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A. Commercial Design Consolidated (NSW) Pty Ltd

A.01 Our Mission Statement

“To help achieve client enrichment and betterment by providing selected quality business services, efficiently, professionally and competitively”

Objectives:

✓ To engage client centred engineering technical staff who aspire to excellence; and who possess a high degree of professional knowledge and skills
✓ To deliver client service with integrity and quality.
✓ To maintain and enlarge a network of ancillary contacts that enhance the provisions of our services,
✓ To develop quality management, systems and practices that contribute to the well-being and development of a fully responsible and accountable workforce,
✓ To maintain a diverse high quality group of clients,
✓ To keep page with technology, Government legislation and staff training

A.02 Corporate Profile

Commercial Design Consolidated (NSW) Pty. Ltd. has for over 38 years been engaged in supplying engineering technical services to both the Private and Public sector of NSW.

All staff have extensive background in engineering, this "hands on" knowledge of industry is reassuring to our vast client base.

Commercial Design Corporate Profile

• Head office in Sydney
• Established 1966
• Supplier into industry of both permanent and contract personnel.
• In-house design consultancy services, in-house CAD Bureau
• PLUS supplier of CAD hardware / software
• Customers include large international professional firms and a wide range of smaller firms and businesses
• Leading market share engineering technical field
• Website: www.commercialdesign.com.au
Commercial Design’s Strengths

- Reliability of content (including speed of service, objectivity of evaluations and accuracy of information)
- Breadth and depth of information
- Return work accounts for 90% of business

Commercial Design’s Core Activities:

**Design / Verification consultancy work**

- Work carried out for Leading market engineering Customers include large international professional firms and a wide range of smaller firms and businesses technical field.
- Example companies: Barclay Mowlem Constructions, Downer EDI, John Holland, BT, Parsons Brinkerhoff, ABI Group, Leightons, Burns Philp etc

**Dominant Engineering Technical consultant in the following areas:**

- Engineers · Estimators.
- Managers · Planners/Schedules
- Draftspersons · Technical Clerks
- CAD Operators · Supervisors
- Tracers · Inspectors
- Architects

**The classifications range from:**

- Project Managers through to Engineering clerical staff
- Senior Design Engineers through to Graduates
- Cad Managers/ Chief Draftspersons through to Tracer / Detailers

Commercial Design’s Growth Strategy

- Commercial Design is a member of Australian Steel Institute, the RCSA and CareersMultiList Pty Ltd
- Organic growth through continued development and the leveraging of affiliations and expanded services.
- Consolidation of successful brand position to achieve our objective of being the indispensable partner for professionals in our core markets
A.03 Policies

This section outlines Commercial Design Consolidated (NSW) Pty Ltd policies. For the application of these policies and procedures related to the policies, please refer to the individual policy documents.

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A.03.01 Code of Ethics

The Code of Ethics is provided as a minimum standard of behaviour.

The Code of Ethics appears below:

**Code of Ethics**

1. A recruitment consultant must act honestly, in good faith and in the best interests of the client and candidate.
2. A recruitment consultant must use due care and diligence in fulfilling the requirements of a selection process.
3. A recruitment consultant must recognise the primary responsibility is to the client but should have concern for the interests of candidates.
4. A recruitment consultant must not make improper use of information acquired as a consultant to a client.
5. A recruitment consultant must not take improper advantage of candidates or clients especially via confidential information revealed to them in the course of carrying out an assignment.
6. Confidential information received by a recruitment consultant in the course of recruiting for a client must not be disclosed or caused to be disclosed unless the company has authorised the disclosure or it is required by law.
7. A recruitment consultant must maintain candidate confidentiality, wherever possible, only disclosing confidential information to parties approved by the candidate. Candidate records must be secured in accordance with prudent procedure and legal requirements.
8. A recruitment consultant should ensure the terms and conditions for conduct and payment of an assignment are agreed before the assignment begins. A recruitment consultant should honour the terms and spirit of the agreement, including replacement guarantees.
9. A recruitment consultant must represent his/her company in an ethical and professional light at all times.
General Policy
The Occupational Health and Safety of all persons employed within the organization and those visiting the organization are considered to be of the utmost importance. Resources in line with the importance attached to Occupational Health and Safety will be made available to comply with all relevant Acts and Regulations and to ensure that the workplace is safe and without risk to health.

Management’s Responsibility
The promotion and maintenance of Occupational Health and Safety is primarily the responsibility of management. Management at all levels is required to contribute to the health and safety of all persons in the workplace.

