

A man with dark hair, wearing a light blue dress shirt and a striped tie, stands with his arms crossed by a large window. He is smiling slightly and looking towards the camera. The window shows a blurred view of a modern office building with glass panels and white frames.

STAFF RECRUITMENT

SURVIVAL GUIDE

a proven system for all workplaces

SUZANNE FLEMING



**SUITABLE FOR ALL
WORKPLACES**



FREE

TEMPLATES AND
FORMS

CD

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Assessment Forms
and In-House H.R.
Systems

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Descriptions

Professional Review
Documents

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Applications and
Packs to send to
interested parties

Exit Interviews and
Hand-Back Check
Lists

Easy to use

**SUZANNE FLEMING'S
STAFF RECRUITMENT SURVIVAL GUIDE**

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OTHER WORK BY SUZANNE FLEMING

NOVELS

The University
Global Warming
Corporate Giant
Shark Bait
The Rack
Nicholas Merewether
Don't Ask Forgiveness

SHORT STORIES

The Best of the Best
Dead Grandpa Came to Dinner

CHILDREN'S STORIES

The Little Hill
Don't Pick the Flowers

CORPORATE TRAINING PROGRAMS

Staff Recruitment and Selection
Total Perspective: *a system to test and evaluate the vocational skills of short listed job candidates.*
Change Management for Large Corporations
A Trainee Accountant's Survival Guide
Standard Operating Procedures Made Easy
Get With The Program: *a self-help text for new managers*
SAINAP: Skills Audits Industry Needs Analysis Program: *a resource for Employment Consultants and people who are serious about career planning*
That's The Way To Do It: *for companies serious about Efficiency Audits and Organizational Restructure*
We're In for It Now: *to help companies build a team-based workforce*
Get out of My Way, I'm The Boss Now: *a quick reference for new managers*

ABOUT THE AUTHOR



Suzanne lives in inner city Sydney. She has five adult children and six grandchildren, and believes the family is the most important aspect of life.

For many years, Suzanne was a management consultant, and worked on special assignments in London and Vietnam. She has been a part-time college and university teacher for two decades. Specializing in business management, information technology and management. Suzanne is a qualified eLearning facilitator and a course design specialist. She delivers creative writing courses online.

The things she enjoys most are: her family, her work, writing, reading, gardening, preparing small dinner parties for special friends, and spending time with interesting people. Her favourite quote: Strive to live the ordinary life in an extraordinary way.

Mentored by Denis Butler, the highly respected Australian journalist, Suzanne says she was fortunate to have the guidance of such a gifted writer. His support and encouragement helped her develop her skills, and gave her the confidence to trust her writing ability.

Her message to other writers: 'Never give up. Keep writing. It's the path to self-knowledge and a great way to learn about other people. Take rejection well and be your own harshest critic. Examine every piece you write and know you can always do better. There is no such thing as perfection, but there is always room for improvement.'

NOTE FROM THE AUTHOR

We live in a high litigious society and more than ever business operators must protect themselves when they hire new employees.

Businesses need the right tools to help them make the important decisions about hiring staff. And they need sound strategies that will ensure the job applications are assessed and evaluated properly and effectively.

Because individuals can challenge the recruitment process, based on discrimination, it is essential for Human Resources Managers to have records that will prove the employing business made sound and unbiased decisions, should a legal matter arise.

You will find this program easy to use, although it does require an extra time investment. However, the time is a minor matter when you consider the level of protection and efficiency you will build into your recruitment procedures.

When you use this recruitment method you will be able to assess applications on merit and you will have a sound record to demonstrate how, and why, the successful candidate was selected for the position.

The program has been used in a wide variety of business settings, across a number of industry types. It has also been used in a number of HR courses at a major university and TAFE colleges.

Feel free to contact me if you would like to discuss the program further.

Regards,

Suzanne

CHAPTER 1

ACTION PLAN

for recruiting the right people

STEP 1

Before you hire new staff identify your **exact** staffing needs.

Careful analysis will help you target the right people and match their skills against the tasks they'll be doing.

As we know, hiring staff is a time consuming and costly business.



All too often, business operators and managers, overlook the really good people they already have working for them.



Current employees are often perfect for moving into new positions because they know the business culture, understand the operating systems, and the policies and procedures. And they often they have established relationships with other staff members and customers or clients.

Identifying workers for advancement, and moving people around the organization, can stop workers from becoming bored and dissatisfied.

Providing opportunities for staff to regularly move into new roles will keep their interest alive and help to develop a multi-skilled workforce.

Special Projects is a great motivator. Giving employees new responsibilities often revitalizes them and gives them new energy.

Repetitive work can be very boring and draining.

It's hard to get all revved up about a boring job.



Giving staff new and interesting work brings variety and challenge into their lives.

Most humans respond well to new challenges, as long as they feel confident about their abilities and know they have support.

Whether you decide to make an internal appointment, or recruit externally, you must do a TASK AUDIT.

If your staff know you have a sound profile of their skills and knowledge, and they know the organization draws from its internal talent pool, their motivational levels will be higher, than those working in a business that fails to capitalize on their talented people.



WHAT IS A TASK AUDIT?

It is a list of ALL the tasks
individual workers do
as part of their job.

IT'S EASY TO CONDUCT AN AUDIT

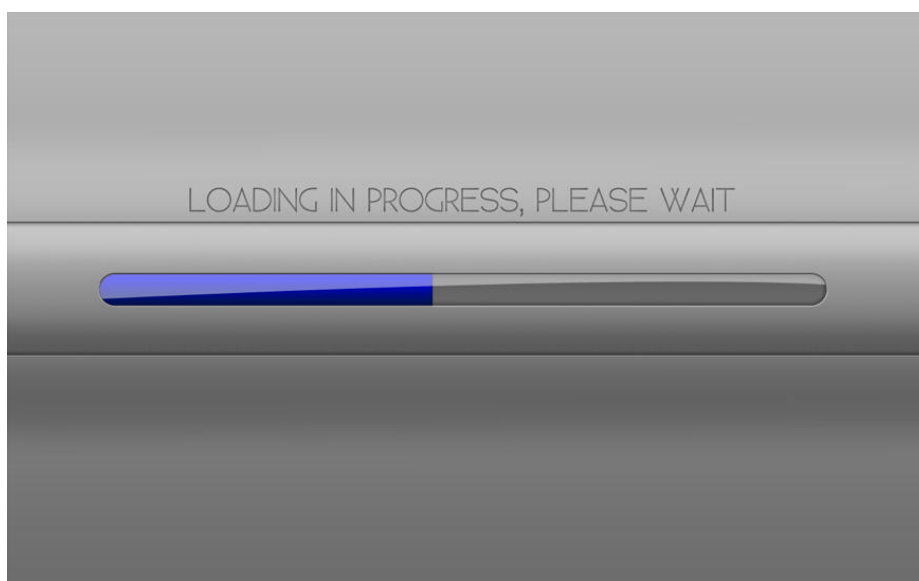
Just start by preparing a list of all the tasks you expect the position holder to undertake.

Make sure you include tasks that are done on a daily, weekly, monthly basis and any other scheduled tasks.



When you've finished your list, send a copy to everyone who has a stake in the position.

- Ask people to add any tasks you might have missed.
- Ask the stakeholders to specify how long each task takes to perform, and rate all the tasks priority of importance.





Enter everyone's data into a spreadsheet so you can analyze the results.

It might help to have time columns beside each task. One to record the estimates, and one to record actuals.

Whatever system you use, it's essential to validate your estimates.

Test actuals by tracking the time spent on each task over a two-week period.

When all the Task Audit Schedules have been returned you will begin to really understand the section or department's true needs and the importance the stakeholders place on each task

The Audits will demonstrate all the tasks the new position will be responsible for and allow you to determine the importance of each task and their order of priority.

The time allocated to each task will give you a good indication of the task mix of the position.

Task Audits may reveal an imbalance that only a Job Redesign will fix.





You may find the worker is spending a large amount of time on tasks that were NEVER intended to be the major focus of their position.



This is a big problem and it's often the **direct** cause of inefficiency.

If a worker is spending large blocks of time performing '**low-end tasks**' they often don't have time to do the real tasks the position was established for.

If your **TASK AUDIT** reveals an imbalance of low and high-end tasks you have a **MAJOR PROBLEM**.

There's a real chance the current position holder will either be experiencing high stress levels, and feeling pretty ineffective. When stress levels go up, worker motivation goes down.

These negative feelings will have a serious impact on how they do their work and their level of job satisfaction will be low. They'll stop caring about their job and start the 'blame-game'

They'll blame the boss, the customer, the supplier, in fact anyone but themselves.



Of course I know about finding good people, but I'm rushing to catch a plane so you'll just have to figure it out for yourself.

Negative reactions are fatal for efficient management.

Employees with a negative attitude will often de-motivate other team members

JOB REDESIGN

The period before a business hires new staff is an excellent time to consider **JOB REDESIGN** as an efficiency option.

Job Redesign is simply the process of studying **the real purpose** of an existing position or one that is to be created.



Questions are
guaranteed in life:
Answers aren't



ESSENTIAL QUESTIONS

- What are the expected outcomes?
- What are the benchmarks?
- What qualifications and/or training will the person need to do the job well?
- What previous experience will the person need?
- What training will be provided?
- Who will the person report to?
- What salary will be paid?
- What will the working hours be?
- What other conditions apply to the position?
- Who will train the position holder?
- What on going training will be provided?
- Does the position require additional financial resources?
- Does the position require additional physical resources?



Examine the number of ‘high-end’ and then look at the ‘low-end’ tasks - consider the total amount of time spent on the high and low end task. Ask yourself if you need a highly paid specialist to carry out the ‘high-end’ jobs.

A VITAL QUESTION

‘Do we need a specialist for the high end task?’

If the answer’s **yes**, then ask yourself:



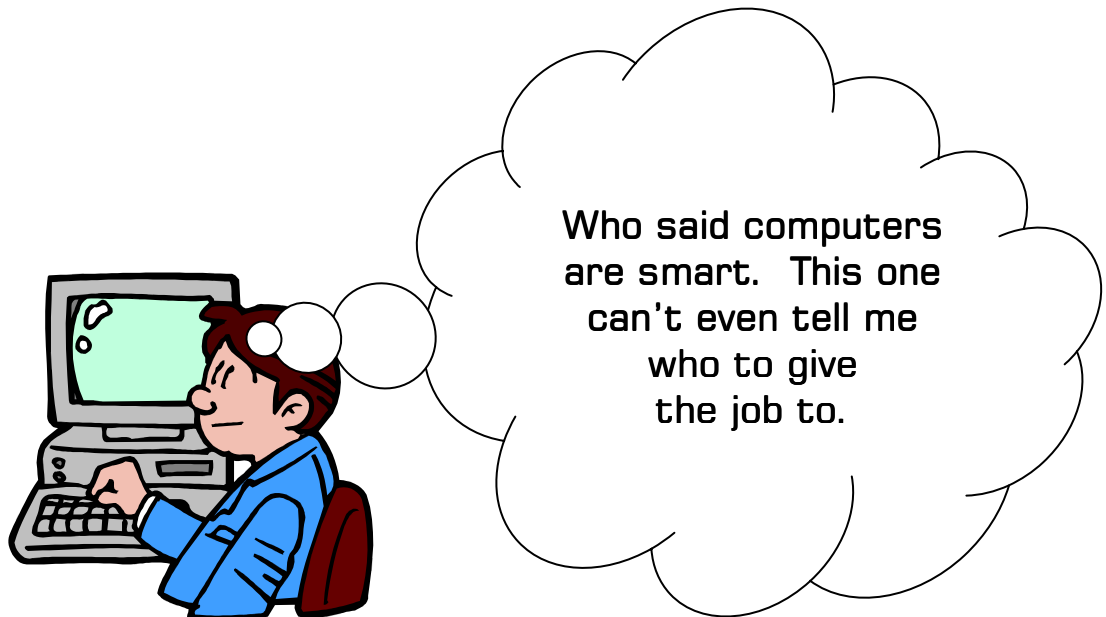
“do we really want to pay a specialist to perform a large number of ‘low-end tasks ?”



It's often during this analysis period that employers realize it's more effective to

allocate all the high-end tasks to the specialists who are currently employed by the organization

and provide them with appropriate support to get all the 'low-end' tasks done.



Taking away all the 'low-end tasks' means the specialists can increase their 'high-end' workload and perform more effectively.

