

Recruitment and Selection Policy

Policy statement

The City of Whittlesea (Council) is committed to providing a wide range of services to the community by recruiting and selecting the right people with the right skills. Having highly skilled and motivated employees who embrace Council's values and behaviours will positively contribute to Council's vision and our community.

As an equal opportunity employer with a diverse workforce, Council will continue to employ people from a wide range of backgrounds including mature aged workers, young people, people with disability, Indigenous Australians, people from overseas and people from culturally and linguistically diverse backgrounds.

Our pledge to diversity is to interview at least one person from a diverse background and to ensure there is gender balance among the candidates interviewed.

Council's recruitment and selection processes will encourage and enable the development of a diverse and inclusive workforce at all levels of employment in the organisation.

Principles

The Recruitment and Selection Policy is informed by the following principles:

Efficient and effective business operations

To address the needs of our community today and into the future, we will strategically recruit and develop our staff to ensure we have the right people with the right skills in our organisation to deliver Whittlesea 2040.

Wellbeing

Council is committed to providing and creating a safe and supportive working environment for all employees.

Equity, access and inclusion

We support the development of a safe and inclusive workplace, and promote respect for diverse values, abilities, beliefs, cultural practices and ways of living by harnessing the strength of our diverse and talented workforce.

Objective(s)

The Recruitment and Selection Policy will adhere to the employment objectives under the *Local Government Act 1989* (Vic):

- Merit based;
- Support transparency in recruitment and public advertising; and
- Provides Equal Opportunity as outlined in Council's workforce plan.

Date of Adoption	Date of Review	Directorate Responsible	Department Responsible
01 October 2012	05 November 2018	Corporate Services	People & Capability

Context/Rationale

This policy defines the key objectives for recruiting, selecting and employing the most suitable candidates for positions at Council.

Best quality recruitment is critical to the business and future of our community. Businesses who adopt an employment strategy which is inclusive achieve better team performance and employee satisfaction¹. We believe that a diverse workplace will create an environment that is beyond simple tolerance and embraces the diversity of each individual.

Council strives to be an Employer of Choice, attracting and retaining quality employees. Managers have a direct impact on decisions when selecting the best employee for the position and every stage of the process in the recruitment, selection and employment cycle is critical to acquiring, training, retaining and developing the people we need to conduct a professional, high quality business.

Scope

This policy applies to all employees of Council.

Key linkages

All City of Whittlesea policies comply with the *Victorian Charter of Human Rights and Responsibilities*.

This policy has key linkages to the following legislation:

- Local Government Act 1989 (LG Act);
- Fair Work Act 2009 (Cth)
- Australian Human Right Commission Act 1989 (Cth);
- Age Discrimination Act 2004 (Cth);
- Disability Discrimination Act 1992 (Cth)
- Racial Discrimination Act 1975 (Cth);
- Equal Opportunity Act 2010 (Vic);
- Racial and Religious Tolerance Act 2001 (Vic);
- Charter of Human Rights and Responsibilities Act 2006 (Vic);
- Privacy and Data Collection Act 2014;

This policy has key linkages to the following documents:

- City of Whittlesea Code of Conduct for Staff and Others;
- Whittlesea City Council Enterprise Agreement (as amended from time to time);
- Equal Employment Opportunity Policy;
- Flexible Working Arrangements Policy/Guidelines;
- Gender Equity Strategy;
- Gender Equality Report 2018;
- Multicultural Action Plan;
- Reconciliation Action Plan;
- Disability Action Plan.

¹ Diversity Council Australia 2018, Inclusion@Work Index 2017-2018
(<https://www.dca.org.au/research/project/inclusion-index>)

Recruitment and Selection Quick Reference Guide

This quick reference guide is a snapshot of the guidelines contained within this policy. For more comprehensive information in relation to any step within this guide please see the Recruitment and Selection Guidelines below.

