BSBHRM415

Coordinate recruitment and onboarding

Assessment 2 of 3

Project

Assessment Details

SECTION 1

UNIT OF COMPETENCY DETAILS

Code	Title
BSBHRM415	Coordinate recruitment and onboarding

COURSE AND MODULE DETAILS

Assessments may be published in more than one course. Add lines for additional courses as needed.

Course Code [UPed]	Module Number [Order]	Module Code [UPed]
	3	

ASSESSMENT TYPE

Assessment Method: *Select all that apply.*	Project Case Study Role Play

SECTION 2

STUDENT INSTRUCTIONS

The following instructions detail the requirements of the assessment and are captured in the LMS assessment page. This includes a description of the student instructions, associated files and submission instructions.

Student instructions

This is assessment 2 of 3 assessments for BSBHRM415 Coordinate recruitment and onboarding.

This assessment is broken into three parts to test your understanding and skills required of this unit. These are:

- Part A: Consult and confirm recruitment requirements
- Part B: Prepare for recruitment
- Part C: Review candidates

To be assessed as competent, you must complete all parts of this assessment as identified below.

You are required to download your assessment by clicking on the assessment document icon below (see Let's begin) and upload your completed assessment for submission.

Supporting documents

To answer some of the questions, you will need to access the following CBSA policies, procedures and forms:

- CBSA Staff Management Policy and Procedures
- CBSA Communication Policy and Procedures
- HR Consultant Position Description
- Interview Questionnaire Template
- Email Template
- Five (5) Candidates' Applications

Files for submission

Submit the following files:

- Assessment document

- o Email to Hiring Manager [Part A]
- o Position to fill template [Part B]
- o Email to Hiring Manager [Part C]
- o Interview schedule [Part C]
- o Email to applicant for interview [Part C]
- 5x Interview Questionnaire_HR Consultant_<<Applicant Name>>.docx [Part C]

Submission instructions

PDF File Submissions

Please save all Word documents as PDF files before submitting.

IMPORTANT: Word documents will **not** be accepted.

Most modern web browsers can open and display a PDF file. If you have an older operating system, however, you may need a PDF reader installed on your device such as the Acrobat Reader, available from Adobe.

Windows: Word 2013 and newer

Choose **File** > **Export** > **Create PDF/XPS**.

Windows: Word 2010

1. Click the **File** tab
2. Click **Save As**
   - To see the Save As dialog box in Word 2013 and Word 2016, you have to choose a location and folder
3. In the **File Name** box, enter a name for the file, if you haven't already
4. In the **Save** as type list, click **PDF** [*.pdf].
   - If you want the file to open in the selected format after saving, select the Open file after publishing check box.
   - If the document requires high print quality, click Standard [publishing online and printing].
   - If the file size is more important than print quality, click Minimum size [publishing online].
5. Click **Options** to set the page to be printed, to choose whether markup should be printed, and to select output options. Click **OK** when finished.
6. Click **Save**.

macOS: Office for Mac

To save your file as a PDF in Office for Mac follow these easy steps:

1. Click the **File**
2. Click **Save As**
3. Click **File Format** towards the bottom of the window
4. Select **PDF** from the list of available file formats
5. Give your file a name, if it doesn't already have one, then click **Export**

For more detailed instructions refer to Microsoft Support.

SECTION 3

ASSESSMENT TASK CRITERIA AND OUTCOME

This assessment will be graded as Satisfactory [S] or Unsatisfactory [US].

To achieve Satisfactory; valid, sufficient, authentic, and current evidence of meeting the criteria must be submitted.

Refer to the mapping spreadsheet for details for this unit.

SECTION 4

ASSESSMENT DETAILS

Please refer to SECTION 2 to confirm how the assessment tools will be built and the methods that will be used to collect evidence i.e., Student's will type answers directly into LMS or will upload of files of completed assessment tasks.

The STUDENT INSTRUCTIONS above will be added directly into the LMS.

All associated files will be accessed via the LMS, as will any Assessor Guides, Matrix, Templates etc.

Students and Assessors have restricted permissions in the LMS. Assessor Guides, including model answers, will be available to Assessors ONLY.

The following pages contain the draft assessment which will be built into the LMS once reviewed. This includes:

☒ Instructions to students

☒ Questions /tasks

☒ Templates /tables where applicable

☒ Links to supporting files /websites

☒ Instructions to assessors

☒ Sample answers /examples of benchmark answers

SECTION 5

STAKEHOLDERS AND SIGN OFF

List all that apply for each of the stakeholder roles below.

UPed Learning Designer/Author name	EduWorks
SOE Quality and Compliance Manager name	
SUT VE Quality Compliance name	
Date approved	

Assessment Instructions

Task overview

This assessment task is divided into three parts. This includes:

- Part A: Consult and confirm recruitment requirements
- Part B: Prepare for recruitment
- Part C: Review candidates

Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need to access the following CBSA policies, procedures and forms:

- CBSA Staff Management Policy and Procedures
- CBSA Communication Policy and Procedures
- HR Consultant Position Description

- Interview Questionnaire Template
- Email Template
- Candidate Applications

Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.

Please consider the environment before printing this assessment.

