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# Task 1: Recruitment and Selection

## AC 1.1 Stages of Employee Lifecycle

The case study has it that HR experts intervene in seven critical stages of the employee lifecycle of Jemijo:

1. Attraction: To construct and market the firm as an attractive place to work, Jemijo's human resources department highlights the benefits and diversity of work arrangements on its website and in job advertisements.
2. Recruitment: HR selects the appropriate outlets, including commercial job boards and the Jemijo website, creates accurate job descriptions based on job analysis, and effectively manages the application process.
3. Selection: HR plans and conducts assessment centres and interviews and sends offer letters while maintaining records to ensure fair treatment of applicants (Armstrong and Taylor, 2023).
4. Onboarding and Induction: HR assists new employees in adopting their new roles by organising them into programs, providing coaching, and offering role-oriented training (Ebert and Griffin, 2020).
5. Development and Training: HR creates career paths, evaluates training requirements, and manages performance management to promote staff career development and skill advancement (Aust et al., 2020).
6. Retention and Engagement: To motivate employees and reduce turnover rates, HR focuses on creating a positive workplace by designing recognition programs, promoting employee well-being, and establishing effective feedback channels (Mayrhofer et al., 2021).
7. Separation: HR initiates the separation process by conducting exit interviews to gather feedback and facilitate a smoother transition of knowledge and off-boarding (Blom et al., 2020).

Figure Flow chart for Employee lifecycle (self-illustrated)

## AC 1.2 Job Analysis

Job analysis involves a process of gathering and examining information relating to jobs. It consists of identifying the experience, education, and personal traits needed to perform the work or tasks, responsibilities, and duties (Harney and Collings, 2021). This will require a thorough job analysis to create an accurate and realistic job description and specifications for the Claims Handler post at the Jemijo call centre.

1. Jemijo specifies that previous experience in a call centre or similar setting with sensitive or urgent cases is required. It would be beneficial to have prior experience in processing claims or within the insurance sector.
2. Education: Applicants require a high school education. Customer service-related vocational certificates are suitable.
3. The most important personal traits are resilience, empathy, patience, attention to detail, a strong work ethic, dependability (essential for shift work), and a customer-oriented outlook.

## AC 1.3 Recruitment Methods

Jemijo has two central recruitment of the call centre vacancies:

1. The company-wide web page: This method reduces costs, appeals to candidates who might be planning to apply to Jemijo, simplifies the application processing speed, and provides all the necessary information to execute proper employer branding. It is acceptable since it appeals to a self-selected audience and focuses on the work culture that Jemijo offers.
2. Commercial Job Boards: These websites have a significant presence, and a good number of call centre jobs can be filled using them. They can be used to quickly recruit a large talent pool of qualified candidates, as they allow obtaining configurable search parameters, accelerate the recruitment process, and provide diversification of the talent pool (Blom et al., 2020).

## AC 1.4 Content Used in Job Advertisement

The significant differences between the job advertisements on Jemijo's site and those on commercial job boards include the following items.

1. The site of Jemijo offers more culturally specific, deeper, and brand-centric content, as it focuses on existing prospects within the company. The content must be brief, rich in keywords, and feature attractive images on commercial job boards, as these job boards serve a larger population seeking various opportunities.
2. The Purpose and Platform: The Jemijo website serves as a comprehensive employer branding platform, enabling more detailed content and a complete story. Commercial job boards focus on good job matching due to their character constraints and similar structures, highlighting essential functions, desired skills, and attractive rewards.
3. Differentiations & Competition: Jemijo has a chance to stand out when it is on its site. In commercial boards, an advert should be very competitive to be noticed when several others are filed in there.

This means that Jemijo constructs most of its advertisements to suit the medium it uses, as well as the audience's expectations, to achieve effective recruitment.

## AC 2.1 Assessment Centers and Structured Interviews

Factoring in the right personnel is also crucial for an insurer like Jemijo, which largely depends on its call centre employees to provide outstanding service to its more than five million consumers. Assessment centres and formal interviews are ideal screening tools for selecting employees for call centre jobs, as they enable the assessment of competencies that can be measured fairly and accurately.

**Structured Interviews**

A structured interview is a standardised method of interviewing where every job candidate answers the same set of pre-designed questions in the same order (Sarstedt and Danks, 2022). In most cases, interviewers apply a scoring rubric to evaluate answers, aiming to maintain objectivity and validity. Consistency is vital, considering the size of the workforce (more than 2,500 people) and the large number of call centre jobs. Structured interviews reduce prejudice and contribute to a fair assessment of candidates, as the same standards are applied to all candidates (Hauff et al., 2021). This is necessary to remain legally sound and to have a fair recruiting process. The skills that an individual may require in call centre job roles, especially in the emergency claims hotline, include good communication skills, empathy, problem-fixation capability and listening skills (Easa and Orra, 2021). When structured interviews are applied, primarily through a test that takes the form of either a situational or behavioural question, this is very effective in predicting future job performance, as such questions create situations that evoke past behaviour or provide hypothetical answers pertinent to the job (Hamouche, 2023). The use of pre-developed interview questions and scoring rubrics will prevent subjective hiring decisions made on the personal bias of interviewers (Naqshbandi et al., 2024).

**Assessment Centers**

An assessment centre is an entire selection process that consists of several exercises designed to simulate aspects of the job (Memon et al., 2021). Assessments conducted by a large number of trained assessors, who view candidates through a wide range of activities, have the merit that individual influence is eliminated and a collective view is formed. Not only can the existing competencies be identified, but also areas of long-term workforce planning and internal development may be proposed through assessment centres (Biea et al., 2024). The Assessment centres provide an opportunity to assess a range of competencies within different situations simultaneously.

## AC 2.4 Records from the Assessment centers and Structured Interviews

To prepare information for structured interviews and assessment centres, Jemijo should retain a range of papers that guarantee legal compliance, auditing, fairness, and continuity of improvement in the hiring process.

The following are some of the essential records that can be kept:

* Structured interviews include job descriptions, interview questions, scoring instructions, notes, and scores for individual candidates, training for interviewers, and application forms and resumes.
* The information available at assessment centres includes the layout of the centre, training documents for the assessors, records of performance and scores for each candidate on each exercise, minutes of assessor consensus meetings, results of any psychometric tests conducted, and all correspondence with candidates.

