



- BSB50215 – DIPLOMA OF BUSINESS
- BSB50618 – DIPLOMA OF HUMAN RESOURCES MANAGEMENT
- BSB51918 – DIPLOMA OF LEADERSHIP AND MANAGEMENT

Study Support materials for

BSBHRM506 - Manage recruitment selection and induction processes

BSBHRM405 - Support the recruitment, selection and induction of staff



STUDENT HANDOUT

This unit describes the performance outcomes, skills and knowledge required to manage all aspects of the recruitment selection and induction processes in accordance with organisational policies and procedures. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement

This unit applies to human resources managers or human resources personnel who take responsibility for managing all aspects of selecting new staff and orientating those staff to their new positions. It is not assumed that the manager will be directly involved in the selection processes themselves, although this may well be the case. In small organisations this role may belong to someone who is not a dedicated human resources professional; the unit however will still be applicable.

The Australian Government states that students must have a sound understanding of the Elements and Performance Criteria relevant to this unit. Below is what you need to know by the end of this course.

Elements and Performance Criteria (Support recruitment)

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1 Develop recruitment, selection and induction policies and procedures	1.1 Analyse strategic and operational plans and policies to identify relevant policies and objectives 1.2 Develop recruitment, selection and induction policies and procedures and supporting documents 1.3 Review options for technology to improve efficiency and effectiveness of recruitment and selection process 1.4 Obtain support for policies and procedures from senior managers 1.5 Trial forms and documents supporting policies and procedures and make necessary adjustments 1.6 Communicate policies and procedures to relevant staff and provide training if required
2 Recruit and select staff	2.1 Determine future human resource needs in collaboration with relevant managers and sections 2.2 Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in recruitment, selection and induction processes 2.3 Provide access to training and other forms of support to all persons involved in recruitment and selection process 2.4 Ensure advertising of vacant positions complies with organisational policy and legal requirements 2.5 Utilise specialists where necessary 2.6 Ensure selection procedures are in accordance with organisational policy and legal requirements 2.7 Ensure processes for advising applicants of selection outcome are followed 2.8 Ensure job offers and contracts of employment are executed promptly, and new appointments are provided with advice about salary, terms and conditions
3 Manage staff induction	3.1 Provide access to training and ongoing support for all persons engaged in staff induction 3.2 Check induction processes are followed across the organisation 3.3 Oversee management of probationary employees and provide them with feedback until their employment is confirmed or terminated 3.4 Obtain feedback from participants and relevant managers on extent induction process is meeting its objectives 3.5 Make refinements to induction policies and procedures

Manage Recruitment Selection and Induction Processes



SESSION 1

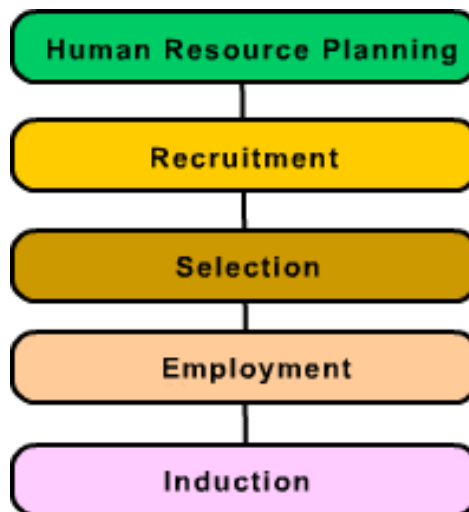
This week we will touch on some of the following issues.

- Difference between strategic and operational HR roles
- HR policies
- Estimating staffing requirements
- Goals and values
- Support practices
- Retaining employees
- Job design and redesign
- Transfers and promotions
- Exit interviews
- Trends
- Students are supplied with sample documents on recruitment, selection and induction for discussion.

Recruitment planning

In any organisation the people (human resources) are the most valuable asset. What happens when an organisation needs new or additional staff? How can the organisation try to ensure it selects quality people who will fit into the existing workplace? Human resource planning requires an assessment of the current and future needs of the organisation and the best ways to meet those needs.

There are five main steps in the selection of staff.



Other factors also affect the selection of staff. These include the organisational culture and the cost of recruitment.

Organisational culture

The culture of an organisation plays an important part in the working lives of the employees. For new employees to remain with an organisation they must feel comfortable and be able to fit in with the unwritten rules, values and beliefs that make up the organisational culture.

