

<b>UNIT TITLE:</b> RECRUIT AND SELECT STAFF		<b>NOMINAL HOURS:</b> 65
<b>UNIT NUMBER:</b> D1.HML.CL10.15 D1.HRM.CL9.10 D2.TRM.CL9.20		
<b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required to enable a supervisor to identify future staffing needs and take appropriate action to employ workers to meet these human resource needs including implementation of induction and orientation programs.		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Identify staffing needs</b></p> <p><b>1.1</b> Obtain and read <i>enterprise policies and procedures in relation to the staffing process</i></p> <p><b>1.2</b> Identify <i>internal factors that impact on staffing needs</i></p> <p><b>1.3</b> Identify <i>external factors that impact on staffing needs</i></p> <p><b>1.4</b> Describe <i>techniques to monitor workplace performance</i></p> <p><b>1.5</b> Consult with <i>stakeholders</i> to determine staffing needs</p> <p><b>1.6</b> Describe and quantify <i>staffing requirements</i> by position and locate them within an organisational chart</p> <p><b>1.7</b> Undertake a <i>job analysis</i> of each identified position</p> <p><b>1.8</b> Prepare <i>job specifications and job descriptions</i> for identified positions</p> <p><b>Element 2: Recruit staff</b></p> <p><b>2.1</b> Identify and quantify positions to be advertised</p> <p><b>2.2</b> Develop <i>key selection criteria</i> for each position to be advertised</p>	<p><b>Unit Variables</b></p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment</p> <p>This unit applies to organizations that are involved in recruiting and selecting staff to work within the labor divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Front Office</li> <li>2. Housekeeping</li> <li>3. Food and Beverage Service</li> <li>4. Food Production</li> <li>5. Travel Agencies</li> <li>6. Tour Operation</li> </ol> <p><i>Enterprise policies and procedures in relation to the staffing process</i> may include:</p> <ul style="list-style-type: none"> <li>• details of information that may and may not be used in a job advertisement</li> <li>• staff promotion policies, especially internal promotions</li> <li>• staff training</li> <li>• remuneration</li> <li>• probationary periods</li> <li>• terms and conditions of employment</li> </ul>	

<p>2.3 Obtain authority to recruit staff</p> <p>2.4 Identify <i>sources of staff</i></p> <p>2.5 Develop and lodge <i>job advertisements/notices</i> with identified sources of staff</p> <p><b>Element 3: Interview staff</b></p> <p>3.1 Accept job applications</p> <p>3.2 <i>Short-list applicants</i></p> <p>3.3 <i>Check references and referees</i></p> <p>3.4 Notify applicant of interview</p> <p>3.5 Conduct <i>job interview</i></p> <p>3.6 Apply relevant <i>testing procedures</i></p> <p>3.7 File application and interview documentation</p> <p><b>Element 4: Select staff</b></p> <p>4.1 <i>Choose successful applicant/s</i> using pre-defined criteria</p> <p>4.2 Notify successful applicants and make formal job offer</p> <p>4.3 Notify unsuccessful applicants</p> <p>4.4 <i>Follow-up</i> as required</p> <p><b>Element 5: Implement induction and orientation session or program</b></p> <p>5.1 <i>Plan the induction</i> and orientation session/s</p> <p>5.2 Conduct the induction and orientation session/s</p> <p>5.3 Review the induction and orientation session/s</p>	<ul style="list-style-type: none"> <li>• benefits</li> <li>• every individual staff policy, such as uniform, personal presentation, smoking, tact and diplomacy, sickness, attendance and punctuality, use of company property</li> <li>• composition of interview and selection panels</li> <li>• designated authorities for hiring staff</li> <li>• discretionary power in relation to negotiating staff conditions and remuneration</li> <li>• industrial relations, equal opportunity and diversity legislation.</li> </ul> <p><i>Internal factors that impact on staffing needs</i> may include:</p> <ul style="list-style-type: none"> <li>• budget</li> <li>• level, number and competency levels of current staff</li> <li>• service standards, opening hours, volume of customers, peak demands, nature and type of customers</li> <li>• direction of business and established business reputation</li> <li>• type of service being offered and equipment being used</li> <li>• promises made to customers by the enterprise</li> <li>• anticipated or unpredictable staff turnover.</li> </ul> <p><i>External factors that impact on staffing needs</i> may include:</p> <ul style="list-style-type: none"> <li>• the external business, economic and competitive environment</li> <li>• activities being undertaken by competitors</li> <li>• customer expectations</li> <li>• emerging trends</li> <li>• changes in legislation and technology</li> <li>• availability of appropriately qualified staff to recruit across all identified staffing positions.</li> </ul>
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*Techniques to monitor workplace performance* may include:

- statistical analysis of labor and revenue figures
- quantitative and qualitative research and analysis
- internal and external research/benchmarking
- consideration of different formal and informal research methods including customer-focused research/feedback.

*Stakeholders* may include:

- owners
- Boards of Directors
- shareholders
- senior management, including Head Office
- supervisors
- staff
- customers
- suppliers.

*Staffing requirements* may include:

- preparation of an organization chart showing every position within the host enterprise
- allocation of a title to every position on the organization chart.

*Job analysis* refers to:

- the function of gathering all the relevant facts, details and information about a job.

*Job specification* refers to:

- all the information about the type of employee needed to do a particular job effectively

The *job description* refers to:

- all the information about the job itself.

*Key selection criteria* may relate to:

- experience
- competencies
- qualifications
- compatibility.

