

POLICY STATEMENT

The company relies heavily on its employees to perform and deliver services at a level needed to meet the expectations of management and customers. It is important that the quality of employees attracted and retained in the business is enhanced through the application of employment practices and procedures that model international human resource “best practice” initiatives and reflect fairness and equity for all parties involved.

GLOSSARY OF TERMS

Recruitment refers to all activities involved in planning, resourcing, and attracting suitable applicants.

Selection refers to all activities used to reach a final decision to appoint.

Induction and Orientation refers to those activities undertaken from time of appointment to approximately three months into the job.

CROSS REFERENCES and other RESOURCE MATERIAL

[Application for Employment Form](#)

[Job Description Form](#)

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				Issue 2

RECRUITMENT

Vacant Positions

The attraction, selection and engagement of employees is a major management task. It calls for planning, objectivity and thoroughness. The ability to fulfil these requirements through the application of effective Recruitment, Selection and Appointment procedures has significant long term cost implications in the retention and advancement of people. Effective procedures minimise employee turnover, and reduce the risk of attracting potentially ineffective or disenchanted employees.

It is the responsibility of management to constantly assess staffing levels for existing and forecast workloads. It is important to ensure that a site is neither understaffed or overstaffed. It requires an appropriate mix of employees of varying classifications, skill levels and work patterns, to meet the needs of the site.

Don't assume that because a position is vacant, recruitment is automatic. A vacancy provides an opportunity to re-evaluate the need for the position considering:

- Is the position still necessary ?
- Why did the position become vacant ?
- Does the position need filling in light of current or future needs ?
- How should it best be filled ? (e.g. by Full-time, part-time, casual or a combination ?)
- Can it be absorbed or integrated into another position?
- What other employment options are available ? e.g. transfer of other employees for multi-skilling or development purposes, job rotation, different award classification, different employment pattern (e.g. full-time for part-time), reorganisation of rosters.
- Are there any obstacles to filling this position? (e.g. lack of public transport, poor perception of job role, limited experience available)
- Are the right people being placed in the job ?
- Are there any areas of job design or the work system that can be improved?
- Is the Job Description appropriate, and does it accurately reflect the requirements of the position ?
- What are the future plans of LSC that need to be considered ?

Approval to Recruit

It is important to ensure that a clear line of responsibility, and accountability, is assigned for "authorising", "approving" and "conducting" the recruitment and selection of new employees. This is done not only to maintain appropriate internal budgetary controls, but also to ensure that the company complies with its fiduciary obligations to "engage competent staff".

Job Description / Specification

Job Descriptions and Job Specifications are an important management tool and form part of the management planning process.

Job Descriptions exist to identify:

- work which must be done and the frequency with which it must be performed.
- the knowledge, qualifications and skills needed to do the work effectively.
- responsibilities and lines of control.
- employee structures and work groups.

A Job Description can be used to:

- provide recruitment guides and benchmarks
- provide prospective and current employees with clear guidelines on the job to be performed
- provide a source document for the drafting of a job advertisement

The document does not need to be complex, technical or overly detailed but simply outline the context and outcome requirements of the position.

Policy is that Recruitment **should not** commence without this document.

Attracting Applicants

An important part of recruiting is to ensure the attraction of a sufficient **number** and **quality** of applicants from which to make a selection decision.

Remember that it will involve less expense, time and effort to repeat the process at this stage than appointing the “wrong” person to the job for expediency.

Be constantly aware of, and actively develop, the recruitment sources that bring the best results.

Some recruitment options and alternatives to consider are:

- **Internal**
 - employees in other areas looking for a change, to broaden skill base, to gain experience for promotion, requiring change of job due to health and safety reasons, needing to change work patterns etc
 - short or long term job rotation.
 - Casuals currently working for the Company
 - Resources file - referrals, “walk -ins”, applicants for other positions within last 3 months.
- **External**
 - form cooperative networks with other operators in your region/area to share knowledge, data and expertise.
 - Advertising –
 - press - local, regional and major papers. Don't just think in terms of classifieds, but also try to link advertising with some editorial content - particularly in smaller regional press.
 - Specialist publications
 - Industry Journals
 - local interest publications
 - Agencies
 - general and specialist (Refer to the Yellow Pages for operators in local area. Use only those agencies who are prepared to come out to the workplace and put some effort into learning and understanding the needs, and operational circumstances of the site.)
 - Institutions
 - TAFE, Technical Institutes, Universities, Trade Unions, Employer Associations, specialist colleges and trainers.
 - Community Notices and Bulletin Boards

Receiving Applications

Remember that a person's **only** contact with the company may be through their job application. Often the impression created during recruitment and selection will be the impression they gain of the company overall. Keep in mind, that apart from the person who becomes our “new employee”, all other applicants are simply an exercise in “marketing”.

Be specific about the format required for applications and how they are to be received.

