



## 5.2 Recruitment & Selection

### Human Resources

Applies to	Last reviewed and version No.	Next review date
Staff, Students, Volunteers	June 2012	TBC - <b>CURRENTLY UNDER REVIEW - CONTACT HUMAN RESOURCES FOR ACCURATE INFORMATION</b>

#### Policy context (this policy relates to)

Standards or other external requirements	
Legislation or other requirements	<ul style="list-style-type: none"> <li>• <i>Equal Opportunity Act 2010</i> (Vic);</li> <li>• <i>Privacy Act 1988</i> (Cth);</li> </ul>
Contractual obligations	

### Policy

It is the policy of VACCA that the recruitment and selection of all staff is an objective process based on merit and free from any favouritism or discrimination.

During the process of Recruitment & Selection, VACCA will adhere to the legislative requirements of the:

- *Equal Opportunity Act 2010* (Vic), and
- *Privacy Act 1988* (Cth)

The *Equal Opportunity Act 2010* (Vic) allows, where circumstances require, application for exemption to employ Aboriginal people or a particular gender. VACCA may apply for this exemption from time to time.

All information obtained during the process will be treated confidentially and all decisions will be made without bias.

VACCA aims to employ people with the appropriate skills who are best able to meet the required selection criteria for each position.



VACCA will review the Recruitment and Selection Policy to reflect changes in organisational policy and when legal or legislative change occurs.

This policy is designed to ensure that appropriate and consistent recruitment standards are maintained throughout the organisation and to provide a resource to assist Team Leaders to carry out the recruitment of staff.

## Procedures

### Position Description

As a position becomes vacant either due to a staff member leaving or, the creation of a new position, the position description should be reviewed or written as the case may be. The relevant Program Manager and Coordinator will draft the position description and will seek approval of the document from the CEO once finished.

A position description must contain the following:-

- An Organisational Overview – a brief description of VACCA, including its aims and objectives.
- Position Overview - which would provide any person who is reading the description with a summary of what the position does and why, with reference to the specific Program Area.
- Key Selection Criteria - that is the minimum requirements of any person performing the job, e.g. requirement of a current driver's license.
- Duty Statement - the daily, weekly or monthly activities associated with the position that are necessary for the job to be performed and would be the basis of an assessment of how a person is performing in the position.
- Status and Responsibilities - this incorporates whether the position is full-time, part-time, permanent or temporary, who the position reports to and if appropriate, who they are responsible for.
- Remuneration – the amount or range of salary the applicant can expect to be paid, which, where appropriate, includes the Award classification. The appropriate rate should be checked by the Finance Officer before being included in the Position Description.
- Relevant Policies Statement – reference to VACCA's Smoke Free Environment, Equal Opportunity, and other relevant policies.



- Conditions of Employment – Statement that the successful applicant must undergo a police check, sign a Confidentiality Agreement, produce a driver's license where required, abide by VACCA's Code of Conduct and all other policies. Also to participate in and Induction and Orientation process, and any other relevant training.

### **Advertising**

All positions will be advertised internally. However, in the majority of cases positions will be advertised internally and externally at the same time. Approval to advertise positions must be granted by the Chief Executive Officer.

All positions are advertised internally to give staff the opportunity to enhance their career development by being aware that VACCA has vacancies and that they can apply. In some cases if it can be demonstrated that there is a strong field of internal applicants there may not be a need to advertise externally - a position may be restricted to internal applicants only. The Administration Manager should ensure that staff who are based away from VACCA head office are also notified of positions being advertised throughout VACCA. External advertisements should be placed in the Age newspaper on a Saturday, through Aboriginal Co-ops and newspapers, or any other paper as appropriate.

All applications should be addressed Confidential and marked to the Chief Executive Officer. The Administration Coordinator will ensure the interview panel receives copies of all applications for short listing applicants to be called for interview.

### **Short Listing of Applications**

The short listing of applications received will be undertaken by the interview panel (see Interview Panel & Interviewing below). Short listed applicants will be determined by their ability to fulfil the requirements of the Key Selection Criteria and to demonstrate a skill base which meets the Duty Statement. The interview panel may also choose to interview people who have a skill base that indicates the potential to develop, which may meet the requirements of the Duty Statement with appropriate training and/or guidance.

The interview panel may use a preferred applicant selection process if approved by the CEO. A sole preferred applicant process may be implemented if a suitable person applies enabling VACCA to prioritise Aboriginal appointments throughout the agency or people with specialized skills. This would occur after completing the normal referee, police and other checks prior to appointment.



### Interview Panel & Interviewing

All short listed applicants must participate in an interview for which there will be a panel of interviewers.