Occupational Health and Safety Program
In order to implement the general provisions of this policy, a program of activities and procedures will be set up, continually updated and effectively carried out. The program will relate to all aspects of Occupational Health and Safety, including:

1. OH&S training and education
2. Work design, workplace design and standard work methods
3. Changes to work methods and practice, including those associated with technological change
4. Safety rules, including penalties
5. Emergency procedures and drills
6. Provision of OH&S equipment, services and facilities
7. Workplace inspections and evaluations
8. Reporting and recording of incidents, accidents, injuries and illnesses
9. Provision of information to employees
10. Contractors and sub-contractors

Specific Responsibilities

Managers
Each manager is required to ensure that this policy and the OH&S program is effectively implemented in their areas of control, and to support supervisors and hold them accountable for their specific responsibilities.

Supervisors
Each first-line supervisor and consultant supervision casual/contract staff is responsible, and will be held accountable, for taking all practical measures to ensure:

- That the workplace under their control is safe and without risks to health
- That the behaviour of all persons in the workplace is safe and without risks to health.
- That casual/contract staff are not placed in an unsafe or unhealthy workplace.

Specifically:
1. The supervisor will always be held accountable for detecting any unsafe or unhealthy conditions or behaviour; the safety checklist is to help assess the workplace of casual/contract staff.
2. If the supervisor detects unsafe or unhealthy conditions or behaviour in a client workplace, he or she must ensure the conditions/behaviours are rectified before placing casual/contract staff in that workplace.
3. If the supervisor does not have the necessary authority to fix a problem, he or she will be held accountable for reporting the matter promptly – together with any recommendations for remedial action – to a supervisor or manager who does have the necessary authority.

**Managers, Account Managers and Supervisors**
The supervisor, account manager or manager who has the necessary authority will be held accountable for taking prompt remedial action to eliminate any unsafe or unhealthy conditions or behaviour.

**Employees**
All employees are required to cooperate with the OH&S Policy and Programs to ensure their own health and safety and the health and safety of others in the workplace.

**Contractors and Sub-Contractors**
All contractors and sub-contractors engaged to perform work on an organization’s premises or locations are required, as part of their contract, to comply with the Occupational Health and Safety policies, procedures and programs of that organization and to observe directions on health and safety from designated officers of that organization. Failure to comply or observe a direction will be considered a breach of the contract and sufficient grounds for termination of the contracts.

**Training**
1. All workers, internal and casual/contract, must be adequately trained in OH&S appropriate to the workplace.
2. Commercial Design provides standardised training manuals for all contractors employed.

**Risk Assessment**
1. The attached checklist is to assist supervisors and consultants identify workplace hazards.
2. The checklist must be completed for each new workplace into which casual/contract staff are placed.
3. A yearly assessment of long-term workplaces should also be carried out by the manager, supervisor or consultant in charge.
4. When a supervisor identifies a hazard, he or she must ensure:
   i) The hazard is eliminated; or
   ii) People do not have contact with the hazard; or
   iii) Work practices change to eliminate the hazard; or
   iv) Provide protective equipment or clothing to eliminate the hazard

**Monitoring**
Commercial Design maintains records of workplaces, risk assessments, identified hazards, actions taken, accidents and outcomes as part of its account management.
Employment Opportunity Recruitment Policy

Purpose

The purpose of this policy is to provide a framework to ensure that all applicants for positions that are recruited through Commercial Design are treated equally. Selection processes and criteria must emphasize job competencies - knowledge competencies, skills competencies and attitudinal competencies. They must also take into account the ‘fit’ between the applicant and the culture of the client organization. Additional measures including aptitude, potential and aspirations are legitimate selection criteria providing they are assessed equally for all applicants.

Decisions based on gender, pregnancy, age, impairment, political belief, trade union activity, marital status, parental status, race, nationality, religion or social origin are not legitimate selection criteria.

Procedures

1. All recruitment procedures must comply with relevant State and Government legislation, including the Commonwealth Anti-Discrimination Act.

2. Where appropriate, we should include on their application forms, optional questions relating to the applicant’s background.

   In particular:
   i) women;
   ii) people from non-English speaking backgrounds;
   iii) people with Aboriginal or Torres Strait Islander backgrounds; and
   iv) people with disabilities

   must be provided with equal opportunity. This includes making special arrangements in the recruitment process to ensure information provided by these applicants is facilitated so it can be treated equally with other applicants.

3. Should any complaint of discrimination arise within a recruitment process, the Managing Director will act immediately to resolve the complaint in a fair and even-handed manner.

4. Be aware of the labour market programs of their Government and non-Government clients in relation to employment targets for the above groups.

5. Where clients have these labour market programs in place, we will ensure that appropriate statistics are made available to clients to facilitate the client’s assessment of compliance with their labour market program.

