and, when the organisation offers him employment, James takes the position. Three weeks after starting his new job, Cool and Calm Clothing calls to congratulate him for being selected for their position and they request that he start immediately.

James informs the HR manager that he has obtained another position and will not be accepting their offer. The HR manager then tells James that he has wasted their time and money and they now have to re-advertise the position.

The HR manager's rudeness in blaming James for their inefficient processes and poor work practices reflects badly on the company and could damage the firm's reputation.

Practice task 13

Re-read the previous example. Explain what methods or techniques could have been used in this situation to improve the outcome. Give reasons for your answer.

2H Provide job offers, contracts of employment and advice promptly

Once you have selected your candidate it is important to proceed as quickly as possible to secure them. The first step is to ensure that the candidate knows you want to employ them so that they can stop looking elsewhere. As discussed, this initial offer of employment can be via phone, but a letter should be sent to the candidate as soon as possible. The letter may be sent electronically.

Internal documentation should be prepared prior to the job advice being sent out to ensure all the processes such as the contract, job description, induction kit, induction training, pay and workplace preparation are in place.

Responding promptly and following up the selection process efficiently shows the new employee that the organisation is well-organised, competent and professional.

Offer of appointment

Upon receipt of the completed and signed forms from the successful candidate, those responsible for human resources within the organisation will arrange for an appropriate formal letter of offer. This should include any options that are covered by existing contractual agreements, workplace agreements, industry entitlements or awards.

Requirements of a letter of appointment:

- Welcome the new employee.
- State the position title.
- Provide the remuneration level.
- List the starting date.
- Provide the name of the person they should contact on the first day of work.
- Outline any details that might constitute a variation from the state or federal award.
- Include any administrative documentation that the person is expected to complete.

Employment contract

In most cases the candidate will be offered an employment contract.

The purpose of a written employment contract is to specify rights, obligations and conditions of employment. While there is no mandatory requirement for the information to be included in a written contract of employment, employers should ensure the contract addresses certain key issues and meets all minimum employment conditions. Provisions should be written in plain English, using terms that relate to the workplace and are easily understood. They should reflect the fact that Australian employees have a right to workplace terms and conditions that are fair and non-discriminatory and meet or exceed the National Employment Standards. All conditions included in a contract should clearly state the intentions and obligations of each party. A written employment contract allows a prospective employee to knowingly agree to employment conditions and check that they comply with industrial relations laws before agreeing to them.

Here are information requirements for a standard employment contract.

Basic information
• Names and details of employers and employee • Date of birth of employee • Job title • Place of work • Employment status (for example, full time, part time or casual) • If the employment is for a fixed term, the start and end dates of the contract • Who the employee reports to in the organisation

Employment conditions
• Agreed pay rate (must meet minimum conditions of employment and any applicable award/agreement wage rates) • Superannuation details • Hours of work, including details of meal breaks and what arrangements apply for additional hours (must comply with hours in any applicable award or agreement) • Leave entitlements (must meet minimum conditions of employment and any applicable award/agreement leave provisions)

Other conditions
• Arrangements in relation to parking, use of a company vehicle, or transport • Key job duties and/or standards of performance • Probationary period/start date • Family-friendly provisions • Classification/progression scales • Uniforms or dress standards • Allowances

Performance standards
• Job duties • Rosters/shift work • Study leave

Training and development
• Safety issues

Customer service requirements
• Meal breaks • Confidentiality • Transfer

Company policies and rules
• Performance bonuses • Use of work equipment • Board/travel arrangements • Leave without pay • Cultural leave

Workplace relations
• It is good practice to specify the rights and obligations imposed by laws and statutory obligations.

Example: a standard appointment letter

Here is an example of a standard appointment letter that has been sent out to Mary Foster from Roger Walsh at Four Dollar Parade limited.

Date: 26 July 2016

Selected candidate information

Dear: Miss Mary Foster,

I would like to take the opportunity to tender a formal offer of employment for the position of Grade B sales assistant at a salary of $43,000 per year. The initial start date we have selected is to be 09/08/2016.

Please acknowledge your acceptance of this offer by signing this letter below in the space provided. Fax or email this letter to 'Attention: Mr Roger Walsh', or mail it to the address noted below at your earliest opportunity.

