**Marker Guide 10**

**DIPLOMA OF PRACTICE MANAGEMENT**

Manage recruitment selection and induction processes

BSBHRM506

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First Edition, August 2023

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SHORT RESPONSE QUESTIONS

Section 1

DEVELOP RECRUITMENT, SELECTION AND INDUCTION POLICIES AND PROCEDURES

1.1 The effective management of recruitment, selection and induction processes is important to the success of any business. In the appropriate spaces in the table below, list three direct costs and three indirect costs of poor recruitment and selection. (Your total response should be no more than 50 words)

|  |  |  |
| --- | --- | --- |
| Students should identify three direct and hidden costs. The direct and hidden costs below have been taken from the study guide. These are example responses only. | | |
|  | Direct Costs | Hidden Costs |
| 1 | High staff turnover | Reduced productivity |
| 2 | Possible litigation | Loss of clients or customers |
| 3 | Re-advertising & selection costs | Low staff morale |
| 4 | Lost productivity whilst position is vacant | Potential to destroy the organisation’s reputation |

1.2 Recruitment, selection, and induction policies must align with business objectives.

a) Provide three examples of business objectives that an organisation might have. (Your total response should be no more than 50 words)

|  |  |
| --- | --- |
| Student’s responses may vary. Examples of the types of business of objectives may include, but are not limited to:  Increase revenue  Increase profit  Improve customer service  Support the community   * Foster strong workplace culture * Innovation * Expanding the business * Downsizing   Other logical responses may also be accepted. | |
| Example Business Objectives | |
| 1 |  |
| 2 |  |
| 3 |  |

b) Select one of the example business objectives you provided in your response to 2a above and briefly outline how recruitment, selection, and induction policies could be used to support this objective. (Your response should be no more than 50 words)

|  |
| --- |
| Students need to be able to demonstrate how recruitment, selection, and induction policies could be used to support organisational objectives. Students’ responses will vary and will depend on the objectives they identified in the previous question.  Example response if they identified “improve customer service” as the objective.  “To support the objective of “improve customer service” recruitment, selection, and induction policies should focus on quality customer service. Recruitment and selection policies should incorporate customer service requirements that potential candidates should address. Induction policies should incorporate an emphasis on the importance of customer service when a new employee commences on their first day” |

1.3 It is important to ensure that recruitment, selection, and induction procedures are developed in accordance with both organisational policy and legal requirements. The table below lists four critical types of legislation. You must complete the table by briefly outlining how an organisation can ensure that they comply with their requirements under each type of legislation. The first one has been done for you as an example of the depth of information required. (Your total response should be no more than 150 words)

|  |  |
| --- | --- |
| Students should identify Privacy, Industrial Relations and Anti-discrimination legislations. Their explanations need to demonstrate how an organisation can meet legal requirements.    The explanations below have been taken out of the Study Guide. | |
| Legislation | Meeting Legal Requirements |
| Work Health and Safety Legislation | Work health and safety legislation is designed to protect everyone in the workplace and mandates that employers provide employees with information and training in WHS principles and practices as well as a safe working environment. To comply with this legislation, organisations should ensure that training is delivered and that safe practices are followed by all staff. Workplace-specific WHS training should also be provided during induction. |
| Industrial Relations Legislation | Ensure employment contracts and terms of employment are in accordance with NES |
| Anti-Discrimination Legislation | Ensure that recruitment and selection processes follow strict guidelines based on the requirements of the role and not a person’s ethnic background, gender, religion or marital status etc. |
| Privacy Legislation | You should ensure that you are keeping potential candidates and all employees’ information in lockable filing cabinets, password protected data bases or password protected files. There should also be a policy that mandates that discussion of personal information of applicants should not be discussed with anyone who is directly not involved with the recruitment and selection processes. |

1.4 Policies and procedures help to convey what your organisation wants to do and how it will be done. They act as a reference point for how an organisation operates day to-day and how they comply with legislation and codes of practice.

1. In the table below, list the seven sections that are commonly incorporated into well-written policies and procedures. (Your response should be no more than 20 words)

|  |
| --- |
| Students’ should identify the following 7 steps:   * Purpose * Revision history * Persons affected * Policy * Definitions * Responsibilities * Procedures |

b) Provide three examples of common policies and procedures used for the processes of recruitment, selection, and induction. (Your total response should be no more than 25 words)

|  |  |  |
| --- | --- | --- |
| Students’ responses will vary but they should list three examples of common policies and procedures used for recruitment, selection and induction from the options below. | | |
| Common Policies and Procedures | | |
| **Recruitment** | **Selection** | **Induction** |
| Job Analysis | Interview | On-boarding |
| Job Advertisement | Referee Checking | Privacy |
| Request to advertise | Panel Selection | Code of Conduct |
| Short Listing | Unsuccessful Candidate | Induction |
| Job Description | Pre-employment Checks | Anti- Discrimination |
| Screening Applicant | Probation | Equal Employment |