The work culture includes the ways people behave within the organisation, how they interact with each other, the atmosphere, the work ethic (such as a 'can do' philosophy), the style of dress and the organisational structure of the hierarchy.

It has sometimes been necessary for staff at ValleyView to work through their lunchtimes or stay after 5 pm in order to complete a project. Traditionally, this contribution to the team effort has been recognised by the managers in ways other than the payment of overtime. This is an aspect of the culture of the organisation.

Cost of recruitment

Recruiting new employees is an expensive and non-profit process both in terms of money and time. The cost of recruitment must be considered and budgeted for in the selection of new employees. It is estimated that before a new staff member begins their first day, an organisation will have spent at least \$10 000, depending on the level of the position. This cost comprises:

- advertising costs
- paid time taken by staff in sorting applications, answering queries, interviewing applicants, checking references and contacting successful and unsuccessful applicants
- training
- costs associated with testing
- external consultancy costs, job assessment and evaluation

Costs to remove an incumbent may also be incurred.

Staff members involved in the selection process are removed from their normal work duties. This adds to the cost of employment. Notes from an exit interview may need to be reviewed to allow issues to be considered in preparing the position description for the new role. Once a new staff member has been employed, productive time can only commence after the orientation and induction process takes place. Existing employees spend time and effort adapting to a new team member and either formally or informally training that person. There are also costs associated with lost opportunities. Revenue lost from incomplete or poor performance may be considerable. This has not been accounted for in the cost calculated above.

1. Human Resource Policies

Why do we need them and how do we design one? Each one needs to be specifically designed for the individual organisation. But there are some basics that apply to all HR Policies.
(Attachment 1 – Sample HR Policy: See below)

2. Position Specification

Why do we need this and how do we design one?

- Key elements of a Position Description
 - Position profile
 - Position summary
 - Selection criteria
 - Key responsibilities
 - OHS statement
 - Job complexity, skills and knowledge

3. Job Description

What is the difference between this and a Position Specification?

Job description mainly describes the one's responsibilities and duties needed to be performed regarding certain job, while Job specification describes the knowledge, qualification and competencies required to perform that job.

Job Description and Specification

Job descriptions describe the job and not the individual who fills the job. They are the result of job analysis within a given organization and are essential to the selection and evaluation of employees. Job advertisements or postings are based on the job description.

A Job description is a written statement that defines the duties, relationships and results expected of anyone in the job. It is an overall view of what is to be done in the job. Typically it includes a written statement that defines the duties, relationships and results expected of anyone in the job. It is an overall view of what is to be done in the job. Typically it includes

- Job Title
- Date
- Title of immediate supervisor
- Statement of the Purpose of the Job
- Primary Responsibilities
- List of Typical Duties and Responsibilities
- General Information related to the job
- Training requirements
- Tool use
- Transportation

Look at some of the ones used by agencies on www.seek.com.au or www.careerone.com.au

The character of the organization is the basis for the description of positions. Information about the organization might include

- Name of Company
- Main Product(s) and/or Service(s)
- Location
- Number of Employees
- Company Structure
- Names of Officers
- Hours of Work

Job analysis

Job analysis is the systematic assembly of all the facts about a job. The purpose is to study the individual elements and duties. All information related to the salary and benefits, working hours and conditions, typical tasks and responsibilities is required for the job analysis. The results of job analysis are job description and job specification. Is the systematic assembly of all the facts about a job? The purpose is to study the individual elements and duties. All information related to the salary and benefits, working hours and conditions, typical tasks and responsibilities is required for the job analysis. The results of job analysis are job description and job specification.

Job Specification

Job Specification is an analysis of the kind of person it takes to do the job, that is to say, it lists the qualifications. Normally, this would include is an analysis of the kind of person it takes to do the job, that is to say, it lists the qualifications. Typically this would include:

- Degree of education
- Desirable amount of previous experience in similar work
- Specific Skills required
- Health Considerations

For senior job descriptions it is useful to break key responsibilities into sections covering Functional, Managerial, and Organisational areas.

