

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

Approval By:	<b>Director of Nursing</b>	Approval Date:	18.06.2014
Document Owner:	<b>Manager People &amp; Culture</b>	Next Review Date:	18.06.2016

**Purpose** The purpose of this procedure is to facilitate the recruitment, selection and appointment of appropriately skilled and qualified employees who can contribute positively to QEC's vision, values and culture. QEC acknowledges the importance of developing and maintaining best practice recruitment and selection procedures.

**Target Audience** All QEC employees including permanent employees, casuals, contractors, volunteers and student placements

**Definitions** **Recruitment** refers to the process of building a pool of candidates for vacant positions through an application process.

**Selection** involves utilizing a variety of techniques to identify suitable candidates that leads to short listing for interviews.

**Merit** - Selection decisions for positions will be based on merit. Merit is determined by an assessment of all applicants against the selection criteria, job requirements, relative ability, knowledge, skills and experience and alignment to QEC values.

**Appointment** refers to the offer of a contract to the successful applicant and their acceptance of the offer

**Position Description** – a document setting out the functions, tasks and responsibilities of the role.

**Selection Criteria** – a set of core skills, qualifications and specialist skills that are required to perform the inherent requirements of the role.

**Interview Chairperson**- As a general rule, the chair will usually be a member of People & Culture but if a representative of People & Culture does not attend the interview the Program Manager will become the interview chairperson.

**Procedure** 1. **Determine the need to recruit and define role**

**1.1 Confirm the need for recruitment**

The need to recruit a new employee generally arises from one of two sources:

- the creation of a new position through organisation expansion or restructure or
- a vacancy caused by the departure or promotion of an incumbent

2.1.1 Recruitment and Selection Procedure

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

A vacancy provides an opportunity to review the ongoing need for the tasks that were undertaken by the position. The review undertaken by a Manager in conjunction with People and Culture is to ensure that the position and tasks performed still meet the needs of QEC, that the reporting relationships are correct and that the position description is accurate. When reviewing the position it is important to consider the following:

- What is the purpose of the job?
- What are its goals and objectives?
- What tasks or responsibilities are performed?
- Is there an ongoing need for these?
- Could they be performed by another existing position?

By undertaking a review, QEC confirms the necessity to recruit, and is assured that every job within QEC fulfils an essential service.

### 1.2 Position description

Once the need to fill a vacancy or new position has been established, it is important to clearly document the functions and tasks of the position through a position description, before attempting to recruit suitable applicants. People and Culture will assist with this process. Position Descriptions must be written in a format consistent with QEC policies and prepared by People and Culture.

### 1.3 Classification/reclassification

When the position description has been finalised, People and Culture will undertake an evaluation of it to determine the job classification. In the event that a higher classification is deemed appropriate or the position is a new one, approval must be obtained from the Chief Executive Officer before the recruitment process can proceed.

NOTE: No vacant position will be advertised without a current position description and job classification

### 1.4 Approval of new job/position

Approval is to be sought by the relevant Program Manager from the Chief Executive Officer for any new role within QEC. For the creation of a new position (increase in FTE) approval must be sought from the appropriate Program Manager, Commercial and Finance Manager and Manager, People & Culture prior to seeking approval of the Chief Executive Officer and should include the following information:

- Business case for creating new position
- Source of funding – have funds been approved for position in current/projected financial year's budget
- Is the position full-time or part-time
- Is the position permanent or temporary and if temporary the period for which position is required
- Confirmation that the position description has been developed and evaluated by People & Culture

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

- If a position is required for a program that only has funding for a set period of time, the type of contract will be negotiated based on the length of contract. If the contract is for less than three years any new employee will be employed on a fixed term for the remainder of the contract period. If the contract has more than three years remaining any new employee can be employed on a permanent basis.

### 1.5 Selection criteria

Selection criteria are used to facilitate a systematic, objective approach to select the most suitable applicant(s) for the job and form the basis for the interview questions.

Should the position require physical skills, such as lifting or driving a motor vehicle, it is important that these are mentioned as part of the selection criteria. Some applicants may not be able to meet these criteria, however, it is not discriminatory to include such criteria provided that they are an inherent requirement of the job.