1.5 It is important that any new policy and/or procedure is endorsed by senior management before it is implemented. Briefly outline three strategies you could use to obtain support for your policies from senior managers. (Your response should be no more than 75 words)

|  |
| --- |
| Students need to demonstrate an understanding of how they can gain support from senior management. There example response below includes the six strategies that are provided in the study guide, however responses may include but are not limited to these. Other suitable responses may also be accepted.   1. First, help them recognize the NEED for change. 2. Help the senior execs see the overall vision/direction of change before you present all the details of your plan. 3. Present multiple options for implementation. 4. Allow questions and discussion during your presentation, and be prepared for other ideas to surface. 5. Research to find other companies where your plan/approach has been successful. 6. Establish trust with senior management by following through. |

1.6 When you are ready to implement a policy and/or procedure, it is important that you trial it and its associated documentation first to identify any unanticipated complications. Briefly outline the steps you would implement to trial policies and documents before their widespread implementation. (Your response should be no more than 50 words)

|  |
| --- |
| Students need to demonstrate an understanding of trailing policies and procedures. Answers may include, but are not limited to the four provided below (as explained in the study guide) Other implementation steps that are logical may also be accepted.   1. Implement it with a small group 2. Evaluate the results 3. Report the results to senior management 4. Make any necessary adjustments |

Integrating your knowledge

To respond to the questions in this section of the Assessment Book you are to imagine that you are the Operations Manager for Tranquillity Wellness Centre, a holistic health and wellness centre located in the inner suburbs of Brisbane. Part of your responsibilities include managing the recruitment, selection, and induction processes.

Extracts from key Tranquillity business documents are included in your BSBHRM506 Assessment – Supporting Documents Book. You will need to review these documents in order to respond to the questions below.

1.7 Review Tranquillity’s Strategic Plan (Supporting Document A) and Policies and Procedures Manual (Supporting Document B) before responding to the following questions.

1. After analysing Tranquillity’s strategic plan, select one objective you have identified and explain how it will affect your role of managing the recruitment, selection, and induction process.

|  |  |
| --- | --- |
| Students may select any of the following objectives as they will all impact the recruitment and selection process:   * Hire an additional 3 wellness practitioners by August 2023 * Introduce meditation classes to Tranquillity’s range of services by July 1, 2024. * Maintain a low turnover rate of less than 10% annually for wellness practitioners. * Increase profits by 12% each year for the next three years. * Increase Tranquility’s brand recognition. * Implement a plan to introduce two new Tranquillity centers in the next 5 years.   They should justify why their chosen objective will affect the process. Example has been given below.  *Note: Students are expected to apply knowledge gained from the Study Guide to the Tranquillity scenario.* | |
| **Objective** | **Explanation** |
| Hire an additional 3 wellness practitioners by August 2023 | This objective will affect my role of managing the recruitment, selection and induction process as I will need to ensure that 10 wellness practitioners are recruited by August 2023. |

1. After analysing Tranquillity’s existing policies and procedures, identify three additional recruitment and selection policies and procedures you believe should be developed and explain your answers.

|  |  |  |
| --- | --- | --- |
| **St**udents need to identify three policies and procedures that should be developed and explain their answers. Answers will vary, but they may select three of the following:   * Interview policies and procedures * Referee Checking Policies and Procedures * Application processing policies * Equal opportunity, anti-discrimination and diversity principles policies * Privacy and confidentiality policies * Attendance and Termination (Voluntary and Involuntary) policies * Performance Management policies * Sick Leave, Short Term Disability, Long Term Disability policies * Discrimination and Harassment/Respectful Workplace policies * Health and Safety policies * Alcohol and Drug Use Policies   Other logical responses may also be suitable  *Note: Students are expected to apply knowledge gained from the Study Guide to the Tranquillity scenario.* | | |
| **Policies and/or Procedures to be developed** | | **Explanation** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

1. You have noticed that Tranquillity does not have an induction policy/procedure. Using the template below, develop an appropriate induction policy. Be sure that your policy/procedure complies with organisational and legislative requirements.