The most difficult part is the Key Responsibilities and Accountabilities section. Large organisations have generic versions for the most common organisational roles - so don't re-invent the wheel if something suitable already exists. If you have to create a job description from scratch, use this method to produce the 8-15 responsibilities:

1. Note down in a completely random fashion all of the aspects of the job.

2. Think about: processes, planning, executing, and monitoring, reporting, communicating, managing people/resources/activities/money/information/inputs/outputs/communications/time.
3. Next combine and develop the random collection of ideas into a set of key responsibilities. (A junior position will not need more than 8. A senior one might need 15.)
4. Rank them roughly in order of importance.
5. Have someone who knows or has done the job well check your list and amend as appropriate.
6. Double check that everything on the list is genuinely important and achievable.

Do not put targets into a job description. Targets are a moving output over which you need flexible control.

Do not put 'must achieve sales target' into a job description. This is a pure output and does not describe the job. The job description must describe the activities required to ensure that target will be met.

Do not have as one of the key responsibilities 'and anything else that the manager wants'. It's not fair, and no-one is ever committed to or accountable for such a thing.

SESSION 2

The following areas are to be covered in these sessions so students have the necessary knowledge to be able to gain competency in this task:

- application processing
- competency profiling
- documentation and use of standard forms
- equal opportunity, anti-discrimination and diversity principles
- interviewing methodologies
- job analysis, job classification, job description
- privacy and confidentiality
- probationary periods
- psychometric assessment
- peer review
- recruitment advertising
- reference checks
- selection panels
- training for new staff
- use of external agencies
- those who have a role in the recruitment selection or induction processes
- work samples
- skill assessment

Advertising options to be reviewed. Discussions to include:

- internal channels
- internet
- newspapers
- radio
- television
- recruitment agencies or specialists

Specialists include: agencies, remuneration specialists, staff who perform security checks, vocational psychologists. Review options for technology to improve the efficiency and effectiveness of the recruitment and selection process. This is to be included in the assessment task.

Reaching Potential Candidates

Advertising job vacancies in newspapers and other print media such as specialist journals, on the organisation's intranet and noticeboards, on online job portals and on the organisation's website are popular methods of attracting applications. Many recruitment agencies, dedicated internet recruitment sites and employers have interactive websites that list employment opportunities and accept applications, and there are agencies that specialise in mature-age workers, people with disabilities and the long-term unemployed that can be tapped into.

Application Forms

Application forms are designed to collect a precise and logical summary of the applicant's education, work history and any other factors relevant to the position.

There is certain information that you are not allowed to collect on an application form, such as marital status, age, criminal record/traffic convictions, language, physical ability, etc. You must be very careful not to breach the person's privacy by asking inappropriate questions.

Selection Tests

Pre-employment testing falls into three categories: aptitude and skill tests, medical tests, and psychological tests. And there are a lot to choose from – more than 1500 commercial skills and psychological tests from 90 suppliers are available. Many of them require a qualified person to administer them and some require the supervision of a registered psychologist.

Interviews

Can you imagine hiring someone without having first met and talked to them? Or accepting a job before meeting your boss-to-be and seeing the workplace? That's why job interviews are the most commonly used selection method. They give both parties a chance to learn about each other. The interviewee can get a feel for the working environment and climate and culture of the organisation, while the interviewer can gain more detailed information about the candidate's skills and motivational fit.

Employment interviews can be structured or unstructured. People who have never been properly trained in how to conduct an interview favour unstructured interviews. They are more like a series of meandering questions aimed at nothing in particular. Structured interviews have a significantly higher chance of making a successful selection decision and are more positively viewed by candidates, who feel they are more relevant and thorough.

The best way to find a match between candidates and your person specification is to ask good questions and listen carefully to the answers. You can't find out anything about a candidate while you are talking, so aim to listen for 60 – 70% of the interview and to talk for only 30 – 40%. Listen closely to everything the candidate says and consider how well it matches your person specification. While it's tempting to select someone who can 'hit the ground running' because of past experience in similar roles, remember that, long term, the best person for the job is the person who is a good motivational fit with the organisation and the vacancy even when you need to top up their skills with some training.

Reference Checks and Informal Checks

Reference checking protects your organisation's interests by endorsing your selection decision and validating the candidate's main claims.

SESSION 3

Students should now know how to develop policies and procedures based on a sample format already discussed and session content from previous sessions. This is part of the assessment task.

Based on the policies and procedures being developed individually, students are to spend these sessions developing forms that are required for recruitment, selection and induction as part of the assessment.

