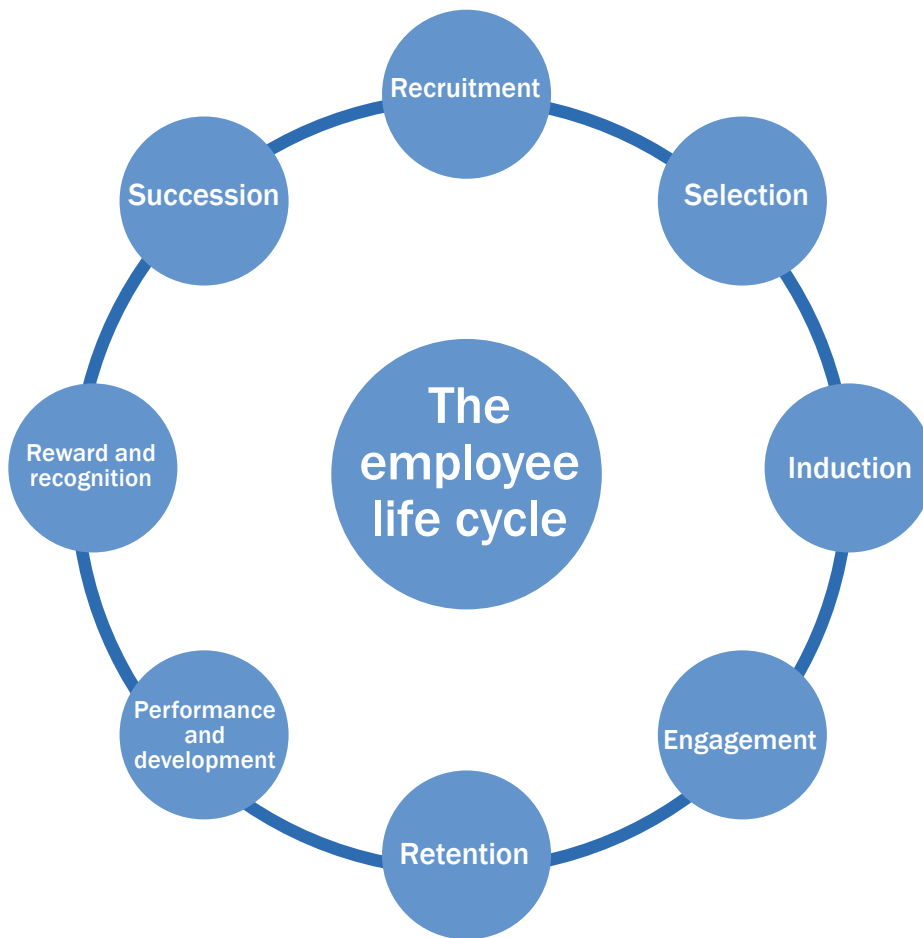

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The recruitment process

The recruitment process requires careful consideration of the role and the organisation's needs. Here are several aspects of the recruitment process.

Preparing the job description

The job description is central to the recruitment and selection process. It is used to advertise a job and attract applicants. Preparing a good job description requires you to conduct a job analysis by gathering essential information about the job from various sources, including colleagues and managers.

Advertising the job

A job can be advertised internally (within the organisation to current employees) and externally (to potential applicants outside of the organisation). Jobs can be advertised in many places, including in newspapers, on the organisational intranet and on online job boards.

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Activity	Time allowance	Completion date
Make a verbal offer and negotiate the contract details	1 week	26 July
Notify the unsuccessful candidates	As soon as possible after interview	26 July
Submit the signed appointment form to HR department	2–5 days	2 Aug
Time from receipt of the appointment form to issue of the contract	1 week	9 Aug
Time line for candidate to accept the contract	Up to 2 weeks	23 Aug
Total (from start to acceptance)		12 weeks

Practice task 1

1. Explain the employee life cycle.

2. Find examples of job descriptions using the internet. Compare these to the existing job descriptions at your workplace, or to each other. What are the common main sections?

