



Recruitment, Selection and Appointment Policy
Adopted 20 April 1999
Corporate and Commercial Services



KIAMA
MUNICIPAL
COUNCIL

Recruitment, Selection and Appointment Policy

1.0 Purpose

The aim of this policy and procedures document is to clearly establish the process for recruitment, selection and appointment of staff within Council.

2.0 Objectives

The objectives of this policy are:

- ensure procedures are equitable, consistent and timely;
- ensure there is competition on the basis of merit;
- ensure equal opportunity for all candidates;
- encourage members of disadvantaged groups to consider employment with Council; and
- ensure applicant confidentiality is maintained at all stages of the process.

3.0 Scope

- 3.1 This Policy applies to the recruitment, selection and appointment of casual, temporary/fixed term and permanent employees other than the General Manager, Directors of Council and other Senior Staff identified under the Local Government Act, 1993.
- 3.2 This Policy does not apply to an appointment by way of demotion; or an appointment by way of lateral transfer, unless Council decides otherwise.
- 3.3 The principles of equal employment opportunity and selection on merit apply to the selection of all staff including the General Manager, Directors of Council and Senior Staff. The recruitment and selection process is based on merit, expressed in terms of the essential and desirable criteria required for a particular role. In line with the principles of equal employment opportunity other factors are not relevant and should not be considered.
- 3.4 This Policy should be read in conjunction with Council's Higher Grade Pay Policy for appointment of staff to long term higher grade replacements.

4.0 References

This document should be read in conjunction with:

- Local Government Act 1993
- Local Government (State) Award 2014 and subsequent Awards that supersede that Award
- Anti-Discrimination Act (NSW) 1977
- Child Protection (Prohibited Employment) Act 1998
- Australian Standards on Employment Screening (AS4811-2006)

5.0 Definitions

For the purpose of this document the following definitions apply:

- Permanent Employee – means an employee engaged on a permanent basis in either a full-time, part-time or job-share capacity.
- Casual Employee - means an employee engaged on a day to day basis.

- Temporary Employee – means an employee engaged for a defined period to cover a temporary vacancy or period of heavy workload. Temporary appointments must not exceed 12 months duration.
- Fixed Term Employee – means an employee engaged for a fixed period of time, for example in the case of grant-funded positions.
- Award – shall mean the Local Government (State) Award 2010 and subsequent Awards that supersede that Award.

6.0 Policy

6.1 Policy Statement

Council's recruitment and selection process provides a comprehensive and rigorous, yet simplified framework to ensure consistency across all Council departments. Recruitment and Selection for positions with Council will be in accordance with the following principles:

- Merit Selection - Council's policy is to recruit and select on merit. The merit of people eligible for appointment to a position is determined according to:
 - a) the nature of the duties of the position; and
 - b) the abilities, qualifications, experience and standard of work performance of applicants related to those duties.
- Equity - All applicants shall receive fair and equitable consideration. All stages of the recruitment and selection process are designed to ensure that equal employment opportunity and anti-discrimination legislation and policies are adhered to, whilst offering career development opportunities to current employees.
- Privacy/Confidentiality - The privacy and confidentiality of all people who inquire about positions at Council and all applicants will be of utmost concern throughout the entire recruitment and selection process. Information relating to applicants shall be treated with the utmost confidentiality and must not be discussed with any person who does not have a genuine 'need to know' in the course of their legitimate Council business.
- Transparency - The framework is designed to ensure the recruitment and selection process is open and transparent.

7.0 Procedure

There are 4 stages involved in the recruitment and selection of employees:

- i. Pre-recruitment
- ii. Recruitment
- iii. Selection
- iv. Post-Selection

The 4 stages of Council's procedures for recruitment and selection of employees are outlined below.

