



## BSB50215 Diploma of Business

### Record of Assessment Outcome

<b>Unit of Competency:</b>		<b>BSBHRM506 Manage recruitment selection and induction processes</b>	
<b>Student Name:</b>			
<b>Student ID Number:</b>			
<b>Assessor Name:</b>			
<b>Term and Year:</b>			
<b>The student provided evidence of the following assessment task(s):</b>		<b>Yes</b>	<b>No</b>
Assessment 1	Roleplay	<input type="checkbox"/>	<input type="checkbox"/>
Assessment 2	Portfolio of Activities	<input type="checkbox"/>	<input type="checkbox"/>
Assessment 3	Case Study	<input type="checkbox"/>	<input type="checkbox"/>
<b>Overall, the student was assessed as:</b>			
Competent <input type="checkbox"/>		Not Yet Competent <input type="checkbox"/>	
<b>Did the student meet the criteria for the following elements of competency?</b>		<b>Yes</b>	<b>No</b>
1. Develop recruitment, selection and induction policies and procedures		<input type="checkbox"/>	<input type="checkbox"/>
2. Recruit and select staff		<input type="checkbox"/>	<input type="checkbox"/>
3. Manage staff induction		<input type="checkbox"/>	<input type="checkbox"/>
<b>The student requires the following skill(s) development before re-assessment:</b>			
<b>Feedback to student on overall performance during assessment:</b>			
<b>The student has been provided with feedback and informed of the assessment result and the reasons for the decision.</b>			
<b>Assessor Name:</b>			
<b>Assessor Signature:</b>		<b>Date:</b>	
I have been provided with feedback on the evidence I have provided. I have been informed of the assessment result and the reasons for the decision.			
<b>Student Name:</b>			
<b>Student Signature:</b>		<b>Date:</b>	

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# BSB50215 Diploma of Business

## BSBHRM506 Manage recruitment selection and induction processes

### Assessment 1 – Roleplay

Submission Details			
<b>Student ID Number:</b>			
<b>Student Name:</b>			
<b>Assessor Name:</b>			
<b>Due date:</b>			
<b>Student Declaration:</b>	By signing this declaration, I certify that: <ul style="list-style-type: none"><li>• The assessment work is my own work;</li><li>• All sources and materials have been acknowledged where required;</li><li>• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.</li></ul>		
<b>Student Signature:</b>			
Assessment Result Details			
<b>Result:</b>	<b>Satisfactory</b>		<b>Not Satisfactory</b>
<b>Feedback to Student:</b>			
<b>Student Declaration:</b>	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
<b>Student Signature:</b>			
<b>Assessor Signature:</b>			
<b>Date:</b>			



## Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

## Performance objective

In this assessment task you will demonstrate your ability to develop recruitment and selection policies and procedures in accordance with organisational plans.

## Assessment description

You will analyse a case study and develop a set of recruitment and selection policies and procedures. You will present your policies and procedures to senior management for approval and consultation, conduct trialling of processes, train new managers on processes and answer a set of questions.

## Procedure

1. Review the following case study information:

Case study
Healthcare United is a healthcare provider and currently employs 1,500 Healthcare professionals at two sites in Victoria and New South Wales. They recently developed a new strategic plan that involves opening another office in Hobart, Tasmania. Part of their HR plan is to employ 500 workers in three stages.

2. Read the *2020 Healthcare United Recruitment and Selection Policy*.
3. Analyse the *2006 Healthcare United Recruitment and Selection policy and procedures* comparing key areas for each procedure against the current *2020 Healthcare United Recruitment and Selection Policy* and relevant legislation.
4. Identify key areas for each procedure that need revising because they are:
  - contrary to 2020 policy
  - outdated compared to current research and practice
  - do not comply with current legislation
5. Research recruitment and selection processes best practice.
6. Develop a recruitment and selection policy and set of procedures, including checklists, that complies with organisational, legal and policy requirements. Develop procedures for:
  - Vacant position analysis
  - Position descriptions
  - Advertisements and promotion
  - Shortlisting
  - Interview preparation
  - Interviewing applicants
  - Reference checks
  - Job offer

Ensure you consider and include provisions for:

- external reference checks
  - offers of employment (including advice about salary, terms and conditions, probation).
7. Develop a draft communications plan for the organisation using suitable media and including managers and other staff who need to be informed of new policy and procedures.