3. Why is it important to plan the recruitment process? What are the most challenging aspects of working to a recruitment time line?

Style and language guidelines

Using the appropriate style and language is important when writing a job description. Finding the right candidate for a position is not just a matter of providing information about the job, but also depends on how you communicate this information. The language used in a job description should be clear and concise.

Here are some guidelines and examples to help you prepare job descriptions.

Use an active verb in the present tense

Use the present tense and structure each description with an action (active verb) and an explanatory phrase.

Examples:

- Maintains client records.
- Greets hotel guests in a friendly and sincere manner.
- Administers anaesthetic agents and supportive treatments to patients undergoing surgery.
- Delivers a high level of customer service.

Include details to add meaning and clarity

Where necessary, include details about why, how, where or how often the action occurs, to add meaning and clarity.

Example: Collects all employee time sheets on a fortnightly basis for payroll purposes.

Use gender-neutral and unbiased terminology

Use a title like 'the employee' or 'the salesperson' instead of referring specifically to a male or female.

Use specific language

Examples:

Instead of 'good communication skills', specify the need for the 'ability to communicate technical information to non-technical audiences'.

Instead of 'handling administrative chores', describe the specific tasks, such as 'receiving, sorting and filing monthly personnel action reports'.

Beware of words leading to different interpretations

Avoid using words that can be subject to different interpretations.

Examples: good, frequently, some, complex, several, occasional

Consult relevant personnel

Try to obtain as much information as you can from all relevant people to make sure what you plan to include in the job description is accurate and appropriate. Seek out the advice of the relevant personnel.

Here is an outline of the types of information a current job holder and or the manager can provide.

Current job holder	Managers
<p>The person currently doing the job may be the one who can tell you most about the position. You may be able to ask the current job holder to write their own brief job description to help you understand the role from the employee's position. You can also compare the information you receive from the incumbent job holder with the input you receive from managers and supervisors.</p> <p>Ask further questions, such as the following:</p> <ul style="list-style-type: none"> • What is the purpose of the job? • What are the main day-to-day tasks? • What responsibilities do you have in the position? • What tasks and responsibilities are of the highest priority? • Who do you work closely with? • Why is the job important? • How has the job description changed during your time in the job? • What are the most important qualities and attributes needed to hold the position? • What qualifications are essential for the position? 	<p>Managers can provide you with valuable information about the job role and what is expected from the employee, and can help clarify what tasks and responsibilities are not part of the job. They will also have a clear understanding of how the role fits into the organisation's workforce strategy.</p> <p>In some cases, higher-level managers may want to contribute to the development of a job description. Others may need to sign off on a job description to ensure its accuracy before the position is advertised. It is important that you always check your organisation's policies and procedures to determine who to consult when developing a job description.</p>

Consult other personnel

Other personnel that you are able to obtain relevant information from will include work colleagues and HR personnel.

Colleagues

Some jobs require employees to work together closely on a day-to-day basis. If you need further information about the job after consulting with the job holder and relevant managers, consider talking to other employees who work in direct contact with the position.

- Colleagues may be able to provide you with significant information about the tasks and responsibilities the job involves.

continued ...

Workplace diversity and equity policies recognise the value of individual differences, establish methods to manage such differences appropriately and consider appropriate action to take to eliminate discrimination.

Diversity and equity in employment covers the following:

- Gender and age
- Language
- Ethnicity
- Cultural background
- Sexual orientation
- Religious belief
- Marital status and family responsibilities
- Educational level
- Life experience
- Work experience
- Socioeconomic background
- Personality

Equal employment opportunity (EEO)

The concept of workplace diversity and equity includes the principle of equal employment opportunity (EEO). The purpose of EEO policies is to discourage the discrimination or exclusion of particular groups of people in the workplace, including women, Indigenous Australians, people with disabilities and those who suffer disadvantage on the basis of race or ethnicity. EEO policies remain an important foundation of the workplace diversity policy of an organisation.

Workplace principles of diversity and equity should be integrated into all aspects of human resource management, including the recruitment and selection process.