The trimmed off 'low-end tasks' are then grouped and distributed across existing Administration Support Officers or junior people.

Remember it is more cost effective to engage additional admin support people than it is to hire more highly paid specialists; who are usually in short supply anyway.



**Good support
staff are a
valuable asset**

THE NEXT STEP



Do another audit to identify the percentage of time required to perform each task.

Allocate all the 'high-end' work to the appropriately trained senior people.

Take away all the 'low-end' stuff and transfer it to another support role.

For example: all the administrative duties currently done by the specialist team is handed over to the administration people.

You'll find it's a lot cheaper to increase the admin team than to continue to pay your specialists to do admin work.



Don't pay a higher hourly rate than necessary.

Don't pay a worker 'top-end' rates to perform 'low-end' tasks.

Redesigning jobs isn't difficult, but it does require a reasonable **time** investment.



If you finish your initial analysis and you're still convinced you need to recruit, that's fine but,

DON'T DO IT YET

There's plenty more to do.

HAVE A BRAINSTORMING SESSION

and answer all these questions before you do anything else.

What tasks will the person be responsible for?

What role will the person will play in the organization?

Who will they report to?

What will their duties be?

What Key Performance Indicators (KPIs) they will be judged by?

Who will revise the KPIs?

When the KPIs be revised?

Who will train the new recruit?

When will the training take place?

Does the training program new to be updated?

Who will do the updates and when?

Are the targets you're setting realistic and achievable in the timeframe allocated?

GET STAKEHOLDER INPUT

Prepare a report on your ANALYSIS RESULTS and send it to everyone in the team for their input and comment.

**This may slow up the process,
but it will make it easier in the long
run, and you'll be more likely to get
the right person for the job.**

A lot of employers and managers make the mistake of choosing people **they feel good about**, INSTEAD OF **SELECTING THE PERSON WITH THE BEST SKILLS AND EXPERIENCE.**

Of course it's important to hire people who will fit in with the existing team and to like the people you have working for you, but your first task is to find the people with the EXACT SKILLS needed to perform the DUTY STATEMENT TASKS.

There is no sense in having a bunch of nice people in your workforce who don't have the skills to get the job done.



WAIT FOR THE FEEDBACK FROM THE OTHER STAKEHOLDERS

then establish a ranking for each task.

RANK THE TASKS IN ORDER OF THEIR IMPORTANCE:

The Essential tasks are the ones that are **MOST VALUABLE** to the organization.

The ones that will result in the greatest efficiency for the department/section.

The most important tasks are usually the ones that produce income for the business or are an important link in the income generation chain.

Once you have the list of tasks in their order of priority, then you can start developing the DUTY STATEMENT/JOB DESCRIPTION.

**Remember the Duty Statement is the
basis for the employment contract.**

CHAPTER 2

WRITING THE DUTY STATEMENT

You'll use the Duty Statement to develop the newspaper advertisement.

You'll also use the Duty Statement to develop the Professional Review (Employee Performance Appraisal).

When you're ranking the tasks into their level of importance, weight them as well.

EXAMPLE

Let's say you have 10 core tasks listed, and six of these tasks have been identified as priority 1.

Let's also say that two of them are considered the most important tasks on the list, and they must be finished within a set timeframe.

Well then, you would rate these two tasks as 1 and 1a and you would give them each a 25% weighting.

Continue to work through the list and prioritize each task.

Give all of them a percentage weighting depending on their importance and the completion timeframe available etc.

1 and 1a tasks are often the ones that directly impact on income generation; or are need by others to produce income.

Priority 1 tasks are the ones that should **NEVER** be put off and **MUST** be done to a strict timetable.

WRITING THE DUTY STATEMENT *continued*

Write the tasks into the Duty Statement.

Specify their rating and weighting.

Be exact in your wording.

Make sure the reader will understand your message.

Remove any words and/or phrases that are ambiguous.

AFTER YOU'VE WRITTEN THE DUTY STATEMENT

**You need to prepare a
JOB SPECIFICATION.**

The Job Specification is often called the '*Job Spec*'. It's the organization's analysis of the minimum requirement for the position with regard to education, qualifications, training, experience etc.

The Job Spec is formulated by analyzing the task list from the Duty Statement, and making the decision about the minimum training, experience, qualification etc, the business owner or manager expects the position holder to have.



KEEP AT IT, YOU'RE NOT FINISHED YET

Next **CLASSIFY** the position and apply the wage or salary to it.

Name the position.

Identify the award it comes under and the conditions that apply to it.

When you've finished this you can prepare a DRAFT -
CONDITIONS OF EMPLOYMENT.

When the drafts, are ready send copies of the Duty Statement, the Job Specification and Conditions of Employment to all the stakeholders for their comment and input.



**When everyone's happy with the
outcome you can prepare the
Newspaper advertisement.**



now it's time to write the **MEDIA ADVERTISEMENT**

...and that's the easy bit!

It's easy because you have the Duty Statement and Job Specification to refer to.

Your advertisement should clearly state the **ESSENTIAL** criteria all applicants will need to be considered for the position.



The advertisement should also include the **DESIRABLE** criterion - the things you would **like** the successful candidate to have, but not essential to perform the duties to the level of efficiency required.

The Desirable criteria is usually a 'wish list'.

They're the qualities or abilities that would make the successful candidate a 'value added' employee.

Value **PLUS** for salary paid.

YOU'RE ALMOST DONE!

Design the Advertisement and circulate it to stakeholders for input.

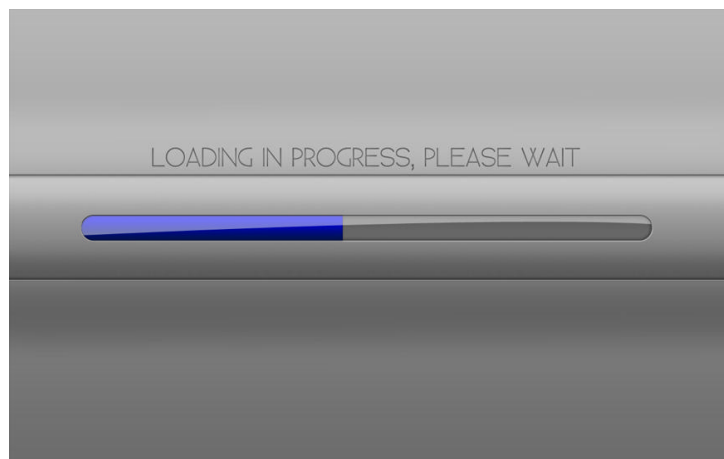
Check with the newspaper office to find out the lodgment day and closing time to ensure publication on the day most job seekers look up the Positions Vacant section of the classifieds.

A SMALL, BUT IMPORTANT DETAIL

Don't forget to include the application closing date (including the year) and the address for submissions to be forwarded to.

A carefully planned, and worded, newspaper advertisement will usually result in a flood of applications.

Remember your job is to match the person to the tasks, so they can do the work, the way you want it done.





IT'S TIME TO ASSESS THE APPLICATIONS

and that's usually a huge job.

Assessment must be democratic.

This means all the applicants must be assessed by exactly the same criteria.

You will use your Essential and Desirable Criteria as the benchmarks for all the applications you receive.

Assess each applicant's Criteria Response point-by-point, to see how well they demonstrate they meet the criteria.

Every application will be rated by each criterion and their total score will allow you to grade them.



ESTABLISH AN APPLICATION ASSESSMENT PANEL

You need experienced people to assess and interview applicants.

People who have been trained to determine how equipped applicants are to perform the duties required of them.

Selection Panels should be made up of three members, and comprise two staff members and one independent person.

A GOOD FORMULA IS:

1 person who has a sound knowledge of the position

1 person who has a sound knowledge of the business and understands how the position fits into the big picture of the business.

1 person who is not directly involved with the department/section, but understands the business, its customers, the market and other impacting forces.

The staff members are usually the Manager of the department recruiting and the Human Resources Manager. The independent person could be someone from another department or even from another business that's similar to yours.



DEMOCRATIC ASSESSMENT

You'll find a number of form templates at the back of the book.
Use these for photocopying.

1. Make two photocopies of all the applications. One for each panel member, and the originals for the team leader.
2. Attach a copy of the **APPLICATION ASSESSMENT RATING** form to the front of each application copy.
3. Give each Panel Member one copy **of all the** applications and ask them to rate each one.
4. Panel Members must complete the forms without any consultation with the other panel members.
5. When all the Panel Members have given a rating to all the applications and written their total score in the bottom, right hand corner. **ADD ALL THE TOTALS** for each applicant.
6. Now bring the panel members together and get them to compare ratings.
7. Discuss and variations and consider making changes to scores.
8. Then add the scores together and write the combined totals into a grid drawn on a whiteboard. *(see example below)*
9. When you've finished put all the copies of each candidate's application together and hold them with a large Spring Back clip.

DO NOT SEPARATE THE ASSESSMENT FORM from the copied applications.

#	CANDIDATE NAME	COMBINED SCORE

A FEW ASSESSMENT TIPS

Assess each application against each Essential and Desirable Criterion.

Give each criterion a rating.

The rating should reflect how well the applicant demonstrates they meet the individual criterion.

Consider each criterion carefully and be sure to give a fair, but not an over generous rating.

If you are unsure of what score to allocate, read the application again and focus on the criterion you're having difficulty with.

Remember you are only assessing the applicant according to how well they meet the criteria.

When you have completed all the Assessment Forms for each application, go through your ratings again to make sure you have not missed anything the applicant mentioned in the application letter or their résumé.

When you have completed all the Assessment Forms, add the rating scores and write the total in the bottom right hand corner of the sheet.

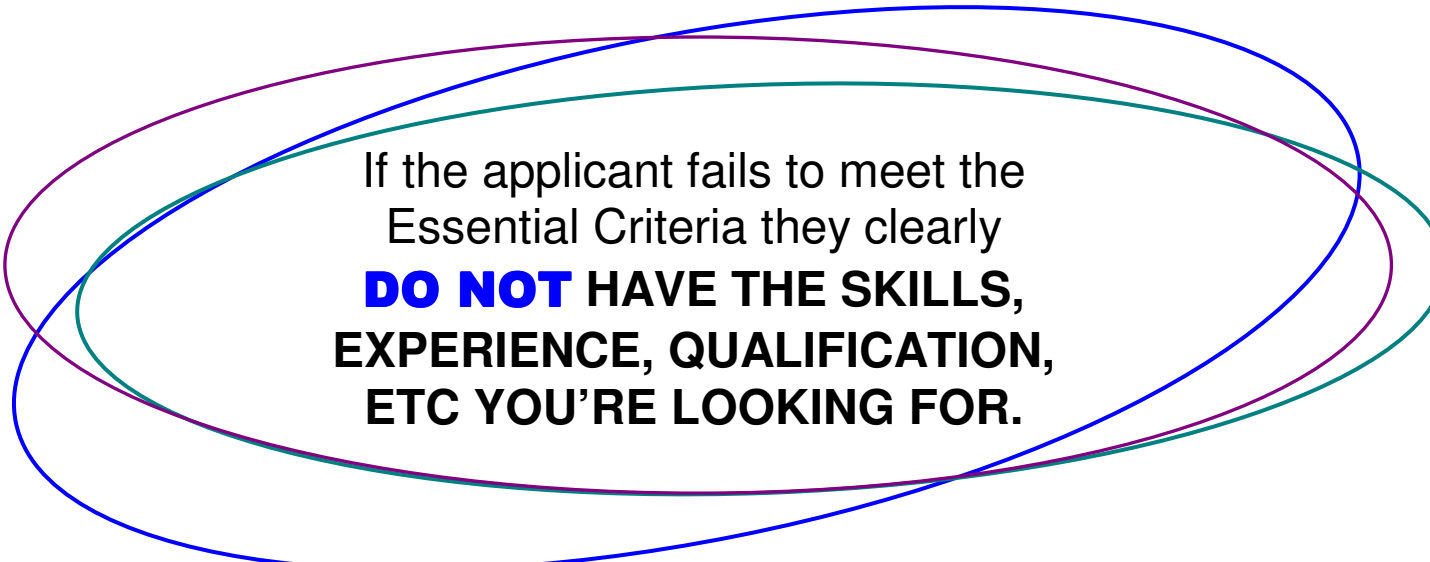


SELECTING APPLICATIONS

FOR FURTHER CONSIDERATION

The Assessment Panel members will now work together to evaluate the results.