8. Arrange a time and place to meet with your assessor (in the role of a senior manager) to:
  - Present policies and procedures
  - Obtain support (use active listening and impress the manager with your use of HR/ business terminology)
  - Consult on suitability of the policy and procedures for the business
  - Discuss ways of using technology to improve efficiency and effectiveness of recruitment and selection processes.
  - Consult on the process for calculating salaries and benefits
  - Discuss communications
  - Arrange for trialling of processes
  - Arrange for training of others
9. In a role-play arranged by your assessor, facilitate and evaluate some training on at least two of the procedures developed using a Training evaluation form.
10. Answer the following questions and record your answers on a document for submission to your assessor:
  - Describe recruitment and selection methods, including assessment centres
  - Explain the concept of outsourcing
  - Describe the purpose of employee contracts and industrial relations
  - Summarise relevant legislation, regulations, standards and codes of practice that may affect recruitment, selection and induction
  - Explain why terms and conditions of employment are an important aspect of recruitment
  - Explain the relevance of psychometric and skills testing programs to recruitment.
11. Submit documentation as outlined in the specifications below and within agreed timelines.

## Specifications

You must participate in two role-plays:

- Consult with your manager (assessor)
- Train new procedures

And submit:

- A recruitment and selection policy and set of procedures
- A communications plan
- A training evaluation form
- A document with answers to the six questions (see point 10 above).

Your assessor will be looking for:

- Writing skills to develop policies and procedures using appropriate conventions
- Oral communication skills to consult effectively with others in a simulated business environment. Use questioning and active listening. Use appropriate business terminology
- Numeracy skills to calculate salary and benefits
- Planning skills to develop logical processes
- Work skills to operate effectively within a constraints set by business strategy and objectives, policy, and the external legislative requirements



## Appendix 1

### ***Healthcare United 2020 Recruitment and Selection Policy***

Healthcare United aims to be the number one provider of Healthcare professionals in Australia.

Healthcare United is an organisation that currently employs 1,500 Healthcare professionals with two sites, in Victoria and NSW and seeks to expand its operations and open another office in Hobart.

As an organisation our vision is to provide:

- the best qualified and trained human resources available for clients
- up-to-date technology in all services for both clients and staff
- innovative best practices and procedures from both inside and outside the organisation
- best facilities and procedures in a competitive environment.

To address the future needs of the organisation, Healthcare United aims to recruit a further 500 of the best possible healthcare professionals available, in three stages, over the next five years.

Key tenets of our recruitment and selection policy are:

- managers will assume major responsibility for the recruitment and selection of staff, the training of required personnel and supporting documentation
- HR department will support managers in this role
- timeframe for recruitment and selection will be a maximum period of two to three weeks
- position analysis will be conducted on all vacant or new positions
- all vacant and new positions will be advertised internally and externally for ten working days unless special exemptions apply and be advertised online and in leading national newspapers
- special exemptions to internal recruitment must be approved by the general manager
- all interviews must be conducted by a trained selection panel
- selection of staff is subject to reference checks conducted by the manager
- Healthcare United is an equal opportunity employer.



## ***Healthcare United 2006 Recruitment and Selection policy and procedures***

### **Policy statement:**

Healthcare United is an organisation that seeks to employ the best possible healthcare professionals. It is an equal opportunity employer.

### **Purpose:**

The purpose of the recruitment and selection process is to ensure that Healthcare United has the best possible human resources available to effectively provide its service.

The Healthcare United recruitment and selection process has been developed in line with organisational strategies, relevant legislation and best practice recruitment.

### **Recruitment and selection process**

The recruitment and selection process involves the following procedures:

1. Vacant position analysis
2. Position description
3. Advertisement
4. Short-list of applicants
5. Interview preparation
6. Interview of applicants
7. Reference check
8. Job offer
9. Feedback to unsuccessful applicants.

#### **1. Vacant position analysis**

When a position becomes vacant it is important to analyse the position to determine whether it is still required.

#### **Manager**

Estimated timeframe: Two to three days.

When a position becomes vacant the following procedure must be completed.

#### **Procedure**

1. Manager notifies HR about vacant position and requests 'permission for position form'.
2. Manager completes their section of 'permission to recruit form' stating reasons why position needs to be filled and submits it to HR department.
3. Position needs analysis conducted by HR department who then completes rest of 'permission to recruit form'.  
**Note:** HR may need to question manager about position.
4. Completed 'permission to recruit form' to be approved by senior management.
5. Once permission is obtained then HR department explore implications, options, legislative and award requirements.



## 2. Position description

A position description is an important prerequisite to successful recruitment and selection. Estimated development and validation timeframe: three to five days.

### Procedure

1. Position descriptions are developed by HR department using a position description template and include:
  - a. position title
  - b. key objective
  - c. qualifications required
  - d. WHS component
  - e. terms.