Students should have selected a position in the workplace and write an advertisement for the position and a job description. The next step is to write a response to the advertisement, applying for the position in writing. If time permits we will conduct some mock interviews for the position.

We will then design a set of panel interviews suitable for the position and a way to mark each candidate against the criteria required in the advertisement.

We will work on a contract for the successful person and a letter advising candidates that are not successful.

All of these forms are required for the assessment.

SESSION 4

Induction – Each student is to develop and present to the group an induction checklist based on the position they required to be filled during the interviews.

Based on the position advertised previously, develop the documents required to offer the successful applicant the position. These documents are to include:

- Remuneration

- Terms and conditions
- How and when paid
- Deductions to pay
- Hours of work
- Holidays
- Uniform/presentation
- Any other information relevant to your organisation and the position

We will then identify a suitable performance appraisal checklist and discuss the importance of performance appraisals after a probationary period. There are some key points to consider:

- Ways to appraise performance – how is this done?
- Information needed from appraisal meeting – what are we trying to achieve.
- Write a performance appraisal checklist specific for the position
- What training and support would assist the incumbent in their position?
- Agreed action – signed by both assessor and candidate.

Session 4 – Revision for the Assessment

There are 12 steps in the Recruitment process and during the four weeks of this unit you should be made aware of each and every step:

1. Workforce planning and establishing the position
2. Preparing the Position Description
3. Advertising the position
4. Forming a selection committee
5. Short-listing applicants
6. Interviewing applicants
7. Seeking reference reports
8. Deciding upon the successful applicant
9. Managing unsuccessful applicants
10. Offer and appointment
11. Accountability
12. Induction

Attachment 1 for part A, Question 4

Sample HR Policy - Staff Recruitment, Induction, and Ongoing Development

1. Purpose

This policy and procedures dictate (*name of organisation's*) staff recruitment, staff induction and ongoing staff development practices to ensure recruitment of highest calibre staff and compliance with regulations.

2. Policy

This policy and procedures outline (*name of organisation's*) staff recruitment, staff induction and ongoing staff development practices and are aimed at ensuring that:

- all (*name of organisation's*) staff are selected on the basis of merit through fair and open processes;
- staff induction programs provide information on the organisation's policies
- all staff are provided with ongoing development opportunities

3. Scope

This policy and procedures apply to (*name of organisation's*) operations

4. References

Anti-Discrimination Act, Fair Work Act, Equal Opportunities Act.

5. Procedures

5.1 Staff Recruitment

5.1.1 Pre-recruitment Consultation

The (*name of organisation's*) Director or designate will normally plan the recruitment and selection process once a position has become vacant or when a new position is being created.

The pre-recruitment decision making would normally involve the Manager and designated staff members of the selection panel.

At the pre-recruitment meeting the following will be discussed and resolved:

- the advertisement;
- the position description and selection criteria;
- selection techniques and processes

Other items which may be discussed are:

- where the position fits in terms of the future needs of (*name of organisation's*);
- any occupational health and safety issues associated with the position,
- whether the position as described in the position description is the best way of completing the tasks needing to be done in the area,
- interview questions,
- reference checking,
- counselling of applicants (if applicable), and
- probation period

5.1.2 Advertising

Vacant positions will normally be advertised both internally and externally. (*Name of organisation's*) director or designate may alter this arrangement as required.

External advertisements may be placed in a number of newspapers and other publications.

The main vehicle for internal advertising is (*name of organisation's*) staff meeting and/or memo.

Normally internal only advertising is used when the position being offered is considered as a career development opportunity for existing staff or where it is considered unlikely that a candidate external to (*name of organisation's*) could fill the position satisfactorily.

Formal advertising and selection processes should be used where the position is one of considerable responsibility (Middle management or higher or any role where risk is associated with decision making)).

Formal selection processes must occur for all internal vacancies where there is more than one applicant.

5.1.3 Selection

(*Name of organisation's*) aims to recruit staff of the highest calibre. The aims of the selection process are:

- to ensure that the right person is selected for the position,
- to ensure a credible, consistent, fair, open and accountable approach; and
- to ensure that applicants have a positive view of (*name of organisation's*) and its procedures.

This section contains the policies and procedures for the selection of staff.

5.1.3.1 Selection Committees

Selection committee members must be satisfied that the widest possible field of candidates has been attracted through the search and advertising processes.

