

# RECRUITMENT AND SELECTION PROCEDURE

## PURPOSE

To ensure that Cumberland City Council follows a meritorious recruitment and selection process when appointing new staff.

## SCOPE

This procedure, along with its associated policy and guide/s applies to the recruitment, selection and appointment of all Council staff, with the exception of staff appointed to roles identified as senior staff positions as defined within the *Local Government Act 1993*.

This document does not form part of an employee's contract of employment, however an employee may be subject to investigation and associated disciplinary action if it is found that they are in breach of this procedure.

## DEFINITION OF TERMS

Term	Meaning
Act	<i>Local Government Act 1993</i>
Award	<i>Local Government (State) Award 2020</i>
Candidate	The person who has applied for a position
Council	Cumberland City Council
ECM	Enterprise Content Management (ECM) is Council's records management platform
Employee	Any person employed by Cumberland City Council
Hiring manager	The person responsible for managing the recruitment process and ensuring that the recruitment and selection policy and process is upheld
Workplace	A place where work is carried out for Cumberland City Council, including any place a worker goes while at work. A place may include any vehicle or plant

## RESPONSIBILITIES

Position	Responsibility
General Manager	<ul style="list-style-type: none"> <li>• Promote the standards of recruitment and selection</li> <li>• Act in accordance with this policy</li> </ul>
Manager Human Resources	<ul style="list-style-type: none"> <li>• Investigate any breaches of this policy, as required</li> <li>• Act in accordance with this policy</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Implement, monitor and review this policy and its associated procedure and guide/s</li> <li>• Ensure all hiring managers have the appropriate skills, knowledge and training to undertake recruitment and selection</li> <li>• Promote and support the highest standard of recruitment and selection</li> <li>• Support and advise hiring managers in undertaking recruitment and selection</li> <li>• Responsible for providing additional support throughout the recruitment process including advertising positions, writing letters of offer, and verifying necessary employment checks such as qualifications and work rights</li> <li>• Approving the recommendation for the appointment of new employees</li> </ul>
Directors, Managers and Supervisors	<ul style="list-style-type: none"> <li>• Ensure that team members acting as hiring managers understand this policy</li> <li>• Approving the recommendation for the appointment of new employees</li> <li>• Notify the General Manager or Human Resources of suspected breaches of this policy</li> <li>• Act in accordance with this policy</li> </ul>
Hiring manager	<ul style="list-style-type: none"> <li>• Responsible for ensuring the recruitment process is undertaken using a merit based process</li> <li>• Undertake training in accordance with this policy, as required</li> </ul>
Selection panel member	<ul style="list-style-type: none"> <li>• Contribute to the selection and appointment of staff using a merit based process</li> <li>• Undertake training in accordance with this policy, as required</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Notify the General Manager or Human Resources of suspected breaches of this policy</li> <li>• Adhere to child safe organisation practices</li> <li>• Act in accordance with this policy</li> </ul>

# PROCEDURE

## 1. Identifying a vacancy and planning to recruit

The hiring manager is responsible for identifying that a vacancy exists within their department and planning for the recruitment of the position. This vacancy may arise due to:

- resignation, retirement or termination of employment
- promotion of transfer of another employee
- job redesign
- creation of a new position
- term contract need.

## 2. Reviewing a vacant position

2.1 The hiring manager, in consultation with their Manager and/or Director, must review the vacant position before proposing to advertise the role to ensure that it still meets the needs of Council.

The review should also consider the:

- current responsibilities of the position
- type of employment required
- opportunity to engage a current employee to upskill
- if the position is child-related.

2.2 The position description must be updated in consultation with Human Resources, along with any job evaluation if required, and will reflect the qualifications, skills, knowledge and experience required to perform the role.

## 3. Appointment without advertising

### 3.1 Vacancies for less than 12 months

If the period of appointment to a vacancy is required for a period of less than 12 months, a direct appointment may be made in line with the Act.

Should a hiring manager determine that there are two (2) or more internal candidates suitable for the position, they may choose to call for expressions of interest from internal staff.

All applications submitted through an expression of interest must be considered in line with a merit based selection process.

### 3.2 Vacancies for more than 12 months

All appointments for a period of greater than 12 months are to follow a merit based selection process, with the exception of:

#### 3.2.1 Parental leave backfill

A direct appointment may be made for a period of up to 24 months in instances where the incumbent of the role is taking a period of parental leave.

### 3.2.2 Lateral transfer or demotion

Council may laterally transfer or demote an employee to another role if required. A suitable employee may be considered for lateral transfer to another role at the same grade if their skills, experience and qualifications meet the requirements of the role.

### 3.2.3 Appointment from an eligibility list

Where recruitment for an identical position has been completed within the previous 6 months, any previous candidates who were deemed suitable and placed on an eligibility list may be considered for appointment to the current vacancy.