The interview panel should aim to have a gender balance and should comprise at least three people. Where possible an Aboriginal worker should be nominated to be a part of the selection panel.

The CEO will approve who is nominated for the interview panel, therefore delegating responsibility of decision making.

At least one member of the panel should be the person to whom the position is responsible, and where possible, one person who is a Director of the Board.

Prior to interviewing, the panel should meet to discuss interview questions and the format of the interview. To avoid possible discrimination, all applicants should be asked the same set of questions, which will be based on the selection criteria and duties of the position.

The interview panel will explain to the applicant that the answers provided by the applicant to each question will be noted by the panel. The panel must ensure all notes taken are non-biased and non-judgmental. The interview panel must also explain to the applicant that they may apply to view the interview notes if they so wish, in accordance with the *Privacy Act 1988* (Cth).

After all interviews have been held, the interview panel will determine the most suitable applicant(s) by way of discussion. The process of determination by the panel including the factors they have considered must be noted, with an explanation of reason(s) why the panel has decided this is the most suitable applicant. Therefore, notes will be made in regard to why the interview panel has chosen the most suitable applicant. These notes will be kept with the most suitable applicant's resume, and will also form the basis of the recommendation to be forwarded to the CEO and Board of Directors for their approval (see Offer of Employment Policy 5.3). Refer below to "No Appropriate Applicants" where the interview panel decides such is the case.

### Reference Checks

Once the panel members have reached agreement on the most suitable applicant(s) in accordance with the set criteria, a reference check must be undertaken.

Reference checking is vital to making sound recruitment decisions and assists in selecting the most suitable applicant for the position.



It is most important to gain a reference check from a prior employer of the applicant either written or verbal. It is usually best, where possible to obtain a verbal reference as it enables more targeted information on the prospective staff members. Currency of Referees should be checked with the applicant before being contacted. A minimum of two referees should be contacted. The interview panel must have a set of questions to which they have agreed to ask the Referees.

All information obtained must be noted and these notes must be kept with the resume.

A reference check should elicit the following information:

- verify prior employment details, including start and finish dates and position held;
- skills attained in the position;
- highlight strengths and weaknesses;
- establish the relationship the applicant had/has with co-workers, ability to work as part of a team and ability to work autonomously;
- whether the referee believes the applicant could perform the duties;
- The understanding and commitment the applicant has to Victorian Aboriginal culture (where appropriate), i.e. if the referee is not from an Aboriginal agency they may not have this information.
- Determine whether the referee would re-employ the applicant if the opportunity arose.
- Any other information the interview panel believe is required.

Any information obtained during the Reference Check process that supports the panel's choice of applicant will be included in the recommendation to be forwarded to the CEO and Board of Directors for their approval (see Offer of Employment Policy 5.3).

### **No Appropriate Applicants**

If, after undertaking the short listing or interview process, the interview panel concludes there are no suitable applicants for the position, the interview panel will:



- Keep the resumes received (until the position is successfully filled);
- Note why the applicant is not appropriate for the position on the interview question sheet;
- File the resumes away in a confidential filing cabinet (until the position is successfully filled then destroy the resumes);
- Provide a confidential report to the CEO and/or Board of Directors as to why there were no appropriate applicants;
- Re-advertise the position internally and externally (stipulating whether or not prior applicants should re-apply);
- Commence the process again from Short Listing once further applications are received.

### **Approving the Selected Applicant**

If referee checks confirm an applicant's suitability, the Panel will submit a full report on the interviews, including their recommendation, to the CEO for consideration.

If the CEO does not agree with the Panel's recommendation, the CEO should document why this is the case and forward a report to the Panel as well as the Board of Directors.

The Chief Executive Officer will then submit all relevant information for consideration by the Board of Directors who will consider both the Panel's recommendation and the CEO's report. The CEO shall make the final decision on all staff employment.

This all occurs before the successful applicant is contacted to offer the position. Should the CEO not approve a recommendation, they shall advise such in writing. A copy of this must be kept with the applicant's resume as the applicant may choose to apply to view the notes made about them, in accordance with the *Privacy Act 1988* (Cth). No information noted or kept in regards to any applicant will belong to VACCA until the person becomes a Staff member (as per the Privacy Act).

If the CEO does not approve the recommendation, it will be deemed there are no suitable applicants. The recruitment process should recommence from the advertising stage.



**Documentation related to this policy**

<b>Related policies</b>	
<b>Forms, record keeping or other organisational documents</b>	

**Reviewing and approving this policy**

<b>Frequency</b>	<b>Policy Sponsor</b>	<b>Policy Committee Approval</b>	<b>CEO Approval</b>
TBC	Corporate Services (Director)	TBC	TBC

UNDER REVIEW