The following assessment tasks use a simulated business called **Complete Business Solutions Australia** (CBSA). In order to complete the assessment tasks, you need to access information, templates, policies and procedures associated with CBSA using the links provided.

Part A: Consult and confirm recruitment requirements

To begin this part, read the following email and its attachment, then complete the task that follows:

To:	Zane O'Brien [zane.obrien@cbsa.com.au]
From:	Glenda Williams [glenda.williams@cbsa.com.au]
Date/time:	Monday 3:18 p.m.
Subject:	New Employee Recruitment
Attachment:	HR Consultant Position Description.docx

Good afternoon Zane,

Due to some upcoming strategic initiatives involving expansion of services, we are looking to increase our internal team to include another two (2) full-time HR Consultants who will work alongside you. I would like you to handle the recruitment and selection of these new employees and to coordinate their induction.

Please review the CBSA Staff Management Policy and Procedures document, particularly the procedures around the recruitment (Procedures section 1-6) and induction process (Procedures section 8).

I would like you to review the attached Position Description (PD) for the HR Consultant (see below) as you know the skills required and let me know if there are any responsibilities you believe should be added.

I have confirmed that we are able to offer strong candidates with appropriate experience between $70,000 to 80,000 plus superannuation.

We are in a rush with these placements and need them to commence within 8 weeks from today, so please email me the recruitment details and your PD feedback for approval as soon as possible.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

ATTACHMENT 1:

▪ *HR Consultant Position Description.docx*

POSITION DESCRIPTION			
Position Title:	HR Consultant	Department:	Human Resources
Reporting arrangements:	Reports to: [Title] HR Manager [Currently Glenda Williams] Direct reports: [Title] N/A		

Position Summary:	Support all HR activities and initiatives to achieve delivery of the overall business priorities and strategic objectives.
Key Responsibilities: Describe the key responsibilities required for the role in the normal course of work	Assist the HR Manager with coordination and implementation of HR Programs across the business, including: • performance management, • remuneration planning and review, • employee engagement, • talent and succession planning, and learning and development programs.
	Undertake HR and operational projects as needed.
	<<Add an extra responsibility here that has a direct link to activities in the Staff Management Policy and Procedure>>
	<<Add an extra responsibility here that has a direct link to legislation>>

Criteria	Essential skills and knowledge	• In-depth knowledge of HR principles, functions, methods and best practice • Strong communication and consultation skills – written and verbal • High-level attention to detail • Ability to problem solve and work under pressure • Ability to work well independently and as part of a team • Proficient Microsoft skills (Outlook, Teams, Word, Excel etc.)
	Desirable skills and knowledge	• Experience leading HR-related project management • Strong analytical mind and advanced problem-solving skills • Experience using SAP HR systems preferred
	Qualification and experience requirements	• Tertiary qualification in Human Resources, business administration or relevant field • Proven experience as a HR Consultant – 4-5 years minimum.

Approvals:	Manager Name:	
	Signature:	
	Date:	

Task 1: Consult with hiring manager (Role Play)

Based on from Glenda's email, you are being asked to action the recruitment of two new HR Consultants to help with new strategic initiatives that will impact your area. Before you commence recruitment, you must plan and conduct a short meeting with Glenda to discuss and formalise the details. In your meeting you must:

• Discuss and agree on the recruitment requirements, including the following:

- Workforce strategy - need for the positions based on upcoming workload and skill requirements.
- Recruitment requirements - number of roles, type of roles (position title), salary budget and timeline for recruitment.

- Confirm the Position Description (PD) including a review of the roles' key responsibilities, incorporating links to CBSA policies and procedures (see Staff Management Policy and Procedure) and legislation where appropriate. Provide at least two (2) additional key responsibilities for inclusion.

- Confirm the selection criteria – Identify and agree on six (6) selection criteria for the recruitment process based on information in the PD.

You must demonstrate the following skills during the course of the meeting:

- participate in a verbal exchange using clear language and appropriate tone to provide relevant information and feedback.

- ask questions and listen carefully to gather, interpret and evaluate information.

- participate in a conversation, relevant to your role responding, explaining, negotiating and persuading as required.

This meeting should not exceed 5 minutes. This meeting must be conducted with your Assessor as they have important information to contribute to this conversation in the role of Glenda, the hiring manager. As such this meeting will not need to be recorded or submitted for assessment. For information on sourcing and conducting your meeting, read the Role-play instructions below.

Role-play instructions – PRE-RECRUITMENT CONSULTATION

In this task, you will participate in a role/play meeting with **one (1) other.** This may be sourced using one of the following options:

- peers to who you are already working within the industry your qualification relates to.
- fellow students who will play the role of the stakeholders. Please contact your fellow students via the Discussion Forum and coordinate your role play with them directly.

The role play/meeting must not exceed **5 minutes** in duration.

If you are unable to find participants to play the role of the other team members, contact your assessor via the Discussion Forum, who will discuss options for pairing up with other students to complete this task.

Option 1: Peer participants

Should you complete this task with your peers, you must fully brief all participants, providing them with the context of the role play/meeting, a role outline to play and a copy of the observation checklist so that they can prepare for the recording.

Peers will need to state their name and job title at the start of the recording to inform consent.