It is important to remember however that the existence of a disability does not discount people from positions and therefore the selection criteria should accurately specify the inherent requirements of the role.

Selection criteria should be listed in order of importance and prioritised in descending order.

NOTE: Whilst it is recommended that the interview panel formulate questions based upon the selection criteria, this does not prevent any member of the panel from asking probing questions seeking either additional clarification or to illicit more information.

### 1.6 Recruitment Request Form

A Recruitment Request form will be completed by People & Culture in conjunction with the relevant Program Manager. It is the Program Manager's responsibility to ensure CEO approval has been given prior to recruitment commencing. People & Culture will discuss any relevant issues and will begin sourcing candidates.

## 2. Sourcing Candidates

### 2.1 Advertising

All permanent vacant positions will be advertised in an open and transparent manner.

All vacancies may be advertised as follows:

- Internally only, provided it is considered that there will be a sufficient number of suitably qualified internal applicants, or
- Internally and externally simultaneously to reach a greater pool of potential applicants and/or test the market place

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



---

**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

---

The Program Manager should consider what media will best reach potential candidates in conjunction with People & Culture. Consideration should also be given to advertising in professional or specialised websites, press or associations when looking to employ technical, professional or other specialists.

Positions will usually be held open for a minimum of 7 days and a maximum of 14 days.

All job advertisements and position descriptions will be placed on the QEC website and communicated to employees via QEC's Intranet site.

People & Culture in consultation with relevant Program Manager will prepare the advertisement and review the current position description. In preparing the advertisement consideration should be given to the value proposition of becoming an employee of QEC.

Once the advertisement has been written and agreed, People & Culture will place the advertisement. People & Culture are responsible for the payment of job advertisements.

For auditing purposes, all recruitment documentation will be stored in relevant folder under Human Resources in G Drive. In view of the information on these files they are treated as highly confidential with restricted access to management and People & Culture.

### 2.2 Applications

People & Culture will acknowledge all applications selected for interview via email. Those not selected for interview will receive an email notifying them they are unsuccessful and offered the opportunity to keep their details on file. Details will be stored electronically and kept for a period of no more than 12 months. Applications will be destroyed as per the Victorian Privacy Principles.

All applications contain personal and confidential information and will be managed by People & Culture, only being made available to members of the selection panel. People & Culture will shortlist applications in conjunction with the Program Manager or appropriate substitute.

### 2.3 Direct Appointments

The Chief Executive Officer may approve a direct appointment to a position in response to the following circumstances:

- Such an appointment is made for career development/succession planning reasons or to assist with workforce planning/skill gaps at QEC

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

- A person is a leader in the field of expertise and or has qualifications, skill or experience that would assist QEC in achieving its overall strategic objectives

The relevant Program Manager in conjunction with People & Culture will establish an interview panel to ensure that an objective and competent decision is made. An appropriate person external to the immediate area should be included on the selection panel thereby adding extra value and objectivity. A well balanced selection panel will usually consist of two or three members with sufficient expertise to assess applicants.

### 3. Candidate Assessment

#### 3.1 Short listing

After the closing date, the Program Manager, together with People & Culture, will review the applications provided by People & Culture against the established selection criteria, to determine those suitable for interview. This will be documented in the application spreadsheet against the selection criteria.

The applicants who most closely meet the selection criteria will be phone interviewed against the selection criteria. Those candidates that meet the selection criteria most appropriately will be short listed for interview. Ideally this would be three to six applicants.

When inviting short listed applicants to attend an interview, use discretion when calling a candidate at their workplace.

Preferably, no more than four weeks will elapse from the placement of the advertisement through to the offer of employment. This will save time, both for the interview panel and applicants who may be completely unsuitable for the position.

#### 3.2 Interviewing

The interview provides an opportunity to:

- Present a positive professional image of QEC to applicants
- Inform applicants about QEC's priorities and plans
- Explain the organisation and the job to applicants
- Obtain additional information from applicants
- Provide information about pay and conditions
- Explain the assessment process
- Assess the applicants

People & Culture will ensure that:

- All panel members have copies of the position description, interview schedule, interview questions, employment conditions, and all applications for interview.