Thank you in advance and I look forward to you joining the team at Four Dollar Parade limited.

Sincerely,

(Roger Walsh) Manager
Four Dollar Parade, 1111 Penny Farthing Lane
Peddle Still NSW 2303

I hereby accept employment with Four Dollar Parade limited.

Miss Mary Foster

Signature: ______________________________________Date: ________________________

Practice task 14

1. Make your own formal letter of acceptance/appointment that you might send to a candidate you have selected for a job. Ensure you include salary, role, period of probation, start date, and any other information required by your organisation. You should demonstrate clear writing skills by selecting appropriate conventions and be suitable for the context, audience and the successful applicant.

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2. What is the purpose of an employment contract? Why are the terms and conditions of employment an important part of recruitment? What information is provided that allows you to make the judgment that your employment conditions meet the National Employment Standards?

3. Does your organisation have a template letter of appointment document? Calculate the time involved in writing or populating a letter of appointment. Which job role is the most appropriate one in your organisation for completing this task? Your answer should reflect calculations of savings in time and money to the organisation and evidence of a system to ensure work output is delivered in a timely manner.

4. Calculate the superannuation contribution of an organisation, which pays the current Super Guarantee rate to a successful applicant who will be appointed on a salary of $60k p.a.

Summary

1. When analysing your organisation's strategic plans it is important to identify relevant policies and objectives as you will need to formulate them into your recruitment, selection and induction policies and procedures.
2. A human resource management plan enables you to identify current and future gaps in the workforce competency and prioritise staffing requirements.
3. Senior managers need to understand the context for any new policy being developed; why the policy is being directed in a particular way; and the personnel, responsibilities, time and costs involved in implementing the policies.
4. It is now easier than ever to design and implement recruitment and selection processes with the availability of online and specialist assistance and specific recruitment software.
5. It is useful to trial forms and documents and to make necessary adjustments as needed.
6. Understanding how recruitment and selection policies affect current staff requires training and evaluation of the attitudes of the staff.

Learning checkpoint 2
Recruit and select staff

This learning checkpoint allows you to review your skills and knowledge in recruiting and selecting staff.

Part A

1. What steps could you take to ensure that the future staffing needs of your organisation are met? Explain the benefits of your recommendation.

2. How would you ensure that position descriptions and specifications for vacancies are current?

3. Identify the benefits of training and support in the sequence of recruitment, selection and induction processes to staff members involved in the recruitment and selection process? How can their performance in this role be further improved by including training regarding who is responsible for each procedure?

4. Create a short advertisement for a position within your organisation. Briefly describe how you ensured the advertisement complied with organisational policy, selection criteria and legal requirements.

5. Explain why your organisation may wish to outsource some or all of its recruitment.

6. If the national minimum wage for employees who are 21 years and over is $16.87 per hour, what is the minimum hourly rate for casual workers who are over 21?

7. Explain why it is essential that offers and contracts of employment are executed promptly.

8. Explain a change that your organisation can make to ensure that issuing a contract of employment can be completed promptly. Calculate how much time could be saved and where it would be saved.

9. Identify a strategy for ensuring that selection procedures are in accordance with organisational requirements and also a strategy for ensuring adherence to legislative requirements.

Part B

Read the case study, then complete the tasks that follow.

Case study

A successful games development business provides video game software to international publishers and developers. The organisation relies on the skills and expertise of its staff and their ability to adapt and innovate. Their new products must meet multiple playing platforms such as PS4, Wii and Xbox.

Recently, two positions were created to work on a project for the business. The position requirements included specific programming knowledge, ability to work flexible hours and awareness that the position was a contract for 12 months with no guarantee of ongoing employment.

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Given such a specialised field, the organisation is wondering whether or not it should use specialist recruiters in the IT field and ask them to concentrate on university graduates who can demonstrate extraordinary programming skills.

Your role at the company is to:

- ensure appropriate job descriptions are developed
- recommend specialists that the company could use to select the best candidates
- determine the procedures for advising applicants of the selection outcome.

1. Describe how you will prepare job descriptions for the two new positions.

2. Create a proposal for the senior managers of the business with your recommendations for the use or otherwise of a recruitment agency and/or assessment centre. Select real examples from your nearest city by researching available consultants on the Internet and justify your choice.

