



*Mater Dei Managing Staff Recruitment – Interview & Screening  
National Standard 6 – Service Management*

<b>201410059</b>	<b>STAFF RECRUITMENT - INTERVIEW AND SCREENING</b>
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<b>Applies to: All Staff, Management</b>
<b>Specific responsibility: Director of Services, Program Managers, CEO/Principal, Board of Directors</b>

<b>Version: 001</b>
<b>Date approved: 09/14</b>
<b>Next review date: 09/16</b>

<b>Policy context:</b> This Policy relates to	
Standards or other external requirements	NSW Industrial Relations Fair Work Australia
Legislation or other requirements	Industrial Awards and Agreements Work Health Safety Act 2011 Community Services Grievance and disputes and Appeals Monitoring Act (NSW) 1993 Disability Services Act (NSW) 1993 Human Rights and Equal Opportunity Commission Act (Commonwealth) 1986 Disability Discrimination Act (Commonwealth) 1992 Anti-Discrimination Act (NSW) 1977 Disability Inclusion Act 2014
Contractual obligations	Department of Education & Communities Catholic Education

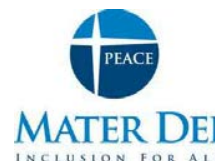
## **POLICY STATEMENT**

### **INTRODUCTION**

Mater Dei is committed to recruiting and selecting staff on the basis of merit. The aim of these guidelines is to ensure a consistent, transparent and equitable process that is used to select the person whose abilities, qualifications and personal qualities best match those required for the job. All aspects of the Recruitment and Selection Process are confidential and the privacy of applicants must be respected.

This Policy relates to a number of other guidelines including:

- Filling a vacant position
- Interviewing
- Employment Screening
- Orientation and Induction



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- Probationary Period
- Exit Interview

## **PURPOSE**

The purpose of these guidelines is to facilitate the recruitment and selection of appropriately qualified/skilled staff so that they can meet professional and ethical standards of behaviour and act in accordance with the Mission, vision and values of Mater Dei.

## **SCOPE**

This Policy and accompanying guidelines apply to the recruitment and selection of all personnel to Mater Dei including part time, full time, temporary, permanent and casual.

## **FILLING A VACANT POSITION**

### **INTRODUCTION**

Mater Dei is committed to advertising vacant employment positions in keeping with relevant legislation. In general, all vacant positions, including permanent, temporary, part time and casual are advertised using the most appropriate medium to ensure that the most suitable person for the position is chosen. However, an appointment may be made by nomination and/or invitation without advertisement, at the discretion of the CEO/Principal.

Mater Dei aims to achieve an effective balance on a case by case basis between advertising internally or externally to ensure it attracts the most appropriate pool of suitable qualified applicants and also recognises the value of providing development opportunities for current employees.

### **PROCEDURAL GUIDELINES**

#### **1. Position Description**

- 1.1 When a decision is made to fill a vacant position, the Program Manager is responsible for identifying and documenting information relating to the tasks and key responsibilities of the position. The essential requirements are then produced in a position description by the HR Officer including selection criteria *Form 1 – Position Description* and approved by the CEO/Principal.
- 1.2 Selection criteria are directly linked to the position description and describe the skills required to do the job in a clear and effective way and should:
  - describe the knowledge, skills and experience required for the position
  - allow an applicant to identify the areas in which they may be assessed for their suitability for the position, and



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- provide the selection panel with the areas required to assess the merits of each applicant and consequently make a decision.

## **2. Advertisement**

- 2.1 Internal recruitment relates to advertisement of a position via a medium which is normally available only to current employees including casuals.
- 2.2 External recruitment means advertisement of a position via a medium available to targeted members of the general public.
- 2.3 Prior to making a decision whether to advertise internally only, the CEO/Principal and/or Program Manager will review the position type and whether there is a reasonable pool of applicants who have the skills, experience and talents required to competently perform the job. Consideration will also be given to secure employment clauses and conditions in relevant Awards.
- 2.4 Where there are insufficient suitably skilled current employees, Mater Dei will recruit externally.
- 2.5 External advertisement will generally be used for all Executive and Leadership positions across all Programs. Exceptions to this are at the discretion of the CEO/Principal.
- 2.6 External advertisements are designed in a way to reach the optimal pool of potential applicants including the mainstream press, professional publications, ethnic and/or local press, the internet, special interest groups, or professional associations.
- 2.7 Care shall be taken so that groups with limited access to different media are not excluded.
- 2.8 Advertisement will be drafted by the Program Manager and is appropriate to the level of responsibility of the role. It aims to attract the widest possible field of suitable applicants and reflects the position description and all of the selection criteria.
- 2.9 Once drafted, the Program Manager forwards the advertisement to the HR Officer who liaises with the CEO/Principal for approval. Any suggested changes are referred back to the Program Manager.
- 2.10 Once approved, the HR Officer ascertains cost of advertisement and most appropriate medium(s).
- 2.11 The CEO/Principal approves the final draft including cost and the HR Officer places the advertisement.
- 2.12 Original information is filed in the HR file and a copy is sent to the Business Manager.



