



Case Study – WORLDUCATION

Worlducation is a social startup that manufactures tablet computers for primary school students. They not only focus on the hardware, but they also have a competitive team creating software, content and activities to better engage and educate the students.

Worlducation aims to change the way children learn at school by implementing artificial intelligence technology that can follow up on each child's progress and adjust to their needs as they learn, creating the optimal path learning experience.

So far, Worlducation only sells their tablet computers business to business (B2B) as they realised that their content and hardware proved most effective when a whole classroom was using it, and a teacher was coordinating the activities. Also, this helped the sales team focus on larger sales, and minimised the potential number of problems that could arise from individual customers. However, the long-term plan is to also tackle a business to consumer strategy (B2C).

What makes Worlducation completely different from their competition is that they envision a world in which every child learns how to read and write – a world without illiteracy. Given this vision, for every classroom that buys their products, they donate and train a classroom somewhere around the world that can't afford the same technology. Furthermore, they connect the two classrooms (those who bought the products and services and those who received the donation) so that they can grow together and collaborate throughout their learning cycle.

Worlducation was founded in 2016, and by the end of 2019 they had sold over 35,000 tablets to over 550 schools in 23 countries, generating revenue in hardware sales and software subscriptions.

Worlducation headquarters are in Sydney's CBD but they have a development team in Bulgaria, a manufacturing team in Hong Kong, and operation and marketing staff in Colombia, Egypt, Iceland, Russia and the Philippines.

Worlducation has a complex supply chain that begins when a sale is made usually via a sales representative or through an online enquiry that is handled by the sales team. Sales are recorded in an internal Enterprise Resource Planning System (ERP System) which notifies the operations team that an order needs to be delivered. The operations team verify the sales order and authorise the delivery of a manufacturing request to the factory in Hong Kong. Manufacturing team in Hong Kong notes the order specifications and delivery details and

incorporates this within its production schedule. The order is manufactured and the operations team arrange freight and shipping directly to the customer.

Worlducation started 2020 with a huge sale to a school in Portugal. Although it was a great start, the context for the rest of the quarter was highly uncertain due to COVID-19.

Surprisingly the pandemic brought hundreds of new leads and that led to an unprecedented growth that brought alongside dozens of operation and production problems.

The factory in Hong Kong closed down for 1 month due to government restrictions limiting supply, the sales team was overwhelmed with sale meetings over ZOOM, the tech-support team had to re-adapt the software to remote learning for many of the schools, and the founders had to start thinking on how education was going to change after this worldwide event.

Since COVID-19 and the closure of the factory due to government restrictions, of the 2000 tablets due to be shipped by April, only 500 were completed on schedule. This resulted in numerous customer complaints.

In 2019, Worlducation generated a revenue of \$35 million, a net profit of \$7 million and net cashflow of \$4 million. They budgeted revenue of \$45 million for 2020, net profit of \$9 million and net cashflow of \$5 million. However, following the unprecedented growth in demand and disruptions to the supply chain, management now projects 2020 revenue will amount to \$55 million, net profit of \$5 million and net cashflow of negative \$3 million. The decrease in profit was a result of the disruption to the manufacturing process and the associated solutions implemented by Management.

The projected growth in revenue is expected to require a significant investment in working capital (both inventory and debtors) and this combined with an expected decline in profit margin is projected to result in significant cash flow pressure in the latter half of 2020. Management is considering its options to fund this investment.

In the past, senior executives met to brainstorm and provide cost estimates for future business models to ensure the sustainability of the business. Options included:

- establishing a second manufacturing facility (forecasted cost \$5 million)
- outsourcing manufacturing to a third party (forecasted lost margin of \$200 per unit sold or \$2 million per year assuming 10 000 units are sold)
- developing a cloud-based solution where customers can access the software remotely on their own devices (forecasted cost of \$2 million)
- purchasing off the shelf tablets (forecasted lost margin of \$300 per unit sold or \$3 million per year)

- repurposing used tablets (forecasted \$100 per unit sold or \$1 million).

