Human Resources Templates

2015 HR Tool Kit Project

developed by apex human resources for the department of sport and recreation

Job Description Template

 (Organisation Name)

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| --- | --- | --- | --- |
| JOB TITLE | Development Coordinator | INCUMBENT | Vacant |
| REPORTS TO | Development Manager  | DATE REVISED |  |

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| JOB outline |
| The Development Coordinator reports to the Development Manager and is responsible for coordinating and administering the processes related to (Organisation Name) community programs and other special projects aimed at increasing the promotion and development of the sport in Western Australia. Remuneration & Benefits: circa $50k per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

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| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Stakeholder Communications (20%)*** Provide effective and professional ongoing support to regional & metropolitan clubs and members including community & special Events coordination & support.
* Proactively generate and foster positive relationships with stakeholders, including clubs, internal Advisory Committees, XX Australia, local and state govt representatives, community organisations, schools, accredited coaches & program partners.
* Identify & implement initiatives aimed at improving communication lines and plans.
 |
| Marketing, Media & PR (20%)* Develop positive media relationships.
* Develop promotional materials & releases aimed at increasing profile & awareness of events, programs & activities.
* Undertake necessary promotional duties and tasks as requested by the CEO.
 |
| Community Programs & Special Projects (60%)* Coordinate promotion, development and delivery of community programs
* Identify & develop initiatives aimed at increasing participation in the sport.
* Identify & develop initiatives that help raise the profile of the sport and our member clubs.
* Identify & develop initiatives aimed at increasing club membership through transfer from participation in our programs.
* Related program administration & reporting
 |

SELECTION CRITERIA

Essential

* Experience in working within a similar role, ideally within a not-for-profit/sports environment
* Well-developed written, verbal communication and interpersonal skills
* Demonstrated experience in working with a diverse range of stakeholders/volunteers
* High level of client service skills
* Highly developed organizational and administrative skills.
* Able to create effective processes to improve the delivery of work and efficiency
* Highly developed computer skills, MS Office
* Ability to manage a variety of conflicting priorities over extended periods
* Willingness & availability to work evenings and weekends as required.
* Ability to work independently and as part of a small team
* Knowledge of the sport
* Current WA driver’s license.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

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| JOB TITLE | Marketing & Communications Manager | INCUMBENT | Vacant |
| REPORTS TO | Chief Executive Officer  | DATE REVISED |  |

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| JOB OUTLINE |
| To coordinate and undertake the marketing, communications, web, media and production requirements of the sport, with a focus on continuous improvement, in support of the development of the sport in Western Australia.Remuneration & Benefits: circa $XXk per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

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| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Marketing & Sponsorhip (60%)*** Manage the sponsorship portfolio including the drafting of sponsorship proposals.
* The preparation of sponsorship agreements and related sponsor benefits and the development of partner marketing plans
* Co-ordinate the delivery of sponsorship benefits, and subsequent evaluations
* Draft annual report for sponsoring organizations reflecting agreement and related achievements.
* Liaise and develop relationships with current and potential sponsors.
* Develop, implement and evaluate annual marketing and communications plan for the organisation.
* Develop and track related forecasts and budgets.
* Increase the profile and image of the sport in Western Australia (related tracking, monitoring and reporting)
* Ensure appropriate positioning amongst the community, including sponsors, government and other stakeholders
 |
| **Media & Communications (40%)*** With the operational support of the Public Relations Officer; develop, implement and co-ordinate media and publicity plan aimed at promotion of the game, related events and maximizing media coverage of the sport in Western Australia.
* Develop and oversee implementation of branding and production protocols
* Design, write and co-ordinate production and distribution of electronic newsletter
* Assist in the writing, design and production of annual report, annual hand-book and other related publications
* Write and desk-top publish a range promotional brochures, marketing flyers etc
* Develop brief for design and quotation on all production and promotional collateral.
* Assist in the maintenance of all distribution databases.
 |

SELECTION CRITERIA

Essential

1. Two - four years experience in a marketing communications role at a similar level

2. Strong written, oral, presentation and interpersonal communication skills

3. Experience in preparing copy for media, reports, web, publicity and brochures

4. Well developed project and budgetary management and planning skills

5. Experience and skills in developing event plans, implementation and evaluation

6. Experience in developing creative promotional concepts and plans

7. Experience and ability to manage a variety of conflicting priorities over extended periods.

8. Desktop publishing and layout skills and experience.

9. Experience in co-coordinating the publication process.

10. Ability to work within a small team.

11. Tertiary qualifications in marketing, communications, or related discipline.

Desirable Skills and Experience

• Experience in securing or managing sponsors.

• Skills in communications planning, evaluation and accountability.

• Experience in website writing, maintenance and development.