- Own application form
- Resume - handwritten or typed
- Letter - handwritten or typed
- In person
- Telephone
- Facsimile
- Post

Ensure that people answering the telephone are aware of the details of the job, and can answer any basic questions from applicants.

Always ensure you acknowledge receipt of all applications, and advise those you will not be requiring any further as quickly as possible.

Be aware of the need for confidentiality. Some applicants, if unsuccessful, may not wish their application to be widely known.

SELECTION

Selection Tools

An interview remains the major way applicants are assessed for suitability. While the interview, conducted by skilled and experienced people, can be very effective, it should not be the sole criteria on which a selection decision is made.

Other procedures that could be included as part of a total "selection package" are:

Pre-Placement Health Assessments Conducting pre-placement health assessments with a medical practitioner designated by the company who has been provided with a full duty statement, will tell you whether the employee is actually physically capable of doing the job, or could be any further risk to themselves or others in the workplace. It will also identify whether the applicant suffers from injuries or illness that are likely to affect their ability to perform the work. It is important to note that it is not permissible to discriminate against someone on the grounds of disability, unless a disability affects the candidate's ability to perform the stated job.

Reference Checking - It is important to verify that details submitted regarding names, work history, qualifications, experience and other relevant work related issues are substantiated. Checking the references of applicants gives the employer a better understanding of the applicant.

Security Check - If the position entails particularly sensitive, confidential or trustworthy responsibilities it is advisable to ask the local Police to run a security check on the applicant. The Police will not be able to provide details but will be able to indicate if any prior convictions have been recorded.

Validation of Passports - It is mandatory by law to check passports or National Insurance Cards to ensure you do not employ an "illegal worker". Apart from the imposition of steep fines, the disruption to the workplace in losing the employee and recruiting again is unnecessary if correct protocols are followed.

Validation of Qualifications, Certificates and Licenses - These are particularly important to verify when specifically required for the position. Often people will have paperwork from overseas. These can be easily verified through the Consulate of the country of origin. Copies should be retained in the employee's personnel file.

Interviewing

The purpose of an employment interview is to gather relevant information to enable an accurate assessment of the applicant against pre-determined and agreed criteria.

Interviews can be conducted in a number of formats ranging from "one to one" to "panels". Where practicable, it is preferable to have a **minimum of two** people conducting an interview. This provides a counter to any personal bias that may influence selection decisions, and provides protection for all parties regarding content and process.

An interview is usually divided into four component parts; Introduction, Body, Recruiting and Close.

Introduction

This segment establishes the initial greeting, establishing rapport and building a framework for discussion. You may also need to assist in putting the person at ease by explaining what is going to happen during the interview.

Body

Here you find out about the person, always endeavouring to stay within the criteria of the job as described.

Recruiting

Not only are you trying to find out information about the applicant, but you also need to sell the benefits of the role in order to encourage a high standard of applicant. This is an opportunity to enthuse them about the job and to sustain their interest until the next interview.

This is also the time for the applicant to be asking their own questions.

Close

Always let the applicant know what will be the next course of action. If possible, try to let them know if you plan to proceed any further with their application.

Care should be taken at an interview not to create any impression of a job offer, particularly if the job offer is conditional upon evaluating other selection criteria. e.g medical, reference checks, visa clearance etc. Avoid the common practice of advising applicants at interview that they are successful "**subject to**" other procedures being completed.

Some points to remember for effective interviewing are:

Hints – Things To Do

<p>"Be prepared". Make sure everything is in order, and all the information you need is either known, or close at hand. Know something about the applicant - particularly if it is an internal applicant.</p>	<p>Ask questions that encourage the applicant to do most of the talking. Use plenty of open-ended questions - ones requiring more than "yes" & "no" responses.</p>
<p>Define the goals and the objectives of the interview.</p>	<p>Listen attentively. Seek further clarity and understanding if you are not sure.</p>
<p>Select a good environment in which to conduct the interview. It should be comfortable, private and not be interrupted.</p>	<p>It is important to let the applicant know important aspects about the position. This is a two way communication exercise, about which the applicant will also be making decisions.</p>
<p>Manage the interview. It is your task to get the applicant to provide the information you require. You must create an atmosphere that will allow this to happen.</p>	<p>Be aware of your own communication style and of the impact it may have in obtaining sound information.</p>
<p>Make interview notes directly against the criteria listed on the Job Description / Specification. This will keep the evaluation targetted on the key job criteria.</p>	<p>Evaluate the information gathered immediately after the interview while it's fresh in your mind.</p>
<p>Inform the applicant of the next step and a likely timeframe of when they can expect to hear about the result of the interview.</p>	