## AC 2.5 Template for the Letter of Non-appointment and Appointment

**Template for Appointment letter**

[Jemijo’s Call Center Organization]

[Date]

Dear Worker (Worker Name)

We are pleased to officially inform you that you have been appointed to the role of call centre customer service representative at Jemijo’s organisation. Your experience and skills in the customer service sector make you a strong candidate for this role, and we believe that you will demonstrate positive effort and performance in our call centre sector.

Details of the Appointment

[Title of the Job Role: Customer Service Representor]

Department: [Customer Service]

Report to Jemijo’s Management

Start Date

[compensation: Salary compensation]

Perks and Advantages: [Lunch from the company, medical facilities, and transport services]

This appointment letter is tailored to the conditions and terms outlined in the organisation's rules, which will be provided to you upon your joining for your reference.

We hope for a dedicated work environment from you and your positive contributions towards the company's achievements.

Sincerely from,

Human Resource Department

**Template for the Non-Appointment Letter**

[Jemijo’s Company]

[Job position: Call centre customer service]

Dear applicant [applicant name],

Thank you thank you for your time and efforts in applying for this role. However, we regret to inform you that we have been unable to proceed with your application at this time. We are seeking an applicant who possesses the necessary skills and experience for this position. Unfortunately, you are not meeting this specific criterion. We appreciate your hard work and wish you the best in your career.

From,

HR Department

Concerning the critical analysis, Jemijo will have to improve considerably the appointment and non-appointment samples of letters to make sure that they are clear (legible), professional, and legal.

**About the Appointment Letter:**

Elements need to be retained: job title, department**.** Things like ("Dear Worker"); some typos; inaccurate job descriptions, i.e. ("Representor"); incorrect dates, salaries and working hours; broadly defined benefits, and the overall lame ending are the things that need to be corrected or removed.

**Non-Appointment Letter**

Keep the subject line clear and include a thank-you note with the application. Re-design: Informal company names, impersonal greetings ("Dear candidate"), amateur stumblings ("thank you "). The given critique may be viewed as risky from a legal perspective; therefore, it should be replaced with a broader statement that allows for references to the competitive nature of the process (Armstrong and Taylor, 2023). It needs to have a formal conclusion.

In short, these two templates must be more business-like, precise, and of a legal tone. The letter of non-appointment stipulates explicitly that it should not use direct, negative language.

# Task 2: Stimulated Interview

Tasks are completed and attached in the section of Appendix.

# Task 3: Legislation and Employment Relations

## AC 3.1 With Reference to Legislation

The employees working on the Jemijo 24-hour claims emergency hotline are not supposed to work long hours and are expected to get enough sleep, as it would help them better handle customers.

* Employee well-being and health: Avoids burnout, stress and fatigue, along with the psychological and physical health issues that are common in tough contact centre contact.
* Operational efficiency and service performance: ensure that employees can maintain high performance, eliminate errors, reduce response times, and prevent reduced production, absenteeism, and turnover, all of which are crucial elements of the Jemijo motto on high-quality customer service.
* Legislation Compliance: Conforms to the international industrial working standards that include resting time, weekly resting (example: 24/48 hours), daily resting and weekly hours with a special consideration to the night workers.
* Conformity to the guidelines is not only crucial for compliance with the law but also for maintaining a healthy and productive workforce (Alkandi et al., 2023).

## AC 3.2 Why Well-being is Significant

The well-being of employees encompasses their general health and satisfaction. It also takes into account their financial, emotional, mental, and physical well-being, aside from how their employment and corporate culture facilitate these characteristics (Al Daboub et al., 2024).

Jemijo Centre puts the well-being of employees as its priority for the following reasons:

* Stressful: A job in a call centre, especially one that deals with a 24-hour emergency hotline, is emotionally upsetting, stressful, and requires patience to deal with dissatisfied customers. This can lead to tension, exhaustion, and burnout.
* Staff Retention: Employee dissatisfaction leads to increased sick leaves and absences, ultimately contributing to employee turnover. With an investment into well-being, Jemijo can maintain a large workforce and reduce training and hiring expenses as it does not need to find a new workforce.
* When employees are satisfied, then their engagement, productivity, focus, and empathy are enhanced. This automatically increases customer service, correctness, and better handling of sensitive matters, which reflects positively on theon the reputation and satisfaction of clients who patronise Jemijo.
* Legal and Ethical Duties: Employers have duties that include providing reasonable care and protection for their employees. By promoting well-being, Jemijo will be able to satisfy its moral obligation and even comply with safety and health regulations.

## AC 3.3 Discrimination Legislation

Henry proposes employing anyone between 18 and 21 years old so that one of them should work at the Jemijo call centre. It is irresponsible, or rather, against the legal framework that is age discrimination law. The majority of anti-discriminatory laws prohibit direct discrimination, i.e., the Equality Act 2010 UK, which takes place when an individual is treated less equally in terms of age (Nguyen, 2020). Discrimination against older individuals compared to younger ones, such as those who have already reached 22 years or above, is often perceived as the superior option. However, the likelihood of them being experienced is usually nil. Even though in most situations, the legal age to do the work of any kind (18 years of age) the underage ones (i.e. those who are no more than 18 years old) can be regarded as being equal with the old ones and, therefore, to treat younger and older in a different way can be accepted as unacceptable (Muzam, 2023).

Its consequence would be:

1. Legal: It also poses a slight risk that some recruits who go through and fail might take cases of discrimination against others because they do not fall within that age ratio (Naqshbandi et al., 2024).
2. Restitution and punishments: This court is also able to impose a fine on Jemijo in vast amounts as a remedy.
3. Reputation: The company is perceived as one where a person would not want to work simply because it is considered an ageist organisation.
4. Narrow talent: Rejecting many other employees who can perform the customer service role better at the Jemijo call centre.

## AC 3.4 Diversity and Inclusion

Diversity and inclusion are often implemented interchangeably. The two terms, however, have distinct meanings. Diversity is measured as a number. It monitors the number of individuals who fall into the under-represented ranks (Geldenhuys et al., 2021). The essential solution behind inclusion is to treat and acknowledge the members of these groups. Both play roles in promoting employee engagement.