3. Create a step-by-step process for advising all stakeholders of the selection outcome.

Topic 3
Manage staff inductions

When the best person for the job has been selected and has accepted the employment offer, they need to be introduced to the organisation and assisted to become part of the team. The organisation will have policies and procedures to ensure this process covers all the requirements needed to induct new employees.

This process is only as successful as the people who conduct it. Ongoing training and support of those responsible for inductions is necessary to ensure that the process is relevant and appropriate. Like all processes, induction needs to evolve with the organisation through review and amendment.

In this topic you will learn how to:

3A Provide access to training and ongoing support for people engaged in staff induction

3B Check induction processes are followed

3C Oversee the management of probationary employees

3D Obtain feedback on induction process

3E Refine induction policies and procedures

3A Provide access to training and ongoing support for people engaged in staff induction

The induction of new staff into an organisation is more than a basic presentation on its history and a tour of the facilities. There are a number of requirements to ensure that the new employee is aware of the legal obligations entailed in their position and administration details that need to be covered.

The induction process will only be as efficient or effective as the people involved in conducting it. In some organisations, the induction may be carried out by one person; in large organisations it may be conducted by a range of people who provide information in their area of expertise. It may be your job to make sure everyone is up to date with current legislation and workplace practices and is comfortable with their induction responsibilities.

While induction processes are often well prepared and implemented for full-time staff, make sure the same integrity and efficiency applies to part-time, temporary and casual staff as well as volunteers.

Understand legal requirements

It is a legislative requirement that new employees are advised of their obligations before they commence work. There are a number of legislative obligations they need to be made aware of. Make sure all staff involved in inducting a new staff member know what legislation to discuss and how it affects the person's job role.

Here are four examples of legislative requirements that need to be understood.

Privacy and confidentiality
Employees engaged in the induction process need to know the particulars of privacy legislation in the territory or state/s that the organisation operates in. This includes the collection, recording and storing of personal information (both internal and external clients), payroll data, contracts and day-to-day dealings. Privacy laws and procedures embedded in the organisation's privacy policy and procedures statement need to be current and written in plain English.

Equal employment opportunity
Your staff must understand principles and requirements of relevant anti-discrimination legislation and how they are embedded in your organisation's policies. An organisation's Equity Officer is the first contact for anyone with an equity or harassment complaint. This officer should have the training to conduct equity and anti-discrimination awareness training. Staff specifically involved in induction will need to be confident they can explain the legislation and requirements to new employees.

Ethical standards
It is useful to run refresher courses in workplace codes of conduct, workplace culture and any other work practices deemed important by your organisation. Areas should include duty of care, honesty, trust, people's rights, respecting people's values and being non-judgmental. This might be done through an analysis of current legislation and workplace policies; brainstorming sessions; role-plays; and discussions based on anecdotal evidence.

Industrial relations
Being involved in staff induction and training requires you to be familiar with existing workplace relations legislation and have access to the stakeholders involved in employee/employer negotiations (unions and workplace collectives). For more information on current and relevant industrial relations policies, visit: • http://employment.gov.au/ • www.fairwork.gov.au

Health and safety

Health and safety is a crucial area. All staff need to be kept up to date with legislative changes. The consequences of failing to comply with safety legislation can include an unsafe work environment, low staff morale, accidents and fines. Your organisation is required to have a work, health and safety (WHS) policy in place and all employees are required to receive WHS awareness and risk management training regularly.

If your organisation is large enough to have a dedicated health and safety officer, they will be able to conduct regular awareness training and training for your inductees as required. Staff members must also be trained in reporting any safety requirements in the workplace.

Training opportunities include:

- in-house training conducted by the appointed WHS officer
- external training where staff are sent to a WHS course run by a training organisation
- consultants who will come to the organisation and conduct on-site training
- online training solutions (step-by-step question-and-answer training that is conducted on a PC from work or home).

Induction manuals

If your organisation has an induction manual for those giving inductions, ensure it is written in plain English, all terminology is explained and information is up to date. It is helpful to present information in small chunks, using white space and layout to aid comprehension. If departments do not have a specific induction manual, it may be worthwhile for you to assist them to prepare one and allocate responsibility for maintaining its currency. An induction manual may be one of the few sources of information about the organisation that is provided for casual employees, who may not receive full induction training.