Option 2: Fellow student participants

Fellow students participating in the recording must be provided with context to their role and responsibilities in the session and have reviewed the assessment activity and observation checklist so that they can prepare for the recording.

Students will need to state their name and that they are a student (as their job title) at the start of the recording to inform consent.

In this task you will participate in a planning meeting with Glenda, the Hiring Manager, played by the participant.

The participant will provide you with information relating to the workforce strategy and recruitment requirements as part of the meeting.

You will be required to facilitate this conversation based on the elements identified above. You will also be expected to discuss the PD as it relates to existing policies, procedures and legislation as well as propose at least two (2) additional key responsibilities for the PD and six (6) selection criteria (based on the PD) in this meeting.

Recording instructions

Your role-play must be recorded with all participant/s captured in a virtual room using a system such as Zoom, Skype or Teams. This recording must be clearly labelled *BSBHRM415_03A1.2_Int#_<<Student Name>>* and submitted with your assessment for marking.

Consent to participate in the recording must be captured for all participants at the start of the meeting. This is achieved by the student reading the following statement at the start of the recording, with all participants replying with their name and job title to inform consent.

"This session/presentation is being recorded for assessment purposes for my course with Swinburne Open Education. This session will be recorded and submitted through my course online learning platform to my Assessor for grading. All participant/s in this session indicate their consent to be included in this recording by stating their name and job title."

The time taken to capture consent at the start of the recording does not count towards the recording time limit.

Include this recording as part of your assessment submission.

Assessor instructions: Students must conduct a meeting, not exceeding 5 minutes with you in the role of Glenda Williams (HR/Hiring Manager) where you discuss the recruitment requirements.

During the conversation, the student will be expected to facilitate the conversation around the following topics:

TOPIC	YOUR INPUT as Glenda the Hiring Manager
Recruitment requirements – workforce strategy	Discuss how to address this expansion project through recruitment of new HR consultants. **Need for position:** There is a plan to expand the organisation's product offerings and as such we need to get ahead of the resourcing requirements for this task. This will involve a need for workforce planning and bulk recruitment. **Need for skills:** The skills needed are data analysis to determine workforce requirements based on planning projections and strong coordination skills to manage bulk recruitment and onboarding.
Recruitment requirements - general	**Number of roles:** 2 **Type of roles:** HR Consultant Salary budget: $70,000 - $80,000 plus super per consultant

	Timeline for recruitment: 8 weeks to onboard
Position description	Quick overview of position summary.
	Discuss 2 additional key responsibilities as proposed by student
	• Align key responsibility 1 to HR legislation, i.e., Ensure recruitment is completed in line with Equal Employment Opportunity and Anti-Discrimination legislation.
	• Align key responsibility 2 to HR policies and procedures, i.e., Conduct onboarding activities in line with Policy and Procedure, including an overview of the organisation's policies, procedures, systems and processes, access to a safe workplace, identify links to legislation and regulatory requirements, introduction to key staff etc.
Selection criteria	Discuss 6 key selection criteria for the recruitment process as proposed by student.
	Selection criteria should align to the Criteria of the role. These include:
	• In-depth knowledge of HR principles, functions, methods and best practice
	• Strong communication and consultation skills – written and verbal
	• High-level attention to detail
	• Ability to problem solve and work under pressure
	• Ability to work well independently and as part of a team
	• Proficient Microsoft skills (Outlook, Teams, Word, Excel etc.)

Students must complete the tasks and demonstrate the skills outlined in the observation checklist below.

ASSESSOR OBSERVATION CHECKLIST: Part A, Task 1.1		
Students are required to engage in a short meeting to discuss the recruitment requirements with Glenda, the hiring manager. The Assessor will play the role of Hiring Manager as detailed in the role-play instructions. This meeting should be a maximum of 5 minutes. Students must ensure they demonstrate each of the performance criteria outlined in the observation checklist below.		
ACTIVITY	SATISFACTORY Yes / No	ASSESSOR COMMENTS
Task checklist		
Discuss and agree on the recruitment requirements including:		
• Workforce strategy - need for the positions based on upcoming workload and skill requirements		
• Recruitment requirements - number of roles, type of roles (position title), salary budget and timeline for recruitment		

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Align PD to policies and procedures and legislation.		
Propose two (2) key responsibilities.		
Propose and confirm six (6) selection criteria.		
Skills checklist		
Students must participate in a verbal exchange using clear language and appropriate tone to provide relevant information and feedback.		
Students must ask questions and listen carefully to gather, interpret, and evaluate information.		
Present professionally (clean and tidy, neat hair and appropriate business attire).		

Task 2: Confirm recruitment plan

Following on from your meeting with Glenda (Part A1 above), confirm the details as discussed. These must include the following:

- Summary of the recruitment requirements, including the position title, number of roles, reason for positions, timeline and salary budget for recruitment.

- Outline two (2) additional Key Responsibilities to be added to the PD.

- Confirm role's six (6) selection criteria.

- Confirm the authority to fill the position - Ask Glenda to confirm all of the above and provide formal authority to fill the position approval.

Use the template below to capture this information. When developing your email, you must follow the structure set out, in line with the CBSA Communication Policy and Procedures. Ensure you update your email footer specifying your name and position in line with the case study.

