



RECRUITMENT SURVIVAL GUIDE

Suzanne Fleming

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Author Note

Businesses need the right tools to help them make the important decisions about hiring staff. Moreover, 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

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ACTION PLAN

For recruiting the best people for your workplace.

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 are 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**.

WHAT IS 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.

**It is a list of ALL the tasks
an individual worker does.**

It plots the process, time and how the task relates to the other business activities.

An important function is to realistically test the time a worker spends doing a task and prioritising each task in order of importance.

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 one daily, weekly, monthly basis and ALL 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 may have missed.

Ask the stakeholders to specify how long each task takes to perform and rate each task's level of importance.

Enter everyone's data into a spreadsheet you can analyse 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 can only be fixed by a Job Redesign.

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 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'.

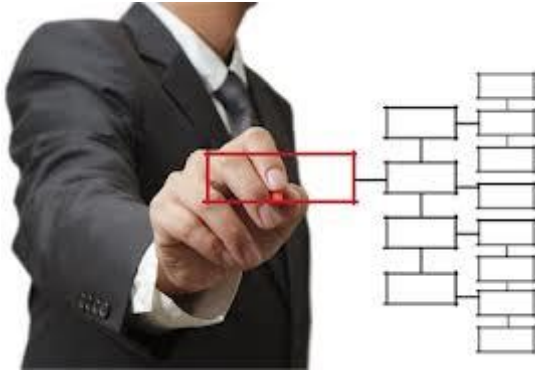
They'll blame the boss, the customer, the supplier, in fact anyone but themselves.

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 are not!**

**Asking the right questions
will help you to get the right answers.**

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 ongoing 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 give them

appropriate support

to get all the 'low-end' tasks done.



Who said computers are smart? This one can't even tell me who I should give the job to.

THE NEXT STEP

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.



**GREAT SUPPORT STAFF
Are your most valuable asset!**



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.

Job Redesign

Restructuring all the tasks involved in a job, to enhance the job satisfaction and/or productivity

Redesigning jobs is not difficult, but it does require a reasonable **time** investment.



HAVE A BRAINSTORMING SESSION

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.

and answer all these questions before you do anything else.

1. What tasks will the person be responsible for?
2. What role will the person will play in the organization?
3. Who will they report to?
4. What will their duties be?
5. What Key Performance Indicators (KPIs) they will be judged by?
6. Who will revise the KPIs?
7. When the KPIs be revised?
8. Who will train the new recruit?
9. When will the training take place?
10. Does the training program new to be updated?
11. Who will do the updates and when?

GET STAKEHOLDER INPUT

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

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.

RANK TASKS IN ORDER OF IMPORTANCE



Establish a ranking for each task.

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.

WRITING THE DUTY STATEMENT

You'll use the Duty Statement to develop the advertisements for media outlets.

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.

- ◆ 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.

JOB SPECIFICATION

You need to prepare the **Job Specification**, often called the *'Job Spec'*.

It is 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 analysing 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 the position.

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.



MEDIA ADVERTISEMENT



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



Now it's time to write the 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.



YOU'RE ALMOST DONE!

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.



Design the Advertisement and circulate it to stakeholders for input.



Check with the newspaper office to find out the lodgement 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.

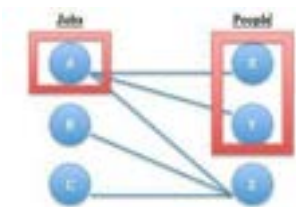
Don't forget to include the application closing date (including the year) and the address for submissions to be forwarded to.

IT'S TIME TO ASSESS THE APPLICATIONS

A carefully planned, and worded, media 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.

Matching is 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.

ESTABLISH AN ASSESSMENT PANEL

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



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:

One person who has a sound knowledge of the position

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

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

DEMOCRATIC ASSESSMENT

The panel 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.

You'll find a number of form templates at the back of the book. Use them 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 keep them together with a large Spring Back clip.

DO NOT SEPARATE THE ASSESSMENT FORM from the photocopied applications.

#	CANDIDATE NAME	COMBINED SCORE

SELECTING APPLICATIONS

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.

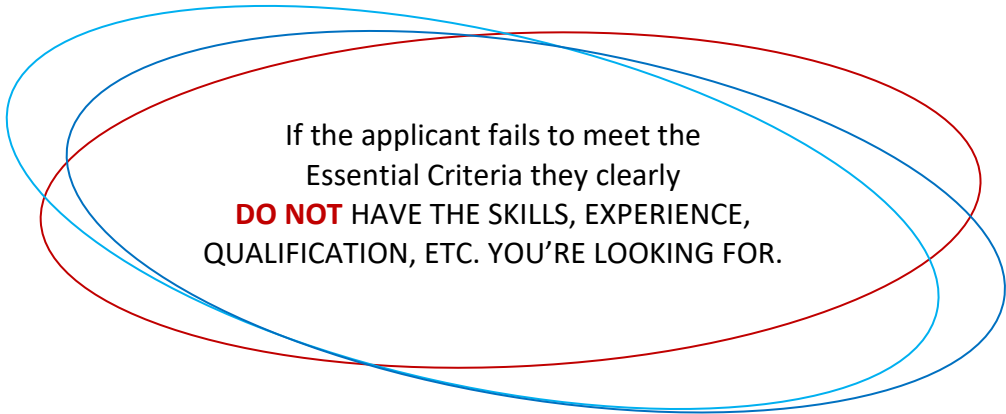
When you have completed all the Assessment Forms, add the rating scores and write the total in the bottom right hand corner of the sheet.

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

SELECTING CANDIDATES FOR INTERVIEW



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.

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

You must select individuals for Interview.

CHOOSE SIX or EIGHT INTERVIEW CANDIDATES.

PREPARING FOR INTERVIEWS



Who should you interview?

How to decide.

It's really easy!

Simply decide on a 'cut-off' total and eliminate all the applications that fall below that 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 all the 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 its fine to select someone with a lower score. But remember all Panel members must be in agreement.

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



SET SETTING UP THE INTERVIEW ROOM

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.

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

WHAT TO LEAVE AT RECEPTION

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 into the interview room.

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 when they arrive for their interview.

Give each candidate 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 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 unclear details and ask for some information about their previous employment i.e. why they left their position.

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.

Ask the candidates to tell you how they would perform specific key tasks.



CONDUCTING THE INTERVIEWS

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.



Prepare an interview pack for each panel member

PANEL MEMBERS PACKS SHOULD INCLUDE:

- A 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

THE TEAM LEADER'S PACK

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

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 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.**



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.

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.

CONDUCTING AND DOCUMENTING THE **CONDUCTING AND DOCUMENTING THE**

INTERVIEW **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.



