

Qualification Outline

Diploma of Leadership and Management Online BSB51915



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INTRODUCTION

KneeDeep provides nationally accredited training and development for people who want to improve their leadership and management skills.

PARTICIPANT PROFILE

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements.

They plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

PATHWAYS

Preferred pathways for candidates considering this qualification include:

BSB42015 Certificate IV in Leadership and Management or other relevant qualification/s

OR

With vocational experience but without formal supervision or management qualification.

Learners completing this qualification may consider undertaking the BSB51415 Diploma of Project Management, BSB50215 Diploma of Business or BSB61015 Advanced Diploma of Leadership and Management.

THE QUALIFICATION

Candidates must complete 12 units of competency to achieve the qualification.

BSBLDR501	Develop and use emotional intelligence
BSBMGT517	Manage operational plan
BSBLDR502	Lead and manage effective workplace relationships
BSBWOR502	Lead and manage team effectiveness
BSBCUS501	Manage quality customer service
BSBMGT516	Facilitate continuous improvement
BSBPMG522	Undertake project work
BSBWOR501	Manage personal work priorities and professional development
BSBWHS501	Ensure a safe workplace
BSBADM502	Manage meetings
BSBINN502	Build and sustain an innovative work environment
BSBMGT502	Manage people performance
BSBHRM506	Manage recruitment selection and induction processes

ORGANISATION

The 12 units of competency in the qualification have been assessed as having a combined total of 600 nominal hours, these have been organised into an off-the-job training program comprising both;

- **Online training** of content and concepts, and
- **Self-paced online assignments** which require students to practice, model and demonstrate that they have integrated the behaviours and competencies learnt. While the time required to undertake the homework fully will vary between students, skills are expected to be practiced and honed on a daily basis, and students should expect to spend at least a month completing each unit.

Standard of Performance Required in the Workplace for Each Unit of Competency

BSBLDR501 : DEVELOP AND USE EMOTIONAL INTELLIGENCE

This unit covers the development and use of emotional intelligence to increase self-awareness, self-management, social awareness and relationship management in the context of the workplace.

ELEMENT	PERFORMANCE CRITERIA
1. Identify the impact of own emotions on others in the workplace	<ul style="list-style-type: none"> 1.1 Identify own emotional strengths and weaknesses. 1.2 Identify personal stressors and own emotional states related to the workplace. 1.3 Develop awareness of own emotional triggers and use this awareness to enable control emotional responses. 1.4 Model workplace behaviours that demonstrate management of emotions. 1.5 Use self-reflection and feedback from others to improve development of own emotional intelligence.
2. Recognise and appreciate the emotional strengths and weaknesses of others	<ul style="list-style-type: none"> 2.1 Respond to the emotional states of co-workers and assess emotional cues. 2.2 Identify the range of cultural expressions of emotions and respond appropriately. 2.3 Demonstrate flexibility and adaptability in dealing with others. 2.4 Take into account the emotions of others when making decisions.
3. Promote the development of emotional intelligence in others	<ul style="list-style-type: none"> 3.1 Provide opportunities for others to express their thoughts and feelings. 3.2 Assist others to understand the effect of their behaviour and emotions on others in the workplace. 3.3 Encourage the self-management of emotions in others. 3.4 Encourage others to develop their own emotional intelligence to build productive relationships and maximise workplace outcomes.
4. Utilise emotional intelligence to maximise team outcomes	<ul style="list-style-type: none"> 4.1 Encourage a positive emotional climate in the workplace. 4.2 Use the strengths of workgroup members to achieve workplace outcomes.

BSBMGT517 : MANAGE OPERATIONAL PLAN

This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans.

Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan.

ELEMENT	PERFORMANCE CRITERIA
<p>1. Develop operational plan</p>	<p>1.1 Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers.</p> <p>1.2 Develop and/or implement consultation processes as an integral part of the operational planning process.</p> <p>1.3 Ensure the operational plan includes key performance indicators to measure organisational performance.</p> <p>1.4 Develop and implement contingency plans for the operational plan.</p> <p>1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required.</p> <p>1.6 Obtain approval for the plan from relevant parties and explain the plan to relevant work teams.</p>
<p>2. Plan and manage resource acquisition</p>	<p>2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies, practices and procedures.</p> <p>2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures.</p> <p>2.3 Recognise and incorporate requirements for intellectual property rights and responsibilities in recruitment and acquisition of resources and services.</p>
<p>3. Monitor and review operational performance</p>	<p>3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets.</p> <p>3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance.</p> <p>3.3 Identify areas of under-performance, recommend solutions and take prompt action to rectify the situation.</p> <p>3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources.</p> <p>3.5 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups.</p> <p>3.6 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organisational requirements.</p>

BSBLDR502 : LEAD AND MANAGE EFFECTIVE WORKPLACE RELATIONSHIPS

This unit describes the skills and knowledge required to lead and manage effective workplace relationships.

