



# Recruitment and Selection Policy

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## 1. Purpose

This Policy provides information and guidance to external and internal candidates on the process and requirements CDSC will undertake to ensure that the best candidate is appointed.

## 2. Commencement

This policy will commence from the date endorsed by Council. It replaces all other policies and practices relating to recruitment and selection (written or not).

## 3. Application

3.1 This policy applies to all current and future candidates who seek to work for Central Darling Shire Council (CDSC).

3.2 This policy should be read in conjunction with the relevant provisions in the Award and relevant legislation, as amended from time to time.

## 4. Definitions

**Leader / Leadership** - Includes all manager/supervisor positions within CDSC irrespective of their actual title (e.g. Director, Manager, Team Leader, Co-ordinator, Supervisor, Ganger, etc).

**Ad-hoc** – is intermittent, as required.

## 5. Employment Options

CDSC engages staff through the following options:

### 5.1 Casual employee

5.1.1 A casual employee is one employed on a day-to-day basis where the length of engagement may vary from day to day or for periods less than one month. There is no expressed or implied continuity of work with the council. It is not to be used as a substitute for permanent or fixed-term employment.

5.1.2 The services of a casual employee terminate at the end of each day. In cases of misconduct, council can dismiss a casual employee instantly.

5.1.3 Casuals are engaged through reviewing submitted General Employment - Expression of Interest forms received, or by receiving applications as a result of local advertising.

5.1.4 Casual employees are engaged to assist with adhoc absences or to assist with excess work. They do not hold a position which is in Council's adopted organisation structure. An "additional" position to accommodate the engagement of casuals is not permitted to be shown in the organisation structure.

### 5.2 Temporary employee

5.2.1 Section 351 of the Local Government Act provides that when a position within the organisation structure of the council is vacant or the incumbent is absent, the general manager may appoint a person to the position temporarily. Therefore, temporary staff can only be appointed to positions which are in Council's adopted organisation structure. They cannot be "additional" positions to those shown in the structure.

5.2.2 A person who is appointed to a position temporarily may not continue in that position for a period of more than 12 months. The Act does not specify a minimum term for temporary employment. However, Council's practice is to offer temporary employment for minimum periods of one month. For shorter periods Council uses casual employment.

5.2.3 There is a discretion as to whether temporary staff positions are advertised. A determination will be made following consideration of the requirements of the position; the required period of work; any known suitable casual staff as well as the costs and delays incurred through advertising.

### **5.3 Fixed term employee**

5.3.1 Fixed term employment is for a finite period, explicitly or implicitly (such as when the contract is due to expire upon a project's completion). At the time of appointment, the appointee knows that the position has a specified finite life and the contract contains no expectation of ongoing employment.

5.3.2 All fixed term appointments shall only be for positions shown on Council's adopted organisation structure and recruitment shall be subject to external advertising.

### **5.4 Permanent employee**

5.4.1 A permanent employee is one appointed to a permanent position within Council's organisation structure. The employment is on-going and can be full time or part time.

5.4.2 All permanent staff appointments shall only be for positions shown on Council's adopted organisation structure and recruitment shall be subject to external advertising.

## **6. Provisions**

### **6.1 Merit Based Principles**

6.1.1 In line with the Local Government Act and the Award, when recruiting and promoting employees CDSC aims to ensure that the best person for the job is chosen in each case.

6.1.2 CDSC is committed to ensuring that recruitment and selection decisions are based on the principle of merit. This means that new employees will be selected on the basis of whether they have the right skills, qualifications, experience and standard of work performance that is required to do the job.

6.1.3 Each member of the selection panel and/or leader that has a role in the recruitment and selection of employees are required do their utmost to ensure that the merit principle is applied in every case.

6.1.4 CDSC does not have to make appointments based on merit in the case where it is a lateral transfer or in the case of a demotion, as outlined in Clause 350 of the Local Government Act.