JUST A THOUGHT

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 candidate's 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.

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.



REFEREE CHECKS



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

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.

FINAL HOUSEKEEPING TASKS



SEND LETTERS TO ALL UNSUCCESSFUL CANDIDATES.

THANK 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.

WELCOME THE NEWCOMER



1. Meet the new Appointee on their first day and introduce them to all the other staff.
2. 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.
3. Show them where they will be working, their desk or workstation.
4. 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.
5. 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.
6. 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.

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.

WHY STANDARDISE THE PROGRESS?

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



Protect your organization from a possible Discrimination Challenge.

Ensure all applications are treated fairly.

Give all applicants the same assessment criteria to ensure they are assessed on merit.

Find the best people and compare their skills, experience and qualifications.

Prevent unfair hiring: nepotism, bias or bribery etc.

Prevent fraud and misrepresentation.

Protect the Human Recourses staff.

Get the information you need to make the right choice.

FOR PHOTOCOPYING
FOR PHOTOCOPYING

SAMPLE FORMS



HOW TO USE THE FORMS

MAKE A TO DO LIST

1st STEPS

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 ask 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*

AFTER ENGAGEMENT

Professional Review Page 82

Peer Assessment Page 97

Annual Review Schedule Page 99

USE THESE SAMPLES

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 each applicant meets each Selection Criterion

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

APPLICATION ASSESSMENT FORM

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.

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 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5

DESIRABLE If more space is required, use the back of this form

	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5
	1 2 3 4 5

INITIAL ASSESSMENT SCORE:

Ability to answer questions	1 2 3 4 5
Confidence	1 2 3 4 5
Did candidate ask good questions?	1 2 3 4 5
Was candidate at ease during interview?	1 2 3 4 5

FINAL ASSESSMENT SCORE *(Complete after interview)*

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.

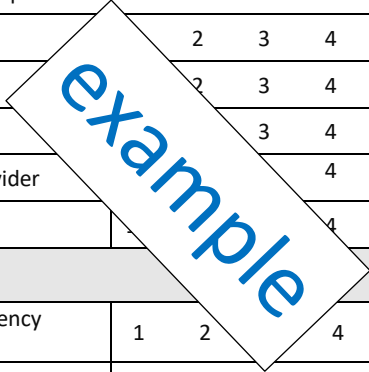
Type/write each of the Selection Criterion. Use a separate line for each point.

APPLICATION ASSESSMENT FORM EXAMPLE

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**

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		2	3 4 5
Excellent written and oral communication and problem solving skills		2	3 4 5
Able to work calmly in stressful situations and meet deadlines			3 4 5
Able to contribute to Sample's development as a 'Best Practice' service provider			4 5
Able to work flexible hours			4 5
DESIRABLE			
Sound knowledge of modern computer software packages, including proficiency using the MS Office suite of products	1	2	4 5
Precious experience as a workplace trainer and group session facilitator	1	2	3 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:	—————→		



INTERVIEW QUESTIONS RATINGS

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

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 MEMBERS:						
SIGNATURE TEAM LEADER:						

**INTERVIEW
QUESTIONS**

Interview date:
4 DECEMBER 2016

HUMAN RESOURCES

SUBJECTIVE ASSESSMENT OF CANDIDATE					
All panel members use this form for all interviewed candidates.					
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.					

ASSESSMENT RECAP FORM

TEAM LEADER SCORES		TEAM MEMBER 1			TEAM MEMBER 2			TEAM MEMBER 3		
#	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										

SCORE CONSOLIDATION 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

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.

APPLICATION REGISTER

REGISTER OF APPLICATIONS RECEIVED

It is essential to keep a detailed register of applications the company receives.

STAMP ALL APPLICATIONS WITH A DATE/TIME STAMP

KEEP ALL THE APPLICATION TOGETHER IN A SECURE DOCUMENT FOLDER

POSITION #:

POSITION TITLE:

When an application is received, type the details into the Register.

After the application has been assessed, include the rating results.

Record the date 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.

#	NAME	SUBURB	TELEPHONE	RATING	INTERVIEW DATE
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					

USE THIS FORM IS MAINTAINED FOR THE TOTAL COMPLETE RECRUITMENT PERIOD.

MAKE SURE IT IS STORED WITH THE ALL THE DOCUMENTS WHEN THE POSITION HAS BEEN FILLED.

REFEREE CHECK RESULTS

REFEREE #1: NAME		PHONE CONTACT DATE	
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 DATE	
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 DATE	
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	



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

Paste a copy of the completed RECRUITMENT RECAP FORM to the front of the parcel and then place the bundle in a clearly marked archive box and store safely.

These records **must** be kept for seven years.
We recommend you keep them for 10 years



STAFF RECRUITMENT REQUEST

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> <p>NOTE: the information you provide remains confidential – this is a restricted access document.</p>			

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.

DEPARTMENT:

CONTACT PERSON:

POSITION REQUIREMENTS

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: <i>i.e. must have own etc.</i>
MINIMUM QUALIFICATION:	SPECIAL CONTRACT TERMS/CONDITIONS:
other	other

Page 2 of 3.

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:

Page 3 of 3

SAMPLE DUTY STATEMENT

Sometimes called the Job Description.

POSITION	FINANCIAL CONTROLLER AND PROJECT TRACKING OFFICER	STATUS	FULL TIME PERMANENT
COMMENCEMENT DATE	TUESDAY, 1 JULY, 2003	PAY RATE	\$ 921.16 per week (gross)
WORKING HOURS	9.30 AM – 5.30 PM Monday to Friday	MEAL BREAK	30 MINUTES
CONDITIONS	4 weeks annual leave - 5 sick leave days and other leave in accordance with the Administration & Clerical Award		
SUPERVISOR	SUZANNE FLEMING		
PAYMENT METHOD	DIRECT DEBIT – WEEKLY		
WORKING LOCATION	FLEMING SOLUTIONS HEAD OFFICE, MARTIN PLACE, SYDNEY		
SALARY REVIEW	12 MONTHS FROM COMMENCEMENT DATE		
KEY ROLES AND RESPONSIBILITIES			
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

<p>BUSINESS REPORTING OBLIGATIONS</p>	<p>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</p>
<p>ALLOCATION AND TRACKING OF TRAINING WORKSHOPS</p>	<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>
<p>INFORMATION TECHNOLOGY</p>	<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>
<p>ASSET MAINTENANCE AND TRACKING</p>	<p>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.</p>
<p>GENERAL DUTIES</p>	<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>
<p>OTHER DUTIES</p>	<p>Other duties as delegated by Supervisor and/or CEO.</p>
<p>STAFF TRAINING</p>	<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 Procures and reference manuals.</p>