|  |  |  |
| --- | --- | --- |
| Students should ensure that their induction policy and procedure is legally sound and logical. An example has been provided in the study guide and has been adapted to suit below.  *Note: Students are expected to apply knowledge gained from throughout the Study Guide but particularly the Induction Policy and Procedures provided under the subheading* ***Recruitment and Selection Policies and Procedures*** *of the Study Guide to the Tranquillity scenario.* | | |
| A logo for a wellness center  Description automatically generated  **Induction Policy and Procedures** | | |
| **Purpose** | Tranquillity requires all new Employees to the organisation participate in an Induction and onboarding program to assist the Employees to adjust to their new responsibilities and work environment. | |
| **Revision history** | First Edition, 1/05/2023 | |
| **Persons affected** | Line Managers  Team Leaders | |
| **Policy** | **Business Summary** | Tranquillity Wellness Centre is a Brisbane based holistic health and wellness company. Tranquillity currently offers a range of holistic health services including chiropractic, acupuncture, naturopathy, and homeopathy and massage therapy. |
| **Mission** | To provide clients with holistic solutions to their health and wellness needs by incorporating knowledge from a wide range of natural and alternative therapies. |
| **Company Culture** | Equal Opportunity employer |
| **Definitions** | “Employee” | A person employed by Tranquillity and whose conditions of employment are covered by the Enterprise Agreement and includes persons employed on a continuing, fixed term or casual basis |
| “Induction” | A process of providing information, which is relevant to a new employee during the first few weeks of work. The induction process is available to:   * Staff new to the Foxys’ Fashion Maison, * Staff transferring from one location or work area to another * Any staff member who has not previously received an induction. |
| **Responsibilities** | The nominated Team leader is the key person in the induction process and has responsibility for the overall conduct of the induction process including. Line managers are to follow-up and review after each induction. | |
| **Procedures** | Induction involves:   1. A briefing with the immediate supervisor on key issues; 2. A meet and greet with all staff 3. Run through business expectations, policies, procedures and job role 4. Organise payroll information 5. Set-up staff file 6. The provision of an Induction Package. | |
| **Optional/Supporting Documents** | * Organisational flow chart * Workplace Health and Safety Booklet * Fair work procedures * Union Pamphlet * Grievance Procedure | |

1. After developing your induction policy, you obtained support from senior management and trailed the new policy with a small group of new hires. Now that your policy has been approved and amendments have been made, you now need to communicate this to relevant staff as it is to be effective immediately. You have scheduled a mandatory training meeting for 11am on 20th of May in the boardroom. In the space below, draft an e-mail that communicates to relevant staff that:

* There is a new policy and procedure
* The steps that need to be followed for induction
* Details of the scheduled meeting

(Your response should be no more than 150 words)

|  |
| --- |
| Students need to demonstrate the ability to communicate policies and procedures to relevant staff. An example has been provided |
| To: [All.relevant.staff@tranquillity.com](mailto:All.relevant.staff@tranquillity.com) |
| From: @Tranquillity.com |
| Subject: New Policy |
| Dear all staff,  Please note that there is a new induction policy and procedure that will be effective immediately. Essentially, the new process will involve:   1. A briefing with the immediate supervisor on key issues; 2. A meet and greet with all staff 3. Run through business expectations, policies, procedures and job role 4. Organise payroll information 5. Set-up staff file 6. The provision of an Induction Package.   There is a training session that will be held in the boardroom at 11am on the 20th of May. Please Confirm Your Attendance. |
| Kind Regards, |
| *Note: Students are expected to apply knowledge gained from the Study Guide and their responses above to the Tranquillity scenario.* |

Section 2

RECRUIT AND SELECT STAFF

2.1 It is important that policies and procedures are effectively communicated to staff. Explain how you would communicate a new policy/procedure within an office environment. (Your response should be no more than 75 words)

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| Students responses will vary and they may decide to communicate the policy and procedure orally, written or a combination of both.  Example response as per the study guide:  “Best practice for communicating policies and procedures would be to use a combination of both oral and written communication. It is a good idea to have a written copy of policies and procedures in a manual onsite and in staff hand books so that they can be accessed at any time. Once policies are written, they should then be communicated to staff orally - that way you can field any questions and confirm they understand the policy and procedure.” |

2.2 Determining the future human resources needs of any organisation can be difficult.

1. Briefly explain why it is important to collaborate with relevant managers when determining your future human resource needs. (Your response should be no more than 75 words)

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| --- |
| Students’ responses may vary. They should identify that collaboration may uncover various details that they may not have been previously aware of.  Example response taken from the study guide:  “Before you make decisions about future human resource needs, you should ensure that you are consulting and working with relevant managers and those involved with the recruitment and selection process. Through this collaboration, you may be able to identify further needs that were not uncovered during your scenario planning or internal/external factor analysis. For example, having a discussion with a line manager may identify a surplus with warehousing staff and/or the need for more floor staff (a deficit). Because line managers are involved with the day to day operations, they will have more knowledge regarding the practicality of what staff may be needed that analysing data may not uncover.” |

b) Imagine that you have just become the manager of an ice cream shop. Do you think your human resource needs for summer would be higher or lower than for winter? Explain your answer below. (Your response should be no more than 50 words)

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| --- |
| Students should identify that human resource needs would be higher.  Example response below:  “Ice cream sales would be higher over the summer period, as such, future human resource needs would be higher than the winter period.” |

2.3 It is important that job descriptions and person specifications used in the recruitment, selection, and induction process are current and valid.