Go through the applications and remove any that clearly **DO NOT MEET THE ESSENTIAL CRITERIA**



If the applicant fails to meet the Essential Criteria they clearly **DO NOT HAVE THE SKILLS, EXPERIENCE, QUALIFICATION, ETC YOU'RE LOOKING FOR.**

NOW YOU'RE REALLY GETTING SOMEWHERE

Put all the applications that have not met the Essential Criteria into a large plastic document envelope and place it away from the rest of the applications. Label the envelope: UNSUITABLE APPLICATIONS. Write the date the Assessment Panel conducted the application reviews on the envelope and store it safely.

SELECTING CANDIDATES FOR INTERVIEW

Responses to job ads vary, but you will usually receive more applications than you select for interview.

From all the applications YOU NEED TO CHOOSE SIX TO EIGHT INTERVIEW CANDIDATES.

And that's easy! Just decide on a cut-off total and eliminate all the applicant's below the cut-off score.

Place all the applications with a combined score that is less than the agreed benchmark, and place these into a plastic envelope marked: **APPLICATIONS BELOW SELECTION BENCHMARK**. Remember to show the interview name and date.



WARNING!

Sometimes the Panel Members disagree about final rating scores.

Allow time for discussion and re-evaluation of any applications that are in dispute.

It's fine to re-assess and re-mark an application, **BUT ONLY** after all the members have re-examined the application and discussed the issue under debate.

If an application rating is varied, make a note on the Assessment Form to explain the reason for the re-assessment.

Each Panel Member must sign the comment.



SHORTLIST APPLICANTS FOR INTERVIEW

WHO WILL YOU INTERVIEW?

After you have completed the final assessment of all the applications and you have divided them into two groups i.e. those who have scored below the benchmark and those that scored above it, then study the applicants again to assess which of them meet the Essential Criteria to a high level.

The final combined rating scores are usually a good indicator of which applicants are the most suitable for the position.

Spread out the applications in score order. Put the one with the highest result first and the lowest last.

Shortlist the applicants with the six highest scores.

All the panel members should discuss the short listed applicants and decide if the six highest scoring ones are the ones they would like to interview.

SOUND DISCUSSION IS IMPORTANT.

Sometimes panel members consider lower scoring applicants would bring unique skills and experience to the position, and it's fine to select someone with a lower score. But remember all Panel members must be in agreement.



PREPARING FOR THE INTERVIEWS

Select 3 people to make up the **SELECTION PANEL** and advise them of interview date, and start/finish times.

When you're certain the scheduled interview date suits all the Selection Panel members:

- Prepare an **INTERVIEW TIMETABLE**
- Phone the **SHORTLISTED CANDIDATES** and advise them of their interview time.
- Follow up the phone call with written confirmation to each short listed candidate. It's a good idea to include a location map to make it easy for each candidate to find you.
- Book a suitable interview room and advise colleagues of the interview date and times.
- Prepare the interview questions and give a copy to all the panel members for their input.
- Decide which questions individual members will ask.
- Prepare Information Packs for each candidate. These are given to each person when they arrive. The packs should include a copy of Interview questions, company promotion material, a copy of the Duty Statement/Job Description and a short note thanking them for attending the interview and wishing them well.



SETTING UP THE INTERVIEW ROOM

- Always chose a well lit and well ventilated room
- Chose a room that is quiet, and away from general office traffic
- Chose a medium sized room – small rooms can be uncomfortable and may be a little overwhelming for the candidates – large rooms can appear impersonal and uninviting
- Make an “INTERVIEW IN PROGRESS” sign for the door
- Take care with the seating arrangements – don’t sit behind a desk or high table – they create a physical barrier and may intimidate the candidates
- An ideal arrangement is a semi-circle of comfortable chairs placed around a low coffee table
- Don’t use really low chairs – they are sometimes difficult to get in and out of and this can distress the candidates
- Putting a bowl of small mints on the table is a nice touch
- Flowers in the room creates a welcoming atmosphere
- Put out mini-bottles of water, and fresh glasses, for the candidates and panel members
- Provide optimum interview conditions by providing each candidate with an information pack. This can be mailed to them prior to the interview, or handed to them when they arrive for their interview.
- **If you decide to hand them out when candidates arrive, make sure you allow fifteen minutes reading time prior to inviting them in to the interview room.**

WHAT TO LEAVE WITH THE RECEPTIONIST

- Give the receptionist a copy of the Interview timetable
- Also give the receptionist an information pack clearly marked with the name of each candidate
- And don't forget to include a list of the interview questions.

The Receptionist will greet each candidate as they arrive for their interview and hand them an INTERVIEW KIT.

Make sure a kit has been made up for every candidate being interviewed.

The Receptionist will also track the candidates who attend, their arrival time, and make a note of anyone who does not come.



WRITING EFFECTIVE INTERVIEW QUESTIONS

Don't ask any questions that might be considered discriminatory i.e. age, family, religion, marital status etc.

Limit questions to 10

Make sure the questions are '**Open Ended**'.

Closed questions result in **YES - NO** answers and they don't give much information.

Keep the questions simple.

Don't have a question within a question.

This will confuse the candidate and limit the person's response.

The questions should allow you to validate the information they supplied in their application documents, but don't waste the interview asking the candidate to repeat what they've already told you in their application.

Clarify any details you are unclear of and ask for some information about their previous employment i.e. why they left their position.



WRITING EFFECTIVE INTERVIEW QUESTIONS

- Interview questions should allow you to build on the application data and probe for clarification.
- Interview questions should be used to find out how the candidate feels about aspects of the job or their attitude toward job related issues.
- When delivering the questions at the interview it's important **NOT** to vary the wording.
- Question the candidates on how they would perform specific key tasks.
- A Case Study scenario is a useful tool to assess how a person processes information; problem solves and develops appropriate action plans.

Remember candidates are being compared against each other. Therefore, it's important to keep the process to a reliable standard, or you'll end up comparing apples to oranges, instead of apples to apples.

CONDUCTING THE INTERVIEWS

Prepare an interview pack for each panel member.

PANEL MEMBERS PACKS SHOULD INCLUDE:

- A blue pen/biro
- An Interview timetable
- A copy of each application with the completed assessment sheet attached to the front page
- Enough blank copies of the INTERVIEW ASSESSMENT FORMS for each candidate being interviewed
- Copies of the Interview Question Rating form
- A copy of the Duty Statement, terms and conditions etc
- A copy of the Interview Questions marked with the initials of who will ask each question

PUT ALL THE DOCUMENTS INTO A PLASTIC FOLDER WITH THE PANEL MEMBER'S NAME and THE INTERVIEW DATE ON THE FRONT. See PACK COVER template on page

MAKES SURE YOU HAVE COPIES OF THE FORMS THE PANEL MEMBERS WILL USE TO RECORD THE FINAL OUTCOME OF THE INTERVIEWS (see attached forms).

THE TEAM LEADER'S PACK

The Team Leader will have the same items in their pack as the other panel members, but it should also include:

- **A copy of the Recruitment Recap form to record the final results.**
- **A Referee Check form.**



CONDUCTING THE INTERVIEWS *continued*

When the candidate being interviewed takes their seat in the interview room, the Team Leader should ask them if they've read the Duty Statement and if they have any questions about it.

The Leader should then give a short overview of the department and anything they feel is unique to the position.

They should explain the panel members will be making a few notes during the interview.

Reassure the candidate that the notes are only to remind members what was discussed.

Conduct interviews using the rating system again.

Each panel member will rate the candidates independently, using a set of Interview Rating forms for each candidate.

Total each candidate's scores after the person leaves the room, and write the total rating score in the lower, right hand corner of the sheet.

Use the Question Rating form

to assess each candidate's response to each question put to them.

At the end of the interview, tell the person you will be making a decision within forty-eight hours, they will be contacted and advised of the outcome.

Close each interview with a handshake - thank the person for coming and escort them from the room.

AFTER EACH INTERVIEW

Each panel member will complete the **Subjective Rating Sheet**.

At the close of each interview, complete the assessment forms and tally the scores.

ALWAYS ALLOW 15 MINUTES BETWEEN INTERVIEW TIMES FOR PANEL TO ASSESS AND SCORE.



DOCUMENTING THE INTERVIEW

and ASSESSING EACH CANDIDATE'S PERFORMANCE

After all the interviews have been conducted, *combine the total scores for each person interviewed.*

NEXT:

Transfer all the scores onto the Consolidation Report.

Fill in the scores for each interviewed candidate.

MAKE YOUR FINAL CANDIDATE SELECTION.

Complete the Recruitment Recap form, making sure you complete all the sections.

You don't have to offer the job to the candidate with the highest score, but it is essential that you record your reason for selecting another candidate.

Write a short statement to say why you feel the selected person is more suitable and note the additional value they will bring to the organization.

The selection must be agreed to by all members.

SECOND INTERVIEWS.

BEFORE MAKING THE FINAL SELECTION, YOU MAY WISH TO CONDUCT SECOND INTERVIEWS.

Second interview should be limited to three candidates.

Contact the candidates you want for a second interview and advise them of the time, day and venue.

Let the candidates know if you want them to bring any additional documents with them.

REMEMBER:

You must check the successful candidate's qualifications before they commence work, so why not ask all the candidates, who are attending a second interview, to bring along the original documents relating to their qualifications, i.e. academic transcripts, diplomas and references.

Photocopy all the documents, initial them to record that the originals have been sighted, then attach them to the candidates application.

Second interviews give you the opportunity to get to know the candidates better.

The second interview is a good time to conduct, job related, practical tests and/or Personality Profile Testing.

JUST A THOUGHT

You may automatically award the position to the person with the highest score, or you may feel someone with a lesser score is more appropriate for the job.

If you select a candidate, other than the one with the highest rating, explain your reasons for the choice on the Recap form.

Before you make an offer, contact all the referees and conduct a formal reference check.

It's a good idea to have a set of questions prepared and ask each referee the same questions.

If you're satisfied with the results, contact the candidate and arrange for them to attend a second interview.

Some organizations ask two or three candidates to attend a second interview before making a final selection.



HIRING THE SUCCESSFUL CANDIDATE

After the Panel Members have made their final selection and completed all the forms:-

CONDUCT REFEREE CHECKS – see page 69

- **Use a set of Referee Interview questions to conduct the checks.**
- **Make sure you ask each referee the same questions and use a rating system.**
- **Ask each referee if they would like to make any other comments about the successful candidate. Be sure to record their statements.**
- **Attach the Referee document to the selection material.**

ADVISE THE SUCCESSFUL CANDIDATE

Contact successful candidate and make an
OFFER OF EMPLOYMENT

Prepare a Letter of Appointment - attach the LIST OF
EMPLOYMENT CONDITIONS and a copy of the DUTY
STATEMENT

Hand deliver, or mail, to the Appointee

Ask the appointee to sign two copies of the Letter of Appointment -
one for your file and one for them to keep.

THE FINAL HOUSEKEEPING TASKS

SEND LETTERS TO ALL UNSUCCESSFUL CANDIDATES THANKING THEM FOR THEIR TIME AND EFFORT.

The letters to the applicants you DID NOT interview can be sent prior to the interview date.

Letters to unsuccessful interview candidates must be sent as soon as you have made your final decision.

IN FACT it is better to telephone everyone who attends an interview, so they know the results as soon as possible.

COLLECT ALL THE APPLICATIONS, EVALUATION FORMS AND SELECTION PANEL DOCUMENTS AND PARCEL THEM TOGETHER BY WRAPPING THEM IN BROWN PAPER.

LABEL THEM WITH: THE NAME OF THE POSITION
ADVERTISEMENT DATE AND INTERVIEW DATE.

STORE THEM IN AN ARCHIVE BOX AND KEEP THEM SAFE.

WELCOMING THE NEWCOMER

Meet the new Appointee on their first day and introduce them to all the other staff.

Give them an Internal Map to show them the physical layout of the organization. Make sure the map includes the location of everyone's desk, clearly marked with the name of the person who works in each workspace.

Show them where they will be working, their desk or workstation.

Issue them with the stationery and equipment they will need to perform their job - make sure they sign the equipment register for any equipment issued.

Provide them with keys to access the premises and show them how to use the security system – make sure they sign the key register for all keys issued to them.

Take them to the Human Resources Manager and/or Pay Clerk so they can complete salary payment documents and record their employee profile details.