	Stage 1		Stage 2
Process	Job Analysis & Position Description	Approvals	Advertising & Interview Planning
Activity	<ol style="list-style-type: none"> Job design should support the purpose of Council and what it needs to do to succeed. Whether reviewing a current or implementing a new position, consider all operational and business options. Conducting a job analysis will help to determine: <ul style="list-style-type: none"> The actual tasks conducted by the employee in that job and the tools used to do it effectively; The skills, knowledge and attributes required to effectively perform the work and the conditions under which the employee will be employed; The lines of reporting and levels of responsibility to other employees and/or departments; New tasks or responsibilities that a new employee will need to undertake; and How the job contributes to meeting Council's goals and what job outcomes are needed to help you to meet those goals. Review current PD to confirm that it reflects the current and future position requirements. <p style="text-align: center;">or</p> <ol style="list-style-type: none"> Create new PD. <p>All position descriptions must be access with a "Gender Decoder" and reviewed and approved by you P&C Business Partner.</p> <p><i>PD template can be found on the P&C SharePoint page</i></p>	<ol style="list-style-type: none"> Complete the Recruitment Request Form via iConnect. For all positions it is necessary to obtain the required approval prior to initiating the recruitment process. Approval is required by the Department Manager, Director and the Chief Executive Officer, with advice from Finance and People & Capability. 	<ol style="list-style-type: none"> Determine whether role will be advertised internally or externally and the appropriate advertising method. Consider exploring other viable Council supported options eg; Casual Pool, Work Ready Program, Aboriginal Employment and Redeployment Pool Using the approved PD, identify Key Selection Criteria and write advertisement. All advertisements must be assessed by a "Gender Decoder". <p><i>Job advertisement template can be found on the P&C SharePoint page</i></p> <ol style="list-style-type: none"> Forward all completed documents to P&C Administration for advertising (documents can be attached to the Recruitment Request via iConnect). Develop your interview questions using the Key Selection Criteria and Council's values to create competency and behavioural questions. <i>Interview Record and Assessment template and questions library can be found on the P&C SharePoint page</i> Determine your gender balanced selection panel. <p><i>A list of trained panel members can be found on the P&C SharePoint page</i></p> <ol style="list-style-type: none"> All selection panel members must complete the following form if they are declaring conflict of interest <p><i>Conflict of Interest form can be found on the Governance SharePoint page</i></p> <ol style="list-style-type: none"> Book interview times, room and invite panel members.

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Department Responsible

01 October 2012

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	Stage 3		Stage 4
Process	Selection Process	Selection Decision	On-Boarding
Activity	<ol style="list-style-type: none"> 1. Shortlist candidates 2. Conduct a phone screen of the applicants prior to confirming an interview. 3. Conduct interviews with selected candidates. 4. Conduct Reference checks <p><i>Referee Checking Form template can be found on the P&C SharePoint page</i></p> <ol style="list-style-type: none"> 5. Complete the Selection Report (via iConnect). 	<ol style="list-style-type: none"> 1. When Selection Report and supporting documentation including interview notes of all panel members, is received by P&C Administration, a formal letter will be prepared. 2. Panel chairperson can provide a verbal offer to the successful candidate with follow up confirmation email. 3. Once preferred candidate has accepted, advise unsuccessful internal and external interviewed candidates via phone. 4. Advise all other unsuccessful candidates (Email notification is acceptable prior to conducting interviews). 	<ol style="list-style-type: none"> 1. People & Capability to prepare new starter documentation 2. Employment offer must be accepted and associated paperwork must be completed prior to commencement 3. Manager (or the approved person to complete the Pre-Commencement Checklist as part of the Employment Induction Checklist prior to the new employee commencing 4. Arrange a buddy – (someone to meet-and-greet, tour of building and show where toilets and lunch room are etc.) 5. Manager (or approved person) to complete Workplace Induction Checklist with employee (day one and first week) <p><i>Employee Induction Checklist booklet be found on the P&C SharePoint page</i></p>

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Recruitment and Selection Guidelines

The Recruitment Policy is supported by the following guidelines. Your P&C Business Partner is available to assist you through each step of this process:

1. Planning & Approvals

A vacancy usually arises for two reasons:

- An existing position becomes vacant; and/or
- Additional or new resources are required.

Prior to submitting a Recruitment Request you must carry out a job analysis:

1.1. Job Analysis

Position Descriptions

Position Descriptions must be developed or revised each time a position becomes vacant or a new position is created.