An induction manual might include:

- the organisational structure
- promotional literature
- policies and procedures manual
- a list of terminology specific to the organisation
- staffing responsibilities.

Ongoing support

The organisation may conduct training on topics that should be covered in an induction program for new staff, and this supports staff who are involved in induction training. An example is regular equity and diversity awareness training.

Training might include formal or informal sessions, demonstrations or role-play. Available helpdesks should be included in the training as they will support the staff in using the organisation's information management system. Documentation of training and briefings should be a priority for a human resource department. Whenever a person completes awareness training for any legislation or process this must be documented and recorded.

It is important for staff members to know they will receive support from their supervisor when they are asked to conduct all or part of an induction session. Employees who have induction responsibilities may ask questions to ensure that new staff are well-trained during the induction process.

Staff may need to:

- seek clarification or direction when an issue arises they are not sure how to handle
- inform their supervisor if they identify a problem, breakdown or shortfall in the process
- inform their supervisor if they identify a gap in training
- inform their supervisor if they identify a breach of any legislation in the organisation's policies or procedures.

Provide ongoing support

Depending on your organisation, you may need to provide support to a variety of staff who have responsibilities in the organisation's induction program. You need to consider a range of different strategies for providing support.

Here are examples of types of support required for three different categories of staff.

Trainers

- Update trainers on any relevant content changes.
- Provide training in any legislative or procedural changes.
- Provide access to subject matter experts.
- Provide access to external consultants and experts as required.
- Explain induction policy and procedures, including documentation requirements.

Supervisors of new employees

- Explain benefits of induction process.
- Explain legislative requirements related to induction processes.
- Review induction forms and documents and clarifying their responsibilities.

WHS officers

- Provide support in training delivery methods.
- Provide access to external consultants and experts as required.
- Provide appropriate training tools.
- Provide access to area staff to demonstrate specific procedures.
- Provide support to update training materials to reflect legislative changes.
- Explain induction policy and procedures, including documentation requirements.

Practice task 15

Read the case study, then answer the question that follows.

Case study

Sharon, an administration and reception clerk within a Government department, often briefs new staff on the fire and evacuation procedures but Gino, the health and safety officer, has asked Sharon if she can cover his part of the induction for twelve new staff next week as he is on leave. He tells Sharon that everything she needs is on the computer system in the WHS folder. Sharon looks at the folder on her computer and finds a PowerPoint presentation but no notes to accompany it. Sharon feels that she understands most of the points of the presentation but is worried about the related legislation. She talks to Abdul, a worker from a different department, over coffee about how she is worried about her lack of knowledge on the subject. Abdul asks if she would like him to talk to their own health and safety officer to see if he can help. Sharon says that any help would be appreciated.

Gary, the health and safety officer from the department upstairs, rings Sharon later that afternoon and offers to give the induction presentation instead as he is free when it is scheduled. Sharon thanks him and asks if it would be all right for her to sit in on it, so she can learn in case she is asked to do it again.

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What procedures should an HR manager have in place to ensure that this type of situation is dealt with effectively?

3B Check induction processes are followed

Your organisation's induction policy and procedures should meet the requirements of the organisation's strategic policies and objectives as well as specific legislation requirements.

As part of the procedure, you should have developed forms and checklists to assist the staff involved to progress through the procedure in an orderly, logical manner. The forms will ensure that the new employee is supplied the information and they need to carry out the tasks required in the role.

All of these measures are only effective if they are followed.

Provide leadership

Motivating the staff to ensure that processes are followed is one of the skills that a manager needs. Communicating with your staff is very important. If they understand the value that a correctly conducted induction has to the operation of the organisation they are more likely to ensure it is completed. A simple yet very effective motivator for your staff is to let them know that their efforts are appreciated. Additional incentives or punitive measures may be applied depending on your organisation's culture and your own management style. The incentive-based approach is always the best.

Good leadership skills and communication skills go hand in hand. Ensuring that staff understand the strategic outcomes and outlining the priorities will help to focus them on the task. Leadership is more than just communication; a good leader needs to be decisive, give direction but allow their staff room to do their job. A common model is the functional leadership model, where a balance between the task, the individual, and the group (or organisation) is required to meet the overall objectives effectively. Too much time spent on any one of the dimensions reduces the effectiveness of your leadership.