• Knowledge of the sport

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

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| --- | --- | --- | --- |
| JOB TITLE | Operations Manager | INCUMBENT | Vacant |
| REPORTS TO | Chief Executive Officer  | DATE REVISED |  |

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| JOB OUTLINE |
| To coordinate participation in the operations management of the organisation, with a focus on continuous improvement, in support of the development of the sport in Western Australia.Remuneration & Benefits: circa $XXk per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

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| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Operations Management (60%)*** Set and deliver Operations Department plan and budget
* Key member of Executive Management Team
* Effectively manage the operations component of the organisation including competitions management, prevailing rules, disciplinary processes, state teams and officials coordination.
* Implement efficient state-wide competition systems and structure
* Management and coordination of high performance and state team processes
* Assist Regional Clubs and Associations on operational matters including rules and systems
* Continuous improvement recommendation for competition structures to increase participation (statewide)
 |
| **Finance (20%)*** Preparation and management of department budgets
* Preparation of financial reports
* Preparation of monthly forecasts
* Coordination and communication with book-keeper
* Preparation of related board papers
 |
| **Office Management (20%)*** Sourcing and management of organisation workers compensation insurance
* Management and security of premises and facilities
* Management of support functions to the organisation
 |

SELECTION CRITERIA

Essential

* Significant experience in running operational organizations and managing operational plans.
* Significant experience at a Management level.
* Well-developed written and verbal communication and interpersonal skills.
* Highly developed organizational and administrative skills.
* Ability to manage a variety of conflicting priorities over extended periods.
* Ability to deliver to deadlines and within budgets.
* Well-developed client service skills.
* Highly developed computer skills.
* Ability to work within and motivate a small team.
* Willingness and an ability to work evenings and weekends as required.
* Tertiary qualifications (or relevant experienced).
* ‘C’ class WA driver’s licence.

Desirable Skills and Experience

* Understanding of sporting structures,
* Knowledge of sport and related issues.
* Experience working within a member-based association.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

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| --- | --- | --- | --- |
| JOB TITLE | Program Officer | INCUMBENT | Vacant |
| REPORTS TO | Development Manager  | DATE REVISED |  |

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| JOB OUTLINE |
| To coordinate participation in the high performance programs of the organisation, with a focus on continuous improvement, in support of the development of the sport in Western Australia.Remuneration & Benefits: circa $XXk per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

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| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Program Management & Development (60%)*** Work with the Development Manager regarding annual program budget and plans
* Develop protocols and processes related to the programs
* Manage all related administration, including attendance records.
* Develop and coordinate processes and protocols related to state team representation
* Produce and monitor detailed project implementation plans for HP development programs, Camps and Academies
* Develop program improvement initiatives
* Assist in the development and coordination of functions and events as requested
 |
| **Stakeholder Communication (20%)*** Manage communication related to the programs
* Work closely with the marketing department to develop and implement program promotional strategies and related materials.
* Develop and produce the content required around each development program to ensure programs objectives and benefits are clearly defined
* Work with the Marketing Manager and determine needs, frequency and format of stakeholder communications related to Education and Development.
* Provide proactive and relevant feedback to internal/external stakeholders
* Work with the Membership officer to manage information databases related to programs, coaches and participants
* Work with the Marketing Manager to ensure format and branding of programs is aligned with marketing strategy.
 |

SELECTION CRITERIA

Essential

* Sports development program administration experience
* Well-developed written and verbal communication
* Well developed interpersonal skills.
* Highly developed organisational and administrative skills.
* Ability to manage a variety of conflicting priorities over extended periods.
* Ability to work irregular hours as per the needs of the business.
* Well-developed client service skills.
* Ability to work within a small team.
* ‘C’ class WA driver’s licence.

Desirable Skills and Experience

* Understanding of sporting structures,
* Knowledge of sport and related issues.
* Experience working within a member-based association.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

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| JOB TITLE | Media Officer | INCUMBENT | Vacant |
| REPORTS TO | Marketing Manager  | DATE REVISED |  |

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| JOB OUTLINE |
| To coordinate media and communications of the organisation, with a focus on continuous improvement, in support of the development of the sport in Western Australia.Remuneration & Benefits: circa $XXk per annum, inclusive of superannuation.Working Hours: The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association. |

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| MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES |
| **Planning and Development (20%)*** Assist in the development of the marketing and communications plan – both internal and external plans
* Assist in the development of the marketing and communications budget
* Effective implementation of the communications plan
* Evaluate the communications plan for improvements
* Responsible for the development and distribution of (e-)newsletters
* Deliver KPI’s, operational plan and budget
 |
| **Communications (40%)*** Develop and implement media and publicity plan
* Develop and implement media policy and protocols
* Establish productive relationships with members of the media
* Record and prepare responses for all media inquiries
* Develop and implement pro-active media and publicity plans
* Write and dispatch media releases and publicity copy
* Monitor coverage of the sport in both traditional media and web
 |
| **Events and Promotions (40%)*** Develop and coordinate the delivery of events and promotions for development programs, competitions, corporate announcements
* Plan and co-ordinate regular annual events such as AGM and sponsor launches.
* Where applicable, promotions to achieve measurable targets such as increase in participation and increase in development program participants
* Formalize process for events feedback from stakeholders and sponsors, provide subsequent improvement initiatives
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SELECTION CRITERIA

Essential

* A minimum of two years experience in a similar communications role
* Strong written communication skills and experience in preparing copy for media, reports, web, publicity and brochures
* Strong verbal communication, presentation and interpersonal skills.
* Well developed project management and planning skills and experience.
* Experience and skills in developing event plans, implementation and evaluation
* Experience in developing promotional concepts and plans, in implementing and evaluating
* Experience with ability to manage a variety of conflicting priorities over extended periods.
* Ability to work within a small team.
* Tertiary qualifications in communications, public relations or related discipline.