Key considerations for the review or development of a position description are to:

- Clearly outline the position objectives and the key requirements for the role;
- Determine position requirements:
 - Accountability and extent of authority;
 - Judgement and decision making;
 - Specialist skills and knowledge;
 - Management skills;
 - Interpersonal skills;
 - Qualifications and experience;
- Determine if there are any prerequisites for the position, such as:
 - Police check;
 - Working with children check;
 - Pre-employment medical;
 - Right to work Australia (Visa); and/or
 - Qualifications.
- Determine the key selection criteria. This will be used as a basis for selection of suitable candidates for position;
- Determine the reasonable physical requirements for the position, ensuring that a person with a disability isn't unnecessarily excluded or discouraged from applying.

All position descriptions will be reviewed by your P&C Business Partner and classified as outlined in the Whittlesea City Council Enterprise Agreement.

The PD templates can be downloaded from the People & Capability SharePoint page.

Classification review and approval of all new and existing PDs must be completed prior to commencing the Recruitment Request.

All PD's must be accessed against a "Gender Decoder".

1.2. Recruitment Request

Prior to submitting a Recruitment Request you must first consider the following:

- Are there other operational and/or business options (long and short term);
- Is the position still relevant, should it be reviewed/changed;
- Is there available budget.

When conducting this process, consideration should be given to the following areas:

- amount and type of work that the position needs to perform;
- amount and type of work that is being completed by other employees in the team, and whether this can be combined;
- work that you anticipate will grow or change in the future;
- changes to the external environment that may impact on the position;
- skills already within the team;
- skills that are required for the future and are a gap in the existing team;
- existing budgets and future funding (including external funding).

The above considerations will form the basis for your business case as required on the Recruitment Request form.

The recruiting chair-person will need to obtain all approvals as required on the Recruitment Request form before proceeding with advertising.

Once the Recruitment Request form is approved, notification is provided to your P&C Business Partner via iConnect with the attached position description.

2. Advertising & Interview Planning

Using the approved PD, identify the Job details and the Key Selection Criteria. This information should include the essential qualifications and level of experience required to perform the role competently. Also consider including desirable experience or skills. **All advertisements must be accessed using a “Gender Decoder”.**

2.1. Advertising Options

In consultation with your P&C Business Partner, you will need to determine the best strategy for attracting quality candidates. Position vacancies can be advertised either internally only (including expression of interest), or both internally and externally simultaneously. All vacancies will be generally advertised for a period of 5-14 days.

All permanent positions and positions for 12 months or more must be advertised unless otherwise approved by the Manager People & Capability.

2.2. Print Media or Alternative Online Sites

At times it is necessary to use alternative advertising strategies such as newspapers, specialist subscriptions or specialist online job boards eg; The Age, Whittlesea Leader or Ethical Jobs. Due to the high costs of print media advertising and budget constraints, advertising via the internet is preferred over print media to keep all advertising expenses to a minimum.

People & Capability are responsible for the advertising budget and will determine reasonable limits. If you believe you need to use a specific advertising strategy outside the recommended, (eg: The Age advertisement), the associated costs will be charged to the individual area.

2.3. Recruitment Agencies

For positions that are difficult to fill or are highly specialised you may engage a specialist Recruitment Agency to conduct the process. Any engagement of a Recruitment Agency will need to be approved by both your Director and the Manager People & Capability. All associated costs will be charged to your budget.

2.4. Internal only

If there are highly suitable applicants currently available within the organisation, then as the recruiting chair-person you may decide to only advertise internally.

2.5. Fixed Term and Casual Positions

Fixed term and casual positions (up to 12 months) can be filled without advertising. If you believe you have a suitable internal candidate, you are required to document this on the Recruitment Request (via a direct appointment). At the end of the 12 month period the position must be advertised if it is to be made permanent.

2.6. Redeployment Program

Consideration should be given for current employees, who are identified as being in the redeployment pool due to being displaced because of organisational change. Advice should also be sought from your P&C Business Partner.

2.7. Council Programs

For some vacancies, you may choose to consider one of Councils programs.

- Options currently available are:
 - Trainee Program;
 - Work Ready Programs
 - Liaising with the Aboriginal Employment Officer

2.8. Senior Officer Positions

All positions classified as "Senior Officer" must be advertised externally by print media, as per Clause 94 of the LG Act. Senior Officer positions are generally Manager level or above.

