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MM HR 502 STAFF RECRUITMENT POLICY	

1. Purpose

This Policy sets out the legislative principles to be adhered to by all Marymead services and employees, and relates to the employment of all staff other than the CEO.

Marymead aims to recruit and attract high quality staff. The aim of the recruitment process is to appoint the most suitable person for the position and build a strong and vibrant workforce.

This Policy has been established to ensure Marymead has the opportunity to attract the best available staff. By embracing the recruitment framework, leaders in Marymead will contribute to developing the workforce needed to deliver quality services to children, young people and families.

2. Policy Statement

Marymead supports internal recruitment and providing opportunities to staff for career advancement where appropriate. Recruitment of new staff is also an opportunity to seek out under-represented groups and increase diversity within the Marymead staffing profile to assist in meeting diverse community need. Through the process we can also bring in new ideas and approaches to assist innovation and new direction.

A number of challenges impact on Marymead's ability to recruit and select appropriately skilled staff. These include increasing competition among employers for staff and the changing demographics of the working population. In response Marymead requires an approach to recruiting staff that is rigorous and comprehensive, but simplified and responsive to these challenges.

Marymead recognises merit as the primary basis for selection. A Position Description is developed of all positions at Marymead.

3. Responsibilities

It is the responsibility of Directors and Managers to ensure that:

- they are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- staffing levels for their program areas are determined and authorised; and
- all roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Human Resources Team to ensure that:

- all Managers are aware of their responsibilities in the recruitment and selection process; and
- managers are given continuous support and guidance in regard to recruitment and selection issues.

4. Procedures

4.1 Approvals

All recruitment processes and appointments must be approved by the relevant Director. All senior and executive appointments are to be approved by the CEO.

4.2 Position Classification and Review

Recruitment of all positions will take place after evaluation of the continuing appropriateness of and need for the role against the organisation's strategic plan and budget.

When a new position is created or there is a vacancy the Program Manager will carry out the following in consultation and with approval from the relevant Director:

- ensure there is appropriate budget allocation for the position;
- assess and/or review the need for the position;
- assess and/or review the position classification; and
- develop or review the Position Description (PD).

All current Position Descriptions are held by HR. In the case of an existing position the current PD will be sourced from Human Resources as the basis of review. In the case of a new position the Position Description Template will be sourced from HR.

To commence the recruitment process the Program Manager is required to seek final approval for the Position Description from their Director and forward the updated Position Description to HR for review and formatting, with approvals attached. This is sent as an attachment with the **Recruitment Request Form MM HR 5012**, along with the job advertisement (see 4.3 below)

4.3 Promotion and Advertising

All vacant positions will be advertised, with the standard approach being to advertise positions internally and externally concurrently.

In cases where there is a strong pool of potential internal candidates or the vacancy is short-term Marymead may elect to advertise internally only. Marymead has a commitment to advertising all vacant positions internally to current staff to encourage career advancement. On occasion, exceptions to this

rule may occur when the position is of such a specialised nature that appropriate skills are not available within the organisation.

All positions will be advertised on the Staff Intranet and if advertised externally will be available on the Marymead Website. Information for applicants, including how to apply for a position is also made available on the Marymead Website.

In order to progress advertising and promotion the Program Manager will carry out the following in consultation and with approval from the relevant Director:

- prepare a draft advertisement using the template provided by HR (sample advertisements are available from HR if required); and
- make a decision about the scope of advertising, including confirmation that the position will be advertised externally and/or internally.

The draft job advertisement is sent as an attachment with the **Recruitment Request Form MM HR 5012**, along with the reviewed PD (see 3.2 above). All job ads must be received by HR by 10am Thursday morning.

Once received by HR the draft advertisement will be reviewed and finalized. As part of this HR will send copy of the ad to Marketing for sign off. Any changes other than editing and formatting are to be approved by the PM and their Director.

HR is responsible for finalising job advertisements and ensuring promotion and advertising is progressed.