Training

The training program Best Person for the Job - Assisting Managers in Eliminating Discrimination in Employment is available for all staff.

A.03.04 Privacy Policy

Commercial Design is committed to protecting the privacy of the information that you give to us. The Privacy Amendment (Private Sector) Act 2001 applies to most private sector organizations as at 21 December 2001. In accordance with this legislation, the purpose of this statement is to explain how we collect, use and disclose your personal information.

Our policy regarding privacy will be reviewed at times on account of new laws, changes to our operations and practices, and the changing environment.

(NPP-5.1)
National Privacy Principles

The National Privacy Principles established by the Privacy Act 1988 apply to Commercial Design Consolidated (NSW) Pty Ltd
Type of Personal Information Held

Personal information that Commercial Design collects and hold usually falls into the following categories:
1. Candidate Information submitted and obtained from the Candidate and other sources in connection with applications for employment;
2. Information obtained to assist in managing client and business relationships;

Purposes for which We Hold Personal Information

We primarily hold personal information for the following:
1. Placement operations
2. Recruitment
3. Staff management
4. Training
5. Client and business relationship management
6. Marketing
7. To enable us to identify your suitability and contact you should an employment opportunity that could be of interest to you arise.

Disclosures

We may disclose your personal information for the purposes for which it is primarily held or for a related secondary purpose.

In some cases we may only disclose information with your consent.

We may disclose your personal information where we are under a legal duty to do so, including circumstances where we are under a lawful duty of care to disclose information.

Contractors

We contract out a number of services from time to time. Our contractors may see some of your personal information.

Enquiries and Complaints

You can make further inquiries or complaints about our privacy policies to our Privacy Coordinator during normal office hours which are 8:30am to 5:00pm Monday to Friday.

Contact details:

Ms Jenny Havebond
Phone: (02) 9439 2299
resume@commercialdesign.com.au
Fax (02) 9439 7997

You can also make complaints to the Office of the Federal Privacy Commissioner.

Access

Subject to some exceptions that are set out in the National Privacy Principles, you can gain access to the personal information that we hold about you.

We do refuse access if it would interfere with the privacy rights of other persons or if it breach any confidentiality that attaches to that information.
If you wish to obtain access to your personal information you should contact our Privacy Coordinator. You will need to be in a position to verify your identity.

**Collection Statement for Commercial Design Consolidated (NSW) Pty Ltd**

Personal information is any information or an opinion (whether true or not) about you.

It may range from the very sensitive (eg. medical history or condition) to the everyday (eg. address and phone number). It would include the opinions of others about your work performance (whether true or not), your work experience and qualifications, aptitude and psychological test results and other information obtained by us in connection with your possible work placements.

Personal information includes sensitive information eg. a special category of personal information - it is information or opinion about your:

1. racial or ethnic origin
2. political opinion
3. membership of a political association or religious beliefs, affiliations or philosophical beliefs
4. membership of a professional or trade association or membership of a trade union
5. sexual preferences or practices
6. criminal record
7. health or disability (at any time)
8. expressed wishes about the future provision of health services.

It includes personal information collected to provide a health service. Sensitive information can, in most cases, only be disclosed with your consent.

**How your information will be collected**

Personal and sensitive information will be collected from you directly when you fill out and submit one of our registration forms or provide any information in connection with your application to our franchise members during discussions or at interview.

Personal and sensitive information will also be collected when:

1. we receive any reference about you
2. we receive results of inquiries that we might make of your former employers, work colleagues, professional associations or registration body
3. we receive the results of any competency, psychological or medical test
4. we receive performance feedback (whether positive or negative)
5. we receive any complaint from or about you in the workplace
6. we receive any information about a workplace accident in which you are involved
7. we receive any information about any insurance investigation, litigation, registration or professional disciplinary matter, criminal matter, inquest or inquiry in which you are involved
8. you provide us with any additional information about you.

Your personal and sensitive information may be used in connection with:

1. your actual or possible work placement
2. your performance appraisals
3. our assessment of your ongoing performance and prospects
4. any test or assessment (including medical tests and assessments) that you might be required to undergo
5. our identification of your training needs
6. any workplace rehabilitation
7. our management of any complaint, investigation or inquiry in which you are involved
8. any insurance claim or proposal that requires disclosure of your personal or sensitive information.
Your personal and sensitive information may be disclosed to:
1. potential and actual employers, franchise members and clients of Commercial Design Consolidated (NSW) Pty Ltd
2. referees
3. our insurers
4. a professional association or registration body that has a proper interest in the disclosure of your personal and sensitive information
5. a Workers Compensation body
6. our contractors and suppliers – eg. our IT contractors and database designers
7. any person with a lawful entitlement to obtain the information.