2.9. Selection Panels

Once panel members have been determined, room, interview times and invitations to panel members should now be organised. The panel should have 3 members:

- Recruiting chair-person - panel chair;
- a subject matter expert – panel member; and
- an independent member from another department – panel member.

Details to consider for your panel:

- At least two members of the panel should have participated in Council's Recruitment training. Current trained members are listed on the People & Capability SharePoint page;
- To ensure transparency and independence, it is important that the independent panel member is not from the hiring work area, and preferably another directorate;
- All panels must have a gender balance;
- In some cases the panels for positions advertised internally only, may consist of two members. This is only in exceptional circumstances with the approval of your P&C Business Partner.

Panel members must complete a Conflict of Interest Form if a real or perceived conflict of interest is present. The Manager People & Capability will consider whether the declaring officer is to continue in the process and if so, what necessary management actions are to be undertaken.

If it is determined that the declaring officer is not to continue with the recruitment process, they will be informed by Manager People & Capability accordingly. If there is a disagreement with the decision to exclude an officer from the recruitment process, the declaring officer may refer the matter to their Director for consideration.

2.10. Interview Preparation

- Interviews should be scheduled within two (2) weeks of the advertising period closing.
- You should allocate between 30 - 60 minutes for each interview, depending on the position level and the number of selection criteria. ie for senior roles you would allow between 45-60 minutes.

3. Selection Process

The selection process generally involves the application and relevant selection criteria, formal interviews and reference checks, but can also involve a mix of other merit based selection tools. These may include job skill or behavioural assessment, on-line testing or a written assessment.

- The recruiting chair-person will manage all incoming applications;
- To ensure we are providing a timely process, it is recommended that you regularly shortlist applicants against your selection criteria during the advertising period;

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3.1. Late Applications

Late applications, after the closing date, will not be considered, except where the:

- Applicant has arranged an extension with your P&C Business Partner or the advert contact person, prior to the closing date; or
- Application has a post mark prior to the closing date and was received the next working day; or
- Applicant has encountered issues with the web recruitment system or Council.

Late applications must be approved by your P&C Business Partner and recruiting chair-person.

3.2. Confidentiality

The names and personal details of all applicants for positions with Council will be treated with utmost confidentiality and will not be discussed with any person other than those directly involved in the selection process.

3.3. Shortlisting

Using the Shortlisting Matrix, rate each applicant against your selection criteria. It is important that you assess each candidate closely as some roles will have a large number of applicants that will meet the selection criteria.

- Internal applicants are to be considered on merit with all other candidates. Internal applicants are not guaranteed an interview on the basis that they already work for Council;
- Applicants with overseas qualifications need to provide a formal assessment and/or a translation that has been verified by an independent body. Links to government sites that can provide additional information are available on www.whittlesea.vic.gov.au/about-us/careers-at-council. The recruiting chair-person must apply due diligence to the assessment of overseas qualifications and experience when assessing suitability and merit;
- Preliminary phone screening can be undertaken to determine suitability for final shortlisting. It is preferred, but not essential, that the whole selection panel is involved in shortlisting; the recruiting chair-person should control this process. A guide for phone screening is available on the People & Capability SharePoint page;
- Applicants who do not meet the selection criteria and/or will not be interviewed can be notified. The recruiting chair-person needs to advise their P&C Business Partner, who will arrange for candidates to receive an unsuccessful email.

Council must not appoint to its staff any person who has been a Councillor of the Council within 2 years after they cease to hold that office.

3.4. Screening Applicants Prior to Interview

Telephone screening prior to interviews provides a good opportunity to ask applicants some basic questions and decide if they are suitable for interview. It can be particularly useful when there is a large quantity of strong applicants or it is difficult to short list the applicant to interview down to a workable size of 3-5. The screen process provides an opportunity to ask applicants additional information that may not be clear from the resume. This could include required current qualifications and licences.

When following this process, the person conducting the telephone screening must ensure a consistent process is conducted, where each applicant is asked the same key questions.