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

- Reception is provided with a copy of the interview schedule of applicants.
- An appropriate venue is available with access for all applicants.
- Determine which panel members will ask which questions.
- Allow enough time between interviews for discussion and review of each applicant by completing the Interview Score sheet.
- Notes of the applicant's responses to the interview questions are taken.
- Ensure that the process is confidential (e.g. interviews need to be adequately spaced so as applicants do not see each other).
- Where the qualification is mandatory and stated in the selection criteria, the interview chairperson shall copy the relevant (tertiary) qualification at interview stage. If the applicant does not submit qualifications at interview stage a verbal offer cannot be made.

Every interview should have three definite sections: an opening, middle (questioning period) and a conclusion.

### 3.2.1 Opening

A member of the panel to go out and greet the interviewee by name

- Put them at ease
- Introduce the interview panel and explain their roles
- Show them where to sit
- Explain how the interview will proceed
- Request their driver's license, Working with Children Card and qualifications (if applicable).
- Explain the job and how it fits into the department and the organisation
- Explain QEC values and vision

### 3.2.2 Questioning

- The panel needs to obtain information not included in the written application and confirm the information provided
- Allow sufficient time for full and frank answers
- Seek clarification if necessary
- Each interviewee should be similarly questioned on the selection criteria
- Ensure that questions are relevant to the selection criteria

### 3.2.3 Conclusion

- Where appropriate explain relevant employment conditions and confirm salary/remuneration expectations.
- Explain the probationary period for the position (if applicable).
- Inform the applicant that a pre-employment medical examination required (if applicable).
- Confirm that a police check and working with children card is required.

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

- Ask for referees, if not provided. If applicable, confirm that referees are aware of being nominated, confirm contact details and ask about relationships with referees.
- Explain timeframe for decision process.
- Ask the applicant if they wish to add anything further or ask questions.
- Take copies of qualifications and WWC, date and cite.
- Ask the applicant of their availability to commence if successful
- Thank the applicant for taking the time to attend and interest in applying. See applicant out of QEC.

NOTE: The interview chairperson must ensure interviews are kept to the allocated timeframe. Keeping applicants waiting does not portray a good image. If interviews are overtime inform reception so they can advise applicants.

### 3.2.4 After each interview

- Each panel member should summarise their impressions and assess each applicant in relation to the selection criteria on the interview guide form.
- Note any follow-up action required.
- All CV's, interview guides and any other applicable information is to be returned to People & Culture. All interview notes will be stored for a period of 12 months.

## 4. Making and approving the selection

The Program Manager (or equivalent interview chairperson) is accountable for the hiring recommendation. Where consensus cannot be reached, or the interview chairperson prefers another applicant, then the matter should be referred to People & Culture before any offer is made.

Once a decision has been made the following should occur:

- The interview chairperson or People & Culture will complete the reference check and confirm employment. If any documentation could not be presented at interview, People & Culture will check any additional documentation prior to any verbal offer being made.
- Where the preferred applicant does not accept the initial verbal offer, People & Culture will advise the relevant Program Manager and discuss the next course of action, e.g. contact other suitable applicants, make a higher offer etc.
- Where the verbal offer is accepted, People & Culture will update the relevant application spreadsheet and attach the references, employment and qualification check forms. People & Culture will then forward the completed spreadsheet to the Program Manager to complete for orientation.
- People & Culture will produce the contract of employment and submit to the Chief Executive Office for signing.

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

### 5. Engaging the selected candidate

#### 5.1 Referee Checks

Conducting a referee check on the preferred applicant(s) ensures information provided in an applicant's resume is factual and accurate. To verify the employment history of the preferred applicant(s), their previous two employers **must** be contacted by the Interview Chairperson or People & Culture and asked the following questions:

- Confirm the applicant was employed by the organisation
- Confirm the position(s) held was correct
- Confirm employment dates were correct
- Confirm reason(s) for departure

Contact with each referee should be made verbally, as soon as possible after the interview. The reference check form is located in the application spreadsheet:

G:\EXECUTIVE\HUMANRESOURCES\RECRUITMENT\Application spreadsheets. The results of the reference check should be made available to the Program Manager.