Stage	Responsibility	Expected Time Frame	Action Required When Cannot Meet Time
Pre-Recruitment			
<i>Identify Vacancy</i>			
<ul style="list-style-type: none"> Vacancy arises 	<ul style="list-style-type: none"> Manager 	Not Applicable.	
<i>Review Position</i>			
<ul style="list-style-type: none"> Review position and consider whether the position is required in Council's structure and/or whether there is an opportunity for the position to be restructured Refer to Workforce Plan 	<ul style="list-style-type: none"> Manager/Director 	As soon as practicable after the vacancy is identified.	Notify Human Resources of the reasons for the delay.
<ul style="list-style-type: none"> Review position description and competency document to ensure information is correct and up to date 	<ul style="list-style-type: none"> Manager/Director 	As soon as practicable after the position has been reviewed.	Notify Human Resources of the reasons for the delay. Seek the assistance of Human Resources.
<ul style="list-style-type: none"> Complete Job evaluation where position has changed significantly 	<ul style="list-style-type: none"> Human Resources in consultation with the Manager/Director. 	Within 1 week of the position description being finalised, where practicable.	Human Resources to notify the Manager/Director of the reasons for the delay.
<i>Approval to Recruit</i>			
<ul style="list-style-type: none"> Complete Recruitment Requisition 	<ul style="list-style-type: none"> Manager/Director in consultation with Human Resources 	As soon as practicable once the position description and/or job evaluation are finalised.	Notify Human Resources of the reasons for the delay.
<ul style="list-style-type: none"> Forward Recruitment Requisition to MANEX via Department Director for consideration 	<ul style="list-style-type: none"> Manager/Director and MANEX 	As soon as practicable after the Recruitment Requisition is finalised.	Notify Human Resources of the reasons for the delay.
<ul style="list-style-type: none"> General Manager makes final decision to recruit 	<ul style="list-style-type: none"> General Manager 	Same day Recruitment Requisition forwarded to MANEX for consideration.	Notify relevant Manager and Human Resources of the reasons for the delay.
<ul style="list-style-type: none"> Provide information about all vacancies to Consultative Committee 	<ul style="list-style-type: none"> Human Resources 	At the next Consultative Committee Meeting.	

Recruitment			
<i>Advertise Position</i>			
<ul style="list-style-type: none"> Determine appropriate advertising strategy 	<ul style="list-style-type: none"> Manager/Director in consultation with Human Resources 	Within 1 week of receiving approval to recruit.	Liaise with the recruiting Department Manager and/or Director to notify them of the delay and make adjustments to the advertising strategy, if required.
<ul style="list-style-type: none"> Prepare Manager Recruitment Package and access to Recruitment system 	<ul style="list-style-type: none"> Human Resources 		
<ul style="list-style-type: none"> Determine weighting for selection criteria 	<ul style="list-style-type: none"> Human Resources in consultation with Recruiting Manager 		
<ul style="list-style-type: none"> Draft and Place Advertisements 	<ul style="list-style-type: none"> Human Resources in consultation with the Manager and/or Director 		
<ul style="list-style-type: none"> Receive inquiries 	<ul style="list-style-type: none"> Human Resources/ recruiting department 	For the duration that the vacancy is open.	Not Applicable.
<i>Receive Applications</i>			
<ul style="list-style-type: none"> Receive applications 	<ul style="list-style-type: none"> Online recruitment system 	Varies depending on the length of time the vacancy is open.	Not applicable.
Selection			
<i>Review Applications</i>			
<ul style="list-style-type: none"> Review applications to determine if vacancy could be contentious. 	<ul style="list-style-type: none"> Human Resources 	Within 1 day of the closing date of vacancy.	Notify the Convenor of the Selection Committee.
<i>Form Selection Committee</i>			
<ul style="list-style-type: none"> Determine composition of Selection Committee 	<ul style="list-style-type: none"> Manager/Director in consultation with Human Resources, if required 	Within 3 days of closing date of vacancy.	Notify Human Resources. If there is a delay at this stage in excess of two (2) weeks, Human Resources will arrange for applicants to be notified of the delay in the process.
<ul style="list-style-type: none"> Determine interview questions and testing required 	<ul style="list-style-type: none"> Selection Committee 		
<ul style="list-style-type: none"> Review questions and tests 	<ul style="list-style-type: none"> Human Resources, if required 		

<i>Short List Applications</i>			
<ul style="list-style-type: none"> Assess applications using Short Listing sheet and select applicants for interview 	<ul style="list-style-type: none"> Selection Committee 	<p>Within 1 ½ weeks of closing date of vacancy.</p>	<p>Notify Human Resources. If there is a delay at this stage in excess of two (2) weeks, Human Resources will arrange for applicants to be notified of the delay in the process.</p>
<i>Arrange Interviews</i>			
<ul style="list-style-type: none"> Arrange interviews over the phone, then confirm through booking in Recruitment system 	<ul style="list-style-type: none"> Selection Committee Convenor 	<p>Within 2 weeks of closing date of vacancy.</p>	<p>Notify Human Resources. If there is a delay at this stage in excess of two (2) weeks, Human Resources will arrange for applicants to be notified of the delay in the process.</p>
<i>Notify Unsuccessful Applicants not Selected for Interview</i>			
<ul style="list-style-type: none"> Advise unsuccessful applicants who are not selected for interview of the outcome of their application in writing 	<ul style="list-style-type: none"> Human Resources 	<p>As soon as practicable after receiving advice that interviews have been arranged.</p>	<p>Notify Selection Committee of the reason for the delay.</p>
<i>Conduct Interviews and Screening Procedures</i>			
<ul style="list-style-type: none"> Conduct Interviews 	<ul style="list-style-type: none"> Selection Committee 	<p>Within 3 weeks of closing date of vacancy.</p>	<p>Notify Human Resources. If there is a delay at this stage in excess of three (3) weeks, Human Resources will arrange for applicants to be notified of the delay in the process.</p>
<ul style="list-style-type: none"> Verify Credentials 			
<ul style="list-style-type: none"> Rank Applicants 			
<ul style="list-style-type: none"> Check References 		<p>Within 2 days of the date of the interview.</p>	<p>Liaise with Human Resources to determine most appropriate strategy to complete the Reference Checks.</p>
<ul style="list-style-type: none"> Complete Service Checks with the Human Resources Section of the applicant's employer 	<ul style="list-style-type: none"> Human Resources 	<p>Within 2 days of the date of the interview.</p>	<p>Notify applicants and/or the Selection Committee of the reasons for the delay.</p>

