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## **EMPLOYEE RECRUITMENT AND SELECTION POLICY PROCEDURES**

### **INTRODUCTION**

The following Procedures are to be implemented to enable the ##### to meet the policy objective of ensuring the effective management within all service streams when recruiting employees of operating a fair, open, values based recruitment and selection system that assesses prospective employees against appropriately developed duty statements and selection criteria.

These Procedures should be read in conjunction with all relevant Nulsen Group Policies and Procedures and, in particular, the Employee Recruitment and Selection Policy.

### **PROCEDURES**

#### **STEP 1: PLANNING THE RECRUITMENT PROCESS**

- A detailed and current job description must be available before recruitment begins.
- In all circumstances the selection criteria will form the basis for assessment of the eligibility of all applicants.
- As part of the planning step the relevant department Manager is to set a target date for commencement of the new employee, prepare a draft timetable to meet that target and decide who else is to be involved in the process of recruitment and selection.

#### **STEP 2: DEFINING THE POSITION AND THE SELECTION CRITERIA**

- Position Descriptions detail the key result areas and main responsibilities of the position.
- The selection criteria for any position must detail the minimum qualifications, skills, experience and abilities to be held by the person who is to successfully perform the duties of the position.
- Applicants should be assessed against these selection criteria using the information provided in their written application. Those who most closely meet the selection criteria are then to be short listed for interview.
- Selection criteria is to be prepared for each vacancy and be based around values and will cover such things as:
  - Minimum qualification required
  - Essential previous experience
  - Special requirements or skills of the position
- Valued based questions to be asked and scored against preset answers matching company goals Beliefs and values.

### STEP 3: SEEKING APPLICANTS

#### will advertise all new and vacant positions internally via established communication mechanisms to maximise opportunities for existing employees' career development, and externally where the relevant Department Managers deem it necessary and will circulate job ads to all existing Disability job network agency's .

- Should a current employee wish to submit an application to fill an internal vacancy, they must first comply with the following:

Have successfully completed their probationary period for their current role

Advise their existing line manager that they are interested in applying for another position within the Nulsen Group

Contact the recruiting manager to request a meeting or additional information, and/or arrange a time to visit a home (if relevant) or work location

- Should a current employee be successful in being appointed to fill an internal vacancy, the release date from their current role is to be negotiated between the two relevant line managers. Internal candidates need to understand that they may be required to remain in their existing role for up to three months due to organisational requirements

- Applications are sought from applicants who meet the selection criteria. Applicants are to provide information in C.V. format

- A closing date for applications should be specified to ensure the process will be completed by the required time

- Applicants may be sought using a number of primary sources such as:

- newspaper advertisements
- website online applications
- contact with other staff
- agencies and consultants
- tertiary providers.

- Objective and realistic position information must be reflected in the advertisement. Successful advertising should result in receiving a small number of very suitable applicants and deterring unsuitable or unqualified people from applying. The position advertisement should contain at least the following information:

- position title
- brief position description
- brief description of ####
- key selection criteria for the position

- any unusual features of the position – that is, by way of example, any abnormal travel involved
- clear instructions on how, where and who to contact, and by when to apply.

#### **STEP 4: SHORT LISTING APPLICANTS**

- On the basis of information provided in the written application, applicants are to be assessed and rated against each of the selection criteria and those with the highest overall rating selected for interview
- Applicants not successful in the application process must be advised of the outcome either in writing or through electronic processes or through verbal communication and, on request, give feedback where necessary.

#### **STEP 5: INTERVIEWING SHORT LISTED APPLICANTS**

- Interviews may be conducted by a panel of up to three persons (minimum two) with one person taking responsibility for facilitating the interview
- The interviewers should have a detailed understanding of the position requirements and should have values to the industry or other relevant skills and experience.
- Interviews should be a two-way communication. The interviewers are seeking the most suitable applicant and the applicant needs to have sufficient information to decide whether the position is right for him/her.
- Structured interviews should be conducted using the following guidelines:
  - schedule the interviews so there is adequate time for each including time at the end of each interview to record impressions of the applicant
  - clarify the selection criteria for the position and ask questions relating to the Values based questionnaire template and be scored accordingly
  - members of the panel should meet beforehand to plan values based questions to be asked and general conduct of the interview
  - ensure information is available to answer any other questions the candidates may have
  - applicants attending for interview should be asked to provide clear, coloured copies of any qualifications, registration certificates, special licenses or other essentials required for the position

On completion of the interview round interviewers should meet to:

- analyse and discuss the information obtained at interview which will include the applicants responses, presentation, questions asked and other information obtained
- assess each applicant against the stipulated selection criteria
- complete an overall rating of each applicant's suitability for the position based on valued based interview questions scoring grid
- agree on the preferred applicant/s to progress in the selection process