Meet induction requirements

The induction checklist should include information that will allow you and others to know that the induction process is being followed correctly.

The form will also be useful for an analysis of the process if the new staff member has difficulties in their first few weeks. For example, it may mean that there was not sufficient time given to the induction; the person who gave the induction was not trained appropriately in the first place; or the information was too brief.

By developing a comprehensive form, the organisation will have a record of the training completed by each person. To make the checklist a legitimate record of the process it should also include the requirement to sign and date as each part of the training is completed.

Here is what the form should include.

Process of induction

- The date of the induction
- The person doing the induction
- Where the training is to be carried out
- When the induction will be carried out
- When the induction kit is given to the new employee
- When the induction has been completed

Record of induction

- The inductee's signature for each activity completed
- The signature of the staff member conducting the activity
- The date the activity was completed
- The signature of the manager or supervisor confirming the completion of all activities
- The signature of the staff member who entered the relevant information on the inductee's personal record

Practice task 16

Read the case study, then answer the question that follows.

Case study

Bryce was just promoted to the HR manager position of the Tasmanian branch of a large agricultural company. Having worked his way up through the ranks in the head office in Mildura, Bryce was nervous about his move and working with new people. He familiarised himself with the filing and computer systems on his first day. Suddenly an alarm went off over the PA system. One of the workmen had caught his hand in the auger that loads the grain into the trucks.

A few days later the worker is in hospital and is expected to make a full recovery. The health and safety manager from the head office, Mathew, has flown down to oversee the investigation of the incident. Mathew briefs the staff and tells them that he wants to find out what went wrong to ensure measures are put in place to prevent it happening again.

Mathew asks Bryce for the worker's personnel file, which shows that he is adequately qualified. They also find that he has been with the company for less than a year. Mathew asks to see the record of the worker's induction. Bryce finds an entry on the computer saying that he had completed induction a week after starting with the company.

In the worker's file they find an induction sheet that has his name filled out on the top but has no briefs or activities signed off. After checking the worker's leave record it is found that he had actually been on emergency leave over his induction period. His supervisor had not bothered to reschedule the induction since the worker was qualified and experienced.

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1. What could have led to the breakdown of the process and what are the consequences the company could face regarding WHS legislation and possible litigation? What measures could the head office take to ensure that all branches are following the processes properly?

2. Develop a procedure or checklist to be followed by all branches to ensure that all employees complete the induction process.

3C Oversee the management of probationary employees

The selection process should not only look at the best person for the job but also how they will fit into the organisation. No matter how efficient the selection process is there may be circumstances that make it hard for the employee to work for the organisation. Conversely the employee may not live up to the expectations of the organisation. To allow both parties the opportunity to make sure that the right fit has been achieved, new employees should be employed on probation for a period (usually between one to six months).

At the start of the probationary period you will allocate the employee a supervisor. The supervisor will normally be the supervisor for the new employee's work area. If the new employee is employed as a supervisor or line manager then the supervisor should be the next higher manager or an experienced peer. A 'buddy' or peer may be formally or informally assigned to the employee and provide invaluable support.

The supervisor is responsible for ensuring that the probationary employee receives the appropriate level of supervision and constructive feedback to enable them to learn the requirements of the job and the procedures of the organisation.

Here are benefits to the probationary employee and organisation if formal periodic counselling is provided.

Counselling provides opportunities to:

- confirm an employee's progress
- identify any difficulties and strategies for them to address
- highlight any behavioural issues
- allow the employee to provide feedback.

Formal counselling

Formal counselling should be conducted and recorded using an established proforma or as a record of conversation. Documenting the formal counselling will provide evidence that may be useful down the track.

Reasons for documenting formal counselling
• The tracking of problems and the progress the employee is making to overcome them • The midterm and final probationary reports • Termination of employment • The employee's dispute of their performance assessment • Extending the probationary period

Probation reports, underperformance and completion of probation period

Staff with human resources responsibilities concerning probationary employees require systems, forms and guidance for handling difficulties and documenting the probationary period.

Here are examples of the types of information that is needed.