Hints - Things *NOT* To Do

Don't be over formal. The more you assist the applicant to relax, the more effective will be the interview.	Don't ask trick questions that might embarrass. Certainly explore differences or conflicts that emerge from your discussions - but discreetly.
Don't take too many notes. Perhaps you could jot down one or two words as a point to jog your memory - but not whole sentences or paragraphs.	Don't let your facial expressions, gestures or tone of voice speak louder than your intended words.
Don't pressure the applicants. If you paint a glowing picture to the applicant that fades after commencement, you can have a very ineffective and potentially conflict focused employee.	Don't be impatient. Try not to let the applicant know if you are in a hurry. A look at a watch has killed off many an interview.
Don't hire a "chief" if you need an "indian". It's no good having someone's skills if you are unable to effectively motivate and utilise them.	Don't be misled by any prejudices. Keep an open mind and never let your biases mask your judgement.
Don't make moral judgements or give advice. What the applicant does in their own discretionary time is not the business of LSC.	

Selection Decision

Questions are designed to extract information that will give insight into key areas. These areas are usually outlined in the Job Specification document and highlight the key criteria that determine satisfactory job performance. This information is then assessed and evaluated using appropriate methods. Review all the information you have been able to assemble, and ensure that your decisions are made on a balanced review of the **predetermined** criteria.

Common pitfalls to avoid when reviewing information on which to make a selection decision are:

- personal preference or bias
- overall perspective influenced by most recent information
- negative factors outweighing positive factors
- introducing new, or irrelevant criteria
- not enough time to consider all issues properly
- deciding based on single elements of the selection "package" rather than considering the broad perspective
- not matching applicants to the work situation eg consider issues such as availability of supervision, workplace culture and climate, stability etc.

A Reminder about Discrimination

From advertising through to selection, managers need to ensure that in content, and in process, there are no opportunities for applicants to consider they have been discriminated against in an "unfair or unreasonable manner". Obviously there needs to be an element of discretionary choice exercised by people in making a selection decision, however the emphasis must be on ensuring that Yate's practices are well set out, clearly understood and carried out in a professional manner.

Though care must be taken to ensure that an individual's rights under Anti-Discrimination legislation are protected, nevertheless the manager has a right not only to protect LSC, but also a legal and moral obligation to protect all employees and the people to whom they provide services.

It is appropriate then, to include on a Job Application Form a question such as,

"Do you have any physical disability or medical condition which could affect your ability to do the job for which you have applied? If so, please provide details."

Equal Opportunity provisions however, make it unlawful to discriminate against disabled people in employment situations. How then does the employer determine what is fair and what is unfair?

There is no simple answer to what steps can or can not be taken to guarantee exemption from a person taking action if that person feels they have been disadvantaged or unfairly treated. It is **not** discrimination to refuse employment to a person who has a disability or limitation if that person cannot meet the job selection criteria.(provided of course that the criteria is genuine).

If it can be clearly demonstrated that job selection criteria are formally drawn up, applied equitably and all efforts made to avoid discrimination, then there is little chance of a claim before the courts being substantiated.

Confidentiality

All information obtained during the selection process is to be treated confidentially. Notes and comments should be open and honest. They can be assessed by courts of law if required.

Applicant information gathered during Recruitment should be stored in a secure place. Unless being kept for specific reference purposes, and with the full knowledge of the applicant, all information on unsuccessful applicants should be destroyed after a period of three months, i.e. shredded or security disposal.

Appointment

A Contract of Employment can be oral, in writing, implied by law, award, enterprise agreement or other industrial instrument or arise out of custom and practice.

Industrial relations experts encourage employers to appoint employees under a formal Letter of Offer. A Letter of Offer includes the details of the Employment Contract, which is signed by both parties. This secures and formalises the contractual relationship, leaves nothing to chance and effectively establishes the basis of the contractual relationship by forming an "offer" and an "acceptance". This is the very basis of Employment Law.

Formal offers of employment should only be implemented by those designated with the appropriate authority to commit the company to the employment contract.

Every action has important legal ramifications, and needs to be conducted with full understanding and knowledge of the implications.

ALL offers of employment should be in writing. (This includes casuals, work experience people and volunteers). The offer of employment can only be made once all recruiting activities such as reference checking and pre-placement health assessments have been completed.

These Letters of Offer need to outline:

- the nature of the job - the Job Description/Specification should be provided.
- Form and term of the employment relationship

- the basic Terms and Conditions of Employment.

Where appointments are made for non award positions, the Letter of Offer should include as attachments, any document which may relate to specific terms and conditions as part of the employment contract. These need to be carefully constructed in order to ensure it covers the main issues. In some cases, legal opinion may be advisable, particularly for executive or contract positions.

Please note that all applicants for the position must be advised in writing that they are not successful in obtaining a position at this time, after the successful applicant has accepted the position.

Probationary Periods

With changing times, and greater focus on the incidence of unfair dismissals, there is growing concern on the merits of probationary periods and the place they have in the employment situation.