Information specific to developing an operational plan

At a recent board meeting, the Board of directors approved the development of a cloud-based solution where customers can access the software remotely on their own devices.

The CEO has asked every manager to create an operational plan to implement this model in their department. The manager must operate within the forecasted cost amounts.

The Sales manager has decided to address the objectives “increase sales to increase donations to needy classrooms” and “strengthen the skills of our people, to better support customers”.

Activities relate to the first objective include:

- Activity 1: Create an online advert for the new product (quoted price of \$25000)
- Activity 2: Arrange a live demonstration for existing customers
- Activity 3: Create rewards program to reward school based on number of downloads

Activities related to the second objective include:

- Activity 1: Train sales staff to use new product
- Activity 2: Organise school visits
- Activity 3: Sponsorship program to develop personal relationships between less fortunate children and sales staff

A dedicated new in-house trainer will be required to provide training on the new product to staff and clients and an advertising consultant is needed to create a multi-media advert.

Information specific to monitoring an operational plan

After a period of time, the project schedule shows that the advertising consultant is delivering according to specified timeframes. The advertising consultant has issued the following invoices:

- Invoice for three draft examples: \$10000
- Invoice for video production: \$15000
- Invoice for running the advert: \$7000.



Strategic Plan 2020 – 2022

Welcome

Welcome to the Strategic Plan for Worldducation.

This document sets out our vision for the next two years and how we hope to achieve it.

We hope you enjoy reading this document.

Lucas Lopez

CEO

Worldducation

Executive Summary

Founded in 2016, Worldducation is a social startup that manufactures tablet computers for primary school students. Our focus is not only on the hardware, but also creating software, content and activities to better engage and educate primary school students.

Worldducation aims to change the way children learn at school by implementing artificial intelligence technology that can follow up on each child's progress and adjust to their needs as they learn, creating the optimal path learning experience. Worldducation envisions a world in which every child learns how to read and write – a world without illiteracy. This is why, for each classroom that buys our product, we donate and train a classroom somewhere around the world that can't afford the same technology. We then connect the classrooms together so that they can grow and collaborate throughout their learning cycle.

Vision Statement

To see a world without illiteracy.

Mission Statement

To be the change and facilitate a world without illiteracy by changing the way children learn at school and the number of schools that have access to technology.

Our values are:

Core values underpinning our activities are:

- Ethical principles
- Innovation
- Collaboration.

Strategic Priorities

To be well led, high performing, profitable and accountable.

- Ensure that all financial operations, performance indicators and results support the strategic policies
- Identify new and expand existing sources of revenue and ways to help more classrooms in need.
- Achieve profits of at least 10% per annum.

Increase our reach

- Increase range of products and services offered to reach a larger target market
- Increase sales to increase donations to needy classrooms.

Continue building deeper customer relationships

- Customer-centred practice, with a focus on meeting their total needs for high-quality technology
- Strengthen the skills of our people, to better support customers
- Drive innovation to better meet customer demands

Attract, engage and develop the best staff

- Continuing the drive to a customer centred, high performance workforce and culture
- Strengthening the skills of our people, to better support customer needs
- Empowering innovation and responsiveness to change
- Continuing to enhance the diversity of our workforce
- Exploring the use of technology in human resources.

The Market

The technology market is a growing and ever-changing industry due to the rapid rate that technology is being updated. Emerging technologies include artificial intelligence and the Internet of Things (IOT). There is an increasing focus on cyber security.

Due to the global pandemic, the issues with the manufacturing industry have impacted on the supply of hardware components.

The trend for consumer spending during the pandemic has taken a downturn but this has not affected the ICT industry as due to more people working from home, consumer appetite for tablets has increased.