3.5. Interviews

The interview is an opportunity for the employer to learn more about each candidate and validate information provided in their application. A detailed guide to the interview process is available on the People & Capability SharePoint page. Using these guidelines will assist in conducting a thorough and fair interview process and have all necessary data to properly evaluate skills and abilities.

- Utilising the competencies/selection criteria listed in the PD and Council's Values and Behaviours, the Recruiting chair-person must now develop the interview questions. A comprehensive interview guide and a library of question are available on People & Capability SharePoint page and your P&C Business Partner can also assist you;
- Administration for interviews is organised by the department responsible for the position. Interviewees should be given at least 48 hours advance notice, preferably longer for preparation. Interview preparation and guidelines are available on the People & Capability SharePoint page;
- Panel members must assess each interviewee against the criteria for each question, with the panel giving a consensus rating on all criteria at the end of the interview;
- During the interview, requirements for any probity checks should be discussed together with salary expectations and required notice period if successfully appointed to the role.

3.6. Selection

When considering applicants for selection, consideration must be given to the applicant's application, interview and fit. Assessing a candidate's fit will include assessing their:

- Ability Fit: has the required knowledge, skills and ability to do the job;
- Experience Fit: Has relevant job, company and/or industry experience;
- Qualifications Fit: Has necessary qualifications for the job;
- Cultural Fit: Personality and values matched against Council's culture and values;

- **Motivational Fit:** Has the necessary drive, desire for achievement and motivation for the job.

For the successful applicant to perform to their potential in the role, it is important that there is a suitable fit across all these factors and/or can be obtained within the minimum employment period.

There is no requirement for the applicant with the highest interview score to be selected as the recommended applicant, although a majority decision must be reached by the panel.

3.7. Arrange Aptitude Testing

The purpose of aptitude testing is to test the candidate's knowledge or skills that are required in the key selection criteria of the PD. Before applying aptitude testing, please check with your P&C Business Partner. Aptitude testing may include:

- Computer testing;
- Knowledge tests or quiz;
- Case scenarios;
- Presentations.

Aptitude testing may be developed in consultation with your P&C Business Partner or conducted by a third party provider. Where testing is provided by a third party provider, any costs are the responsibility of the hiring Department. The positioning and timing of aptitude testing in the selection process is determined by the recruiting chair-person. Testing can be conducted pre, post or, on some occasions, during the interview. It is important to ensure that all candidates participating in the selection process at the time aptitude testing is undertaken are required to undertake the test.

3.8. Arrange Psychometric Testing

Psychometric testing must be completed by the preferred candidate for Manager and above positions and all high risk roles as determined by People & Capability. Testing can be completed at the request of the recruiting chair-person for all other roles and candidates.

Psychometric testing may include:

- Intelligence: verbal, numerical, and abstract reasoning;
- Integrity / counter productive work behaviours;
- Personality;
- Values assessment.

The recruiting chair-person can obtain a full list of available testing and pricing from their P&C Business Partner.

In order to arrange psychometric testing, the recruiting chair-person must email their P&C Business Partner the name of the preferred candidate to be tested and the details of the testing to be undertaken.

3.9. Provide Results of Psychometric Testing

Once the candidate has completed the online testing and your P&C Business Partner receives the profile report, the recruitment chair-person will be briefed on the outcome.

3.10. Reference Checks

Reference checks must be undertaken by the Recruitment Chairperson for the preferred applicant.

No external appointments can be offered without at least two verbal reference checks (written references will not be accepted) and checks must be with current and former people that the applicant has reported to in the last three years. If the applicant has been unemployed for over three years, then a check from their most recent manager is acceptable. It is preferred that the referee's phone number provided is the landline of their workplace to ensure it is easily confirmed that they are who they say they are. A reference check form and guidelines are available on People & Capability SharePoint page.

A character reference can be used however the validity of this referee should be taken into account in the overall assessment. If necessary, additional referees can be requested from the applicant.

- Where internal applicants are known performers over a reasonable period of time, the current Line Manager can be an appropriate referee;
- All reference checks must be documented and provided to the P&C Business Partner.

3.11. Second Round Interviews

If second round interviews are required, the Recruiting Chairperson needs to determine if the selection panel should be modified for this process. It is usually recommended to include a more senior or independent person on the selection panel with the recruiting chairperson.