Here is a list of the legal frameworks that are relevant to the recruitment process.

Racial Discrimination Act 1975 (Cth)



Makes it unlawful to discriminate in employment on the grounds of race, colour or national or ethnic origin

Sex Discrimination Act 1984 (Cth)



Makes it unlawful to discriminate in employment on the grounds of a person's gender, marital status, pregnancy or potential pregnancy, or to sexually harass another person

Reasons changes may be requested

- Spelling or grammatical errors
- Inaccurate information
- Information to be added
- Unsatisfactory formatting
- Lack of adherence to organisational policies and procedures

Final check

Modify the draft as necessary and return it to the relevant people for final approval.

When all the stakeholders are satisfied that the job description is correct and represents the position's overall objectives, they approve and accept it as the formal document used to determine whether an applicant is suitable for the particular job.

Make sure each stakeholder signs and dates the document as appropriate. File the document so the people who have access to the organisation's personnel and recruitment files can locate it easily.

A job description is only ready for advertising once all final approvals have been received.

Example: checklist for approving a job description

Here is an example of a checklist for approving a job description.

Organisational policy for job description approval process	
1. Section manager drafts final version of job description with input from colleagues and HR department	<input type="checkbox"/>
2. Section manager sends email with job description attachment to department manager	<input type="checkbox"/>
3. Section manager receives response from department manager	<input type="checkbox"/>
4. Section manager incorporates any amendments into job description and resends to department manager	<input type="checkbox"/>
5. Repeat step 4 until department manager approves job description	<input type="checkbox"/>
6. Department manager approves job description by signing and dating document and returns it to section manager	<input type="checkbox"/>
7. Section manager sends email with job description to company director with department manager copied in	<input type="checkbox"/>
8. Section manager receives response from company director	<input type="checkbox"/>
9. Section manager incorporates any amendments to job description and resends to company director	<input type="checkbox"/>
10. Repeat step 9 until company director approves job description	<input type="checkbox"/>
11. Company director confirms final approval of job description by signing and dating document and gives the go-ahead to arrange advertisement	<input type="checkbox"/>
12. Section manager sends approved documents to HR department for filing	<input type="checkbox"/>
13. Recruitment manager in HR department organises advertising of position	<input type="checkbox"/>

2A

Choose appropriate channels and technology to advertise a position

When a job vacancy becomes available, it is necessary to advertise the position to attract applicants for the selection process. There are many options for how and where to advertise job vacancies. The first step is to choose the appropriate channels and technology to advertise the vacancy and/or identify a potential talent pool.

Channels and technology for advertising jobs may include:

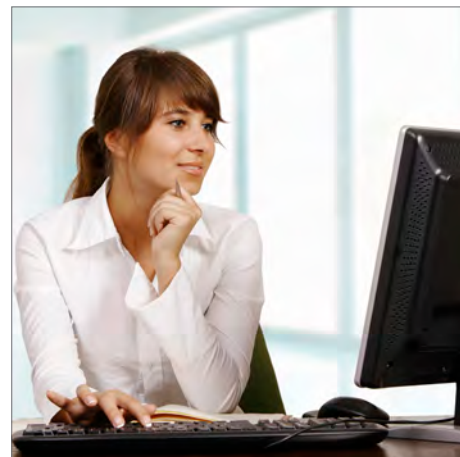
- industry-specific websites and journals
- internal communications such as newsletters, intranet and emails
- newspaper advertisements
- recruitment agencies
- recruitment websites
- social media websites.

Internal advertising

Internal advertising specifically targets current employees of the organisation who are interested and qualified to fill a vacancy within the organisation. Internal recruitment plays an important role in filling vacancies. Organisations sometimes have a policy of offering the appointment in-house first, when appropriate, and advertising more widely only if the position is not filled internally.

Depending on what type of vacancy it is, many organisations prefer to offer the position to their existing staff members first. To let people know a vacancy is available, the organisation may inform them using email, a newsletter, a bulletin-board notice, a meeting, an advertisement on the intranet or word of mouth.