Federal and State Industrial Relations Acts exclude from its Unfair Dismissal provisions persons employed for a probationary or trial period, provided that the duration of the period:

- (i) is determined in advance; and
- (ii) is reasonable, having regard to the nature and circumstances of the employment.

There is nothing wrong in offering an appointment to a person where that offer includes a "probationary period." If sufficient time and effort is put into careful selection in the first place, the chosen employee should be able to satisfy the employer within a short period of time, that they are capable of meeting the employer's expectations and requirements.

Nevertheless an employer dissatisfied with the performance of an employee during the "probationary period" (or at any other time) should have no fears in terminating the employment contract if the circumstances warrant the action, and there has been demonstrable compliance with procedural fairness requirements. Irrespective of whether a dismissed employee claims under either of the State of Federal avenues available, the responsibilities of employers remain the same. It is the employers responsibility to ensure that there are processes in place to minimise the risk of an Unfair Dismissal.

What is important is that appropriate mechanisms are in place to effectively monitor the employee's work performance during the "period of review". It goes without saying that such mechanisms are not limited to the probationary period. In reality there should be on-going proactive work practices aimed at maximising work place efficiency, employee performance and inter-personal relationships. Implicit in such mechanisms is the conduct of regular, work performance assessments where the Supervisor discusses all aspects of the work performed with the employee, and their development and assimilation into the company.

This includes:

- what is done,
- how it is done,
- when it is done,
- where it is done,
- and why it is done.

This assessment is a forum for communication where the Supervisor advises the employee on probation of the pluses and minuses of work performance to date, and the probationer is afforded the opportunity to express his or her view. On each occasion this should be followed by the issue of written advice to the employee summarising the discussion and setting out both concerns and compliments.

The intent is to ensure that by the end of the probationary period, monies expended in the recruitment processes have been well spent and that the company has invested wisely in gaining a capable, well adjusted team member. At the same time if the selection has not worked out then **dismissal is neither a surprise nor undeserved.**

More importantly, there can be no cause for the employee to claim , "I have been unfairly dismissed" because there has been consistent counseling throughout the probationary period with documentation accompanying verbal criticisms and the procedural fairness aspects of disciplinary counseling requirements have been met.

INDUCTION AND ORIENTATION

Remember that the recruitment process is not completed when the final selection is made. All the effort and time invested will be wasted if the new employee is not introduced into the workplace in an effective way.

Managers may wish to introduce the new employee to the job, or alternatively, assign someone in the workplace to act as a "mentor" or "buddy". The more effective the induction, the more productive an employee will be in the shortest possible time.

An "Induction Checklist" which covers all the important things that need to be covered in the initial stages should be developed for each individual site. This leaves nothing to chance and provides the person responsible for the Induction with clear reference guidelines.

The Supervisor/Manager plays an important role at this time. They should:

- Be available on the critical first day and as needed in the first few weeks. This is not only to make sure the employee gets off to a good start, but to encourage identification of that individual as an important part of the work team.
- Watch progress closely in the first few days and weeks using normal performance checks that will help identify areas of error, misunderstanding, etc.
- Give early feedback to the employee on how things are going and what areas need developing. This will help reduce frustrations, errors, anxiety, absenteeism and employee turnover.
- Be aware that in some instances things may need to be explained differently to people due to language, culture, or experience differences.
- Keep an eye on how co-workers are reacting to the new employee.

PREPARING AND PLACING THE JOB ADVERTISEMENT

Content of the Advertisement

The objective of any advertisement is to attract appropriately qualified candidates at the least possible cost. Therefore, the content of your advertisement should be carefully edited. Consideration should be given to;

- **The Job Title**

Use words that will be familiar to the reader and reflect the level of the position. This may be different to the formal title used within your site

- **Site Location of Position** - Consider whether location and type of industry should be included in the heading.
- **Qualifications** - Qualifications required and experience expected will "weed out" unsuitable applicants.
- **Aims and responsibilities of Job** - These should be in broad terms and highlight the major areas only
- **Salary, special benefits and genuine features of the workplace** - Salary may not be the only attractor. Think about what else makes your place attractive
- **Response methodology** - The manner in which applications should be made.
For example, Please telephone - who? when ?
- **Company identification/logo** - This is important particularly as LSC is a recognisable logo and has strong corporate recognition and positive associations with the target readership.
- **Style and presentation** - Does it match/suit the format in which it will be seen.

A SIMPLE GUIDE TO WRITING EFFECTIVE ADVERTISEMENTS

A.I.D.A. PRINCIPLE

An excellent check on the desired effectiveness can be obtained by applying the AIDA principle:

- Attention
- Interest
- Desire
- Action

OUTLINE

EXAMPLE

I. Attention

Heading _____

Attention

LOGO

Are Your Skills Being Underutilised?

2. Interest

Three benefits to attract candidates

a.

b.

c.

Interest

* Looking to be part of a team ?

* Want to be appreciated for your efforts ?

* Wish to work flexible hours ?