Situation Analysis

Strengths	Weaknesses
• Value and quality • Strong management • Customer loyalty • Friendly organisational culture • Level of available finance for investment	• Brand name not developed as well it could be • Growing organisation
Opportunities	Threats
• Schools needing to upgrade technology • Opportunities to offer a range of services • Opportunities for synergies across all services and products	• High level of competition • Economic downturn meaning less spent generally • Failing to satisfy clients demands

Marketing Strategies

Our marketing strategies aim to:

- Build our brand
- Generate leads now
- Convert those leads quickly
- Have every part of the business supporting each other

We plan to develop our market share by:

- Improving our marketing and advertising
- Continually improving the quality of service given to clients
- Maintaining effective communication channels with all stakeholders to ascertain industry requirements and then develop products and manage services accordingly
- Continually improving communication channels with all our stakeholders, ensuring a flow of timely and accurate information to facilitate effective planning and decision making

- Targeting identified growth markets with planned, market appropriate campaigns employing a variety of promotional strategies and advertising mediums
- Offering attractive fee structures to our clients
- Continually improving the skills, knowledge and effectiveness of our team through our commitment to training and development
- Regularly reviewing the effectiveness of all our operations and making improvements when and where necessary



Finance Authorisation Policy and Procedures

Purpose of the Policy

All finance transactions as noted in this policy are to be authorised by the noted authorised person prior to the transaction being undertaken.

This policy is to be read in conjunction with other specific finance policies where relevant.

Procedures

Prior to any finance transactions being undertaken, Anna Armstrong must authorise the transaction.

Use of Business Credit Card

Purpose of the Policy

This policy provides guidelines for the issue and use of business credit cards.

Procedures

An employee will only be issued a credit card once the Credit Card Authorisation Form has been completed.

The business credit card can only be used for travel, authorised entertainment and purchases of small value expenses or equipment up to the value of \$500.

No cash advances are to be taken using the business credit card unless authorised by Anna Armstrong.

Where a business credit card is lost or stolen, the owner of this card is to notify the Business Manager, who is responsible for notifying the issuing agency and ensuring the card is cancelled.

The business credit card is not to be used for personal expenses.

All holders of business credit cards are required to reconcile the monthly credit card statement to the expense form, attach all receipts for payments made on the credit card and have the expense statement authorised by Anna Armstrong.

Upon completion and authorisation of the monthly expense statement, these documents are to be forwarded to the Business Manager for payment of the credit card statement.

All business credit cards are to be returned to the business when the person is requested to by the Business Manager or where they are no longer an employee of the business.



New supplier policy

Purpose of the Policy

All new suppliers to the business must be reviewed and accepted in accordance with this policy to ensure that the supplier service is aligned with the business objectives.

Procedures

Choosing a New Supplier

A new supplier must provide our business with quality products, great service, competitive pricing and efficient delivery.

The following information table must be completed prior to agreeing to services

Supplier Selection Background Information

- Business Name of Supplier:
- Location of Supplier:
- Products/Services provided by supplier: (Attach a list if necessary)
- Name of business owner/ sales representative:
- For how many years has the supplier been trading?

Supplier Selection Review Checklist

For each new supplier being considered the following checklist must be completed:

- Is the supplier pricing competitive? Attach list to this checklist:
- What are the payment terms for this supplier?
- What is the return policy for this supplier?
- Does the supplier provide warranties, guarantees etc.?
- Are the suppliers' representatives knowledgeable of the products/ services and industry?
- Is there an alternative to this supplier, has the alternative supplier been considered?
- What are the delivery services of the supplier?

- Has a credit check been undertaken for the supplier? (attach to this checklist)
- Has the Personal Property Securities Register (PPSR). been reviewed?
- Has the supplier been trade checked? (attach this to this checklist)
- insert relevant additional information to assist in the decision of appointing a new supplier

Appointment of Supplier

The appointment of a new supplier will be authorised by the Business Manager.

The Business Manager will independently verify the bank account or other payment details of the supplier to ensure payments made are to the correct supplier

Supplier Payment Terms

All purchases from suppliers must be supported by a purchase order.

Payment terms for all suppliers must be reviewed by the Business Manager at least once a year.

All supplier payment terms must be a minimum of 30 days.

Any variation to the above must be authorised by the Business Manager.

All supplier payments are to be reviewed once a quarter to ensure that payment terms are adhered to. For payments made to any suppliers earlier or later than the agreed terms.