Nevertheless, without diversity being included, it becomes irrelevant and didactic. Diversity brings a variety of opinions and talents to the table. By involving everyone, their views are valued and taken into consideration. They also create an active and creative working atmosphere together. A combination of diversity and inclusion provides incentives for businesses to become more innovative, resilient and efficient (Alshaabani et al., 2021). To accommodate everyone in the celebration, there should be diversity. The celebration gets together when everybody joins. It guarantees the comfort of every visitor. To measure diversity, focus on the demographic composition of the workforce (Holbeche, 2022). Most people make the mistake of equating inclusion with diversity. In contrast to diversity, inclusion measurement requires employee surveys, the administration of engagement surveys, and organisational culture research (Easa and Orra, 2021). Inclusion is a deliberate effort to create an atmosphere where all people are respected, feel welcome, and treated as equals (Biea et al., 2024).

Jemijo call centres review diversity and inclusion as significant factors.

1. Advanced Customer Care: The various cultures, when combined, understand the diverse needs of multiple customers and serve them in a way that also enhances customer satisfaction.
2. Enhance performance: Conflict brings out innovation and resolution of problems, two aspects that are needed when dealing with a diversified pool of claims.
3. Attrition Reduction: Workplaces ensure the reduction of attrition and associated costs as employees develop a sense of appreciation.
4. With the increased employer brand, a considerable number of workers will be attracted.
5. Regulatory compliance: This guides Jemijo in adhering to the ethical and legal requirements of anti-discrimination regulations.

## AC 3.5 Unfair Dismissal

Although Megan has a five-year record at the place, when Henry proposes firing her immediately because she used profanity to a client, there is an implication that an unfair ruling could be made. This is because his approach differs significantly from the established principles and procedures required to dismiss a person fairly, especially in a country like the United Kingdom, which, as a rule, adheres to the Acas Code of Practice on disciplinary and grievance hearings (Gupta et al., 2022). Possibly, however, shouting at a customer is a grievous act of misconduct (and may even be defined as egregious under the laws of Jemijo). However, the actions advised by Henry about the case of Megan are procedurally odious:

Failure to investigate: Henry says he has not taken any action yet, adding that he will fire Megan during a meeting today. This implies that no investigation was conducted beforehand to gather supporting evidence, obtain the complete picture, or secure Megan's testimony regarding what happened. An extensive investigation is necessary to ensure a fair process can be achieved.

By the time of the first meeting, Megan had been dismissed. Thus, she did not have time to prepare a rebuttal. She was unaware of the specific charges she was responding to and lacked a genuine opportunity to present mitigating reasons and justify her actions.

Lack of Disciplinary Hearing: Reasonable termination usually implies a disciplinary hearing, where the employee has the opportunity to explain the charges against them and may be assisted by a union official or a coworker (Geldenhuys et al., 2021). At this, Henry is ignoring the significant milestone.

Right of Appeal: The employee gets the right to appeal the decision of dismissal as stipulated in a fair system (Alkandi et al., 2023). Henry does not do this because he chooses to get rid of him as soon as possible. Although considerable misconduct is involved, even in this situation, fair dismissal must involve both the procedure and substance of the standards, which could cover conduct such as swearing at a customer. To bring an unfair dismissal charge against Henry can be very excessive, as he ignores procedural fairness.

# Task 4: Performance Management and Reward

## AC 4.1 Performance Management

**Establish Objectives**

Performance management is a crucial component of Jemijo’s call centre success. It serves a vital role in aligning staff contributions with organisational objectives, enhancing individual development, and assessing a compelling and inspired workforce (Oehlhorn et al., 2020). Performance management yields a meaningful understanding that informs the Human Resources department of Jemijo’s call centre, including training requirements, workforce planning, and resource allocation. This data-driven strategy enables Jemijo’s company to take informed actions that encourage strategic objectives and operational effectiveness. With actionable plans and precise responses, the staff of Jemijo’s call centre can enhance their performance. This proactive strategy addresses long-term challenges and optimises the whole productivity (Jakobsen et al., 2023).

**Improve Performance**

Performance management involves establishing clear objectives and providing regular feedback. This focus benefits Jemijo's staff in understanding their responsibility and how their efforts impact the call centre. When staff acknowledge what the company expects from them, they become more productive and encouraged, resulting in increased overall performance (Oliveira et al., 2023). Performance evaluation is a core component of performance management, enabling workers to identify areas for improvement and skill development. These evaluations provide opportunities for training and career development, benefiting Jemijo's staff as they grow professionally and personally. Daily discussions on employee performance increase a culture of open communication among managers and staff. These aspects foster trust, ensure that workers feel respected and heard, and effectively identify any concerns. Open communication is significant for a productive work environment and efficient team cooperation (Gupta et al., 2022). An Organised performance management offers a standardised technique for evaluating Jemijo's workers' performance. This decreases bias and ensures equality within performance appraisals, recognition, and promotions.

**Hold people to Account**

Hold people accountable for their performance by aligning it with career succession, cancellation of contracts, and rewards (Mampuru et al., 2024).

## AC 4.2 Impact of Motivation and Skill on Staff Performance

Employee motivation positively influences their performance in various ways. Inspired workers are more effective, satisfied at the workplace, more dedicated to the company's vision, and more probably to cooperate and remain with the company (Priyashantha et al., 2022). Efficient performance management is significant for more performance and motivation. Employee motivation is the degree of innovation, dedication, and energy that staff at Jemijo's acquires in their job roles, explaining how engaged they are in the tasks they perform, how evolved they are about Jemijo's objectives, and how encouraged they feel within their routine tasks to accomplish those objectives. Motivated staff at Jemijo's call centre link specific behaviours to activities that contribute to positive change and recognition, which pleases the workers' desires. They search for satisfaction to proceed as they desire to perform the task effectively. There are two kinds of motivation: intrinsic and extrinsic. Extrinsic motivation enables Jemijo's staff to participate in actions driven by the prospect of achieving an external objective, receiving praise or rewards, and earning compensation. Intrinsic motivation is defined as acting for its own sake, driven by the inherent rewards rather than the independent outcomes (Piwowar-Sulej et al., 2024). Motivated staff at Jemijo's serves a pivotal role in getting familiar with positive changes in the call centre and partnering with team members. Even motivation fosters skill advancement and intellectual growth, making individuals more productive towards achieving their goals (Abdulwase et al., 2020). With the advanced level of skills, employees at Jemijo become more effective and productive as they are well-trained to understand their responsibilities, possess significant competencies to perform their tasks efficiently, and can make quick decisions for call centre improvement.