## 4. Approval to recruit

4.1 To advertise a vacant existing position with the budget, the Hiring Manager will need to complete a 'Request to Fill Position' approval form in SCOUT. The form indicates the nature of the recruitment required, along with providing supporting documentation during the process and is approved by the relevant Manager, Finance Business Partner, Director, Human Resources Advisor and Manager Human Resources.

If there is a leaseback vehicle provided with the position, the Manager Buildings and Depot will need to be listed as part of the approval process in the SCOUT form.

4.2 To advertise a request which will have an affect on the approved budget, including the creation and recruitment of a new position, changing an organisation structure or following the re-evaluation of a position, this will need to receive approval from the Executive Team (ET) by completing the form [here](#).

Following ET approval, the Hiring Manager will need to complete a 'Request to Fill Position' approval form in SCOUT, in accordance with 4.1.

## 5. Advertising

5.1 All external positions must be advertised for a minimum of two (2) weeks in line with the Act, and the hiring manager will consult with Human Resources on the appropriate advertising media to use in attracting the best pool of candidates. Internal positions must be advertised for a minimum period of one (1) week.

5.2 All vacant positions will be advertised on Council's internal website, as a minimum. All positions to be advertised externally will also appear on Council's public website.

5.3 The hiring manager will consult with Human Resources regarding the use of various other advertising media such as:

- Job seeker websites (eg. SEEK, Indeed)
- Industry specific websites (eg. Sportspeople.com)
- Social media websites (eg. LinkedIn, Council's Facebook page)
- Print media (eg. local papers, Local Government Job Guide).

5.4 The hiring manager, in consultation with Human Resources, may seek to recruit for a position using a recruitment agency. The need to engage a recruitment agency is at the discretion of the Executive Team.

5.5 Should a late application be received after the advertisement has closed, it is at the discretion of the hiring manager if this will be accepted. Applications received after the candidates have been shortlisted and interviews booked will not be accepted.

5.6 All child-related position advertisements will include the following statement in the 'About the Opportunity' section:

*Cumberland City Council adheres to the principles of a child safe organisation and is committed to the care and protection of all children and young people.*

5.7 All child related position advertisements must include the Working with Children Check as an essential qualification of the position, and this should be reflected in the advertisement.

## **6. Selection panel**

6.1 The selection panel is responsible for reviewing applications, interviewing and forming a recommendation to appoint a candidate to a vacant position.

6.2 The selection panel must consist of a minimum of three (3) panel members, a mix of genders, and should be comprised of the following:

- Hiring manager
- A member from the same department/directorate with an understanding of the position at the same or higher grade of the vacant position
- An independent member drawn from a different department/directorate.

6.3 The hiring manager is responsible for ensuring that the selection panel members have a good professional knowledge and understanding of the position requirements, human resource practices and training in the selection of staff.

6.4 A list of staff trained in the recruitment and selection of staff can be found on Council's Intranet page.

## **7. Conflicts of interest**

7.1 All candidates must be afforded the opportunity to compete for a position on equal terms and should not be advantaged or disadvantaged by their association with a staff member.

7.2 Any panel member who considers that they may have a close professional or personal relationship with a candidate which could affect the recruitment and selection process must inform the hiring manager and submit a Conflict of Interest Declaration form to Human Resources. The hiring manager, in conjunction with Human Resources, will then either restrict the involvement of the panel member or remove them from the process.

## **8. Shortlisting**

8.1 Shortlisting of candidates allows for early comparison of skills, qualifications and experience to determine which candidates meet the requirements of the role.

8.2 Shortlisting can be undertaken solely by the hiring manager or by all selection panel members.

8.3 When shortlisting candidates the responses to the online application questions must be rated, along with a review of the attached resume and additional documents provided and all candidates must be rated against the same set of criteria.

8.4 All panel members can be provided with access to SCOUT to review the applications if required.

## **9. Interviewing**

9.1 It is the responsibility of the hiring manager to schedule and plan for the interviews. This includes scheduling candidates for interviews, booking the room and developing interview questions.

9.2 The Recruitment and Selection Interview Guide is available to provide hiring managers and panel members with additional information to assist them in running their interviews, along with a template to use to record responses to interview questions.

9.3 It is the responsibility of all panel members to accurately record the candidate's responses to interview questions accurately in key points. The combined notes of all panel members will be used to provide a clear picture of the candidate's strengths and weaknesses and overall suitability for appointment.

9.4 Post interviews, the selection panel is responsible for coming together to discuss the suitability of all candidates who were interviewed. The panel will then decide on whether or not they would recommend a candidate for appointment.