[Approximate word count: 250 words]

Email Template

To:	<<Add name[s] and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here [leave blank if none]>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here [leave blank if none]>>

To <<Add email recipient[s] name here>>,

<<Add message here. Add as much space as necessary.>>

Kind regards

<<Add your name here>>

	<<Add your job position here>>
	300 Fictional Way, Sydney, NSW 2000
	Phone: 1800 111 222
	www.cbsa.com.au

Email Template

To:	Glenda Williams – HR Manager
From:	Zane O'Brien – HR Consultant
CC:	
Date/time:	Tuesday 12:30 p.m.
Subject:	Recruitment requirements for confirmation
Attachments:	

To Glenda,

Thank you for meeting with me to discuss your recent recruitment request. Please review and confirm the following details in order for me to commence the recruitment process.

Recruitment requirements

- Position Title: HR Consultant
- Number of roles: Two (2) positions to be filled
- Reason for hiring: To support the delivery of upcoming strategic initiatives – product expansion
- Timeline for recruitment: Need them to start within 8 weeks

Position description

The position description above seems appropriate; however, I recommend adding the following key responsibilities as discussed:

- Ensure recruitment is completed in line with Equal Employment Opportunity and Anti-Discrimination legislation.

- Conduct onboarding activities in line with Policy and Procedure, including an overview of the organisation, policies, procedures, systems and processes, access to a safe workplace, identify links to legislation and regulatory requirements, introduction to key staff etc.

Selection criteria

I recommend we focus on the PD Essential skills and knowledge to develop the selection criteria. These are:

- In-depth knowledge of HR principles, functions, methods and best practice
- Strong communication and consultation skills – written and verbal
- High-level attention to detail
- Ability to problem solve and work under pressure
- Ability to work well independently and as part of a team
- Proficient Microsoft skills (Outlook, Teams, Word, Excel etc.)

Applicants should have 4-5 years' experience as an HR Consultant and hold a tertiary qualification in Human Resources, Business or a relevant field.

CBSA COMPLETE BUSINESS SOLUTIONS AUSTRALIA	HR Consultant
	300 Fictional Way, Sydney, NSW 2000
	Phone: 1800 111 222
	www.cbsa.com.au

Part B: Prepare for recruitment

To begin this part, read the following email and its attachment, then complete the tasks that follow:

To:	Zane O'Brien [zane.obrien@cbsa.com.au]
From:	Glenda Williams [glenda.williams@cbsa.com.au]
Date/time:	Wednesday 10:15 a.m.
Subject:	Recruitment approval
Attachment:	Position to fill.docx
	Interview questionnaire template.docx

Good morning Zane,

Thank you so much for pulling together the recruitment requirements above. That all seems correct to me.

I am also happy to add the additional key responsibility you have identified to the PD for the HR Consultant role – good thinking.

As part of the wider workforce strategy and based on the work our new team members will be performing, we are looking to fill the roles with experienced HR Consultants like yourself. In particular, they will need strong communication skills and attention to detail. It would be good if these could be priorities in the selection criteria.

Overall, I think we have everything we need to proceed with this recruitment, so please accept this as my authority to fill the position approval and commence the recruitment process.

The first step for this is completing the *Position to fill* document attached [see below] to get the advertisement circulated.

The second step is to develop an *Interview questionnaire template* that reflects the PD and the selection criteria to be applied during the interview process. A template for this is also attached [see below].

Please complete these templates as soon as possible, and we will come back together once we have some applications to consider.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

- *Position to fill.docx*

POSITION TO FILL				
Position Title:			Department:	
Reporting arrangements:	Reports to: [Title] Direct reports: [Title]			
Sourcing method: [Delete those that don't apply]	Online: Seek / MyCareer Alternative: Head hunting / Newspaper Other: _____			
Advertisement:	About CBSA [Same for all advertisements]	COMPLETE BUSINESS SOLUTIONS AUSTRALIA [CBSA] IS A CONSULTING POWERHOUSE. We help small to medium-sized businesses succeed in all aspects of their business. **Our mission**: To help businesses help themselves. **Our vision**: To become Australia's largest business advocate and consulting support company for small to medium-sized businesses.		
	Overview of the position			
	Key responsibilities of the position			
	About the successful candidate/ selection criteria, experience and education			
	How to apply/ who to contact			

ATTACHMENT 2:

- *Interview questionnaire template.docx*

INTERVIEW QUESTIONNAIRE			
Position Title:	<<Position Title>>	**Department:**	<<Department>>
Interviewers	<<Name and Title of all parties included in the interview>>		
Applicant Name	<<Applicant Name>>	**Interview date and time**	<<Date and time of interview>>
PRE-SCREENING NOTES			
Applicant summary/ Pre-screening notes (from application)	**Experience and education**	<<Experience and education from application>>	<<Notes on experience and education from application>>
	Selection Criteria 1 (Priority)	<<Selection criteria>>	<<Notes on selection criteria from application>>
	Selection Criteria 2 (Priority)		
	Selection Criteria 3		
	Selection Criteria 4		
	Selection Criteria 5		
	Selection Criteria 6		
INTERVIEW SCRIPT			
Introduction:	<<Insert a short introduction of the people in the interview, CBSA and the position.>>		