## AC 4.3 Continuous Reviews Versus Annual Reviews

Expertise and managers conduct annual reviews with individual workers once a year, typically in a documented or organised meeting (Oliveira et al., 2023). This enables the company to discuss employee performance, execute their growth, and link future performance with professional and personal objectives. These meetings encourage the company to examine and examine its efforts and strengths, identify areas for improvement, and enhance motivation (Georgescu et al., 2024). The reason for implementing the annual Review enables the Jemijo’s to perform a plan for the succession. Because of the annual Review, staff at Jemijo's call centre can take the opportunity to share their feedback on call centre improvements.

Through the annual review process, Jemijo's staff contribute to positive change that benefits the company. However, Continuous Review could also be a better choice for the company to achieve the desirable outcomes. Continuous Review is a performance management tool that is available throughout the year (Abdulwase et al., 2020). Continuous Review benefits the staff by keeping them updated, enabling them to remain evolved and dedicated to ongoing improvement as they continually explore themselves. The continuous Review is a more proactive approach to ensure staff performance (Gupta et al., 2022). However, continuous Review is usually considered a better choice for corporations like call centres rather than annual reviews, as this review system allows the call centre to adopt the changes, receive regular feedback, and foster an environment of innovation and creativity among workers (Oehlhorn et al., 2020). Meanwhile, the annual Review is only arranged for the year task (Chakraborty and Biswas, 2020).

## AC 5.1 Strategic Reward and Total Reward

There are various reasons why Jemijo's call centre must expand in terms of professional and personal development, as well as offering meaningful work, to ensure better performance from its employees. This includes decreasing employee turnover rates and providing career paths. Supporting a culture that respects both professional and personal development, as well as a meaningful work atmosphere, Jemijo's call centre will ultimately lead to improved staff performance and productivity. Offering workers a sense of belonging is one of the core aspects a call centre can provide, which decreases delays and fosters growth. For example, customer service advisors at Jemijo's call centre centre can work on increasing their professional connections. Platforms like LinkedIn can help professionals enhance their networking skills, which in turn contributes to improving their professional development (Irfan et al., 2023).

Another example is the training offered by Jemijo's management, which can also be respected as a means to increase professional development. Examples such as motivation, communication, and self-confidence can contribute to improving personal development (Huang et al., 2021). Workers who are satisfied with their jobs are more likely to stay with a company that has a meaningful work environment where their contributions are highly valued (Piwowar-Sulej et al., 2024). They have the opportunity to become committed to the organisation's goals. Jemijo respects the meaningful work that makes their employees more engaged, encouraged, and satisfied with their job positions.

## AC 5.2 Motivation Theory

**Herzberg Two Factor Motivation Theory**

Frederick Herzberg's motivation framework suggests that staff motivation is driven more by the behaviour of the job rather than just the financial rewards (Khan and Liu, 2023).  It demonstrates the difference between hygiene elements, which control dissatisfaction, and motivators, such as rewards or accomplishments, that are significant for achieving job safety. Productive managers must assess hygiene elements that are identified while increasing aspects that support intrinsic motivation (Huang et al., 2021). Non-financial rewards are a considerable way to foster a positive work environment where staff members seem dedicated to their work performance and job satisfaction. These involve the capability to expand individual worker beliefs while also retaining and encouraging top talent, among others (Shen et al., 2025). The Herzberg two-factor theory states that motivators and hygiene factors are directly related to the job itself and involve aspects such as accountability, growth possibilities, and a challenging role (Godinho et al., 2023).

Hygiene factors are considered to be those factors that are not significantly adhered to in the work itself but are still significant for Jemijo's call centre staff to feel appreciated and rewarded in their job role. This involves items such as interpersonal relationships, working conditions, and salary compensations (Iddagoda et al., 2021). The theory illustrates that two factors are different from each other; as hygiene factors increase, this does not essentially ensure that motivation will be enhanced. Increasing motivator factors may not necessarily result in improved workplace satisfaction (Khan and Liu, 2023). That's why it's imperative to give rise to both factors to contribute towards a productive strategy that fosters and stabilises the call centre's financial position (Shen et al., 2025). A lack of factors that conductively support staff will cause workers to concentrate on other non-job-related factors (Stor, 2023).

## AC 5.3 Importance of Pay for Jemijo Call Center Staff

Employee equity considers the distinctiveness of each worker in identifying independent pay. Implementing a compensation structure that is fair and equitable is crucial for the company's progress (Riyanto et al., 2023). External equity might lead to losing good workers to the organisation that offers more rewards for similar tasks. Pay needs to be consistent and equitable to convey more positive advantages to the Jemijo call centre staff. It assesses that individual employee are compensated equally for their capabilities, contributions, working conditions, and accountability. It results in a valuable and fair environment, achieving desirable outcomes (Stor, 2023).

This is a fundamental human right for call centre staff to be paid equally, as it also leads to higher productivity and profitability (Iddagoda et al., 2021). Moreover, unequal pay is striven by gender discrimination and gender bias and respect of tasks conventionally linked with females. Jemijo will contribute to more informed decisions for its employees and towards better performance due to equal and consistent pay. Equality enables the Jemijo call centre corporation to motivate its staff to accomplish the organisation's vision and mission. Therefore, it is essential for pay to be equal to ensure that each employee feels respected, valued, and appreciated in the workplace (Godinho et al., 2023).

# Task 5: Learning and Development

## AC 6.1 Training Program

Extensive training equips new employees with the knowledge and skills they need for their newly assigned duties. They gain a deep understanding of the insurance products and systems offered by Jemijo, enabling them to respond effectively to clients (Chaubey et al., 2022). They can communicate successfully with clients and provide appropriate solutions due to the communication and customer requirements modules. Through empathy training, they can relate to customers and treat potentially difficult situations tactfully (Mubarik et al., 2022). Lastly, another critical aspect of the conversation regarding regulatory norms is informing new hires about what it takes to become a more responsible employee and reducing the likelihood of non-compliance. This fundamental training will make them more competent and confident, enabling them to transition smoothly into their roles and increase their chances of success (Piwowar-Sulej et al., 2024).