9.5 The panel's decision, along with any recommendations for appointment or for candidates to be placed on an eligibility list is to be recorded on the Selection Report form which is to be attached to the job in SCOUT and the Selection Report form.

## **10. Recommending a candidate for appointment**

10.1 At the conclusion of the interview process, it is the responsibility of the hiring manager to complete the Selection Report form in SCOUT.

### **10.2 Selection Report form**

The Selection Report form contains essential information to support the hiring of a candidate to a position within Council, and should have the following documents attached to it:

- Candidate's resume
- Right to work documents
- Copies of licences and qualifications required for the position
- Reference checks
- Police and/or criminal record check
- Applicant pre-employment medical statement
- Working with Children Check validation (if required)
- NDIS Worker Screening Check (if required)
- Employment Screening Consent form.

The Selection Report form will be circulated for approval to the required Manager, Finance Business Partner, Director, Human Resources Advisor and Manager Human Resources. If the position includes a leaseback vehicle, the Manager Buildings and Depot will need to be advised by the Hiring Manager that a vehicle is required.

The information below outlines the role and requirements for the attachments and approvers in the Selection Report form.

#### 10.2.1 Right to work documents

Council must check and validate that prospective candidates have the right to work in Australia.

The following documents are used as evidence that a candidate has the right to work in Australia:

- Australian birth certificate

- Australian or New Zealand passport
- Visa with entitlement to work
- Evidence of permanent resident status
- Australian citizenship certificate.

In addition to the above, Council will also accept a current driver's licence as a form of identification.

In the instance that a candidate is on a working Visa within Australia, they will be required to provide a copy of their Visa, along with their passport from their home country. A VEVO check will be performed by Human Resources in order to verify the working Visa.

#### 10.2.2 Licences and qualifications

Copies of any licences and qualifications listed within the essential criteria for the position must be attached to the Selection Report form.

The copies of licences and qualifications must be verified by a Justice of the Peace or noted as having been cited by the hiring manager or another member of the panel.

Human Resources are responsible for verifying qualifications and licences.

#### 10.2.3 Reference checks

A minimum of one (1) reference check is to be completed by the hiring manager for every recommended candidate, regardless of if they are an internal or external candidate.

The Online Reference Check form can be found in the candidate's application for the position, using the 'Add form' function under the Activities bar.

Reference checks should be work related only and Council will not accept personal references, except in instances where candidates are applying for a junior or traineeship position and have no prior work related experience or references.

A selection panel member cannot be a referee for a candidate that they are interviewing.

How many reference checks should I complete?

- External candidate – two (2) reference checks
- Internal candidate who is a current permanent employee – one (1) reference check
- Internal candidate who is a current fixed term, temporary or casual employee – two (2) reference checks.

Can I conduct reference checks for multiple candidates?

In instances where the selection panel is unable to make a recommendation based on the interview process alone, the hiring manager may choose to undertake reference checks on multiple candidates.

Where this is the case, the reference checks performed must be recorded within each candidate's application, and the Selection Report form should reflect that reference checks were undertaken.

What do I do if I think the candidate's nominated referees are unsuitable?

The hiring manager should discuss this with the candidate and request that they provide additional referees.

## 10.2.4 Approvers

The Selection Report form must be approved by the following:

- Manager
- Director
- Human Resources Advisor
- Manager Human Resources.

## 11. Employment checks and screening

11.1 The Human Resources Advisor will perform associated employment checks required and any cost associated with verifying or checking this information is at the expense of Council.

11.2 Copies of the authorised checks will be attached to the Selection Report form by the Human Resource Advisor, with the exception of the pre-employment medical check which will be noted on the form that this was completed.

11.3 Council will undertake the following types of employment checks as required:

- Work rights
- Verifying qualifications and licences
- Police and/or criminal record check
- Pre-employment medical check
- Working with Children Check
- NDIS Worker Screening Check
- Verifying COVID-19 vaccination status
- Checks with the HR department of the most recent employer.

11.4 The Human Resources Advisor will complete all checks, or verify that these have been completed, before approving the Selection Report form.

11.5 In the instance where an external candidate who is recommended for a role has declared throughout Council's recruitment process that they have been the subject of a current, open investigation concerning misconduct OR have had any substantiated findings of misconduct against them in the last 10 years, the Human Resources Advisor will attempt to make contact with the HR department of the most recent employer of the employee. The Human Resources Advisor will have a confidential discussion with the previous employer to gain further information concerning their performance in the role and will provide the Hiring Manager with any information that may relate to the potential employment of the candidate with Council.

The recommended candidate will also be required to complete a criminal record check if they have declared throughout Council's recruitment process that they had substantiated findings of misconduct against them in the last 10 years.