* 1. Why is this important? (Your response should be no more than 50 words)

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| Students’ responses will vary. They should demonstrate an understanding of why it is important to ensure an organisation to uses current job descriptions and person specifications.  Example response:  “It is important to ensure that valid and current job descriptions and person specifications are used as they act as an expectation guidelines for candidates and those conducting recruitment, selection and induction.” |

b) What is one policy/process that you could implement in order to ensure that current job descriptions and person specifications are used? (Your response should be no more than 50 words)

|  |
| --- |
| Students’ responses will vary, but they will need to select a policy/process that ensures job descriptions and person specifications are used.  Example Response:  “I would implement a recruitment policy/procedure that mandates that current job descriptions and person specifications are to be used for all positions. I would also ensure that this policy also includes an approval system (perhaps for HR to approve) to ensure that the policy/procedure is followed.” |

2.4 The way you attract candidates will depend on your organisation and the role. If the role can be filled internally (by an existing employee) then the way you advertise will differ from the way you would attract an external candidate (someone outside of the company).

1. In the table below, list two advantages and two disadvantages of hiring internally and externally. (Your total response should be no more than 50 words)

|  |  |  |
| --- | --- | --- |
| Students need to identify two advantages and two disadvantages of internal and external hiring. The examples below are given in the study guide. | | |
| **Internal** | **Advantages** | **Disadvantages** |
| * Cheaper and quicker to recruit * People already familiar with the business and how it operates * Provides opportunities for promotion with in the business – can be motivating * Business already knows the strengths and weaknesses of candidates | * Limits the number of potential applicants * No new ideas can be introduced from outside * May cause resentment amongst candidates not appointed * Creates another vacancy which needs to be filled |
| **External** | * Outside people bring in new ideas * Larger pool of workers from which to find the best candidate * People have a wider range of experience | * Longer process * More expensive process due to advertising and interviews required * Selection process may not be effective enough to reveal the best candidate |

b) When creating job advertisements, you need to ensure that you are complying with legislative requirements. Identify at least two relevant pieces of legislation that you should be aware of and briefly explain how you would ensure that you complied with this legislation during recruitment and selection processes. (Your response should be no more than 100 words)

|  |
| --- |
| Students’ responses will vary. Students should demonstrate and understanding of complying with legal requirements when advertising a vacant position. Legislations they may focus on will include, but are not limited to:   * Industrial Relations * Privacy * Anti-discrimination   Example response  “When placing a job ad, I would need to be aware of Privacy and Anti-Discrimination legislation. To comply with legislative requirements, it will be important to have a policy in place to eliminate any potential discrimination because job adverts need to have strict guidelines based on the requirements of the role and not a person’s ethnic background, gender, religion or marital status etc”  *See the Case Study under the subheading* ***Provide Access to Training*** *the Study Guide for more information about this topic as well as what was covered under legal requirements in Section 1 of the Study Guide.* |

c) List five methods you could use to advertise for external candidates. (Your response should be no more than 50 words)

|  |  |
| --- | --- |
| Students need to demonstrate knowledge of recruitment methods pertaining to job ads. Examples given in the study guide for external candidates are:  Newspaper  Radio  Internet  Recruitment agencies  Newspaper  Job sites  Employee referrals  Other acceptable answers may also be accepted. | |
| **Recruitment Method (Job Ad)** | |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

2.5 For some positions, it may make more sense to ‘outsource’ and call on the help of specialists, such as recruitment agencies, during the recruitment and selection process.

1. Briefly explain at least one situation in which it might be appropriate to outsource recruitment to a recruitment agency and why an organisation might choose to outsource in this situation. (Your response should be no more than 40 words)

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| Student’s response must demonstrate an understanding of the concept of outsourcing and at least one situation in which an organisation might choose to do it and why.  Examples of situations when outsourcing might be appropriate and why include but are not limited to:   * When recruiting for senior positions because recruitment agencies often have larger numbers of potential candidates * When position requires a specialty skill set because recruitment agencies often have larger numbers of potential candidates spanning a larger geographical location * When organisation doesn’t have the time or expertise to conduct recruitment themselves. |

b) List three recruitment agencies you could outsource to. (Your response should be no more than 10 words)

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| --- |
| Students should identify 3 recruitment agencies they could use. The following examples have been listed in the study guide. Students may also select other appropriate recruitment agencies.   * Michael Page International * Hudson * Ranstad * Australian Recruiting Group * Robert Half * Adecco |

2.6 E-recruitment and selection and various technological advancements have made it easier and quicker for organisations to connect and select candidates. In the space below outline two advantages and two disadvantages of e-recruitment and selection. (Your total response should be no more than 50 words)

|  |  |  |  |
| --- | --- | --- | --- |
| Students need to be able to identify two advantages and two disadvantages of e-recruitment and selection. Answers include, but are not limited to those provided below. Other logical responses may also be accepted. | | | |
| **Advantages** | | **Disadvantages** | |
| Cost effective | The cost of online advertising is generally less than recruiters and can have extensive reach | High volume of responses | Anyone in the world can apply, you may be inundated with responses and unqualified candidates |
| Quick | You can place an advertisement in the morning and receive applications by lunchtime | Technology Issues | Some candidates may self-select out if your technology is too complicated or slow |
| Easy | Posting a job ad on your own website, LinkedIn, Facebook or an online employment facilitator is straightforward | Impersonal | Without face-to-face interaction, this will inhibit the ability to gauge cultural fit |