<ul style="list-style-type: none"> • Arrange pre-employment checks including medical, Working with Children Check and Federal Criminal Record Check 	<ul style="list-style-type: none"> • Selection Committee to arrange for applicants to complete required forms and collect Working with Children Check verification number • Human Resources to process 	<p>As soon as practicable after receiving advice of the shortlisted applicants.</p>	<p>Notify applicants and/or the Selection Committee of the reasons for the delay.</p>
<p><i>Selection Committee Report</i></p>			
<ul style="list-style-type: none"> • Write Selection Committee Report 	<ul style="list-style-type: none"> • Selection Committee Convenor 	<p>Within 2 days of making the final decision.</p>	<p>Notify applicants and Human Resources for the reasons of the delay.</p>
<ul style="list-style-type: none"> • Approve written recommendations 	<ul style="list-style-type: none"> • General Manager 	<p>As soon as practicable upon receiving the report.</p>	
<p>Post-Selection</p>			
<p><i>Determine Probationary Period</i></p>			
<ul style="list-style-type: none"> • Determine probationary period 	<ul style="list-style-type: none"> • Human Resources 	<p>Prior to making an offer to the successful applicant.</p>	<p>Generally probationary periods are as below, however the Selection Committee has the discretion to recommend a longer period (of not more than 6 months) if deemed appropriate depending on an applicant's perceived capability to fulfil the objectives and duties of the position.</p> <p>Employees classified at:</p> <ul style="list-style-type: none"> • Up to and including Grade 13 - 3 month probation period • Grade 14 and above – 6 month probation period

<i>Notify Applicants</i>				
<ul style="list-style-type: none"> • Offer position to successful applicant 	<ul style="list-style-type: none"> • Human Resources 	Within 3 weeks of the Interview	Contact the preferred applicant and notify them of the delay and advise them that we are still processing their application.	
<ul style="list-style-type: none"> • Advise unsuccessful applicants, selected for interview, by telephone. 	<ul style="list-style-type: none"> • Selection Committee Convenor 	By phone – within 5 working days of the interview.	Contact the applicants and notify them of the delay in the process and the anticipated time it will take for a decision to be finalised.	
<ul style="list-style-type: none"> • Issue letter of appointment 	<ul style="list-style-type: none"> • 	Within 1 week of the position being offered	Notify the New Employee, the Manager and/or Director for the reason for the delay.	
<ul style="list-style-type: none"> • Advise Department of the outcome of the process 		On, or as close as possible to the new employee's date of commencement.	Not Applicable	
<ul style="list-style-type: none"> • Notify all employees of the name of the new starter 				
<ul style="list-style-type: none"> • Return completed file to Records 		As soon as practicable after all components required are completed.	Not Applicable	
<i>Provide Feedback and Receive Appeals, if applicable</i>				
<ul style="list-style-type: none"> • Provide reasons, in writing, to unsuccessful internal applicants who seek feedback for not being appointed, as requested. • Note – HR <u>may</u> provide to external applicants on request. 	<ul style="list-style-type: none"> • Selection Committee in consultation with Human Resources 	<p>Unsuccessful internal applicant must request advice within one (1) working day of being notified they were unsuccessful.</p> <p>The Convenor of the Selection Committee shall provide the unsuccessful applicant with the reasons he/she was unsuccessful within two (2) further working days.</p> <p>If the unsuccessful applicant is not satisfied with the advice supplied by the Selection Committee, he/she has two (2) further working days to</p>	Need to ensure required time frame is adhered to.	