## **STEP 6: ASSESSING AND REFERENCE CHECKING**

#### will:

Require applicants (employees or volunteers) to provide documentary proof of identity, such as a passport or driver's licence, when attending the selection interview

- Require applicants to complete and sign a standard "Authority to Release Record of Convictions" form at the interview, including any former names or aliases they have lived under in the past ten years
- Destroy the signed "Release Record of Convictions" form if the applicant is unsuccessful
- Ensure that if the recommended applicant has resided in other police jurisdictions (i.e. other States of Australia or overseas), the applicant will supply similar police clearances from the relevant jurisdiction(s). These costs will be borne by the applicant. Where an employee has recently immigrated to Australia a police clearance is to be obtained from the country of previous residence. This may involve several countries
- Should the preferred candidate have a recorded criminal conviction, refer the matter to the Manager, Workforce Development for a determination as to whether the specified conviction would be likely to place the company at any risk or breach of its duty of care obligations.

A decision to proceed with appointing the preferred candidate will depend on whether any such conviction has been for an offence which directly relates to the duties, whether the position in question would offer unsupervised opportunities for a similar offence to take place, whether the offence has occurred recently, whether there are single or multiple convictions and whether the conviction(s) reflect generally on the suitability of the person to become an employee of ####

Reference checking must be completed before a final selection decision can be made. Reference checking provides an opportunity to verify some or all of this information gathered about the preferred applicant:

- Persons used as referees should generally only be accepted if they were a past supervisor or manager of the applicant. Unless prior approval is sought from the Manager, Workforce Development, referee details provided must relate to a period of employment within 12 months of the date of application.
- In an effort to maintain some objectivity applicants should be asked to nominate referees who are not family members or friends.
- If there are substantial discrepancies between the information provided by an applicant and the information provided by the referee the safest approach is to reject the application.

## **STEP 7: ONLINE INDUCTION AND FIRST AID First Aid:**

- All new recruits will be requested to provide a first aid qualification certificate at the time of selection with at least six months validity. If they do not have a certificate in their possession at that time, then they would be given time/notice to provide a certificate and a suitable candidate would not be rejected only because they have failed to produce a first aid certificate. However, a valid First Aid Certificate must be provided before employment can commence

- The approved first aid certificate could be in the form of - Provide First Aid, Senior First Aid or Applied First Aid which are approved registered courses

## **STEP 8: OFFER OF EMPLOYMENT**

- Subject to receipt of satisfactory referees' reports, a satisfactory medical review and compliances as appropriate and as outlined above, the People and Planning Officer will prepare a conditional offer of appointment for provision to the recommended candidate including a commencement date, conditions of employment and commencement salary signed off by the Manager, Workforce Development
- Verbal offers of employment can be made and must be confirmed in writing immediately
- The contract of employment, letter of appointment and other documents must be issued prior to the commencement of employment
- An applicant signing a copy of the letter of offer and returning this signed copy to the People and Planning Officer serves as acceptance of an offer of employment
- The People and Planning Officer is responsible for ensuring that the contract of employment and all other personal information is securely filed in the record management system and access restricted to authorised personnel on a need to know basis only.
- Unsuccessful applicants are to be notified promptly that their application was unsuccessful as soon as possible after a decision has been made
- Telephone responses to unsuccessful applicants should be limited to "...another applicant more closely met the selection criteria...".

## **STEP 9: ORIENTATION OF NEW EMPLOYEES**

General Orientation will be tailored to specifically align with the role the new employee has been recruited for. By way of example, the General Orientation may be tailored for roles in Disability Services, Peer Work or Administration.

### **##### EMPLOYEE RESIGNATIONS**

##### believes that employees should be given appropriate recognition for their crucial role and contribution to the provision of quality services to our service users. However, there will be occasions where employees chose to leave #####. Upon receipt of written notice of such a resignation ### will

1. Notify the relevant Manager and/or Manager, Workforce Development of their impending resignation
2. Confirm the resignation in writing to the employee and arrange a suitable time for an exit interview
3. ##### must send notice of the resignation and a copy of the letter of resignation to the Payroll Department for the required administrative procedures
4. The immediate manager is responsible for ensuring that the appropriate processes relating to the cessation of the employee's contract of employment includes:
  - (a) Clearly defined, documented and articulated processes to the relevant departments

(b) The relevant Manager being notified of the resignation of the employee (where appropriate, arrangements of gifts and references to be coordinated)

(c) The process being followed and executed according to the procedures

(d) The process being be executed in a timely manner

(e) Any system failures being documented and resolved between departments at the earliest possible times

(f) Recruitment and training process being engaged for replacement of the employee.

#### **BREACHES OF THE POLICY PROCEDURES**

Any breaches of the Employee Recruitment and Selection Policy Procedures could constitute a possible act of misconduct.