

# THE NORTHCOTT SOCIETY

## POLICY ON STAFF RECRUITMENT AND SELECTION

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<b>VOLUME:</b>	<b>2</b>	<b>Society Policy on Management &amp; Organisational Issues</b>
<b>SECTION:</b>	<b>A</b>	<b>Human Resources</b>
<b>SUB SECTION:</b>	<b>A</b>	<b>Personnel</b>
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<b>BOARD APPROVAL:</b>		<b>Not Applicable</b>

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### Policy

The process of recruitment and selection is central to providing suitably skilled staff and the appropriate staffing structure required to maintain the highest standards of service in all areas of Northcott's operations. It is Northcott's policy that the recruitment and selection of staff is approached in a consistent manner in order to ensure that appropriately skilled staff are available to meet these standards and to comply with relevant legislation.

### Objectives

It is intended that this policy will help produce the following outcomes:

- a A flexible staffing structure appropriate to the varied functions of Northcott
- b A workforce committed to Northcott's mission
- c A workforce which is effective in maintaining Northcott's high standards
- d The most suitably qualified applicants to fill vacancies
- e A workplace that reflects cultural and community diversity

### Definitions

**Permanent Staff:** All staff members who are contracted to work regular, fixed hours. This includes full-time, part-time, "shift" and "day" workers.

**Casual Staff:** Staff recruited on an 'as required basis'. Employment in this category is determined by a number of factors:

- funding is tied to an individual consumer
- there is no consistent pattern of operation
- vacancies occurring due to illness or leave
- demands of peak work periods

## 1. Procedures for Recruiting Permanent Staff

The recruitment process for permanent staff falls into the following phases:

- a establishing a vacancy
- b advertising
- c interview and selection
- d appointment
- e identification

The procedures which make up each phase are detailed below.

### 1.1 Establishing a Vacancy

- a The recruitment process commences with an assessment of the needs of the department by the Manager. The General Manager Human Resources is available to assist in this process.
- b As part of the needs assessment it is essential that a Position Description is created or, in the case of an existing vacancy, reviewed. (Specimen Position Description format to be found in Word "S/Common/Forms/HR-Human Resources/Position Descriptions/ directory).
- c The Core Executive Group (CEG) carries ultimate responsibility for Northcott's human resources. Consequently only CEG Members are authorised to appoint staff on a permanent basis.
- d The Manager should then complete Section A of the Recruitment Form (Permanent Staff) – Details of Position - and forward it to the General Manager Human Resources who will complete Section B: Salary Details & Checklist. The form will then be forwarded to a CEG Member who will authorise the commencement of the advertising process by completing Section C: Authorisation. The Recruitment Form should be accompanied by:
  - I. a copy of any previous approval for the position or of any new or amended position
  - II. the Position Description
  - III. a draft copy of the proposed advertisement
  - IV. a copy of Interview questions to use
  - V. any other relevant information.
- e The Recruiting Manager or their delegate will nominate a convenor for the recommended interview panel. The convenor will be responsible for organising the panel including the consumer representative.
- f The Recruitment Form should be submitted to the relevant CEG member who in consultation with HR will ensure that the Award and salary details are correct. (Specimen Recruitment Form to be found in Word "S/Common/Forms/HR-Human Resources/HR FORMS/Recruitment & Induction Related/Request to Hire/" directory)

- g The Recruitment Form, including a CEG authorisation, will be returned to Human Resources who will:
  - i. advise the manager of authorisation
  - ii. discuss advertising preferences with the manager
  - iii. arrange for placement of the advertisement/s in accordance with advertising procedures and available advertising budgets.
- h Human Resources may not proceed to any subsequent phase of the recruitment process until an authorised Recruitment Form is held.

## **1.2 Advertising**

- a Upon receiving an authorised Recruitment Form, Human Resources will liaise with the manager responsible to determine the most cost effective advertising method possible.
- b All advertisements for staff vacancies must be lodged through Human Resources, who are responsible for maintaining a register of advertising and recruitment costs.
- c Advertisements are to be checked by Human Resources, to ensure they meet policy and legislative guidelines before they are published. In particular, all advertisements must carry an EEO statement and a statement in line with the requirements of the Child Protection [Prohibited Employment] Act 1998.
- d Generally the convenor will deal with enquiries from prospective candidates. It is also the convenor's responsibility to ensure an information kit is available to be sent to prospective applicants. This package should include any information about the position which the manager may wish the candidates to have, eg. Service Flyer and Position description. Salaries are not generally advertised however they can be given if a prospective applicant specifically asks for that information.
- e All applications are to be directed to the Coordinator, Human Resources.

