

	<h1>Recruitment and Selection Policy</h1>	(Policy No. 9.5)		
		LAST REVIEW March 2014	NEXT REVIEW March 2018	MINUTE REF GF22/2-14
POLICY STATEMENT:	<p>1.1 Council is committed to ensuring recruitment and selection of prospective direct employees is in accordance with Section 63 (2) of the <i>Local Government Act (1993)</i> and any other relevant employment legislation in that:</p> <ul style="list-style-type: none"> a) All prospective employees receive fair and equitable treatment without discrimination, and; b) All existing employees receive fair and equitable treatment without discrimination. <p>1.2 Effective employee selection and the subsequent management of employees are critical to the success of the Council and the provision of services to the community. This success depends on Council's ability to identify, attract and develop employees.</p> <p>1.3 Council is committed to an effective and professional method of selecting employees that is consistent with Council's values.</p> <p>1.4 Council aims to attract and appoint highly skilled and motivated employees who will aim to meet agreed objectives and performance improvement goals. For every recruitment and selection decision, the General Manager will aim to ensure the best person for the job is appointed.</p>			
OBJECTIVE:	<p>2.1 To provide clear guidance to the General Manager by the Council on the values and application of recruitment and selection policy for all employees.</p>			
SCOPE:	<p>3.1 This policy covers all employees involved in the recruitment or selection of applicants for positions within the Council.</p>			
PROCEDURE: (POLICY DETAIL)	<p>4.1 Equal Employment Opportunity and the Merit Principle</p> <p>Selection to positions within the Council is based on the principles of appointment on merit and the provision of equal employment opportunity. The appointment of employees must be made on the basis of the individual capacity of the person having particular regard to the knowledge, skills, qualifications, experience and potential for future development of that person in their employment.</p> <p>Selection on the basis of merit means that the grounds for the decision must directly relate to the inherent requirements of the position and prevents those decisions being made on unjustified discriminatory grounds such as:</p> <ul style="list-style-type: none"> • Race, colour, national or ethnic origin or nationality. • Gender, sexual preference, marital status, pregnancy, status as parent or carer. • Religious or political belief or activity, industrial activity. • Age, physical features, disability, medical records. • Personal association with a person who is identified by reference to any of the listed attributes. 			

	<p>4.2 Encouragement to Existing Employees to Apply for Vacancies</p> <p>Council is committed to fostering the process of developing and promoting existing employees wherever possible.</p> <p>The objective of internal recruitment is to utilise the talent that already exists in the Council and to provide every opportunity for employees to advance and develop to their full potential (this may include direct selection/appointment). On occasions it may be determined that the required skills do not exist internally, and this will be reflected in the recruitment strategy.</p> <p>4.3 Confidentiality</p> <p>All inquiries and applications for vacancies from internal and external applicants will be treated with the strictest confidentiality.</p> <p>4.4 Conflicts of Interest</p> <p>No person shall be appointed, other than by a merit selection process, where such a person is directly related to an employee of the Council or where some other conflict of interest may exist.</p> <p>Family and other close personal relationships as well as business relationships must be declared by prospective members of Interview Panels in relation to candidates.</p>
<p>GUIDELINES:</p>	<p>5.1 Recruitment Authorisation</p> <p>To ensure alignment with the Council's strategic goals and budget allocations, all new or replacement positions identified as requiring recruitment, must be authorised by the General Manager.</p> <p>The Manager of the vacant position must provide the General Manager with a business case outlining the need for the position taking into account the Department's staffing requirements and Council's strategic and operational management plans. The Manager must also provide the following support documentation:</p> <p>a) Position Description and Selection Criteria</p> <p>The position description is a written statement of the primary tasks, functions, responsibilities, interactions, qualifications and experience attached to a specific position. The position description should be reviewed by the Manager to ensure that it is up-to-date, reflects the requirements of the position and properly adheres to the principles of merit and equal employment opportunity.</p> <p>The position description is the basis for identifying the key selection criteria for the position. The selection criteria include the knowledge, skills, experience and qualifications the ideal candidate should possess to successfully fulfil the functions of the position. The selection criteria will facilitate an accurate and merit based assessment against the applicant's skills and abilities.</p> <p>b) Classification and Remuneration Assessment</p> <p>All positions will undergo either Award classification assessment or market value analysis to determine appropriate classification or remuneration levels.</p> <p>5.2 Recruitment Strategy</p> <p>The most appropriate strategy for recruitment will be adopted to ensure</p>