Arrange for the new person to undertake an appropriate **INDUCTION PROGRAM**.

Appoint a support person to help the newcomer find their way around the in-house systems, policies and procedures and IT programs.

Arrange a combined staff morning tea to welcome the newcomer and wish them well in their new job.

If the organization produces a newsletter, make sure the newcomer's profile is published in the next edition.

TRACKING THE NEW EMPLOYEE'S PROGRESS

Keep in touch with the new person on a regular basis.

Ask how things are going for them, and see if they need anything to make their job easier.

Discuss their progress with their supervisor to see if they are handling the work well.

If there are problems, discuss them with the worker concerned and find solutions early.

Give the newcomer regular feedback.

Praise them for a job well done and make sure they get recognition for their efforts.

Make sure they are invited to any social gatherings the organization arranges.

Find out their partner's name and children's names if they have any. Remember them and ask after their families from time to time.

Conduct a formal **PERFORMANCE APPRAISAL** after 12 weeks.

If both parties wish to continue the relationship, sign a new contract.

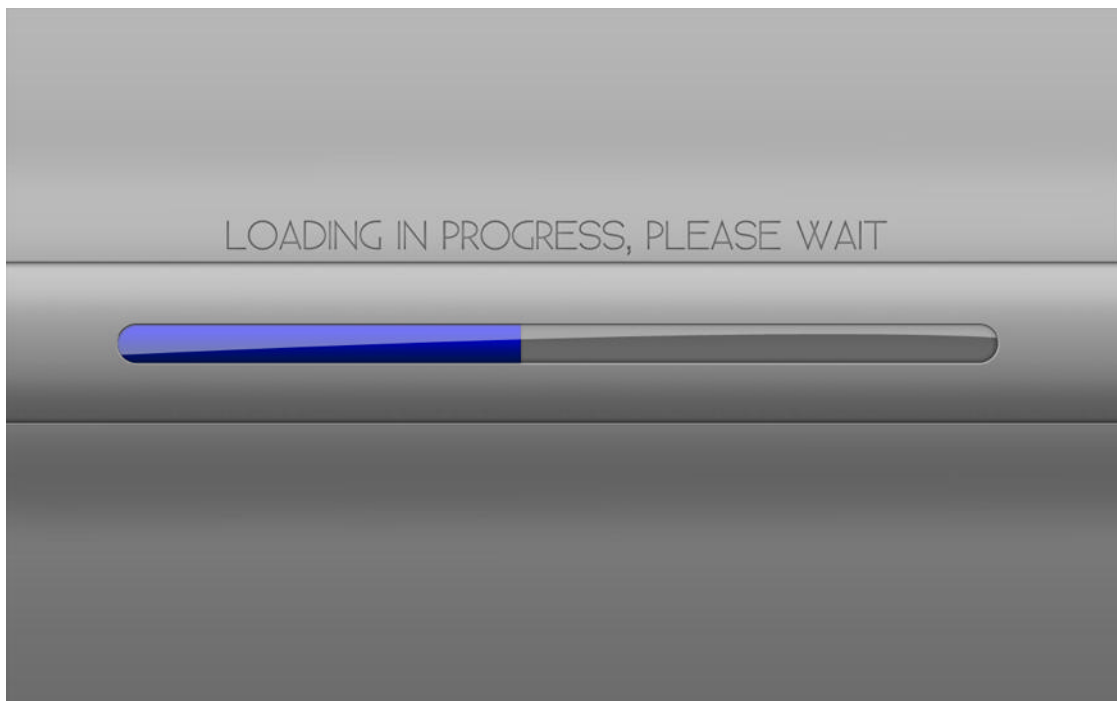
The new contract MUST clearly state the nature and timeframe for future Performance Appraisals, Salary Reviews etc.

WHY STANDARDISE THE PROCESS?

- To protect your organization in the event of Discrimination Challenges.
- To ensure all applications are treated fairly.
- To give all applicants the same assessment criteria to ensure they are assessed on merit.
- To find the best people and compare their skills, experience and qualifications.
- To prevent unfair hiring: nepotism, bias or bribery etc.
- To prevent fraud and misrepresentation.
- To protect the Human Recourses staff.
- **To obtain the information you need to make an appropriate choice.**

CHAPTER 3

SAMPLE FORMS



**USE THESE SAMPLES
FOR PHOTOCOPYING**

MAPPING THE PROCESS

**DON'T LEAVE ANYTHING TO MEMORY USE A
TO DO LIST**

BEFORE

Staff
Recruitment
Request
Page 75

Position
Requirements
Page 76

Duty
Statement
Page 78

EMPLOYMENT PACK

Employment
Application
Form
Page 101

Information for
Applicants
Page 117

Mail back label
and receipt
Page 117

Check List
Page 119

ON-GOING MAINTENANCE

Maintain the
Application
Register
Page 74

ASSESSING APPLICATIONS RECEIVED

Application
Assessment Form
*Essential and
Desirable criteria*
Page 65

INTERVIEW ASSESSMENT

*Last 4 points of the
Application
Assessment Form*
Page 65

Subjective
Assessment Form
Page 67

Interview
Questions Form
Page 68

*Be sure to ass the
question score to
the subjective and
application scores
and record total as
a combined score*

TEAM LEADER

Score
Consolidation
Form
Page 69

Recruitment
Recap Form
Page 70
*This form includes
the Panel Members
Agreement
Statement*

Referee Check
Page 71

AFTER

Professional Review
Page 82

Peer Assessment
Page 97

Annual Review Schedule
Page 99

HOW TO USE THE FORMS

1. Use the templates to make your own copies.
2. Photocopy a bundle of the APPLICATION ASSESSMENT FORM template and file for future use.
3. Take one copy of the form and type or write in the Selection Criteria point-by-point, using one line per point.
4. Once you've filled in the Essential and Desirable details, photocopy the form and use for the current recruitment project. .
5. Attach a copy to the front of all the original and copies of the applications you receive.
6. It's a good idea to make a few spare copies.

REMEMBER:

**all applications must be individually assessed
by each Panel Member.**

The APPLICATION ASSESSMENT FORM is used to
assess how well the applicants meet each
Selection Criterion

Applications assessed below an agreed
benchmark are usually not considered suitable
for Interview.

Type/write each of the Selection Criterion. Use
a separate line for each point.

RATING SCALE: 1 - LOW 5 - HIGH

circle your responses

***NOTE: The last four points on the Assessment
Form will be completed at the interview.***

***Use the initial assessment score to evaluate the
applications. Add additional scores after the
candidates have been interviewed.***

APPLICATION ASSESSMENT FORM

NAME	ASSESSMENT DATE	
EXPECTED INTERVIEW DATE	ASSESSED BY	
This form is used to assess applications against the selection criteria		
ESSENTIAL	Type/write each of the Selection Criterion. Use a separate line for each point. RATING SCALE: 1 - LOW 5 - HIGH <i>Circle your response</i>	
	1	2
	1	2
	1	2
	1	2
	1	2
	1	2
	1	2
	1	2
DESIRABLE If more space is required, use the back of this form		
	1	2
	1	2
	1	2
	1	2
	1	2
INITIAL ASSESSMENT SCORE:		
Ability to answer questions	1	2
Confidence	1	2
Did candidate ask good questions ?	1	2
Was candidate at ease during interview?	1	2
FINAL ASSESSMENT SCORE <i>(Complete after interview)</i>		
Note each Panel Member must individually assess all applications. Be sure to supply enough form copies to Members. When completed attach all copies to the individual applications.		

This form is used to assess how well the applicant meets each Selection Criterion
Applications assessed below 40 are usually not considered suitable for Interview.

Type/write each of the Selection Criterion. Use a separate line for each point.

RATING SCALE: 1 - LOW 5 - HIGH **Circle your response**

APPLICATION ASSESSMENT FORM

APPLICANT NAME		APPRAISAL DATE	
EXPECTED INTERVIEW DATE		APPRAISED BY	
ESSENTIAL CRITERIA: SOCIAL WORKER – TEAM LEADER			
Social Work Degree or Diploma from a recognized institution	1	2	3 4 5
Family placement and/or children and families work	1	2	3 4 5
Knowledge of the Fostering Service Regulations, Children Act 1989 and related regulation, standards and regulations	1	2	3 4 5
Able to deliver foster carer supervision, support and training	1	2	3 4 5
Able to evaluate foster carers and prepare sound written assessments and reports	1	2	3 4 5
Able to work as part of a team and independently	1	2	3 4 5
Excellent written and oral communication and problem solving skills	1		4 5
Able to work calmly in stressful situations and meet deadlines	1		4 5
Able to contribute to Sample's development as a 'Best Practice' service provider	1		4 5
Able to work flexible hours	1		4 5
DESIRABLE			
Sound knowledge of modern computer software packages, including proficiency using the MS Office suite of products	1		4 5
Precious experience as a workplace trainer and group session facilitator	1		4 5
GENERAL			
Does the applicant have additional skills and experience that would make him/her a valuable Sample employee ?	1	2	3 4 5
Did the applicant complete all the application forms correctly	1	2	3 4 5
Did the applicant complete the <i>Declaration of Offences</i> form correctly	1	2	3 4 5
From the information provided in the application, please give an overall rating to the applicant's background, work history, etc.	1	2	3 4 5
TOTAL ASSESSMENT SCORE: —————→			

This form is used to record subjective responses for each of the candidates you interview.

All panel members use this form for all interviewed candidates.

SUBJECTIVE ASSESSMENT OF CANDIDATE

Presentation	1	2	3	4	5
Personality	1	2	3	4	5
Attitude & Manner	1	2	3	4	5
Image for position	1	2	3	4	5
Voice/Language	1	2	3	4	5
Was candidate on time for interview ?	1	2	3	4	5
How well would the candidate fit into the team they will work in?	1	2	3	4	5
Does the candidate have additional skills that would prove useful ?	1	2	3	4	5
Computer Ability	1	2	3	4	5
Presentation Skills	1	2	3	4	5

OVERALL RATING

If you were making the final selection
would you engage this candidate?

1 2 3 4 5

OTHER COMMENTS:

TOTAL SUBJECTIVE SCORE

INTERVIEW QUESTIONS RATING

CANDIDATE NAME:

QUESTION #	RATING 1 – low - 5 – high <i>(please circle rating)</i>	OPTIONAL COMMENTS
Q 1	1 2 3 4 5	
Q 2	1 2 3 4 5	
Q 3	1 2 3 4 5	
Q 4	1 2 3 4 5	
Q 5	1 2 3 4 5	
Q 6	1 2 3 4 5	
Q 7	1 2 3 4 5	
Q 8	1 2 3 4 5	
Q 9	1 2 3 4 5	
TOTAL QUESTION SCORE:		
+ SUBJECTIVE SCORE		
+ APPLICATION SCORE		
COMBINED SCORE		
SIGNATURE ASSESSING TEAM MEMBER:		INTERVIEW QUESTIONS Interview date: 4 DECEMBER 2006 HUMAN RESOURCES
SIGNATURE TEAM LEADER:		

SCORE CONSOLIDATION FORM

		TEAM LEADER SCORES			PANEL MEMBER 1			PANEL MEMBER 2			TOTAL CONSOLIDATED SCORE
#	CANDIDATE NAME	APPLICATION SCORE	INTERVIEW QUESTION SCORE	SUBJECTIVE SCORE	APPLICATION SCORE	INTERVIEW QUESTION SCORE	SUBJECTIVE SCORE	APPLICATION SCORE	INTERVIEW QUESTION SCORE	SUBJECTIVE SCORE	
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
Transfer all consolidated totals to Recap form – write results in order of highest to lowest scores											

RECRUITMENT RECAP FORM

please write total scores for each candidate in the space provided.
record outcomes from highest to lowest.

RANKING	CANDIDATE NAME	COMBINED TOTAL SCORE
1		
2		
3		
4		
5		
6		
7		
8		

Do all team members agree that the candidate with the highest score is the most suitable selection for the post?

YES

NO

(PLEASE CIRCLE YOUR RESPONSE)

IF NO Please write a short statement to explain, why the highest scoring candidate is **NOT** considered the most suitable person to fill the vacancy. – use back of sheet if more space required.