**Note:** HR may consult with manager about position description if necessary.

2. Senior management to sign off on position description.

## 3. Advertisement

Healthcare United's advertising policy: unless there is special authorisation from senior management, all positions must first be advertised internally for a minimum of ten working days in the HU newsletter before being advertised externally for a period of ten working days.

The newsletter is distributed via the intranet every Friday morning and hard copies are also placed on noticeboards in offices and lunchrooms.

Timeframe: 20 to 25 working days.

### Procedure

1. HR department creates advertisement for HU newsletter on intranet.
2. HR sends advertisement to publications department to post on the intranet.
3. HR creates advertisement for authorised external print media.
4. After advertisement has been posted internally for ten working days, HR organises for external print media.

## 4. Short-list applicants

Short-listing is a process of elimination. However, Healthcare United requires that all internal applicants be interviewed.

Timeframe: Five days minimum.

### Procedure

1. Administration staff to collate all resumes and give to HR department.
2. HR to read over position description and advertisements.
3. HR to read each external applicant's résumé and divide them into 'yes', 'no' and 'maybe' piles.



4. HR to then reread 'yes' and 'maybe' resumes and complete short-list chart for external applicants.
5. HR reads all internal applications and completes the short-list chart.
6. HR then collates all documentation from internal applicants and shortlisted external applicants.
7. HR organises administration staff to send all external applicants not short-listed a standard letter by post.

## 5. Interview preparation

Healthcare United uses the interviewing selection technique with interviews being conducted at head office only. Where possible, Healthcare United requires a selection panel of two HR personnel and a representative from the related department to interview applicants.

Timeframe: interview preparation one to two days.

### Procedure

1. HR requests administration staff at head office to organise:
  - a. comfortable and quiet location
  - b. food and beverages for interview panel
  - c. interview schedule.
2. HR to organise interview documentation which includes:
  - a. position description
  - b. resumes for each shortlisted candidate
  - c. consent to check and release police record form
  - d. standard interview questions for HR members of interview panel
  - e. interview assessment forms for interviewers
  - f. use checklist for documentation.
3. HR organises interview panel: two members of HR department and one staff member from the job-related department with one of the HR members being the chairperson.

**Note:** It is preferable that the staff member from the job-related department is experienced.
4. Chairperson (HR) chooses and advises the staff member of their role as 'expert' and requests that they think of three job-related interview questions.

## 6. Interview applicants

Interviews are to be conducted only at head office. Interviews are to be 30 minutes in duration with a five-minute break in between. No more than 12 interviews should be conducted in a day.

Timeframe: scheduled interviews one to two days depending on number of applicants.



## **Procedure**

1. Chairperson greets candidate and makes introductions.
2. Chairperson opens interview.
3. HR members of panel ask applicant a series of standard interview questions.
4. Staff member from job-related department asks three questions.
5. Chairperson asks applicant if they have any questions.
6. Chairperson informs the candidate of the process.
7. Panel thank candidate for attending.
8. Panel complete interview assessment.
9. Panel select applicant.
10. Gain approval from senior management – subject to reference check.

### **7. Reference check**

Reference checks are an important part of the selection process. Healthcare United reference checks must be conducted on both internal and external applicants by the HR department.

Timeframe: one to two days depending on number of applicants.

#### **Procedure**

1. Phone workplace of applicant and speak to manager/referee.
2. Introduce self, organisation and purpose of call.
3. Ask standard questions about applicant's knowledge and skills.
4. Ask about applicant's personality.
5. Ask manager for their opinion of applicant's standard of work.
6. Ask manager if there have been any problems with applicant.
7. Discuss references with other HR person on interview panel.

### **8. Job offer**

Job offer needs to be made immediately after Reference check.

Timeframe: one to five days.

#### **Procedure**

1. HR department organise written contract to be drawn up with terms and conditions.
2. Administration to post employee contract to applicant.
3. Upon receipt of signed contract HR post new employee advice about induction program.



## **9. Feedback to unsuccessful applicants**

Healthcare United requires all unsuccessful internal applicants to be provided feedback in individual meetings with a member of the HR department.

Timeframe: one to two days depending on number of applicants.

### **Procedure**

1. HR department ask administration to schedule 30-minute meeting with each unsuccessful internal applicant.
2. HR department representative to conduct feedback meetings with unsuccessful internal applicants.
3. HR department representative to phone unsuccessful external applicants and offer feedback.
4. HR department to file hard copies of notes about unsuccessful applicants.



**Training evaluation form**

<b>Task description</b>	<b>Competent</b>	<b>Not Yet Competent</b>
1		
2		
3		
4		
5		

**Method of delivery (please circle):**

1. presentation e.g. lecture
2. workshop e.g. classroom
3. one-to-one instruction
4. online interactive
5. other (please specify).