4.4 Selection

Applicants within the Classification 2-3 will be required to provide a statement outlining what they bring to the position. All applicants for positions classified from 4-9 will be required to address the selection criteria in a written application. All applicants are required to provide a detailed resume. Interviews and referee reports will be used as the basis of selection.

The selection process will be designed to assess applicants against the selection criteria for the role and be:

- designed to provide evidence of the required capabilities;
- transparent;
- timely and cost efficient;
- equitable; and
- free from conflict of interest.

There may be positions or circumstances where it is appropriate to streamline the process (eg seek expression of interest only) to ensure accessibility by particular groups (see diversity above) or expatiate the process.

HR will be on the selection panel for positions of Team Leader or higher.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position.

HR is responsible for:

- monitoring applications received and providing them to the Program Manager; and

- acknowledging the receipt of all applications.

The Program Manager is responsible for:

- shortlisting the applications;
- convening the selection panel and providing short-listed applications to the committee members;
- leading the development and finalisation of interview questions;
- setting a date for interviews and inviting shortlisted candidates to attend;
- leading the interview process; and
- facilitating discussion and decision making about suitability and the preferred candidate.

It is recommended that:

- the panel be made up of three members, one being a representative from outside the specific program; and
- interviews be held with three candidates and are scheduled for 40 minutes each with 20 minutes discussion time.

The **Standard Interview Questions Template MM HR 5002**, including information to provide at interview is available as a starting point to developing questions. This template includes questions in relation to the CARE Framework. The panel is encouraged to include additional questions that allow the interviewee to explore the values, behaviours and practice that are the basis of the CARE Framework.

Formal ratings are provided on the template to assist discussion and decision making about suitability for the role and determine the preferred candidate.

4.5 Screening

An offer of employment to the preferred candidate is dependent on two successful referee reports. Prior to commencing employment at Marymead successful candidates must have satisfactory checks complete as per the **Working with Vulnerable People Screening Policy MMHR513**.

The Program Manager is also required to speak with two referees using the **Reference Check Summary Form MMHR5010**. One referee report must be provided by the applicant's current supervisor.

4.6 Offer of Employment

Applicants are appointed at the appropriate level within the grading of the position to match their experience and qualifications. The Program Manager has the authority to negotiate the pay level within the band/s with the preferred candidate. A written rationale must, however, be provided for any appointment above the entry level. The Program Manager is required to note the evidence and rationale on the **Appointment Authority Form MM HR 5001**, including relevant experience and qualifications.

Any proposed conditions that are outside the scope of the Certified Agreement are to be approved by the CEO.

The Program Manager is responsible for:

- seeking approval from the relevant Director;
- making an offer of employment to the preferred candidate;
- negotiating the pay level with the preferred candidate;
- confirming hours and start date with the preferred candidate; and

- initiating the security and police checks.

Once the offer is made and approved the **Appointment Authority Form MM HR 5001** is provided to HR with the following attached:

- Position Description;
- completed **Application for Employment Form MM HR 5004**;
- the application addressing the selection criteria and resume, and any other evidence or certificates provided; and
- the record of interview.

HR will prepare the Letter of offer and Employment Pack to be sent to the successful applicant.

The Program Manager is also responsible for advising unsuccessful candidates after the successful candidate had accepted the position. All unsuccessful applications and record of interview are also forwarded to HR. HR will shred all resumes of unsuccessful applicants.

5. Principles

5.1 CARE and Recruitment

The CARE Framework provides the road map to guide decisions and interactions at Marymead to assist the team to work in congruence across the organization, and in the best interests of the client. The model also guides how we work with each other as colleagues, in teams and as managers maximising our capacity to work together for change.

All recruitment processes are to be designed to test and ensure that each employee is able to work within the framework and explore and understand the impact of this model in their work area and across Marymead.

Key strategies in supporting the recruitment of staff who will work positively within the CARE Framework include:

- information provided on the Position Description;
- information available on the Marymead Website under Information for Applicants;
- questions formulated to test behaviors and values aligned with the CARE framework in the interview process; and
- Information provided in the employment packs.

