Recruitment & Selection Processes

2015 HR Tool Kit Project

Developed by apex human resources for the department of sport and recreation

**Recruitment and Selection**

At <Organisation> our primary objectives regarding recruitment are that staff are employed fairly and expertly based upon relevant skills and experience, ensuring they are properly inducted, and ensuring they are aware of the required standards of business conduct including use of email and the internet.

Effective recruitment and selection is central and crucial to the successful functioning of <Organisation>. It depends on finding people with the necessary skills, expertise and qualifications to deliver the organisation’s strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

Advertisements

Vacancies will be advertised utilising a variety of methods and will not be confined to those media which, because of their particular source of applicants, provide only or mainly applicants of a particular group.

All vacancies will also be posted on the organisation Intranet, and internal notice boards. <Organisation> is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

Application process

Candidates for all posts will be asked to address standard criteria and skills appropriate to the role in order that they can be judged on the basis of comparable information.

In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the organisation. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

In drawing up the job description and conditions of service <Organisation> will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

Only references for short listed candidates for interview will be obtained. References will normally be sought post interview with any offer of employment made subject to receiving satisfactory references.

All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

Selection Methods

Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

The selection and appointment of the Chief Executive will be made by members of the Board and the panel will be chaired by the Board Chairman.

A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience and suitability for the role.

All candidates will be asked the same questions in the same order, and their responses rated accordingly, e.g. on a scale of 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time should be allocated between interviews for the panel to discuss each candidate and to assess the candidate’s suitability for the role.

It should be remembered that an interview is a two way process, and candidates will be given every opportunity to ask questions about the organisation, to ensure that they have a full understanding of the post for which they are applying and the way the organisation operates.

In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone, email or letter.

All unsuccessful candidates’ application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they should be destroyed.

Reference checks

All offers of employment will be made conditional upon satisfactory results from the following:

* two satisfactory references;
* confirmation of the right to work in this country (if appropriate)
* obtaining of certain job pre-requisites, e.g. Police Certificate, Working With Children Certificate

Probationary Period

All appointments into the organisation will be made subject to a probationary period of three calendar months, at which time a review meeting will take place between the post holder and their line manager to discuss progress.

At the end of the probationary period, and subject to a satisfactory report by the appropriate head of section or line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period may be extended by a further 3 months should the individuals line manager consider this appropriate.

 Exit Interviews

All employees who leave the employment of the organisation voluntarily will have an exit interview with their manager before their last day of employment.

Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of the organisation’s human resources policies and practices.

The appropriate line manager should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee’s personal file.

Induction Process

<Organisation> believes that all new employees must be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the organisation’s commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and organisation alike.

It is the aim of the Organisation to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

The organisation expects that the implementation of good induction practice by managers/supervisors will:

* Enable new employees to settle into the Organisation quickly and become productive and efficient members of staff within a short period of time.
* Ensure that new entrants are highly motivated and that this motivation is reinforced.
* Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
* Assist in developing a management style where the emphasis is on leadership.
* Ensure that employees operate in a safe working environment.
* Will reduce costs associated with repeated recruitment, training and productivity.

In terms of its commitment to an effective induction process for new employees, the organisation will:

* Issue guidelines to familiarise managers and staff with the induction process.
* Maintain and update the Induction Policy.
* Provide a checklist for managers and staff to follow during the induction period.
* Ensure there is effective monitoring of the induction process particularly in the first three months.
* Deal with any problems promptly providing an efficient service for both managers and staff.
* Review all policy, procedure and guideline documents on a regular basis.
* Provide relevant formal training courses necessary to assist the induction process.

Guidelines for Managers/supervisors

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into the organisation as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into the Organisation will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

The advantages of an effective and systematic induction process are as follows:

* To enable new employees to settle into the Organisation quickly and become productive and efficient members of staff within a short period of time.
* To ensure that new entrants are highly motivated and that this motivation is reinforced.
* To assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
* To assist in developing a management style where the emphasis is on leadership.
* To ensure that new employees operate in a safe working environment.
* To reduce costs associated with repeated recruitment, training and lost productivity.