**Rate the training:**

	<b>unsatisfactory → satisfactory</b>				
Was sufficient time allowed for session?	1	2	3	4	5
Were there adequate resources?	1	2	3	4	5
Was method of delivery engaging?	1	2	3	4	5
Was instruction clear?	1	2	3	4	5
Was sufficient time allowed for discussion?	1	2	3	4	5
Were supporting documents useful?	1	2	3	4	5



## BSB50215 Diploma of Business

### BSBHRM506 Manage recruitment selection and induction processes

### Assessment 2 – Portfolio of Activities

Submission Details			
<b>Student ID Number:</b>			
<b>Student Name:</b>			
<b>Assessor Name:</b>			
<b>Due date:</b>			
<b>Student Declaration:</b>	By signing this declaration, I certify that: <ul style="list-style-type: none"><li>• The assessment work is my own work;</li><li>• All sources and materials have been acknowledged where required;</li><li>• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.</li></ul>		
<b>Student Signature:</b>			
Assessment Result Details			
<b>Result:</b>	<b>Satisfactory</b>		<b>Not Satisfactory</b>
<b>Feedback to Student:</b>			
<b>Student Declaration:</b>	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
<b>Student Signature:</b>			
<b>Assessor Signature:</b>			
<b>Date:</b>			



## Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

## Performance objective

In this assessment task you will demonstrate your ability to recruit and select staff.

## Assessment description

You will plan to recruit and select staff at your organisation, an organisation with which you are familiar with or an organisation approved by your assessor. You will then recruit and induct staff in accordance with the organisation's internal and external requirements, including existing policy and procedures for recruitment and relevant legislation.

## Procedure

### Part A: Plan staffing

1. Survey key stakeholders (relevant positions in the organisation) and identify the HR needs of the business for the next 12 months. Collect evidence of consultation including meeting agendas and emails.
2. Develop or review the organisation's human resources (HR) capability or staffing plan to address the HR needs of the organisation and have the plan approved by the relevant senior manager or as per organisational processes (refer to Appendix 1).  
**Note:** HR staffing plan must include: identification of needs or gaps, identification of key stakeholders and specialists, current status of human resources, recruitment and selection processes, and recommendations for improvements.
3. Develop job descriptions, including position descriptors and specifications (see attached Appendix 2, for use if required).
4. Identify at least one specialist who may be able to assist in the recruitment and selection process.
5. Agree a time and place to meet with your assessor. Prepare to discuss:
  - The staffing plan and internal and external requirements, such as adherence to relevant legislation
  - Your planned use of specialists who may assist you.
  - How you will ensure correct use by managers of position descriptions
  - Your role in the recruitment and selection process
6. Review the HR staffing plan policies procedures and processes with your assessor before proceeding to Part B.



## Part B: Conduct recruitment and selection process

1. Develop an action plan for recruitment and selection in accordance with the HR staffing plan, including training and advertising.
2. Assess the need for and provide training or other forms of support, such as coaching, for persons required to participate in recruitment. Collect evidence of conducting or providing training or support, including delivery/coaching plans or schedules.
3. Conduct advertising in accordance with planning. Collect evidence such as screen captures of online advertising.
4. Conduct recruitment and selection in accordance with planning and internal and external requirements:
  - Conduct or oversee interviews
  - Advise candidates of outcomes
  - Execute job offers and contracts of employment. Ensure new appointments are advised of salary terms and conditions.

**Note:** ensure you collect evidence for submission including copies of letters or contracts as appropriate. Ensure you adhere to privacy legislation by protecting the privacy of participants.

5. Submit documentation in accordance with the specifications below and within agreed timeline for completion of the assessment task.

## Specifications

You must submit:

- An HR staffing plan
- Relevant recruitment and selection policies and procedures.
- Job descriptions
- Evidence of consultation
- An action plan for carrying out the recruitment and induction process
- Evidence of training
- Evidence of advertising
- Evidence of conducting recruitment and selection

Your assessor will be looking for evidence of:

- Writing skills to develop plans using appropriate conventions
- Numeracy skills to calculate salary and benefits
- Planning skills to develop logical processes
- Work skills to operate effectively within a constraints set by business strategy and objectives, policy, and the external legislative requirements



## Appendix 1

### Sample HR Staffing Plan Template

Introduction: You need to develop a HR Staffing Plan in your business (where you work or a workplace you're familiar with) – you can use the following template. You need to recruit and select employees based on the needs of this plan.