		lodge an appeal against the appointment with the General Manager.	
<ul style="list-style-type: none"> Provide feedback about applications, interviews and/or skills tests, as requested 	<ul style="list-style-type: none"> Selection Committee in consultation with Human Resources 	As soon as practicable after receiving their inquiry.	
<i>Arrange Induction</i>			
<ul style="list-style-type: none"> Distribute Supervisor Guide to Induction and Employee Handbook. 	<ul style="list-style-type: none"> Human Resources 	Within 1 week of commencing in the role	Need to ensure required time frame is adhered to.
<ul style="list-style-type: none"> Arrange a Work Site Induction in accordance with Council's Induction Process 	<ul style="list-style-type: none"> Supervisor/Manager 	First day employee commences in the role	Need to ensure required time frame is adhered to.
<ul style="list-style-type: none"> Arrange for the new employee to complete a New Employee Survey 	<ul style="list-style-type: none"> Human Resources 	<p>For employees with 3 month Probationary Period - after 2 months.</p> <p>For employees with 6 month Probationary Period - after 5 months.</p>	Need to ensure required time frame is adhered to.
<ul style="list-style-type: none"> Arrange Corporate Induction for new employees in accordance with Council's Induction Process 	<ul style="list-style-type: none"> Human Resources 	Within 3 months of commencing in the role	Arrange for the employee to meet with their Manager and Human Resources to ensure they have been provided with all information relevant to their position at Council and schedule for them to attend the next Corporate Induction Day.

7.1 Pre – Recruitment

7.1.1 Identify Vacancy

A vacancy may arise because of:

- employee attrition (termination of employment for whatever reason for example resignation or retirement)
- employee promotion
- job redesign
- leave of absence
- short term needs/temporary appointment; or
- a position is newly created.

7.1.2 Review Position

When a vacancy arises, the Director and/or Manager **must** examine the Workforce Plan and Departmental Structure to determine if the job is needed in Council's structure and consider possible alternatives including job redesign.

Although position descriptions are reviewed annually as part of the performance assessment process, when a position becomes vacant the Manager and/or Director should thoroughly review the position description and competency document to ensure they accurately reflect the current and future needs of the position.

For new positions or where the duties and responsibilities of a position have changed significantly, the position must be evaluated using Council's Job Evaluation System to determine the appropriate grade within Council's Salary Structure.

For positions outside of Council's Salary Structure, the relevant industrial instrument must be consulted to determine appropriate remuneration. The remuneration package for Senior Staff will be determined by the General Manager and/or Council.

Consideration should also be given to any special conditions that may apply to the position, for example if the position has an open spread of hours and whether it is casual, temporary or part-time. Where new conditions are introduced the appropriate Union will be notified and the changes referred to the Consultative Committee for information.

7.1.3 Approval to Recruit

The Manager and/or Director must complete a Recruitment Requisition for all vacancies except temporary and short term casual positions. All Recruitment Requisitions and vacancies must be forwarded to MANEX for consideration.

Temporary and short term appointments may not require a Recruitment Requisition and this will be at the discretion of the Manager Human Resources and Commercial Services in consultation with the Director. Temporary and short term appointments that do not require a Recruitment Requisition must be referred to MANEX for information.

The General Manager will make the decision to commence recruitment. The Consultative Committee will be provided with information about all vacancies.

7.2 Recruitment

7.2.1 Advertise Position

Manager Recruitment Package and Access to e-Recruitment System

Prior to a position being advertised Human Resources will provide the Recruiting Manager with the Manager's Recruitment Package. Human Resources will create 'short listing sheets', based on the position description for the role, for selection committees to use to assess applications. The short listing sheets list the selection criteria for the position and are used in the assessment of applications. The short listing sheets will be provided to the Convenor of the Selection Committee with the Manager's Recruitment Package. Information on short listing sheets is often used as the basis for feedback to unsuccessful applicants.

Human Resources will ensure the Recruiting Manager is established in Council's e-Recruitment system and arrange system training if required.

Determine Rating and Weightings of the Selection Criteria

Human Resources, in consultation with the Convenor will agree on weightings for each of the selection criteria to reflect the relative importance of each to the job. This will be used during the selection process to rank applicants on the basis of merit.

Determine Appropriate Advertising Strategy

The Local Government Act requires that a position is advertised in a manner sufficient to enable suitably qualified people to apply for the position. The Manager/Director and Human Resources will determine the most appropriate advertising strategy for the particular position to attract a suitable pool of applicants in the most cost effective manner.

All externally advertised positions will be displayed on Council's website and on Council's internal noticeboards.

Regardless of the location of the advertisement, applications for all positions must remain open for a minimum of five working days from the date of first placement of the advertisement.