2.7 Once you have made your decision and short listed candidates who will be continuing on in the next selection phase, you will need to make contact and arrange the details of the next selection phase.

a) List seven selection methods you could use. (Your response should be no more than 50 words)

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| --- |
| Students should identify seven selection methods they could use. Example given in the study guide is:  Selection methods available for you to use include, but are not limited to:   * Aptitude test or IQ tests * Interviews, including structured interviews, behavioural interviews or other interviewing methodologies * Personality testing * Psychometric testing * Referee reports * Use of an assessment centre * Work samples |

b) A comprehensive approach to selection that is used by many organisations is assessment centres. List three key features of assessment centres. Hint: see Reading F. (Your response should be no more than 50 words)

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| Students need to identify three features of assessment centres. Features provided in reading F are as follows:   * Focus in behaviour * Simulate key dimensions of the job * Interviews and tests used in addition to group exercises * Performance measured on several dimensions * Several candidates assess together- allows open participation * Several observers used to heighten objectivity   *See Reading F for more information about this topic* |

c) Briefly explain what psychometric tests are and why they (and other skills testing programs) can be beneficial during recruitment and selection. (Your response should be no more than 50 words)

|  |
| --- |
| Students need to demonstrate an understanding of psychometric and skills testing programs and why they may be beneficial to an organisation.  Example taken straight from the study guide:  “Psychometric tests are standard tools used to identify cognitive abilities and personality traits in applications that may be helpful or unsuitable to the environment or position. Organisations can benefit from conducting psychometric tests as part of recruitment process, as they have strong predictive ability and can filter out biases. Conditions apply to their effective operation, and they should not be used in isolation” |

2.8 It is important to take a structured approach to advising applicants of the selection outcome. When applicants are typically advised of their outcome during the selection process and why is this important? (Your response should be no more than 50 words)

|  |
| --- |
| Students need to demonstrate an understanding of when applicants should be advised of outcomes and why this is important.  Example response:  Applicants should be advised of outcomes promptly after each selection round. This is important because if people are taking the time to apply for positions within your organisation, it is respectful to take the time to keep them informed irrespective of the outcome. |

2.9 When you have selected the most suitable candidate, the final stage of the selection process will be to develop an employment contract.

a) Briefly explain why you should ensure that job offers and contracts of employment are provided to the candidate promptly. (Your response should be no more than 50 words)

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| --- |
| Students should demonstrate an understanding of why contracts need to be provided promptly.  Example taken from the study guide:  “You should ensure that job offers and contracts are executed promptly. Reason being, once you have provided the chosen candidate with the letter of offer and/or employment contract, you should allow them a minimum of three business days to consider the offer. Some candidates may accept and get back to you straight away, whereas others will need to take the time to consider your offer.” |

b) Consider the purpose of employee contracts. Briefly explain why it is important to provide a candidate a contract that states final salary information and their terms of employment. (Your response should be no more than 50 words)

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| Students should demonstrate an understanding of why candidates need to be provided with final salary information and terms of employment.  Example response:  “It is important that candidates are provided with final salary information and terms of employment so they know exactly what is expected of them. This will also allow time for negotiation if the candidate does not agree with the prescribed salary or certain terms of employment” |

Integrating Your Knowledge

The following questions require you to draw upon all of the knowledge and skills you have learned throughout this section of the Study Guide. As with the previous section, you are to imagine that you are the Operations Manager for Tranquillity Wellness Centre, a holistic health and wellness centre located in the inner suburbs of Brisbane. Part of your responsibilities include managing the recruitment, selection, and induction processes.

Extracts from key Tranquillity business documents are included in your BSBHRM506 Assessment – Supporting Documents Book. You will need to review these documents in order to respond to the questions below.

2.10 Two of Tranquillity’s wellness practitioners have recently resigned and another has gone on maternity leave. To ensure that you have enough staff to get you through the busy Christmas period, you need to manage the recruitment, selection and induction process for wellness practitioners. Review Supporting Documents C, D and E before responding to the following questions:

1. Before you can start recruiting and selecting candidates, you need to determine your future human resource needs. Review the organisation’s strategic plan, the data provided in Document C and the e-mail from your CEO in supporting Document D. Analyse this information and provide an estimation of how many wellness practitioners you will need to recruit. Explain your answer. (Your response should be no more than 25 words)

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| --- |
| Students responses may vary slightly, but according to the information provided, the CEO wants 16 total, there are 6 currently (one on maternity leave) so therefore, the expected number should be 11. Answers that are between 9-12 can be accepted so long as they are justified.  *Note: Students are expected to apply knowledge gained from the Study Guide to the Tranquillity scenario.* |