5.2 Diversity

Marymead recognises and values diversity amongst its staff and is committed to creating an inclusive environment that equal employment opportunities are available to all staff.

Strategies to recruit and retain Aboriginal and Torres Strait Islander staff

Marymead recruitment processes will provide pathways to employment for Aboriginal and Torres Strait Islander peoples by removing barriers in accordance with the Marymead Reconciliation Action Plan.

Strategies to recruit and retain culturally and linguistically diverse staff

Marymead will ensure that recruitment and selection processes are made accessible and applicant-friendly to culturally and linguistically diverse applicants.

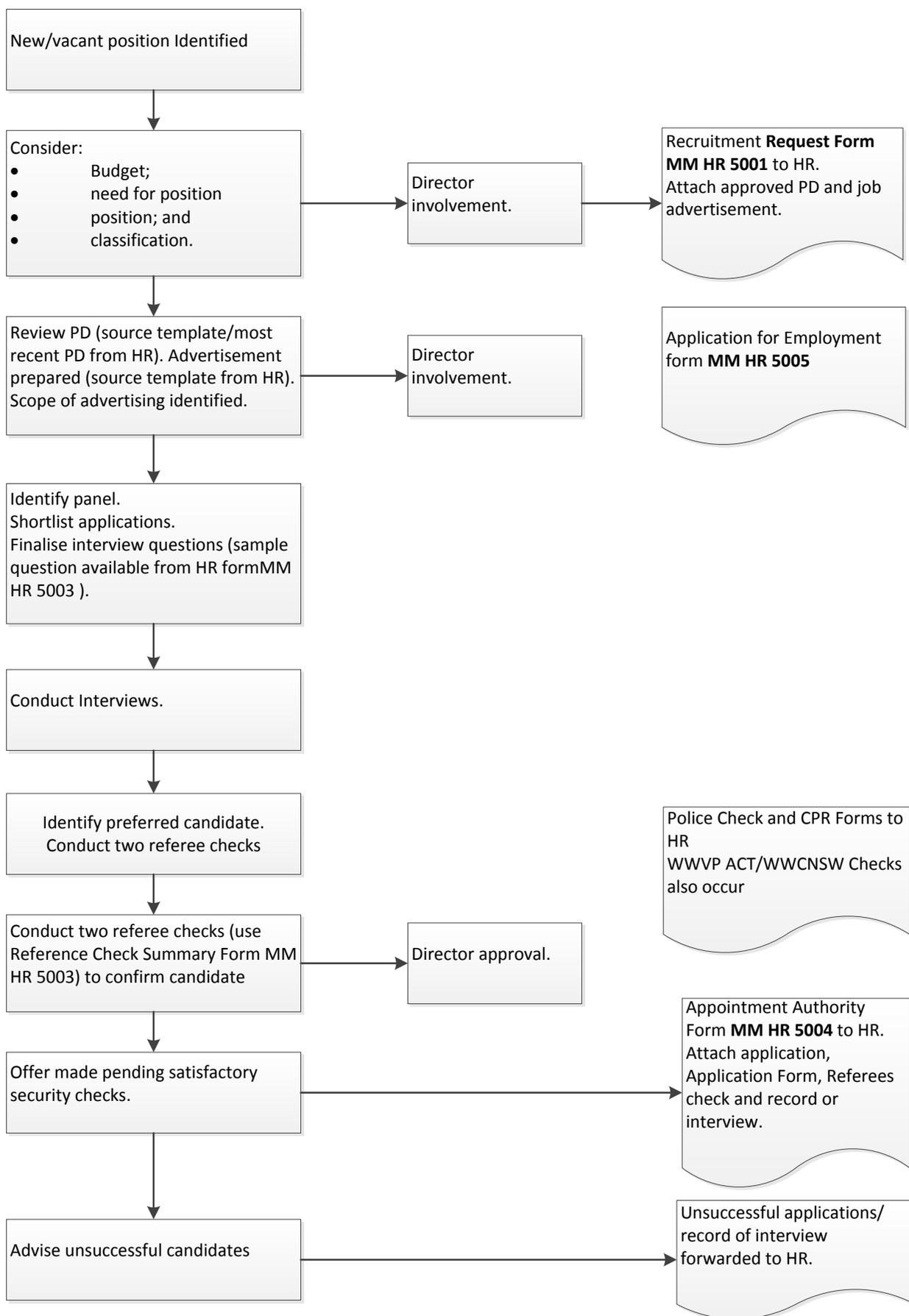
Strategies to recruit and retain staff who have a disability