Desirable Skills and Experience

* Membership of the Public Relations Institute of Australia.
* Skills in communications planning, evaluation and accountability.
* Experience in website writing, maintenance and development.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to (organization contact details)

|  |  |  |  |
| --- | --- | --- | --- |
| **JOB TITLE** | Operations Coordinator | **INCUMBENT** | Vacant |
| **REPORTS TO** | Operations Manager  | **DATE REVISED** |  |

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| **JOB OUTLINE** |
| The Operations Coordinator reports to the Operations Manager and is responsible for managing the processes related to membership of the sport in Western Australia, related stakeholder communications, some financial administration, and holistic administrative support aimed at the smooth and efficient running of the organization, particularly related to sports administration, competitions and events.The role is contracted based upon a 37.5hr working week, however a flexible approach to working hours is required due to the nature of working within a community sports association |

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| **MAJOR ACCOUNTABILITIES AND RESPONSBILIITIES** |
| **Sports Administration, Competitions & Events (60%)*** Assist in the development and execution of operational plans
* Manage administration of related activities
* Provide effective and professional ongoing support to regional & metropolitan clubs and members including Events administrative support
* Handle incoming telephone/e-mail enquiries
* Coordination and related administration of the Membership registration process
* Related database management
* Production & development of associated reports
 |
| **Stakeholder Management & Communications (30%)*** Maintenance, updating and report generation related to member database
* Production & distribution of weekly e-news bulletin to members and other stakeholders
* Updating of website as required (content management)
* Proactive approach to communication with diverse stakeholder groups, including identification of initiatives aimed at improving communication lines and plans.
* Undertake necessary duties and tasks as requested by the Operations Manager & CEO
 |
| **Finance & Funding (10%)*** Process accounts payables/receivables & generate invoices
* Assist with end of year audit process and production of annual accounts
 |

**SELECTION CRITERIA**

**Essential**

* Experience in working within a similar member/service driven role, ideally within a not-for-profit/sports environment
* Well-developed written, verbal communication and interpersonal skills
* Demonstrated experience in working with a diverse range of stakeholders/volunteers
* High level of client service skills
* Highly developed organizational and administrative skills.
* Knowledge of administrative and clerical procedures and systems
* Able to create effective processes to improve the delivery of work and efficiency
* Highly developed computer skills, MS Office
* Ability to manage a variety of conflicting priorities over extended periods
* Willingness & availability to work evenings and weekends as required.
* Ability to work independently and as part of a small team
* Current WA driver’s licence.

Applications including a copy of your resume together with a covering letter indicating your suitability for the role, anticipated salary and possible date of commencement, should be sent via e-mail to

Recruitment Adverts

**(Vacancy) – (Organisation Name)**

(Organisation Name) is the governing body of XX in Western Australia. Currently based in (Location), we coordinate all facets of the sport within the state, and are currently searching for a suitably qualified individual to fill the role of (Position Title).

The role is critical in ensuring governance and administration of the game is conducted effectively, and is a key position in the (Organisation Name) management team, contributing significantly to our development and growth plans.

Prime areas of responsibility include;

* Strategic and budgetary planning
* Management of the well established and knowledgeable Operations team
* Development and execution of the Operational Plan and Budget
* Effective management of the competition within the state
* Development of processes and procedures targeted at improvement
* Ongoing development and implementation of Rules and Regulations, Codes of Conduct, and related policies
* Stakeholder management and communication

Successful applicants will possess experience in operations management, ideally in a similar organization. A copy of the full Position Description, together with the relevant selection criterion and salary indication can be found at;

[www.seek.com](http://www.seek.com)

www.organisationname.com

This is a rare opportunity for a qualified individual with a passion for the sport to join us in an exciting and challenging period of growth and change.

If you have the necessary background and experience, please forward your resume with a covering letter detailing your suitability for the role to;

Applications close (Date).

If you have any further questions regarding the advertised vacancy, please contact (Organisation Contact)

Interview Checklist

Candidate Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |
| --- | --- | --- |
| **Question** | **Response** | **Rating****(1-10)** |
| Provide a brief history of your work experience, identifying core areas of responsibility |  |  |
| Can you tell us a little more detail, providing examples, of your exposure to;Area 1Area 2 |  |  |
| What were your most significant achievements in your previous role?What was your role in the process?What challenges did you face?How did you overcome them? |  |  |
| Can you think of a situation where a project hasn’t gone as planned?What was your role?What did you do to overcome the challenges you faced? |  |  |
| What is your understanding of the role at (Organisation Name)?What motivated you to apply for the position? |  |  |
| What is your ideal working environment? Where do you ‘flourish’? |  |  |
| What is your career ambition? |  |  |
| What date would you be able to start?  |  |  |
| What is your salary expectation for the role? |  |  |
| Do you have any questions? |  |  |
| **Total** |  |  |
| **Comments:** |  |  |

Other EXAMPLE Interview QUESTIONS

What kind of decisions do you make rapidly? What kind takes more time? Give examples?

How do you react in a situation where you need to take an immediate decision? What process will you follow for decision making in such a critical situation?

Have you ever faced a situation when you had to take a decision, which did not fall within in your area of responsibility? What decision did you make and how?

Have you ever tried to delay any decision-making? What were the consequences of this on both your company and customers?

Do you always make decisions on your own without the help of others? In which situations do you seek other ’s help for decision-making?

What kinds of problems have you had coordinating technical projects? How did you solve t hem?

Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground?

Give an example of a problem which you faced on any job that you have had and tell how you went about solving it?

Give an example of when you “went to the source” to address a conflict. Do you feel trust levels were improved as a result?