### **6.2 Vacancy review**

6.2.1 Prior to commencing the recruitment and selection process, Council will review the vacancy in order to:

- determine whether or not the position, in its current form or in a modified form, should continue - the decision should take into account known and projected workload, current staffing arrangements, budget status, known and projected changes in external influences such as outside funding, and comparative need elsewhere within the organisation or department
- ensure that the position description accurately describes duties and responsibilities
- ensure that the position is classified consistently with award provisions, and is correctly evaluated in accordance with Council's job evaluation system
- ensure that the remuneration level is consistent with Council's preferred position in the market

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- 6.2.2 Upon completion of the review, a “Request to Fill a Vacancy / Engage a Casual” form will be completed to commence the recruitment and selection process.
- 6.2.3 Recruitment action will not commence until the review and “Request to Fill a Vacancy / Engage a Casual” form are completed.

### **6.3 Advertising vacancies**

- 6.3.1 Permanent and fixed term vacancies shall be advertised in a manner sufficient to enable suitably qualified persons to apply for the position as required by legislation.
- 6.3.2 However, CDSC may decide not to advertise a vacant position in limited circumstances which are provided in the *Local Government Act 1993*. For example, CDSC is not required to advertise an appointment that is a demotion, a lateral transfer, the reappointment under a new contract of a senior staff member (as defined by the *Local Government Act 1993*) or where the appointment is for a fixed term of not more than 12 months or two or more periods that together are not more than 12 months in any period of 2 years.
- 6.3.3 CDSC may decide to advertise positions that become vacant either internally, externally or internally and externally at the same time.
- 6.3.4 Care will be taken to ensure that advertisements do not contravene any anti-discrimination/EEO legislation.

### **6.4 Closing date and receipt of applications**

- 6.4.1 All advertisements for vacant positions will specify a closing date for receipt of applications.
- 6.4.2 Late applications may be considered if they are received prior to all applicants being forwarded to the Selection Panel for consideration. Any applications received after all the applicants have been forwarded to the Selection Panel will not be considered.

### **6.5 Using registered employment agents**

- 6.5.1 The General Manager may decide to use the services of registered recruitment agencies. Advertising will be at least equivalent to Council’s normal requirements.

### **6.6 Confidentiality**

- 6.6.1 All inquiries and applications will be treated with the utmost confidentiality.
- 6.6.2 Council will ensure that information recorded is protected against loss, unauthorised access, disclosure or other misuse.
- 6.6.3 Unsuccessful applications will be destroyed after six months.

### **6.7 Selection panels**

- 6.7.1 Decisions on the preferred candidate for a vacant position will be made by a panel of at least 2 people.
- 6.7.2 The membership of the panel will be determined by the Director/Manager of department the new employee will work. At least one member of the panel should have a detailed knowledge of the requirements of the job — preferably, the supervisor. The HR Officer may also be on the selection panel.

## **6.8 Selection criteria**

- 6.8.1 The main purpose of the selection process is to decide which applications best match the selection criteria.
- 6.8.2 Selection criteria will be developed for all vacant positions which are subject to recruitment action and will be included in position descriptions. Written selection criteria will be available to all applicants, prospective applicants and the public. All candidates for interview must be made aware of the relevant selection criteria.
- 6.8.3 Once the selection criteria for a particular vacant position have been set, they cannot be changed or ignored. No appointment to the vacancy can be made unless the candidate satisfies all essential selection criteria.
- 6.8.4 All actions and decisions taken by Council and on behalf of Council in the area of recruitment must be justifiable and able to withstand external scrutiny. The development and correct use of selection criteria, essential to a fair recruitment process, minimises the possibility of error, challenge and complaint.

## **6.9 Shortlisting**

- 6.9.1 A shortlist will be prepared for all vacancies, after assessing each applicant against the selection criteria. All irrelevant information will be disregarded.
- 6.9.2 The purpose of shortlisting is to exclude those applicants who, on the basis of their application:
- are ineligible to apply
  - do not satisfy the essential requirements of the advertisement
  - show evidence that their qualifications and experience are not competitive with those of other applicants.
- 6.9.3 The shortlist will be used to determine which applicants are invited for an interview.

## **6.10 Interviews**

- 6.10.1 Council will ensure all interviews are consistent and structured.
- 6.10.2 The content of the interview will only relate to the stated selection criteria. Any information, gathered during the interview, which does not address the selection criteria is not relevant for assessment purposes.

