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| <b>Title:</b>                 | <b>4.44 Recruitment and Selection</b> |
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**Objective:**

The objectives of the policy and procedure are to:

- (a.) Provide the Shire with the flexibilities to appoint high performing staff using a competitive process underpinned by the principles of merit, equity, accessibility and transparency;
- (b.) Ensure the Shire practices ethical, fair and impartial staff selection procedures, free from conflict of interest, pre-conceived notions of a person's abilities and characterised by confidentiality and respect for the privacy of an applicant's personal information.
- (c.) Ensures the Shire meets all legislative obligations and is committed to the development of well-managed operations, a performance and inclusive culture and a workplace mix and profile appropriate to its operational needs and strategic goals.

**Policy:**

The Shire aims to attract and retain high performing staff to achieve its strategic goals and who are aligned to its values and ethos.

**Procedure:**

The employment of any new personnel, replacement personnel, transferred or reclassified existing personnel or changes to employment conditions require the prior approval of the CEO.

**Position Description and Job Analysis**

This procedure outlines the process to conduct a job analysis, from which a position description can be created. This process should be followed prior to recruiting staff

into new or vacant positions to ensure the appropriate skills, knowledge and experience are identified.

The development of a job (position) prior to the recruitment and selection process can often have a significant influence on the success of the position.

After a decision has been made that a job is to be created, there are a number of steps to be taken to fill this position with an appropriately skilled and qualified person.

### STEP 1

- (1) Job vacancy occurs;
- (2) Evaluate the position is it still necessary?
- (3) Review and document the tasks and the functions of the position; and
- (4) Design the job.

### STEP 2

- (1) Job analysis;
- (2) Job analysis is the process of describing and recording the basic elements of a job. The general aims of job design and analysis are to:
  - (a) Define duties and responsibilities for current and prospective employees and their managers;
  - (b) Ensure that departmental objectives are reflected in the tasks being carried out. These need to be linked to the Strategic Plan as well as forming the basis for the key performance indicators;
  - (c) Ensure that all hazards and risks are identified and adequate resources, training and PPE is applied;
  - (d) Ensure that all work related competencies, skills, certification and licence requirements are identified and recorded;
  - (e) Allow comparison of jobs for remuneration; and
  - (f) Ensure that all personal competencies are identified.
- (3) Collect the following data
  - (a) What is the overall purpose of the job?
  - (b) What are the key duties?
  - (c) What are the key tasks?
  - (d) Why are the functions/tasks carried out?
  - (e) Are they still necessary?
  - (f) What equipment is used to perform tasks?
  - (g) Could any of the functions be done more appropriately as part of another job?
  - (h) What are the required skills and qualifications?
  - (i) How can performance be measured?
  - (j) Where does the job sit in relation to other jobs?
  - (k) Does the position have a career path?

- (l) Ask employees who know the job -current incumbent, co-workers, and supervisors?
- (m) Managers - how the job fits in the overall structure.
- (n) Relevant Unions -any industrial complications?
- (o) Review previous position descriptions.
- (p) Skills or training analysis.
- (q) Training manuals.
- (r) Qualifications or experience required. (Licences)
- (s) Performance appraisals.
- (t) Other documents might be relevant (such as accident reports).

(4) Use the following as an example:

| <b>Duties</b>  | <b>Key Tasks</b>  | <b>Task Analysis</b>  | <b>Skills/Competencies</b>   |
|--|-------------------|---|--|
| Knowledge and application of OSH systems and processes | Safety and Health | Report all accidents, incidents and hazards.<br>Conduct risk assessments and complete job safety analysis prior to commencement of tasks.<br>Eliminate and control hazards in the workplace using the hierarchy of controls | Knowledge of OSH Act and Regulations<br>OSH Training - OSH Awareness, Accident reporting & investigation, Fire and Emergency, Workers Compensation |

### STEP 3

Following the analysis, document the position description. This includes a written outline of the main duties and responsibilities and the expected outputs of the job. These should be aligned to the department objectives.

The position description is a fundamental human resource management tool, which establishes the requirements and parameters of the job for both the employee and the manager.

The position description is essential in the following Human Resource management processes:

- (a) Organisational development - structures, reporting relationships.
- (b) Job classification - grading of the job, remuneration scales.
- (c) Recruitment - advertisements, information for applicants and the appointee.
- (d) Induction - what does the new employee need to know initially?
- (e) Performance appraisal - what is expected of the position?
- (f) Training and development - skills required, is the incumbent ready for promotion?

