

Recruitment and Selection PROCEDURE 1.2.1(a)

POLICY NO AND TITLE	1.2.1	Conditions of employment policy
PROCEDURE	1.2.1(a)	Recruitment and selection
VERSION AND DATE ADOPTED	1	
RESPONSIBLE OFFICER		Manager Human Resource

Recruitment and Selection

Council is committed to the adoption of fair and reasonable practices during all stages of the recruitment process.

Any decision to fill a vacant position will be based on a careful consideration of the continued need for that position in its current form or otherwise.

The extent of advertising of vacancies will be aimed at attracting a field of applicants with appropriate skills to competently perform the duties of the position.

The selection of staff is to be based on merit with due regard for the principles and objectives of Equal Employment Opportunity.

Glossary of terms

Permanent position	Full or part time permanent appointment
Part time appointment	An employee who is engaged on the basis of a regular number of hours which are less than the full time regular hours.
Temporary appointment	Staff who are employed on a temporary basis with no defined finishing date. Under the terms of the Local Government Act. (Sec.351 (2)) temporary appointments are not to exceed a 12 month period.
Fixed term appointment	Employed for a nominated period of time , either part time or full time. eg 1 January to 30 June
Contract staff	Senior management staff who are employed under contract for a period of 3 to 5 years.
Casual staff	Staff who are employed on an hourly basis and are paid the casual pay loading in lieu of leave. (25% as of Feb 2006) .
Casual pool	Staff who are available for casual employment. These staff have either attended a formal interview for an similar position (offer of possible casual employment discussed) or a specific casual pool interview.
Job share	Positions where more than one employee shares the duties & responsibilities of one position.
Consultants	Individuals who are not paid through Council payroll, but by tax invoices via Creditors. Consultants are selected following a competitive tendering process.

Permanent position	Full or part time permanent appointment
Competitive selection process	A position is appropriately advertised, shortlisted and interviews held as per Recruitment & Selection policy.
Host employer	Employer who engages staff who are paid by another organisation. eg trainees employed by SERTEC who work at Council.
Local employment network provider	Local employment agencies eg SERTEC, Workways & Mission.
Employment consultants	Companies who specialise in recruitment and placement for a fee e.g Drake Personnel
Probation period	The initial period of a person's employment during which both the employee and the employer can assess whether or not they wish to continue their working relationship.
Job demands checklist	Identified physical demands of a specific position . Eg - Tasks involve fine finger movements i.e. keyboard operation, writing -Tasks involve climbing up or down stairs, ladders, scaffolding, platforms, trees
Traineeship / Apprenticeship	System of training approved by the relevant state training authority. Staff are employed on a full time basis for the period of at least 12 months.

Guidelines/ Procedures

The following guidelines outline and identify the various stages of the recruitment process.

Decision to fill vacant position:

Whenever a position becomes vacant, a careful examination is to take place to ascertain whether the position in its current form is necessary and/or whether it can be redesigned to provide greater productivity and /or job satisfaction. The General Manager is to authorise the filling of the vacancy.

Any newly created positions which involve an increase in approved staffing levels must be authorised by Council. and then advertised externally

Appointments: Permanent Positions

Section 348 of the Local Government Act provides for positions to be advertised "in a manner sufficient to enable suitably qualified persons to apply for the position." **Section 348 of the Act does not apply to positions that are to be filled for less than 12 months. (Refer however to the filling of temporary vacancies in 1.2(b) below)** Section 348 places an obligation on Council to consider whether there are suitably skilled staff within the existing workforce or whether there is a need to advertise outside Council in order to meet the requirements of the Act. However, Council has decided that all *permanent positions* are to be advertised externally.

Potential applicants seeking part time employment should be encouraged to apply for relevant full time positions as some sections of Council support *job share* arrangements.

The relevant manager in consultation with HR Section is to authorise the placement of advertisements in the appropriate daily newspapers. The use of employment *consultants* for the filling of vacancies is discouraged and will only be considered in exceptional circumstances.

Council has given a commitment to the local Aboriginal Consultative Committee that any positions advertised externally are also notified to the Local Aboriginal Land Councils and the *local employment network providers*.

Senior staff positions are to be advertised in accordance with the Local Government Act.

Clause 26 (ii) (a) of the Bega Valley Shire Council Local Government (State) Award 2007 provides “only a person who has applied for an appointment to the position may be selected”.

Where the successful applicant does not accept appointment to the position, an offer can be made to the next most suitable candidate.

Where the successful applicant leaves the position within 3 months of appointment, the next most suitable candidate may be offered appointment.

Where another staff member with an identical position description to the position that was advertised (refer previous paragraph) leaves Council’s employ within 3 months of the interview date(s), the next most suitable candidate from that interview process may be offered appointment.