Tell us about a situation in which you had to separate the person from the issue when working to resolve issues?

Tell us about a time when you identified a potential problem and resolved the situation before it became serious?

There is more than one way to solve a problem. Give an example from your recent work experience that would illustrate this?

Can you tell me about a time when you discovered a more efficient way to do a work task?

What steps do you follow to study a problem before making a decision?

We can sometimes identify a small problem and fix it before it becomes a major problem. Give an example(s) of how you have done this?

Tell me about a task that really tested your analytical abilities?

Describe a situation in which you had to collect information by asking many questions of several people?

Tell me about a tricky situation for which you found a very simple solution?

Have you ever been in a real dilemma at work? What did you do to get out of it?

Describe the work environment or culture and its communication style in which you experience the most success?

How do you explain a complex technical issue to someone who has less technical knowledge than you?

Give me an example of a time when you had to put your point across in a meeting to which most of the people were reluctant to hear.

When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff?

When you have had a boss, in the past, who fails to adequately communicate with you, how have you handled this?

Give me an example when you had to present complex information in a simplified manner in order to explain it to someone?

How do you determine priorities in scheduling your time? Give an example?

Do you generally spend your time the way others want or the way you want?

Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?

Do you spend more than a few minutes to find important papers and documents?

Tell me about a time when you were particularly effective on prioritizing tasks and completing a project on schedule?

Do you find yourself spending too many hours in meetings that don’t accomplish very much?

How will you initiate a new relationship with a potential client? Do you think it is necessary?

How would you characterize your written and oral communication-skills?

What do you require from a supervisor?

Would you rather work on a team or on your own?

What, in your view makes a person like able?

Do you think it is worthwhile to establish new relationships? What are the consequences of building new relationships in your professional and personal life?

Describe what a “team” environment means to you?

Job Offer Letter (Contract)

On behalf of (***(ORGANISATION NAME)***), I am pleased to confirm your employment as (***Position***) located at our **(Office Location)** on the terms of this offer letter.

1. **Position**

Your duties, responsibilities, authority and delegations have been discussed with you and are specified in the attached Position Description. It is understood and accepted that the scope and content of this Position is subject to change in response to the business requirements of *(ORGANISATION NAME)*. *(ORGANISATION NAME)* reserves the right to amend the Position Description to reflect any changes in the scope and content of this Position

At all times, you must:

1. comply with the lawful and reasonable directions of *(ORGANISATION NAME)*;
2. act in good faith, honestly and in *(ORGANISATION NAME)*’s best interests; and
3. use due care and skill when performing the duties of this Position.
4. **Commencement**

Your appointment will commence on **(Date)**

**3. Hours of Work**

A standard working day for this Position will be based on (X) working hours. The usual hours of work are X.XXam to X.XXpm. It is expected you will work additional hours necessary to meet the requirements of this Position.

Your appointment is full-time, and you will devote your whole time and attention during normal working hours to the business of *(ORGANISATION NAME)*.

**4. Remuneration**

Your total remuneration package of $............. per annum will be comprised of:

1. base salary of $............. per annum; and
2. superannuation contributions in accordance with the Superannuation Guarantee legislation.

Your total remuneration package is all inclusive and covers payment for all hours worked and annual leave loading.

Your base salary will be paid on a **(Fortnightly/Monthly)** basis by bank transfer.

**5. Performance Management and Base Salary Review**

From time to time throughout your employment, your performance will be reviewed to facilitate ongoing development and continuous improvement. Any issues regarding your performance will be addressed at these times.

There will be an annual review of your base salary. The following factors will be considered in determining whether a base salary increase will be paid:

1. internal equities;
2. the external market;
3. your performance;
4. inflation; and
5. the capacity of *(ORGANISATION NAME)* to award an increase.

**6. Expenses and Benefits**

You will be entitled to reimbursement of all reasonable out-of-pocket expenses incurred by you on *(ORGANISATION NAME)* business as outlined in our Expense Reimbursement Policy

**7. Leave**

Your entitlement to all forms of leave is in accordance with *(ORGANISATION NAME)* policy. You will:

1. receive twenty (20) days annual leave per annum, administered within the current relevant legislation. Leave is to be taken at a time or times agreed with your line manager and must be taken within eighteen (18) months of entitlement, thus leave entitlements cannot accrue to more than thirty (30) days at any time;
2. be eligible for long service leave in line with relevant legislation; and
3. be entitled to eight (8) days paid sick leave per annum. Where sick leave exceeds three (3) consecutive business days it should be supported by a doctors certificate.

**8. Compliance with Laws, Policies, Code of Conduct etc.**

You must comply with all relevant civil and criminal laws. In addition, you must comply with the constitution of *(ORGANISATION NAME)*, *(ORGANISATION NAME)* policies, *(ORGANISATION NAME)* Code of Conduct, *(ORGANISATION NAME)* By-Laws and *(ORGANISATION NAME)* Regulations and any of the Laws, applying from time to time (“***Policies”***) which may be applicable to your employment. Copies of relevant Policies are available on request.

You acknowledge that the Policies may change during the course of your employment. In instances where a term of this agreement are inconsistent with a term of the Policies, the term of the Policies will govern to the extent of the inconsistency.

**9. Conflict of Interests**

You must not have any direct or indirect pecuniary or other interest that may in any way compromise the performance of your duties under this agreement. In particular, you must not hold any position for monetary or other reward that would conflict with your responsibilities to *(ORGANISATION NAME)*. If such a conflict arises, you must immediately notify your line manager.

