

Bevilles Jewellers

Case Study

What did they analyse?

- Equal Opportunity Committee discussions
- Workplace profile
- Equal Opportunity Employee Opinion Survey

What did their analysis show?

- The need to develop a recruitment and selection process.
- Provide regular feedback on performance, and identify and meet staff development needs.
- Educate and update employees on EO policies and procedures.

Recruitment and Selection Issue

The need to develop a consistent, comprehensive, equitable and objective recruitment and selection process based on knowledge, skills, abilities, experience, aptitude and qualifications.

Actions taken:

- Developed a job profile for sales staff (roles, responsibilities, key performance indicators and accountabilities).
- Developed selection criteria.
- Recruitment and selection training delivered to all managers.
- Implemented a recruitment and selection process with supporting documentation.

Outcomes:

Managers found the new process simplified recruitment and selection, while applicants commented that the process was fair and professional.

Training and Development Issue 1

Provide regular, constructive feedback on performance; identify development needs and implement strategies for improvement and/or change.

Actions taken:

- Trained management on providing feedback and coaching of staff making it part of management accountability and attached bonus payments to remuneration if all staff reviewed every month.
- Implemented two hours per month in-store training program.
- Developed and implemented induction program for all new employees.

Training and Development Issue 2

Educate and update employees on internal policies and procedures that reflect equal opportunity legislation.

Actions taken:

- Included equal opportunity policy in contracts of employment and in training and development materials.
- Sent each employee individually addressed a “personal message” from the GM.
- Developed and implemented two training sessions in the induction program.
- Provided briefings to all managers on equal opportunity legislation and company’s policy and procedures.

Outcomes:

- Ensured all staff had feedback and training needs assessed at least twice a year and the in-store training program was very well received by staff.
- Induction program improved performance of new recruits so greatly that 78% of Christmas casuals were offered continuing employment through the following year.

Quick Facts File

Industry: Predominately Female
Retail - Jewellery

Number of employees: 261

Male/Female: 53/208

Status: Compliant

Relevant Employment Matters:

✓ Recruitment and Selection

✓ Training and Development