All Council employment advertisements are to contain the following information:-

- Reference No: (obtained from the Human Resources Section)
- Key Selection Criteria: (from the Position Description)
- Closing Date:
- Position Classification:
- Endorsement re: EEO (e.g. BVSC is an EEO Employer)

Appointments: Temporary/ Casual Positions

Temporary vacancies are to be filled utilising the same transparent process that occurs with permanent vacancies.

Eligibility to apply for internally advertised temporary vacancies is limited to

- permanent employees or
- contract staff or
- fixed term staff who have completed 12 months continuous service at the time of advertising or
- employees engaged under a traineeship or apprenticeship

Managers are to initially consider any permanent **part time staff** who are keen to work extra hours, prior to the employment of temporary or **casual staff**. If a permanent part time staff member is considered unsuitable by the Manager, then appropriate feed back must be given to the staff member.

Teams or sections that regularly engage temporaries or casuals may only use casuals who have been formally appointed to the casual pool list for short-term (up to 3 months) employment. Any such list should be developed under a **competitive selection process**. A representative from the Human Resources section is to be involved in the selection.

Appointment to the casual pool may also be offered to suitable interviewees for other similar positions during the interview process. Potential applicants seeking part time employment should be encouraged to apply for relevant full time positions as some section of Council support **job share** arrangements.

Temporary and casual vacancies that are likely to involve employment exceeding three months are to be appropriately advertised externally and the advice of the Human Resources Manager should be sought to determine the extent of the advertising (e.g. press, local employment agencies). A person who is appointed to a position temporarily may not and must not continue in that position for a period of more than 12 months under the terms of the Local Government Act. (Sec.351 (2)) The position should be appropriately advertised at the end of the temporary period. **Fixed term** employment which exceeds a 12 month period can only be extended after consultation with the HR Manager.

If **casual pool** staff are not available, local employment providers (eg Sertec, Workways and Mission) may be contacted and requested to submit a specified number of applications. Council is to be the **“host employer”** only for the initial 3 month **probationary period**. After the 3 month period, a suitable casual can be appointed to Council’s casual pool following a formal interview.

Position Information Kits

A position information kit, which includes a current position description and conditions of employment details, is to be prepared for each vacancy and provided to prospective candidates. A copy of the kit is to be stored in the Records Management System indexed to the position number and referenced to the successful applicant’s electronic personal file.

Selection Panel

The selection panel should consist of a minimum of three members and should be convened by the Section Manager to whom the appointee will be responsible. The selection panel is to be constituted so that the combination of skills, abilities and backgrounds of the members cover the following considerations:-

- a thorough knowledge of the subject area
- a knowledge of human resource management practices and skilled in interviewing and selection techniques
- the panel is to have male and female representation except where there are no female applicants for the position
- no member of the panel has a close personal relationship with any other member of the panel nor with any of the applicants
- where it is known that applicants are from non-English speaking or Aboriginal backgrounds or have a physical disability, every effort is made to include a representative member on the panel

Short listing Procedures:

The full selection panel participates in the short listing process. The field of applicants should be assessed to determine whether it is of sufficiently high calibre for assessment to

proceed. Normally late applications will not be considered unless it can be established that there was an acceptable reason for the lateness. Late applications can be considered by the HR Manager.

The purpose of the shortlisting is to exclude those candidates who do not satisfy the selection criteria as stated in the position description. There is no specific number of applicants that should be interviewed however, as a guide; it would normally not exceed six (6) people. It is suggested that an objective procedure for shortlisting be adopted and that a written record of the evaluation be retained on file. The record should be electronically scanned and be classified highly confidential.

Non interviewees will be notified by the relevant Agency.

Interview Process:

Interview arrangements will normally be arranged by the Manager within the Department where the position is located. Interviewees should be given as much notice as possible **but not less than three days.**

The selection panel should prepare a standard set of questions that have been designed to assess each applicant's capacity to perform the duties competently. Whilst there is often a need for a selection panel to further explore comments made by applicants, questioning should be restricted to issues that will contribute to an objective assessment of the applicants' overall ability to meet the selection criteria.

For some senior or specialist positions, the selection panel may decide that it is appropriate for each interviewee to be requested to prepare, for example, a presentation or a press release on a topic, to demonstrate specific job-related skills.

Other positions may require competency testing for keyboard skills or particular trade skills. Testing should be appropriately organised to provide all applicants every opportunity to demonstrate their skills

An assessment form is to be used by panel members. These forms should be completed by each member of the selection panel and are to be retained on the position file together with any other notes taken during interview. They should be sealed in an envelope and marked 'Confidential - only to be opened by General Manager/Human Resources Manager'.

Reference Checking:

Claims made by applicants should be followed up by way of reference checks from previous employers. Specific questions should be directed to the referees and it is important that the questions are structured to gain information regarding behavioural aspects of the applicant. Results of reference checking to be documented and retained on the confidential position file as above.

Enquires are usually made on the preferred applicant or sometimes on the first two applicants in order to obtain extra information to decide on the order of merit.