Draft and Place Advertisement

The aim of advertising is to attract the attention of suitable potential applicants. Advertising strategies vary for different positions and the detail included in advertisements will vary to ensure they are appropriate and cost effective. Advertisements shall be approved and placed by Human Resources. Advertisements are to be drafted in accordance with Council's Style Guide to ensure consistency. The Manager/Director should discuss their requirements with Human Resources who will draft the advertisement and arrange for its placement.

Advertisements shall include;

- Council's full name and logo;
- the title of the position;
- details of the nature of the position, for example, full-time, part-time, temporary or casual;
- contact details to obtain further information;
- a statement to the effect that "We actively encourage applications from Aboriginal and Torres Strait Islander people"; and
- details on how to apply and the closing date for receipt of applications.

Advertisements may include other details such as;

- a brief description of the duties;
- information about the salary;
- the essential and desirable criteria (not necessarily in full);
- any special conditions required of the position including the requirement to complete pre-employment checks; and
- a statement to the effect that a pre-employment medical may be a component of the selection process.

A departmental contact is required for all advertised positions to enable potential applicants to make inquiries. This person shall be identified on the Recruitment Requisition. The contact person must be available to answer telephone inquiries about the vacancy.

All advertisements will be made available on Council noticeboards. For sections where employees do not have access to a Council email address, the Manager of the relevant section is responsible for ensuring the advertisement is placed on the noticeboard for that section.

Receive Inquiries

Applicants should be encouraged to access information about the vacancy via Council's website. This benefits the applicant as they have quick access to the information and benefits Council in terms of cost effective use of resources. However, where a person requests that information be posted to them, it should be printed from the website and posted as soon as possible.

Handling inquiries should be treated as a Public Relations exercise. Potential applicants make judgements about whether they would like to work with Council based, in part, on the information provided to them and their experiences with Council. It is important therefore that their inquiries are treated professionally. Information about the position should be given freely and care should be taken to ensure that each potential applicant has access to the same information.

7.2.2 Receive applications

Applications must be completed online through Council's prescribed e-Recruitment system. Applications must be completed in full prior to being submitted. The applicant **must** confirm their understanding of their obligation to provide accurate information about themselves throughout the process by checking the 'Applicant Declaration' on

the online application form. Additional documents may be attached to the application as one file only but original qualifications and licences must be provided at interview, where relevant.

7.3 Selection

7.3.1 HR Review

Human Resources will review all applications to determine if the appointment could reasonably be expected to be contentious, in which case, a Human Resources representative will be on the Selection Committee.

7.3.2 Form Selection Committee

Determine Composition of the Selection Committee

The composition of the Selection Committee is the responsibility of the appropriate Director in consultation with the Manager Human Resources and Commercial Services.

The Selection Committee shall normally consist of three or four people. Variations to this must be authorised by the Manager Human Resources and Commercial Services prior to interviews being conducted. In such cases, the appropriate Union will also be notified of the composition of the Selection Committee and the reason for the departure from standard practice.

Selection Committees generally comprise:

- the Director/Manager and/or his/her nominee;
- an employee from within the Department in which the vacancy exists, who has a solid working knowledge of the duties and responsibilities of the vacant position and is graded at least at the same level as the vacant position; and
- an 'independent' committee member from another Department, selected from Council's list of appropriately trained 'independents' by the Director or his/her nominee. The selection of the independent must give consideration to the nature of the vacant position and the independent will generally be classified at a Grade equivalent to or exceeding the Grade of the vacant position.

For positions of a specialist nature where there is limited expertise within the organisation it may be appropriate to consider using an independent representative from an external body or from another Council. Such a decision must be made in consultation with the Manager Human Resources and Commercial Services.

For relatively senior positions (Grade 15 of Council's Salary Structure or above) or where it is reasonably expected that the appointment may be contentious, the independent must be from HR.

The gender of all applicants must be represented on the Selection Committee.

Whilst it is desirable for all members of the Selection Committee to have completed a recognised Recruitment and Selection Training Program, it is essential for the Convenor of the Committee to have completed such training.

If a position is funded jointly between Kiama and another Council or Government body, that organisation will be invited to participate in the selection process.

If a grant-funded position is being filled a representative from the respective Government Department will be invited to participate in the selection process.

Where a member of the Selection Committee is a relative, friend or has a personal relationship with an applicant, they must disqualify themselves from the Committee. The Manager/Director will appoint another person in consultation with the Manager Human Resources and Commercial Services.