Probationary reports

Generally probationary reports will be produced at the midpoint and end of the probationary period. The supervisor should conduct a performance assessment of the employee, including reviewing the counselling proformas, and prepare the report. The employee must be counselled by the supervisor on the report and allowed to make a submission if required. The report must be signed and dated by the supervisor and the employee. The form will then be handed to you for review, comment and signature. The employee must be given a copy of the completed report and the original passed to the human resources department. A copy should be placed on the employee's personnel file.

Underperformance or misconduct

Unsatisfactory performance or misconduct will generally be addressed during supervision and counselling. You may decide that it is appropriate to extend the period of probation. If the employee's performance or behaviour does not improve to the required standard, you will be required to initiate the employment termination process. Employees will be given a notice-of-termination period in accordance with the employment agreement.

Completion of probation period

When the employee satisfactorily finishes their probationary period you will need to raise a confirmation of appointment or end of probation letter for the employee.

Example: the need to observe and counsel

Mike is asked to supervise Philipa during her probation period.

He notices that he needs to correct data in the spreadsheets she has produced. He counsels her but records that she is not improving in this area. Philipa says that she often has difficulty reading printed material. Mike raises the matter with his manager, Malcolm, describing Philipa's performance and what she has said.

Malcolm asks Philipa to come and see him, explaining that she has not progressed as much as they would like in the time she has been with them. He asks about her reading difficulty and if she has ever had any form of testing of her eyesight or comprehension. Philipa says no.

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Malcolm arranges for Philipa to have her eyes tested and it is found that she is long-sighted. Philipa is fitted with the appropriate glasses and the errors in her work start to reduce.

Philipa's probationary period is due to finish in one week's time. Malcolm discusses her overall performance with Mike. They both agree that, although her work was not at the standard they required, she has potential. They decide to extend her probationary period a further four weeks.

Practice task 17

During your own probationary period, did you receive adequate management of your progress? Write a summary of the processes used in your organisation to manage employees through the probation period. Include comments on the following areas:

- Regular meetings to discuss progress
- Criteria for measuring performance
- Supervisor and peer engagement
- The use of reports such as counselling reports and induction forms

3D Obtain feedback on induction process

A policy or process that works today may not meet the organisational objectives of the next twelve months. The business world and the legislation that it works within are in a constant state of change. Review and revision of processes is an ongoing task that should be documented in organisational policies and procedures. When creating policies, you will therefore need to include a method of evaluation.

The starting point for an evaluation is receiving input from everyone who has a stake in the objectives of the induction process.

Obtain feedback from these stakeholders:

- Inductees
- Supervisors
- Workers
- Administration staff
- Managers
- Human resources personnel
- Trainers
- Health and safety personnel

Time of the feedback

Ask for feedback from new inductees during and immediately after the induction process to measure their perception of how relevant and effective the induction was to them. They should be surveyed again after they have been in the workplace for approximately a month to assess the relevance of the induction to the workplace.

Trainers should be asked to complete an evaluation after they have completed delivering the sessions. Their focus should be on the relevance and currency of the material, particularly legislation and how well they believed the information was received by the new employee.

A month after the induction, managers, supervisors and workers should be surveyed. The focus for these personnel is on how well the induction prepared the employee for the workplace. In addition, you should survey administration staff, human resources and health and safety personnel approximately a month after the induction to measure how well the inductee has been trained in those areas.

Methods of obtaining feedback

Regardless of the method you use to obtain feedback, questions will need to be developed that will provide you with the information you want. Your questions need to be concise and easy to understand. Keep the language simple and terminology to a minimum.

A popular form of evaluation uses statements instead of questions and the respondent is asked to indicate on a scale the extent to which they agree or disagree. Space for the respondent to add any comments will allow them to expand on their response if they wish. The advantage of this type of questioning is that statements are usually less likely to be ambiguous.

There are various methods for surveying personnel, some of which are listed below.

Feedback methods
• Oral questionnaire • In person • Telephone • Online questionnaire • Paper-based

Example: an evaluation questionnaire

The questions asked of supervisors and administration staff will be different to those asked of the inductees. Their questions will be aimed at how well the induction prepared the employee for the workplace. Some questions ask for an indication of the strength of the respondent's evaluation. Tick boxes can be added to the evaluation form, with these options: Strongly agree; Agree; Neutral; Disagree; Strongly disagree

Here is an example of a questionnaire that can be used to obtain feedback on the effectiveness of an induction process.