**Induction Checklist**

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered.

Managers/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant.

Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.

**Conducting a Successful and Effective Induction Process**

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment, business cards, network accessibility and email address etc.

Most new employees tend to be concerned primarily with two matters:

1. whether they can do the job and
2. how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the organisation to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant’s arrival. If possible one of the new entrants colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity.

In some areas, such as understanding wider aspects of the organisation, follow up after a number of months may be appropriate.

An Induction Checklist can be found in the appendix of this document.

Further examples of Induction and other human resources policies, processes and templates can be found at the following websites;

<http://www.fairwork.gov.au/about-us/policies-and-guides/templates> (provides free, editable templates, policies, practices and on-line development tools)

<https://www.ahri.com.au/> (Member based human resources organisation, fees apply)

<http://www.commerce.wa.gov.au/labour-relations> (provides free advice to business regarding statutory requirements together with best practice solutions for employers)

Job Description Template

 (Organisation Name)

|  |  |  |  |
| --- | --- | --- | --- |
| JOB TITLE | Development Coordinator | INCUMBENT | Vacant |
| REPORTS TO | Development Manager  | DATE REVISED |  |

|  |
| --- |
| JOB outline |
| The Development Coordinator reports to the Development Manager and is responsible for coordinating and administering the processes related to (Organisation Name) community programs and other special projects aimed at increasing the promotion and development of the sport in Western Australia. Remuneration & Benefits: circa $50k per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

|  |
| --- |
| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Stakeholder Communications (20%)*** Provide effective and professional ongoing support to regional & metropolitan clubs and members including community & special Events coordination & support.
* Proactively generate and foster positive relationships with stakeholders, including clubs, internal Advisory Committees, XX Australia, local and state govt representatives, community organisations, schools, accredited coaches & program partners.
* Identify & implement initiatives aimed at improving communication lines and plans.
 |
| Marketing, Media & PR (20%)* Develop positive media relationships.
* Develop promotional materials & releases aimed at increasing profile & awareness of events, programs & activities.
* Undertake necessary promotional duties and tasks as requested by the CEO.
 |
| Community Programs & Special Projects (60%)* Coordinate promotion, development and delivery of community programs
* Identify & develop initiatives aimed at increasing participation in the sport.
* Identify & develop initiatives that help raise the profile of the sport and our member clubs.
* Identify & develop initiatives aimed at increasing club membership through transfer from participation in our programs.
* Related program administration & reporting
 |

SELECTION CRITERIA

Essential

* Experience in working within a similar role, ideally within a not-for-profit/sports environment
* Well-developed written, verbal communication and interpersonal skills
* Demonstrated experience in working with a diverse range of stakeholders/volunteers
* High level of client service skills
* Highly developed organizational and administrative skills.
* Able to create effective processes to improve the delivery of work and efficiency
* Highly developed computer skills, MS Office
* Ability to manage a variety of conflicting priorities over extended periods
* Willingness & availability to work evenings and weekends as required.
* Ability to work independently and as part of a small team
* Knowledge of the sport
* Current WA driver’s license.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

Recruitment Adverts

**(Vacancy) – (Organisation Name)**

(Organisation Name) is the governing body of XX in Western Australia. Currently based in (Location), we coordinate all facets of the sport within the state, and are currently searching for a suitably qualified individual to fill the role of (Position Title).

The role is critical in ensuring governance and administration of the game is conducted effectively, and is a key position in the (Organisation Name) management team, contributing significantly to our development and growth plans.

Prime areas of responsibility include;

* Strategic and budgetary planning
* Management of the well established and knowledgeable Operations team
* Development and execution of the Operational Plan and Budget
* Effective management of the competition within the state
* Development of processes and procedures targeted at improvement
* Ongoing development and implementation of Rules and Regulations, Codes of Conduct, and related policies
* Stakeholder management and communication

Successful applicants will possess experience in operations management, ideally in a similar organization. A copy of the full Position Description, together with the relevant selection criterion and salary indication can be found at;

[www.seek.com](http://www.seek.com)

www.organisationname.com

This is a rare opportunity for a qualified individual with a passion for the sport to join us in an exciting and challenging period of growth and change.