Organisations often handle the recruitment process internally if the stakeholders believe there are potential applicants who meet the selection criteria among the existing staff members. This may occur if the organisation is restructured and there is a need to reposition staff members within it. It could also be the case if the demands of the vacant job are such that the appointee has to have an in-depth knowledge of the organisation and only an existing staff member can meet the selection criteria.



External advertising

External advertising communicates job vacancy information to jobseekers from outside the organisation, with the aim of bringing new people into the organisation.

For most government jobs, the department or section involved has a legal obligation to externally advertise any position that becomes vacant, and also to advertise through the relevant government employment publication or government job search engine.

2B

Advertise vacancies

It is imperative to ensure that your advertising strategy for a job vacancy is aligned with the organisation's recruitment and selection policies and procedures. Here are some examples of what organisational policies and procedures may reveal in regards to advertising vacancies.

What organisational policies and procedures may reveal

- The appropriate channels for advertising vacancies
- Where job vacancies are generally advertised
- The requirements for posting vacancies on internal job boards
- The advertising budget available
- What advertising options the organisation prefers, including the preferred media
- What administrative details need to be included on job advertisements, such as contact people and methods for applying

Advertising strategy

Whatever the situation and choice of advertising channel, all organisations are obliged to follow legal and ethical procedures when advertising vacancies. The basis of these standard procedures is that all applicants must have an equal opportunity to apply, the position's terms and conditions must be clearly articulated and selection processes must follow organisational and/or legislative requirements.

Here are some aspects that need to be considered when deciding on an advertising strategy.

Advertising budgets

Recruitment campaigns run by some of Australia's largest companies can cost hundreds of thousands of dollars every year. Companies equipped with the resources to spend a lot of money advertising for and hiring staff are ultimately looking for the best person for the job.

On the other end of the scale, a small family business may only be able to buy a small space in the local newspaper to advertise a vacant position. This may require them to lower their expectations of applicants unless the vacant position involves competitive conditions.

Always factor in the needs and resources of the organisation when you determine advertising options.

Clarify the interpretation

You may need to clarify the selection criteria so everyone is clear about what a statement really means. Clearly articulate any words or phrases in the selection criteria that may be ambiguous so everyone agrees about what they mean. For example, 'highly developed technology skills' is not a clear explanation of the specific computer applications or systems the applicant has to understand. Similarly, depending on the job level, 'ability to work in a team' may encompass leadership, negotiation, conflict resolution and problem-solving skills, or may simply imply that it is important to be able to cooperate and get along with people.

You may need to define these criteria and provide specific examples so everyone knows what skills and knowledge are being sought. Confirm whether your organisation still regards the skills listed as being essential or desirable.

It may be your job to prepare notes to help interpret individual selection criteria. Identify the evidence to use, such as a certificate, a discussion about the applicant's experiences, or a demonstration or test of the applicant's skills.



Confirm with key personnel

Before you prepare an advertisement for a job vacancy, you need to finalise the selection criteria with the appropriate people in your organisation. The set of key selection criteria developed in conjunction with the job description is an extension of the list of job duties and responsibilities. For example, some of the criteria may refer to specific skills and experience, such as 'Demonstrated efficiency in maintaining information storage and retrieval systems'. Other criteria may focus on personal attributes, such as 'Ability to work in a team environment' and 'Capacity to meet deadlines'.

Each applicant is expected to address the selection criteria in their application by briefly explaining how they have met or can meet the job requirements, using examples from their experiences. It is therefore essential that everyone responsible for appointing a candidate to a position is aware of the specific skills, knowledge, abilities and aptitudes that the applicant must have, and that they agree about what is required.

Key personnel for appointing a candidate can include:

- the manager of the area the position is located within
- the person responsible for screening and sorting the applications
- each member of the selection panel.

3A

Participate in the interview process and assess candidates against agreed selection criteria

The interview is an important element of the selection process. It provides a valuable opportunity to evaluate short-listed applicants in a face-to-face meeting and determine whether they are suitable for the job.

An interview generally consists of a variety of job-related questions to assess whether the applicant demonstrates the required attributes to perform the job they have applied for.