If the candidate with the highest score is not offered the position, state name of the preferred candidate and provide a statement to support the appointment. – use back of sheet if more space required

PREFERRED CANDIDATE NAME: _____ **TOTAL SCORE:** _____

Comments to support appointment of above candidate:

SIGNATURES OF PANEL MEMBERS:

NAME:

SIGNATURE:

NAME:

SIGNATURE:

NAME:

SIGNATURE:

Use this form to recap the current recruitment activity. When complete copy and glue to the front of the parcel of documents relating to this position recruitment.

REFEREE CHECK

REFEREE #1: NAME			PHONE CONTACT		
Q#	QUESTION	RESPONSE RATING			COMMENT
Q1		1 2 3 4 5			
Q2		1 2 3 4 5			
Q3		1 2 3 4 5			
Q4		1 2 3 4 5			
REFEREE #2: NAME			PHONE CONTACT		
Q#	QUESTION	RESPONSE RATING			COMMENT
Q1		1 2 3 4 5			
Q2		1 2 3 4 5			
Q3		1 2 3 4 5			
Q4		1 2 3 4 5			
REFEREE #3: NAME			PHONE CONTACT		
Q#	QUESTION	RESPONSE RATING			COMMENT
Q1		1 2 3 4 5			
Q2		1 2 3 4 5			
Q3		1 2 3 4 5			
Q4		1 2 3 4 5			

Type or write in questions and rate responses from referees.

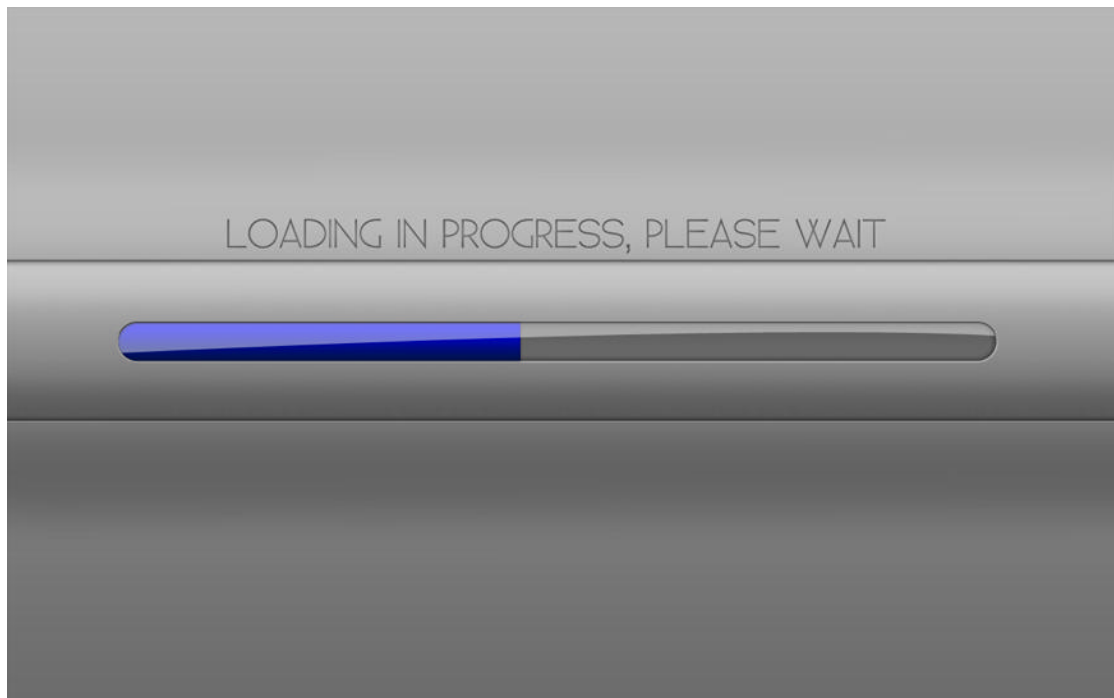


When the recruitment has been completed, bundle all the documents together and wrap them with thick office packing paper and secure with wide tape or string.

Glue a copy of the completed **RECRUITMENT RECAP FORM** to the front of the parcel, place in a clearly marked archive box and store safely.

CHAPTER 4

ADDITIONAL SAMPLE FORMS



**USE THESE SAMPLES
FOR PHOTOCOPYING**

REGISTER OF APPLICATIONS RECEIVED

POSITION #:

POSITION TITLE:

As applications are received, type them into the Register. After the application has been assessed, include rating result and whether the applicant was invited for an interview.

IT IS ESSENTIAL TO KEEP A DETAILED REGISTER OF ALL APPLICATIONS RECEIVED BY THE COMPANY.
STAMP ALL APPLICATIONS WITH A DATE/TIME STAMP AND KEEP THEM ALL TOGETHER IN A SECURE DOCUMENT FOLDER.

Application #	NAME	SUBURB	TELEPHONE	RATING	INTERVIEWED
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					
21.					
22.					
23.					
24.					
25.					
26.					
27.					
28.					
29.					
30.					
31.					
32.					
33.					
34.					
35.					
36.					
37.					

STAFF RECRUITMENT REQUEST

USE THIS FORM TO REQUEST THE HIRING OF A NEW EMPLOYEE

POSITION TITLE			
POSITION NUMBER		REQUEST DATE	
REQUESTING DEPARTMENT/SECTION			
NAME OF CURRENT POSITION HOLDER			
TYPE OF REQUEST <i>Please X box to indicate type.</i>		NEW POSITION	
		FILL EXISTING POSITION - <i>please supply details below</i>	
CIRCUMSTANCES REGARDING CURRENT POSITION HOLDER			
Employee has resigned			
Employee has been Terminated			
Employee is currently on extended leave			
Employee is seriously ill/or has died			
Employee has failed to attend work for more than two weeks without notice			
Unsure of current circumstances			
<p>Please place a cross in the box beside the response that matches circumstances.</p> <p>This information allows the Human Resources Department to cross reference employment request and existing employee files.</p>			
NOTE: the information you provide remains confidential – this is a restricted access document.			

This document should be completed in consultation with the recruiting Department Manager.

This Brief should provide the Human Resource Division with all the information they require to prepare the Recruitment documents, design and place the newspaper advertisement etc.

POSITION REQUIREMENTS

DEPARTMENT:

CONTACT PERSON:

ESSENTIAL CRITERIA		
1	6	11
2	7	12
3	8	13
4	9	14
5	10	15
DESIRABLE CRITERIA		
1	4	7
2	5	8
3	6	9

SPECIFICATIONS OF THE POSITION. List all the factors considered most appropriate for this position:

REQUIRED EDUCATION LEVEL:	AGE RANGE:
MINIMUM TRAINING REQUIREMENT:	MINIMUM ON THE JOB EXPERIENCE:
PROFESSIONAL DEVELOPMENT LEVEL:	TRANSPORT REQUIREMENT: ie must have own etc.
MINIMUM QUALIFICATION:	SPECIAL CONTRACT TERMS/CONDITIONS:
other	other

SUCCESS PROFILE: *If there were no anti discrimination laws, how would you describe the type of person that would best suit the position?*

NEGATIVE ASPECTS OF THE POSITION: *(Please list any factors that make the position unattractive, and are not expected to change in the short term.. i.e. long distance travel - dirty working environment - poor staff morale, limited resources, poor staff amenities etc.)*

POSITIVE ASPECTS OF THE POSITION: *(Please list factors that make the position attractive -i.e. flexible working hours - on site child care facilities - excellent opportunities for advancement - high staff morale, training provided)*

ADDITIONAL INFORMATION RELEVANT TO THE POSITION:

CHAPTER 5



SAMPLE DUTY STATEMENT

SOMETIMES CALLED THE JOB DESCRIPTION

SAMPLE DUTY STATEMENT

POSITION	FINANCIAL CONTROLLER AND PROJECT TRACKING OFFICER	STATUS	FULL TIME PERMANENT	SUPERVISOR	SUZANNE FLEMING
COMMENCEMENT DATE	TUESDAY, 1 JULY, 2003	PAY RATE	\$ 821.16 per week (gross)	PAYMENT METHOD	DIRECT DEBIT – WEEKLY
WORKING HOURS	9.30AM – 5.30 PM Monday to Friday	MEAL BREAK	30 MINUTES	WORKING LOCATION	FLEMING SOLUTIONS HEAD OFFICE
CONDITIONS	4 weeks annual leave - 5 sick leave days and other leave in accordance with the Administration & Clerical Award			SALARY REVIEW	12 MONTHS FROM COMMENCEMENT DATE

KEY ROLES

ACCOUNT MAINTENANCE FUNCTIONS	<p>Use QuickBooks accounting software efficiently and effectively to maintain sound accounts recording and report issuing</p> <p>Undertake all Accounts Payable functions to ensure maximum efficiency of records is maintained and accounts are paid promptly.</p> <p>Undertake all Accounts Receivable functions to ensure invoices are issued and paid promptly</p> <p>Prepare company cheques as required, issue to suppliers/creditors after obtaining appropriate signatures</p> <p>Credit Control to ensure overdue accounts are kept to a minimum</p> <p>Maintain an efficient and effective petty cash system to track and record all small item payments and transfer to appropriate expense account for inclusion in General Ledger consolidation, with reconciliation with bank accounts, accounts receivable and payable</p> <p>Produce monthly Profit and Loss statements and other financial statements as requested</p> <p>Process Business Activity Statement (BAS) and Income Activity Statement (IAS) in accordance with ATO requirements</p>
BANKING	<p>Prepare Cash Receipts and ensure prompt bank deposits are made in accordance with business banking policy</p> <p>Undertake prompt payment of company accounts and reconcile payment schedules</p> <p>Prepare weekly bank reconciliation statements to ensure exact bank account balances are maintained</p> <p>Prepare monthly reconciliation statements for American Express account and all other credit accounts operated by the business</p>
PAY ROLL	<p>Maintain an efficient and effective Pay Roll system to ensure all employees are paid in accordance with their terms of employment and legal requirements.</p> <p>Ensure all staff entitlements are paid according to terms of employment</p> <p>Ensure Superannuation payments are made in accordance with appropriate regulations</p> <p>Maintain an efficient and effective system to record and pay staff bonuses when they fall due</p>
OTHER ACCOUNTS CLERICAL FUNCTIONS AND PROCEDURES	<p>Ensure Worker's Compensation obligations are met in accordance with regulations and appropriate records are effectively maintained</p> <p>Ensure all business insurance policy payments are made promptly and in accordance with standard business operations</p>

KEY ROLES continued

BUSINESS REPORTING OBLIGATIONS	Establish sound networks and systems to ensure all business reporting obligations are communicated throughout the organization and internal systems are updated to ensure any changes are effectively implemented to protect the business at all times
ALLOCATION AND TRACKING OF TRAINING WORKSHOPS	<p>Undertake duties associated with Client Training allocation and tracking of Work In Progress status</p> <p>Maintain Allocation and Tracking database to ensure WIP is carried out in accordance with client instruction, including report issue dates.</p> <p>Liaise with Trainers to ensure work is completed in a speedy and effective manner to ensure report issue dates meet client requirements</p> <p>Monitor WIP status and advise clients of any issues that affect turnaround time</p> <p>Delegate appropriate duties to Junior Clerical staff who will assist with prompt service delivery to ensure the prompt production of workshop training material</p> <p>Conduct regular database maintenance to ensure the ongoing integrity of all data.</p>
INFORMATION TECHNOLOGY	<p>Updating internal records/systems to ensure data is current and accurate.</p> <p>Prompt reporting of IT faults and arrange technical support as required.</p> <p>Work with Supervisor to evaluate and undertake appropriate updates of report proformas as required.</p>
ASSET MAINTENANCE AND TRACKING	Design, develop and implement an Assets Register and undertake responsibility for all appropriate technical maintenance as required to ensure equipment remains efficient and can be easily tracked.
GENERAL DUTIES	<p>Daily EVALUATION/SORTING and DISTRIBUTION of inwards mail.</p> <p>Photocopying / binding and use of all office equipment.</p> <p>Variety of typing projects and general correspondence production.</p>
OTHER DUTIES	Other duties as delegated by Supervisor and/or CEO.