**10. Intellectual Property**

In relation to intellectual property, you:

1. acknowledge that the words ***Intellectual Property Rights***when used in this agreement mean all intellectual property rights, including:
	* 1. patents, copyright, rights in circuit layouts, registered designs, trade marks and the right to have confidential information kept confidential; and
		2. any application or right to apply for registration of any of those rights;
2. acknowledge that all Intellectual Property Rights in all things, materials and information created or generated by you (alone or with any other person) during the course of your employment with *(ORGANISATION NAME)* (whether in or outside usual business hours) including all inventions, software, databases, models, drawings, plans, processes, artwork, designs, performances, logos, reports, proposals and records (“***Materials”***) are owned by *(ORGANISATION NAME)*, and you presently assign all such rights to *(ORGANISATION NAME)*;
3. must do all things reasonably requested by *(ORGANISATION NAME)* to enable *(ORGANISATION NAME)* to assure further the rights referred to in clause (b);
4. must notify *(ORGANISATION NAME)* of all Materials and provide copies on request; and
5. in relation to any moral rights you may have, you consent to *(ORGANISATION NAME)*:
	* 1. performing all acts necessary or desirable to enable *(ORGANISATION NAME)* to fully use and exploit Materials; and
		2. not attributing you as the author of any Materials.

**11. Confidentiality**

You must treat as confidential all information concerning or relating to *(ORGANISATION NAME)* or the business of *(ORGANISATION NAME)* that is not in the public domain. You must not, in any direct or indirect way, make use of any such confidential information except in the course of your employment, disclose it to any person or allow any other person to use it. This obligation survives termination of your employment for any reason.

For the purposes of this agreement, information which is confidential includes trade secrets, formulae, software, financial and accounting information, customer and supplier information, marketing strategies, market research, information regarding coaching, sports medicine, team performance data, research and development information, personnel information and any other material or information that *(ORGANISATION NAME)* specifies as confidential.

**12. Resignation**

Either party may terminate your employment on the giving of at least one (1) months written notice to the other party. *(ORGANISATION NAME)* may choose to provide payment in lieu of the notice period.

**13. Termination**

*(ORGANISATION NAME)* may by written notice to you terminate your employment with immediate effect if:

1. you are guilty of any fraud, serious misconduct, wilful breach of duty, or of a serious or persistent breach of your employment obligations;
2. you materially breach any provision of these terms which is not remediable, or if remediable, is not remedied promptly after *(ORGANISATION NAME)* gives you notice specifying the breach; or

On the termination of your employment, you will immediately return to *(ORGANISATION NAME)* all *(ORGANISATION NAME)* property such as keys, security pass, cab charge, credit card, laptop and documents etc before your final salary payment and payment in respect of accrued leave entitlements is made.

**14. Disclosure**

Neither *(ORGANISATION NAME)* nor you may disclose any of these terms except to the extent required by a court or by legislation and, where required by legislation, both parties must consult in order to agree the extent and manner of the disclosure.

**15. Jurisdiction**

This agreement is governed by the law applicable in Western Australia and each party irrevocably and unconditionally submits to the non exclusive jurisdiction of the courts of that state.

If you agree with the terms as set out in this letter, please signify your agreement by signing and dating the enclosed copy of this letter and returning it to me. Your doing so will constitute the agreement between *(ORGANISATION NAME)* and yourself. I confirm to you that I am authorised to make the above offer and to commit *(ORGANISATION NAME)* to the above terms.

I look forward to a productive working relationship between *(ORGANISATION NAME)* and yourself.

Yours sincerely,

**Manager Name**

**Title**

**Employee Acceptance**

I agree to the terms of my employment at *(ORGANISATION NAME)* as set out in this letter and attachments. I also warrant that the details included in my resume provided to *(ORGANISATION NAME)* are a complete and accurate record of my skills and past experience.

*Name:*

*Date \_\_\_\_\_\_\_\_*

*Signature:*

Candidate UNSUCCESSFUL Letters

*Insert name*

*Address*

*City*

*State & Post Code*

*Date*

Dear (Applicant Name)

Thank you for your application for the position of (*insert position title)* with Organisation Name.

All applications have now been carefully considered and assessed against the key selection criteria. Unfortunately, in this instance, you have been unsuccessful in making our shortlist for interview.

The number and standard of applications for this position was extremely high, therefore it has been an extremely competitive process.

We advertise our vacancies utilising a variety of mediums so please feel free to apply for other opportunities with (Organisation Name) as they arise in the future.

Thank you for your interest in (Organisation Name). We appreciate the time and effort you have put into your application.

We would also like to take the opportunity to wish you every success in your future endeavours.

Yours sincerely,

*Name*

*Address*

*City State Postcode*

*Insert Date*

Dear (Applicant Name)*,*

Thank you for attending an interview for the position of (*insert position title)* with (Organisation Name).

The number and standard of applications for this position was extremely high, and it has been an extremely competitive recruitment process.

Unfortunately on this occasion your application has been unsuccessful.

We appreciate the time and effort you have put into your application and attending an interview. Once again, thank you for your interest in (Organisation Name), and I would like to take the opportunity to wish you every success in your future endeavours.

Yours sincerely,

Induction Checklist

DEPARTMENT ......................................................................

NAME OF EMPLOYEE ......................................................…………..