ELEMENT	PERFORMANCE CRITERIA
1. Manage ideas and information	1.1 Ensure strategies and processes are in place to communicate information associated with the achievement of work responsibilities to all co-workers. 1.2 Develop and/or implement consultation processes to ensure that employees have the opportunity to contribute to issues related to their work role. 1.3 Facilitate feedback to employees on outcomes of the consultation processes. 1.4 Develop and/or implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel.
2. Establish systems to develop trust and confidence	2.1 Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to. 2.2 Gain and maintain the trust and confidence of colleagues and external contacts through professional conduct. 2.3 Adjust own interpersonal communication styles to meet the organisation's cultural diversity and ethical environment and guide and support the work team in their personal adjustment process.
3. Manage the development and maintenance of networks and relationships	3.1 Use networks to build workplace relationships providing identifiable outcomes for the team and the organisation. 3.2 Conduct ongoing planning to ensure that effective internal and external workplace relationships are developed and maintained.
4. Manage difficulties to achieve positive outcomes	4.1 Develop and/or implement strategies to ensure that difficulties in workplace relationships are identified and resolved. 4.2 Establish processes and systems to ensure that conflict is identified and managed constructively in accordance with the organisation's policies and procedures. 4.3 Provide guidance, counselling and support to assist co-workers in resolving their work difficulties. 4.4 Develop and implement an action plan to address any identified difficulties.

BSBWOR502 : LEAD AND MANAGE TEAM EFFECTIVENESS

This unit describes the skills and knowledge required to lead teams in the workplace and to actively engage with the management of the organisation.

ELEMENT	PERFORMANCE CRITERIA
1. Establish team performance plan	1.1 Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives. 1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team. 1.3 Support team members in meeting expected performance outcomes.
2. Develop and facilitate team cohesion	2.1 Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team. 2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities. 2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions. 2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed.
3. Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes. 3.2 Support the team in identifying and resolving work performance problems. 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders.
4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders. 4.2 Communicate information from line manager/management to the team. 4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders. 4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.

BSBCUS501 : MANAGE QUALITY CUSTOMER SERVICE

This unit describes the skills and knowledge required to develop strategies to manage organisational systems that ensure products and services are delivered and maintained to standards agreed by the organisation.

ELEMENT	PERFORMANCE CRITERIA
1. Plan to meet internal and external customer requirements	1.1 Investigate, identify, assess, and include the needs of customers in planning processes. 1.2 Ensure plans achieve the quality, time and cost specifications agreed with customers.
2. Ensure delivery of quality products and services	2.1 Deliver products and services to customer specifications within organisation's business plan. 2.2 Monitor team performance to consistently meet the organisation's quality and delivery standards. 2.3 Help colleagues overcome difficulties in meeting customer service standards.
3. Monitor, adjust and review customer service	3.1 Develop and use strategies to monitor progress in achieving product and/or service targets and standards. 3.2 Develop and use strategies to obtain customer feedback to improve the provision of products and services. 3.3 Develop, procure and use resources effectively to provide quality products and services to customers. 3.4 Make decisions to overcome problems and to adapt customer services, products and service delivery in consultation with appropriate individuals and groups. 3.5 Manage records, reports and recommendations within the organisation's systems and processes.

BSBMGT516 : FACILITATE CONTINUOUS IMPROVEMENT

This unit describes the skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements.

ELEMENT	PERFORMANCE CRITERIA
1. Lead continuous improvement systems and processes	1.1 Develop strategies to ensure that team members are actively encouraged and supported to participate in decision-making processes, assume responsibility and exercise initiative as appropriate. 1.2 Establish systems to ensure that the organisation's continuous improvement processes are communicated to stakeholders. 1.3 Ensure that change and improvement processes meet sustainability requirements. 1.4 Develop effective mentoring and coaching processes to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes. 1.5 Ensure that insights and experiences from business activities are captured and accessible through knowledge management systems.
2. Monitor and adjust performance strategies	2.1 Develop strategies to ensure that systems and processes are used to monitor operational progress and to identify ways in which planning and operations could be improved. 2.2 Adjust and communicate strategies to stakeholders according to organisational procedures.
3. Manage opportunities for further improvement	3.1 Establish processes to ensure that team members are informed of outcomes of continuous improvement efforts. 3.2 Ensure processes include recording of work team performance to assist in identifying further opportunities for improvement. 3.3 Consider areas identified for further improvement when undertaking future planning.