Referee checks are most useful when checking facts provided by the applicant such as:

- Reporting relationships
- Previous position and tasks performed
- Matches with the selection criteria
- Interpersonal, supervisory and communication skills
- Validation of reasons for leaving previous employment
- Would re-employment be considered?

When selecting the best person for the position, the aim is to determine how well that person is able to perform particular tasks and the referees' views should support this process.

Referees will readily provide positive feedback about job applicants but will not voluntarily make negative assessments. Referees should be specifically asked for information on areas where the applicant's performance could have been improved.

Under no circumstances will reference checks be conducted with the applicant's present employer, without the express permission and authorisation of the applicant.

Reference checks are not required for internal employees. However general references maybe taken when a transferring employee does not report currently to the Program Manager for the new position.

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 **Recruitment and Selection**

### 5.2 Police checks

There is a requirement for mandatory Police Checks to be undertaken on preferred applicants for positions in the designated job categories.

### 5.3 Working with Children

There is a requirement for all employees to have a Working with Children Card. Refer to 2.3.2 Mandatory Requirements.

### 5.4 Offer Letter

When the letter of offer has been signed by the Chief Executive Officer and returned to People & Culture, it will be forwarded to the applicant together with the request for the following employment documents to be completed or supplied:

- Staff Appointment Advice (Complete front and back of form)
- Australian Taxation Office Employment Declaration
- Superannuation Choice of Fund details
- Salary Packaging information
- Drivers declaration
- Computer Usage Agreement
- National Police Checking Service Application Consent Form (or International if applicable)
- Certified evidence of Working With Children Card or application receipt
- A certified copy of any applicable qualifications
- A certified copy of Photo identification (Passport/Driver's License)
- Certified copy of Proof of Australian Citizenship and/or right to work in Australia (e.g. Birth Certificate, Passport, Visa and/or Work Permit)

People & Culture will advise all unsuccessful applicants interviewed for the position of the outcome of their application. Any internal applicants interviewed who are unsuccessful will be advised verbally and offered feedback.

## 6. Other considerations

### 6.1 Recruitment agencies

Use of recruitment agencies will be assessed on a case by case basis with the decision on whether or not to use a recruitment agency being made by the CEO.

### 6.2 Recruiting relatives and close associates

Best recruitment practice requires QEC to appoint staff to positions on the basis of merit. However if the person selected is a relative or close personal friend it may raise issues of conflict of interest, both in relation to the selection decision and future working arrangements.

Where a potential perceived or actual conflict of interest exists in relation to the recruitment of an employee, student or contractor, this

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 Recruitment and Selection

must be declared and explained immediately to the relevant Manager and Manager People & Culture.

QEC employees will not take part in the recruitment or promotion process when a potential or actual conflict of interest is recognised.

### 6.3 Accommodate applicants with a disability

QEC will make reasonable adjustments to accommodate applicants with a disability. In considering such adjustments, QEC will have regard to the availability of resources, the number of employees seeking reasonable adjustments and its operational priorities.

The criterion of reasonableness in the circumstances should be applied to all requests for adjustments and take into account all circumstances relevant to the job and the incumbent.

#### Related Links

- 2.1 Recruitment and Selection
- 2.1.2 Equal Opportunity
- 2.1.3 Orientation
- 2.1.4 Probation
- 2.1.5 Resources
- 2.3.2 Mandatory Requirements

#### Key Legislation, Acts and Standards

PLEASE PLACE A 'Y' IN THE BLANK COLUMN relating to the applicable standards below:-  
e.g.