Staff induction

The survey covers your satisfaction regarding the interview process, your introduction to the company including training, and your overall perception of your induction.

When asked about your level of satisfaction, choose from: Very satisfied; Satisfied; Dissatisfied.

Section 1 – Pre-employment

1. How were you recruited to [organisation]?
2. How satisfied were you with the number of on-site interviews with [organisation]?
3. How satisfied were you with the organisation and scheduling of your interviews?
4. During the interview process, did you receive a folder with company information?
5. Overall, how satisfied were you with [organisation]'s interview process?

Section 2 – New employee induction

6. How satisfied were you with your first day of induction?
7. How satisfied were you with the welcome you received from your department?
8. How satisfied were you with the time it took to receive your benefits package?
9. How satisfied were you with the benefits automated enrolment process?

Section 3 – Training

10. When you were hired, what percentage of your skills matched those required to perform your job?
11. How satisfied were you with the flexibility and ease of completing the computer-based new staff induction training?

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Staff induction ... continued

12. How satisfied were you with the job-specific training opportunities provided by the Learning and Development Organisation?
13. How satisfied were you with the assistance provided by your manager to complete your training?
14. How satisfied were you with the length of time given to complete training during work hours?

Section 4 – Job specific

15. How satisfied are you that the job you are doing is what you expected to be doing?
16. How satisfied are you with the review of [organisation]'s goals and objectives explained by your manager?
17. Would you recommend [organisation] as a good place to work?

Practice task 18

1. In your organisation, who would you ask for feedback on the organisation's induction process?
2. What method do you use (or would you use) at your organisation to obtain feedback on your induction process? Explain when it is obtained.
3. Write five questions that would be appropriate to use at your organisation when obtaining feedback on the induction process from stakeholders.

3E Refine induction policies and procedures

Once feedback has been collected from all stakeholders, a thorough analysis must be carried out before any adjustments are made. If the evaluation has identified that the induction process is not meeting its objectives in several areas, you will need to refine or adjust the induction policies and procedures.

It is up to you to make a judgment on the feedback you receive; for example, some items may have only been identified by one stakeholder while others may have been identified by many people. One person's opinion does not necessitate change but neither should it be rejected outright. If possible, you should review data from previous evaluations for similar input.

Areas typically reported on include a rushed induction; too much detail provided that was impossible to digest in the time; insufficient information given; no time for questions or two-way communication; and poor rapport.

Follow up all identified points with questions to clarify the perceived deficiency and any suggested solutions. When all the deficiencies have been identified adjustments can be made to the induction policies and process.

Improvements to induction processes

The initial concern identified through feedback may have a variety of sources.

Depending on the cause, one or more of the following may be an effective adjustment to the process.

Possible ways of improving induction
• Adjust the period of time provided to complete induction training or the pace of delivery. • Schedule induction training to avoid peak work periods. • Adjust the period of time provided to complete induction training or the pace of delivery. • Change the delivery methods to increase the participation level and clarifying induction materials to improve their style of language. • Provide training in delivery methods for subject matter experts. • Streamline induction documentation to reduce the administrative burden. • Conduct cross-functional induction sessions to assist new employees build networks in the organisation. • Provide additional information to new employee supervisors to encourage their support of the induction process.

Approval for adjustments

When the deficiencies require an adjustment of policy it may be necessary to discuss the proposed adjustment with the senior manager who approved the original policy; for example, the period of the induction may be extended to cover two days instead of the current one day; the induction may be carried out by a series of staff with expertise rather than the new employee's manager.

When preparing the brief for senior management you will need to present evidence.

Evidence to provide for proposed changes:

- Justification for making the adjustment
- Results of this and previous evaluations
- Deficiencies in employee performance as a result
- Breakdown in procedures
- Proposed changes to policy and processes
- Anticipated results from the adjustment

Draft adjustments and approval

Once you have received approval in principle from senior management for your proposed adjustments, you are now required to draft the changes to the policy and procedure documents. This may be as easy as changing a couple of words or as complex as writing or rewriting a complete procedure. Any forms or templates associated with the policy will need to be adjusted to incorporate the policy and procedure changes.

Once the adjustments have been written and formatted for the existing policy documents, they should be forwarded to the senior manager for approval to publish them.