BSBPMG522 : UNDERTAKE PROJECT WORK

This unit describes the skills and knowledge required to undertake a straightforward project or a section of a larger project. It covers developing a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learned for application to future projects.

ELEMENT	PERFORMANCE CRITERIA
1. Define project	1.1 Access project scope and other relevant documentation 1.2 Define project stakeholders 1.3 Seek clarification from delegating authority of issues related to project and project parameters 1.4 Identify limits of own responsibility and reporting requirements 1.5 Clarify relationship of project to other projects and to the organisation's objectives 1.6 Determine and access available resources to undertake project
2. Develop project plan	2.1 Develop project plan in line with the project parameters 2.2 Identify and access appropriate project management tools 2.3 Formulate risk management plan for project, including Work Health and Safety (WHS) 2.4 Develop and approve project budget 2.5 Consult team members and take their views into account in planning the project 2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan
3. Administer and monitor project	3.1 Take action to ensure project team members are clear about their responsibilities and the project requirements 3.2 Provide support for project team members, especially with regard to specific needs, to ensure that the quality of the expected outcomes of the project and documented time lines are met 3.3 Establish and maintain required recordkeeping systems throughout the project 3.4 Implement and monitor plans for managing project finances, resources and quality 3.5 Complete and forward project reports as required to stakeholders 3.6 Undertake risk management as required to ensure project outcomes are met 3.7 Achieve project deliverables
4. Finalise project	4.1 Complete financial recordkeeping associated with project and check for accuracy 4.2 Ensure transition of staff involved in project to new roles or reassignment to previous roles 4.3 Complete project documentation and obtain necessary sign-offs for concluding project
5. Review project	5.1 Review project outcomes and processes against the project scope and plan 5.2 Involve team members in the project review 5.3 Document lessons learned from the project and report within the organisation

BSBWOR501 : MANAGE PERSONAL WORK PRIORITIES AND PROFESSIONAL DEVELOPMENT

This unit describes the skills and knowledge required to create systems and process to organise information and prioritise tasks.

ELEMENT	PERFORMANCE CRITERIA
1. Establish personal work goals	1.1 Serve as a positive role model in the workplace through personal work planning. 1.2 Ensure personal work goals, plans and activities reflect the organisation's plans, and own responsibilities and accountabilities. 1.3 Measure and maintain personal performance in varying work conditions, work contexts and when contingencies occur.
2. Set and meet own work priorities	2.1 Take initiative to prioritise and facilitate competing demands to achieve personal, team and organisational goals and objectives. 2.2 Use technology efficiently and effectively to manage work priorities and commitments. 2.3 Maintain appropriate work-life balance, and ensure stress is effectively managed and health is attended to.
3. Develop and maintain professional competence	3.1 Assess personal knowledge and skills against competency standards to determine development needs, priorities and plans. 3.2 Seek feedback from employees, clients and colleagues and use this feedback to identify and develop ways to improve competence. 3.3 Identify, evaluate, select and use development opportunities suitable to personal learning style/s to develop competence. 3.4 Participate in networks to enhance personal knowledge, skills and work relationships. 3.5 Identify and develop new skills to achieve and maintain a competitive edge.

BSBWHS501 : ENSURE A SAFE WORKPLACE

This unit describes the skills and knowledge required to establish, maintain and evaluate the organisation's work health and safety (WHS) policies, procedures and programs in the relevant work area, according to WHS legislative requirements. It takes a systems approach and addresses compliance with relevant legislative requirements.