<b>1.0 Empowerment</b>	<b>1.1</b>	Understanding Rights & Responsibilities	Y
	<b>1.2</b>	Exercising Rights & Responsibilities	

#### DHS STANDARDS Listing

1.0 Empowerment	1.1	Understanding Rights & Responsibilities	
	1.2	Exercising Rights & Responsibilities	
2.0 Access & Engagement	2.1	Services Are clear	
	2.2	Services are delivered	
	2.3	Access to Services	
3.0 Wellbeing	3.1	Services Adoption	
	3.2	Services Participation	
	3.3	Goals Documented & Implemented	
	3.4	Reviews, Evaluations & updates	
	3.5	Delivery is in Safe Environment	
4.0 Participation	4.1	Choice & Control of Service Delivery	
	4.2	Community Participation	
	4.3	Maintaining Connections with Family & Friends	
	4.4	Strengthen Culture Connection - Aboriginal/Torres	

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



**POLICY :** 2.1 Recruitment & Selection

**PROCEDURE:** 2.1.1 Recruitment and Selection

	4.5	Strengthen Cultural, Spiritual & Language	
	4.6	Life Skills - Develop Sustain Strengthen	

### ISO 9001:2008 Listing

4.0 Quality Management System	4.1	General	
	4.2.1	Doc Requirements General	
	4.2.2	Doc Requirements Quality Manual	
	4.2.3	Doc Requirements Control of Docs	
	4.2.4	Doc Requirements Control of records	
5.0 Management Responsibility	5.1	Management Responsibility	
	5.2	Customer Focus	
	5.3	Quality Policy	
	5.4	Planning Inc 5.4.1-5.4.2	
	5.5.1	Responsibility & Authority	
	5.5.2	Management Representative	
	5.5.3	Internal Communication	
	5.6	Management Review	
6.0 Resource Management	6.1	Provision of resources	Y
	6.2	Human resources	Y
	6.3	Infrastructure	
	6.4	Work Environment	
7.0 Product Realization	7.1	Planning of Product Realisation	
	7.2	Customer-related Processes	
	7.3	Design & development	
	7.4	Purchasing	
	7.5	Production and service provision	
	7.6	Control of monitoring & measuring devices	
8.0 Measurement, Analysis & Improvement	8.1	Measurement Analysis & Improvement	
	8.2	Monitoring & Measurement	
	8.3	Control of non- conforming Product	
	8.4	Analysis of Data	
	8.5	Improvement	

**Other Key Legislation, Acts and Standards**

Fair Work Act 2009  
 National Employment Standards  
 Victorian Equal Opportunity Act 2010  
 Information Privacy Act 2000 (Vic)  
 Human Rights and Equal Opportunity Act 1986  
 Victorian Public Service Code of Conduct  
 All relevant Industrial Awards/Agreements

**Key words**

Recruitment, selection, position description, interview, appointment, selection criteria, interview chairperson

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
 © QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective: 2. People & Culture



## **Recruitment Request (FORM 1019)**

Position number: \_\_\_\_\_

Date: \_\_\_\_\_

Program Manager: \_\_\_\_\_

Role: \_\_\_\_\_

Location: \_\_\_\_\_

FTE: \_\_\_\_\_

Days per week: \_\_\_\_\_

Hours per day: \_\_\_\_\_

Start date: \_\_\_\_\_

End date (if applicable): \_\_\_\_\_

Tick if: New Position  Replacement

Is there an increase in FTE? Yes/No

If this is a new position or increase in FTE, do you have CEO approval? Yes/No

Is the position description complete? Yes/No

### **Advertising:**

Type of advertisement  Internal  External

Louise  QEC website  Seek  Twitter

MyCareer  LinkedIn  Facebook

Other (please specify) \_\_\_\_\_

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission

# Strategic Objective:

## 2. People & Culture



### TEMPLATE FOR UNSUCCESSFUL APPLICANT

Dear

Thank you for considering the QEC as a potential employer in your recent application for the position of **INSERT POSITION**. We do appreciate the time and effort you spent in applying for this position.

We received a number of applications and the selection process was difficult, but unfortunately on this occasion your application has not been successful. We would encourage you to apply for any suitable roles we may advertise in the future.

We wish you all the best in your future job search activities.

\*QEC may keep your details on file, if you don't want your details held please reply to this email notifying us.

UNCONTROLLED IF DOWNLOADED

Any content in this document that has been made **Yellow Highlighted** alerts the reader to changes made to the document.  
© QEC 2013 It is illegal to photocopy or otherwise reproduce this document without written permission