If you have the necessary background and experience, please forward your resume with a covering letter detailing your suitability for the role to;

Applications close (Date).

If you have any further questions regarding the advertised vacancy, please contact (Organisation Contact)

Interview Checklist

Candidate Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |
| --- | --- | --- |
| **Question** | **Response** | **Rating****(1-10)** |
| Provide a brief history of your work experience, identifying core areas of responsibility |  |  |
| Can you tell us a little more detail, providing examples, of your exposure to;Area 1Area 2 |  |  |
| What were your most significant achievements in your previous role?What was your role in the process?What challenges did you face?How did you overcome them? |  |  |
| Can you think of a situation where a project hasn’t gone as planned?What was your role?What did you do to overcome the challenges you faced? |  |  |
| What is your understanding of the role at (Organisation Name)?What motivated you to apply for the position? |  |  |
| What is your ideal working environment? Where do you ‘flourish’? |  |  |
| What is your career ambition? |  |  |
| What date would you be able to start?  |  |  |
| What is your salary expectation for the role? |  |  |
| Do you have any questions? |  |  |
| **Total** |  |  |
| **Comments:** |  |  |

Other EXAMPLE Interview QUESTIONS

What kind of decisions do you make rapidly? What kind takes more time? Give examples?

How do you react in a situation where you need to take an immediate decision? What process will you follow for decision making in such a critical situation?

Have you ever faced a situation when you had to take a decision, which did not fall within in your area of responsibility? What decision did you make and how?

Have you ever tried to delay any decision-making? What were the consequences of this on both your company and customers?

Do you always make decisions on your own without the help of others? In which situations do you seek other ’s help for decision-making?

What kinds of problems have you had coordinating technical projects? How did you solve t hem?

Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground?

Give an example of a problem which you faced on any job that you have had and tell how you went about solving it?

Give an example of when you “went to the source” to address a conflict. Do you feel trust levels were improved as a result?

Tell us about a situation in which you had to separate the person from the issue when working to resolve issues?

Tell us about a time when you identified a potential problem and resolved the situation before it became serious?

There is more than one way to solve a problem. Give an example from your recent work experience that would illustrate this?

Can you tell me about a time when you discovered a more efficient way to do a work task?

What steps do you follow to study a problem before making a decision?

We can sometimes identify a small problem and fix it before it becomes a major problem. Give an example(s) of how you have done this?

Tell me about a task that really tested your analytical abilities?

Describe a situation in which you had to collect information by asking many questions of several people?

Tell me about a tricky situation for which you found a very simple solution?

Have you ever been in a real dilemma at work? What did you do to get out of it?

Describe the work environment or culture and its communication style in which you experience the most success?

How do you explain a complex technical issue to someone who has less technical knowledge than you?

Give me an example of a time when you had to put your point across in a meeting to which most of the people were reluctant to hear.

When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff?

When you have had a boss, in the past, who fails to adequately communicate with you, how have you handled this?

Give me an example when you had to present complex information in a simplified manner in order to explain it to someone?

How do you determine priorities in scheduling your time? Give an example?

Do you generally spend your time the way others want or the way you want?

Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?

Do you spend more than a few minutes to find important papers and documents?

Tell me about a time when you were particularly effective on prioritizing tasks and completing a project on schedule?

Do you find yourself spending too many hours in meetings that don’t accomplish very much?

How will you initiate a new relationship with a potential client? Do you think it is necessary?

How would you characterize your written and oral communication-skills?

What do you require from a supervisor?

Would you rather work on a team or on your own?

What, in your view makes a person like able?

Do you think it is worthwhile to establish new relationships? What are the consequences of building new relationships in your professional and personal life?

Describe what a “team” environment means to you?

Job Offer Letter (Contract)

On behalf of (***(ORGANISATION NAME)***), I am pleased to confirm your employment as (***Position***) located at our **(Office Location)** on the terms of this offer letter.