If you do not give us the information we seek:
1. we may be limited in our ability to locate suitable employment for you
2. we may be limited in our ability to place you in employment.

You can gain access to your information to correct it if it is wrong

Subject to some exceptions which are set out in the National Privacy Principles (Principle 6 – Access and Correction), you have a right to see and have a copy of personal and sensitive information about you that we hold.

If you are able to establish that personal or sensitive information that we hold about you is not accurate, complete and up-to-date, we will take reasonable steps to correct it so that it is accurate, complete and up-to-date.

If we are unable to agree that personal or sensitive information that we hold about you is accurate, complete and up-to-date, you may ask us to place with the information a statement by you that claims that particular information is not accurate, complete and up-to-date.

If you wish to exercise your rights of access and correction you should contact our Privacy Coordinator whose details are shown above.

A.03.05 Environmental Policy

1. Commercial Design is committed to improving Australia’s environment. We recognise Australia is a great place to live and needs a strong environmental policy to which all Australians contribute.

2. Every Australian has to contribute in every way possible to the maintenance of a clean, green Australia where the use of resources and production of wastes is sustainable within the context of the natural environment.

3. This is reflected in the quality and availability of the air we breathe, the water we drink and the food we eat; the severity of the sun’s radiation; and the visual and auditory aesthetics of our surroundings.

4. To these ends, Commercial Design undertakes to use as little as possible of our resources:
   (a) We use electronic media in preference to paper
   (b) When using paper, we print double-sided
   (c) By preference-purchasing low-energy equipment and installing low-energy lighting
   (d) We turn off lights and electronic equipment when not in use or not required
   (e) Limit water usage when under our control through adopting Sydney Water water-savings recommendations.
5. We also limit the waste we produce by:
   (a) Re-using single-sided paper and paper folders and recycling used office paper
   (b) Recycling toner from printers and photocopiers
   (c) Re-selling or donating used equipment
   (d) Encouraging employees to use forms of transport other than motor vehicles for travelling to and from work
   (e) Ensuring ozone filters are correctly fitted to electronic copying equipment
   (f) Ensuring we don’t purchase equipment or supplies that contribute to production of photo-chemicals, chemicals that damage the Earth’s Ozone Layer or excessive greenhouse gases.

6. We contribute to the aesthetics of our environment by:
   (a) Purchasing low-noise equipment
   (b) Limiting signage
   (c) Avoiding the production of visual waste.

A.03.06 QUALITY ASSURANCE METHODS

Our commitment to quality customer service involves systematic monitoring of contractors performance. The performance evaluation of our contractors is a continuous process. We have a documented procedure, which encompasses telephone contact with both the client and contract staff; site visits by our Consultants to conduct temporary performance reviews with the client, and at the end of each assignment the completion of a performance assessment by the client. The information on the assessment sheet is stored not only on the contract staff person's file but also added to the client's record.

Over time we become increasingly familiar with the characteristics of contract staff that excel whilst undertaking work for the client. These are used to continuously improve the candidate screening and selection process. Where a client has indicated that a particular contract worker was very good we would always endeavour to return the worker to the client when required.

A computerised system is used to maintain records of both our contractors and the clients with whom they are placed. Our procedures are such that every conversation with our contractors and our clients is recorded on our database.

Within the system there is a dedicated section on each contractors record where all details of temporary assignments are stored.

These details include the client organization, the position undertaken, the length of the assignment, the pay rate and records of all servicing calls made both to the client and to the contractor.

Similarly on each client record a mirror record exits which records the details of the assignment, the charge rate applicable and details of all servicing calls regarding the assignment made to the client.

Our procedures for maintaining regular and ongoing contact with our customers revolve around our client database.

The system also schedules Consultants activities on a daily basis, including call reminders, appointments, site visits, all of which is interactive with client and candidate files.

Our contractor job order monitoring system enables us to provide a reliable and quality assured service to clients. Our software enables us to monitor all requests for temporary staff. An entry is made into the database every time contact is made with a client. This entry shows both the initials of the consultant and the date and time at which contact was made.

Our accountancy software is interactive with our data base search system, job placements are posted simultaneously on both our data base and our accounts software, thus no separate entry or time difference in job placements.

This job placements generates contractor order document and client placement acknowledgement / job order consistent with data input from consultant.
Each week times record the contractors participation on the client’s site and from this contractor payment advice is generated as well as client invoicing.

The last client invoice generated also flags the issuance of a “Contractor Performance Questionnaire”, this form is invaluable as to assessing the contractors work ethics, capabilities, skills and performance.