Marymead seeks to provide staff who have a disability with the opportunity to participate in a safe, equitable, discrimination and harassment free working environment. We will make reasonable adjustments to accommodate staff with a disability. In considering such adjustments, we will have regard to the availability of resources, the number of staff seeking reasonable adjustments and the organisation's priorities.

Marymead seeks to:

- actively facilitate the employment of people with a disability in all suitable areas of employment;
- encourage people with a disability to apply for positions for which they are qualified;
- ensure that people with a disability are treated equitably during all stages of employment, including recruitment, selection, promotion, training and termination of employment;
- ensure that the needs of people with a disability, such as effective interaction, management and supervision, are recognised in the performance management process; and
- ensure that people with a disability can contribute to and participate in the work environment.

6. Recruitment Flow Chart



7. Definitions

Disability: the definition of disability is broad and includes:

- loss of physical or mental functions;
- loss of part of the body;
- infectious and non-infectious diseases, for example, a person with AIDS, hepatitis or TB;
- the malfunction, malformation or disfigurement of a part of a person's body, for example, a person with diabetes or asthma or a person with a birthmark or scar;
- a condition which means a person learns differently from other people, for example, a person with autism, dyslexia, attention deficit disorder or an intellectual disability;
- any condition which affects a person's thought processes, understanding of reality, emotions or judgment, for example, a person with a psychiatric condition.

Adjustments: the removal of barriers and changes made to any aspect of work to ensure that staff with a disability have an equal opportunity to achieve their full potential as employees.

Confidentiality: Information provided by a member of staff about his / her disability and health condition is kept strictly confidential. The organisation may only communicate this information to another person with the consent of the member of staff concerned.

8. References

Related Policy

Working with Vulnerable People Screening Policy MMHR513

Related organisational documents

Marymead Collective Teamwork Agreement 2013 – 2015

Position Description Template

Recruitment Request Form MM HR 5001

Standard Interview Question Template MM HR 5002

Reference Check Summary Form MM HR 5003

Appointment Authority Form MM HR 5004

Application for Employment Form MM HR 5005

Legislation

Disability Discrimination Act 1992 (Commonwealth)

Human Rights and Equal Opportunity Commission Act 1986(Commonwealth)

NSW Work Health and Safety Act 2011 (NSW)

Work Health and Safety Act 2011 (ACT)

Racial Discrimination Act 1975 (Commonwealth)

Sex Discrimination Act 1984 (Commonwealth)

Social, Community, Home Care and Disability Services Industry Award 2010 (with current version updates)

Standards

Family Relationship Services Guidelines, Australian, Government, Standard 5: Entry of Practitioner

Community Care Common Standards, Australian Government, Standard 1: Effective Management, EO 1.7: Human Resource Management

National Disability Standards, Australian Government, Standard 6: Service Management

Out of home Care Standards, ACT Government, Standard 10.01 Employment, recruitment, selection and appointment

NSW Standards for Statutory Out-of-Home-Care, The Children's Guardian, Standard 17 Assessment and Selection

Raising the Standards, ACT Government Standard 3.4.1 Recruitment, selection and appointment

9. Document Control Details

Reviewing and Approving this Policy		
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3 years	Director of Corporate Services	CEO

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