JOB TITLE ......................................................................

DATE COMMENCED ......................................................…………..

This is a checklist of information for Induction which managers / supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each subject as he/she has been informed about it, and sign the end of the form. A copy of the Induction form must be retained in the employee’s file.Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

**ITEMS TO COVER WITH EACH NEW EMPLOYEE**

|  |  |
| --- | --- |
| **The Department** | **Complete** |
| 1. Department function  |  |
| 2. Introduction to colleagues  |  |
| 3. New entrant’s own job  |  |
| 4. Supervision |  |
| 5. General layout - entrances and exits  |  |
| 6. Telephone system & stationery |  |
| **Conditions of Employment – hr hANDBOOK cONTENTS** |  |
| 1. Information on hours of work  |  |
| 2. Time recording, flexi-time  |  |
| 3. Bonus scheme, allowances  |  |
| 4. Probationary periods of employment  |  |
| 6. Reporting in when sick including when on leave  |  |
| 7. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave  |  |
| 8. Issue of staff uniforms, dress code policy |  |
| **Health and Safety, Security, Fire** |  |
| 1. Health and safety information relevant to the department  |  |
| 2. Issuing of fire instructions and procedure  |  |
| 3. Location of fire-fighting equipment  |  |
| 4. Accident reporting  |  |
| 5. First aid facilities & provisions |  |
| 6. Loss of personal effects  |  |
| 7. Security of department/building  |  |
| 8. Arrangement for keys, passes, ID Badges etc.  |  |
| 9. Violence and aggressive behaviour  |  |
| 10. Management of monies/valuables  |  |
| 11. Major Incident procedures  |  |
|  |  |
| **Conduct** |  |
| 1. Personal presentation  |  |
| 2. Disciplinary procedures  |  |
| 3. Courtesy to the customer and the public  |  |
| 4. Confidentiality  |  |
| 5. Noise Control |  |
| 6. Acceptance of gifts  |  |
| 7. Statements to the Press  |  |
| 8. Local rules regarding smoking  |  |
| 9. Private use of telephones  |  |
| 10. Standards of Business Conduct  |  |
| **Facilities** |  |
| 1. Cloakroom, lockers, lavatories  |  |
| **Education, Training, Promotion** |  |
| 1. Study leave  |  |
| 2. Means of advancement, promotion opportunities  |  |
| 3. Employee appraisal, review systems  |  |
| **Employee Involvement and Communication** |  |
| 2. Communication arrangements  |  |
| 3. Information sources, e.g. notice boards, circulars etc.  |  |
| 4. Food and Health Policy  |  |
| 5. Handling Complaints  |  |
| **Items Specific to Department** |  |
| 1. Pay  |  |
| 2. Notice of termination of employment  |  |
| 3. Sick certificates  |  |
| 4. Waste disposal  |  |
| 6. Lifting and handling  |  |

**OTHER RELEVANT ISSUES SPECIFIC TO DEPARTMENT**

I have been informed about and understand the above items.

Signature:...............................………………………………… Date:..............

I confirm that the above Induction Programme has been completed for the above member of staff.

Signature of Head of Department/

Designated Officer:...................................…………………… Date:..............

Performance Appraisal Template

|  |  |  |
| --- | --- | --- |
| Employee Name  | Position | DOC |
|  |  |  |
| Appraiser Name | Position | Date of Appraisal |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| Major Areas of Accountability | Performance Outcomes | Performance Ranking (S,E,M,N,U)\* |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |

\*(S=Superior, E=Exceed expectations, M=Meet Expectations, N=Not Meeting Expectations, U=Unacceptable performance)

|  |  |  |
| --- | --- | --- |
| Special Projects, Goals & Objectives | Performance Outcomes | Performance Ranking (S,E,M,N,U) |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| Other Areas for Review | Performance Outcomes | Performance Ranking (S,E,M,N,U) |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

|  |  |
| --- | --- |
| Overall Ranking |  |

|  |
| --- |
| Appraiser’s Comments: |

|  |
| --- |
| Appraisee’s Comments: |

|  |
| --- |
| Personal Development Plan for the coming 12 months; |

Appraiser signature Appraisee signature

Date Date

Study Support Application Form

**[Organisation *Name*]**

**Study Support Program Application Form**

Name

Course Information

*(Attach a copy of the program outline)*

Date(s)

Location

Why do you feel **[*Organisation Name*]** would benefit from participating in the nominated course?

**ESTIMATED** Course Registration Fee $

**COSTS** Estimated Travel, Hotel and Other Expenses $

 TOTAL ESTIMATED COSTS $

**REIMBURSEMENT**

I agree that if I voluntarily terminate my employment with **[Firm Name]** within one year

of the above program date, I will repay the firm on a pro rata basis as per the Study

Support Policy. Costs include registration fees, travel and other expenses.

 Applicant’s Signature Date

Study Support Compensation

**[Organisation Name]**

**Study Support Agreement**

I understand that, if approved to participate in **[*Firm Name*]**’s Study Support Program, **[*Firm Name*]** is making a significant investment in my personal and professional growth and development.

I understand and agree that if for any reason I voluntarily terminate my employment before the completion of this personal commitment, I will pay **[*Firm Name*]** on a *pro rata* basis the full cost of attending **[*Firm Name*]**’s Study Support Program (including tuition, travel, food, and accommodation) as follows:

|  |  |
| --- | --- |
| **Termination in Relation to Completion** **of [*Firm Name*]’s Study Support Program** | **Required Reimbursement Percentage** |
| 0-6 Months | 100% of Associated Expenses |
| 7-12 Months | 75% of Associated Expenses |

I hereby authorize **[*Firm Name*]** to withhold said costs from my final salary payment, to include payment for vacation.