All information gathered is confidential and is use internally for Contractor performance ratings.
C.00 Recruitment System

C.01 Client Recruitment

Client Activates Job Order

Direct to Consultant

Account Manager Allocates to Consultant

Temp Assignment

Yes

Temp Recruitment Procedures

No

Database Search

Yes

Database Search Procedures

No

Advertised Assignment

Yes

Advertising Procedures

No

Advertised Recruitment Procedures

Performance Measurement, Reporting, Evaluation and Process Improvement
C.01.01 CONTRACTOR RECRUITMENT PROCEDURE

Account Manager Receives Assignment and Client Accepts Terms

Face-to-Face Req’d?

Consultant meets HR & Hiring Manager to take job specification

consultant carries out database search

Suitable Applicants?

Informs client of ability to fill as per response time KPI

Applicant processed fully?

No

Temp & contractor induction program

Yes

Client site OH&S OK?

No

Client, host company site OH&S audit

Yes

Temp starts on the Client Host Company site

Payroll procedures

Invoicing and payment procedures

Consultant implements temp & contractor management program

Informs client of inability to fill as per response

Client to continue?

Document no: ComDes03
Revision No: 3
C.01.02 Recruitment Assignments - Procedures

1. Initiation Phase
   1.1 Job assignment received by Commercial Design Consolidated (NSW) Pty Ltd
   1.2 Commercial Design Consolidated (NSW) Pty Ltd ensures requirements, employment conditions and job duties are clear.

2. Applicant Pool Phase
   2.1 Commercial Design Consolidated (NSW) Pty Ltd checks availability of potential candidates and informs client of availability.
   2.2 Consultant liaises with the Key Client Contact re: candidate start times, rates,

4. The Decision Phase
   4.1 The consultant informs candidates of start times and locations and provides a contractors handbook (Template 3.11) and other relevant information.
   4.3 The consultant liaises with the Key Client Contact during the decision phase and assists with/arranges subsequent interviews, as appropriate. The consultant keeps applicants informed.
   4.4 The consultant ensures the Client Site has had a safety audit (use safety audit checklist 3.05) within the last six months or conducts a new site safety audit as required.
   4.5 The consultant inducts the candidate to the site (use CD - RCSA White Collar induction programs plus site-specific induction programs).

5.0 The Completion Phase
   5.1 The consultant completes this phase of the assignment by:
       a) updating job placement details
       b) liaising with the successful applicant until after start date
       c) informing all unsuccessful applicants
       d) Invoices Client
       e) closing files and ensuring information is stored according to privacy regulations

6. Quality Control
   Account Manager:
   a) monitors progress of the assignment
   b) conducts client/candidate evaluations on a quarterly cycle.
C.01.03 Database Search Permanent Recruitment

1. Consultant Receives Assignment and Client Accepts Terms

2. Face-to-Face Req'd?
   - Yes: Consultant meets HR & Hiring Mgr to take job specification
   - No: Consultant takes job specification on phone or electronically

3. Consultant meets HR & Hiring Mgr to take job specification

4. Consultant does database search, places job on job boards & "Hot Jobs"

5. Suitable Applicants?
   - Yes: Informs client of ability to fill as per response
   - No: Consultant utilises alternative candidate sourcing strategies

6. Consultant utilises alternative candidate sourcing strategies

7. Suitable Applicants?
   - Yes: Informs client of inability to fill as per response
   - No: Consultant proceeds to advertised or executive search procedures

8. Informs client of inability to fill as per response

9. Suitable Applicants?
   - Yes: Client to continue?
     - Yes: Consultant proceeds to advertised or executive search procedures
     - No: End
   - No: Informs client of inability to fill as per response

10. Candidate selected?
    - Yes: Database recruitment completion of assignment
    - No: Candidate selected?

11. Candidate selected?
    - Yes: Database recruitment completion of assignment
    - No: Applicants processed fully?

12. Applicants processed fully?
    - Yes: Database search selection procedures
    - No: Database recruitment completion of assignment

13. Database recruitment completion of assignment

14. Invoicing and payment procedures

15. Document no: ComDes03
16. Revision No: 3
1. **Initiation Phase**
   1.1 Job assignment received by commercial Design Account Manager.
   1.2 Account Manager determines the consultant best suited to the job assignment.
   1.3 Consultant receives the job assignment and contacts Key Client Contact.
   1.4 obtains a complete job description and job brief from the key client decision-maker.
   1.5 Consultant prepares an assignment brief using template

2. **Applicant Pool Phase**
   2.1 Resumes of suitable candidates are received by the consultant from advertising, database search, direct search and other methods.
   2.2 The consultant compiles an interview list and updates the Client as to progress