ELEMENT	PERFORMANCE CRITERIA
1. Establish a WHS management system in a work area	1.1 Locate, adapt, adopt and communicate WHS policies that clearly define the organisation's commitment to complying with WHS legislation. 1.2 Identify duty holders and define WHS responsibilities for all workplace personnel in the work area according to WHS legislation, policies, procedures and programs. 1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS).
2. Establish and maintain effective and compliant participation arrangements for managing WHS in a work area	2.1 Work with workers and their representatives to set up and maintain participation arrangements according to relevant WHS legislation. 2.2 Appropriately resolve issues raised through participation and consultation arrangements according to relevant WHS legislation. 2.3 Promptly provide information about the outcomes of participation and consultation to workers and ensure it is easy for them to access and understand.
3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks in a work area	3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks. 3.2 Include hazard identification at the planning, design and evaluation stages of any change in the workplace to ensure that new hazards are not created by the proposed changes and existing hazards are controlled. 3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control and WHS legislative requirements. 3.4 Identify inadequacies in existing risk controls according to the hierarchy of control and WHS legislative requirements, and promptly provide resources to enable implementation of new measures. 3.5 Identify requirements for expert WHS advice, and request this advice as required.
4. Evaluate and maintain a work area WHS management system	4.1 Develop and provide a WHS induction and training program for all workers in a work area as part of the organisation's training program. 4.2 Use a system for WHS record keeping to allow identification of patterns of occupational injury and disease in the organisation, and to maintain a record of WHS decisions made, including reasons for the decision. 4.3 Measure and evaluate the WHSMS in line with the organisation's quality systems framework. 4.4 Develop and implement improvements to the WHSMS to achieve organisational WHS objectives. 4.5 Ensure compliance with the WHS legislative framework to achieve, as a minimum, WHS legal requirements.

BSBADM502 : MANAGE MEETINGS

This unit describes the skills and knowledge required to manage a range of meetings including overseeing the meeting preparation processes, chairing meetings, organising the minutes and reporting meeting outcomes.

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for meetings	1.1 Develop agenda in line with stated meeting purpose. 1.2 Ensure style and structure of meeting are appropriate to its purpose. 1.3 Identify meeting participants and notify them in accordance with organisational procedures. 1.4 Confirm meeting arrangements in accordance with requirements of meeting. 1.5 Despatch meeting papers to participants within designated timelines.
2. Conduct meetings	2.1 Chair meetings in accordance with organisational requirements, agreed conventions for type of meeting and legal and ethical requirements. 2.2 Conduct meetings to ensure they are focused, time efficient and achieve the required outcomes. 2.3 Ensure meeting facilitation enables participation, discussion, problem-solving and resolution of issues. 2.4 Brief minute-taker on method for recording meeting notes in accordance with organisational requirements and conventions for type of meeting.
3. Follow up meetings	3.1 Check transcribed meeting notes to ensure they reflect a true and accurate record of the meeting and are formatted in accordance with organisational procedures and meeting conventions. 3.2 Distribute and store minutes and other follow-up documentation within designated timelines, and according to organisational requirements. 3.3 Report outcomes of meetings as required, within designated timelines.

BSBINN502 : BUILD AND SUSTAIN AN INNOVATIVE WORK ENVIRONMENT

This unit describes the skills and knowledge required to create an environment that enables and supports the application of innovative practice focusing on a holistic approach to the integration of innovation across all areas of work practice.

ELEMENT	PERFORMANCE CRITERIA
1. Lead innovation by example	1.1 Make innovation an integral part of leadership and management activities. 1.2 Demonstrate positive reception of ideas from others and provide constructive advice. 1.3 Establish and maintain relationships based on mutual respect and trust. 1.4 Take considered risks to open up opportunities for innovation. 1.5 Regularly evaluate own approaches for consistency with the wider organisational or project context.
2. Establish work practices that support innovation	2.1 Consult on and establish working conditions that reflect and encourage innovative practice. 2.2 Introduce and maintain workplace procedures that foster innovation and allow for rigorous evaluation of innovative ideas. 2.3 Facilitate and participate in collaborative work arrangements to foster innovation. 2.4 Build and lead teams to work in ways that maximise opportunities for innovation.
3. Promote innovation	3.1 Acknowledge suggestions, improvements and innovations from all colleagues. 3.2 Find appropriate ways of celebrating and promoting innovation. 3.3 Promote and reinforce the value of innovation according to the vision and objectives of the organisation or project. 3.4 Promote and support the evaluation of innovative ideas within the wider organisational or project context.
4. Create a physical environment which supports innovation	4.1 Evaluate the impact of the physical environment in relation to innovation. 4.2 Collaborate with colleagues about ideas for enhancing the physical work environment before taking action. 4.3 Consider potential for supporting innovation when selecting physical resources and equipment. 4.4 Design, fit-out and decorate workspaces to encourage creative mindsets, collaborative working and the development of positive workplace relationships.
5. Provide learning opportunities	5.1 Pro-actively share relevant information, knowledge and skills with colleagues. 5.2 Provide or encourage formal and informal learning opportunities to help develop the skills needed for innovation. 5.3 Create opportunities in which individuals can learn from the experience of others.