Conduct an interview

When interviewing candidates, keep in mind what you want to find out about them. Working to a structured plan helps to keep the interview on track. Manage your time effectively and make sure you cover all the topics you wish to in the allocated time. It is a good idea to take notes during the interview so you can keep track of all the information discussed.

Here are some tips to assist in conducting effective interviews.

Tips for conducting effective interviews

1

Make sure all panel members are prepared. All members should read each candidate's résumé ahead of time and clearly understand the selection criteria against which the candidates will be evaluated.

2

Know what information you want to find out during the interview.

3

Make sure every question has a purpose. If a question has no strategic significance, do not ask it.

4

Show you are attentively and actively listen to the candidate's responses by re-stating or paraphrasing what you have heard. This will help confirm the understanding of all parties.

5

Do not rush the candidate into providing an answer; give them reasonable time to think and respond.

3B

Discuss assessment with the other selection panel members

At the conclusion of each interview, discuss each candidate. Gather your own thoughts on the candidate and then complete a candidate evaluation form. Discuss with the group the candidate's ability to meet the selection criteria.

Post-interview reflection

Gather your own thoughts on each candidate before you discuss them with the other panel members. Look through the notes you took during the interview and add any further ideas or reflections. Write down the candidate's strengths, as well as any concerns you may have about their ability to perform the job. This will help you in the evaluation process and may also be used to give feedback to unsuccessful applicants.

Questions to ask when reflecting on the interview:

- What was your overall impression of the candidate?
- In what way did the person fit the job description?
- Do you have any concerns about their suitability for the position?
- Do you think the candidate would fit with the organisation? In what way?

Candidate evaluation forms

A candidate evaluation form enables all panel members participating in the interview process to record and assess each candidate's suitability in a structured way. All panel members should individually complete this form immediately after each interview, providing a method to compare each panel member's evaluations of different candidates. It lists the specific job-related criteria against which each candidate is rated.

Some criteria and factors will be more important than others. Avoid giving each element the same evaluation weight.

When completing an evaluation form, it is important that you consider all the information received about the candidate throughout the selection process. This includes their résumé and application letter, any test scores and the interview itself.



Information to confirm with the referee:

- Length of employment
- Relationship of the applicant to the referee
- Job title
- Brief details of responsibilities
- Reasons for leaving
- Attendance, including sickness absence
- Performance

Prepare for a reference check

Preparing what you will ask referees in advance is essential if you want to be consistent and effective, especially if it is a telephone interview.

Develop a set of questions to ask referees based on the questions you asked candidates during the interview process. This helps confirm and expand on the most critical information for selection. Ask all referees the same questions to help you compare the information you receive for each candidate. As when interviewing candidates, you must ensure that no questions you ask referees breach legislative requirements or are discriminatory in any way.

When you evaluate the information gathered from referees, remember to weigh it up in the same manner for all applicants. For example, information that disqualifies one candidate should also disqualify others it applies to. You must also consider who provides the information. The referee provides information according to their own perceptions and subjectivities. Particularly if the information received about a candidate is negative, weigh it carefully against information from other referees before making a hiring decision.

Example: what to ask when contacting referees

Here are some questions you may wish to ask when contacting referees.

Basic information questions

- Could you confirm starting and ending employment dates? When did they leave the company?
- Why did they leave the company?
- Can you describe the job responsibilities of their position?

Performance questions

- Were there any issues you are aware of that affected their job performance?
- Were they promoted while with your company?
- How did they handle conflict? How about pressure? Stress?
- Can you comment on their leadership skills?
- How would you describe their technical skills in this job?
- How would you evaluate their performance? Can you speak about their strong and weak points? What was noted as needing improvement during performance reviews?
- What were their achievements in this role?
- Are they better suited to a team-based role, or working alone? Why?

continued ...

3F

Advise unsuccessful candidates of the outcome and respond to any queries

Inform all unsuccessful candidates of the outcome of the selection process. Organisations that fail to do this, or do not do it well, risk damaging their reputation as good employers.