To Jemijo, the training program offers a considerable payoff. Jemijo will be able to raise customer satisfaction levels by ensuring that new employees have adequate knowledge of the products and systems, possess proper communication skills, and understand regulatory standards. When staff members are highly trained, accurate, and quick to respond to client problems, it provides positive experiences for the customer (Stor, 2023). The increased consumer relationship and brand loyalty are also other effects of being emphatically attentive. Moreover, well-educated workers reduce the likelihood of mistakes, which is cost-effective since it avoids rework and complaints. By adhering to the law, Jemijo maintains its reputation and financial strength, free from penalties and other legal matters. The training program enhances the overall performance of the business unit, as Jemijo is motivated to establish a more successful and efficient call centre (Chakraborty and Biswas, 2020).

## AC 6.2 Different types of Learning Needs

**Excellent product knowledge**

Even though basic insurance products are taught during the first training, new, specialised, or advanced insurance products are continually being established. The staff also need more specialised knowledge of unusual events, which are not covered in general training (Mubarik et al., 2022).

**Innovation and update of a system:**

Once the Jemijo systems are enhanced, they can be redesigned, integrated, or even expanded to include new features. At the fundamental level, the current systems are in place. Yet, all the changes in progress cannot be implemented without acquiring the latest information to continue being efficient and utilising the chance to the maximum (Godinho et al., 2023).

**Requests processing of business:**

In most cases, customers dealing with specialised, delicate, or highly complicated problems (such as fraud, high claims, or sensitive clients) require more specialised training than what is provided in the basic training (Chakraborty and Biswas, 2020). However, fundamental issues are often addressed through basic training (Priyashantha et al., 2022).

**Career Development and Specialisation:**

The reason is that new employees may aspire to join management and claim expertise in certain products, and the lower-level learning will not help them acquire the advanced skills and knowledge necessary to apply at higher levels (Khan and Liu, 2023).

**Training status:**

Skills or information that is not exercised regularly may fade over time. One should undergo refresher training to refresh their knowledge and ensure that the quality of delivery never diminishes; it also reaffirms best practices (Riyanto et al., 2023).

## AC 6.3 Training Practices

At Jemijo, managers' training is also a complex need, as it is necessary to instill in managers the ability to embrace the complexity of talents required for effective management.

**Face to Face Training**

The training requirements that involve face-to-face training allow managers to gain exposure to valuable skills in a fresh and thrilling atmosphere (Chakraborty and Biswas, 2020). It also fosters participation in group work, role-plays, practical exercises, and feedback, which are essential keys to developing soft skills as a leader, effective communication, collaborative work, and conflict resolution (Mubarik et al., 2022). The face-to-face model also encourages networking, during which managers have the opportunity to share their experiences and develop a support network (Riyanto et al., 2023). Unlike remote learning, it permits being actionable and less distracting, as trainers can read the room and adjust their course to the activity and knowledge of the users (Chaubey et al., 2022).

**Blended Learning**

Blended learning will enable managers to learn at their own pace and ensure that they reinforce what they have learned through face-to-face sessions (Khan and Liu, 2023). Online learning materials can take the form of partial information or comprehensive research on specific topics (e.g., financial reporting, HR policies). On the other hand, online courses cover more practical aspects, discussions, and skills training (Priyashantha et al., 2022).

**Facilitation**

Supervisors would learn how to hold effective meetings, promote collaboration, develop listening skills and discerning questions, as well as understand group dynamics and consensus-building (Irfan et al., 2023).

**Coaching**

Coaching promotes decision-making, problem-solving, self-awareness, and accountability. The impact is that it gives managers the required strength to address matters concerning certain aspects of growth (i.e., delegation, performance management, and strategic thinking), resulting in increased production and sustainable, permanent behavioural change (Jakobsen et al., 2023).

**Mentoring**

Mentoring provides an opportunity for on-the-job experience, professional guidance, and a sufficient understanding of organisational politics and culture (Gupta et al., 2022). Mentees not only gain knowledge of both the personal and professional life, including victories and failures, of their recommended role model but also expand their circle of business associates and obtain an improved perspective on leadership matters (Oehlhorn et al., 2020).

## AC 6.4 Basic Training

Jemijo will follow the following to ensure that its essential training programme is available and reachable by all new staff:

1. Determine and provide the necessary adjustments that people with disabilities can undertake (Piwowar-Sulej et al., 2024). Such accommodation measures include easy access arrangements, sign language translators, large-print materials, and screen readers.
2. Easy-To-Understand Language Choices: Use simple-to-understand words and avoid using jargon when there is an opportunity (Huang et al., 2021). By including a glossary of technical terms, people with different educational backgrounds will be able to interact with the firm, and non-English speakers will also be able to understand the information.
3. Flexible scheduling and Pacing: Allow each worker to create some flexibility in their workplace or to receive instruction on a particular situation at their own pace, accommodating special needs or learning styles (Mampuru et al., 2024).
4. Pre-Diagnostic and Advising: A significant portion of the pre-analysis pre-training is administered to identify any underlying information gaps or unique assistance requirements before providing pre-course material and specific guidance (Shen et al., 2025).
5. Inclusive trainers are expected to understand potential biases, employ inclusive instruction strategies, and facilitate discussions that ensure the involvement of all participants (Abdulwase et al., 2020).

## AC 6.5 Number of Metric applied to examine the productivity of Basic Training

A detailed methodology will need to be applied to measure the basic training that will be imparted to employees at the Jemijo call centre, taking into consideration the existing level of effects.