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INTERVIEW QUESTIONS				
	SELECTION CRITERIA	QUESTION	ANSWER	NOTES
Selection Criteria 1 (Priority)	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>	<<Add notes of applicant's response>>	<<Add notes on assessment of applicant's response>>
Selection Criteria 2 (Priority)	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>		
Selection Criteria 3	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>		
Selection Criteria 4	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>		
Selection Criteria 5	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>		
Selection Criteria 6	<<Insert selection criteria here>>	<<Insert question to demonstrate knowledge and skill in relation to this selection criteria>>		

Other comments or questions		
POST INTERVIEW ASSESSMENT		
Applicant summary/ Post-interview notes (from applicants application and interview)	<<Insert details of note from the applicant's application and interview, including: - Suitability to role - Suitability to team (fit)>>	
Reference Outcome	<<Include notes from reference checks.>>	

Outcome	☐ Successful ☐ Not successful	Applicant advised of outcome:	Notification Method	<<Phone call/Email/Other>>
			Date	
			Time	

Task 1: Develop advertisement

You have received the authority to fill the role from Glenda in the email above. Action the next step in line with the Staff Management Policy and Procedures by completing the *Position to Fill* template.

Include the following information:

- Position details [title, department, reporting line]
- Sourcing method, keeping in mind the short timeline and technology expectations
- Advertisement including:
    - A little about CBSA [standard as part of *Position to Fill* template]
    - Overview of the position
    - Key responsibilities of the position
    - Information about the successful candidate/ selection criteria
    - Who to contact/ how to apply.

[Approximate word count: 200 words]

Assessor instructions: Students must complete all sections of the *Position To Fill* template below. Please note, the *Overview of the position*, *Key responsibilities* and *About the successful candidate/selection criteria* should reflect the information in Part A and the *Position Description* above.

A sample answer is provided below.

POSITION TO FILL				
Position Title:	HR Consultant		Department:	Human Resources
Reporting arrangements:	Reports to: [Title] HR Manager [Currently Glenda Williams] Direct reports: [Title] N/A			
Sourcing method: [Delete those that don't apply]	Online: Seek / MyCareer Alternative: Head hunting / Newspaper Other: _____			
Advertisement: [Maximum 200 words in total]	About CBSA [Same for all advertisements]	COMPLETE BUSINESS SOLUTIONS AUSTRALIA [CBSA] IS A CONSULTING POWERHOUSE. We help small to medium-sized businesses succeed in all aspects of their business. **Our mission**: To help businesses help themselves. **Our vision**: To become Australia's largest business advocate and consulting support company for small to medium-sized businesses.		
	Overview of the position	*Support all HR activities and initiatives to achieve delivery of the overall business priorities and strategic objectives.*		

	Key responsibilities of the position	Key responsibilities of the role include:
		 • Managing and administering employee lifecycle activities such as recruitment, induction, transfers and terminations
		 • Assisting the HR Manager with coordination and implementation of HR Programs across the business, including:
		     o Performance management
		     o Remuneration planning and review
		     o Employee engagement
		     o Talent and succession planning, and
		     o Learning and development programs
		 • Manage employment relations issues and grievances and undertake investigation where appropriate
		 • Undertake HR and operational projects as needed

	About the successful candidate/ selection criteria, experience and education	To be successful in this role you will need: • Strong communication and consultation skills – written and verbal • High-level attention to detail • Ability to problem solve and work under pressure • Ability to work well independently and as part of a team • In-depth knowledge of HR principles, functions, methods and best practice • Proficient Microsoft skills (Outlook, Teams, Word, Excel etc.) The successful applicant should have: • Tertiary qualification in Human Resources, business administration or relevant field • Proven experience as a HR Consultant – 4-5 years minimum.
	How to apply/ who to contact	If you have any questions about this role, feel free to contact Zane O'Brien (zane.obrien@cbsa.com.au). If this is you, please submit your cover letter and resume to zane.obrien@cbsa.com.au

Task 2: Interview questionnaire

In preparation for the applications, you are now required to create an interview questionnaire template that captures all the information you will collect and assess for your applicants.

For now, you are just populating the interview questions (you will add your applicants' details and other information as you work through the interview process). Only complete the INTERVIEW QUESTIONS section, SELECTION CRITERIA and QUESTIONS columns.

When developing your questions, consider the following:

- Is the selection criteria something you can observe, test or need to ask?
  - If it is observable, what would you look for?
  - If it is testable, how would you test applicants?
  - If it needs to be asked:
    - Will the question showcase the applicant's experience/ability in relation to the selection criteria identified?

- o Will the question address the skills (examples of what they have done) AND knowledge (general information) required of the selection criteria?
- o Will the question engage the applicant and encourage a discussion?

Do this using the *Interview Questionnaire Template.docx* attached and rename *Interview Questionnaire HR Consultant.docx* and this will become the template for your applicants to this role in future questions.

Assessor instructions: Students must complete the SELECTION CRITERIA AND QUESTIONS component of the Interview Questionnaire template document only. Interview questions must adequately reflect the selection criteria the student is trying to assess. Interview questions must allow for and encourage open conversation.

An image of the sample answer is provided below.