PROFESSIONAL DEVELOPMENT GOALS	
---------------------------------------	--

<p>UNDERTAKE APPROPRIATE PROFESSIONAL DEVELOPMENT</p>	<p>Undertake additional out-of-office hours training with a special focus on: 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>
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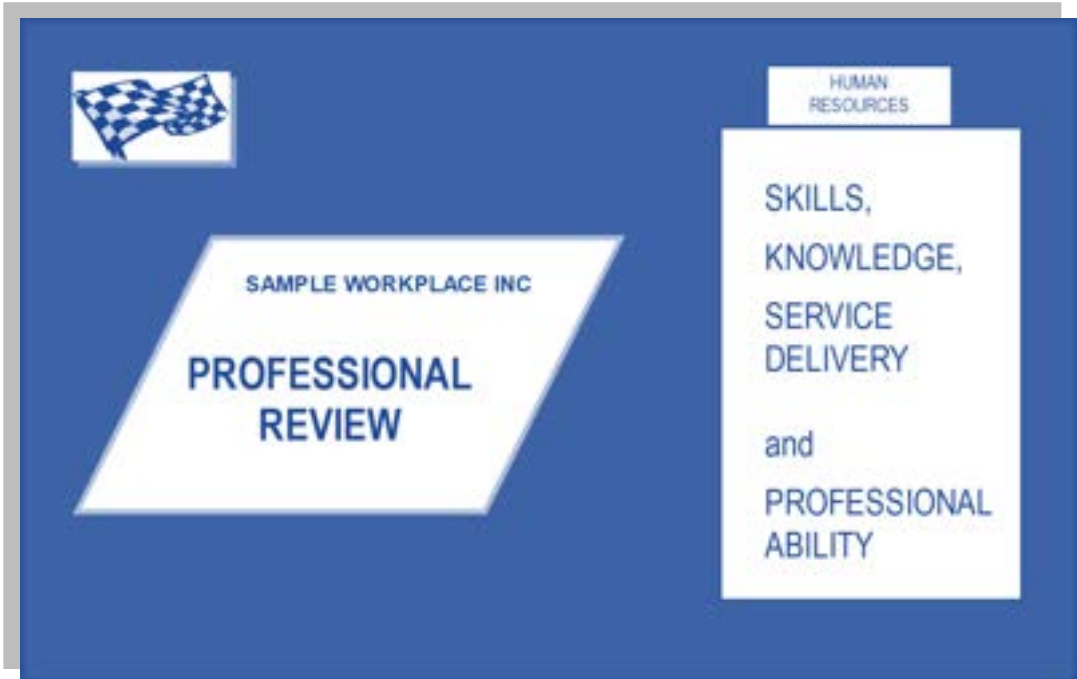
ACCEPTANCE OF DUTIES OUTLINED IN DUTY STATEMENT	
--	--

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	
SIGNED		DATE	
WITNESS		DATE	

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	SOMEWHAT DISAGREE	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
COMMENTS:				

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		COMMENTS - OPTIONAL				
RATING SCALE – 5 HIGH – 1 LOW						
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 feedback 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	1	2	3	4	5	
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

<i>I WOULD LIKE:</i>					
1	To be more involved in general decision making and planning		14	My work contribution 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				

SECTION 7
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

The Action Plan is used to set goals and to review them at a later date.
It is essential to keep the plan in a place that will allow it to be accessed easily.

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

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

PROFESSIONAL REVIEW RECAP							
PROFESSIONAL SKILLS EVALUATION							
write the rating received for each of the points →	1	2	3	4	5	6	
	7	8	9	10			
ABILITY TO PLAN WORK							
EVALUATION OF SCORE OUTCOMES	1	2	3	4	5	6	
write the rating received for each of the points →							
	7	8	9	10	11	12	13
TEAM SKILLS							
write the rating received for each of the points	1	2	3	4	5	6	
7	8	9	10	11	12	13	14

PROFESSIONAL REVIEW RECAP

PAGE TWO

COMMUNICATION - DECISION MAKING, PROBLEM SOLVING - PROFESSIONAL DEVELOPMENT

write the rating received for each of the points →	1	2	3	4	5	6
	7	8	9	10	11	12
	13	14	15			

ABILITY TO PLAN WORK

EVALUATION OF SCORE OUTCOMES	1	2	3	4	5	6
write the rating received for each of the points →						
7	8	9	10	11	12	13

TEAM SKILLS

write the rating received for each of the points	1	2	3	4	5	6
7	8	9	10	11	12	13

<p>1. IF I WON 3 MILLION DOLLARS IN THE LOTTERY I WOULD:</p> <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>	<p>2 WHEN I HAVE TIME TO MYSELF I LIKE TO:</p> <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>	<p>3 I LIKE:</p> <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>
<p>4 IF I WAS TRAINING FOR A NEW CAREER, I WOULD BECOME A:</p> <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>5 MY FAVOURITE MUSIC IS:</p> <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>	<p>6 BEFORE I DIE I WOULD LIKE TO:</p> <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>