SCOPE OF FUTURE ADDITIONAL ROLES TO BE UNDERTAKEN

STAFF TRAINING	<p>Assist Office Manager to train all new staff.</p> <p>Assist Office Manager to arrange Staff Induction Programs.</p> <p>Assist with the production of quality Standard Operating Procedures and reference manuals.</p>
----------------	--

PROFESSIONAL DEVELOPMENT GOALS

UNDERTAKE APPROPRIATE PROFESSIONAL DEVELOPMENT	<p>Undertake additional out-of-office hours training with a special focus on:</p> <p>Accounts Receivable, Accounts Payable, Payroll and Time Billing.</p> <p>Undertake appropriate training, as directed to ensure the business remains current and relevant work practices.</p> <p>To undertake in-house and external training to ensure the business maintains a commitment to the continued development of a Multi Skilled Workplace.</p>
--	---

ACCEPTANCE OF DUTIES OUTLINED IN DUTY STATEMENT

EMPLOYEE NAME: SALLY DOWELL

ADDRESS: 45 GREENTREE AVENUE, BRIGHTLEY 2377

I HAVE READ THE ROLES AND RESPONSIBILITIES CONTAINED IN THIS DUTY STATEMENT AND AGREE TO ACCEPT THEM AS STATED WITHOUT RESERVATION:

SIGNED _____

DATE _____

WITNESS

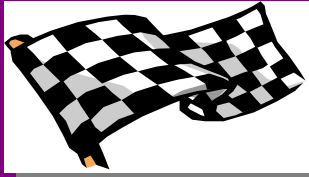
DATE

CHAPTER 6

SAMPLE PROFESSIONAL REVIEW



SOMETIMES CALLED THE PERFORMANCE APPRAISAL



SAMPLE WORKPLACE INC

PROFESSIONAL REVIEW

**HUMAN
RESOURCES**

**SKILLS,
KNOWLEDGE,
SERVICE
DELIVERY**

and

**PROFESSIONAL
ABILITY**



PROFESSIONAL EVALUATION and ASSESSMENT

EVALUATION CRITERIA: SERVICE DELIVERY, SKILLS, KNOWLEDGE, PROFESSIONAL ABILITY

EMPLOYEE NAME					
CURRENT POSITION					
REVIEW DATE					
REVIEW PANEL NAMES					
LAST REVIEW DATE		DATE FORM ISSUED		DATE FORM RETURNED	
ISSUING OFFICER				CHECKED BY	

RATING SCALE

STRONGLY AGREE	FIRMLY AGREE	AGREE	MILDLY DISAGREE	STRONGLY DISAGREE
5	4	3	2	1
HIGH +	HIGH	MEDIUM	LOW	LOW -
FAR EXCEEDS REQUIREMENTS	USUALLY EXCEEDS REQUIREMENTS	MEETS REQUIREMENTS	HAS DIFFICULTY MEETING REQUIREMENTS	FAILS TO MEET REQUIREMENTS

SECTION 1

PROFESSIONAL EVALUATION - RATING SCALE – 5 HIGH – 1 LOW

1	I have maintained consistent monthly contact with my Clients	1	2	3	4	5
2	I have consistently maintained my records to a high standard	1	2	3	4	5
3	I have consistently provided quality service and support to my Clients	1	2	3	4	5
4	I have consistently identified ways to improve my professional skills and have taken action to make positive changes	1	2	3	4	5
5	I have consistently examined the way I currently provide support to clients, and have introduced new ways to improve the level of support I currently provide.	1	2	3	4	5
6	I have consistently dealt with problems in an effective manner and within the shortest possible timeframe	1	2	3	4	5
7	I have consistently encouraged my Clients to discuss our service provision	1	2	3	4	5
8	I have consistently adhered to all Sample Workplace's policies and procedures	1	2	3	4	5
9	I have developed a sound relationship with my Supervisor	1	2	3	4	5
10	I consistently audit all my Client related record keeping for accuracy and ensure all documents are kept up to date	1	2	3	4	5

SECTION 2

ABILITY TO PLAN WORK

RATING SCALE – 5 HIGH – 1 LOW

COMMENTS - OPTIONAL

1	I effectively maintain sound time schedules to ensure my work is managed according to strict timeframes	1	2	3	4	5	
2	I can effectively identify reasons for poor time management	1	2	3	4	5	
3	I have the ability to improve my productivity without assistance	1	2	3	4	5	
4	I have the ability to respond to unscheduled work requirements	1	2	3	4	5	
5	I can identify time wasters effectively	1	2	3	4	5	
6	I ensure all my visits are scheduled in advance	1	2	3	4	5	
7	I rarely cancel appointments	1	2	3	4	5	
8	I always return phone calls promptly	1	2	3	4	5	
9	I always record and file the details of telephone conversations	1	2	3	4	5	
10	I always provide prompt feed back to potential clients	1	2	3	4	5	
11	I always record and file the details of all contact I have with Clients	1	2	3	4	5	
12	I always promptly inform the Manager of critical incidents	1	2	3	4	5	
13	I regularly audit my files to ensure they are effectively maintained	1	2	3	4	5	

SECTION 3

TEAM SKILLS and INTERACTION WITH CO-WORKERS

RATING SCALE – 5 HIGH – 1 LOW

1	I work well as part of a professional team	1	2	3	4	5	
2	I am willing to share responsibility with team members	1	2	3	4	5	
3	I encourage input from team members	1	2	3	4	5	
4	I have the ability to identify workplace conflict	1	2	3	4	5	
5	I effectively provide support to others in the team	1	2	3	4	5	
6	If given the choice, I would prefer to work independently	1	2	3	4	5	
7	I prefer to plan and co-ordinate my own work	1	2	3	4	5	
8	I am happy to share my knowledge with others in the team	1	2	3	4	5	
9	There are times I need help, but I have trouble asking for it	1	2	3	4	5	
10	I believe team members should make their own work related decisions	1	2	3	4	5	
11	I try not to become involved in work carried out by other team members	1	2	3	4	5	
12	I would like to have my daily work planned for me	1	2	3	4	5	
13	I often ask Team Members for advice and support	1	2	3	4	5	
14	I try to share my ideas with Team Members	1	2	3	4	5	

SECTION 4

**COMMUNICATION, DECISION MAKING,
PROBLEM SOLVING, and PROFESSIONAL DEVELOPMENT**

RATING SCALE – 5 HIGH – 1 LOW

1	I know when a situation is beyond my professional knowledge	1	2	3	4	5	
2	I know when to seek assistance from a more experienced staff member	1	2	3	4	5	
3	I often feel out of my depth	1	2	3	4	5	
4	I often feel our team members expect greater input from me	1	2	3	4	5	
5	I feel as though our team needs more strategic direction	1	2	3	4	5	
6	I believe my training is inadequate for the work allocated to me	1	2	3	4	5	
7	I believe my experience is inadequate for the work assigned to me	1	2	3	4	5	
8	I believe management needs to improve internal communication	YES		NO			
9	I believe I need to improve my communication with the team	YES		NO			
10	I believe my workload is unrealistically high	1	2	3	4	5	
11	I believe management has NOT set clear objectives for me	1	2	3	4	5	
12	I believe I need more specialized training to perform effectively	1	2	3	4	5	
13	I would like more recognition for my individual efforts	1	2	3	4	5	
14	I resent the fact I am unfairly judged by the performance of the team	1	2	3	4	5	
15	I wish my work was more challenging	1	2	3	4	5	

SECTION 5

PERSONAL QUALITIES and TRAITS – PLEASE TICK ALL THE QUALITIES and TRAITS THAT DESCRIBES YOU **MOST OF THE TIME**

1	I have a strong work ethic		16	I am results oriented		31	I enjoy challenges	
2	I am extremely flexibility		17	I enjoy study and analysis		32	I have a quiet and steady manner	
3	I am loyal		18	I am a critical thinker		33	I dislike sudden or abrupt change	
4	I am very cooperative		19	I am well organized		34	I like accuracy	
5	I never break confidences		20	I am willing to confront unpleasant situations		35	I am assertive	
6	I am very Innovative		21	I enjoy solving problems		36	I like to have my work planned for me	
7	I am always on time		22	I am very confident in most situations		37	I make decisions easily	
8	I always say what I think		23	I usually take the initiative		38	Disorganized people frustrate me	
9	I like being a leader		24	I like sharing my ideas with others		39	I think work should have a sense of urgency about it	
10	I am a team player		25	I am strong willed		40	I weigh up alternatives	
11	I am willing to adapt to workplace change		26	I encourage others to have their say		41	I like standard operating procedures	
12	I quickly adapt to workplace change		27	My private life is more important than my work		42	I believe work should be fun	
13	I am orderly and systematic		28	I always put others before myself		43	I am ambitious	
14	I don't like being in the limelight		29	I like others to get the credit for good work		44	I plan my work carefully	
15	I like directing others		30	I like to 'brainstorm' ideas with others		45	I usually keep my ideas to my self	

SECTION 6

FUTURE GOALS

Please tick all your responses – you are encouraged to make as many responses as possible

I WOULD LIKE:

1	To be more involved in general decision making and planning		14	My work to be given more recognition	
2	To have a higher level of responsibility		15	Regular Team Building workshops	
3	To have quarterly appraisals		16	Sample to upgrade its administration systems	
4	To have clearly defined goals set for me		17	To have more contact with other independent fostering agencies	
5	To work alone on Special Projects		18	To have more interaction with Local Authorities	
6	To work on Special Team Projects		19	To invite outside professionals to deliver information sessions	
7	To be given responsibility for specialist areas		29	To have regular staff Service Improvement workshops	
8	To be mentored by another team member			Please use these spaces to record your own comments	
9	To be able to identify opportunities for my future advancement				
10	To undertake more Professional Development training				
11	To be able to work from home				
12	To be able to undertake regular team building sessions				
13	To participate in regular planning and goal setting workshops				

SELF AUDIT

MY MAJOR PROFESSIONAL STRENGTHS ARE:	
MY SERVICE IMPROVEMENT RECOMMENDATIONS ARE:	
AREAS I WOULD LIKE TO SEE IMPROVED IN THE NEXT 6 MONTHS:	
OTHER COMMENTS:	

The Action Plan should be negotiated with the individual employee and their supervisor.

The purpose of the plan is to set goals, address any identified problems, set boundaries, negotiate training and salary increases etc.

It is essential to set realist and achievable goals, as well as achievable timeframes.

Agree and record times, dates and venue for next review.

ACTION PLAN		EXPECTED OUTCOME	INITIALS FOR INDIVIDUAL TO UNDERTAKE ACTION	DATE THE ACTION IS TO BE UNDERTAKEN BY
1				
2				
3				
4				
5				
6				
7				

ADDITIONAL COMMENTS - use this space to record other comments the employee would like to make or to bring to management's notice.

1					
2					
3					
ACTION PLAN REVIEW DATE:		REVIEW MEETING TIME:		REVIEW VENUE:	
EMPLOYEE'S SIGNATURE:					
SUPERVISOR'S SIGNATURE:					
LEVEL OF SATISFACTION WITH THE INTERVIEW PROCESS: 1 – LOW - 5 - HIGH 1 2 3 4 5 (please circle your response)					

BY SIGNING, THE EMPLOYEE AND SUPERVISOR AGREE THAT THE INFORMATION CONTAINED IN THIS REPORT IS A TRUE
REPRESENTATION OF THE PERFORMANCE AND WORK PRACTICES OF THE INDIVIDUAL NAMED ON THE FIRST PAGE

Employees will be advised of the time and date of their next review meeting via the internal email system

SWOT ANALYSIS

The SWOT Analysis is an excellent way for you to examine the work you've done during the past year and to identify your strongest and weakest areas of ability and knowledge. It's also a good way to identify any factors, both positive and negative, which may have impacted upon your work environment and affected your performance.

By carefully examining opportunities and treats you will be able to develop a blueprint that will be the foundation for your ongoing professional development. The more effort you put into the SWOT Analysis, the better you will be able to plan your future.