## **1.3 Interview and Selection**

- a All applications are to be received by the Coordinator, Human Resources who will arrange the following:
  - i) written acknowledgment of receipt
  - ii) confidential storage pending closing date for applications
  - iii) a preliminary "cull" of applications where requested by the manager
  - iv) distribution to the manager immediately after closing date for applications.
- b Generally an interview panel should comprise the following:

- i) the manager of the department (or nominee)
- ii) a staff member with expertise in the professional field
- iii) a consumer who is either a client or parent

In some circumstances it may be considered appropriate to invite others to participate on a panel, e.g. a staff member from a different department, someone from an external service/organisation, etc. It is the responsibility of the panel convenor to ensure that all panel members are aware of interviewing protocol, eg specifically areas of questioning to avoid or raise any potential conflict of interest that may influence the decision.

- c Applications received need to be sorted by the convenor into three groups:
  - i) candidates
  - ii) possible candidates
  - iii) unsuitable

Representatives of the interview panel may be involved in the process.

- d Interviews should be limited to the minimum number of candidates required to achieve a reasonable comparison and ensure that the most suitable applicant is selected.
- e Following selection of the candidates for interview, the convenor will arrange for interview appointment times to be scheduled in consultation with panel members and an appropriate room booked. All applications should be returned to the HR Coordinator, to enable:
  - i) confidential storage of the applications for those candidates not selected for interview.
- f If a position is classified as 'child-related' all candidates must be given
  - i) a copy of the Information Sheet regarding Child Protection and Employment Screening, and
  - ii) a copy of the Child Protection [Prohibited Employment] Act 1998 - Disclosure Form
- g Where the position is classified as "child-related employment" the interview panel must receive the signed Disclosure Form from each candidate and verify that the candidate understands the significance of the disclosure and consent statements they have signed.
- h If a candidate for a position classified as 'child-related employment' does not agree to sign a Disclosure Form, he/she should be advised that it is a requirement of employment and if he/she refuses they should be advised that their application cannot be considered further and the interview terminated.

- i **No offer of employment may be made during interviews.** The interview is a fact-finding situation only, the purpose of which is to assess the suitability of the candidates in terms of experience, qualifications, attitude and personality.
- j ***All candidates must be advised at the interview that Northcott applies a qualifying probation period of six months for all new staff members.***
- k Even candidates for positions which are not classified as 'child-related employment' must be advised that any appointment will still be made subject to satisfactory Working with Children Checks, Criminal Record and reference checks. This is to enable staff who are employed at Northcott to transfer within different programs (including child related programs) without risk.
- l For positions requiring a significant level of direct care work or manual handling work all candidates (casuals and permanent) will need to conduct a pre-employment medical and any offers of employment will be subject to their ability to perform the tasks inherent in the job description. **The pre-employment medical is another stage of the selection process and must be discussed as such. It is not to be promoted as the final stage before an offer.**
- Due to the sensitive nature of the medical report information HR will keep all details of the medicals. Upon receipt of the results HR will advise the recruiting manager whether the next stages of the selection process may proceed.
- The next stages may include a second or final interview, reference checking or HR approval on the recruitment.
- m The candidate/s selected by the panel, as the most suitable, will be reference checked by the convenor of the panel (or delegate). At least two references should be taken. The referee's should be Managers or Supervisors of the candidate from their recent work history. References should not be taken from friends or colleagues. If it is difficult to obtain two recent managerial references, contact HR who will suggest other avenues you can follow. Responses to reference enquiries should be recorded on the Reference Checklist (specimen Reference Checklist may be found in Word "S:/Common/HR-Human Resources/HR FORMS/Recruitment & Induction Related /Reference Checklist/" directory).
- n When the interview panel has selected the most appropriate candidate and verified their references, the convenor will complete Section D: Recommended Candidate, of the Recruitment Form (to be found in Word "S:/Common/HR-Human Resources/HR FORMS/Recruitment & Induction Related/Request to Hire/" directory).
- o The convenor will also attach a brief summary of the selection outlining the reasons for the selection of one candidate over the others who were interviewed (this may be handwritten). The summary will be retained on file with all other documentation relating to the selection process. Due consideration should be given to ensure that comments on the "reason for selection" document are not discriminatory in any way.

- p The Recruitment Form, Reference Checklists, all applications and any other documentation should then be returned to Human Resources. Where employment screening or criminal record checks are to be conducted, documentation should include the signed Disclosure/Consent forms.
- q The Human Resources coordinator will complete Section E: Recruiting Profile & Method.
- r The relevant CEG member will complete Section F: Authorisation to Hire of the Request to Hire Form, and return it to the convenor who will forward it to Human Resources, to complete Section G: Appointment Checklist.
- s The convenor will make the verbal offer of employment and negotiate a commencement date.
- t Human Resources will instigate the relevant Criminal Records procedure. The results of this will be communicated to the General Manager Human Resources by the 'approved screening agency'. Where a position is classified as 'child-related' the appointment can only go ahead subject to satisfactory working with children checks.