In the instance where an internal staff member is recommended for a role and has declared throughout Council's recruitment process that they have been the subject of a current, open investigation concerning misconduct OR have had any substantiated findings of misconduct against them in the last 10 years, it is the responsibility of the Hiring Manager to liaise with the Human Resources Advisor to gain further information.

## 12. Advising unsuccessful candidates

12.1 It is the responsibility of the hiring manager to advise all unsuccessful candidates of the outcome of their application for the role and candidates should be advised progressively throughout the recruitment process of the status of their application.



12.2 Candidates who are not shortlisted for an interview must have the status of their application changed to 'Unsuccessful' and may be advised of the outcome immediately using the 'Email candidates by status' function within the job.

12.3 Communication to candidates who are unsuccessful after interview can be delayed until a candidate has accepted the offer for a role.

### **13. Eligibility list**

13.1 Where more than one candidate is considered suitable for appointment, the selection panel may choose to place other candidates on an eligibility list.

13.2 If the recommended candidate for a role declines, or an identical role becomes available within six (6) months of the interviews taking place, a candidate from the eligibility list may be contacted and recommended for appointment.

13.3 All candidates who are placed on an eligibility list for a position are to be advised that they are unsuccessful for the role in this instance, however they have been placed on an eligibility list for the next six (6) months.

### **14. Letter of offer**

14.1 Once the Selection Report form has been approved by all parties, the hiring manager may make a verbal offer of employment to the candidate.

14.2 The responsible HR Advisor will draft the letter of offer for signature by the Manager Human Resources.

14.3 The letter of offer will be sent to the candidate via SCOUT, along with the position description of the role and login details for Council's onboarding system.

### **15. Induction**

15.1 All new employees are to be inducted during their first month of employment.

### **16. Probationary period**

16.1 The following appointment types are subject to a three (3) month probationary period:

- New permanent, part-time, full-time and/or fixed term employees
- Current employees moving from a casual or fixed term role to a permanent role
- Current employees moving from a casual role to a fixed term role.

16.2 The probationary period does not apply to existing permanent employees being appointed to a permanent vacancy.

16.3 The probationary period and associated documents should be managed in Council's onboarding system following Council's Probationary Employment Policy.

### **17. Appeals**

17.1 Unsuccessful candidates may appeal against an appointment if they believe:

- a meritorious recruitment process was not followed
- they were treated unfairly.

17.2 Appeals must be made in writing, addressed to the General Manager and received no later than five (5) working days after the candidate has been advised of their unsuccessful application.

17.3 The General Manager and/or their delegated representative is responsible for reviewing appeals and has the right to dismiss an appeal if it is not based on a breach of policy, procedure or an issue of unfairness.

## 18. Recordkeeping, confidentiality and privacy

18.1 Council will ensure that all records will remain confidential and that access to records and associated information will be in accordance with the Act/policy/legislation.

18.2 The Selection Report form and all documentation contained within the form relating to the appointment of a successful candidate is to be stored within the position file in ECM.

18.3 The accepted letter of offer and position description will be stored within the new employee's personal file in ECM and/or the position file.

18.4 A recruitment and selection process is confidential and information regarding notes, documentation, forms and conversations should only be available to those conducting the process and/or their delegated representative.

18.5 Any breaches of confidentiality throughout the recruitment and selection process may result in disciplinary action.

## AUTHORISATION AND VERSION CONTROL

<b>Policy owner</b>	<i>Human Resource department</i>
<b>Date adopted</b>	<i>September 2020</i>
<b>Version</b>	3
<b>Review date</b>	<i>September 2022</i>
<b>Related documents and legislation</b>	<ul style="list-style-type: none"> <li>• <i>Anti-Discrimination Act 1991</i></li> <li>• <i>Child Protection (Working with Children) Act 2012</i></li> <li>• <i>Child Protection (Working with Children) Regulation 2013</i></li> <li>• <i>Code of Conduct</i></li> <li>• <i>COVID-19 Vaccination Procedure</i></li> <li>• <i>Government Information (Public Access) Act 2009</i></li> <li>• <i>Local Government Act 1993</i></li> <li>• <i>Local Government (State) Award 2020</i></li> <li>• <i>Privacy and Personal Protection Act 1998</i></li> <li>• <i>Probationary Employment Policy</i></li> <li>• <i>Recruitment and Selection Interview Guide</i></li> <li>• <i>Recruitment and Selection Policy</i></li> <li>• <i>SCOUT User Guide</i></li> <li>• <i>State Records Act 1998</i></li> <li>• <i>Work Health and Safety Act 2011</i></li> <li>• <i>Workplace Surveillance Act 2005</i></li> <li>• <i>Workplace Surveillance Regulation 2017</i></li> </ul>
<b>Attachments</b>	<i>Nil</i>