No contact should be made with an external applicant's current employer without the consent of the applicant.

Checks of prospective staff members for criminal convictions are to be conducted where the nature of the employment justifies such action e.g. child care workers.

Checks will be organised by the Manager and the Human Resources Manager.

Making the Decision

The selection panel is concerned with assessing the capacity of each applicant to perform the job, not just the performance in the interview. The decision should be based on all available information including the application, the interview, and competency testing, where appropriate, and checking with referees.

The decision is based on selecting the applicant who meets most fully all the criteria listed in the position description. If there is difficulty in coming to a final conclusion about an applicant or, if two or more applicants are considered equally suitable, it may be necessary to arrange further interviews of those concerned, either with the same selection panel or with senior staff.

The selection panel should make a brief, written recommendation to the relevant Director before an offer of appointment is made to the successful applicant. Should a consensus decision not be able to be made, a report should be submitted to the Director.

The decision to make an offer of appointment is to be authorised by the relevant Director following consultation with the General Manager.

Pre-Employment Medicals

All new appointees to Council are required to undergo a pre-employment medical examination by Council's consultant doctor.

The purpose of the examination is to identify and record details of any pre-existing illness or injury as part of Council's risk management strategy and to determine the physical capacity of the person to perform the duties of the position. The physical demands of each job will obviously vary and it is critical that the doctor is fully aware of the requirements of the position. The Human Resources section will arrange all pre-employment medicals and provide the doctor with a position description and a job demands checklist prior to examination.

In the event that it is not practical for the prospective employee to be examined by the Council doctor (e.g. remote locality), the examination may be performed by a doctor of the appointee's choice. Council will provide a Pre-Employment Medical Form to the nominated doctor. New staff cannot commence employment until medical report has been received by HR Section

Offer of Appointment

The offer of appointment will be prepared by the Human Resources section and will include the following details:-

- the job title
- the Local Government (State) Award 2007 classification of the position
- the grading level in the Council pay structure
- the salary range
- the status of the position i.e. permanent, temporary or casual
- the period of probation
- any agreements made relating to future salary reviews
- any other specific benefits agreed to (e.g. provision of motor vehicle, telephone accounts
- reference to other conditions of employment being in accordance with Award

- request for confirmation of acceptance of offer and date of commencement

Notification to Unsuccessful Applicants

The Human Resources section will ensure that written advices to all unsuccessful applicants are forwarded within five days of the decision being made.

Interview Expenses

Reimbursement of interview expenses will be considered on the following basis:-

Applicants who reside in excess of 250 kilometres from the interview location may be reimbursed interview expenses up to \$250 for positions of Department Head/ Section Manager and \$150 for other positions.

Reimbursement of interview expenses will not be made to applicants who are selected for the position and who subsequently reject the offer.

Interview expenses will not be paid unless authorised prior to the interview by the relevant Director or the Human Resources Manager.

Appointment on Probation

General

A period of probation is the initial period of a person's employment during which both the employee and the employer can assess whether or not they wish to continue their working relationship. Either party can, therefore, terminate the relationship during the probationary period should the relationship prove to be unsatisfactory. Regular feedback to be provided by the Manager during the probationary period.

The probationary period needs to be flexible in that different categories or classifications of staff should attract a probationary period that reflects a reasonable period for both parties to determine whether or not the work relationship is satisfactory.

The nature of some positions is such that it is possible to assess the aptitude and/or competencies of the occupant within a short period of time whilst other positions may not operate under close direction or guidance and, accordingly, the assessment period needs to be extended to give each party the opportunity to form an objective judgement on the work relationship.

Guidelines for probationary periods have been established to assist the organisation in adopting fair and reasonable time-frames for the mutual assessment of the work relationship that exists between a new employee and Council.

Written notification will be provided to the employee on the completion of the probationary period.

Probationary Periods

The Award skill descriptors have been used as the basis for determining reasonable probationary periods for the simple fact that the descriptors attempt to outline the complexity of the work, the level of knowledge and skills required and the degree of autonomy to be exercised. The following probationary periods are therefore recommended for occupants of positions in the Bands and Levels indicated:-

- Band 1, Level 2 - 12 weeks

- Band 1, Level 3 - 12 weeks
- Band 1, Level 4 - 12 weeks
- Band 2, Level 1 - 12 weeks
- Band 2, Level 2 - 12 weeks
- Band 2, Level 3 - 12 weeks
- Band 3, Level 1 - 12 weeks
- Band 3, Level 2 - 12 weeks
- Band 3, Level 3 - 12 weeks
- Band 3, Level 4 - 18 weeks
- Band 4, all levels 26 weeks

Probationary periods outside these guidelines should be discussed with the relevant Director and the Human Resources Manager prior to issuing an offer of appointment.

Offers of appointment should clearly state the applicable probationary period including the reason for appointment on probation.

Probationary Periods are not applicable for staff employed under Contract or a fixed term agreement.