	<p>the timely and effective use of resources and to maximise the successful performance of the role for the Council.</p> <p>Whilst the Council is committed to providing opportunities for existing employees to apply for vacancies within the Council, the recruitment mix (advertisements, internal applications, external applications etc), will be determined by a range of elements, including the role, required skills and abilities, existing skill base and organisational needs.</p> <p>At the discretion of the General Manager, vacant positions may be filled by:</p> <ol style="list-style-type: none"> An internal recruitment process; An external recruitment process involving external advertising or the use of a recruitment agency for senior positions; or By direct selection. <p>5.3 Direct Selection</p> <p>The General Manager may, at his/her discretion, select on merit a prospective employee (internal or external) for appointment to a position without advertising the vacancy.</p> <p>Direct selections will be made in the following circumstances:</p> <ul style="list-style-type: none"> Where a position requires a high degree of specialist knowledge or skill; Where a major re-organisation has taken place, jobs have been re-designed, and/or where exiting employees must be accommodated within the new organisational structure; or Where direct selection is in the best interests of the smooth operation of the Council. External direct selections will generally only be made in the case of short term casual or temporary employment. <p>5.4 Internal Recruitment</p> <p>The General Manager may elect to fill the vacancy by inviting applications from Council employees. This process can be utilised where a number of potential candidates with the required specialist knowledge or skills have been identified within the Council workforce.</p> <p>Internal positions will be advertised on the Intranet and staff noticeboards and employees will be given at least five (5) working days to apply for internally advertised positions.</p> <p>Internal applicants for positions must address the selection criteria established for the position and provide a current resume.</p> <p>5.5 External Advertising and Applications</p> <p>The General Manager may elect to recruit persons externally through placing an advertisement in the newspaper and Council website or listing the vacancy with a specialist recruitment agency.</p> <p>All externally advertised positions will also be advertised via email and staff noticeboards, with internal applications being invited from current employees.</p> <p>A contact officer will be appointed for all advertised positions. The contact officer should have an understanding of the position and would normally be the immediate supervisor of the position. Contact officers must interact with potential applicants in a discreet, professional and non-discriminatory</p>
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manner.

5.6 Acknowledgement of applications

All applicants will receive written confirmation of their application and an outline of the recruitment process.

5.7 Interview Panel Membership

Interview panels will comprise of the direct Manager and at least one other Council Officer, unless otherwise agreed. Members of the panel must possess the following qualities:

- a) Knowledge of the work area.
- b) An understanding of the nature of the work concerned and its relationships to the organisational functions.
- c) An understanding of the Council's selection policies and procedures.
- d) It is preferable that all interview panels include a representative of the Organisational Development Department.
- e) Where practicable, a gender balance on the panel is desirable.

5.8 Short listing of Applicants

The purpose of short listing is to select from the applications received a smaller group to proceed to the interview stage.

The first step in short listing is to assess if the applicants appear to meet the essential criteria based on their application. It is not necessary that every applicant who meets the essential criteria be interviewed. Ideally the number of candidates for interview should be three or four.

At least two members of the selection panel must be involved in the short listing process.

5.9 Interview Assessment Guidelines

Interview panels will be provided with an appropriate Interview Assessment Guide prepared by the Organisational Development Department.

The Guide will include a series of behavioural based questions relating to the key performance requirements of the position and based on the defined selection criteria.

5.10 Interviews

All positions require a minimum of one round of interviews prior to the final selection being made.

Candidate responses to the selection criteria will be scored using a standardised scoring process.

Where appropriate, relevant skill and psychometric tests may form part of the selection process.

A formal selection report must be provided to the General Manager for approval prior to an offer of the position being made to the preferred candidate. The Panel shall, where possible, reach consensus on the applicant with the most merit to fill the position. Where consensus cannot be reached, or where two or more applicants are considered equal by the panel, the relevant information will be referred to the General Manager for determination.

5.11 Record Keeping

	<p>During the recruitment and selection process, applications and information relating to applications will be recorded and stored appropriately.</p> <p>Once the recruitment process has been finalised and an appointment confirmed, internal applications will be transferred to the personnel files. External applications will be stored in accordance with the provisions of the <i>Archives Act 1983</i> and <i>Personal Information Protection Act 2004</i>.</p> <p>The report recommending the appointment of the successful candidate will be filed to ensure transparency of the process if disputes should arise.</p> <p>5.12 Application and Personal Information Form</p> <p>Successful applicants will be required to complete an <i>Application and Personal Information</i> form which will ensure that the Council is provided with relevant employment information including personal details, education background, employment history and referees.</p> <p>5.13 Identity Check</p> <p>Successful applicants should provide a certified copy of suitable photographic identification such as a driver's licence, ID Card or passport.</p> <p>5.14 Reference Checks and Academic Results</p> <p>Reference checks of at least two recent employment or educational based referees must be undertaken, with a brief referee report being completed.</p> <p>Referee checks must relate to the inherent requirements of the position and will be coordinated by the responsible Manager or the Organisational Development Unit.</p> <p>Applicants may also be required to provide certified copies or originals of academic results, professional qualifications or work related licences.</p> <p>5.15 Criminal History Record Checks</p> <p>Applicants may be required to provide a current national criminal history record check, depending on the position applied for. Positions which require the employee to deal with Council's financial affairs and/or community services (e.g. employees involved in the management of services relating to children, youth or aged care) will be required to provide a criminal check.</p> <p>All applicants for employment must declare any information of prior serious misconduct in their past employment and relevant criminal offences in the <i>Application and Personal Information</i> form.</p> <p>5.16 Bankruptcy check</p> <p>A bankruptcy check may be required for applicants applying for senior financial positions within the Council.</p> <p>5.17 Pre-Employment Health Assessment</p> <p>A pre-employment health assessment will be required as part of the recruitment process for all positions.</p> <p>The purpose of this assessment is in the interests of the prevention of industrial injury and/or illness by the proper placement of employees in those positions best suited to their physical capabilities. The assessment is not for the purpose of determining the success or otherwise of a person's application for employment.</p> <p>The health assessment will be undertaken by a medical examiner of Council's choice. Council will pay the medical examiner's fee.</p>
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5.18 Job Offers and Employment Commencement