1. **Position**

Your duties, responsibilities, authority and delegations have been discussed with you and are specified in the attached Position Description. It is understood and accepted that the scope and content of this Position is subject to change in response to the business requirements of *(ORGANISATION NAME)*. *(ORGANISATION NAME)* reserves the right to amend the Position Description to reflect any changes in the scope and content of this Position

At all times, you must:

1. comply with the lawful and reasonable directions of *(ORGANISATION NAME)*;
2. act in good faith, honestly and in *(ORGANISATION NAME)*’s best interests; and
3. use due care and skill when performing the duties of this Position.
4. **Commencement**

Your appointment will commence on **(Date)**

**3. Hours of Work**

A standard working day for this Position will be based on (X) working hours. The usual hours of work are X.XXam to X.XXpm. It is expected you will work additional hours necessary to meet the requirements of this Position.

Your appointment is full-time, and you will devote your whole time and attention during normal working hours to the business of *(ORGANISATION NAME)*.

**4. Remuneration**

Your total remuneration package of $............. per annum will be comprised of:

1. base salary of $............. per annum; and
2. superannuation contributions in accordance with the Superannuation Guarantee legislation.

Your total remuneration package is all inclusive and covers payment for all hours worked and annual leave loading.

Your base salary will be paid on a **(Fortnightly/Monthly)** basis by bank transfer.

**5. Performance Management and Base Salary Review**

From time to time throughout your employment, your performance will be reviewed to facilitate ongoing development and continuous improvement. Any issues regarding your performance will be addressed at these times.

There will be an annual review of your base salary. The following factors will be considered in determining whether a base salary increase will be paid:

1. internal equities;
2. the external market;
3. your performance;
4. inflation; and
5. the capacity of *(ORGANISATION NAME)* to award an increase.

**6. Expenses and Benefits**

You will be entitled to reimbursement of all reasonable out-of-pocket expenses incurred by you on *(ORGANISATION NAME)* business as outlined in our Expense Reimbursement Policy

**7. Leave**

Your entitlement to all forms of leave is in accordance with *(ORGANISATION NAME)* policy. You will:

1. receive twenty (20) days annual leave per annum, administered within the current relevant legislation. Leave is to be taken at a time or times agreed with your line manager and must be taken within eighteen (18) months of entitlement, thus leave entitlements cannot accrue to more than thirty (30) days at any time;
2. be eligible for long service leave in line with relevant legislation; and
3. be entitled to eight (8) days paid sick leave per annum. Where sick leave exceeds three (3) consecutive business days it should be supported by a doctors certificate.

**8. Compliance with Laws, Policies, Code of Conduct etc.**

You must comply with all relevant civil and criminal laws. In addition, you must comply with the constitution of *(ORGANISATION NAME)*, *(ORGANISATION NAME)* policies, *(ORGANISATION NAME)* Code of Conduct, *(ORGANISATION NAME)* By-Laws and *(ORGANISATION NAME)* Regulations and any of the Laws, applying from time to time (“***Policies”***) which may be applicable to your employment. Copies of relevant Policies are available on request.

You acknowledge that the Policies may change during the course of your employment. In instances where a term of this agreement are inconsistent with a term of the Policies, the term of the Policies will govern to the extent of the inconsistency.

**9. Conflict of Interests**

You must not have any direct or indirect pecuniary or other interest that may in any way compromise the performance of your duties under this agreement. In particular, you must not hold any position for monetary or other reward that would conflict with your responsibilities to *(ORGANISATION NAME)*. If such a conflict arises, you must immediately notify your line manager.