<p>7. I THINK IT IS IMPORTANT TO:</p> <ol style="list-style-type: none"> 1. Have a successful job even if you don't become wealthy 2. Make a lot of money so you can be comfortable in old age 3. Try to help other people when you can 4. Get a good education and work hard 5. Take regular holidays with the family 6. To achieve one's full potential in life 7. Save for one's retirement 8. Have a job you enjoy 9. Work hard and be happy with what you have 10. To be a good parent 11. Not have to worry about how to pay the bills 	<p>8. MY WORST NIGHTMARE IS:</p> <ol style="list-style-type: none"> 1. Having to make a speech 2. Meeting new people 3. Starting a new job 4. Finding out I've left my wallet at home when I go to pay for the groceries 5. Being locked out of the house in my pyjamas 6. Having visitors arrive unexpectedly 7. Being in a plane that has to make an emergency landing 8. Taking an examination 9. Asking the boss for a pay increase 10. Being left in a room for an hour with a six crying babies 11. Having to borrow a large sum of money from a friend 	<p>9. I SMILE WHEN:</p> <ol style="list-style-type: none"> 1. Someone says something nice to me 2. I see children playing together 3. I hear someone say something really funny 4. I hear a couple fighting over silly things 5. My friends say they love me 6. I look at old family photos 7. I watch crazy movies 8. I give my friend money to pay a bill 9. I hear politicians making promises 10. Someone insults me 11. I look at myself in the mirror
<p>10. SOMETIMES IT IS BETTER TO:</p> <ol style="list-style-type: none"> 1. Say what you think and not worry too much about the consequences 2. Just agree with everything so you don't upset anyone 3. Be careful what you say in case it gets you into trouble 4. Tell people what you think they want to hear 5. Tell people your honest opinion no matter what they think of you 6. Not say too much about anything and that way you won't upset anyone 7. Encourage others to listen to your opinion 8. Just agree with everyone and don't let them know what you really think 9. Tell others your opinion and tell them you really don't mind if they agree with you 10. Not say too much about anything and you can't get into too much trouble 11. Always say what you believe even when you know others don't agree with you 	<p>11. I WOULD BE UPSET IF:</p> <ol style="list-style-type: none"> 1. I couldn't afford to buy a special friend a birthday present 2. I can't afford to travel abroad 3. Someone tells lies about me 4. My mother said my house wasn't clean 5. I won the lottery then lost the ticket so I couldn't claim the prize 6. I spent a lot of money on a gift and the person said they didn't like it 7. A good friend forgot my birthday 8. I was working really hard, but the boss didn't even notice 9. A stranger began yelling at me in the street 10. An old school friend said I hadn't made much of myself in life 11. Someone stole my new car 	<p>12. I CRY WHEN:</p> <ol style="list-style-type: none"> 1. I watch a sad movie 2. Someone yells at me 3. I know I'm being accused unjustly 4. I know someone believes I have told them a lie 5. My boss doesn't appreciate my work 6. Children are unkind to each other 7. My friends forget my birthday 8. I have no money to pay my bills 9. I visit a newborn baby 10. I go to a wedding 11. I have a car accident

PEER ASSESSMENT OF WHOLE TEAM

PEER ASSESSMENT OF TEAM						
All team members are to complete this assessment						
1	The team members work well together	1	2	3	4	5
	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

ANNUAL PROFESSIONAL REVIEW SCHEDULE

#	FAMILY NAME	GIVEN NAME	CLASSIFICATION	LAST REVIEW DATE	2014 REVIEW DATE	TIME	ATTENDED
1	BAKER	Bronwyn	Team Leader	02.06.2013			
2	COLLINS	Janice	Customer Service	02.06. 2013			
3	FLEMING	Suzanne	General Manager	02.06. 2013			
4	HOPPER	Stanley	Operational Manager	02.06. 2013			
5	KAYLIEN	Brian	Purchasing Officer	02.06. 2013			
6	SIEMENS	Thomas	Administrator	10.08. 2013			
7	SMYTH	Barbara	Customer Service	10.08. 2011			
8	TAYLOR	Julie	Finance Officer	23.09. 2013			
9	THOMAS	Jill	Customer Service.	23.09. 2013			
10	WILLIAMS	Jake	Clerical Support Officer	23.09. 2013			

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.

EMPLOYMENT APPLICATION FORM

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? YES NO <i>Please circle response</i>				LICENCE NUMBER		EXPIRY DATE:
						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

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*

DATE 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 <small>(PLEASE GIVE DETAILS)</small>		
---	--	--

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. PLEASE WRITE YOUR INFORMATION IN THIS SPACE.

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 TOASSESSING 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		

MAILING INFORMATION



It is a good idea to ask everyone who interested in the job to obtain an Information Pack prior to submitting their 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.

SAMPLE
WORKPLACE
Inc.

EMPLOYMENT
APPLICATION
PACK



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 4.11.23

EMAIL THE APPLICANT

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

Dear Brett,

Just a quick note to let you know we have received your application.

We expect to complete the evaluation process five working days after the closing date shown in the advertisement.

We will contact you again soon to let you know if you have been selected for interview.


We will also let you know if your application is unsuccessful.

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

Yours faithfully

Beth Richards,
HR Department

APPLICATION CHECK LIST

APPLICATION CHECK LIST		
THINGS TO CHECK BEFORE SUBMITTING 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 sections of the <i>Employment Application Form</i> ?		
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 <i>Declaration of Offences Form</i> ?		
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 you are short-listed for an interview?		
Have you checked your referee details? Is the contact data current? Have you added the most appropriate referees?		
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?		

HR TRACKING ACTIVITY

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 NO HELD ON FILE	REFEREE CHECKS successfully completed <i>circle and initial</i>	YES	DATE REFEREE CHECKS COMPLETED		
			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		

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.

PRIORITY	TASK	ACTION REQUIRED	COMMENTS	TICK WHEN COMPLETED
<p>URGENT Must be done today Must be done within 24 hours Can wait 48 hours Non-Urgent Delegate</p>		<p>NOTE: All tasks carried over from previous day, must be reassessed and given a new rating.</p> <p>Delegated tasks must have a review period – enter the review as a task on your list – advise the person you delegate the task to, the appropriate rating.</p>		

EXIT INTERVIEW



Exit Interviews allow organizations to identify what they could do better.

Take the opportunity to hear some negative Stuff about your business.

People will usually be very candid when they are leaving and organization.

LISTEN

LEARN

APOLOGIZE

DON'T MAKE EXCUSES

MAKE CHANGES

EXITING EMPLOYEE LETTER

Mr Jack. Leaving
345 Former Street
NEW VENTURE NSW 2300

Dear Jack,

PRE DEPARTURE ACTION.

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 we thank you for the contribution you have made to the company.

I would like to add that I have enjoyed working with you Jack and I'll miss seeing you around the office on a daily basis.

Regards,

Justin Sample

The Human Resource Department

HANDBACK LIST

ITEM DETAILS	SURRENDERED	EXITING STAFFER INITIAL	DATE	COMPANY OFFICER INITIAL	DATE
Keys (please list all keys)	YES / NO?				
<i>Company Files</i>	YES / NO?				
<i>Office Equipment</i>	YES / NO?				
<i>Company owned 'field equipment'</i>	YES / NO?				
<i>Any identification linking you to S.W. Inc. (including: business cards, company identification)</i>	YES / NO?				
<i>Misc. company equipment (including laptop computer, mobile phone, company owned electronic devices and any other items issued by the company)</i>	YES / NO?				
<i>Marketing Material, Policies and Procedures Manuals and other company predicted documents.</i>	YES / NO?				
Signature of exiting employee			Date		
Signature of Sample Workplace Inc. representative			Date		