3. **The Interview Phase**
   3.1 The Consultant arranges formal interviews with each candidate on the interview list.
   3.2 The Consultant conducts the formal interview process as follows:
      - a) where appropriate, each interviewee receives an information and application pack, prior to interview, comprising:
         - i) application form
         - ii) job description
         - iii) client organization information
         - iv) privacy policy documents, EEO policy and other relevant documents
      - b) the interview is held at Commercial Design's interview rooms and the interview recorded.
      - c) interviewees are provided information on completion of interview as to the remainder of the process.
   3.3 After completing formal interviews the Consultant compiles a preliminary shortlist of three to six applicants. The Consultant liaises with the Key Client Contact.
   3.4 Where appropriate, the Consultant arranges psychometric and/or skills testing for short-listed applicants.
   3.5 While maintaining candidate confidentiality, the Consultant conducts a preliminary reference check on short-listed applicants.
   3.6 On the basis of interview impressions, psychometric testing and reference checking, the Consultant compiles a final shortlist of between two and four applicants. The Consultant liaises with the Key Client Contact.

4. **The Decision Phase**
   4.1 The Consultant sets interview times and locations with the Key Client Contact.
   4.2 The Consultant assists the Key Client Contact with the interview process, as appropriate.
   4.3 The Consultant informs candidates of interview times and locations and provides other relevant information.
   4.4 The Consultant updates internal management procedures
   4.5 The Consultant liaises with the Key Client Contact during the decision phase and assists with/arranges subsequent interviews, as appropriate. The Consultant keeps applicants informed.
   4.6 Once the Key Client Contact has communicated a decision on preferred applicant, the Consultant conducts at least one further reference if requested
   4.7 The Consultant prepares a reference check report and submits to the Key Client Contact.
   4.8 The Consultant assists in negotiating final salary details and start dates with the final applicant.
4.9 On informal acceptance of the offer by the applicant, the Consultant conducts counter-offer counselling.

4.10 The Consultant facilitates the formal acceptance of the offer from the client.

5.0 **The Completion Phase**

5.1 The Consultant completes this phase of the assignment by:

a) liaising with the successful applicant until after start date
b) informing all unsuccessful applicants
c) Invoicing client.
d) informing the psychologist of start dates if applicable
e) closing files and ensuring information is stored according to privacy regulations

5.2 Commercial Design Consolidated (NSW) Pty Ltd Account Manager evaluates the recruitment process and provides an evaluation report to the Consultant, the client and the Key Client Contact

5.3 The Psychologist contacts the successful applicant within two months of start date to offer formal feedback on psychometric assessment (if applicable)

6. **Quality Control**

The Account Manager:

a) monitors progress of the assignment through the Commercial Design Recruitment process.
b) conducts client/candidate evaluations on a quarterly cycle.
C.01.05 Recruitment Service Levels and Key Performance Indicators

Service Levels

Apart from the recruitment processes indicated in the previous section, Commercial Design Consolidated (NSW) Pty Ltd aims to achieve overall performance to specified service levels.

Service levels are related to the band within which Commercial Design Consolidated (NSW) Pty Ltd is recruiting and include the following Key Performance Areas:

- **Time to fill** – The time between receipt of order by Commercial Design Consolidated (NSW) Pty Ltd and acceptance of offer of employment by a candidate.

- **Success %** – For permanent positions, the percentage of placed candidates remaining in employment with Client Company after 6 months. This excludes employees made redundant or who resign after significant job restructure.

- **Assignment : Fill Ratio** - The number of candidates Commercial Design Consolidated (NSW) Pty Ltd places as a percentage of assignments the client allocates.

- **Resume : Fill Ratio** – The ratio of resumes presented to Client Company for any recruitment assignments to number of candidates placed.

- **Percentage Fit to Specification** – On a list of the 3 main selection criteria, the fit (on a 1 to 5 scale) of all candidates. The KPI is calculated as follows: 100% meets specifications, greater than 100% exceeds specifications.

\[
\text{Fit on Criteria 1 + Fit on Criteria 2 + Fit on Criteria 3} = 0.09
\]

- **Compliant Invoices** - Percentage of invoices issued correctly first time.

Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI/Band</th>
<th>Quick Temp</th>
<th>Database Temp</th>
<th>Database Perm</th>
<th>Advert Perm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to Fill</td>
<td>30 minutes</td>
<td>3-5 days</td>
<td>5-10 days</td>
<td>2 - 4 weeks</td>
</tr>
<tr>
<td>Success %</td>
<td>-</td>
<td>-</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Assignment:Fill Ratio</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>-</td>
</tr>
<tr>
<td>(non-exclusive)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment:Fill Ratio</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>(exclusive)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resume:Fill Ratio</td>
<td>3:1</td>
<td>4:1</td>
<td>3:1</td>
<td>3:1</td>
</tr>
<tr>
<td>Percentage Fit to</td>
<td>100%</td>
<td>100%</td>
<td>110%</td>
<td>120%</td>
</tr>
<tr>
<td>Specification</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compliant Invoices</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Commercial Design Consolidated (NSW) Pty Ltd conduct a site visit and complete the Occupational Health & Safety Checklist, as per our OH&S Procedures Manual, before contractors start at a new site.