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### **3. Employment Package**

- 3.1 He HR Officer prepares a sample Employment Package prior to advertisement appearing and forwards to Reception staff for collating.
- 3.2 The package is sent out to all interested applicants and contains:
  - Complimentary Slip
  - Position Description (*where applicable*)
  - Application for Employment (*Form 3*)
  - Mater Dei Early Intervention Program Information
  - Mater Dei Living Skills Program Information
  - School Information
  - Employment Collection Notice
  - Current Mater Dei Matters Magazine
  - How to find Mater Dei Map
- 3.4 The HR Officer liaises with Reception staff regarding process for enquiries made by interested applicants using *Form 2 - Request for Employment Package*.
- 3.5 The HR Officer emails advertisement and relevant Employment Package to Administrative Assistant (IT) for advertising on Mater Dei website.
- 3.6 Applicants who require further information regarding the advertised position are directed to the relevant Program Manager or nominee who has a responsibility to
  - present information freely and openly
  - answer any queries as completely as possible
  - provide detailed information on the position, and
  - ensure that the applicant understands the selection process and the importance of addressing the selection criteria.



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- 3.7 Formal qualifications are essential where requirements of the position include a legal, industrial Award/Agreement obligation for such qualification(s) or where it can be demonstrated that the qualification(s) is required for competent performance.
- 3.8 Applicants are advised that this information must be forwarded with the Application for Employment.

## **INTERVIEWING**

### **INTRODUCTION**

Applicants being considered for positions at Mater Dei should be subjected to a thorough process of interview and selection in keeping with legislative requirements and organisation Policy and guidelines. The process should include scrutiny of a written application, personal interview/s, reference checks and appropriate Working with Children Check and Criminal Record Check procedures.

### **PROCEDURAL GUIDELINES**

#### **1. Selection Panel**

- 1.1 The role of the selection panel is to assess the merits of each applicant for the vacant position and generally contains a minimum of three and a maximum of four representatives and may only contain extra in exceptional circumstances. In some circumstances, the panel may contain fewer than three representatives.
- 1.2 The panel consists of a Convenor, a Program and/or Organisation representative and an independent member eg from another organisation or who has expertise either in the work area of the vacant position or in the selection process.
- 1.3 The Convenor is responsible for forming the panel which is approved by the CEO/Principal before the selection process proceeds and informs the HR Officer.
- 1.4 The members of the panel should provide a range of skills, abilities and knowledge that ensures equity and fairness through the process. It is formed so that it has, where possible:
- gender balance
  - a thorough knowledge of the work area, and
  - a representative who provides an independent outlook.
- 1.6 The immediate past occupant of the position should not be involved in the selection process.



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- 1.7 If it is identified that a member of the panel has a conflict of interest in the recruitment and selection process then they must withdraw immediately.

## **2. Assessment Process**

- 2.1 All areas of the assessment process information forms the basis for the panel to make a final, informed decision. Sources of information include:

- skills, abilities and qualities claimed in the application
- performance at interview
- work samples presented as evidence of skills and abilities, and
- reference checks.

- 2.2 All applications received are forwarded to the Convenor or nominee.

- 2.3 Once closing date has passed the Convenor facilitates the shortlisting process which establishes a reasonable field of suitable applicants for interview. It is not the intention of the shortlisting process to reduce the number of applicants so that they can be easily interviewed in a given amount of time.

- 2.4 Each application is assessed against the essential selection criteria for the position on Form 4a - Shortlisting Worksheet and the Program Manager records “cull” or “call” on each application.

- 2.5 The HR Officer notifies unsuitable applicants Form 3a – Letter to Unsuccessful Applicant by mail, within three working days of the closing date for applications.