1. Feedback forms and surveys: Mail the trainees after the end of the training to obtain their opinions on satisfaction with the instructors, the program content, the overall experience, and its relevance (Khan and Liu, 2023). The chances of the learners developing better retention and engagement due to the high levels of satisfaction are also present.
2. Before and after training: To measure the elevated degree of knowledge of Jemijo products, procedures, and legal requirements, administer some tests or evaluate them before and after the training is over (Mampuru et al., 2024). Factors such as increased scores and the correct percentage of answered questions are used in the measurement.
3. Exercise how empathy, communication, and system skills can be applied within a safe environment through role-playing and simulations. Metrics: A range of points will be assigned based on the scores already established (examples include demonstrated empathy, proper use of the system, or behaviour adopted to pose an inquiry) (Oehlhorn et al., 2020).
4. Make a direct comparison between the recorded or live calls of new employees and the desired quality measurements (i.e., writing scripts, empathy, information accuracy, clear communication, and regulatory compliance) to determine call quality monitoring (QA) scores (Jakobsen et al., 2023). These measures include the average QA scores and the continuously increasing specific quality measures, among others (Godinho et al., 2023).
5. The proportion of complaints that are solved with the first interaction, with no callbacks and no escalation, is called First Call Resolution (FCR) (Mubarik et al., 2022). Metric will involve the FCR rate of the new employee, as well as the changes in time between the pre-training and the post-training condition (Chaubey et al., 2022).

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*Appendix A – Job description*

The following job description was produced by adapting the job description template produced by Acas (available at [**https://www.acas.org.uk/job-description-templates**](https://www.acas.org.uk/job-description-templates)).

|  |  |
| --- | --- |
| **Job title** | People Assistant |
| **Reporting to** | People Manager |
| **Main purpose of job** | Support the People team in all areas of the employee lifecycle |
| **Key tasks** | 1. Provide professional and confidential people support and administration across the full range of people activity. 2. Accurate input and maintenance of data in the HRIS. Generate reports as required. 3. Respond to routine queries in the shared people inbox, allocate other emails to people advisors. 4. Support recruitment and selection activities by liaising with candidates and managers, advertising vacancies, setting up interviews and assessment centres, completing pre-employment checks, sending out offer packs, monitoring and supporting onboarding, confirm or extend staff probations. 5. Support employment relations activities by liaising with staff and managers, setting up disciplinary and grievance investigations, hearing and appeal meetings. Act as note taker as required. 6. Support reward activities by accurately calculating pay, annual leave and other contractual entitlements. Support job evaluation activities. 7. Support payroll activities by the timely and accurate processing of payroll information. 8. Ensure maintenance of confidential and or sensitive staff information in line with data protection legislation. 9. Support project work as required. 10. Undertake any other duties related to the main job purpose, as required. |

# Appendix

**Person specification template**

|  |  |
| --- | --- |
| **Post title:** | |
| **Essential** | **Desirable** |
| **Knowledge and qualifications** | |
| * CIPD Foundation Certificate in People Practice. * Bachelors or Masters in Human Resource Management. | * Strong know-how pertaining to labour regulations, employment rights, etc. * Expertise in advising operational managers about workers' performance and ability to resolve conflicts among workers. |
| **Experience** | |
| * Should have experience between 2-5 years in the field of human resource management. * Should have experience between 1-3 years as an HR administrator/employee relations manager. | * Should possess experience in handling and managing employee relations-related issues. * Should have prior knowledge and expertise for providing advice to managers pertaining to HR-related issues. |
| **Skills and competencies** | |
| * Should possess skills related to employee relations management. * Should have a better understanding of conflict management and performance evaluation. * Should be capable enough to implement HR policies and employment regulations transparently within the organization. | * Should be able to communicate effectively and must be competent in both verbal and communication skills. * Should be well aware of elaborating complex HR information into meaningful and understandable approaches. * Should be capable of handling issues at the workplace while maintaining adherence to fairness. |
| **Personal qualities** | |
| * Should have professional ethics and know-how about maintaining decorum in the workplace. * Should have emotional intelligence skills in order to maintain a self-control approach and should be capable of evaluating others' abilities. * Should treat others fairly while avoiding adopting any biased decisions. | * Should be resilient for maintaining calm behaviour during challenging situations. * It should be comfortable enough to handle any uncertainties and robust to change dynamics. * Should have skills for developing trustworthy relationships with employees and employers at the workplace. |
| **Other** | |
| * Should be capable enough to handle HR-related issues before they become worse. * Should showcase professionalism and trustworthiness in each interaction phase. * Must remain updated with current employment regulations. | * It should promote a diverse cultural environment and a supportive, inclusive workplace culture. * Should promote equal employment benefits for workers and growth opportunities. * Should conduct research for bringing necessary improvements within HR policies and procedures. |

*Appendix C – Application forms*

The following applications forms were produced by adapting the job description template produced by Acas (available at <https://www.acas.org.uk/job-application-form-template>). Personal details have been removed to support objective screening and shortlisting. Please add suitable names for the purpose of interviewing.

# Application form

Applicant reference: 001

Application for People Assistant

## Your details

Name: Zarish Sikandar

Address:

Postcode:

Phone:

Email: zarishsikandar23@gmail.com

## Education and training

Please give details:

|  |
| --- |
| Defense Degree College  University of Hertfordshire |

## Qualifications

Please give details:

|  |
| --- |
| 8 GCSEs grades C and above, including English and Maths  3 A levels  CIPD Foundation Certificate in People Practice. |

## Employment history

### Your current or most recent employer

Name of employer: Downtown Insurance Group

Address: Downtown House, East Way, Northcastle.

Postcode: NC14 8PQ

Job title: Call centre agent

Pay: £23,500

Length of time with employer: 3 years

Reason for leaving: Still employed

Duties:

|  |
| --- |
| Answer queries about insurance products and set up insurance for customer. Advise on what policies do and don’t cover. Keep up to date with product changes to provide correct information. |

### Previous employers

Please tell us about other jobs you have done and about the skills you used or learned in those jobs.

|  |
| --- |
| None |

## Supporting statement

Please tell us why you applied for this job and why you think you are the best person for the job.

|  |
| --- |
| I enjoy working in insurance and have good customer relations skills. I understand the importance of making sure a policy suits the person needs. I have always been interested in HR and have just completed the CIPD Foundation Certificate in People Practice, passing all assessments first time. Now I have learnt about people practice, I am ready to put what I have learnt into practice. I think I will be the best person for the job as I have knowledge of HR and of insurance. I have many transferable skills, such as data entry, checking relevance of policies and ensuring information is kept confidential. I have good understanding of data protection legislation and how this applies to insurance and HR. I learn quickly and I am keen to expand my knowledge of employment law. I am a Foundation member of the CIPD. |

## Interview arrangements and availability

If you have a disability, please tell us if there are any reasonable adjustments we can make to help you in your application or with our recruitment process.

|  |
| --- |
| None |

Are there any dates when you will not be available for interview?

|  |
| --- |
| No |

When can you start working for us?

|  |
| --- |
| After one month’s notice. |

## Right to work in the UK

Do you need a work permit to work in the UK? ~~Yes /~~ No

## References

Please give the names and contact details of 2 people who we can ask to give you a reference. We may ask them before an employment offer is made. We will not ask your current employer until we get your permission.