BSBMGT502 : MANAGE PEOPLE PERFORMANCE

This unit describes the skills and knowledge required to manage the performance of staff who report to them directly. Development of key result areas and key performance indicators and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management.

ELEMENT	PERFORMANCE CRITERIA
1. Allocate work	1.1 Consult relevant groups and individuals on work to be allocated and resources available. 1.2 Develop work plans in accordance with operational plans. 1.3 Allocate work in a way that is efficient, cost effective and outcome focussed. 1.4 Confirm performance standards, Code of Conduct and work outputs with relevant teams and individuals. 1.5 Develop and agree performance indicators with relevant staff prior to commencement of work. 1.6 Conduct risk analysis in accordance with the organisational risk management plan and legal requirements.
2. Assess performance	2.1 Design performance management and review processes to ensure consistency with organisational objectives and policies. 2.2 Train participants in the performance management and review process. 2.3 Conduct performance management in accordance with organisational protocols and time lines. 2.4 Monitor and evaluate performance on a continuous basis.
3. Provide feedback	3.1 Provide informal feedback to staff on a regular basis. 3.2 Advise relevant people where there is poor performance and take necessary actions. 3.3 Provide on-the-job coaching when necessary to improve performance and to confirm excellence in performance. 3.4 Document performance in accordance with the organisational performance management system. 3.5 Conduct formal structured feedback sessions as necessary and in accordance with organisational policy.
4. Manage follow up	4.1 Write and agree on performance improvement and development plans in accordance with organisational policies. 4.2 Seek assistance from human resources specialists, where appropriate. 4.3 Reinforce excellence in performance through recognition and continuous feedback. 4.4 Monitor and coach individuals with poor performance. 4.5 Provide support services where necessary 4.6 Counsel individuals who continue to perform below expectations and implement the disciplinary process if necessary 4.7 Terminate staff in accordance with legal and organisational requirements where serious misconduct occurs or ongoing poor-performance continues

BSBHRM506 : MANAGE RECRUITMENT SELECTION AND INDUCTION PROCESSES

This unit describes the skills and knowledge required to manage all aspects of recruitment selection and induction processes in accordance with organisational policies and procedures.

ELEMENT	PERFORMANCE CRITERIA
<p>1. Develop recruitment, selection and induction policies and procedures</p>	<p>1.1 Analyse strategic and operational plans and policies to identify relevant policies and objectives.</p> <p>1.2 Develop recruitment, selection and induction policies and procedures and supporting documents.</p> <p>1.3 Review options for technology to improve efficiency and effectiveness of recruitment and selection process.</p> <p>1.4 Obtain support for policies and procedures from senior managers.</p> <p>1.5 Trial forms and documents supporting policies and procedures and make necessary adjustments.</p> <p>1.6 Communicate policies and procedures to relevant staff and provide training if required.</p>
<p>2. Recruit and select staff</p>	<p>2.1 Determine future human resource needs in collaboration with relevant managers and sections.</p> <p>2.2 Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in recruitment, selection and induction processes.</p> <p>2.3 Provide access to training and other forms of support to all persons involved in recruitment and selection process.</p> <p>2.4 Ensure advertising of vacant positions complies with organisational policy and legal requirements.</p> <p>2.5 Utilise specialists where necessary.</p> <p>2.6 Ensure selection procedures are in accordance with organisational policy and legal requirements</p> <p>2.7 Ensure processes for advising applicants of selection outcome are followed</p> <p>2.8 Ensure job offers and contracts of employment are executed promptly, and new appointments are provided with advice about salary, terms and conditions</p>
<p>3. Manage staff induction</p>	<p>3.1 Provide access to training and ongoing support for all persons engaged in staff induction.</p> <p>3.2 Check induction processes are followed across the organisation.</p> <p>3.3 Oversee management of probationary employees and provide them with feedback until their employment is confirmed or terminated.</p> <p>3.4 Obtain feedback from participants and relevant managers on extent induction process is meeting its objectives.</p> <p>3.5 Make refinements to induction policies and procedures.</p>