Determine Interview Questions and Testing Required

The Selection Committee shall meet to discuss the most appropriate strategy for assessing applications for the vacant position. This may include testing/skills assessment in addition to interview. The Selection Committee Convenor should check with Human Resources prior to drafting questions as there may be relevant questions/testing available, for example questions/testing used in previous interviews or interviews for similar positions.

Using Council's proforma, the Selection Committee will draft interview questions relevant to the selection criteria for the position. It is desirable for the Committee to have listed anticipated responses to assist in rating each of the applicants.

In drafting questions, the Selection Committee must ensure all questions are directly relevant to the position and do not contravene Anti-Discrimination principles.

Any proposed tests or skills assessment activities should also be developed. The Selection Committee must ensure the skills testing is directly relevant to skills required for the position. Human Resources will be available to assist if required.

The Selection Committee should also determine the duration of interviews and/or skills tests so that applicants can be notified accordingly.

Review Interview Questions and Tests

The Convenor of the Selection Committee shall meet with Human Resources to review the proposed interview strategy and questions.

7.3.3 Short listing Applications

Each Selection Committee member shall independently assess the applications having regard to the selection criteria using the Short listing sheet.

The Committee as a whole shall then discuss the applications. It is inappropriate for Selection Committee members to discuss the merits of applications unless the whole committee is present.

Where the Selection Committee is unable to agree on whether an applicant should or should not be selected for interview, the

Committee shall discuss the matter with the Manager Human Resources and Commercial Services.

Applicants who meet all the selection criteria, will not automatically be selected for interview. There will be occasions where it is not practical to interview all applicants who meet the selection criteria in which case those applicants considered to best meet the selection criteria should be selected for interview.

Regardless of whether they are 'external' or 'internal', applicants who do not meet the essential criteria will not be interviewed.

7.3.4 Arrange Interviews

The Selection Committee Convenor is responsible for arranging interviews with shortlisted applicants. This process is done by telephone and details are confirmed by email using Council's Recruitment System. Care should be taken when scheduling interviews to ensure that time is available between interviews to enable rating sheets to be completed.

Where practical, applicants shall be given at least three working days' notice of interviews. Equal time shall be scheduled for each applicant interviewed. Equal time shall also be scheduled for skills testing for each applicant, where applicable.

Applicants should be advised of:

- the anticipated duration of the interview;
- the location of the interview;
- the format of the interview (including any testing if applicable);
- the composition of the interview committee (names and positions of committee members);
- a contact telephone number should they be unable to attend;
- the need to bring work samples (if applicable);
- the need to bring originals or notarised copies of relevant qualifications and/or licences for verification (if applicable);
- the need to bring evidence to prove their ability to work legally within Australia (eg birth certificate or passport);
- the need to complete or bring the completed pre-employment medical questionnaire, Working with Children Check verification number and Police Clearance Consent form where applicable and
- the need to bring photo identification.

Where possible, applicants should complete and return any pre-employment clearance documentation at the interview. This may include the pre-employment medical questionnaire, Working with Children check verification number and the Federal Police Check form. It is the responsibility of the Selection Committee Convenor to ensure all pre-employment clearance documentation is completed in accordance with the requirements of each form and that applicant information is treated with the utmost confidentiality.

Where internal applicants are not recommended for interview, they will be notified prior to the interviews being conducted. The Convenor of the Selection Committee is responsible for notification.

7.3.5 Notify Unsuccessful Applicants Not Successful for Interview

Unsuccessful applicants who were not selected for interview will be advised of the outcome of their application in writing, as soon as practicable.

7.3.6 Conduct Interviews and Screening Processes

The Recruitment and Selection process is an important Public Relations activity for Council. It is important that all applicants leave the interview having had a positive experience with Council. Regardless of an applicant's merit, they should be treated with courtesy and sensitivity.

It is the Selection Committee's responsibility to ensure that each applicant is made to feel comfortable at the interview and treated fairly in accordance with equal employment opportunity principles.

Some of the things that should be done to make an applicant feel comfortable include:

- where interviews are to be held in the Administration Centre, providing the Customer Service Desk with an interview schedule so applicants feel expected and welcomed to Council;
- shaking hands and introducing each member of the Selection Committee
- providing a glass of water to each applicant;
- inviting the applicant to remove their jacket; and
- maintaining eye contact with the applicant.

Each applicant shall be asked the same questions, however, in some cases it is necessary to ask further questions to probe for information in relation to the selection criteria.

Under no circumstances is any Selection Committee member to ask any question which is not relevant to the position or which contravenes the Anti-Discrimination principles.

Care should be taken not to 'lead' an applicant to believe a particular outcome. For example it is preferable to say 'thank you' in response to an applicant's answer rather than 'good'. The applicant should feel comfortable when they leave the interview but should not be given any indication of how they have performed.