Privacy Policy and Procedures

Scope

This privacy policy outlines how Worlducation protects and handles personal information in accordance with its obligations under the National Privacy Principles (APPs) contained in the Privacy Act 1988 (Cth) (Privacy Act).

I. Collection of information

- I.1 Worlducation collects personal information relating to individual creators, publishers, licensees and IT professionals as part of the normal course of its business.
- I.2 Where possible, Worlducation collects personal information directly from the individuals themselves.
- I.3 Third party collection: Worlducation may also collect personal information from third parties in accordance with the requirements of the APPs, including:
 - From other rightsholders of a work, including the publisher. This is restricted to information which will assist in member recruitment or payment to rightsholders, such as contact and entitlement information. If Worlducation cannot collect that personal information from other rightsholders, its ability to efficiently recruit and pay rightsholders will be restricted;
 - Worlducation has agreements with similar organisations in other countries that enable the use of foreign text and images in Australia, and the collection of fees and royalties for the use of Australian works overseas and may collect information in this process;
 - From the public domain from third party sources such as social networking services, industry directories, industry guides, and the Internet; and
 - Through purchased mailing lists and business database lists which are used for sending Worlducation marketing material, where recipients have consented to receiving such communications or it would be reasonably expected of us to use or disclose the information for that purpose.
- I.4 Websites and online services: a variety of information is collected by users of our Websites and online services.
- I.5 Emails and electronic forms: our servers may record an email address if a message is sent online. An email address will only be used for the purpose for which it has

been provided and it will not be added to a mailing list or used for any other purpose without consent.

1.6 Google Analytics: Worlducation uses Google Analytics to collect data about users' usage and behaviour on Websites. This information is used to improve the Websites and is not used by Worlducation to personally identify users of the site. All tracked data is anonymously collected in accordance with Google Analytics' privacy policy. Refer to Google's privacy policy for further information: <http://www.google.com.au/policies/privacy/>

1.7 Cookies: Worlducation uses session 'cookies' to help analyse how users use their Websites. The cookie-generated information generated about the use of the website (including IP address) will be transmitted to and stored by our service providers on servers hosted in Australia. By using our website, users consent to the processing of data about them in the manner and for the purposes set out above.

2. Anonymity

2.1 We provide the option for individuals to not identify themselves, or of using a pseudonym when dealing with us. In some circumstances, if a choice is made not to provide the information requested we may not be able to provide certain services.

2.2 We do not provide this option in circumstances where it is impracticable to do so or where Worlducation is legally required to deal with identified individuals only.

3. Use and disclosure of personal information

3.1 Worlducation uses and discloses personal information for the primary business purposes for which it is collected (set out above) and related management purposes.

3.2 Worlducation uses and discloses personal information for any other purposes to which consent has been given.

3.3 Worlducation will not otherwise use or disclose personal information without consent being given unless otherwise required or authorised by law.

3.4 Subject to the requirements of the APPs, Worlducation may also use and disclose personal information for any other related purpose that one would reasonably expect the information to be used or disclosed.

4. Marketing material

- 4.1 Worlducation may use personal information, from time to time, to send to marketing material that we consider will be useful, or other material about our activities.
- 4.2 Worlducation will only do this if we collected the information and one would reasonably expect us to use or disclose the information for that purpose, or if consent has been given to receiving such communications.

5. Personal information storage and security

- 5.1 Worlducation takes reasonable steps to protect personal information from loss, unauthorised access, modification, disclosure, interference or other misuse. These steps include electronic access restrictions for electronic files that contain personal information, securing paper files containing personal information in locked cabinets and physical access restrictions.
- 5.2 Once collected, Worlducation holds personal information in a number of different formats, including on servers (located both onsite and offsite, including in the cloud), databases, filing systems and in offsite backup storage.
- 5.3 Worlducation only retains personal information for as long as it is required for its business purposes or for as long as required by law. Any information that we no longer require is destroyed securely. An exception to this may be retention of the information for data analysis. However, if this occurs, the information will be retained in a form that does not allow you to be identified from that information.
- 5.4 Worlducation undertakes not to disclose your personal information in any manner that would be considered direct marketing.