<b>Name of Organisation:</b>
<b>Your Name &amp; Position:</b>
<b>What is the Objectives/Goals of the Company for the next budget year (20/21)?</b>
E.g. Increase sales by XX%? Introduce product brand ABC to help increase sales?
<b>What are your organisation's HR needs in order to meet your 20/21 Objectives?</b>
What is the current status of HR – current roles and numbers? What are the HR gaps to ensure you meet the 20/21 objectives?
<b>What type of employees do you require? Explain</b>
<b>How many of each type of employee? Explain why?</b>
<b>When will you need these employees? Explain</b>
<b>How will you recruit and select?</b>
<b>Nominate the support (internal &amp; external specialist) you will require to ensure you recruit and select the right people?</b>
<b>What recommendations will you implement to improve HR recruitment and Selection?</b>





## Appendix 2

### *Job description template*

<b>Position title:</b>
<b>Position reports to:</b>
<b>Qualifications (essential)</b>
<b>Key objectives:</b> 1. 2. 3. 4. 5.
<b>Key position functions:</b> 1. 2. 3. 4. 5.
<b>Key selection criteria:</b>
<b>OHS requirements:</b>
<b>Terms and conditions of employment:</b>

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# BSB50215 Diploma of Business

## BSBHRM506 Manage recruitment selection and induction processes

### Assessment 3 – Case Study

Submission Details			
<b>Student ID Number:</b>			
<b>Student Name:</b>			
<b>Assessor Name:</b>			
<b>Due date:</b>			
<b>Student Declaration:</b>	By signing this declaration, I certify that: <ul style="list-style-type: none"><li>• The assessment work is my own work;</li><li>• All sources and materials have been acknowledged where required;</li><li>• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.</li></ul>		
<b>Student Signature:</b>			
Assessment Result Details			
<b>Result:</b>	<b>Satisfactory</b>		<b>Not Satisfactory</b>
<b>Feedback to Student:</b>			
<b>Student Declaration:</b>	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
<b>Student Signature:</b>			
<b>Assessor Signature:</b>			
<b>Date:</b>			



## Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

## Performance objective

You must demonstrate your ability to manage an induction process.

## Assessment description

You are to research, develop and write a set of guidelines for an induction program at your organisation, an organisation with which you are familiar or an organisation approved by your assessor. You will then deliver an induction program or part of one, provide feedback to inductees and gather performance feedback on the induction program.

## Procedure

1. Conduct research on induction procedures and program content within your workplace and industry.
2. Draft policy statement, objectives, program outline, procedures and documents for each stage of induction process that suit the organisation and comply with relevant legislation.
  - Consult relevant workplace personnel for feedback on guidelines
  - Refine and edit guidelines
  - Ensure all sources are referenced correctly.
  - Write final copy of guidelines, following the format stated in Appendix 1
3. Induct staff using your guidelines or following relevant organisational policies and procedures. Ensure you:
  - Provide access to training and ongoing support for all persons engaged in staff induction
  - Check induction processes are followed across the organisation
  - Oversee management of probationary employees and provide them with feedback until their employment is confirmed or terminated
  - Obtain feedback from participants and relevant managers on extent induction process is meeting its objectives

**Note:** Collect evidence of the above such as training plans, performance reports, scorecards, emails.
4. Make adjustments to guidelines in response to feedback.
5. Submit documentation as per specifications below.



## Specifications

You will need to submit:

- Induction guidelines drafts: original and later drafts refined after feedback on performance
- Evidence of providing training or other development support for inductees
- Evidence of providing feedback, such as emails or organisational reports
- Evidence of gathering feedback for the purpose of monitoring the performance of the induction program, such as organisational reporting

Your assessor will be looking for evidence of:

- Writing skills to prepare guidelines that are complete, clearly written in plain English with all sources correctly referenced using in-text referencing or footnotes and a bibliography. They must be presented in the form of a bound document and adhere closely to the format.
- Planning skills to develop logical processes
- Work skills to operate effectively within constraints set by business strategy and objectives, policy, and the external legislative requirements



## Appendix 1

### *Format Guidelines*

- Title page
- Contents
- Introduction:
  - brief organisation profile
  - induction policy statement and objectives
- Induction program:
  - program outline with session titles, facilitators, location, times, methods of delivery
  - induction toolkit contents checklist
  - induction process checklist
  - evaluation form
- Induction training and support:
  - objectives based on organisational policy
  - training tasks
  - list of staff and methods for training staff
  - checklists for facilitating training
  - training evaluation form
- Overseeing of probationary employees:
  - objectives based on organisational policy
  - probation procedure
  - checklist for procedure
  - probation process evaluation form
- Appendix:
  - templates
  - sample documentation
  - bibliography