#### **1.4 Appointment**

- a Upon acceptance of the verbal offer, the convener of the interview panel will advise Human Resources who will:
  - i) prepare and issue a Letter of Offer to the selected candidate
  - ii) negotiate the procedure for contacting all unsuccessful candidates (who attended interview).
- b The Letter of Offer should also include the following documents by way of an induction package:
  - i) a duplicate of the Letter of Offer with a certificate of acceptance
  - ii) a Tax Declaration
  - iii) a copy of the Staff Handbook
  - iv) an Employee Details Sheet
  - v) a police record check authorisation (where applicable and not already completed)
  - vi) Salary packaging documents (updated)
  - vii) any other documents which may be relevant to the new staff member and their employment
- c All applications will be held on file by the Human Resources department for a period of 3 months before destruction. If the position becomes vacant again during this time, the unsuccessful candidates initially considered to be suitable for the position may be approached without the need to readvertise.
- d Human Resources will ensure:

- i) that the new staff member is included in the Payroll records
- ii) that all documentation relating to the recruitment process is filed appropriately
- iii) that personnel information is filed confidentially.

## 1.5 Identification

- a On or before commencement the new employee will be required to formally identify themselves. This is a requirement of the Child Protection legislation but will be applied to all new staff members. Identification will be conducted by the manager/coordinator of the service.
- b Identification requires the appointee to produce at least one document from each of the lists detailed at 'd'. Documents should be originals – photocopies will not suffice. At least one of the documents produced should bear the appointee's signature and their current address.
- c The staff member charged with the identification process will be required to take photocopies of the identification documents, sign and date each document attesting their authenticity and arrange to include them on the appointee's personnel file. For services away from Head Office the documents should be forwarded to Human Resources with a brief memo that these documents are for filing.
- d Approved forms of Identification:

List 1	List 2
Full birth certificate [showing parental details]	A current Medicare card, Pensioner Concession card, or any other current entitlement card issued by the Commonwealth Government
An Australian passport or document of identity issued by the Australian Passport Office which expired within the previous two years	A current credit card, or account card from a bank, building society or credit union, or a passbook or account statement less than one year old
A current overseas passport	A telephone, gas or electricity bill up to one year old
An Australian naturalization or citizenship document or immigration papers issued by the Dept. of Immigration and Multicultural Affairs	A water rates notice, council rates or land valuation notice up to two years old
A current driver photo licence issued within Australia	An electoral enrolment card or other evidence of enrolment up to two years old
A current consular photo identity card	An armed services discharge document

issued by the Dept. of Foreign Affairs and Trade	up to two years old
	A current student identity card, or a certificate or statement of enrolment up to two years old from an Australian educational institution

## **2. Procedure for Recruiting Casual/Relief Staff**

The requirements for hiring casual staff are less comprehensive than for permanent staff, however, following the correct procedures is no less important.

### **2.1 Establishing a Vacancy**

- a Casual staff are recruited on an 'as required' basis defined above.
- b The need for Casual staff may be determined by the manager of the department in discussion with a CEG member.
- c Where the casual position is to provide short term relief in an existing position normally filled by permanent staff, it is not necessary to furnish a position description on every occasion when engaging a casual staff member. Where the position is identified as specifically suitable for casual staff a position description is required.
- d Having determined the need for casual staff the manager should complete the Recruitment Form (Casual Staff), sign it and forward it to Human Resources. (Specimen Recruitment Form to be found in Word "S:/Common/HR-Human Resources/HR FORMS/Recruitment & Induction Related/Request to Recruit Form (Casual)"/" directory).

### **2.2 Advertising**

- a Advertising is not always needed when hiring casual staff. Often "word of mouth", bulletin boards, the Internet or other organisations can be effective resources. All of the above are potentially satisfactory sources of casual staff.
- b When advertising is required, the same procedures as stated above for permanent staff should be followed.
- c Advertising costs should be restricted to the effective minimum.

### **2.3 Interview and Selection**

- a the same procedures are applicable as per permanent employees except:

The interview process may be conducted by the manager of the department or their delegate. However, where the position involves recruitment for more than one position, the interview process should be undertaken by at least two staff members and where possible a client representative.

All other procedures are as per permanent employees.

## **2.4 Appointment**

As per procedures for permanent staff above.

## **2.5 Identification**

As per procedures for permanent staff above.

### **Supporting policies**

Policy on Equal Employment Opportunity and Anti-Discrimination  
Staff Induction and Orientation Procedure

**Authorised by:** .....

**Mike Fryer**  
**Director Operations**