INTERVIEW QUESTIONS				
	SELECTION CRITERIA	QUESTION	ANSWER	NOTES
Selection Criteria 1 (Priority)	*Strong communication and consultation skills – written and verbal*	*Observed through the initial application (written skills). Do they write clearly and articulately? Is their spelling and grammar correct?* *Observed through the way they communicate in the interview (verbal skills). Are they clear? Are they confident?*	<<Add notes of applicant's response>>	<<Add notes on assessment of applicant's response>>
Selection Criteria 2 (Priority)	*High-level attention to detail*	*Tell me about a task you had to complete that required a high level of detail.* *How did you ensure that you remained focused on delivery?* *What did you do to ensure accuracy and quality?*		
Selection Criteria 3	*Ability to problem solve and work under pressure*	*Describe a situation where you had to solve a problem.* *How did you approach it? What did you do? What was the outcome?*		
Selection Criteria 4	*Ability to work well independently and as part of a team*	*How do you prefer to work – independently or as part of a team?* *What management style do you prefer? Highly involved and directive or more hands off?*		

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Selection Criteria 5	*In-depth knowledge of HR principles, functions, methods and best practice*	*Tell me about your experience working across the range of HR activities.* *What programs have you worked on? Have you helped develop any programs from the ground up?*		
Selection Criteria 6	*Proficient Microsoft skills [Outlook, Teams, Word, Excel etc.]*	*Observed through the initial application and the interview coordination process.* *How well did they use/ apply outlook [email communication], teams [meetings/conversation], MS word [written application] etc?*		

You have received the following applications for the HR Consultant position advertised:

- Alex Boden
- Ash Jones
- Marley Otis
- Pete Brett
- Taylor Cruz

Task 1: Pre-screen Candidates

Task 1.1: Review applicants against the selection criteria

Create a separate *Interview Questionnaire_HR Consultant*.docx form (as created in Part B, Task 2 above) for each applicant and resave it as *Interview Questionnaire_HR Consultant_<<Applicants Name>>.docx*.

Using each applicant's individual Interview Questionnaire form, capture details of their application, including their name and the PRE-SCREENING fields for EDUCATION AND EXPERIENCE and SELECTION CRITERIA. Add notes to each section (to the right) to capture potential strengths and weaknesses identified in their application for each candidate in a fair and equitable way, in line with Equal Employment Opportunity and Anti-Discrimination legislation.

Also make a note of any specific considerations or requirements applicants may have to support them in performing in the role and how these can be accommodated.

All of this information will be used to identify applicant suitability and assist in the decision of who to progress to interviews.

Use applications to form a skills assessment in relation to the applicant's written communication and attention to detail.

This information can also be used to direct conversation and questioning in the interview process later if appropriate.

Assessor instructions: Students must create an *Interview Questionnaire* document for each applicant and complete the PRE-SCREENING NOTES, SELECTION CRITERIA and EXPERIENCE and EDUCATION component of the only. They need to review the applicants and capture key information against these criteria in order to pre-screen and prioritise applicants for interview.

A summary of the key types of information to be captured in the pre-screening task for each applicant is provided below. Students will need to create a summary for each applicant.

Reflect the Selection criteria from Part B, Task 2 above		Alex Boden	Ash Jones	Marley Otis	Pete Brett	Taylor Cruz
Experience and education	• Tertiary qualification in Human Resources, business administration or relevant field • Proven experience as a HR Consultant – 4-5 years minimum	MBA, B.Bus, Dip Business (Leadership) 4+ years' experience as HR Consultant	Not qualification details provided HR administration duties referenced – did not disclose how long.	CIV HRM, First Aid Certificate 7+ years as HR Consultant/Officer and additional 2 years HR Administration.	CIV HRM, CIV WHS 5 years HR Consultant plus 4 years Data Analyst	CIV HRM ongoing HR roles at varying levels for 4 years including 2 years administration, 2 years management and partial year as HR/recruit consultant
Selection Criteria 1 (Priority)	Strong communication and consultation skills – written and verbal	Clear and direct communication through application.	Poor communication skills. Poor presentation.	Clear and well thought out communication through application.	Clear and well thought out communication through application.	Poor written communication. Does not focus on requirements. Strong presentation but poor spelling and grammar.
Selection Criteria 2 (Priority)	High-level attention to detail	Minor grammatical error (Americanised spelling). Does not specifically address role requirements (no skills section) but does include reference to them through role responsibilities/achievements.	No attention to detail. Does not address role requirements. Presentation poor.	Direct correlation between job ad and application. Well written and error-free cover letter and resume. Specific reference to reporting requirements in data management process around remuneration and benefits project.	Direct correlation between job ad and application. Well written and error free cover letter and resume. Previous role as Data Analyst with high attention to detail requirements.	No attention to detail. Does not address role requirements. Presentation poor.