SAMPLE WORKPLACE Inc.		
EXIT INTERVIEW survey		EMPLOYEE NAME
INTERVIEW DATE	EMPLOYMENT CLASSIFICATION	
	SUPERVISOR'S NAME	
EXIT DATE	DIVISION EMPLOYED	
EXIT QUESTIONS	(1 low) (5 high) RATING	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	
From the list opposite please circle the items that best describes your primary reason/s for leaving Sample Inc... <i>Feel free to circle more than one response.</i> →	Personal/Family reasons The work does not suit my professional skills Poor work planning Insufficient workplace structures to perform my duties effectively Insufficient training provided to help me perform my duties effectively Lack of direction provided, to help me understand the duties I was expected to perform Pay/Salary did not reflect the work I was expected to perform The lines of authority were not clearly delineated for me and this made it difficult for me to understand who I should report to	A general negative atmosphere throughout the workplace Staff were supportive, but unable to assist me with my tasks A general lack of professional standards throughout the company I prefer to work in a professional setting with higher standards OH&S and EO issues are not given a high enough profile Staff input is not encouraged or acted upon when given I need to work in an environment where staff planning sessions are a regular feature of the organization's practice Poor team spirit throughout the workforce
Please use this space to comment on any other issues you feel important to share with senior management:		

<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
<p>I understand the content of this exit interview will remain confidential, and will only be discussed with the senior management team.</p> <p>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.</p> <p>In the event of SAMPLE Inc. management breaching my trust in this matter, I am at liberty to pursue legal action to seek compensation.</p> <p>SIGNED: _____ SIGNED: _____</p> <p>WITNESSED: _____</p> <p><i>Dated this _____ day of _____ 2016</i></p>			



If you don't have time to develop this material for your business, discuss outsourcing it to us.

Our team will create all your job descriptions, interview question, selection criteria etc.

At a fee you can afford.

THE AUTHOR



Suzanne lives in inner city Sydney. She has five adult children and believes the family and long-term friends are life's true riches.

For many years, Suzanne was a management consultant, and worked on special assignments in London and Vietnam. She was also a part-time college and university teacher for two decades; specializing in business management, information technology and human resources management. Suzanne is a qualified eLearning facilitator and delivers creative writing courses online.

The things she most enjoys 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.*

Suzanne was mentored by Denis Butler, the highly respected Australian journalist and Walkley Award recipient. She says she was fortunate to receive guidance from such a gifted writer. It was his support and encouragement that gave her the confidence to trust her writing ability.

Her message to other writers: *“Never give up. Keep writing. It is 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.”*

FICTION by SUZANNE FLEMING

NOVELS

The Art Dealer
Protect the Bloody Silver
The University
Shark Bait
Global Warming
Corporate Giant
Conveniently Blind
The Rack
Nicholas Merewether

SHORT STORIES

Quoting Shakespeare
Voices in the Dark
He's My Friend

CHILDREN'S STORIES

The Little Hill
Don't Pick the Flowers

CORPORATE TRAINING PROGRAMS

Staff Recruitment and Selection Survival Guide

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.*

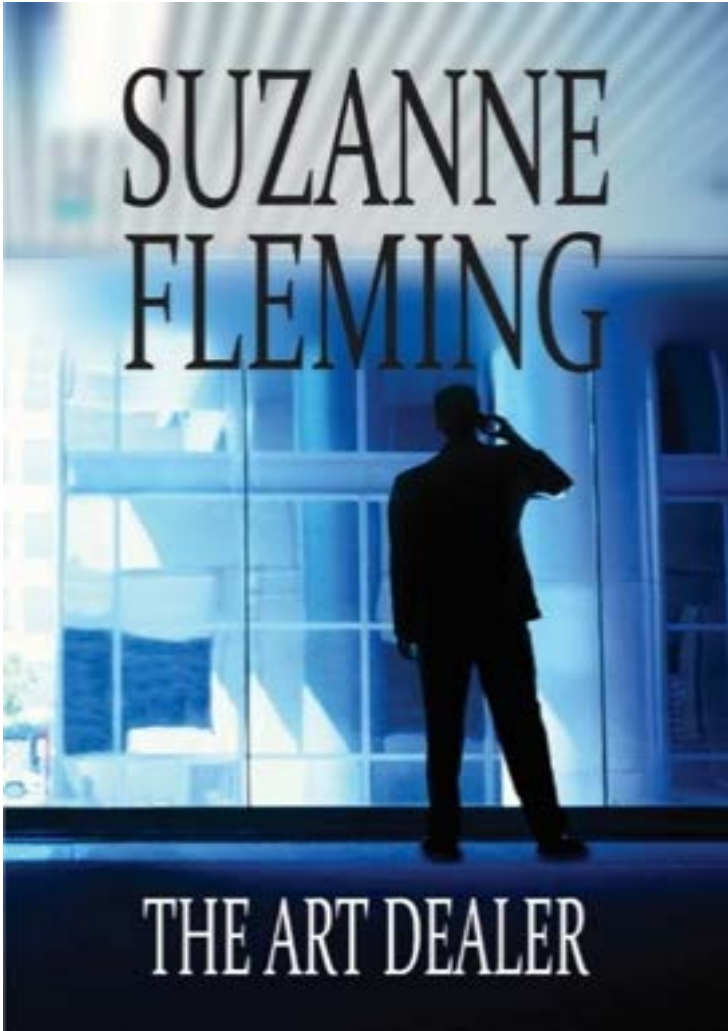
SAINAP: Skills Audits Industry Needs Analysis Program: *A resource for Employment Consultants and people who are serious about career planning.*

That's The Way To Do It: *for companies serious about Efficiency Audits and*

Organisational Restructure.

We're In for It Now: *a system to help companies build a team-based workforce.*

Get out of My Way, I'm The Boss Now: *a quick reference for new managers.*



THE ART DEALER

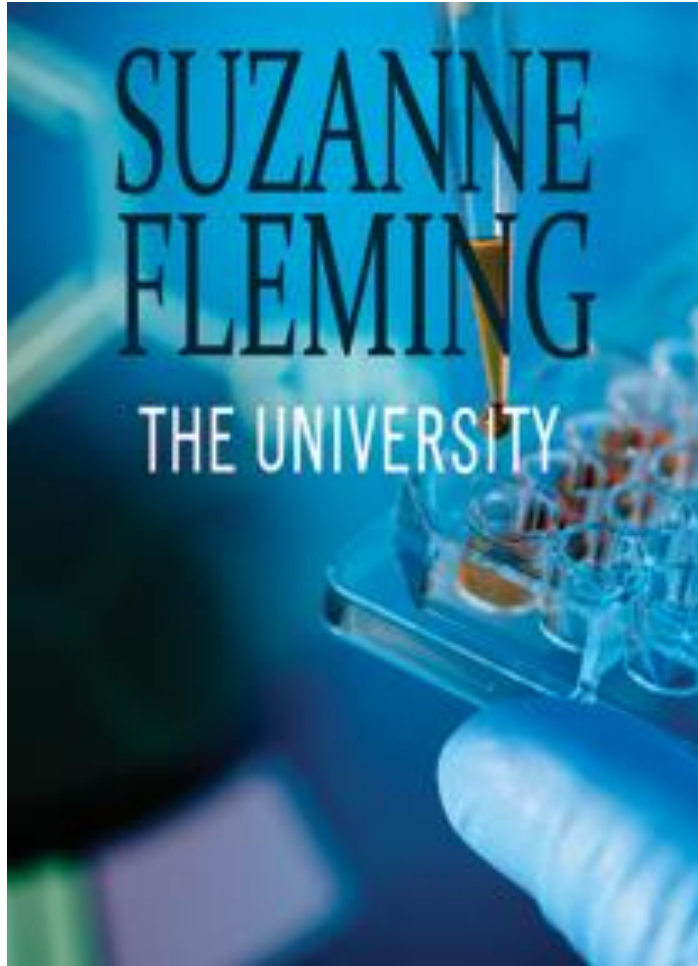
Mix six priceless works of art, a missing dealer, some serious insurance fraud, then throw in a few smart investigators, and what do you get? A fast-paced page turner that forces you to take notice.