The resources available for the selection committee members may include:

- all of the applications and written references,
- the position description and selection criteria,
- policies on equal opportunity and recruitment and selection,
- the Training & HR plan and other relevant material such as the specific requirements and qualifications of the relevant industry training package

Selection committees must select on merit against the selection criteria, the individual's potential and the individual's personal attributes. In the case of general staff the candidate must exhibit the potential to advance to more senior positions and/or the ability to develop other skills that may be required by (*name of organisations*).

Both genders may be represented on all selection committees.

Upon request any applicant should be advised of the membership of the selection committee.

5.1.3.2 Conflict of Interest

No selection committee member may be a close relative or personal friend of a candidate. Selection committee members should declare any conflict of interest before the process commences and, if necessary, withdraw from the committee.

5.1.3.3 Confidentiality

The proceedings of the selection committee, including all documents and correspondence considered by the committee, are for the information of members only and must always be regarded as confidential. These matters remain confidential although the results of the committee's recommendation may be made public. Panel members must refrain from discussing any aspect of the appointment with non-panel members.

5.1.3.4 Referee Reports

Referee reports are normally requested and used as part of the short listing process. They may also be sent in with the candidate's application. When a short list has been compiled, or when the selection process has been completed and the committee is considering all of the information before making a final decision, the referee reports should be critically appraised and validated by personally contacting the person who wrote the reference.

Verbal reference checks must be structured and probing.

5.1.3.6 Selection Committee Recommendation

A recommendation is provided by the selection committee to the Director or designate who reviews the information and makes the final decision.

5.1.3.7 Notification

Following approval of the selection panel recommendations the (*Name of organisation*) Director or designate will:

- arrange for the contract of employment to be forwarded to the successful applicant; and
- advise unsuccessful applicants

(*Name of organisation*) Director or designate is required to provide every appointee with a contract of employment which stipulates the type of employment and informs the staff member of the terms of engagement at the time of the appointment in relation to:

1. for all permanent staff members, the classification and salary/hourly rate of the staff member on commencement of the employment, the hours or the fraction of full-time hours to be worked and the length and terms of probation;
2. for a fixed-term staff member, what is the duration of the employment, the length and terms of probation (if any), and the circumstance(s) by reference to which the use of fixed-term contract for the type of employment has been decided for that employment;
3. for casual staff, the classification and hourly rate of the staff member on commencement of the employment, expected days and hours which are dependent on student enrolments, courses and units scheduled and occurs over a long period of time. The emphasis of development is on career improvement through personal growth, along with keeping up to date with the latest industry products and services

5.3.3 Actions

5.3.3.1 Training & Development

(*Name of organisation*) shall devote resources to establish training needs to continuously improve our quality standard.

(*Name of organisation*) training and development is the responsibility of the Director.

(*Name of organisation*) Director or designate has the responsibility for:

- identification of need for present training of personnel;
- perceive future needs for skill development; and
- induction training for new employees

5.3.3.2 Training Program

(*Name of organisation*) Director or designate is responsible for planning, implementation and development of a training program, this program generally includes:

- training personnel to meet their functional roles; and
- the planning and organisation of quality awareness programs.

5.3.3.3 Training Requirements

(Name of organisation) shall establish training requirements for all quality related processes.

The Director is responsible for ensuring that:

- Training needs are assessed;
- Training is planned;
- That the training is carried out according to that plan; and
- Training records are maintained.

5.3.2.4 Documentation & Review

(Name of organisation) Director shall review and document the effectiveness of the training with selected Staff.

5.3.2.5 Records

The training records for all Training Staff shall be retained by the Manager.

Each employee who is associated with the delivery of accredited training has a record prepared that:

- indicates the training he or she will require to work satisfactorily;
- records the employees having received this training;
- records all new employees associated with the delivery of accredited training having undergone induction training; and
- includes training

6. Documentation

STAFF TRAINING RECORD - Sample

Employee Name:	Date Commenced in Company:
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Training	Conducted By	Date	Duration	Results	Supervisors Initials	Employee Initials

Helpful Websites:

<http://www.launchpadrecruits.com/insight-articles/the-10-biggest-tech-trends-that-will-rock-the-recruitment-world-in-2014>

<https://www.humanrights.gov.au/best-practice-guidelines-recruitment-and-selection>

<https://www.ahri.com.au/assist>