At the completion of each interview each Selection Committee member will complete the rating form to independently rate the applicant using the ratings previously established.

Confirm Identity and Verify Credentials

The Selection Committee shall ask to sight identification to confirm the identity of the applicant. This must be a form of photo identification for example a driver's licence.

The Selection Committee shall ask to sight the originals or notarised copies of each applicant's qualifications and licences, where relevant, during the interview process. The sighting of such shall be noted on the evaluation sheet.

The Selection Committee shall also ask each applicant to provide evidence of their right to work in Australia, for example, an Australian birth certificate, passport or work visa.

Where an applicant, who was not born in Australia, provides a passport that is not an Australian Passport, the Convenor of the Selection Committee will make copies of the first page of the passport and pages containing Australian visa details. The Convenor should discuss this with Human Resources after the interview.

Where an applicant provides a birth certificate that has a different name to that of the applicant, evidence should be provided to verify the change of name, for example a marriage certificate.

The Selection Committee Convenor must verify the applicant's claims of membership of professional bodies.

Rank Applicants

At the completion of all interviews the Selection Committee should independently rank each of the applicants based on individual ratings to each of the established selection criteria.

The Selection Committee shall, where possible, reach consensus on the preferred applicant. Where consensus cannot be reached, or where two or more applicants are considered equal, the Selection Committee should seek the advice of Human Resources.

All applicants who are considered suitable should be ranked in order of preference to create a merit selection list that can be used for a period of up to 6 months if needed.

References and Service Checks

The Convenor of the Selection Committee is responsible for completing relevant reference checks using Council's reference checking form.

Reference checks generally only need be done for the preferred applicant/s. However, where a number of applicants are ranked highly and closely, reference checks should be conducted for multiple applicants. It is preferable to obtain at least two references to substantiate an applicant's work performance.

Reference checks should only be carried out with referees nominated by the applicant. However, it is important that the referees used are directly relevant to the role, relatively current and were in a position where they had supervisory responsibility for the applicant. Where the Selection Panel is not satisfied that the referees provided are the most appropriate to verify an applicant's work performance, the applicant should be requested to provide more appropriate referees. Where the applicant has worked for a government or other large organisation, Human Resources may also conduct a service check with Human Resources section of the candidate's current/former employer.

The Privacy and Personal Information Protection Act 1998 provides that an applicant may have access to personal information Council holds about them. When recording references care should be taken

to ensure that the information provided is recorded objectively, and where possible, recorded verbatim.

Except where the member of a Selection Committee is the applicant's direct supervisor, members of the Selection Committee are not to act as referees for applicants. If an applicant submits a written reference provided by a Selection Committee member, that reference shall not be considered as part of the application.

It is important that the person checking the references is confident that the references validate the work performance of the applicant. Where the referee is unsure, for example suspects the referee is a friend or relative of the applicant, the applicant should be contacted to ask for additional referees.

7.3.7 Arrange Pre-Employment Clearances

It is the responsibility of Human Resources to arrange;

- pre-employment medicals;
- processing of Working with Children Check Verification;
- processing of Criminal History Check forms; and
- processing of other pre-employment clearances.

It is the responsibility of the Selection Committee Convenor to ensure the necessary 100 points of identification are sighted and copied to enable processing of the Criminal History Check form.

7.3.8 Selection Committee Report

The Convenor of the Selection Committee is responsible for writing the Selection Report.

Prior to writing the selection report, the convenor must discuss the recommended commencing salary and any special conditions relevant to the position with the Manager Human Resources and Commercial Services.

Generally, applicants will be appointed at Step 1 of the salary structure, with progression based on competence and performance. In some cases, the Selection Committee may recommend to the Manager Human Resources and Commercial Services that an applicant be offered a higher salary within the Grade range in recognition of the applicant's skills and experience or market forces applying to the remuneration of that particular position.

Having regard to the above, internal applicants should be appointed to a step which provides a minimum 4% increase.

The Selection Committee shall recommend a commencing salary in accordance with the qualifications and experience of the selected applicant, having regard to Council's Salary Structure, policy and procedures.

The Selection Committee Report shall include the recommended salary. Where an internal applicant applies for a position and is unsuccessful, the Selection Committee Report must include an explanation of the reasons why they were unsuccessful.

The Selection Report should be signed by each member of the Selection Committee prior to being forwarded to the relevant

Manager and Director. It will then be forwarded, together with all interview notes, to the General Manager for approval.

7.3.9 Approve Written Recommendations

The General Manager is responsible for approving all appointments prior to any offer being made.