3. Desire

Requirements

a.

b.

c.

d.

e.

Desire

If so, Revive may have the opportunity you've been looking for. Based near the station at Downtown, our site is seeking someone who:

* enjoys hands-on team work

* is able to work without close supervision

We are seeking a person with good communication skills and a pleasant and friendly disposition to assist in a production environment.

Applicants should possess

* Previous experience in packing & assembly work

* A First Aid Certificate

If you're unflappable, and enjoy a busy and sometimes hectic environment we'd like to hear from you.

4. Action

How ?

Who ?

Where ?

When ?

Action

Written applications, including personal details, education, job history and a phone contact should be addressed to: Mr Bloggs,

Manager,

at xyz . Ltd.,

P.O. Box 123, Uptown,

to arrive by close of business 0/0/0000

Once your advertisement has been carefully drafted and edited, ask yourself:

- a. Does it sell the job?
- b. Am I portraying the best possible image for LSC?
- c. Does it really convey the truth as I know it?
- d. Does it avoid any discriminatory connotations ?

SAMPLE ACKNOWLEDGMENT and REJECTION LETTERS

SAMPLE ONE

Dear.....,

Thank you for your recent application for the position of.....

Your application is important to us, so we will be taking some time to review all of the applications in detail. Once all applications have been received we then plan to be in touch regarding the next stage in the recruitment process.

We thank you again for your interest.

Yours sincerely,

(You may wish to include some information and/or promotional material with the letter)

SAMPLE TWO

Dear.....,

Thank you for your recent application for the position of

Your background highlights some excellent skills and abilities however, at this stage, we feel that we are unable to proceed further with your application.

Thank you for your interest in the organisation, and we wish you every success in your future endeavours.

Yours sincerely.

SAMPLE THREE

Dear.....,

Thank you for attending an interview recently for the position of.....

I regret to advise however that your application has been unsuccessful. It was a pleasure to meet with you and to explore our areas of mutual interest. On behalf of the company, may I wish you every success in your job search.

Yours sincerely

AREAS OF DISCRIMINATION

AVOID

*Marital status

Inquiries into family circumstances, relationship, spouse's situation, family planning or any related circumstances are not acceptable. You can ask applicants if they are willing & able to be transferred, to travel, to work weekends or shifts or overtime & under what conditions.

*National or ethnic origin

No inquiries indicating national or ethnic origin may be made. This includes references to birthplace, mother tongue, nationality or foreign residence. NB this does not necessarily apply where you are providing persons of a particular race with services to promote their welfare where those services can most effectively be provided by a person of the same race.

*Organisations

Applicants may not be asked to list all the clubs and organisations to which they belong.

*Photographs

Photographs may not be requested prior to the interview. Photographs may be required for identification purposes after appointment.

*Race/colour

Questions asking a person's race, complexion, colour of eyes, hair or skin can't be made.

*Relatives

No information about relatives including names, addresses and relationships may be required of the applicant. The names and addresses of persons to be notified in the case of an emergency may be required after the selection decision has been made.

Additional relevant information that may be asked:

Age - Only if there is a need to identify a minimum age that applies by law. Eg: Award or superannuation.

Sex - Information as to a persons gender should not be requested unless it is an inherent job requirement.

National or ethnic origin - Only to determine whether the applicant is legally entitled to work in Australia.

Name - If the applicant was previously employed under a different name, it is relevant to employment history and may be requested.

Languages - Questions on which languages may only be made if the language skills are job related

Religion - Only if it is an inherent job requirement. The employer may enquire if the applicant is willing to work a specified work schedule and it would be hoped that the employer would accommodate the religious observations of the applicant if it is reasonable to do so.

Military Service - Only if it is job related. It is unlawful to discriminate against anyone in the Army Reserves.

Physical disability - Only if it is relevant to the job, if it would preclude the applicant from performing the duties of the job satisfactorily or would be hazardous to the safety of the applicant or co-workers, clients or the public.

Medical information - Application forms may indicate that a job offer is conditional on the passing of a medical examination if there is a bona fide occupational requirement for it.

Height and weight - Only if relevant to the job.

EXAMPLES OF METHODS OF ASSESSMENT**(For use in Recruitment or Appraisals)****1. Graphic Rating**

In this method, various attributes such as "accuracy", "speed", "presentation", are rated "poor", "average" or "superior". The areas measured will vary with the level and requirements of the position.

Advantages:

1. Simple to construct
2. Adaptable to a wide range of jobs
3. Easily understood by raters

Disadvantages:

1. Very subjective
2. Runs into standardisation problems
3. Inflexibility of the system because if applied, must be applied consistently.

These problems can be overcome by using the rating method in conjunction with another assessment method such as the essay/narrative method.

2. Ranking

There are two types.

