Australian Government

SITXHRM501 Recruit, select and induct staff

Release 1

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Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	N
	Replaces but is not equivalent to SITXHRM002A Recruit, select and induct staff.
	Re-worked Elements, Performance Criteria, Required Skills and Knowledge to more fully articulate content. Additional Performance Criteria requiring evaluation of applicants for customer service attitude and experience and adherence to equal employment opportunity principles and law. Anti-discrimination deleted - not relevant to this unit.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to coordinate the recruitment, selection and induction of new staff members within the framework of existing human resource policies and procedures. It requires the ability to identify recruitment needs, develop selection criteria, process and evaluate applications, select people according to their attitude, aptitude and fit to the service industries and coordinate induction programs.

Application of the Unit

This unit applies to all tourism, travel, hospitality and event sectors
It applies to senior personnel who operate independently or with limited guidance from others, including dedicated specialist staff or operational or senior managers.

Licensing/Regulatory Information

The recruitment of staff is subject to the provisions of Equal Employment Opportunity (EEO) law.
No licensing or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Identify recruitment needs.	1.1 Identify *recruitment needs* based on monitoring of service and efficiency levels in the workplace.
	1.2 Consult colleagues about staffing needs and job descriptions.
	1.3 Obtain approval for recruitment according to *organisational recruitment policies*.
	1.4 Use job descriptions to develop clear and concise selection criteria.
	1.5 Ensure criteria incorporate customer service attitude and experience to ensure a fit for the service industries.
2. Administer recruitment.	2.1 Choose and organise selection processes taking into account the skill requirements for the job.
	2.2 Create and disseminate *advertisements* for positions.
	2.3 Process applications according to organisational policy.
	2.4 Review applications against criteria and choose people to progress to an interview.
	2.5 Inform unsuccessful applicants of decisions and provide other recruitment information in *appropriate media* within reasonable timeframes.
	2.6 Establish a need and make *special arrangements* for those progressing.
	2.7 Process and file recruitment records according to organisational policy.
3. Select staff.	3.1 Use selection criteria as the basis for selection ensuring merit based selection and adherence to EEO principles and law.
	3.2 Participate in *selection processes*.
	3.3 Evaluate applicants for customer service attitude and experience to ensure a fit for the service industries.
	3.4 Select people according to their attitude, aptitude and fit to the existing organisational culture.
	3.5 Communicate selection recommendations to appropriate colleagues.
	3.6 Make employment offers according to organisational procedures.
	3.7 Advise new employees about employment details according to

organisational policy.

3.8 Create and maintain accurate, clear and complete *records of the selection process*.

4. Plan and organise induction programs.	4.1 Plan content and format of induction programs to reflect organisational objectives and policies.
	4.2 Include all appropriate *information in induction programs* according to organisational policy.
	4.3 Liaise with operational colleagues to ensure induction programs are implemented in a manner that minimises operational disruption.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to conduct interviews and adapt interview techniques to meet the needs of a range of social and cultural groups
- critical thinking skills to evaluate the skills, knowledge and experience of applicants and their fit to the existing organisational and service industry culture
- literacy skills to:
  - read and interpret job applications and key organisational policies
  - write complex and varied documentation, including advertisements, selection criteria and required induction program content
- numeracy skills to calculate advertising costs and salary levels
- planning and organising skills to evaluate staffing requirements and plan for recruitment of appropriate numbers
- problem-solving skills to identify deficiencies in applications and resolve by re-advertising or choosing different recruitment methods
- self-management skills to take responsibility for recruiting and selecting a workforce to meet operational needs
- teamwork skills to consult team members about staffing needs and select new staff members that will complement existing workers.