1. Consider each of the following recruitment options.

|  |  |  |
| --- | --- | --- |
| **Option** | **Cost** | **Efficiency factors** |
| Job ad on website | $0 | -Post ad |
| Jobsearch.com | $350/ad | -Post jobs advertisements  -Respond to applicants  -Track applications |
| Seek.com | $280/ad | -Post jobs advertisements  -Respond to applicants  -Track applications |
| Careers.com | $320/ad | -Post jobs advertisements |

Which of the above option/s would you choose to use? Explain why. (Your response should be no more than 50 words)

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| --- |
| Students need to be able to evaluate technology options for budget/efficiency. It is expected that students will select seek.com because it is within budget and more likely to attract a range of candidates than ad on website. (Note: the CEO has stated that the budget for e-recruitment should not exceed $300). If students select one of the other options an appropriate justification would need to be made.  *Note: Students are expected to apply knowledge of $300 budget gained from Supporting Document D.* |

1. The CEO has asked you to train Marcus (the assistant manager from North Brisbane) in Tranquillity’s recruitment, selection, and induction process. To help with his development, you have asked Marcus to write a job advertisement for the wellness practitioner role in accordance with the recruitment and selection policy in Supporting Document B. You have asked Marcus to show you his finished job advertisement before it is published (see Supporting Document E). In the appropriate spaces below, list the organisational and legal requirements has Marcus breached.

|  |  |
| --- | --- |
| Students must identify a minimum of 2 legislative breaches and two organisational breach. 3 of each breaches are detail below:  *Note: Students are expected to apply knowledge gained from the Study Guide and Supporting Document B to the Tranquillity scenario.* | |
| **Organisational Breaches** | **Legislative Breaches** |
| No Logo and inappropriate image | Discrimination “young” applications |
| 25 positions available? Should be 9-12 | Privacy “Mary Maternity” |
| Applications close date far greater than the 2week policy | Discrimination “Males preferred” |

1. It takes good leadership skills to provide feedback and ensure processes are being followed. In the space below, draft an e-mail to Marcus to provide him with feedback on his first Job Advertisement. Hint: Make sure you provide both positive and constructive feedback

|  |
| --- |
| Students should provide Marcus with feedback on where he went wrong and what he did well. Students need to demonstrate leadership skills and the ability to provide support to subordinates. An example is given below. |
| To: Marcus@Tranquillity.com |
| From: Site Manager@Tranquillity.com |
| Subject: Job Ad |
| Dear Marcus, |
| Thank you for taking the time to develop the job ad. There were a few areas that needed to be amended due to breaches in legislation and organisational requirements. These were:  Organisation Breaches   * No Logo and an inappropriate image * 25 positions available? Should be 9-12 * Applications close date far greater than the 2 week policy   Legislative Breaches   * Discrimination “young” applications * Privacy “Mary Maternity” * Discrimination “Males preferred”   The job description and person specification were great, so keep up the good work. I have scheduled a training session one on one with me so we can go through where you went wrong. |
| Kind Regards,  Site Manager |

2.11 You have received 150 applications for the wellness practitioner role. In the template below, draft an e-mail that advises unsuccessful applicants of their outcome. Remember to adhere to legislative requirements.

|  |
| --- |
| Students need to demonstrate the ability to advise applicants of outcomes. The example response below has been adapted from the email provided in the study guide.  *Note: Students are expected to apply knowledge gained from the Study Guide to the Tranquillity scenario.* |
| To: applicant@hotmail.com |
| From: recruitment@Tranquillity.com |
| Subject: Recent Application: Wellness Practitioner |
| Dear applicant, |
| Thank you for taking the time to submit your application for the Wellness Practitioner role with Tranquillity Wellness Centre  **Your application has been reviewed and assessed in line with the specific requirements for this position. After careful consideration we regret to advise that we will not be progressing with your application for this role.**  We would like to retain your details on file. We may be in contact with you if an appropriate opportunity to join the Tranquillity team becomes available.  Again, we are pleased that you considered Tranquillity as a prospective employer and wish you every success in your career. |
| Kind Regards,  Tranquillity Wellness Centre Recruitment |

2.12 Imagine you have completed the final selection stage and it is now time for you to e-mail the candidate their letter of offer.

1. According to Tranquillity Policies and procedures, how much time do you have to do this?

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| Students answer should be within 24 hours.  *Note: Students are expected to apply knowledge gained from Supporting Document B and the Study Guide to the Tranquillity scenario.* |