In preparing for second round interviews, the same steps to prepare for first round interviews are followed. When developing interview questions, ensure questions differ from first round interviews. Where possible explore strengths and weaknesses that were highlighted in candidate responses during the first round.

3.12. Selection Report

- The Selection Report is available on iConnect and must be completed for all positions. All panel members must approve/decline the selection report;
- Where there are issues in obtaining a consensus or a decision, the matter can be referred to your P&C Business Partner who will assist the panel to determine an outcome. A panel member may abstain from signing a selection report; however the reason must be noted on the Selection Report;
- If your P&C Business Partner was a member of the panel, the issue can be referred to an independent P&C Business Partner or Senior P&C team member.
- Preparation of the formal letter and documentation will commence once your P&C Business Partner is in receipt of the signed Selection Report.

3.13. Employment Offer

- A verbal offer can be made, followed by a confirmation email, (with a Cc to the P&C Business Partner) to expedite the process.

The email should include the following information:

- job title;
 - remuneration;
 - start date (and end date if applicable) and all other commitments given in the job offer;
 - a request for the candidate to confirm their acceptance of the job offer and commitments via return email.
- Any negotiations regarding remuneration should be within approved budget. Any requests to change employment conditions will need to consider in line with current legislation, Awards, EA and policies of the City of Whittlesea. This can be discussed with the P&C Business Partner. All verbal commitments regarding employment conditions must be incorporated in the written contract of employment;
 - Internal Appointments - The recruiting chair-person should contact the successful applicants current Manager to negotiate a release date. It is recommended that a period of 2 - 4 weeks from the offer is reasonable; however a longer period can be mutually agreed upon if there is exceptional circumstance;

To comply with audit requirements, Referee Checks, Interview Questions and notes from all panel members should be forwarded to the P&C Business Partner. This information will be stored on the Job File and retained for the period determined by the Public Records Office Disposal Authority.

3.14. Unsuccessful Applicants

- All unsuccessful interviewed candidates must be advised verbally by the recruiting chair-person within 48 hours of acceptance of the role by the successful candidate;
- If requested, interview feedback can be provided to the unsuccessful interviewees about their application and/or interview. An agreed alternative time for feedback can be scheduled if you are unable to spend more time whilst advising unsuccessful candidates;
- Unsuccessful internal candidates should be personally advised and given feedback by the recruiting chair-person, as well as confirmed via email;
- All unsuccessful non-interviewed applicants should also be advised if not already advised. Please speak with your P&C Business Partner for advice.

3.15. Confirmation of Identity

At commencement of employment, the successful applicant will be required provide the following documents:

- Current Victorian Driver's Licence - Production of a current licence is required to be able to use a Council vehicle;
- Evidence of their identity - Birth Certificate or Extract and any formal registration of name changes such as a Marriage Certificate, or deed poll documentation (if name is different on Birth Certificate);

- Evidence of citizenship/permanent residency status or working - if the preferred applicant's birthplace is outside Australia, citizenship documentation or an applicable Visa must be provided evidencing they are legally able to work in Australia. Note: People & Capability will also check visa status and validity via Visa Entitlement Verification Online (VEVO).

3.16. Probity Checks

- For all applicants that are required to complete a Police check, Pre-employment Medical or Working with Children Check, their job offer is conditional on satisfactorily completing all required probity checks. The costs of these checks are the responsibility of the Council;
- Managers have an obligation to ensure that checks are clear before placing any new employee, or the community, in a situation of risk. Further details are available from the P&C Business Partner.

3.17. Relocation Costs

- Any negotiation regarding relocation costs from a regional or interstate location will be at the absolute discretion of the recruiting Director and the Manager People & Capability and will generally only be available for Senior Executive and highly specialised positions. Costs may cover relocation of a motor vehicle, household effects and airfare. Any commitment regarding relocation costs must be included in the written employment contract.

No staff member is to commence employment without a formal employment agreement and a signed acceptance must be provided to the P&C Business Partner.

4. Induction

Induction planning and preparation is critical to ensuring that new employees are transitioned into the workplace smoothly. Please download a copy of the Employee Checklist and work through this with the employee. Please refer to the Induction section of the People & Capability SharePoint page or talk to your P&C Business Partner for further information.