While a candidate may not meet the specific requirements for the job this time, it is sensible to promote a favourable view of the organisation among the applicants, because there may be future job vacancies for which they would be suitable and for which you would wish them to apply.

Applicants and their families may be your customers as well as potential employees, so it makes business sense to treat them fairly and courteously.



Advise unsuccessful candidates

The panel should agree in advance who is responsible for advising unsuccessful candidates about the outcome of the selection process. This is usually done by email and sometimes by telephone or letter.

Unsuccessful candidates should be contacted in a timely manner, preferably immediately following contact with the successful candidate. It is best to wait until the successful candidate has accepted the position in case they do not take up the position and a second candidate needs to be offered the position.

Provide feedback

It is also common to offer feedback to unsuccessful candidates if they request it. A panel member needs to be nominated to provide constructive feedback to candidates if and when they contact the organisation.

Feedback provided to applicants should be based on the information recorded during the selection process. Feedback should be specific to the person and honest.

Providing feedback can sometimes be difficult. Be constructive and balance the candidate's weaknesses with their strengths. Try to give positive feedback to unsuccessful candidates on any aspects they could reasonably improve for future success.

Failure to get one job does not necessarily mean unsuitability for other jobs within the organisation. Keep résumés or applications on file for future job matching.

3H

Complete all necessary documentation

Hiring a new employee is a formal procedure. While you may have been busy conducting interviews, discussing candidates and contacting referees, remember to complete the necessary documentation before extending a job offer to the preferred candidate.

Confidentiality and privacy requirements

In preparing selection process documentation, you need to observe your organisation's confidentiality and privacy requirements. These requirements are designed to protect the rights of employment candidates and staff in relation to the collection, use, disclosure, transmission, security and disposal of personal information.

Privacy rights and confidentiality in relation to personal and/or sensitive information must be upheld regardless of whether the information is stored and communicated through manual or electronic systems, or is communicated verbally. All appointed employees must be advised that they are entitled to access information on their personal records.

Organisational documentation

Common documents that need to be completed are written job offers, employment contracts and appointment forms. Here is a list of relevant documents that may form part of the organisational documentation process.

Appointment letter

A letter that establishes, changes, maintains or concludes the relationship between an employee and employer.

Written job offer

A document that confirms the details of an offer of employment. The job offer letter includes details such as job description, reporting relationship, salary, bonus potential benefits and holiday entitlements.

Payroll form

A form used to gather employee bank account and taxation information for salary purposes.

Topic 4

Induct the successful candidate

The arrival of a new employee requires you to prepare the workplace by completing all the necessary paperwork and administrative requirements, advising staff members and organising the induction program. The induction program is very important as it builds a good rapport with the new employee, communicates key information and encourages employee retention and development.

In this topic you will learn how to:

- 4A Provide the successful candidate with an employment contract and other documentation
- 4B Advise the manager and work team of the new appointment
- 4C Make necessary administrative arrangements for the new employee
- 4D Arrange the successful candidate's induction

Common terms and conditions

Here is a list of the common terms and conditions in employment contracts.

Identification of parties
Details of the employer and employee (full name and address)
Employment contract start date
Date for when the contract commences
Job title and description
The title and description of the job
Place of work
Location where the employee will work
Hours of work
Hours per week that the employee will work, including any additional hours that may be required
Overtime and time-in-lieu
The organisation's policy for compensating overtime work and time-in-lieu options
Probationary period
The trial period for the employee, if required; conditions of the trial period must also be stated, such as a short notice period or action taken if the employee does not fulfil expectations
Salary and annual pay increments
Salary, applicable bonuses or commission payments, and expected annual pay increments; specifies when payment is made

Example: employee details form

Here is an example of an employee details form. It gathers the new employee's personal and payroll information. This information is then entered on the HR information system.