## **6.11 Interview expenses**

- 6.11.1 Council does not reimburse interview expenses.

## **6.12 Referee reports**

- 6.12.1 Reference checking will only be used for applicants who have been interviewed and are considered to be the main contenders for the position.
- 6.12.2 Council will only approach the referees nominated by the applicant and will obtain the applicant's consent first.
- 6.12.3 Referees will be advised of the position for which the applicant is being considered and be asked questions which relate to the selection criteria.
- 6.12.4 All evidence will be recorded on the standard form.

### **6.13 Supplementary selection tools**

6.13.1 Other selection tools may be used by Council, with discretion and provided that they relate clearly to the selection criteria and do not represent, and cannot be interpreted as, some form of unlawful discrimination. These selection tools include:

- in-tray exercises, such as report-writing and problem solving
- work samples
- keyboard/stenographic tests
- computer literacy and skills
- simulated field exercises
- brief presentations, where this skill relates directly to the duties of the position
- literacy and numeracy tests
- Psychological testing

6.13.2 Tests are to be conducted only by someone competent in the skill.

### **6.14 Final recommendation**

6.14.1 Each selection panel member is required to complete an Interview Outline for each candidate which is a record of the interview that guided the panel to reach its conclusions and recommendations.

6.14.2 The selection panel provides the completed Interview Outlines and written advice to the General Manager and HR Officer of the outcome of the selection process. These documents are captured in the corporate document management system.

### **6.15 Offer of appointment**

6.15.1 Offers of appointment shall be regarded as contract documents. An offer must follow the standard format and only be made by the General Manager.

6.15.2 An offer of appointment will not be made until pre-employment screening (ie referee checks, pre-employment assessment and drug and alcohol test etc) have been completed.

### **6.16 Internal applicants**

6.16.1 In accordance with the Award, Council shall provide internal applicants with reasons in writing for not being appointed.

6.17 Security clearances and character checks (Police and Working with Children)

6.17.1 Council may require certain categories of positions to be subject to security clearances.

6.17.2 The intention to seek a security clearance will be made known to an applicant and permission sought.

6.17.3 Where appointment requires a security clearance, an offer of employment will not be made until the clearance is obtained.

### **6.18 Pre-placement medical assessment**

6.18.1 The following tests are part of the pre-placement medical assessment conducted by Council's provider:

- Drug and alcohol – mandatory for all positions; must be taken under observation
- Functional assessment – this assessment will relate exclusively and directly to the particular duties of the position
- Hearing test – as required for employees working in noisy environments.
- General medical assessment

### **6.19 Verifying credentials**

6.19.1 As a condition of employment, Council requires formal evidence of an appointee's qualifications. An offer of employment may be withdrawn, or actual employment terminated, if the evidence is not provided upon request or does not support the appointee's claims.

### **6.20 Citizenship, visas, work permits**

6.20.1 Evidence of citizenship, residential status (visa) or details of work permits may required if this information is critical to, or prejudicial to, an offer of employment.

## **7. Records**

All documents associated with the recruitment of positions will be retained in Council's document management system.

## **8. Legislation**

*Local Government (State) Award*  
*Industrial Relations Act 1996 (NSW)*  
*Local Government Act 1993 (NSW)*  
*Fair Work Act 2009 (Cth)*  
*Sex Discrimination Act 1984 (Cth)*  
*Racial Discrimination Act 1975 (Cth)*  
*Disability Discrimination Act (Cth)*

## **9. Related Documents**

Model Code of Conduct  
Respectful Workplace Behaviours Policy  
Secondary Employment Policy  
Employee Relocation Assistance Policy  
Induction Procedure  
Probation Procedure  
Workplace Grievances and/or Incident Procedure

## **10. Monitoring and Review**

This policy will be monitored and reviewed by the HR Officer to ensure compliance through regular reporting to the Management Executive Group. Once endorsed by Council, it remains in force until it is reviewed by HR Officer or when legislation changes. It is to be reviewed approximately every two (2) years to ensure that it meets business requirements, or sooner if the General Manager determines appropriate.