STRENGTHS		WEAKNESSES	
1	2	1	2
3	4	3	4
5	6	5	6
7	8	7	8
9	10	9	10
OPPORTUNITIES		THREATS	
1	2	1	2
3	4	3	4
5	6	5	6
7	8	7	8
9	10	9	10

PROFESSIONAL REVIEW RECAP

SECTION 1	PROFESSIONAL EVALUATION															
	EVALUATION OF SCORE OUTCOMES		1	2	3	4	5	6	7	8	9	10				
	write the rating received for each of the points →															
	1 Monthly contact with Carers		3 Provide Quality Service		5 Better ways to support Carers		7 Communication with Carers and trust		9 Relationship with Supervisor							
	2 Record Keeping standard		4 Ways to improve my Professional Skills		6 Effective Problem solving		8 Banya Policies and Procedures		10 Auditing Carers records and documents							
SECTION 2	ABILITY TO PLAN WORK															
	EVALUATION OF SCORE OUTCOMES		1	2	3	4	5	6	7	8	9	10	11	12	13	
	write the rating received for each of the points →															
	1 Sound Time Schedules		4 Ability to be flexible		7 Rarely cancel appointments		10 Give prompt feed back to Local Authorities		13 Regularly audit all files							
	2 Identify poor time management factors		5 Can identify time wasters		8 Always return phone calls		11 Record and file details of all Carer contact									
	3 Can improve time management without assistance		6 Schedule visits ahead		9 Record and file phone details		12 Always promptly report critical incidents to FM									

Transfer scores to recap form to create a 'snapshot' of the review outcome

SELF ASSESSMENT – PLEASE READ ALL THE COMMENTS IN EACH SECTION AND SELECT THE THREE YOU BELIEVE REFLECTS YOUR PERSONALITY BEST – CIRCLE YOUR RESPONSES

1	<p>A Give most of it away</p> <p>B Go into my own business</p> <p>C Take a trip around the world</p> <p>D Save it for the future</p> <p>E Invest it in Real Estate</p> <p>F Invest it in the Stock Market</p> <p>G Pay it off my mortgage</p> <p>H Buy a new car</p> <p>I Save half of it and spend the rest</p> <p>J Use it to further my education</p> <p>K Donate it to a charity working with children in the third world</p>	IF I WON 3 MILLION DOLLARS IN THE LOTTERY I WOULD:	5	<p>A Read a book or magazine</p> <p>B To go to a pub with my friends</p> <p>C Go out to dinner with a special person</p> <p>D Visit an art gallery or theatre</p> <p>E Do something exciting</p> <p>F Go shopping for new clothes</p> <p>G Stay at home with the family</p> <p>H Sit quietly and listen to music</p> <p>I Write letter/emails to friends</p> <p>J Do some voluntary work</p> <p>K Take a walk in the country</p>	WHEN I HAVE TIME TO MYSELF I LIKE TO:	9	<p>A New clothes</p> <p>B Eating chocolates</p> <p>C Going out to dinner</p> <p>D Running</p> <p>E Walking</p> <p>F Cooking</p> <p>G Money</p> <p>H New furniture</p> <p>I Old furniture</p> <p>J Collecting things</p> <p>K Saving money</p>	I LIKE:
2	<p>A Hairdresser</p> <p>B Rock Star</p> <p>C Doctor</p> <p>D Lawyer</p> <p>E Teacher</p> <p>F Social Worker</p> <p>G Computer Scientist</p> <p>H Farmer</p> <p>I University Professor</p> <p>J Train Driver</p> <p>K an Engineer</p>	<p>IF I WAS TRAINING FOR A NEW CAREER, I WOULD BECOME A:</p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>What are the main reasons you would like this as your new career?</p> </div>	6	<p>A Classical</p> <p>B Jazz</p> <p>C Heavy Metal</p> <p>D Rhythm and Blues</p> <p>E Romantic melodies</p> <p>F Country and Western</p> <p>G Soul</p> <p>H Reggae</p> <p>I Modern Pop</p> <p>J Anything at all</p> <p>K I don't have a favourite</p>	MY FAVOURITE MUSIC IS:	10	<p>A Learn to sing</p> <p>B Become famous</p> <p>C Make a lot of new friends</p> <p>D Visit Disneyland</p> <p>E Win the lottery</p> <p>F Write a successful novel</p> <p>G Learn to sky-dive</p> <p>H Learn to fly a plane</p> <p>I Become a great cook</p> <p>J Have lunch with a famous person</p> <p>K Just take what comes along</p>	BEFORE I DIE I WOULD LIKE TO:
3	<p>A Have a successful job even if you don't become wealthy</p> <p>B Make a lot of money so you can be comfortable in old age</p> <p>V Try to help other people when you can</p> <p>D Get a good education and work hard</p> <p>E Take regular holidays with the family</p> <p>F To achieve one's full potential in life</p> <p>G Save for one's retirement</p> <p>H Have a job you enjoy</p> <p>I Work hard and be happy with what you have</p> <p>J To be a good parent</p> <p>K Not have to worry about how to pay the bills</p>	I THINK IT IS IMPORTANT TO:	7	<p>A Having to make a speech</p> <p>B Meeting new people</p> <p>C Starting a new job</p> <p>D Finding out I've left my wallet at home when I go to pay for the groceries</p> <p>E Being locked out of the house in my pyjamas</p> <p>F Having visitors arrive unexpectedly</p> <p>G Being in a plane that has to make an emergency landing</p> <p>H Taking an examination</p> <p>I Asking the boss for a pay increase</p> <p>J Being left in a room for an hour with a six crying babies</p> <p>K Having to borrow a large sum of money from a friend</p>	MY WORST NIGHTMARE IS:	11	<p>A Someone says something nice to me</p> <p>B I see children playing together</p> <p>C I hear someone say something really funny</p> <p>D I hear a couple fighting over silly things</p> <p>E My friends say they love me</p> <p>F I look at old family photos</p> <p>G I watch crazy movies</p> <p>H I give my friend money to pay a bill</p> <p>I I hear politicians making promises</p> <p>J Someone insults me</p> <p>K I look at myself in the mirror</p>	I SMILE WHEN:
4	<p>A Say what you think and not worry too much about the consequences</p> <p>B Just agree with everything so you don't upset anyone</p> <p>C Be careful what you say in case it gets you into trouble</p> <p>D Tell people what you think they want to hear</p> <p>E Tell people your honest opinion no matter what they think of you</p> <p>F Not say too much about anything and that way you won't upset anyone</p> <p>G Encourage others to listen to your opinion</p> <p>H Just agree with everyone and don't let them know what you really think</p> <p>I Tell others your opinion and tell them you really don't mind if they agree with you</p> <p>J Not say too much about anything and you can't get into too much trouble</p> <p>K Always say what you believe even when you know others don't agree with you</p>	SOMETIMES IT IS BETTER TO:	8	<p>A I couldn't afford to buy a special friend a birthday present</p> <p>B I can't afford to travel abroad</p> <p>C Someone tells lies about me</p> <p>D My mother said my house wasn't clean</p> <p>E I won the lottery then lost the ticket so I couldn't claim the prize</p> <p>F I spent a lot of money on a gift and the person said they didn't like it</p> <p>G A good friend forgot my birthday</p> <p>H I was working really hard, but the boss didn't even notice</p> <p>I A stranger began yelling at me in the street</p> <p>J An old school friend said I hadn't made much of myself in life</p> <p>K Someone stole my new car</p>	I WOULD BE UPSET IF:	12	<p>A I watch a sad movie</p> <p>B Someone yells at me</p> <p>C I know I'm being accused unjustly</p> <p>D I know someone believes I have told them a lie</p> <p>E My boss doesn't appreciate my work</p> <p>F Children are unkind to each other</p> <p>G My friends forget my birthday</p> <p>H I have no money to pay my bills</p> <p>I I visit a newborn baby</p> <p>J I go to a wedding</p> <p>K I have a car accident</p>	I CRY WHEN:

CHAPTER 7

PEER ASSESSMENT



ALL TEAM MEMBERS ASSESS THE WHOLE TEAM

PEER ASSESSMENT OF TEAM

1	The team members work well together	1	2	3	4	5
2	The workload is equally shared between the team members	1	2	3	4	5
3	There is often unresolved conflict within the team	1	2	3	4	5
4	The team members spend a realistic amount of time evaluating its performance and planning improvements	1	2	3	4	5
5	I believe the team needs stronger leadership	1	2	3	4	5
6	I believe the team fails to set clear goals for individual members	1	2	3	4	5
7	I believe the team would benefit from regular feed-back from management to demonstrate all the team members achievements	1	2	3	4	5
8	The team needs more administration support	1	2	3	4	5
9	Please rate the level of support the team received from the Manager	1	2	3	4	5
10	Please rate the level of support you receive from your Manager that help you work more effectively	1	2	3	4	5

All team members are to complete this assessment

ANNUAL PROFESSIONAL REVIEW SCHEDULE

#	FAMILY NAME	GIVEN NAME	CLASSIFICATION	LAST REVIEWDATE	2005 REVIEW DATE	TIME	ATTENDED
1	BAKER	Bronwen	Team Leader	02.06.2005			
2	COLLINS	Janice	Customer Service	02.06.2005			
3	FLEMING	Suzanne	General Manager	02.06.2005			
4	HOPPER	Stanley	Operational Manager	02.06.2005			
5	KAYLIEN	Brian	Purchasing Officer	02.06.2005			
6	SIEMENS	Thomas	Administrator	10.08.2005			
7	SMYTH	Barbara	Customer Service	10.08.2005			
8	TAYLOR	Julie	Finance Officer	23.09.2005			
9	THOMAS	Jill	Customer Service.	23.09.2005			
10	WILLIAMS	Jake	Clerical Support Officer	23.09.2005			

**Prepare an annual Review Calendar. Advise individual staff members of the date, time and venue for their meeting.
Give at least two weeks notice and distribute all necessary documents.**

CHAPTER 8



SAMPLE EMPLOYMENT APPLICATION



EMPLOYMENT APPLICATION FORM

APPLICANT'S FAMILY NAME		APPLICATION MAILING DATE	
FIRST GIVEN NAME		SECOND NAME INITIAL	
POSITION APPLIED FOR		SAMPLE OFFICE LOCATION APPLIED FOR	

HOW DID YOU FIND OUT ABOUT THE POSITION YOU ARE APPLYING FOR?

CURRENT RESIDENTIAL ADDRESS

UNIT or FLAT NUMBER		STREET NAME			
STREET NUMBER		SUBURB/TOWN/CITY			
POST CODE		EMAIL ADDRESS			
TELEPHONE: DAY		TELEPHONE: EVENING		MOBILE	
DATE OF BIRTH	Day	Month	Year	<i>in full</i>	
DO YOU REQUIRE A WORK PERMIT?			YES NO		
DO YOU HAVE A CURRENT MOTOR VEHICLE DRIVING LICENCE? <i>Please circle response</i>			YES NO		LICENCE NUMBER ↓
			EXPIRY DATE:		
DO YOU HAVE A MOTOR VEHICLE SUITABLE FOR EMPLOYMENT USE?			YES NO		ISSUING STATE:
DO YOU HAVE A MOTOR VEHICLE SUITABLE FOR EMPLOYMENT USE?			YES NO		DO YOU CONSIDER YOURSELF DISABLED OR DO YOU HAVE A LONG TERM MEDICAL CONDITION? YES NO
PLEASE CIRCLE YOUR EMPLOYMENT PREFERENCE – IF PART-TIME PLEASE ADVISE MAXIMUM HOURS AND AVAILABILITY					
FULL-TIME	PART-TIME	PREFERRED MAXIMUM HOURS PER WEEK		ANY DAYS UNAVAILABLE - please circle M T W T F S S	

CURRENT EMPLOYMENT DETAILS

We Build the Foundations ... You Grow the Business

SUZANNE FLEMING
ORGANISATIONAL EFFICIENCY and MANAGEMENT SOLUTIONS

EMPLOYER'S NAME	EMPLOYMENT DATES	
ADDRESS	CONTACT NAME AND TELEPHONE NUMBER	
POSITION CURRENTLY HELD	CURRENT BASE SALARY	
NUMBER OF SICK LEAVE DAYS TAKEN DURING PAST 24 MONTHS	AMOUNT OF NOTICE REQUIRED TO EXIT CURRENT POSITION	
List your current primary duties:	List career highlights during the past 12 months.	

EMPLOYMENT HISTORY

Please attach additional pages if the space provided, in any section, is insufficient.

NOTE:

work history should be recorded in reverse order, commencing with most recent. Please include part-time and voluntary work.

DATES TO/FROM	EMPLOYER NAME	POSITION HELD and KEY DUTIES	REASON FOR LEAVING

EMPLOYMENT HISTORY *continued*

DATES TO/FROM	EMPLOYER NAME	POSITION HELD and KEY DUTIES	REASON FOR LEAVING

EDUCATIONAL QUALIFICATIONS

DATES TO/FROM	NAME OF INSTITUTION ATTENDED	QUALIFICATION GAINED	AREA OF STUDY

ANY OTHER RELEVANT QUALIFICATIONS OR TRAINING

DATES: TO/FROM	NAME OF INSTITUTION ATTENDED	QUALIFICATION GAINED	AREA OF STUDY

OTHER RELEVANT ACTIVITIES OR PUBLICATIONS (PLEASE GIVE DETAILS)

DATE	ACTIVITY UNDERTAKEN	COMMENT

MAJOR CAREER ACHIEVEMENTS/HIGHLIGHTS DURING THE PAST THREE YEARS

DATE	OUTLINE OF ACHIEVEMENT/HIGHLIGHT	COMMENT

ANY CLOSE CONNECTION TO SAMPLE WORKPLACE INC.