Billionaire, Sam Richards, had no trouble outbidding the other hopefuls when six masterpieces went under the hammer at Marcus Murray's, **Z** Block art gallery. A few weeks later the paintings were stolen from the Richards' mansion. Insurance fraud was the hot gossip of the art world.

Detective Alexandra Miller defies the rulebook when she goes solo to talk to an informer in a part of town where the local currency is gang violence, not precious art works. She discovers the paintings are on Sam Richards' yacht and bound for his South Pacific getaway island.

Senior Sergeant, Tony Vascelli and Senior Detective, Tim Newman, want to know who set the firebomb in the cargo wharf precinct, and the name of the unidentified male seen running from the area.

The action driven plot is a race against time to unravel a complex net of events, including a sea chase to the island of Nauru, kidnapping and murder. The Art Dealer demonstrates that some people will do anything to get their hands on five-hundred million dollars.

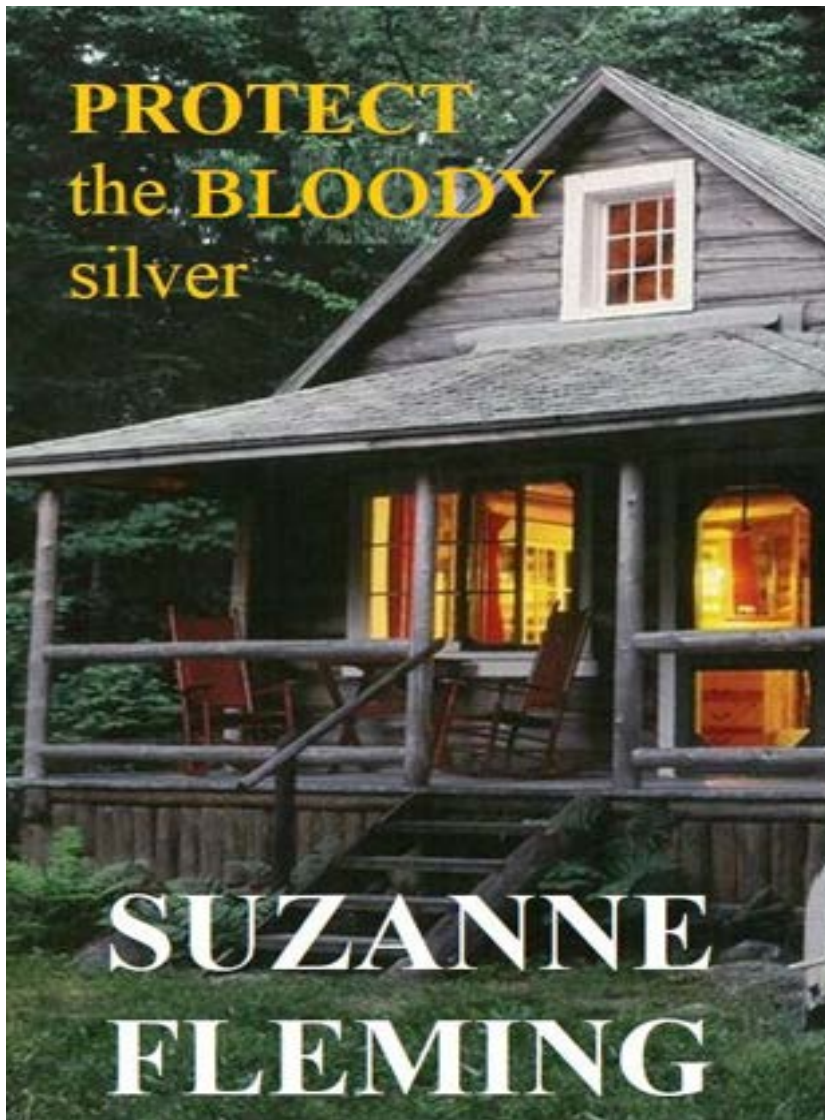


THE UNIVERSITY

Daniel Jackson worked relentlessly to make his company, Weizmann Pharmaceuticals, one of the most influential in the world. With iron-man will he drove the international expansion programs and spearheaded the push for increased export markets. Weizmann's wonder drug, *ChangedWorld*, hurled a tsunami of cash into Jackson's already exploding bank account.

Winning was everything to Jackson and his trademark strategies were intimidation and bribery. Daniel's personal fortune is jeopardized when two academics claim *ChangedWorld* is a modern-day snake oil.

The reputation of one of Australia's most prestigious universities is attacked when it is linked to Weismann Pharmaceuticals, and the production of deadly Sarin gas for a Middle Eastern Paramilitary Group. A spectacular cover up has disastrous ramifications for Jackson and the Vice-Chancellor.



Protect the Bloody Silver

SYNOPSIS

Mike Deekie knew Australia was a front runner for a hostile takeover. He warned everyone who'd listen, the danger was real, and the outcome would be catastrophic. It didn't take him long to realise most people had zero interest in what he was telling them. They didn't give a damn. Or they simply stuck their heads in deep holes and ignored the problem.

Mike told his fifteen-year-old son, Charlie, to prepare for a great adventure. They threw a few bags of sensible clothes, a pile of favourite books and a couple of cherished possessions into the SUV, stuffed two massive backpacks with canned food and shoved them beside the tools and camping gear in the rear storage compartment. For good measure, Mike tossed in the four bottles of wine he'd be saving for a special occasion, and they headed to the high country.