## **3. Interview Process**

- 3.1 The HR Officer and/or Program Manager sets dates and times to interview applicants and notifies interviewees by email and/or telephone with at least three working days’ notice.

- 3.2 Interviewees are notified of:

- location and time of interview
- the composition of the selection panel
- whether they will be assessed and whether they will be required to undertake any practical exercises or medical assessments, and
- who to ring if they cannot attend for interview on the day.



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3.3 All members of the panel should agree to the format and structure of the interview, the questions and any practical exercises to be used. As far as possible the interview process concentrates on establishing the skills that an applicant possesses rather than their capacity to memorise and repeat information.

3.4 Interviews should be conducted where possible, within four weeks of the closing date for applications. Where a delay in excess of one month occurs, the Convenor should make a suitable recommendation ie that the position is re-advertised and previous applicants advised that their application can be carried forward and resubmitted.

#### **4. Questions**

4.1 The Convenor compiles appropriate interview questions and forwards to HR Officer Form 4 - Interview Questions who distributes final draft to interview panel members prior to interviews.

4.2 Questions should relate to the requirements of the position and the applicant's suitability and should:

- be appropriate to the position
- be asked in relation to all of the selection criteria where possible
- be open enough to allow interviewees the opportunity to demonstrate their skills and abilities, and
- not relate to personal issues eg family responsibilities

4.3 The HR Officer organises the documentation to be used and completed during the interview process including position description, Award classification, details of pay rate, entitlements etc.

4.4 The Convenor or the HR Officer distributes paperwork to the panel with an outline process including specific responsibilities of each member.

#### **5. Selection decision**

5.1 During interviews all applicants are asked the same questions and responses are recorded.

5.2 The panel assesses the capacity of each applicant to perform the job and the decision is based on all available information including the application, the interview and any relevant practical exercises Form 4b – Assessment Worksheet.

5.3 Where the panel cannot decide between two or more applicants they may wish to re interview them before making a decision.



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5.4 The panel will make a recommendation to the CEO/Principal who will make the final decision on employment.

## **6. Comparison Assessment Report**

6.1 This determines the merit of candidates against the selection criteria and recommends the most suitable applicant for the position.

6.2 The rating scale, descriptions and recording sheet are designed to help the panel compare applicants and make a fair and transparent decision.

6.3 The assessment must justify the panel's decision and identify:

- the applicant that best meets the selection criteria
- the rating of other suitable applicants in order of merit, and
- be based on the results of each applicant related to each of the selection criteria.

6.5 If an applicant rates as unsatisfactory for any of the criteria, he/she should be considered unsuitable for the position.

6.6 All applicants interviewed should be ranked using the assessment.

## **7. Assessment Categories**

7.1 The following terms can be used to describe both the level at which the applicant is rated overall and against individual criteria

Rating	Score	Description
Outstanding	5	Where the applicant meets the criterion at the highest possible standard and demonstrates exceptionally developed and relevant skills and abilities. Far exceeds standards required.
Good	4	Where the applicant demonstrates highly developed and relevant skills and abilities. Exceeds required standards.
Competent	3	Where the applicant demonstrates well developed and relevant skills and abilities. Has demonstrated competency at the required level.
Marginal	2	Where the applicant fulfils some of the requirements of the criterion. Meets some of the required standards.





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Unsatisfactory	1	Where the applicant does not satisfy the criterion, is unable to demonstrate that they possess the relevant skills and abilities. The applicant is unable to satisfy the requirements of the position.
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## 8 Recommendation Report

- 8.1 This report is a concise summary of the selection process and the reasons for the final decision and should include sufficient details regarding:
- why an applicant was chosen, placed on an eligibility list or was not successful
  - why the preferred applicant was chosen and have sufficient information to approve the recommendation, and
  - how the panel can support the decision in the case of an appeal.
- 8.2 The contents of the report are confidential as are all aspects of the selection process.
- 8.3 The CEO/Principal contacts the preferred applicant, offers him/her the position and explains the next stage of the recruitment process.

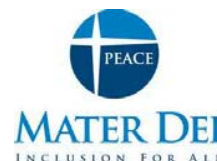
## 9 Recommendation Report

### Post Interview Feedback

- 9.1 The HR Officer notifies unsuitable (external) interviewees *Form 3b – Letter to Unsuccessful Interviewee* by mail, within three working days of the interviews. The CEO/Principal or nominee notifies unsuitable internal interviewees verbally, prior to a letter being sent.
- 9.2 Unsuccessful internal applicants will be offered feedback by the Convenor as soon as possible after a recommendation to appoint has been approved.
- 9.3 On request, external applicants will be advised of the reason(s) their application was unsuccessful.