Employee details form	
Personal details	
Name	
Position	
Department	
Date of birth	
Gender	
Address	
Mobile number	
Email address	
Emergency contact	
Payroll details	
Pay basis (hourly/salary)	
Pay rate	
Pay frequency	
Start date	
Tax and superannuation details	
Superannuation	Provided superannuation form?
Tax	Provided tax file number declaration form?
Banking details	
Bank	
Branch address	
Name of account holder	
BSB/branch no.	
Account no.	
Additional details	
Form completed by	
Date	

Written and verbal communication

Written information may be packaged in an induction kit, sent by email, posted on the intranet, and/or presented in weekly in-house bulletins.

Programs may be prepared to pass on information verbally with opportunities for questions and feedback, such as an induction program, information sessions, regular meetings of all staff and training sessions.

There may be occasions when it is more appropriate to have a one-on-one meeting to discuss a concern with the person involved.

Tips for communicating in writing

- Written information should be presented in plain English.
- Avoid jargon, technical language or acronyms unless they are clearly explained.
- Think of your audience; for example, people with language difficulties or unfamiliar with the special words and terms associated with the industry you are working in.
- Prepare a draft of the information to circulate and obtain feedback from others to identify any spelling, punctuation or grammatical errors.
- Write logically so the message is easy to understand.
- Use dot points to highlight important facts.
- Do not provide too much information, as information overload can contribute to staff losing sight of the main message.
- Remember that follow-up information can always be supplied.

Payroll information

When a new staff member is employed, you need to inform those responsible for payroll of their details, including a copy of their employment contract/award specifying their salary, other benefits and the hours worked per week.

You must also include their tax file number declaration form, notification of where their superannuation is to be placed, and their bank account details for direct credit of salary.

In addition, there may be details of deductions, such as their voluntary superannuation contribution, HECS fees and union fees. Identify the various deductions that need to be addressed for each employee and make sure they have been documented and filed.

From time to time, employees' circumstances may change, resulting in a change to their pay. Make sure employees understand the procedure they must follow for notifying HR of changes. When you are advised of the situation, you must immediately notify the appropriate personnel.

Some circumstances that may need payroll updates are:

- taking annual leave
- a pay increase
- an increase in an employee's voluntary superannuation contribution
- a decision to salary sacrifice
- the deduction of HECS fees
- payment of a travel or accommodation allowance
- payment of overtime
- a court notice requesting a specific amount be deducted from their pay
- the granting of additional benefits, such as a car allowance.

Induction session

The induction session is complementary to the information contained in the induction kit. Induction sessions are important for both the new employee and the organisation. They are an opportunity to discuss the nature of the business in more detail and to explain where the new employee fits in and for the employee to decide whether their decision to take the job was the correct one. They are also a chance for the organisation to demonstrate its professionalism and effectiveness. A comprehensive, well-designed induction program can be mutually beneficial.

An induction session should include the following:

- A tour of the new employee's office, including a visit to its amenities and pointing out where equipment is located
- An introduction to all the relevant staff members
- A discussion about each person's or department's role and responsibilities
- An overview of the organisation and the nature of the organisation's business
- A detailed discussion about the department, section or area that the employee is to work in and the job requirements involved
- A detailed discussion of the organisation's policies and procedures for working conditions and behaviour
- The employee's rights and responsibilities, including legal and compliance issues for the workplace
- Policies and procedures for WHS
- Procedures for taking care of the work environment
- Specific job-role training, including how to use specific software and access company email

Induction preparation

If you are preparing an induction session, allocate time to specific people to discuss various aspects of the organisation. Prepare a timetable so everyone knows when it is their turn to explain something to the new employee.

Every organisation must decide what information to cover during the induction period and what information can be covered at a later date. Consequently, induction programs vary in length and content depending on the organisation. The content of an induction will also vary according to the individual's level of knowledge and experience.



It is helpful to involve a number of staff in the induction process. It is important for the new employee to interact with various staff members during the induction process so they can feel comfortable within the organisation. For example, the new employee's manager is likely to be the best person to introduce the job and undertake job-specific training, while a colleague or team member may be best to conduct the office tour.

Additionally, it is important that the new employee knows exactly who they can ask for further information about the job role and the organisation after the induction process has finished.