(i) Alternation Ranking

In this method names are listed, with the rater to choose the "most suitable", "most efficient" or "most valuable" person first, then the "least suitable" or "least valuable", then "second most" and so on until the list is completed. Each individual is then assigned an average rank from all the raters scores.

(ii) Paired-comparison Ranking

In this method of ranking, each person is compared one by one to other persons. The "preferred" person receives a tick against his/her name, with ranking being determined by the number of ticks at the completion of the exercise.

As this only gives a preference ranking order, it does not give any indication of qualitative or quantitative measures.

Advantages:

1. These methods are easily administered
2. Fairly cheap
3. The form is easily designed
4. Tries to take an overall view of the person

Disadvantages:

1. Too general
2. Does not tell how people perform on the job, that is, the relativities do not indicate the level of performance or how people relate in terms of other persons
3. The stigma attached to a particular ranking can be de-motivating

3. Forced Choice

In this method, assessors receive a list of alternative statements about job criteria or behaviour, from which they select those which most apply and those which least apply.

Eg

1. Reports are completed promptly
2. Appears relaxed in any work situation
3. Rarely late for work
4. Maintains good work relationships with other employees.

Note that all statements are similarly favourable. The rater would select two statements from these - the most and least applicable.

These statements are then "scored" by a weighting system which is not revealed to the assessor. It is argued therefore that the assessor will select the most descriptive term, rather than seeking the highest or lowest rating. At the end of the process is a quantitative figure and a scaling system is created.

Advantages:

1. The assessor's unawareness of the scoring system reduces the chances of bias, providing the assessor is able to select the appropriate statements
2. Prevents clustering of the scale
3. Helps focus on attributes

Disadvantages:

1. Time consuming
2. Arbitrary
3. People get scaled down

SAMPLE TELEPHONE REFERENCE CHECK FORM

Applicants

Name:.....Date:.....

Company/Organisation.....

Period of Employment.....

Position/s Held:.....

* Is applicant information correct ? yes no

If not, what are the discrepancies?

QUESTIONS TO BE ASKED OF PREVIOUS EMPLOYER:

* Why did applicant leave your Company ?

* What would you rate as the applicant's major strengths?

* If given the opportunity, would you re-hire this person ? yes no

* Are there any other aspects that you think may be useful in helping me assess this person as a potential employee?

* Did the person have any Workers Compensation Claims ? yes no
Are they current ? yes no

* Were there any extended periods of leave ? yes no

Name of the person giving information.....

Title/Position:.....

Reference Check carried out by:
Date:.....

SAMPLE CONTRACT OF EMPLOYMENT - NON-MANAGEMENT ROLE**CONTRACT OF EMPLOYMENT**

This contract relates to the employment of (hereinafter referred to as the employee) and by the company both of whom shall be party to the contract.

This contract shall take effect from Terms and conditions of employment will be in accordance with (state name of industrial agreement), known as the "Agreement".

1. Salary

- 1.1 The weekly wage paid to the employee shall be paid in accordance with the Agreement.
- 1.2 Wages shall be paid weekly / monthly in accordance with [classification/grade etc].
- 1.3 Wages shall be paid directly into an account with a financial institution, as selected by the employee.

2. Terms of Employment

- 2.1 The employee shall be employed as a [employment type] employee, in the capacity of a [position].
- 2.2 LSC shall provide to the employee a Position Description which shall detail the duties to be performed.

3. Hours of Duty

- 3.1 The employee shall be working [hours] hours per week, under the conditions of the Agreement.
- 3.2 Any change to these hours shall be negotiated between the parties to the contract.
- 3.3 Your hours of duty will be specified on the weekly roster displayed on the notice board. Rosters will be displayed at least two weeks in advance.

4. Public Holidays

- 4.1 Public Holidays shall be observed and paid in accordance with the provisions of the [Agreement].
- 4.2 The additional public holiday is observed on [relevant day].

5. Annual Leave

- 5.1 Annual Leave entitlements shall be in accordance with the Agreement.
- 5.2 Leave must be arranged at a time convenient to both LSC as well as the employee.
- 5.3 Leave in advance shall be at the discretion of LSC.

6. Allowances

- 6.1 Uniforms or protective clothing, where applicable, are required to be worn at all times whilst on duty.
- 6.2 The Allowances payable for Uniforms and Laundering of such, where applicable, are in accordance with the provisions of the Agreement.

7. Sick Leave

Sick Leave entitlements shall be in accordance with the Agreement.

8. Long Service Leave

Long Service Leave entitlements shall be in accordance with the Agreement.

9. Family & Other Special Leave

Leave entitlements shall be in accordance with the Agreement].

10. Termination of Employment

10.1 This contract may be terminated by either party in accordance with the notice period stipulated in the Agreement. Other conditions relating to the termination of the employees' service shall be in accordance with the Agreement].

11. Superannuation/Pension

Superannuation shall be paid in accordance with the relevant legislation.