Five days later they stumbled across a tiny community nestled on a mountain plateau. They pitched their tent, then jogged over to meet their new neighbours, Stan, and Dulcie Harrison. The next morning, they were introduced to the Shaw family; Jane, Nella, twelve-year-old Luke, and ten-year-old Sarah.

The invaders arrived a week after Mike and Charlie left town. Innocent people were slaughtered, homes were firebombed, and towns and villages were destroyed.

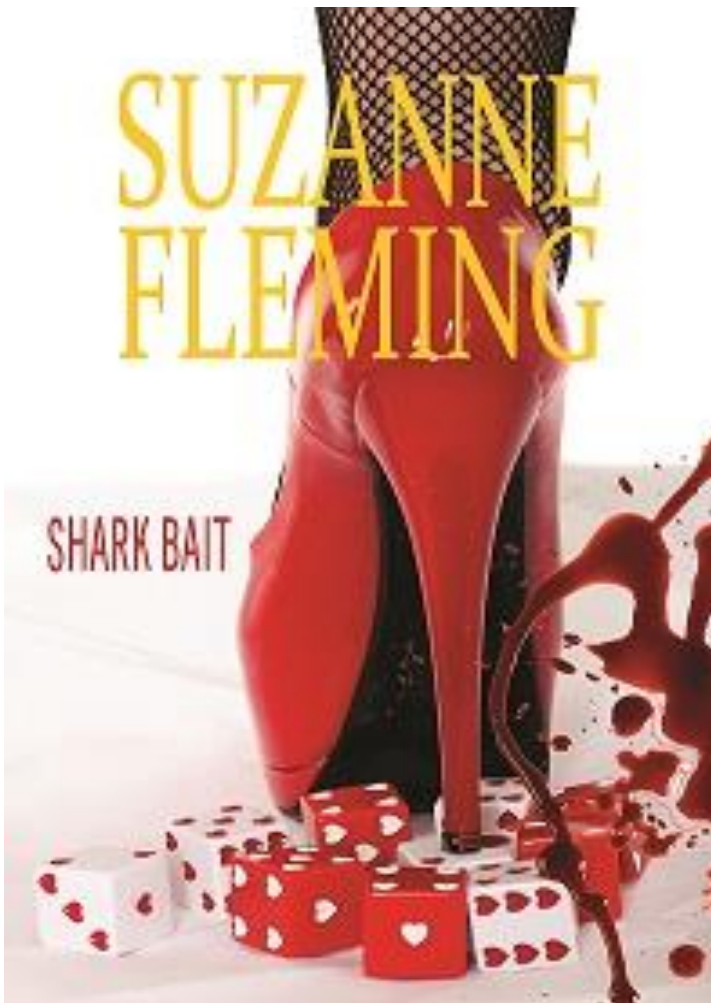
Nella Shaw discovered she and Mike had a lot in common. They'd both had been Special Ops soldiers in another life, and they were desperate to do something to save their country. After tracking down a band of resistance fighters, they convinced the leader to let them join his team. During a dangerous mission, Nella was captured by a terrorist. She was tortured then left to die in dense bushland. Nella's militia mates swore to avenge the brutality she endured.

Twenty years later Sarah and Luke, now highly respected ASIO officers, foiled a Sydney Central terrorist attack. One of the extremists escaped, but a blood trail from his badly sliced arm was a bonanza for the Australian Federal Police. DNA testing identified he was the person who tortured Nella two decades earlier.

Sarah and Luke were soon on the escapee's trail, with backup from their freedom-fighter friends. The chase took them from their childhood home to an enemy training camp in the Simpson Desert.

SUZANNE FLEMING

SHARK BAIT



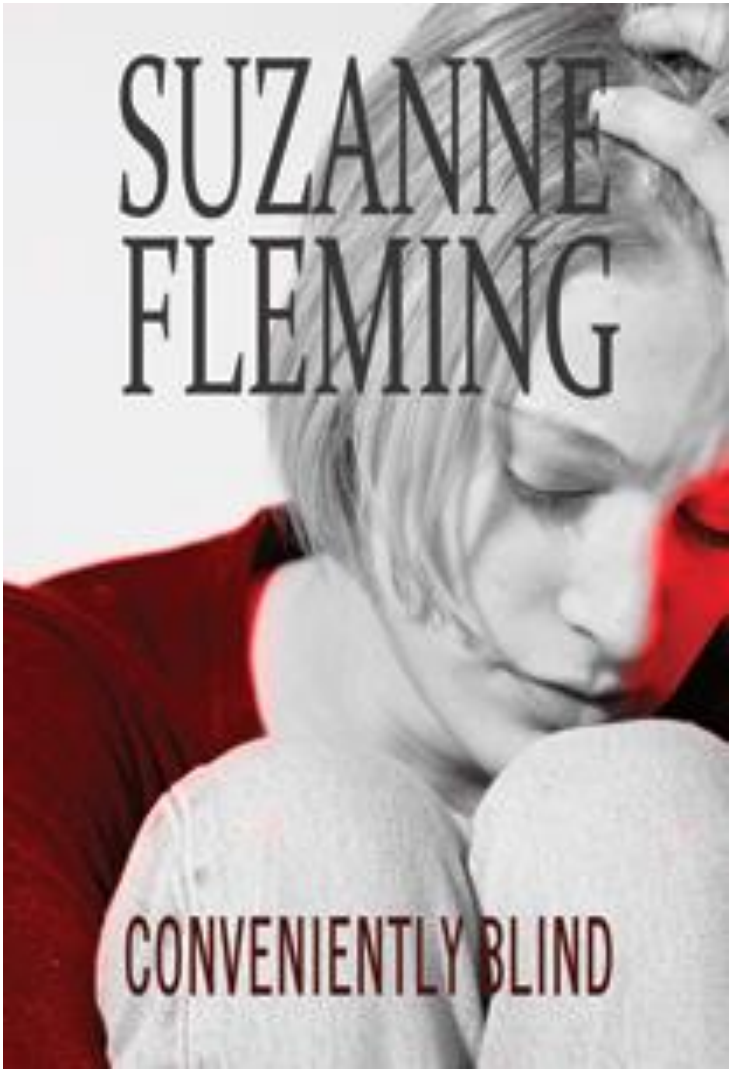
SHARK BAIT

Duncan Scott, a successful financial advisor, becomes a prime suspect when his business partner, Jake Collins, is murdered.

Jake's life passions had been women and gambling. When his debt rocketed to half a million dollars the casino boss, Danny Brewster, applied the blowtorch to get his money back.

Investigators, Tony Vascelli and Tim Newman, swap sleep for heavy duty coffee while they sift through the evidence trail; a blood smeared jacket, matching Jake's DNA, and a threatening letter sent to him a few days before his death.