Position descriptions should contain the following contents:

- (a) The position title.
- (b) The salary level for the position.
- (c) The objective(s) of the position included in a short statement, both within the relevant Department/Division and within the Local Government as a whole.
- (d) The requirements of the position, including skills, knowledge, experience and qualifications/training.
- (e) The key duties and responsibilities of the position, usually listed in descending order of importance.
- (f) Knowledge and application of OSH systems & processes
- (g) The organisation relationships of the position such as who the position reports to, which position(s) it is responsible for, details of internal and external liaison.
- (h) The extent of authority the position has.
- (i) Essential and desirable selection criteria.
- (j) Last review date of the position description.

Following these guidelines will produce a document that clearly outlines the requirements of a job and will clarify the job functions for both existing and potential employees.

A technique used to encourage employees to consider in detail all aspects of their job is to allocate a percentage of time that is spent, over an appropriate period, on each task. Usually the initial sum of percentages will far exceed 100% and the process of adjusting the parts back to a total of 100% will require further thought about the position and the workloads.

There is a need to ensure that the best qualified person in terms of skills, qualifications and relevant experience is selected for the job. Where relevant, be specific about tasks involved, such as ability to lift, use heavy equipment, so that people with disabilities are not misled regarding essential job requirements.

## **1. Advertising**

Vacancies, where practicable, will be advertised internally via email, intranet and notice board displays. Internal advertising will generally precede external recruitment, however the process may occur concurrently based on operational requirements or individual position requirements.

All advertisements should be in accessible formats.

It is the responsibility of the CEO to ensure all recruitment advertising conforms to legislative requirements and standardised organisational approach and ensures that such advertising and any documentation is accessible.

## **2. Receiving Applications**

All applications received by the Shire for advertised vacancies will be acknowledged formally.

Within the letter the applicant will be advised:

- (a) The period of time for the selection and interview process to be completed;
- (b) That they have been unsuccessful if they have not received further notification via telephone or mail; and
- (c) Thanked for their efforts in considering the Shire as a potential employer.

The Shire aims to complete all selection processes within a 2 – 4-week period from the closing date.

### **3. Selection Procedures**

#### **3.1 Selection Criteria**

The selection criteria for the job should comprise the skills, knowledge, experience, and qualifications required to do the job.

The selection criteria must cover the skills, knowledge and experiences, relevant competencies and career pathway and be written in clear, concise language that is inclusive and non-discriminatory language, focusing on what is to be achieved in the job.

The selection criteria, forms the basis for the decision to choose one applicant over another. The selection criteria should also identify the essential criteria as well as the desirable criteria.

All employees involved in the recruitment and selection process are expected to practice the Shire's principles of equal opportunity and anti-discrimination

Applicants will generally be short listed under three categories:

- (a) Those most appropriately meeting the selection criteria/position requirements;
- (b) Those meeting the selection criteria/position requirements; and
- (c) Those not appropriately meeting the selection criteria/position requirements.

The applicants most appropriately meeting the selection criteria/position requirements will be considered as the final short list.

Where a decision is made to advertise the position internally and the internal applicant was not successful in obtaining an interview or was unsuccessful in obtaining the position after an interview the applicant must be debriefed on the reasons why they were not successful by the Manager/Supervisor who short-listed the applicants.

Every effort will be made to ensure that unsuccessful internal applicants will be notified prior to the vacant position being externally advertised.

Generally, no more than four candidates will be short listed and interviewed. A minimum of two interviewers will conduct the interview, one of whom will always be the person to whom the position reports.

Disclosure of disability during the application and selection process may not be grounds for elimination unless it is clearly demonstrated that the person's disability

does not allow them to perform the tasks specified. In this instance the Shire shall consider alternative means of performing the tasks as proposed by the applicant where the traditional means cannot be accommodated.

Interviews requiring adjustments to allow for the full participation of the applicant shall be accommodated by the Town as requested.