6. Digital security

- 6.1 Input devices such as thumb drives or other external memory devices should only be used if they come from a trustworthy source.
- 6.2 Before opening a thumb drive folder, ensure that a malware scan is run on it.
- 6.3 Files that are to be modified should first be saved to the computer's desktop and the thumb drive ejected before beginning work on the files.
- 6.4 All files should be saved to the relevant folder, and not left on the desktop.
- 6.5 Back up of data should be performed at the end of every week. The data should be backed up onto an external memory device, which will be stored in the security cupboard in the Administration office.

7. Internet security

- 7.1 A mailbox should be created for each email sender so they can be accessed efficiently.
- 7.2 Before logging off from your inbox, ensure that it is empty. All emails should be placed in their sender's mailbox.
- 7.3 Suspicious or potentially dangerous emails should be deleted immediately. Attachments should not be opened.
- 7.4 Personal emails should not be opened at work, or on King Edward VII College's computers. If an email of a personal nature is received on a King Edward VII College's email address, forward it immediately to a private email address, and open it outside work. Delete the original email from the inbox once it has been forwarded.
- 7.5 Returned email should be examined to ensure that the address is correct. If in doubt as to the correct address, contact the source of the address and ask for verification.
- 7.6 Email attachments should only be opened if they come from a trusted source. Attachments are to be stored and sent only as pdf, Word, PowerPoint or Excel files. If trustworthy emails are received in other formats, they should be converted before filing.
- 7.7 New staff must be assessed on their email competence by their manager before they are given access to their company email address and access to company files. This assessment is to be carried out on an external email account.



Employee Training and Development Policy and Procedures

Policy brief & purpose

This policy refers to Worlducation's learning and development programs and activities for all staff members. Worlducation aims to help employees extend their knowledge and acquire new skills to do their jobs better. We want our employees to feel confident to find new ways towards personal development and success.

Scope

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

Employees, managers and executives should collaborate to build a continuous professional development (CPD) culture:

- The employee is responsible to seek new learning opportunities
- The manager is responsible to coach their teams and identify employee development needs

Training and development includes:

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Participating in conferences
- On-the-job training
- Job shadowing
- Job rotation
- Subscriptions or educational material

Individual training programs

All employees that have worked for the company more than four months are eligible to participate in external training programs individually or in teams.

Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit.

All trainings should consider what employees need and how they can learn best. This is why, we encourage employees and managers to consider multiple training methods like workshops, e-learning, lectures and more.

Corporate training programs.

Expert training

Experts (internal or external) may be required at certain times, for example:

- Equal employment opportunity training
- Diversity training
- Leadership training for managers
- Conflict resolution training for employees
- Training new employees
- Training teams in company-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers or new responsibilities

Other types of training

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates.

Employees and managers are responsible for finding the best ways to approach learning. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

General guidelines

Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.

All employee development efforts should respect cost and time limitations, as well as individual and business needs.

Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.



Internal Communication Policy and Procedures

Worlducation aims to enhance and streamline communications (internal and external) to reinforce the vision and strategic priorities. As such, we will continue to develop and trial new communication platforms, channels, and tools to improve information sharing and collaboration between all staff members.

This policy is to be implemented in a way that ensures compliance with relevant legislative requirements and standards of best practice.

Worlducation expects that staff will use the channels and for business purposes only and comply with all relevant policies and procedures, the Code of Conduct.

Communication channels

Worlducation has a number of internal communication channels available, including:

Channel	Purpose
Staff bulletin	This contains information from the executive to staff which is important and relevant to their interests, including training, employment vacancies and important announcements. Contributions for the Staff Bulletin must be approved in advance by the contributor's relevant manager before being sent to the communications officer for review and inclusion.
Staff surveys	These are used to gather information and feedback from all staff members. Surveys should be sent to staff via email link.
Worlducation intranet	The intranet provides important information for staff in an easily accessible location. The intranet is to be used for conveying information which is important and relevant from the executive team to staff. It is the responsibility of the person contributing the content to ensure the content is factually correct. All contributions must be approved in advance by the contributor's relevant manager.