1. In the space below, fill in the missing details of the letter of offer for a wellness practitioner.

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| Students should be able to demonstrate that they can provide new hires with advice on salary and terms and conditions of employment. The answers they will have can be drawn from the position description and organisational policies in the supporting documents. Answers have been provided for you in red.  *Note: Students are expected to apply knowledge gained from Supporting Documents to fill in the blank fields.* |
| **Private and confidential**  <Insert employee’s full name> <Insert employee’s residential address>  Dear <insert name>  **Letter of engagement**  I am pleased to offer you employment in the position of <insert position title> with us at Tranquillity Wellness Centre on the terms and conditions set out in this letter.  **Position**  Your start date will be 8/10/2023  Your employment will be fulltime  The duties of this position are set out in the **attached** position description. You will be required to perform these duties, and any other duties the employer may assign to you, having regard to your skills, training and experience.  You will be required to perform your duties at Brisbane CBD or elsewhere as reasonably directed by the employer.  **Probation**  A probation period will apply for the first 3 months of your employment. During this time we will assess your progress and performance in the position.  **Terms and conditions of employment**  Unless more generous provisions are provided in this letter or in the attached Schedule, the terms and conditions of your employment will be those set out in the applicable legislation. This includes, but is not limited to, the National Employment Standards in the *Fair Work Act 2009*.  **Ordinary hours of work**  Your ordinary hours of work will be 38 hours per week, plus any reasonable additional hours that are necessary to fulfil your duties or as otherwise required by the employer.  Your ordinary hours of work may be averaged over a 2 week period.  **Remuneration**  You will be paid weekly at the rate of $52,933 per annum.  The employer will also make superannuation payments on your behalf in accordance with the *Superannuation Guarantee (Administration) Act 1992*. Your remuneration will be reviewed annually and may be increased at the employer’s discretion.  **Leave**  You are entitled to leave (e.g. annual leave, personal leave, carers leave, compassionate leave, parental leave, community service leave and long service leave) in accordance with the National Employment Standards.  **Your obligations to the employer**  You will be required to:   1. Perform all duties to the best of your ability at all times; 2. Use your best endeavours to promote and protect the interests of the employer; and 3. Follow all reasonable and lawful directions given to you by the employer, including complying with policies and procedures as amended from time to time. These policies and procedures are not incorporated into your contract of employment.   **Termination of employment**  Under the *Fair Work Act 2009* the employer may terminate your employment at any time by providing you with notice in writing in accordance with this table:   |  |  | | --- | --- | | **Length of continuous service with employer** | **Period of notice** | | Not more than 1 year | 1 week | | More than 1 year but less than 3 years | 2 weeks | | More than 3 years but less than 5 years | 3 weeks | | More than 5 years | 4 weeks |   You are entitled to an additional week’s notice if you are over 45 years old and have completed at least 2 years of continuous service with the employer on the day the notice of termination is given. If you wish to terminate your employment you are required to provide the employer with prior notice in accordance with the table on the previous page.  **Confidentiality**  By accepting this letter of offer, you acknowledge and agree that you will not, during the course of your employment or thereafter, except with the consent of the employer, as required by law or in the performance of your duties, use or disclose confidential information relating to the business of the employer, including but not limited to client lists, trade secrets, client details and pricing structures.  **Entire agreement**  The terms and conditions referred to in this letter constitute all of the terms and conditions of your employment and replace any prior understanding or agreement between you and the employer. The terms and conditions referred to in this letter may only be varied by a written agreement signed by both you and the employer.  **If you have any questions about the terms and conditions of employment, please don’t hesitate to contact** Marcus Mulligan **on**  0412 345 678  **To accept this offer of employment please return a signed and dated copy of this letter to me by** 01/10/2023  Yours sincerely,  Marcus Mulligan  Assistant Manager  I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ have read and understood this letter and accept the offer of employment from Tranquillity Wellness Centre on the terms and conditions set out in the letter.  Signed: Date: / /  Print name:  PLEASE KEEP A COPY OF THIS LETTER FOR YOUR RECORDS |

Section 3

MANAGE STAFF INDUCTION

3.1 It is important to provide adequate training and support to all employees involved in the recruitment, selection, and induction process. List three ways you could provide training and ongoing support to such employees. (Your response should be no more than 50 words)

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| Students need to identify three ways they could provide training and ongoing support for all persons involved in the recruitment, selection and induction processes.  Examples provided in the study guide:   * Online simulations * Group workshops * Written resources, policies and procedures * Checklists   Other logical responses may also be accepted. |

3.2 Induction is an important process. Therefore, it is important to monitor it and ensure that it is being conducted effectively across the organisation.

a) Briefly explain how you could go about checking that induction processes are followed across an organisation. (Your response should be no more than 50 words)

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| Students need to demonstrate how they can check that induction processes are followed across an organisation. They may choose to use training, documents, meetings, checklists, feedback or a combination of all.  Example response in the study guide:  “Through having a mix of communicating face to face, providing training and written documents, you will be able to create an effective system for monitoring inductions in your organisation.” |

b) List three ways you could gain feedback about induction processes from newly inducted employees. (Your response should be no more than 20 words)

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| Students should identify three ways they could obtain feedback from induction participants.  Example provided in the study guide:  Gaining feedback from participants can be achieved through the following ways:   * Evaluation sheets * One on One interviews * Exit interviews * Assessing common queries * Employee engagement survey |

c) List three questions you could ask a new hire to gather feedback about your induction process. (Your response should be no more than 40 words)