**10. Intellectual Property**

In relation to intellectual property, you:

1. acknowledge that the words ***Intellectual Property Rights***when used in this agreement mean all intellectual property rights, including:
	* 1. patents, copyright, rights in circuit layouts, registered designs, trade marks and the right to have confidential information kept confidential; and
		2. any application or right to apply for registration of any of those rights;
2. acknowledge that all Intellectual Property Rights in all things, materials and information created or generated by you (alone or with any other person) during the course of your employment with *(ORGANISATION NAME)* (whether in or outside usual business hours) including all inventions, software, databases, models, drawings, plans, processes, artwork, designs, performances, logos, reports, proposals and records (“***Materials”***) are owned by *(ORGANISATION NAME)*, and you presently assign all such rights to *(ORGANISATION NAME)*;
3. must do all things reasonably requested by *(ORGANISATION NAME)* to enable *(ORGANISATION NAME)* to assure further the rights referred to in clause (b);
4. must notify *(ORGANISATION NAME)* of all Materials and provide copies on request; and
5. in relation to any moral rights you may have, you consent to *(ORGANISATION NAME)*:
	* 1. performing all acts necessary or desirable to enable *(ORGANISATION NAME)* to fully use and exploit Materials; and
		2. not attributing you as the author of any Materials.

**11. Confidentiality**

You must treat as confidential all information concerning or relating to *(ORGANISATION NAME)* or the business of *(ORGANISATION NAME)* that is not in the public domain. You must not, in any direct or indirect way, make use of any such confidential information except in the course of your employment, disclose it to any person or allow any other person to use it. This obligation survives termination of your employment for any reason.

For the purposes of this agreement, information which is confidential includes trade secrets, formulae, software, financial and accounting information, customer and supplier information, marketing strategies, market research, information regarding coaching, sports medicine, team performance data, research and development information, personnel information and any other material or information that *(ORGANISATION NAME)* specifies as confidential.

**12. Resignation**

Either party may terminate your employment on the giving of at least one (1) months written notice to the other party. *(ORGANISATION NAME)* may choose to provide payment in lieu of the notice period.

**13. Termination**

*(ORGANISATION NAME)* may by written notice to you terminate your employment with immediate effect if:

1. you are guilty of any fraud, serious misconduct, wilful breach of duty, or of a serious or persistent breach of your employment obligations;
2. you materially breach any provision of these terms which is not remediable, or if remediable, is not remedied promptly after *(ORGANISATION NAME)* gives you notice specifying the breach; or

On the termination of your employment, you will immediately return to *(ORGANISATION NAME)* all *(ORGANISATION NAME)* property such as keys, security pass, cab charge, credit card, laptop and documents etc before your final salary payment and payment in respect of accrued leave entitlements is made.

**14. Disclosure**

Neither *(ORGANISATION NAME)* nor you may disclose any of these terms except to the extent required by a court or by legislation and, where required by legislation, both parties must consult in order to agree the extent and manner of the disclosure.

**15. Jurisdiction**

This agreement is governed by the law applicable in Western Australia and each party irrevocably and unconditionally submits to the non exclusive jurisdiction of the courts of that state.

If you agree with the terms as set out in this letter, please signify your agreement by signing and dating the enclosed copy of this letter and returning it to me. Your doing so will constitute the agreement between *(ORGANISATION NAME)* and yourself. I confirm to you that I am authorised to make the above offer and to commit *(ORGANISATION NAME)* to the above terms.

I look forward to a productive working relationship between *(ORGANISATION NAME)* and yourself.

Yours sincerely,

**Manager Name**

**Title**

**Employee Acceptance**

I agree to the terms of my employment at *(ORGANISATION NAME)* as set out in this letter and attachments. I also warrant that the details included in my resume provided to *(ORGANISATION NAME)* are a complete and accurate record of my skills and past experience.

*Name:*

*Date \_\_\_\_\_\_\_\_*

*Signature:*

Candidate UNSUCCESSFUL Letters

*Insert name*

*Address*

*City*

*State & Post Code*

*Date*

Dear (Applicant Name)

Thank you for your application for the position of (*insert position title)* with Organisation Name.

All applications have now been carefully considered and assessed against the key selection criteria. Unfortunately, in this instance, you have been unsuccessful in making our shortlist for interview.

The number and standard of applications for this position was extremely high, therefore it has been an extremely competitive process.

We advertise our vacancies utilising a variety of mediums so please feel free to apply for other opportunities with (Organisation Name) as they arise in the future.