Channel	Purpose
Enterprise social networks (e.g. Yammer, Facebook)	These may be used by groups of staff to collaborate and communicate on projects online (e.g. to share and comment on work-related ideas, news and activities). Personal use of these platforms may not be used during work hours. Use of these networks must comply with the Social Media Policy.
All Staff emails	Emails are used for messages to and between staff. Staff are required to read all their work-related emails. Approvals must be sought via email with relevant documents attached or a link to the document provided.
Email distribution lists	Email distribution lists may only be used by the executive team and should adhere to the Privacy policy.



External Communication Policy and Procedures

This policy adheres to national laws and regulations where Worlducation does business. It applies to any information that is material and proprietary. Information is material if it is likely to have an impact on the financial performance. Information is proprietary, if it provides Worlducation with a competitive advantage.

This includes annual and quarterly reports, news releases, verbal communication (with external people such as analysts, investors, and the media), senior management presentations and information on the web site and intranet.

Employees must not discuss material, non-public matters or developments with outsiders (including family members, relatives or friends).

Spokespersons

There are three main groups of designated spokespersons for Worlducation Corporation:

National and international media	The Chairman, Chief Executive Officer, Chief Financial Office
Local media	Managers
Trade media	Marketing managers, Sales managers

Any news release being issued to the media or public must be approved by Worlducation's executive management team. This includes (but not limited to) blogs, newspapers, magazines, adverts, social media and press statements.

Emergency communication

Crisis and emergency situations that may affect Worlducation and its employees include items such as fires, explosions, accidents, floods, hazardous material emissions, acts of violence or terrorism and many others. In the event of a crisis, safety should be your immediate concern. Employees should notify their direct manager and/or facilities manager, who will in turn notify the executive team as soon as possible. When dealing with the media during a crisis make sure you are available for comment and:

- state the facts truthfully
- do not from disclose names of the injured or deceased

- show empathy - express concern for employees and the community as appropriate
- do not offer personal opinion or speculate
- describe steps you are taking to manage the crisis
- Say "I need to confirm that information first" if you are unsure.

Communication of Financial, Market, and Customer Information

Any reports, slides, presentations, or any other written material that contains WorldEducation financial information must be accurate and complete.



Social networking policy

Worlducation employees must use these forums appropriately and responsibly, especially when discussing or disclosing any information related to Worlducation or to their employment at Worlducation.

While social networking opens up new opportunities to have a positive impact on our brand reputation and business growth, it also carries significant business risk when used inappropriately. Failure to follow Worlducation's social media and networking policy or other abuse of social media and networking tools may result in disciplinary action up to and including termination of employment.

In the event anything in the policy may conflict with local law concerning internet use and data privacy, local law will control the interpretation and application of the policy.



Documentation Policy and Procedures

All employees are required to use Worlducation's templates for all workplace documentation.

Documents should be named [Department_Type_Detail_Version]

Documents are to be saved using Worlducation's cloud-based storage system.

In-built software review functionality should be used, and all comments recorded in a feedback register. Feedback register should contain the date, project number, name of reviewer, person receiving feedback, comments and action required.



Procurement Policy and Procedures

This policy outlines how Worlducation manages its purchasing activities to maximise value, minimise cost and support company strategies.

The policy applies to all employees who have the delegated authority to procure goods, services and/or works on behalf of the company.

For the purpose of this Policy, the term supplier includes all suppliers, contractors and consultants engaged to provide goods, services and/or works to the company.

Procurement Practices

- The procurement of goods, services and/or works must be consistent with the Health and Safety Policy.
- All procurement activities must take into consideration the environmental impact and value for money over the whole-of-life of the goods and/or services.
- Consideration needs to be given to ongoing operational costs including the use of water and energy, greenhouse performance, disposal, recyclability and other relevant factors.
- CFO holds the overall responsibility for procurement, including compliance and drives business initiatives that help manage risk, control optimal spend, achieve vendor consolidation and cost efficiency.
- The authority to approve expenditure must be in accordance with the company's Delegation and Sub-Delegation of Authority and limited to the cost centres and/or activities within control of the position.
- Procurement activities should be delivered or overseen by the position or Business Unit with the appropriate expertise in that field.