Required knowledge

- for the specific industry sector:
  - recruitment and selection practices
  - formats for and inclusions of selection criteria and job advertisements
  - effective advertising media
  - features of an effective recruitment advertisement
  - roles of recruitment agencies
  - relationships of job descriptions to selection criteria and ways to develop clear and concise selection criteria
  - methods of linking interview questions to selection criteria
  - key elements of applicable awards
  - nature and role of induction programs and typical content
- for the specific organisation:
  - roles and responsibilities of different personnel in the recruitment and induction process
  - required make-up of interview panels
  - procedures for employment checks
  - full content recruitment and human resource policies
- the key elements of EEO employment laws and how they must be implemented in recruitment and selection processes.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the ability to: - administer the total recruitment, selection and induction process - develop selection criteria, conduct fair and equitable interviews and make selections based on agreed criteria - evaluate multiple applicants and select new staff members to meet a specific organisation need - integrate knowledge of recruitment and selection practices.
Context of and specific resources for assessment	Assessment must ensure use of: - a real or simulated tourism, hospitality or event industry business operation, activity or event for which new staff members are recruited and selected - operational information about the organisation or activity subject to recruitment - industry current: - recruitment documentation - job descriptions, linked selection criteria and interview questions - key human resource policies - multiple applicants with whom the individual can interact.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: - use of case studies so the individual can determine and evaluate staffing requirements - review of documents prepared by the individual: - selection criteria - advertisements - interview questions - unsuccessful applicant letters - employment offers - plans outlining inclusions for induction and orientation programs

- direct observation, using role plays, of the individual conducting a number of job interviews
- exercises and activities to assess the individual's knowledge of award provisions and organisational human resource policies
- written or oral questioning to assess knowledge of:
  - links between job descriptions, selection criteria and interview questions
  - effective advertising media for different jobs
  - EEO and anti-discrimination law
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the individual.

Guidance information for assessment

The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example:

- SITXCOM201 Show social and cultural sensitivity
- SITXHRM502 Manage volunteers
- SITXMGT401 Monitor work operations.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Recruitment needs may be:	• casual • contract • full-time • part-time • permanent • project-related, e.g. for an event • temporary • volunteer.

Organisational recruitment policies may relate to:	• approval processes for:
	  • advertised salaries
	  • recruitment of new personnel
	• nature and content of:
	  • communications with applicants
	  • job advertisements
	• participants in interview panels
	• required skills profile of potential employees for particular jobs:
	  • apprentices
	  • certified in skills that meet licensing requirements
	  • skilled via achievement of qualifications
	  • skilled via industry experience
	  • trainees
	• role of different personnel within the recruitment and induction process
	• timing and nature of induction programs
	• use of different media in the recruitment process
	• use of government-subsidised traineeships and apprenticeships.

Advertisements may be disseminated:	• direct to the public
	• internally
	• externally
	• using different media:
	  • e-recruitment via the Internet using specialist job seeking sites
	  • e-recruitment via the intranet
	  • internal ads via email distribution
	  • posting of ads on staff noticeboards
	  • published ads in local, metropolitan, national newspapers and trade journals in print or online publications
	• via recruitment agencies.

Appropriate media:	• may include:
	  • email
	  • fax
	  • letter
	  • telephone
	• may suit a particular special need, such as providing a document in large print.

Special arrangements may involve:	• access:
	  • parking
	  • security clearance
	• using:
	  • assistive technology
	  • electronic presentation media
	  • interpreters
	  • special interview techniques, such as looking directly at a person who lip-reads
	  • teleconference
	  • videoconference
	• visual information and diagrams instead of written material.

Selection processes may include:	• checks:
	  • police
	  • reference
	  • working with children
	  • qualifications
	• evaluation of portfolios
	• exchange of written information
	• interviews:

	- by human resource specialists, department managers or selection committees
	- face-to-face
	- teleconference
	- telephone
	- videoconference
	- presentation to a selection committee
	- skills tests.
Records of the selection process may include:	- administrative documents
	- interview schedules
	- interviewer details
	- panel comments, score sheets and recommendations
	- records of interview.
Information in induction programs may include:	- conditions of employment
	- contact details for various departments or colleagues
	- current organisational focus or initiatives
	- employee:
	- benefits
	- responsibilities
	- rights
	- enterprise:
	- culture
	- goals
	- objectives
	- responsibilities
	- vision
	- key organisational policies and procedures
	- industrial arrangements for the organisation
	- orientation of:
	- departmental locations and equipment
	- staff amenities
	- off-site operations
	- whole of business premises
	- organisational charts
	- payroll information:
	- awards and applicable pay rates
	- superannuation
	- wage payments
	- policies and procedures specific to the job role
	- work health and safety information.

Unit Sector(s)

Cross-Sector

Competency Field

Human Resource Management

Service Skills Australia