Are you related, or closely connected, to any staff member or individual associated with Sample Workplace?	YES	NO
IF YES Please give details, including individual's name, and describe the association		

DECLARATION OF OFFENCES

This position is exempt from the conditions of the Rehabilitation of Offenders Act 1974, and police checks will be carried out before an offer of employment is made. Therefore, you are requested to disclose any offences on the enclosed form.

REFEREE CONTACT DETAILS

Please supply names and contact details of three referees, including your current or most recent employer, and state your relationship to all referees.

NAME	OCCUPATION	ADDRESS	TELEPHONE NUMBER	EXPLAIN THE TYPE OF ASSOCIATION YOU HAVE WITH THEM	EMAIL ADDRESS

NOTE: REFEREES WILL NOT BE CONTACTED UNTIL WE HAVE YOUR APPROVAL. WE WILL PHONE YOU BEFORE WE CONTACT REFEREES.

PERSONAL STATEMENT

Please tell us why you are attracted to this position and why you feel you would be suitable. Give details of relevant skills, experience and knowledge.

PERSONAL STATEMENT *continued*

DECLARATION: I declare that to the best of my knowledge the information I have supplied is correct and complete.

SIGNATURE: _____

DATE: _____

For Sample Workplace Inc office use only

APPLICATION PROCESSED BY:		DATE RECEIVED:	
DATE RECORDED IN APPLICATIONS REGISTER:		ACKNOWLEDGEMENT LETTER MAILING DATE:	
DATE APPLICATION PASSED TO ASSESSING OFFICER:		DATE APPLICANT ADVISED OF INTERVIEW TIME – if selected:	
DATE APPLICATION OUTCOME LETTER MAILED:		EMPLOYMENT COMMENCEMENT DATE – if selected:	

EMPLOYMENT AUTHORISATION

MANAGER'S NAME	MANAGER'S SIGNATURE	APPROVAL DATE	SPECIAL EMPLOYMENT CONDITIONS NEGOTIATED
AGREED COMMENCEMENT SALARY	\$	AGREED ENTITLEMENTS	
SUPERVISOR ADVISED OF COMMENCEMENT DATE	YES NO		



FOR YOUR NOTES

CHAPTER 9



MAILING OUT INFORMATION

YOU MAY PREFER TO SEND PEOPLE AN INFORMATION PACK
BEFORE THEY SUBMIT AN APPLICATION

Attached are a few useful forms to include with the
Employment Application Form
and company information

Don't forget to keep a record of everyone who requests an
employment pack and track
the progress of the application.

FOR YOUR NOTES



自由

SAMPLE WORKPLACE Inc.

**EMPLOYMENT
APPLICATION
PACK**

2010

INFORMATION FOR APPLICANTS

We will assess every application received for the advertised positions.

Applicants will be notified that their application has been received, and the date Sample Workplace Inc received it.

All applications, whether **INTERNAL** or **EXTERNAL**, will be judged by their experience and employment history, as set out in their application form.

No assumptions will be made as to an applicant's knowledge base and/or skills. It is essential to attach a Criteria Response Statement to your application form.

The statement must clearly state how you meet each of the Selection Criteria.

Completing all sections of the application form will ensure we have the information to make a sound judgment as to your suitability for the position and increase your chances of being short-listed for interview.

Although we expect to receive a large number of applications, we expect to only short-list a limited number of applicants.

If you are short-listed, we will contact you by telephone and advise you of the interview date, time and venue.

Sample Workplace Inc is an equal opportunity employer and we treat all applicants equally, regardless of race, gender, disability, sexuality, age, or other status.

Some applicants may wish to include additional information in their application to demonstrate their knowledge and skills. If some of your skills were gained informally, for example, through involvement in voluntary work, include details of these activities, and the skills you have gained through them, in your application.

All applicants will be advised about the outcome of their application.

All applications will be treated with the strictest confidentiality.

Sample Workplace Inc: revised 4.11.06

LETTING THE APPLICANT KNOW

It's important to let everyone know you received their application

Dear Applicant,

We want you to know your application arrived safely.

If you write your mailing details on the mailing label below, and then attach this whole sheet to your application form, we will post you a confirmation receipt.

Thank you for making it easier to offer all our applicants 'Best Practice' service.

SAMPLE WORKPLACE INC. HUMAN RESOURCES DIVISION

If undelivered, please return to: SAMPLE WORKPLACE INC., PO BOX 1234 SYDNEY. 2000



EMPLOYMENT APPLICATION RECEIPT

Sample Workplace Inc received your application in today's mail.

Today's date is:


Thank you for responding to our advertisement.

We will contact you at a later date to advise you of the final outcome of our Staff Recruitment Program.

SAMPLE WORKPLACE Inc.– HUMAN RESOURCES DIVISION

The receipt section is mailed back to the person as soon as their application is received and the mailing label is used for this purpose.

APPLICATION CHECK LIST

THINGS TO CHECK BEFORE SENDING YOUR APPLICATION		For your notes
Have you read all the documents carefully and completed all the necessary forms, including the mailing label and confirmation slip?		
Have you completed all parts of the Employment Application Form ?		
Have you provided sufficient work history and information about your qualifications and/or training in relation to the person specification for the position you are applying for?		
Have you completed the Declaration of Offences Form ?		
Have you completed the Equal Opportunity Questionnaire?		
Have you read the Job Description and made a list of things you need to discuss at the interview, if short-listed?		
Have you checked your referees' details are current and included them on the application form?		
Have you stated your preference for FULL-TIME or PART-TIME employment?		
Have you checked the postal address to mail your application to?		
Have you checked the closing date for applications and allowed enough time for the mail to reach Sample on, or before, the date specified?		
If you are selected for interview, do you have proof of your qualifications to bring with you?		
If you are selected for interview, do you know how to get to the Sample Workplace Inc office you applied to work at?		
Have you completed all sections of the Application Form?		

Thank you for responding to our advertisement, and taking the time to prepare your application.
We appreciate your time investment.

EMPLOYMENT APPLICATION and INFORMATION PACK REQUEST

NAME				DATE			TIME	a.m. p.m.
STREET #		STREET NAME				POST CODE		
		SUBURB/TOWN						
TELEPHONE	DAY:		EVENING:		MOBILE:			
EMAIL:								
POSITION APPLIED FOR						POSITION #:		
REQUEST TAKEN BY				PACK PREPARED BY				
REQUEST RESPONSE ACTION								
DATE PACK MAILED		TIME MAILED		PACK CONTENTS CHECKED BY <i>(initials please)</i>				
COMMENTS/SPECIAL INSTRUCTIONS								
Date information entered into application register		Data entered by		Initials of data entry officer				
APPLICATION TRACKING								
Date application received		Date application receipt sent		Initials of officer mailing out receipt				
Short listed for interview	YES NO	Advised of interview time and date		Initials of officer who phoned applicant				
INTERVIEW OUTCOME								
SELECTED FOR POSITION <i>Please circle response</i>	YES	REFeree CHECKS successfully completed <i>circle and initial</i>	YES		DATE REFeree CHECKS COMPLETED			
	NO HELD ON FILE		NO					
DATE VERBAL JOB OFFER MADE		DATE JOB OFFER MAILED		DATE JOB OFFER ACCEPTED				
HR MATTERS								
Date HR file created		Contract signing date		Commencement date				

Tracking form for INTERNAL use only – copy and place on a clipboard – elect one staff member to handle all telephone enquiries regarding the position, and to prepare and mail packs.

FOR YOUR NOTES



FOR YOUR NOTES



FOR YOUR NOTES



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CHAPTER 10



EXIT INTERVIEW

Mr. Jack. Leaving
345 Former Street
NEW VENTURE NSW 2300

Dear Jack,

PRIOR TO DEPARTURE

Attached is a Checklist of company issued items you are required to return to me at the completion of our Exit Interview.

This list will be held as a formal statement to demonstrate you have handed in all the equipment etc., issued to you during the term of your employment.

You will be required to:

- a. Surrender all the items listed in the attached checklist.
- b. Initial each listed item being surrendered.
- c. Sign the completed form for your future reference and for the Human Resources Division to place in your personnel file.

Everyone at Sample Workplace Inc, wishes you success for the future, and thank you for the contribution you have made to the company.

Regards,

Justin Sample
The Human Resource Department

ITEM DETAILS	SURRENDERED YES / NO?	EXITING STAFFER INITIAL	DATE	COMPANY OFFICER INITIAL	DATE
Keys (please list all keys)					
Company Files					
Computer Software (inc. programs and CD ROMs)					
Company owned 'field equipment'					
Any identification linking you to S.W. Inc. (including: business cards, company identification)					
Misc. company equipment (including laptop computer, mobile phone, company owned electronic devices and any other items issued by the company)					
Marketing Material, Policies and Procedures Manuals and other company predicted documents.					

Signature of exiting employee

Date

**Signature of Sample Workplace Inc.
representative**

Date

SAMPLE WORKPLACE Inc.

EXIT INTERVIEW	EMPLOYEE NAME	
INTERVIEW DATE	EMPLOYMENT CLASSIFICATION	
EXIT DATE	SUPERVISOR'S NAME	
	DIVISION EMPLOYED	
EXIT QUESTIONS	(1 low) RATING (5 high)	ADDITIONAL COMMENT (OPTIONAL)
How would you assess the level of support you received from the Sample Directors during your term of employment?	1 2 3 4 5	
How would you assess the level of support you received from your Supervisor during your term of employment?	1 2 3 4 5	
During your term of employment was your workload reasonable?	YES NO NO RESPONSE	
Do you consider the workload was fairly, and evenly, distributed between team members?	YES NO NO RESPONSE	
How would you rate the level of communication between staff members on work related issues?	1 2 3 4 5	

<p>From the list opposite please circle the items that best describes your primary reason/s for leaving Sample Inc..</p> <p><i>Feel free to circle more than one response.</i></p> <p style="text-align: center;">→</p>	<p>Personal/Family reasons</p> <p>The work does not suit my professional skills</p> <p>Poor work planning</p> <p>Insufficient workplace structures to perform my duties effectively</p> <p>Insufficient training provided to help me perform my duties effectively</p> <p>Lack of direction provided, to help me understand the duties I was expected to perform</p> <p>Pay/Salary did not reflect the work I was expected to perform</p> <p>The lines of authority were not clearly delineated for me and this made it difficult for me to understand who I should report to</p>	<p>A general negative atmosphere throughout the workplace</p> <p>Staff were supportive, but unable to assist me with my tasks</p> <p>A general lack of professional standards throughout the company</p> <p>I prefer to work in a professional setting with higher standards</p> <p>OH&S and EO issues are not given a high enough profile</p> <p>Staff input is not encouraged or acted upon when given</p> <p>I need to work in an environment where staff planning sessions are a regular feature of the organization's practice</p> <p>Poor team spirit throughout the workforce</p>	
<p>Please use this space to comment on any other issues you feel important to share with senior management:</p>			
<p>If you could make 3 immediate changes to improve the SAMPLE Inc. workplace what would they be?</p>	1	2	3
<p>What are the three things you enjoyed most about working for SAMPLE Inc.?</p>	1	2	3
<p>What are the three things you least enjoyed about working for SAMPLE Inc.?</p>	1	2	3

I understand the content of this exit interview will remain confidential, and will only be discussed with the senior management team.

I understand my comments may assist management to improve the SAMPLE Inc. workplace and agree for this information to be used by SAMPLE Inc management for planning and/or training purposes, on the basis that the information will be presented anonymously and not linked to me in any way.

In the event of SAMPLE Inc. management breaching my trust in this matter, I am at liberty to pursue legal action to seek compensation.

SIGNED:

SIGNED:

WITNESSED:

Dated this

day of

2010

**Purchase this training manual and the
SAMPLE FORM CD-Rom**



email

contact.suzanne@bigpond.com

STAFF RECRUITMENT SURVIVAL KIT

GET THE RIGHT PEOPLE

and keep them