Selection Criteria 3	Ability to problem solve and work under pressure	Adapted programs to reflect behaviours. Reduced costs of recruitment process. Linked sales to KPIs to reward system.	Not addressed.	Coordinated training needs analysis to support staff in specific counselling requirements.	Recruitment program to support rapid retail expansion. Performance management program development to support new start-up company.	Recruitment program to support peak requirements.
Selection Criteria 4	Ability to work well independently and as part of a team	All work indicated as completed independently. No clear teamwork.	Not addressed.	Worked as part of team in remuneration and benefits program. Indicated independent work on counsellors TNA.	Previous role shows independent work. Current role shows team contribution [recruitment program and workforce analytics] and independent work [performance management program].	Managed a team of 2 HR Consultants to organise peak recruitment program. Working independently on recruitment currently.
Selection Criteria 5	In-depth knowledge of HR principles, functions, methods and best practice	Worked across a range of HR programs and initiatives	Very basic administrative tasks only.	Identifies supporting a range of HR programs and initiatives.	Identifies supporting a range of HR programs and initiatives.	Experience seems skewed to recruitment, with some previous HR administration processing only.
Selection Criteria 6	Proficient Microsoft skills [Outlook, Teams, Word, Excel etc.]	Listed Microsoft office [well-presented application], recruitsoft, Bamboo HR and KeyPay	Not addressed and poor presentation within word document.	Listed Microsoft office [well-presented application] and SAP HR as requested.	Listed Microsoft office [well-presented application], data analytics, MYOB and SAP HR as requested.	Listed Microsoft office [well-presented application] and file management [although not specified as program].
Additional considerations/ requirements	<<Capture additional considerations or requirements an applicant may need in order to fulfil the role>>	N/A	N/A	N/A	Use of wheelchair – requires wheelchair access to the workplace [ramps/elevator] and procurement of desk to accommodate this.	N/A

Task 1.2: Make recommendation of applicants to interview.

Based on the pre-screening completed above, assess and recommend three (3) applicants based on individual merit to progress to the interview process.

Email your recommendations, along with a summary of each applicant in relation to the top two (2) selection criteria identified, to Glenda to confirm the candidates recommended for interview.

In your email you must include:

- A summary of the pre-screening outcomes for each candidate - particularly as it relates to the top two (2) selection criteria.

- A recommendation on the top two (2) applicants to progress through to the interview process.

- Reference to attaching the five (5) individual *Interview Questionnaire_HR Consultant_<<Applicant Name>>.docx* to the email.

- A request for Glenda to confirm your recommendation and the next steps, including her availability for the interviews.

Use the template below to capture this information. When developing your email, you must follow the structure set out, in line with the CBSA Communication Policy and Procedures. Ensure you update your email footer specifying your name and position in line with the case study.

[Approximate word count: 200 words]

Email Template

To:	<<Add name[s] and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here [leave blank if none]>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here [leave blank if none]>>

To <<Add email recipient[s] name here>>,

<<Add message here. Add as much space as necessary.>>

Kind regards

<<Add your name here>>

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Assessor instructions: Students must compile an email to Glenda, HR Manager, including the following key information:

- Include a greeting
- Include a date and time stamp for the email
- Specify the subject of the email
- Content of the email:
  - A summary of each candidate's suitability, referencing their communication skills and attention to detail.
  - A recommendation for the top two [2] applicants to progress through to the interview process.
  - Reference to attaching the 5 individual *Interview Questionnaire_HR Consultant_<<Applicant Name>>.docx* to the email.
  - A request for Glenda to confirm their recommendation and the next steps including her availability for the interviews.
- Complete the email footer specifying your name and position in line with the case study.

A sample answer is provided below.

To:	Glenda Williams – HR Manager
From:	Zane O'Brien – HR Consultant
CC:	
Date/time:	Wednesday 1:45 p.m.
Subject:	HR Consultant applicant recommendation
Attachments:	*Interview Questionnaire_HR Consultant_<<Applicant 1 Name>>.docx* *Interview Questionnaire_HR Consultant_<<Applicant 2 Name>>.docx* *Interview Questionnaire_HR Consultant_<<Applicant 3 Name>>.docx* *Interview Questionnaire_HR Consultant_<<Applicant 4 Name>>.docx* *Interview Questionnaire_HR Consultant_<<Applicant 5 Name>>.docx*

To Glenda,

We have received 5 applications for the HR Consultant role as previously advertised. I have completed a pre-screening process based on the applications received and attached these above.

Summary of applicants – against selection criteria

- Applicant 1: Alex Boden: High-level education and adequate experience, clear and direct communication skills, minor attention to detail issue in application, strong HR program development and delivery experience.
- Applicant 2: Ash Jones: Short and informal cover letter only, many details not addressed.
- Applicant 3: Marley Otis: Required education and extensive experience, clear and well thought out communication skills, sound attention to detail with application correlating with advertisement, sound HR program development and delivery experience.
- Applicant 4: Pete Brett: Required education and appropriate experience, clear and well thought out communication skills, sound attention to detail with application correlating with advertisement, sound HR program development and delivery experience with extensive additional data analytics experience.
- Applicant 5: Taylor Cruz: Currently completing education requirements with limited experience, poorly written communication and no attention to detail with application not correlating with advertisement.

Recommendation

Based on the applications received and the selection criteria identified, I recommend we shortlist the following two (2) candidates for interview:

- Interview 1: Pete Brett
- Interview 2: Marley Otis

Next steps

Based on the applications received and the pre-screening completed, please confirm if you are happy to proceed with the interview process for the candidates identified.