I also understand that if I am involuntarily separated from **[*Firm Name*]** employment through no fault of my own, these prorated payments will be waived.

***I UNDERSTAND AND AGREE THAT THIS AGREEMENT WILL BECOME AN ADDENDUM TO MY EMPLOYMENT AGREEMENT.***

**APPROVED:**

Signed (Employee) Date

Employee Name (please print or type)

Miscellaneous Forms

**[Organisation *Name*]**

**Study Support Program Application Form**

Name

Course Information

*(Attach a copy of the program outline)*

Date(s)

Location

Why do you feel **[*Organisation Name*]** would benefit from participating in the nominated course?

**ESTIMATED** Course Registration Fee $

**COSTS** Estimated Travel, Hotel and Other Expenses $

 TOTAL ESTIMATED COSTS $

**REIMBURSEMENT**

I agree that if I voluntarily terminate my employment with **[Firm Name]** within one year

of the above program date, I will repay the firm on a pro rata basis as per the Study

Support Policy. Costs include registration fees, travel and other expenses.

 Applicant’s Signature Date

Study Support Compensation

**[Organisation Name]**

**Study Support Agreement**

I understand that, if approved to participate in **[*Firm Name*]**’s Study Support Program, **[*Firm Name*]** is making a significant investment in my personal and professional growth and development.

I understand and agree that if for any reason I voluntarily terminate my employment before the completion of this personal commitment, I will pay **[*Firm Name*]** on a *pro rata* basis the full cost of attending **[*Firm Name*]**’s Study Support Program (including tuition, travel, food, and accommodation) as follows:

|  |  |
| --- | --- |
| **Termination in Relation to Completion** **of [*Firm Name*]’s Study Support Program** | **Required Reimbursement Percentage** |
| 0-6 Months | 100% of Associated Expenses |
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I hereby authorize **[*Firm Name*]** to withhold said costs from my final salary payment, to include payment for vacation.

I also understand that if I am involuntarily separated from **[*Firm Name*]** employment through no fault of my own, these prorated payments will be waived.

***I UNDERSTAND AND AGREE THAT THIS AGREEMENT WILL BECOME AN ADDENDUM TO MY EMPLOYMENT AGREEMENT.***

**APPROVED:**

Signed (Employee) Date

Employee Name (please print or type)

Vacation Request Forms

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_\_\_

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department / Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Vacation Dates Requested: \_\_\_\_/\_\_\_\_/\_\_\_\_\_\_ until \_\_\_\_/\_\_\_\_/\_\_\_\_\_\_

Date returning to work: \_\_\_\_/\_\_\_\_/\_\_\_\_\_\_

Total Number of Hours Requested: \_\_\_\_\_ Hours

Number of Hours Available: \_\_\_\_\_ Hours

Number of Hours Remaining \_\_\_\_\_ Hours

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Employee

**Approval:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature of Supervisor

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Manager

**Annual leave and long service leave application form**

***Employee’s details***

|  |  |
| --- | --- |
| *First name:* |  |

|  |  |
| --- | --- |
| *Surname:* |  |

|  |  |
| --- | --- |
| *Position:* |  |

|  |  |
| --- | --- |
| *Contact phone number:* |  |

***Leave type***

|  |  |
| --- | --- |
|  | *Please tick the appropriate box(es). If you are applying for more than one type of leave, please specify the details in the comments section provided.* |

*[ ]  Annual leave (full pay)*

*[ ]  Annual leave (half pay)*

*[ ]  Annual leave in advance*

|  |  |
| --- | --- |
|  | *Note: Upon termination of employment, leave taken that has not been accrued can be withheld from wages.* |

*[ ]  Leave without pay*

*[ ]  Long service leave*

*Comments:*

|  |
| --- |
|  |

***Period of leave***

|  |  |
| --- | --- |
| *Last day of work:* |  |

|  |  |
| --- | --- |
| *Return to work date:* |  |

|  |  |
| --- | --- |
| *Total number of working days off:* |  |

|  |  |
| --- | --- |
|  | *Note: Do not include any RDOs, public holidays, or substituted days in the total.* |

*Comments:*

|  |
| --- |
|  |

*Signature of employee: Date: / /*

***Approval of leave (to be completed by manager/supervisor)***

*[ ]  Approved [ ]  Not approved*

*Reason for refusal (if applicable):*

|  |
| --- |
|  |

|  |  |
| --- | --- |
| *Name of manager/supervisor:*  |  |

*Signature of manager/supervisor: Date: / /*

Timesheet Template

|  |  |
| --- | --- |
| Employer’s name: |  |

|  |  |
| --- | --- |
| Employee’s name: |  |

|  |  |  |
| --- | --- | --- |
| Pay period (date/month/year): |  / / to / /  |  |

|  |  |
| --- | --- |
| **Employee’s ordinary hours: \_\_\_\_\_\_\_\_hours \_\_\_\_\_\_\_\_** **minutes per week / fortnight / other \_\_\_\_\_\_\_\_\_\_**(circle appropriate option and insert information if required) | **Leave** |
| **Day / date**(e.g. Day: Mon; Date: 21/3) | **Start time**(e.g. 8.30am) | **Start time of unpaid break**  (e.g. 12:30pm) | **Restart time**(e.g. 1:30pm) | **Finish time**(e.g. 5:00pm) | **Other times/ Breaks**(e.g. time of other unpaid breaks) | **Total**(Hours minus unpaid breaks) | **Type** (e.g. personal leave, etc.) | **Hours** (hours minus unpaid breaks) |
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|  |  |  |  |  |  |  |  |  |
|  | **Total**: |  | **Total**: |  |