*Sources of staff* may include:

- media advertisements
- job and recruitment agencies
- internet
- internal advertising including internal promotions
- schools and trade colleges
- industry network contacts
- other employers.

*Job advertisements/notices* may relate to:

- production of media advertisements
- providing information to job agencies
- compliance with legislation regarding the advertising for staff.

*Short-list applicants* refers to:

- development of a list of applicants who will proceed through to the interview stage of the selection process.

*Check references and referees* refers to:

- reading written references submitted as part of the application
- verifying written references
- validating the claims made at interview by the job applicant by contacting people and organizations for whom they have previously worked that are listed in their application.

*Job interview* may include:

- one-on-one and face-to-face interviews
- panel interviews
- group interviews
- over-the-phone interviews
- first, second and/or third interviews
- applying appropriate questioning and listening techniques
- recording answers supplied by applicants
- responding to applicant questions
- equity and compliance issues
- devising questions to be asked of all applicants.

*Testing procedures* may relate to:

- trade or technical tests to determine competency
- psychometric testing and/or profiling
- medical examinations
- drug and alcohol tests.

*Choose successful applicant/s* may relate to:

- rating applicants against selection criteria
- obtaining feedback and consensus from all interviewers
- considering test results
- ranking interviewees.

*Follow up* successful applicants may relate to:

- obtaining original copies of documents presented at interviews

- explaining details of the job offer, contract or employment instrument
  - confirming acceptance of the job offer
  - offering the job to another applicant if the first choice refuses the offer.
- Plan the induction* may relate to:
- identifying the topics to be covered which may include:
    - completion of necessary paperwork
    - provision of 'need to know' information
    - tour of premises/department
    - meeting with management and introduction to staff
    - allocation of uniform and badges
    - detailed work role induction including explanation of relevant policies and procedures, company expectations, job descriptions, roster, individual and shared responsibilities and supervision
    - explanation of enterprise aims, directions, plans and objectives
    - explanation of Key Performance Indicators (KPIs)
    - explanation of Occupational Health and Safety (OHS) issues
    - explanation of enterprise benefits and 'reward and recognition' schemes
    - provision of practical demonstration/training to enable required service delivery
    - culture of the organization
    - communication channels
  - sequencing the content of the induction
  - allocating time and resources to the induction
  - arranging for the necessary other staff and personnel to be present at induction
  - minimizing operational disruption
  - optimizing effectiveness.

**Assessment Guide**

The following skills and knowledge must be assessed as part of this unit:

- the enterprise's policies and procedures in regard to staff recruitment, selection and inductions
- knowledge of the industrial relations and equal opportunity of the host country
- ability to draft job advertisements and liaise with employment agencies and the media
- interviewing, negotiation, communication and inter-personal skills
- knowledge of the operational aspects of the areas for which staff are being recruited and selected
- knowledge of industrial relations, equal opportunity and other employment-related legislation of the host country.

**Linkages To Other Units**

- Develop and implement a business plan
- Maintain a paper-based filing and retrieval system
- Develop and implement operational procedures
- Develop and supervise operational approaches
- Establish and maintain a safe working environment
- Manage the effective use of human resources
- Monitor staff performance
- Roster staff
- Manage workplace diversity
- Manage and maintain effective workplace relations.

**Critical Aspects of Assessment**

Evidence of the following is essential:

- demonstrated ability to identify staffing needs for a designated venue/department given certain trading and other conditions and limitations

- demonstrated ability to draft a print media advertisement for a nominated job
- demonstrated ability to prepare a job description, a job specification and a set of key selection criteria for a nominated work position
- demonstrated ability to short-list a set number of written job applications by assessing the suitability of the applicant's qualifications and experience against the designated key selection criteria
- demonstrated ability to interview a set number of applicants for a given job and evaluate their suitability for the position using designated key selection criteria
- demonstrated ability to explain and effectively defend the rationale for selecting the successful applicant
- demonstrated ability to make a formal job offer to a successful job applicant
- demonstrated ability to organize, conduct and review an orientation and induction program for a new employee for a designated job position.

#### **Context of Assessment**

Assessment must ensure:

- actual or simulated workplace conditions on which to base the preparation/recruitment activities, and a realistic workplace context in which to conduct the job interview.

#### **Resource Implications**

Training and assessment must include the use of appropriate industry sector terminology, employment terms, pay rates, terms and conditions of employment and reference to all legislation as applicable to the relevant industry sector of the host country in actual or simulated workplace conditions; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

#### **Assessment Methods**

The following methods may be used to assess competency for this unit:

- observation of practical candidate performance
- role plays



- case studies
- oral and written questions
- third party reports completed by a supervisor
- project and assignment work
- simulations.

**Key Competencies in this Unit**

*Level 1 = competence to undertake tasks effectively*

*Level 2 = competence to manage tasks*

*Level 3 = competence to use concepts for evaluating*

<b>Key Competencies</b>	<b>Level</b>	<b>Examples</b>
Collecting, organizing and analyzing information	2	Gather information to use as the basis of job descriptions, specifications and analyses; read, digest and rank job applications
Communicating ideas and information	2	Interview applicants; develop job-related documents in conjunction with others; operate as a member of a panel interview
Planning and organizing activities	2	Arrange and schedule interviews and inductions
Working with others and in teams	2	Cooperate with others in development of job-related documentation, interviews and inductions
Using mathematical ideas and techniques	2	Statistical analysis of labor and revenue figures; quantitative research
Solving problems	1	Conduct and follow-up on reference checks; deal with situations where successful applicant rejects job offer
Using technology	1	Enter data into in-house systems