All policy and procedure manuals should include an amendment status or version control table in the preliminary pages to record all changes from the originally published document. The table should include the amendment, the date the amendment was published, the affected sections or pages and the name of the person who drafted the amendment (so that queries may be directed to them).

Here is an example of an amendment status table.

Amendment	Date	Areas affected	Drafted by
1.	28 Jan 12	Pages 23 (culture), 24 (personnel), 32 (technology), 51 (follow up)	K. Miller
2.	31 Mar 14	Counselling frequency pg15	K. Miller
3.	2 Jul 16	Section 2	D. Lumberg
4.			

Evaluation and review

Review and evaluation of your policies and processes must be ongoing. Whether it is changes in legislation or your organisation's objectives it is vital that you keep your policies up to date. You will need to conduct an evaluation at the end of every induction process to ensure that it meets the desired outcomes and strategic goals of the organisation. You will also need to keep abreast of all changes in legislation and in the community's moral expectations to ensure that your policy is as appropriate as possible.

Example: amend an induction process

Anthony works in the HR department of a large rural fencing supply company. He has been given the task of arranging the induction training for a group of five new sales staff. Anthony locates the company's policy and induction process documentation. He identifies appropriate personnel to deliver the required training and briefs them on the upcoming induction. The induction training is conducted and the new sales staff are allocated mentors to supervise them through their probationary period.

A month after the induction training was conducted, Anthony calls the inductees to ask them questions on how the induction prepared them for the workplace and if they have any comments to make. He also asks their mentors how prepared the inductees were and if any changes might be required.

Anthony collates this feedback with that from the evaluations carried out directly after the induction and identifies that there is a requirement to update the training on the organisation's sales processing and ordering system. Anthony discusses the proposed changes with the senior sales manager.

He then drafts an amendment to the induction policies and process and a brief for the HR senior manager. The senior manager gives approval for the amendment and Anthony incorporates it and publishes the amended policies and process document.

Practice task 19

1. Obtain your organisation's induction process and evaluate it. Report your findings.

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2. Compare your role to that of your senior manager in making amendments to the induction process.

Summary

1. The induction of new staff into a workplace ensures that they are aware of the legislative and company requirements and procedures.
2. The induction process is only as effective as the people conducting it. Training of the staff conducting the induction is as important as the process itself.
3. It is imperative that all inductions are conducted according to the same process and the same standard across the entire organisation. HR managers need to develop the communication and leadership skills to ensure everyone knows how important the process is.
4. Probationary periods allow the organisation to ensure the new employee fits the organisation and the organisation fits the employee.
5. The induction process must meet its objectives and feedback from all those involved must be sought to evaluate the process.
6. The amendment of organisational policies and procedures should not be made lightly; approval of senior management must be given.

Learning checkpoint 3
Manage staff inductions

This learning checkpoint allows you to review your skills and knowledge in managing staff inductions.

Part A

1. How would you provide ongoing support to supervisors of new staff and trainers involved in staff induction within your organisation?

2. Write a brief questionnaire, using a method you have learnt about in this course, to check that trainers and supervisors of new employees are observing the correct induction processes. Ask the staff to complete the questionnaires and analyse their responses.

3. Describe how you would consult and gain feedback from an employee you had just observed completing their induction. What methods of feedback might you include? Comment on the questioning and listening style you would employ.

4. Demonstrate how you have made adjustments and refinements to an induction policy or procedure by providing a list of the improvements you have made with evidence of the process of gathering feedback effectively from others.

5. Identify the benefits of providing periodic counselling to probationary employees.

Part B

Read the case study, and then answer the questions that follow.

Case study

The manager at Chucky Chicken is conducting a training session as part of the induction process. At the induction he finds it extremely difficult to explain the concepts as they are described in the induction manual. The inductees have great difficulty in following the text and the classroom exercises are beyond their capabilities.

To ensure that he is being fair, the manager analyses the learner guides and assessment workbook he has been given for the induction process. Upon inspection, he finds that the training manual and related materials have been contextualised for use within a university. Given that most of his inductees are still attending school at a Year 10 level he subsequently contacts the human resources department to try and correct this misalignment.

1. In what ways could you rectify the learning gap within the induction process?

2. What policies and procedures would need to be considered when updating the materials?