After completing the recruitment selection process, and the candidate (Contractor) has been accepted by the Client, the Contractor must be inducted. The induction process must include the following:

- Occupational Health & Safety Induction Training appropriate to the workplace
- Occupational Health & Safety Policy
- The Contractor receives a copy of the Contractor Handbook, including completion of client information, candidate information and the job description. The Consultant retains the signed copy of the Handbook.
- Timesheets and instructions on timesheet submission
- Tax Declaration forms
- Superannuation application forms
- Specific information provided by the Client
- Other information or conditions, specific to the role

Commercial Design Consolidated (NSW) Pty Ltd ensure the Contractor is fully informed about the start, location and times; the person they report to on site and other processes for starting the job smoothly.

Commercial Design Consolidated (NSW) Pty Ltd will provide feedback to the Contractor on the first day to address any performance issues and/or to encourage positive performance.

Commercial Design Consolidated (NSW) Pty Ltd will maintain regular contact with contractors to ensure they are satisfied with the job and with the service provided.

Commercial Design Consolidated (NSW) Pty Ltd will ensure timesheets are completed and signed-off by the Contractor’s line supervisor by 5.00pm on the Monday following each week of employment.

The Contractor must forward timesheets to the Commercial Design Consolidated (NSW) Pty Ltd administration Department by 10.00am on the Tuesday following the completed week, so that pays can be processes and transferred to the Contractor’s account on Wednesday for payment on Thursday.

Commercial Design Consolidated (NSW) Pty Ltd will make at least 3 monthly visits to the contractor site to maintain face-to-face contact with the line supervisor, the contractor and to monitor any performance or occupational health and safety issues.

### Contractor OH&S Induction

<table>
<thead>
<tr>
<th>Step</th>
<th>Supporting Documents</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the Contractor does not require site-specific OH&amp;S training we should ensure they receive the generic OH&amp;S training program</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>If working in a white-collar environment, they should complete the RCSA White OH&amp;S training</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>Specific training is required for confined spaces, heights etc</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>The Contractor must have the correct qualifications and skills required to carry out the allotted job duties</td>
<td>Consultant</td>
<td></td>
</tr>
</tbody>
</table>
Principles

a) Commercial Design Consolidated (NSW) Pty Ltd takes full responsibility for contract staff employed under a Temporary Employment contract.

b) Commercial Design Consolidated (NSW) Pty Ltd do the payroll and pay contracted staff.

c) Commercial Design Consolidated (NSW) Pty Ltd manages the day-to-day processes of employing contract staff.

d) Commercial Design Consolidated (NSW) Pty Ltd are responsible for Public Liability, Professional Indemnity and Workers’ Compensation insurance for employees on their payrolls.

Contractor Performance Management

The following principles apply to Contractor Performance Management:

a) The Consultant contacts the Contractor’s direct supervisor on the first day of work to ensure satisfactory initiation to the client’s premises.

b) The Consultant provides feedback to the Contractor by day 2 to either positively encourage the Contractor’s performance or to discuss and correct any performance management issues.

c) The Consultant maintains regular contact with the Contractor’s direct supervisor at a time-scale which is appropriate for proper performance management. If there is a performance problem, contact may be daily or weekly. Longer time scales are acceptable for Contractors who are performing well but the Franchisee must maintain contact with the direct line supervisor at intervals of no less than four weeks.

d) The Commercial Design Consolidated (NSW) Pty Ltd Administration will maintain weekly contact with the Contractor.

e) The weekly timesheet allows for inclusion of comments by the supervisor on performance issues and comments by the Contractor on Occupational Health & Safety issues.

f) If there is a Performance Management Issue, the following steps should be followed:
   a) discuss the problem directly with the Contractor and separately with the line supervisor to resolve minor issues
   b) if the issue cannot be resolved at point a), escalate the issue to the Commercial Design Consolidated (NSW) Pty Ltd Account Manager for further resolution
   c) if the performance problem is a training issue, seek agreement from the line supervisor to provide additional training to improve the Contractor skills. The performance management should then be monitored post-training to ensure performance is satisfactory.

   g) If the line manager believes the performance problem cannot be resolved by training or cannot be resolved, then the Commercial Design Consolidated (NSW) Pty Ltd Consultant may terminate the Contractor.
C.01.09 Client, Host Company Site OH&S Audit

Commercial Design Consolidated (NSW) Pty Ltd is responsible for ensuring the Contractor has a safe and healthy work environment. If the Host Company site does not provide this, the Contractor must not start work at that site.