Shark Bait demonstrates the past is never erased and all too often earlier events rise, from the murky waters, to confront people who believed they had wiped their slate clean.

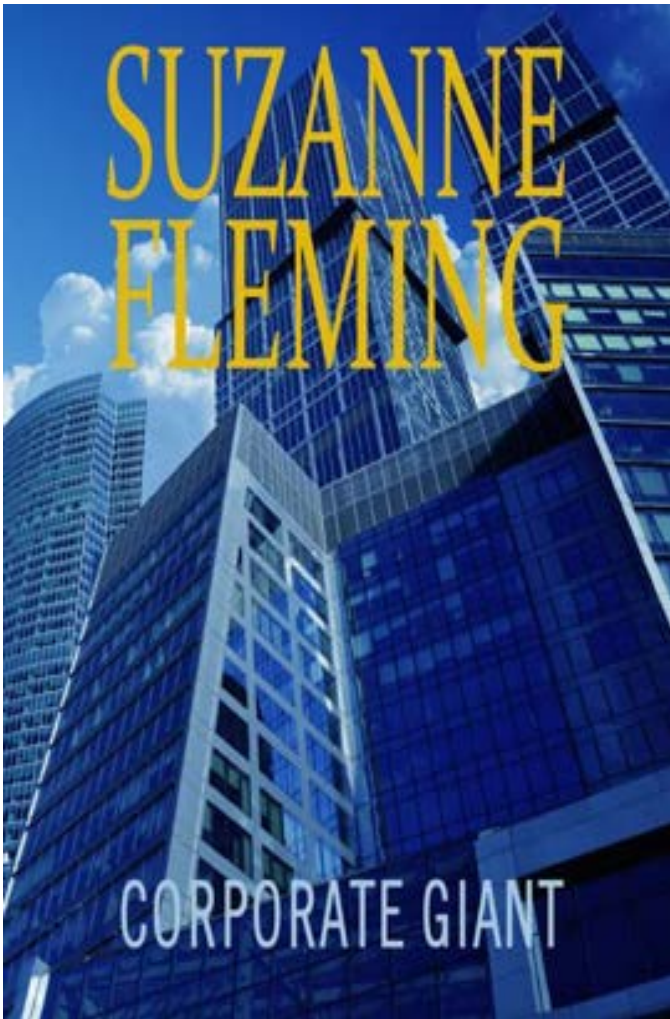


CONVENIENTLY BLIND

Samantha Beaumont believed in pragmatic philosophy and taking responsibility for her actions. On their wedding night Josh promised her that his life goals would never become more important than hers.

In six years, Josh's career exploded with success, while motherhood and family responsibilities pushed hers further into the abyss. Sam didn't really mind; because her son, Tom, was the centre of her world, and being a good wife and mother were important to her.

This is a generational story of marriage betrayal, forgiveness, and the rebuilding of broken lives.



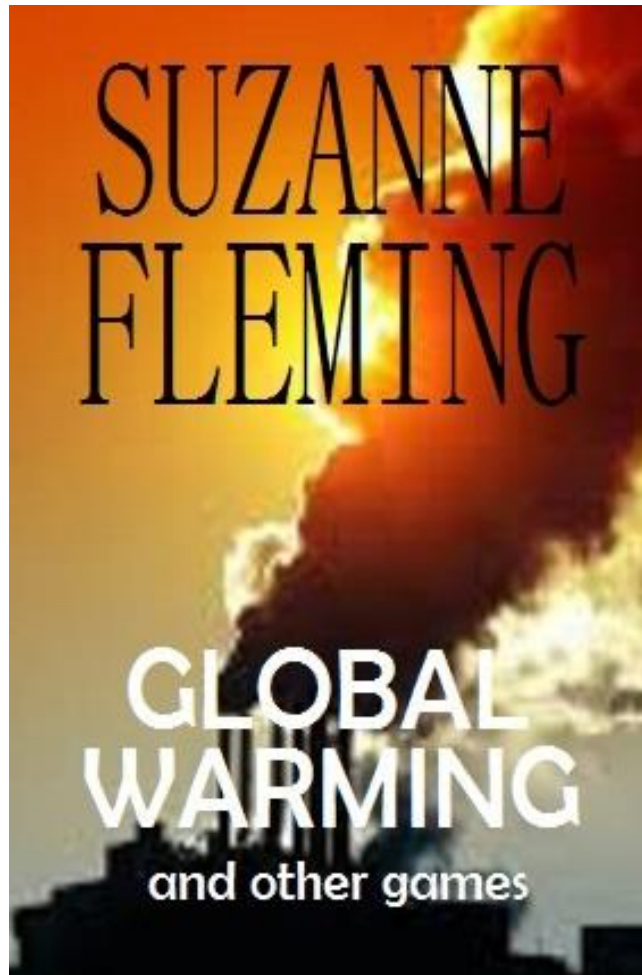
CORPORATE GIANT

Australian Blue-Chip Company, Bradcliff Enterprises, rockets onto the international stage with a discovery that is hailed as the world's greatest environmental breakthrough.

Senior Researcher and Scientist, Macauley Gray's life is savagely torn apart when she befriends Susannah Potter, the mentally disturbed niece of her lifelong friends. She takes another battering when she is accused of industrial espionage.

Determined to clear her name, she travels to Scotland where she discovers a bizarre connection between the death of Susannah's mother and stolen Bradcliff documents.

A media-frenzy trial leaves a trail of destruction. Many people will never recover from the mauling, but for the lucky ones, there are surprising new beginnings.



GLOBAL WARMING *and other games*

The New York based Global Shift Inc., and its joint venture partner, EcoLogic, have been studying the effects of global warming for many decades. EcoLogic grabbed international attention with AtmosFix, a climate change modelling system that torpedoed its competitors out of the water.

EcoLogic scientists make headlines when they predict a global catastrophe in less than six years. They put forward impressive scenarios to demonstrate massive destruction from rising sea levels.

The Australian government is sceptical about the projections, but it can't afford to ignore the fact the predictions may be real. The Prime Minister, whilst still unconvinced, agrees to fund a massive relocation plan to help coastal residents move to inland locations.

People are reluctant to leave their prime real estate, but when another great tsunami smashes through Asia they begin to accept the threat is genuine.

EcoLogic's CEO. Claudia McBride is shocked when Global Shift's founder, Adam Zelig, claims there are bugs in the software, or someone in the New York office has manipulated data.

Jacob Sawyer, a climate change sceptic, and Solomon Bellingham, the minister for the environment, scheme the greatest swindle of all times, and a done-deal with a major civil engineering company guarantees Sawyer a kick-back that would set him up for life.

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