On approval from the General Manager and the completion of all required pre-employment checks, the successful applicant will be offered the position.

5.19 Employment Agreements/Contracts

All successful applicants will receive a letter of appointment (Award based employee) or a letter of offer and employment contract (common law contract).

The letter of appointment and letter of offer/employment contract are some of the most important documents that may be issued by the Council. Together with the prospective employee's acceptance, it forms the basis of the contract of employment. Documenting the employment relationship will ensure that the prospective employee knows on what terms she or he is agreeing to work, thus minimising any doubt, as well as the likelihood of any future disputes.

The offer of employment should contain the following information as a minimum:

- a) Position title and duties together with a copy of the position description
- b) Employee's classification, wage rate and payment arrangements
- c) Duration of employment
- d) Supervisor/line authority
- e) Hours of work and place of work
- f) Superannuation details
- g) Leave entitlements
- h) Probationary period and review mechanisms
- i) Termination mechanisms
- j) References to the applicable award, industrial agreement and employees policies and procedures.

The employment documents must be signed and returned by the applicant prior to the commencement of employment.

Should at any time during the period of employment, any of the terms and conditions of employment need to be changed or varied for whatever reason, a new contract of employment should be completed and the employee must agree prior to the variations or change taking place.

A personnel file containing the employee's application for employment, interview reports, letter/contracts of employment and pre-employment checks will be established in Council's electronic information management system. All personnel information will be kept on this file and will be made available to the individual employee to view on request.

5.20 Notification of Employees Appointments

The appointment to positions will be notified when confirmation of acceptance has been received and all unsuccessful applicants have been notified.

5.21 Probationary Period

All new employees may be appointed subject to a three month probationary period.

The employee's performance will be formally reviewed at least twice

	<p>during the three month period. The Manager should provide the employee with feedback on their work performance and any areas where unsatisfactory performance has been identified.</p> <p>Should a probationary employee be demonstrably not suitable for the position on the basis of their capacity and abilities, their employment may be terminated subject to the provisions of the relevant employment legislation, the relevant Award or contractual entitlements and Council's staffing policies.</p>
COMMUNICATION:	6.0 This policy will be communicated to all Managers and Supervisors who are responsible for the recruitment and selection of applicants for employment including current Council employees and external applicants.
LEGISLATION:	<p>7.0 The following legislation should be considered in conjunction with this policy:</p> <ul style="list-style-type: none"> • <i>Local Government Act 1993 (Tasmania), in particular Section 63 (1) and (2)</i> • <i>Fair Work Act 2009 (Commonwealth)</i> • <i>Anti-Discrimination Act 1998 (Tasmania)</i> • <i>Human Rights and Equal Employment Opportunity Act 1986 (Commonwealth)</i> • <i>Sex Discrimination Act 1984 (Commonwealth)</i> • <i>Racial Discrimination Act 1975 (Commonwealth)</i> • <i>Human Rights and Equal Opportunity Commission Act 1986 (Commonwealth)</i> • <i>Disability Discrimination Act 1992 (Commonwealth)</i> • <i>Archives Act (Tasmania) 1983</i> • <i>Personal Information Protection Act (Tasmania) 2000</i>
DEFINITIONS:	<p>Recruitment refers to the process commencing with the decision to recruit an individual through to attracting and seeking a pool of applicants, e.g. by way of an advertisement.</p> <p>The selection process involves choosing from the pool of available applicants resulting in the selection of an individual who is most likely to perform successfully in the job</p>
RELATED COUNCIL DOCUMENTS:	<ul style="list-style-type: none"> • Bullying, Harassment and Discrimination Policy • Equal Opportunity Employment and Diversity Policy • Worker Code of Conduct • Workplace Behaviour Administrative Policy • Managing Worker Performance Administrative Policy • Counselling and Disciplinary Administrative Policy • Work Health and Safety Policy • Grievance Resolution Administrative Policy
AUDIENCE:	<p>8.0 The Recruitment and Selection policy applies to all employees of the Kingborough Council and people applying for employment.</p> <p>This policy is publicly accessible via Council's website.</p>