Procedures:

<table>
<thead>
<tr>
<th>Step</th>
<th>Supporting Documents</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask the Client to read and sign the Contractor term and conditions.</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd OH&amp;S Manual</td>
<td>Consultant</td>
</tr>
<tr>
<td>Explain both the Host Company and Franchisees have a responsibility for Contractor safety.</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd OH&amp;S Manual</td>
<td>Consultant</td>
</tr>
<tr>
<td>Ask permission and conduct a site inspection using the Site Audit Checklist and to view the site OH&amp;S policy. The Client may assist with some of the questions. If the Client Company has a site specific induction program, the Contractor should attend. Make sure the Contractor knows the appropriate safe working methods and has access to Safe Working Methods Statements and is aware of evacuation procedures and the Site Safety Rules.</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd OH&amp;S Manual Workplace Safety Checklist Documents/Client Account Management/Standard Forms Client Company Site Documentation</td>
<td>Consultant</td>
</tr>
<tr>
<td>If any safety issues arise they must be dealt with in the following order: 1. Eliminate the risk, 2. Isolate the risk from the worker, 3. Develop a safe method of working to protect the worker from the risk, 4. Provide personal protective equipment to protect the worker from the risk. If none of the above measures protects the health and safety of the worker, explain to the client that the contractor cannot start work for the Client Company.</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd OH&amp;S Manual</td>
<td>Consultant</td>
</tr>
</tbody>
</table>

C.01.10 Contractor Payroll Procedures

<table>
<thead>
<tr>
<th>Step</th>
<th>Supporting Documents</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide the Contractor with ample timesheets or ensure they are clear about any on-line timesheet provisions</td>
<td></td>
<td>Consultant</td>
</tr>
<tr>
<td>Ensure the Contractor accepts responsibility for returning a properly client-approved timesheet before the appropriate deadline.</td>
<td></td>
<td>Consultant</td>
</tr>
<tr>
<td>On receipt of the timesheet, ensure its legitimacy before approving for payroll.</td>
<td></td>
<td>Consultant</td>
</tr>
<tr>
<td>Payroll to enter appropriate details into their payroll system and pay the Contractor according to normal payroll procedure.</td>
<td></td>
<td>Payroll</td>
</tr>
<tr>
<td>Forward, or make available on line, the Contractors' weekly pay details and cumulative year-to-date details on gross earnings, net pay, PAYG, superannuation, union contributions, allowances and accruals.</td>
<td></td>
<td>Payroll</td>
</tr>
<tr>
<td>Ensure superannuation, PAYG and payroll tax payments are made correctly on behalf of each contractor</td>
<td></td>
<td>Payroll</td>
</tr>
</tbody>
</table>
## C.02 Account Management

### C.02.01 Account Management Checklist

<table>
<thead>
<tr>
<th>Process</th>
<th>Supporting Document File path</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Carry out Account Manager job duties</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd Operations Manual</td>
<td>AM</td>
</tr>
<tr>
<td>b) Set up client operations manual</td>
<td>Commercial Design Consolidated (NSW) Pty Ltd Operations Manual Section C</td>
<td>AM</td>
</tr>
<tr>
<td>c) Carry out client induction program</td>
<td>Induction Program - Client Account Management/ Standard Forms/ Induction Program</td>
<td>AM</td>
</tr>
<tr>
<td>d) Carry out selected Consultant induction</td>
<td>Franchisee/Client induction - Commercial Design Consolidated (NSW) Pty Ltd Operations Manual Section C</td>
<td>AM</td>
</tr>
<tr>
<td>e) Manage day-to-day recruitment performance</td>
<td>Client Operations Manual, Client Evaluations</td>
<td>AM</td>
</tr>
<tr>
<td>f) Joint meetings with Hiring Managers and Commercial Design Consolidated (NSW) Pty Ltd to take job specifications as needed</td>
<td></td>
<td>AM</td>
</tr>
<tr>
<td>g) Weekly telephone or face-to-face contact with key client representatives. Update with Commercial Design Consolidated (NSW) Pty Ltd</td>
<td></td>
<td>AM</td>
</tr>
<tr>
<td>h) Monthly face-to-face contact with key client representatives</td>
<td></td>
<td>AM</td>
</tr>
<tr>
<td>i) Quarterly formal client performance review</td>
<td></td>
<td>AM/OSM</td>
</tr>
</tbody>
</table>