Procurement Principles

- Employees should first check if the goods and/or services can be provided through one of the company's current preferred or contracted suppliers, or a supplier that has already been set up to do business with the company.
- For one-off or simple price-based purchases with a supplier, credit cards are a low cost and efficient means of purchasing, rather than setting up a new supplier in the finance

system. Employees should confirm with the supplier that a credit card is an acceptable method of payment, prior to committing the company to the purchase.

- The aggregate spend over the year should be considered - if the procurement is for repeated volumes, a fixed term contract should be negotiated to secure favourable price, service and conditions over an extended term.
- Records that are created or received during the procurement process should be maintained in line with the company's current document and records management practices and systems.
- Sound judgement and discretion should be exercised in determining the most appropriate sourcing strategies.
- The purchase value will determine the bidding process:

Value	<\$2000	\$2000 - \$5000	\$5000 - \$15000	\$15000 - \$30000	>\$30000
Method	Direct purchasing	Written quote	More than one written quote	3 or more written quotes	Proposal or tender required
Approval	Team leader	Team manager	Department manager	Senior executive	CFO



Recruitment Policy and Procedures

The Staff Recruitment Policy has been established to ensure Worlducation has the opportunity to attract the best available staff and volunteers for all vacant positions. This policy relates to employment of all staff and volunteers other than the CEO.

Worlducation is committed to providing high quality programs and services to our community. To support the achievement of this objective we recognise the importance of employing the most suitable applicant for all vacant positions.

Principles

- Worlducation will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant remunerated positions and volunteer vacancies.
- Worlducation will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.
- Worlducation will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.
- Worlducation is committed to providing a work environment that is free from harassment and discrimination.
- All recruitment and selection procedures and decisions will reflect Worlducation's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities.
- No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

Responsibilities

The CEO (or a delegated authority) is responsible to implement this policy and to monitor its performance.

It is the responsibility of Managers and Supervisors to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorised;

- All roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Human Resources Department to ensure that:

- All Managers are aware of their responsibilities in the recruitment and selection process;
- Managers are given continuous support and guidance in regards to recruitment and selection issues.

Procedures

- Managers should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.
- If no position description exists for the available position, or if it requires revising, this is the responsibility of the appropriate Manager.
- Once the new position description or amendments have been drafted, it should be forwarded on to Human Resources and, if appropriate, approved by the CEO and/or Board.
- Prior to commencing the recruitment process, the responsible Manager is required to gain approval from the CEO / Board or delegated authority and forward this to the Human Resources Officer.
- In situations where a Manager wishes to promote an employee who meets the specific selection criteria for the vacant position into the internal vacancy, the appointment must be authorised by the appropriate Manager, and the approval is to be forwarded to the Human Resources Department.
- Where appropriate, Worlducation will advertise all vacancies internally.
- Where a position cannot be filled internally, the available position should be advertised through relevant networks, on relevant websites, and through local employment services. All advertisements must be approved by the CEO. If required, the Human Resources Department will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the relevant Manager. The Human Resources Department will administer the placement of the advertisement and monitor applications received.
- Resumes must be screened by relevant managers against the position description so that assessments can be made of their suitability for the specific role.
- Applicants who are assessed as suitable will then be selected for interview.
- Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.
- If an internal candidate is selected, the Manager is required to notify the successful candidate and their Manager. If an external candidate has been selected, the Manager is to make a verbal offer to the candidate.
- The Human Resources Department will prepare a written letter of offer for the successful candidate.
- Once the Human Resources Department or Manager has received the candidate's signed letter of offer, the Human Resources Department is to notify all unsuccessful candidates.

- The Manager is responsible for liaising with the Human Resources Department to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.
- The Human Resources Department will forward an induction kit to the new employee for their completion.