## 10 False Statements

- 10.1 Mater Dei may rescind an offer of appointment made to an applicant who has been discovered to have relayed false or deliberately misleading information during the selection process.



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## **EMPLOYMENT SCREENING**

### **GUIDING PRINCIPLE**

Mater Dei is committed to ensuring that it complies with the requirements of the Commission for Children and Young People Act 1998. This Act establishes the Commission for Children and Young People. Amongst its purposes is providing for employment screening for child-related employment.

### **PROCEDURAL GUIDELINES**

#### **1. Employment Applications**

- 1.1 **Advertising** – Applicants are informed that the position advertised is “child-related employment” and therefore Child Protection Legislation requires that the preferred applicant will be subject to the Working with Children Check and/or National Criminal History Record Check through Businesslink (FRP & Bethany only).
- 1.2 **Interviews** - Prospective employees are not required to take the initiative in volunteering information relating to their history. Therefore, it is Mater Dei’s responsibility to seek information from the prospective employee which may affect their suitability for child-related employment and to ensure that adequate disclosure of their history has been obtained. *Form 7 – Employee Referee Check*
- 1.3 **Employer’s Risk Assessment** - Mater Dei will assume responsibility for conducting a previous employment/activities check of the preferred applicant which will focus on the history of the applicant’s experience of child-related employment activities, where appropriate.
- 1.4 **Application Procedures** - **Once the position is verbally accepted**, the HR Officer arranges a meeting with the successful applicant who is given a brief explanation of employment screening. The following forms are completed and collected by the HR Officer
  - *Form 8 – Application Declaration and Consent Form*
  - *Form 8a – Employer Request for Background Check*
  - *Form 10 – 100 Point Check*
  - *Form 11 – Staff Information Form*
  - *Form 12 – Staff Personal Information Form*
  - *Form 12a – Staff Personal Details (Payroll)*



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## 2. Employment Screening

- 2.1 Applicant completes a copy of Form 8 – Application Declaration and Consent Form online at [www.kids.nsw.gov.au/check](http://www.kids.nsw.gov.au/check)
- 2.2 The HR Officer completes a copy of Form 8a – Employer Request for Background Check online at [www.kids.nsw.gov.au/check](http://www.kids.nsw.gov.au/check) (Both forms are available for printing and signing)
- 2.3 The HR Officer faxes both forms to CCER by confidential fax 02 99267 9303 for relevant checks to be completed and/or Businesslink on confidential fax 02 82702389.
- 2.4 The HR Officer forwards Form 11 - Staff Information Form to Payroll Officer for completion before forwarding a contract of employment to new employee.
- 2.5 The HR Officer sets up a Staff Personnel File with all recruitment information, which is kept in a locked cupboard in the HR Office and has restricted access by relevant personnel.
- 2.6 Employment Screening Information is kept in a separate file in the HR Office.
- 2.7 If the check is clear, the HR Officer receives written confirmation via the confidential fax from CCER and emails outcome to the Program Manager, prior to employee commencement.
- 2.8 If the check is not clear, information is forwarded to the Program Manager who completes a Risk Assessment and interviews the applicant to seek clarification on relevant matters. The onus is on the applicant to provide a satisfactory explanation for the rating.
- 2.9 If the applicant fails to provide a suitable explanation for the unfavourable rating and is considered to pose an unacceptable level of risk to children, the application may be rejected. The Program Manager informs the applicant of the determination of Risk Assessment forwarded to the applicant.

## DOCUMENTATION

Documents related to this Policy	
Related Policies	Staff Recruitment Staff Induction Development & Training Code of Conduct Child Protection Professional Ethics and Conduct Privacy Communication Declaring Conflicts of Interest



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	Use of Drugs & Alcohol Harassment & Discrimination Use of Electronic Communication & Social Media Risk Management Work Health & Safety Record Keeping
Forms, record keeping or other Organisational documents	Grievance and Dispute Personnel File

**Reviewing and approving this Policy**

<b>Frequency</b>	<b>Person responsible</b>	<b>Approval</b>
Two Yearly	CEO / Principal	Board of Directors

**Policy review and version tracking**

<b>Review</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Next Review Due</b>
1			
2			
3			