	HR Consultant
CBSA COMPLETE BUSINESS SOLUTIONS AUSTRALIA	300 Fictional Way, Sydney, NSW 2000 Phone: 1800 111 222 www.cbsa.com.au

Task 2: Organise interviews

To begin this part, read the phone message left on your work phone, and then complete the tasks that follow:

'Hi Zane. I agree with your recommendations for the shortlisted candidates; however, I am considering an internal candidate that I will update you on later. For now, can you please just pick your top two (2) applicants and create a schedule for the interviews for Monday between 9:00am and 11:00pm, giving each applicant 30mins with at least one break between sessions. These interviews need to be conducted by the both of us, and online and accessible via an email link. But first, email each of candidates with details of their interview time and make sure you copy me in all the emails. Thanks.'

Glenda Williams – HR Manager

Task 2.1: Develop interview schedule

As requested, create a schedule for the two (2) interviews in the table below. The schedule must ensure:

- Each candidate suggested in the recommendation above (Part B, Task 1.2) is included.
- Each candidate is allocated 30 minutes.
- At least one break is scheduled.
- The interviews will be conducted as online meetings with a link to be sent to shortlisted candidates

Assessor instructions: Students must complete the following Interview Schedule table provided below. Students must ensure all two (2) candidates from their recommendation above (Part B, Task 1.2) are included in the schedule, each person is allocated 30 minutes, and there is at least one break in the interview schedule.

A sample answer is provided below.

INTERVIEW SCHEDULE	
MONDAY 11/10/21	**APPLICANT NAME**

9:00am	Pete Brett
9:30am	
10:00am	Marley Otis
10:30am	

Task 2.2: Update *Interview Questionnaires*

Update the candidates *Interview Questionnaire_HR Consultant_<<Applicants Name>>.docx* for those scheduled to be interviewed. Update the interview details [INTERVIEW LOCATION and INTERVIEW DATE and TIME] proposed in the Interview Schedule above (Part C, Task 2.1) and resave.

Once you have finalised preparation of all *Interview Questionnaire_HR Consultant_<<Applicants Name>>.docx*, submit a copy of all five (5) applicants Interview Questionnaire forms with this assessment.

Applicant Name	Pete Brett	Interview location	Online – link sent
		Interview date and time	11/10/21 at 9:00-9:30am

Task 2.3: Communicate interview information to candidates

Select one shortlisted candidate and develop an email to confirm the interview process and details using the template below.

Use the template below to capture this information. When developing your email, you must follow the structure set out, in line with the CBSA Communication Policy and Procedures. Ensure you update your email footer specifying your name and position in line with the case study.

Your email should include the following:

- Identify the candidate
- Outline why you are sending the email
- Confirm the interview location
- Confirm the interview date and time [based on the Interview Schedule above in Part C, Task 2.1]
- Request the candidate bring along copies of any qualifications referenced in their application
- Confirm the interviewers
- Ask to confirm availability

[Approximate word count: 100 words per email]

Email Template

To:	<<Add name[s] and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here [leave blank if none]>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here [leave blank if none]>>

To <<Add email recipient[s] name here>>,

<<Add message here. Add as much space as necessary.>>

Kind regards

<<Add your name here>>

	<<Add your job position here>> 300 Fictional Way, Sydney, NSW 2000 Phone: 1800 111 222 www.cbsa.com.au

Email Template

To:	*Pete Brett*
From:	*Zane O'Brien – HR Consultant*
CC:	*Glenda Williams – HR Manager*
Date/time:	*Thursday 4:30 p.m.*
Subject:	*Interview: HR Consultant*
Attachments:	

To Pete,

You have been successfully shortlisted for the HR Consultant position at CBSA. As such, we would appreciate if you could attend the following interview:

WHERE: Online – an email invitation will be sent with a link to the meeting on acceptance of the interview details

DATE: Monday 11/10/21

TIME: 9:00-9:30am

Please bring a copy of your qualifications as referenced in your application.

I will be conducting this interview with the Hiring Manager Glenda Williams (HR Manager).

Please confirm acceptance of this meeting schedule or propose an alternative if you are not available.

If you have any other questions, please contact me directly, and I look forward to meeting you soon.

Kind regards

Zane O'Brien

HR Consultant

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Assessment checklist:

Students must have completed all tasks within this assessment before submitting. This includes:

Part A: Consult and confirm recruitment requirements		
1	Consult with the Hiring Manager – confirm recruitment requirements	☐
2	Email to Hiring Manager – confirm recruitment requirements	☐
Part B: Prepare for recruitment		
1	Complete *Position to fill* template [advertisement]	☐
2	Develop *Interview Questionnaire Template* to include selection criteria and interview questions. **[Attached at Part C, Task 2]**	☐
Part C: Review candidates		
1	1. Develop individual *Interview Questionnaire_HR Consultant* for each applicant with pre-screening section completed **[Attached at Part C, Task 2]**	☐
	2. Email to Hiring Manager – review applicants against selection criteria and recommend candidates for interview.	☐
2	1. Develop interview schedule	☐
	2. Update individual *Interview Questionnaire_HR Consultant* for each applicant with interview details completed **[Attached one Interview Questionnaire for each applicant – even if not being interviewed.]**	☐
	3. Email to Applicant being interviewed – confirm interview booking, process and details	☐

Congratulations you have reached the end of Assessment 2!

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