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| Responses will vary but must provide logical questions that would provide useful feedback on the induction process. An example response is included below:  Have you found the induction process beneficial? Why/why not?  Has the process made you feel more comfortable in your role?  Do you have any suggestions as to how we could improve the induction process? |

d) Briefly explain how you could gain feedback about induction processes from staff conducting inductions. (Your response should be no more than 50 words)

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| Responses will vary but should be logical. Students should explain how they could obtain feedback from induction staff.  Examples response provided in the study guide:  “Relative to gaining feedback from staff conducting inductions, the best method would be to have an informal discussion to ask for their opinions and views on what is working and what isn’t working |

3.3 Depending on your organisation and the employment contract, an employee’s probationary period may range from three months to twelve months.

a) What systems and/or processes should be followed when overseeing an employee’s probationary period? (Your response should be no more than 100 words)

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| Students need to demonstrate how to oversee an employees’ probationary period.  Example response summarised from information under the **Oversee Probationary Employees** heading in the study guide:  “During an employees’ probation, systems should be in place that allow regular review of the employees’ performance and cultural fit. The employee should know how they are performing throughout their probationary period and receive regular feedback. It is important to have these performance conversations to help the employee understand what is required of them and whether or not they are meeting or failing to meet expectations. Whether they are successful or unsuccessful at the end of probation, it is good practice to inform them in writing.” |

b) Imagine that you are overseeing the induction of a new sales staff member, John, who has a six month probation period. John has been employed for two months. During this time he has been struggling to meet his sales targets and failing to complete the administrative requirements of his role. How would you go about providing feedback to John in order to improve his performance? (Your response should be no more than 50 words)

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| Student’s response should demonstrate an understanding that John must be provided with specific feedback on the areas of his role that he is not performing in. Responses might also include reference to acknowledging positive aspects of John’s performance and discussion of the possibility of arranging additional training / support. |

c) Imagine that John has now been employed for five months. Throughout this time you have provided him with regular feedback and additional training and support. Unfortunately, John has never been able to meet his performance targets. You have decided to terminate John’s employment. What steps will you take to inform John of your decision? Hint: see Reading I. (Your response should be no more than 50 words)

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| Student’s response must demonstrate an understanding of how to terminate employment within probationary period.  Responses may include, but are not limited to, reference to:   * Employer has already highlighted expected performance and behaviour standards and provided feedback and support. * Employer should create a letter of an unsuccessful probation period in which John is provided written notice of the period of notice given (or payment in lieu of notice) and the date employment will end (check award or enterprise agreement for notice period) * Best practice to meet with John to provide the letter of unsuccessful probation and notice of termination. * Keep a copy of the letter of unsuccessful probation period.   *See the Study Guide and Reading I for more information about his topic* |

Integrating Your Knowledge

The following questions require you to draw upon all of the knowledge and skills you have learned throughout this section of the Study Guide. As with the previous section, you are to imagine that you are the Operations Manager for Tranquillity Wellness Centre, a holistic health and wellness centre located in the inner suburbs of Brisbane. Part of your responsibilities include managing the recruitment, selection, and induction processes.

Extracts from key Tranquillity business documents are included in your BSBHRM506 Assessment – Supporting Documents Book. You will need to review these documents in order to respond to the questions below.

3.4 After the recruitment and selection process, you have had eight candidates accept their offer of employment. It is now time to induct all new hires and you have decided to induct two staff at a time so that you can train Marcus as you go along. To make the process easier and to help you monitor inductions at Tranquillity, you decide to develop an induction checklist. Using the template below, create an induction checklist that covers all relevant information necessary for induction and in line with Tranquillity’s’ existing policies and procedures. Hint: see the Case Study provided under the heading **Make Amendments** in the Study Guide for an example of how induction checklists can be used.

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| Students responses will vary, but should be logical and adhere to Tranquillity’s’ existing policies and procedures.  *Note: An example checklist is provided in the Case Study provided under the subheading* ***Make Amendments*** *in the Study Guide. Students should use this as a foundation to create their own.* | | | |
| A logo for a wellness center  Description automatically generated  **Induction Checklist** | | | |
| **Prior to starting, ensure you have** | | **During orientation, ensure you have** | |
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| **On the First Day** | |  |  |
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| **Orientation and House Keeping** | |  |  |
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|  |  |  | Employees Signature / / |
|  |  |  |  |
|  |  |  | Managers Signature / / |

3.5 You have obtained feedback from mangers at two of Tranquillity’s centres who have been conducting inductions (see Supporting Document G). After reviewing their feedback, what amendments would you make to the induction process at Tranquillity? (Your response should be no more than 75 words)

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| Students should suggest amendments that will ensure new hires are retaining information provided. The following suggestions were given to a similar issue in the study guide.   * Stagger induction information over three days * Remove unnecessary detail out of the induction and place in a separate document that can be read at the new hires’ own convenience * Increase induction time   Any other logical suggestions should also be accepted.  *Note: Students are expected to apply knowledge gained from the Study Guide to the information in Supporting Document G.* |