Thank you for your interest in (Organisation Name). We appreciate the time and effort you have put into your application.

We would also like to take the opportunity to wish you every success in your future endeavours.

Yours sincerely,

*Name*

*Address*

*City State Postcode*

*Insert Date*

Dear (Applicant Name)*,*

Thank you for attending an interview for the position of (*insert position title)* with (Organisation Name).

The number and standard of applications for this position was extremely high, and it has been an extremely competitive recruitment process.

Unfortunately on this occasion your application has been unsuccessful.

We appreciate the time and effort you have put into your application and attending an interview. Once again, thank you for your interest in (Organisation Name), and I would like to take the opportunity to wish you every success in your future endeavours.

Yours sincerely,

Induction Checklist

DEPARTMENT ......................................................................

NAME OF EMPLOYEE ......................................................…………..

JOB TITLE ......................................................................

DATE COMMENCED ......................................................…………..

This is a checklist of information for Induction which managers / supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each subject as he/she has been informed about it, and sign the end of the form. A copy of the Induction form must be retained in the employee’s file.Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

**ITEMS TO COVER WITH EACH NEW EMPLOYEE**

|  |  |
| --- | --- |
| **The Department** | **Complete** |
| 1. Department function  |  |
| 2. Introduction to colleagues  |  |
| 3. New entrant’s own job  |  |
| 4. Supervision |  |
| 5. General layout - entrances and exits  |  |
| 6. Telephone system & stationery |  |
| **Conditions of Employment – hr hANDBOOK cONTENTS** |  |
| 1. Information on hours of work  |  |
| 2. Time recording, flexi-time  |  |
| 3. Bonus scheme, allowances  |  |
| 4. Probationary periods of employment  |  |
| 6. Reporting in when sick including when on leave  |  |
| 7. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave  |  |
| 8. Issue of staff uniforms, dress code policy |  |
| **Health and Safety, Security, Fire** |  |
| 1. Health and safety information relevant to the department  |  |
| 2. Issuing of fire instructions and procedure  |  |
| 3. Location of fire-fighting equipment  |  |
| 4. Accident reporting  |  |
| 5. First aid facilities & provisions |  |
| 6. Loss of personal effects  |  |
| 7. Security of department/building  |  |
| 8. Arrangement for keys, passes, ID Badges etc.  |  |
| 9. Violence and aggressive behaviour  |  |
| 10. Management of monies/valuables  |  |
| 11. Major Incident procedures  |  |
|  |  |
| **Conduct** |  |
| 1. Personal presentation  |  |
| 2. Disciplinary procedures  |  |
| 3. Courtesy to the customer and the public  |  |
| 4. Confidentiality  |  |
| 5. Noise Control |  |
| 6. Acceptance of gifts  |  |
| 7. Statements to the Press  |  |
| 8. Local rules regarding smoking  |  |
| 9. Private use of telephones  |  |
| 10. Standards of Business Conduct  |  |
| **Facilities** |  |
| 1. Cloakroom, lockers, lavatories  |  |
| **Education, Training, Promotion** |  |
| 1. Study leave  |  |
| 2. Means of advancement, promotion opportunities  |  |
| 3. Employee appraisal, review systems  |  |
| **Employee Involvement and Communication** |  |
| 2. Communication arrangements  |  |
| 3. Information sources, e.g. notice boards, circulars etc.  |  |
| 4. Food and Health Policy  |  |
| 5. Handling Complaints  |  |
| **Items Specific to Department** |  |
| 1. Pay  |  |
| 2. Notice of termination of employment  |  |
| 3. Sick certificates  |  |
| 4. Waste disposal  |  |
| 6. Lifting and handling  |  |

**OTHER RELEVANT ISSUES SPECIFIC TO DEPARTMENT**

I have been informed about and understand the above items.

Signature:...............................………………………………… Date:..............

I confirm that the above Induction Programme has been completed for the above member of staff.

Signature of Head of Department/

Designated Officer:...................................…………………… Date:..............