Signature of employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_

Expense Reimbursement Template

|  |
| --- |
| **EXPENSE REIMBURSEMENT FORM**(Staff, Board, and Volunteers Only)**Organisation Name** |
|  |
| Today’s Date |  | Date Rec’d in Acct. |  |
|  |  |  |  |  |
| Name/Payee |  |  |
|  |
| Reason for Expense |  |
|  |  |
| **ITEMISED EXPENSES**Check one: [ ]  Receipts attached [ ]  Receipts already posted [ ]  Receipts will be posted on  |
| **Date Incurred** |  | **Item** |  | **$ Amount** |  | **GL Account** |
|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
|  |  | **Subtotal** |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  | **Total Amount** |  |  |  |  |
|  |  |  |  |  |  |  |
| Requested by |  |  |  |  |
|  |  |  |  |  |
| Approved by |  | Date Approved |  |  |

Disciplinary & Capability Letters

[Insert date here]

[Insert name of employee here]

[Insert address of employee here]

Dear [insert first name here],

**Re: [Choose one – Verbal Warning; First, Second, First & Final, Second & Final Written Warning]**

Further to the meeting held with you on *[insert date here]* at the *[insert location here*], I confirm that this letter serves as an official *[choose one – verbal warning; first written warning; second written warning; first and final written warning; second and final written warning].*

The reason(s) for the *[insert type of warning here]* is due to your *[choose one - work performance or misconduct].* More specifically, during the meeting we discussed:

* *[detail the specific performance / misconduct that warrants the warning here*

As was discussed, the organisation’s expectations and standards in this regard are as follows:

* *[list all the expectations of the organisation to ensure the employee is fully aware of the areas of concern]*

***Optional -*** *[If there have been previous warnings (either verbal, written, etc) or discussions relating to these matters that have been issued or have taken place in the past, list them in detail here].*

(Organisation name) expects that you will show an immediate and sustained improvement in the areas for which you have been warned. Should this not occur, further disciplinary action may result up to and possibly including the termination of your employment.

You have the right of appeal against this disciplinary action which must be made in writing to (Name) within 7 days.

Yours sincerely,

[Insert name here]

[Insert title of manager here]

EMPLOYEE EXIT CHECKLIST

You can use this checklist to help you conduct an efficient exit process when an employee is leaving your business.

|  |  |
| --- | --- |
| **Tick when complete** | **Tasks** |
| [ ]  | Arrange for the person to do a formal handover to someone within the business or to write procedures explaining any complicated parts of their job |
| [ ]  | Conduct an exit interview – store this information in the employee’s personal file |
| [ ]  | File their personal file in a secure location, separate from files of current employees |
| [ ]  | Collect their keys, security passes, name badges and business identification |
| [ ]  | Collect their uniform if the business owns them |
| [ ]  | Collect any tools, electronic devices or other business property they have. |
| [ ]  | Ask them to clean out their desk |
| [ ]  | Delete their computer access and remove all personal files and settings from their workstation |
| [ ]  | Remind the person of any confidentiality clauses they might have signed |
| [ ]  | If they have been a good employee, encourage them to keep in touch and issue a statement of service (you may consider given them a verbal reference)  |

Your exiting employee may also request that you provide them with a **Letter of Termination** and in some instances a **Separation Certificate**, if they require this document for **Centrelink** purposes.

Links and Resources

This Manual represents a guide related to human resources guidelines, policies and processes for the Sport and Recreation industry in Western Australia. Further information regarding any of the policies and processes contained herein can be gathered from the following resources;

<http://www.fairwork.gov.au/> - The **Fair Work Ombudsman** offers free advice and resources spanning the complete range of human resource policy, federal and state requirements regarding pay and awards, regulatory requirements, employee entitlements and advice on best practice process.

<http://www.commerce.wa.gov.au/worksafe/tool-box> - **The Department of Commerce** offers a wide variety of free advice and resources aimed at supporting business, including areas such as human resources policy, process and Health and Safety requirements (Worksafe).

<http://workplaceinfo.com.au/home> - **Workplace Info** operates on licensed subscription basis offering information and advice on human resources policy and process.

<http://wa.gov.au/information-about/jobs-economy/conditions-entitlements> - The WA Government website contains extensive information regarding legislative requirements of employers in WA, particularly in regard to remuneration, awards, and HR policy and processes.

*Disclaimer : This manual has been designed to provide guidance in the management of human resources within the sport and recreation industry in Western Australia. Whilst every care has been taken to ensure the accuracy of information contained in this manual neither the Department of Sport and Recreation nor Apex Human Resources can be held liable for any damage, loss, criminal or civil action that occurs as a result of the implementation of policies and processes contained within it. The Department of Sport and Recreation and Apex Human Resources recommends obtaining appropriate advice when making offers of employment, drafting employment contracts and in matters related to disciplinary and grievance processes.*