### Referee 1

|  |
| --- |
| Ian Beddows – i.beddows@downtowninsurance.co.uk |

### Referee 2

|  |
| --- |
| Hally Purewal – h.purewal@ downtowninsurance.co.uk |

## Declaration

I confirm that to the best of my knowledge the information I have provided on this form is correct and I accept that providing deliberately false information could result in my dismissal.

Name: Zarish Sikandar

Signature:

Date:

# Application form

Applicant reference: 002

Application for People Assistant

## Your details

Name: Aliya shah

Address:

Postcode:

Phone:

Email: [Liyahshah5@gmail.com](mailto:Liyahshah5@gmail.com)

## Education and training

Please give details:

|  |
| --- |
| Queens school Watford  Coventry University. |

## Qualifications

Please give details:

|  |
| --- |
| 10 GCSEs including English and Maths, grades 6-9  3 A Levels, A\*, A, A  BA Human Resource Management 2:1 |

## Employment history

### Your current or most recent employer

Name of employer: NA

Address: NA.

Postcode: NA

Job title: NA

Pay: NA

Length of time with employer: NA

Reason for leaving: NA

Duties:

|  |
| --- |
|  |

### Previous employers

Please tell us about other jobs you have done and about the skills you used or learned in those jobs.

|  |
| --- |
| None |

## Supporting statement

Please tell us why you applied for this job and why you think you are the best person for the job.

|  |
| --- |
| I have had a strong interest in people management since first learning about this area of work when studying A level Business Studies. Such was my interest, that I decided to study Human Resource Management at university. I have an excellent knowledge and understanding of the whole employee lifecycle, and a particular interest in employment relations. I have excellent communication skills and will be able to liaise with both employees and managers in all activities in the job description for this role. I have excellent IT skills, having used Microsoft Office 365 during my degree. During my course, I analysed employee turnover data and produced reports and presentations using this data. I have good attention to detail and accurate typing and would apply this when entering data in the HRIS. I understand the importance of data protection legislation in people management and understand the legal implications of failure to comply. I would be able to apply this knowledge in all aspects of my work as a people assistant. |

## Interview arrangements and availability

If you have a disability, please tell us if there are any reasonable adjustments we can make to help you in your application or with our recruitment process.

|  |
| --- |
| None |

Are there any dates when you will not be available for interview?

|  |
| --- |
| No |

When can you start working for us?

|  |
| --- |
| Immediately |

## Right to work in the UK

Do you need a work permit to work in the UK? ~~Yes /~~ No

## References

Please give the names and contact details of 2 people who we can ask to give you a reference. We may ask them before an employment offer is made. We will not ask your current employer until we get your permission.

### Referee 1

|  |
| --- |
| Carolyn Greaves – carolyn.greaves@northcliffe.ac.uk |

### Referee 2

|  |
| --- |
| Jana Klosowska - jana.klosowska@ northcliffe.ac.uk |

## Declaration

I confirm that to the best of my knowledge the information I have provided on this form is correct and I accept that providing deliberately false information could result in my dismissal.

Name: Aliya shah

Signature:

Date:

# Application form

Applicant reference: 003

Application for People Assistant

## Your details

Name: Asim Tipu

Address:

Postcode:

Phone:

Email: [asim\_tipu2020@gmail.com](mailto:asim_tipu2020@gmail.com)

## Education and training

Please give details:

|  |
| --- |
| Bushey Mead School  UAL London College of communication |

## Qualifications

Please give details:

|  |
| --- |
| 5 GCSEs, all grade C |

## Employment history

### Your current or most recent employer

Name of employer: Wilton Ltd

Address: 26 High Street, Northcastle.

Postcode: NC16 2WE

Job title: Administration Assistant

Pay: £22,500

Length of time with employer: 2 years

Reason for leaving: Still employed

Duties:

|  |
| --- |
| Arrange interviews, prepare offer letters and contracts, answer question about contracts, support the owner in all HR administration. I also deal with all the administration for the company including sending out quotes, sending invoices, taking phone calls, answering emails, taking meeting minutes, ordering stationery and filing. |

### Previous employers

Please tell us about other jobs you have done and about the skills you used or learned in those jobs.

|  |
| --- |
| None |

## Supporting statement

Please tell us why you applied for this job and why you think you are the best person for the job.

|  |
| --- |
| I am currently working in an administrative job and although I have gained good experience, the company is small which limits the scope to gain experience of a wider range of people activities. I now want to focus on people management and build on what I already do. I have good experience of liaising with the owner and candidates in recruitment, I am excellent at sending out information in a timely way. I also have good experience of taking minutes in meetings, including disciplinary meetings, and I am very organised in both my activities and time management. I manage my workload well to achieve all the tasks that are expected of me. I have good experience of using email, Word and Excel. Although I have not used a computerised HR system, I look forward to the opportunity to do this. I plan to study the CIPD Foundation Certificate in People Practice once I have started my first people practice job. |

## Interview arrangements and availability

If you have a disability, please tell us if there are any reasonable adjustments we can make to help you in your application or with our recruitment process.

|  |
| --- |
| None |

Are there any dates when you will not be available for interview?

|  |
| --- |
| No |

When can you start working for us?

|  |
| --- |
| After 4 weeks notice |

## Right to work in the UK

Do you need a work permit to work in the UK? ~~Yes /~~ No

## References

Please give the names and contact details of 2 people who we can ask to give you a reference. We may ask them before an employment offer is made. We will not ask your current employer until we get your permission.

### Referee 1

|  |
| --- |
| Daphne Wilton - wilton@wilton.co.uk |

### Referee 2

|  |
| --- |
| Summer Wood – sunnysum@kmail.com |

## Declaration

I confirm that to the best of my knowledge the information I have provided on this form is correct and I accept that providing deliberately false information could result in my dismissal.