12. Performance

In performing your duties you shall:

- Skilfully and diligently undertake and discharge in a manner reasonably acceptable to the Company, such duties as are assigned to you by or on behalf of the Company from time to time.
- Serve the Company as an employee at the premises of the Company or at the premises of any individual or company you shall be directed to attend by or on behalf of the Company.
- Do all things reasonably within your power to promote, develop, foster and extend the Company' business.
- Conform to such hours of work as may vary from time to time reasonably required by the Company.
- Provide your services for any subsidiary and associated companies of the Company without further remuneration unless otherwise agreed.

13. Ownership of Intellectual Property / Confidentiality

In the course of your employment you will or may have access to information relating to the operational aspects of the Company. Information relating to the following areas will remain the property of the Company, will be treated confidentially and disclose only by personnel authorised to do so:

- Research and development activities including scientific data, methodologies, processes and results being carried on by the Company or on behalf of third parties for the Company.
- Advices, opinions and precedent documents whether obtained by the Company from outside or prepared 'in house'.
- Computer system information with regards to types and quantities of computer hardware and software used by the Company and the methods by which they are used or planned to be used, and any information relating to terms of supply by any equipment or maintenance suppliers.
- Customer information with regard to any compilation of past, existing and prospective customers, particular customer transactions or state of current accounts, proposals or agreements between the customer and the Company.
- Marketing and strategic information regarding details about the Company's position in the market place, marketing plans and strategies.
- Financial information regarding Company assets, liabilities, income and expenditure.

14. Other Conditions

You will comply with Company policy and procedure as may vary from time to time.

Signed by

on behalf of the company

Dated

Signed by

employee

Dated

SAMPLE CONTRACT OF EMPLOYMENT - MANAGEMENT ROLE

This Contract of Employment is between **[Employee]** and **the company** with regard to the appointment of **[Employee]** to the position of **[job role]**.

This Contract sets out the Terms and Conditions under which employment has been negotiated and agreed between the two parties. The Contract should be read in conjunction with the Position Description for the role and any Policies and Procedures applicable to the management and operation of LSC activities.

1. Tenure

- 1.1 This Contract is valid for a period of **[period]**, renewable on an annual basis. The Contract will commence from date of signature. During the final period of the Contract, a process will commence to either bring the Contract to a satisfactory conclusion, Re-negotiate the nature and period of an extension of the Contract, or establish a new Contract.
- 1.3 Appointment will be on the basis of **[nature of employment]** for the period of the Contract.

2. Duties and Responsibilities

- 2.1 The position is directly accountable to **[line of accountability]**
- 2.2 A full statement of accountabilities is outlined in the Job Description. This will be formally reviewed on an annual basis in **[month]**
- 2.3 The establishment of appropriate work patterns to achieve the requirements of the position will be subject to ongoing negotiation between the **[employee]** and LSC. It is recognised that the undertaking of these duties and responsibilities will involve a level of commitment extending beyond "regular" hours.

3. Standards of Performance

- 3.1 In addition to the outcomes required of the position as outlined in the Job Description, standards of personal performance will be as determined by LSC. In keeping with the seniority of the role, the **[position]** is expected to maintain a high level of personal integrity, and be aware of their professional image and profile in the Industry.
- 3.2 The **[position]** will be required at all times to exercise due diligence and care in relation to issues of confidentiality.
- 3.3 In the first period of the Contract, formal reviews will be undertaken on a quarterly basis. Subsequent formal reviews will be undertaken on an annual basis. Informal reviews will occur as required.

4. Communication and Reporting Mechanisms

- 4.1 Formal written reports may be required on a monthly basis.
- 4.2 The **[position]** will work closely with **[other positions]** as required.
- 4.3 LSC will seek to appoint an independent "mentor", where applicable, to facilitate professional support for the **[position]**, particularly during the first period of the Contract. This role will rotate on an annual basis and be provided by either executive personnel from other organisations or external professionals.
- 4.4 In any issues of dispute, the first contact will be **[state contact]** who will ensure the appropriate resolution processes are facilitated.

5. Remuneration

- 5.1 Remuneration will be determined by an agreed "package" as outlined in Attachment I. The "package" is subject to review on an annual basis in **[month]** Changes in the components will be subject to movements in the **[award]**, market based movements, merit increases, and other factors as may be determined by LSC to be appropriate.
- 5.2 Payment of wages will be by way of direct credit on a monthly basis. Payment of benefit components will be as arranged.
- 5.3 Superannuation payments at an agreed percentage will be paid into the LSC Superannuation fund.
- 5.4 A fully maintained vehicle is provided as part of the remuneration package. The style of vehicle, and its value in the "package", will be subject to negotiation in accordance with

current Policy guidelines. The Company's motor vehicle policy is to be adhered to unless otherwise agreed.

