

# Contents

<b>Section One – Recruiting New Employees .....</b>	<b>8</b>
<b>1.1 The Preliminary Steps .....</b>	<b>9</b>
What you need to begin the recruitment process .....	9
What is a job description? .....	9
How do I write a job description? .....	9
What are selection criteria?.....	10
<b>1.2 Job Application Forms .....</b>	<b>11</b>
<b>1.3 Sourcing Employees .....</b>	<b>12</b>
Benefits of internal vs external recruitment .....	12
Where can I source external applicants? .....	13
<b>1.4 The Interview Process .....</b>	<b>13</b>
Before the interview .....	13
During the interview .....	14
After the interview .....	14
<b>1.5 Post Interview Checks.....</b>	<b>15</b>
Reference checks .....	15
Identity check .....	15
Police checks .....	16
Pre-employment medical examinations.....	16
Working with children checks .....	16
Making an offer subject to the satisfactory return of a pre-employment assessment? ....	17
Qualification / licence checks.....	17
<b>1.6 Equal Employment Opportunity in Recruitment .....</b>	<b>18</b>
Discrimination in recruitment.....	18
Potential Grounds for Discrimination .....	18
What is direct discrimination?.....	19
What is indirect discrimination? .....	19
When is it lawful to discriminate?.....	19
Cannot perform inherent requirements of the role .....	19
Unjustifiable hardship is caused .....	19
Genuine occupational qualification or authenticity.....	20

<b>1.7 Securing the Candidate.....</b>	<b>20</b>
Making an offer .....	20
Advising unsuccessful applicants .....	21
<b>Section Two – Employment Contracts .....</b>	<b>22</b>
<b>2.1 Making a Contract of Employment .....</b>	<b>23</b>
What is a contract of employment?.....	23
How is a contract formed? .....	23
Does a contract need to be written? .....	24
Express terms of a contract of employment .....	24
Implied terms of a contract.....	24
Varying a Contract of Employment .....	25
<b>2.2 Types of Employment.....</b>	<b>26</b>
Full-time employment .....	26
Part-time employment .....	26
Casual employment.....	26
Case Example .....	27
Casual Entitlements .....	27
Casual loading.....	27
Fixed-term or specified task employment .....	28
Trainees and Apprentices .....	29
Juniors.....	30
Contractor or Employee .....	30
General Indicia .....	30
<b>2.3 New Employees.....</b>	<b>31</b>
First Day and First Impressions .....	31
Formal Induction.....	31
Welcome and Introduction .....	32
Probation Period .....	32
<b>Section Three – What are employee minimum entitlements? .....</b>	<b>33</b>
<b>3.1 The Fair Work Act .....</b>	<b>34</b>
National Employment Standards .....	34
Requests for flexible working arrangements .....	36
Parental leave.....	37



Illustrative example .....	38
Personal/Carer's, Compassionate leave and Family and Domestic Violence leave .....	42
Community service leave .....	43
Long service leave.....	44
Public holidays .....	45
Notice of termination and redundancy pay .....	46
Fair Work Information Statement.....	47
<b>3.2 What are Modern Awards?.....</b>	<b>47</b>
Determining Award coverage .....	47
<b>3.3 Enterprise Agreements .....</b>	<b>49</b>
<b>3.4 Interaction between the contract, NES and award .....</b>	<b>49</b>
<b>3.5 WA State Legislation .....</b>	<b>50</b>
Long Service Leave in Western Australia .....	50
Public Holidays in Western Australia.....	51
Community Service Leave in Western Australia.....	52
<b>Section Four – Payroll Obligations.....</b>	<b>53</b>
<b>4.1 Payroll Considerations.....</b>	<b>54</b>
Frequency of Pay.....	54
Keeping Employee Records.....	54
Case Example .....	55
Record Keeping Obligations.....	55
Pay slips .....	56
Superannuation .....	56
Permitted deductions .....	56
Payments on termination .....	57
Annualised Salary Arrangements .....	57
<b>Section Five – Policies and Procedures .....</b>	<b>58</b>
Why are they important?.....	59
<b>5.1 Key workplace policies.....</b>	<b>59</b>
Code of Conduct .....	60
Equal Opportunity .....	60
Sexual Harassment.....	60
Workplace Bullying .....	61



Grievance Procedure .....	62
Drug and Alcohol Policy.....	63
<b>5.2 Implementing policies .....</b>	<b>63</b>
<b>5.3 Occupational Health and Safety (OHS) .....</b>	<b>63</b>
<b>Section Six – Managing Employee Performance.....</b>	<b>65</b>
<b>6.1 Retention of employees.....</b>	<b>66</b>
How to reduce turnover? .....	66
<b>6.2 Performance reviews .....</b>	<b>67</b>
Managing employee performance .....	67
What are performance standards? .....	67
Providing performance feedback to an employee.....	67
<b>6.3 Managing poor performance and workplace behaviour.....</b>	<b>68</b>
What is poor performance? .....	68
Reasons for underperformance .....	68
What level of action is appropriate?.....	69
The casual comment .....	69
Performance counselling .....	69
When is disciplinary action appropriate?.....	69
What is procedural fairness? .....	70
<b>6.4 The Disciplinary process: .....</b>	<b>70</b>
What is the role of a support person?.....	71
What happens if the poor behaviour or performance continues?.....	71
Conducting workplace investigations .....	71
<b>Section Seven – Ending Employment .....</b>	<b>73</b>
Ending Employment Contracts .....	74
<b>7.1 Resignation at the Employee’s initiative .....</b>	<b>74</b>
<b>7.2 Termination at the Employer’s initiative .....</b>	<b>75</b>
Serious Misconduct .....	75
Abandonment of Employment .....	75
Constructive Dismissal .....	76
Demotion.....	76
Redundancy.....	77
Statement of service.....	79

<b>7.3 Potential claims .....</b>	<b>80</b>
Unfair Dismissal .....	80
The Small Business Fair Dismissal Code .....	82
General Protections .....	82
<b>7.4 Exit Interviews .....</b>	<b>84</b>
<b>7.5 Definitions .....</b>	<b>84</b>
<b>Appendix 1 – Document Index .....</b>	<b>85</b>
Recruitment & Contracts.....	85
New Employees.....	85
Management & Termination of Employees.....	85
Sample Policies .....	86