Name: Asim Tipu

Signature:

Date:

# Shortlisting (selection) matrix for multiple candidates – template

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Job Title:**  People Assistant | | | **Example scoring method**  0 = does not mention criteria at all  1 = mentions criteria but no evidence/examples  2 = mentions criteria and gives weak example(s)  3 = mentions criteria and gives some good examples | | | | |
|  | | |
|  | | |
| **Applicant Names ►**  **Person Specification Criteria ▼** | **001** Zarish Sikandar | **002** Aliya Shah | | **003** Asim Tipu |  |  |  |
| **Qualifications/Knowledge** | | | | | | | |
| Essential: CIPD Foundation Certificate in People Practice. | 3 |  | |  |  |  |  |
| BA Human Resource Management |  | 3 | |  |  |  |  |
| - |  |  | | 0 |  |  |  |
| Desirable: 8 GCSEs grades C | 1 |  | |  |  |  |  |
| 10 GCSEs, including English and Maths |  | 1 | |  |  |  |  |
| 5 GCSEs |  |  | | 1 |  |  |  |
| **Experience** | | | | | | | |
| Essential: |  |  | |  |  |  |  |
| 3 years of experience as a call centre agent. | 3 |  | |  |  |  |  |
| No experience |  | 0 | |  |  |  |  |
| 2 years of experience as an administration assistant |  |  | | 3 |  |  |  |
|  |  |  | |  |  |  |  |
|  |  |  | |  |  |  |  |
| Desirable: |  |  | |  |  |  |  |
| I enjoy working in insurance and have good customer relations skills | 1 |  | |  |  |  |  |
| I have excellent communication skills and will be able to liaise with both employees and managers in all activities in the job description for this role. |  | 1 | |  |  |  |  |
| I plan to study the CIPD Foundation Certificate in People Practice once I have started my first people practice job. |  |  | | 1 |  |  |  |
| **Skills and competencies** | | | | | | | |
| Essential:   * Good customer relations skills. * I have many transferable skills, such as data entry, checking the relevance of policies and ensuring information is kept confidential. * I have a good understanding of data protection legislation and how this applies to insurance and HR. * I learn quickly, and I am keen to expand my knowledge of employment law. | 3 |  | |  |  |  |  |
| * I have excellent communication skills. * I have excellent IT skills, having used Microsoft Office 365 during my degree. * During my course, I analysed employee turnover data and produced reports and presentations using this data. * I have good attention to detail and accurate typing and would apply this when entering data in the HRIS. |  | 2 | |  |  |  |  |
| * Arrange interviews, prepare offer letters and contracts, answer questions about contracts, and support the owner in all HR administration. * I have good experience liaising with the owner and candidates in recruitment, and I am excellent at sending out information in a timely way. * I also have good experience in taking minutes in meetings, including disciplinary meetings, and I am very organised in both my activities and time management. * I have good experience in using email, Word and Excel. |  |  | | 3 |  |  |  |
|  |  |  | |  |  |  |  |
| Desirable: |  |  | |  |  |  |  |
| * I learn quickly, and I am keen to expand my knowledge of employment law. | 2 |  | |  |  |  |  |
| * To gain practical hands-on experience and knowledge about the whole employee lifecycle. |  | 1 | |  |  |  |  |
| * Although I have not used a computerised HR system, I look forward to the opportunity to do this. |  |  | | 2 |  |  |  |
| **Personal qualities (these are usually addressed at interview rather than as part of the application process)** | | | | | | | |
| Essential: |  |  | |  |  |  |  |
|  |  |  | |  |  |  |  |
|  |  |  | |  |  |  |  |
| Desirable: |  |  | |  |  |  |  |
|  |  |  | |  |  |  |  |
| **Overall score** | 13 | 8 | | 10 |  |  |  |

**Justification statement (compulsory to complete: Detail which candidate will be taken through to the interview stage by summarising why):**

The 1st applicant candidate, whose name is Zarish Sikandar, has been selected for the interview stage further based on the overall score he has been able to achieve. The evaluation for the shortlisting phase has been conducted based on various criteria, i.e. qualification, experience, skills, etc. By reviewing each applicant's profile and potential competencies, Zarish Sikandar is a highly qualified candidate who should be taken further for the interview stage.

**General guidance notes:**

* Write the criteria from the post specification under each category on the left-hand column and give each applicant a score using the scoring method (double scores can be given to highly weighted criteria).
* Insert more rows if needed for post specification criteria.
* The candidate with the highest score is to be interviewed.

# Interview Matrix – template

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Department:** | |  | | | | |
| **Job title:** | | | | | | **Job reference number:** |
| **Interview panel member (Insert your name):** | **Example scoring method**  0 = does not answer question at all  1 = unable to give specific answers/examples, uses theoretical examples  2 = answers question and gives weak example(s)  3 = answers question and gives some good examples | | | | | |
| **Candidate Name (Insert the number assigned to the candidate that scored the highest on the shortlisting matrix):** |
| **Interview Question**  **based on person specification criteria:** | **0** | **1** | **2** | **3** | **Comments** | |
| 1. Are you well familiar with managing recruitment and selection activities by liaising with managers and candidates? |  |  |  |  |  | |
| 1. Are you aware of how to support employment relations activities while setting up grievance and disciplinary investigations? |  |  |  |  |  | |
| 1. Do you have the necessary skills for conducting reward activities to perform precision within payment calculation, granting annual leaves to employees and providing contractual entitlements? |  |  |  |  |  | |
| 1. Are you well aware of data protection acts and information management procedures for maintaining confidentially pertaining to staff information? |  |  |  |  |  | |
| 1. Do you have firm knowledge about the whole employee lifecycle? |  |  |  |  |  | |
| 1. Do you have expertise in handling and using various HR software, email, and MS Office? |  |  |  |  |  | |
|  |  |  |  |  |  | |
|  |  |  |  |  |  | |
|  |  |  |  |  |  | |
| **Select reason:** 1. Appointable 2. Not Appointable | | | | | | |

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| **Justification statement:** |

**Guidance Notes**

* Write the interview questions in the left-hand column.
* **You must complete the justification statement**. (Add a sentence or two explaining why you are offering the candidate the role)