6. Entitlements

- 6.1 Entitlements for Annual Leave, Sick Leave, and other forms of Special Leave (e.g. Compassionate Leave, Maternity Leave, Family Leave etc.) will be as per the **[award /legislation / Agreement]**
- 6.2 The period of service covered by this Contract will count towards Long Service Leave entitlements subject to the Contract being extended or renewed on a continuing basis beyond the initial term.
- 6.3 Provisions for professional development leave, study leave and time off in lieu will be subject to negotiation and approval by LSC.
- 6.4 The position will be covered for Workers Compensation.
- 6.5 Reasonable expenses with regard to personal utilities used in connection with official duties will be reimbursed. (e.g. phones - home, mobile. fax . computer etc.)
- 6.6 Any additional expenses incurred in the performance of official duties of LSC will be reimbursed. This covers items such as travel, accommodation, entertainment and sundry expenses. Provision and accountability for these items will be through the Budgetary process and documentary support of expenses incurred.

7. Employment Requirements

- 7.1 The **[position]** may be required to undertake a medical checkup on an annual basis at LSC expense. In general, the **[position]** will be required to maintain personal health and well-being at a level to suit the demands of the role.

8. Termination of Contract

- 8.1 Termination of this Contract can be undertaken by either party subject to the notification, in writing. Three (3) months in advance of termination date. A minimum period of one (1) month will apply where both parties are in agreement. Payment in lieu of notice can be negotiated.
- 8.2 Within any notice periods, LSC reserves the right to direct the **[position]** to perform different duties and functions, at a location of its choice.
- 8.3 Termination "without notice" provisions can be evoked by either party in circumstances involving summary or willful negligence to meet the requirements of this Contract.
- 8.4 In the event of the Contract not being fulfilled due to restrictions on operations of LSC, the **[position]** will be entitled to redundancy provisions as determined by the **[award / legislation / agreement]**
- 8.5 On termination of this Contract the **[position]** agrees not to be engaged in any capacity that would give rise to a conflict of interest for LSC for a period of not less than twelve (12) months.

9. Overrider

- 9.1 Where this Contract is silent on any particular area, the **[state appropriate award]** or relevant State and Federal Legislation will apply.

10. Performance

In performing duties the employee shall:

- Skilfully and diligently undertake and discharge in a manner reasonably acceptable to the Company, such duties as are assigned to you by or on behalf of the Company from time to time.
- Serve the Company as an employee at the premises of the Company or at the premises of any individual or company you shall be directed to attend by or on behalf of the Company.
- Do all things reasonably within your power to promote, develop, foster and extend the Company's business.
- Conform to such hours of work as may vary from time to time reasonably required by the Company.
- Provide your services for any subsidiary and associated companies of the Company without further remuneration unless otherwise agreed.

11. Ownership of Intellectual Property / Confidentiality

In the course of employment the employee will or may have access to information relating to the operational aspects of the Company. Information relating to the following areas will remain the property of the Company, will be treated confidentially and disclose only by personnel authorised to do so:

- Research and development activities including scientific data, methodologies, processes and results being carried on by the Company or on behalf of third parties for the Company.
- Advices, opinions and precedent documents whether obtained by the Company from outside or prepared 'in house'.
- Computer system information with regards to types and quantities of computer hardware and software used by the Company and the methods by which they are used or planned to be used, and any information relating to terms of supply by any equipment or maintenance suppliers.
- Customer information with regard to any compilation of past, existing and prospective customers, particular customer transactions or state of current accounts, proposals or agreements between the customer and the Company.
- Marketing and strategic information regarding details about the Company's position in the market place, marketing plans and strategies.
- Financial information regarding Company assets, liabilities, income and expenditure.

Signed by

on behalf of Revive Healthcare Training Ltd

Dated

Signed by

employee

Dated

SAMPLE INDUCTION CHECKLIST

SECTION A - To be completed by Supervisor and / or Manager

- Management Structure
- Workplace Structure
- Mission Statement
- Core Values
- Employees Behaviour Code
- Issue and explain Policies and Procedures of the Site
- Emergency Procedures
- Occupational Health and Safety Obligations
- Appraisal process
- Job Description of Employees Position
- Time Keeping Protocols
- Rosters
- Overtime
- Absence Notification
- Availability and Access to Training
- Grievance and Disputes Procedure
- Communication Channels
- Introduction to Mentor/Buddy
- Computer logon / Notes (if applicable)

SECTION B - To be completed by Mentor/Buddy

- Shown work area, layout and features
- Communication processes
- Accident and Injury Notification
- Workers Compensation & Rehabilitation
- Telephone usage
- Introduce to other employees
- Employees Amenities
- Meal Breaks
- Group customs
- Issued with protective equipment/clothing
- Uniforms and other "issues" eg keys, I.D.
- Transport arrangements

SECTION A : Conducted by:.....Date.....

SECTION B : Conducted by:.....Date.....

NEW EMPLOYEE.....Date.....

Original to be kept on Employees Personnel File