7.4 Post – Selection

7.4.1 Determine Probationary Period

Generally probationary periods are as detailed below. However, the Selection Committee has the discretion to recommend a longer period (of not more than 6 months) if deemed appropriate depending on an applicant's perceived capability to fulfil the objectives and duties of the position.

Employees classified at:

- Up to and including Grade 13 - 3 month probation period
- Grade 14 and above – 6 month probation period.

7.4.2 Notify Applicants

An offer of employment creates a legally binding contract and as such will be the responsibility of Human Resources.

Human Resources will advise the preferred applicant that they have been selected for appointment. Where it is reasonably likely that an appeal may be lodged, the preferred applicant will be advised that their appointment is also subject to appeal.

It is the responsibility of the Selection Committee Convenor to notify the unsuccessful applicants selected for interview that their application was unsuccessful over the phone, within 5 working days of the interview where possible. The Convenor may request the assistance of Human Resources to notify unsuccessful applicants and in that case must advise Human Resources of the unsuccessful applicants within 2 working days of the interview. This will allow for applicants to be contacted within 5 working days of the interview. This advice will be confirmed in writing. If there is a delay to the process, it is the responsibility of the Selection Committee Convenor to arrange to contact all applicants who were interviewed to notify them.

A Human Resources representative will negotiate a date of commencement and notify the appropriate Director/Manager before preparing the letter of appointment. The letter of appointment will be signed by the appropriate Director and sent, along with employment related forms, to the successful applicant.

Human Resources will distribute notification to all employees of the name and date of commencement of the new employee to ensure the new employee feels welcome and to assist them with the induction process.

Once the vacancy has been filled, recruitment documents will be returned to Council's Records Section. Copies of the new employee's application and letter of appointment will be added to

their Personnel File, or in the case of new employees, will be used to create their Personnel File.

7.4.3 Provide Feedback and Receive Appeals (if applicable)

In accordance with Clause 33(i)(b) of the Local Government (State) Award 2014, where requested in writing, internal applicants shall be given the reasons in writing for not being appointed.

This advice must be requested by an unsuccessful applicant within one (1) working day of being notified that the applicant was unsuccessful.

The Convenor of the Selection Committee, on behalf of the Committee, shall provide the unsuccessful applicant with the reasons he/she was unsuccessful within two (2) further working days. Human Resources is available to assist with providing this feedback.

If the unsuccessful applicant is not satisfied with the advice supplied by the Selection Committee, he/she has two (2) further working days to lodge an appeal against the appointment with the General Manager.

An appeal against an appointment may be lodged only on the grounds that the unsuccessful applicant believes that the process outlined in the Recruitment and Selection Policy and Procedures was not followed, or they were treated unfairly.

If an appeal is lodged against an appointment within the prescribed time, the selected applicant shall be advised accordingly.

The General Manager has the absolute discretion to dismiss an appeal without hearing, if the appeal is not based on the grounds outlined above.

Appeals, when required, shall be heard alone by the General Manager. In the course of hearing an appeal, the General Manager shall interview whoever he considers necessary and consider whatever information he considers appropriate and his decision will be final.

In the event that the General Manager is a selection panel member and an employee is not satisfied with the reasons that he/she was unsuccessful, an appeal can only proceed in accordance with Clause 35 Grievance and Dispute Procedures of the Local Government (State) Award 2014.

In any case no appointment will proceed until the appeals process has been finalised.

Many employees use the interview process as an opportunity to focus future training and development and therefore, seek feedback on their performance in the interview. Where an employee seeks feedback, it will be provided by the Convenor of the Selection Committee and a Human Resources representative if required.

External applicants will be provided with feedback, when requested. Such feedback will be in relation to the applicant's fit with the selection criteria and will be provided by the Convenor of the Selection Committee and a Human Resources representative if required.

7.4.4 Arrange Induction

An induction will be arranged for the new employee, in accordance with Council's Induction process.

8.0 Review history

- 8.1 This policy was formally adopted by Council on 20 April 1999 and last reviewed on 7 May 2015.
- 8.2 Council reserves the right to review or vary this policy in consultation with the Union representatives of employees affected by this policy. Once the consultative process has been finalised, the policy will be referred to the Consultative Committee for endorsement.

9.0 Attachments

- Summary of Recruitment, Selection and Appointment Procedure

10.0 Document control

Directorate:	Corporate and Commercial Services
Policy name:	Recruitment, Selection and Appointment Policy
Date adopted by Council or N/A:	20 April 1999
Date endorsed by Manex:	7 May 2015
Last revision date:	7 May 2015
Next review date:	7 May 2017
Trim document number:	

Summary of Recruitment, Selection and Appointment Procedure