### **3.2 Equal Employment Opportunities**

All recruitment and selection processes must be conducted in accordance with the Shire's EEO strategies and the requirements of the Local Government Act 1995. Equal Employment Opportunity (EEO) promotes fair and equal access for all employees and potential employees to employment opportunities and benefits, regardless of their personal characteristics. The Equal Opportunity Act 1984 aims to ensure everyone gets a "fair go" by making discrimination unlawful in certain areas of public life such as employment.

The Act sets out the grounds of discrimination which are unlawful. They are:

- Age;
- Family responsibility;
- Family status;
- Gender history;
- Disability or Impairment;
- Marital status;
- Political conviction;
- Spent conviction;
- Pregnancy;
- Race;
- Racial harassment;
- Religious conviction;
- Sex;
- Sexual orientation; and
- Sexual harassment.

The Equal Employment Opportunities Act prohibits discrimination in employment on the grounds of impairment, except where the impairment prevents the person from being able to perform the functional competencies required in the position.

The Shire is committed to the principles of equal opportunity, privacy, occupational health, safety and objectivity and will ensure these principles are applied in regard to pre-employment medical questionnaires or examination.

The CEO will develop relationships with recruitment agencies (including Disability Employment Service providers) aimed at ensuring a diverse recruitment pool of potential applicants.

Recruitment and selection processes may also be extended to encompass:

- (a) The development of disability action plans which include accountability mechanisms; and
- (b) Mandating diversity on selection panels.

### **3.3 Fitness for Work: Pre Employment**

The Shire is committed to providing a safe work environment for all its employees. This includes ensuring that all of its employees are fit, healthy and able to

satisfactorily perform the inherent job requirements of the position without putting themselves, their colleagues or the Shire at any physical or commercial risk.

In order to achieve this objective, the Shire will require all applicants to complete a "Fitness for Work Questionnaire" at interview stage to enable an assessment to be undertaken by the Safety Coordinator of the capacity of the applicant to undertake the duties of the position.

Applicants may be asked to attend a full pre-employment medical prior to appointment should the Safety Coordinator deem appropriate. Medicals are to be conducted by an approved provider of the Shire's choice.

The Shire is committed to the principles of equal opportunity, privacy, occupational health, safety and objectivity and will ensure these principles are applied in regard to pre-employment medical questionnaires or examination.

### **3.4 Pre-Employment Requirements**

Prior to employment, applicants may be requested to supply or complete any of the following:

- (a) National Police Clearance;
- (b) Working with Children Check;
- (c) First Aid Qualifications;
- (d) Academic or educational qualifications; and
- (e) Drivers licence. Drivers licence or demonstrable access to transport (Note: a requirement that the position holder must have a driver's licence, when alternative transport could be used, may discriminate against a person with a disability.)

### **3.5 Probationary Periods**

A three-month probationary period applies to all positions within the Shire unless otherwise negotiated. Applicants attending interviews must be informed of the length of the probationary period and review process that follows.

### **3.6 Casual Employment**

The nature of casual employment is on day-to-day basis and does not form a regular and systemic working pattern (hours or days). This fact must be drawn to the attention of every casual employee when the employee is first introduced to the organisation. Clear indication of period of notice requirements should be made.

All casual employees will be required to complete a Fitness for Work Questionnaire in accordance with 5. Prior to any offer of employment being made. The Fitness for Work Questionnaire must have the approval of the CEO if the applicant has answered 'Yes' to any of the questions.

No employee is permitted to commence employment prior to the acceptance of the terms and conditions of employment via an employment contract.

### **3.7 Reference Checks**

On completion of ALL interviews the selection panel will determine the applicant most appropriately demonstrating their ability to meet the requirements of the position.

The applicant selected after the interviews will have their referees reference checked. Reference checks are to be carried out by one of the members of the selection panel.

### **3.8 Making the Offer**

All formal offers of employment, including salary benefits must be first approved by the CEO in conjunction with relevant Manager/Supervisor. The successful applicant will be notified by telephone of the offer of employment.

Upon acceptance of the offer, a contract of employment will be developed and signed by the CEO.

No new employees should commence employment without having read, understood and signed their employment contract.

### **3.9 Notification of Unsuccessful Applicants**

Applicants who are unsuccessful at interview stage will be provided written notification of the result as soon as the preferred applicant has accepted an offer of employment.

Managers/Supervisors and/or the CEO should ensure all internal applicants are given the opportunity to discuss their application and provided with constructive feedback and strategies for improving their career development prospects