

## HR14. Staff Recruitment and Selection Policy

### Policy Objective

To ensure that the Shire of Dundas staffing requirements are appropriately met, and the recruitment and selection processes of employees are fair and equitable.

### Policy Statement

Appropriate staff selection is the foundation for the effective management and implementation of the Shire's legislative requirements, its policies and programs. Staff recruitment, selection and appointment processes used, should be fair and equitable for all applicants.

All staff are responsible, either directly or indirectly, to the Chief Executive Officer, who in turn is accountable for staff performance to the Council. The Chief Executive Officer therefore has a responsibility to ensure that staff are selected on merit and are the "best fit" for the position, as determined by the position (job) description and selection criteria established prior to advertising.

In determining the suitability of an applicant, the career path development for existing staff, including opening opportunities for promotion within the organisation needs to be considered.

#### 1. Organisational requirements

The appropriate manager in consultation with the CEO is to determine the requirements of the position to ensure that it is in line with the objectives of the Shire's strategic and business plan.

Generally the need to recruit arises from:

- a vacancy due to the departure of the incumbent; or
- the creation of a new position through an organisational expansion or restructure

Prior to undertaking the recruitment process it is necessary to review the positions validity in relation to organisational and operational requirements.

- Assess the current organisational needs and goals to determine the level of staff required to meet those requirements
- Look for opportunities for an organizational restructure that will address deficiencies and under-utilisation of existing staff
- Determine the time requirements for the job to be undertaken to ensure that there are no inefficiencies.
- Assess the tasks that the position needs to perform and determine if they can be redistributed effectively to existing staff.

The CEO is to report to the Council any proposed increase in the overall staff compliment. (i.e. increase in the FTE). A manager in consultation with the CEO may undertake the recruitment and selection process (in accordance with this policy) to fill a vacancy created due to the departure of an existing employee.

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A manager in consultation with the CEO may employ a casual to undertake works of an urgent nature to fill a vacancy created due to the departure of an existing employee or meet operational requirements for a maximum period of 3 months.

### 2. Position Description and Selection Criteria

Each position within the Shire of Dundas shall have a selection criteria and position description approved by the Chief Executive Officer prior to advertising.

### 3. Advertising

All position vacancies shall be advertised as follows:

- internally amongst staff;
- on the Shire notice board;
- regionally, within local newspapers;
- state wide, through the appropriate media;
- job websites, especially ones that can specifically target the position advertised.

Depending on the position to be advertised the decision is to be made by the appropriate Manager in consultation with the Chief Executive Officer.

### 4. Interview & Selection Panel

Selection panels for all positions will usually be a maximum of three persons inclusive of the current supervisor of the position advertised.

- The Chief Executive Officer reserves the right to sit on all selection panels.
- The Manager of the appropriate section shall chair the selection panel.
- The Shire President or his/her representative may observe selection procedure for any Manager's position.
- The selection panel for any Manager's position may include an independent expert in the relevant field.
- The Selection Panel for the position of Chief Executive Officer shall be determined by the Council in accordance with the requirements of the Local Government Act 1995.
- An officer or Elected Member with a conflict of interest with any of the job applicants, is not to be a part of the selection panel.

### 5. Interview & Selection Process

The Shire will provide a uniform selection process for applicants and create an ethical foundation for the organisation where consistent selection decisions are made.

- Interviews will be conducted in line with Equal Employment Opportunity guidelines.
- All selection procedures will comply with the Local Government's Equal Opportunity Policy;
- All appointments are made on merit
- Selection procedures will be clear, valid and consistently applied by those involved in selecting candidates and that they provide for fair and equitable treatment for those who apply for employment;
- Selection decisions and criteria are based directly on the demands and requirements of the job and the competencies identified as necessary for satisfactory performance;

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- Officers involved in the selection process must be properly trained in and well informed of the objectives of the Staff Recruitment Policy; and
- Will observing any legal requirements which apply to the selection process

### 6. Ethical Consideration for the Selection Process

Staff who are responsible for selecting applicants to fill Local Government positions should be familiar with the ethical considerations behind their decision-making process.

The ethical consideration involved in the selection process relates to:

- The principles of merit (choosing the best person for the job);
- Avoiding discrimination; and
- Natural justice and fair treatment

Using the selection process to unfairly advantage one applicant over another can have a detrimental effect on people's careers, morale and motivation, and ultimately on the level of confidence that employees at large have in the recruitment and selection processes.

### 7. Interview & Appointment Process

To provide a uniform interview & appointment process for applicants:

- Interviews will be conducted in a room without any distractions or interruptions. And in a room that poses no disadvantage to people with disability.
- Efforts will be made to ensure (if possible) that interviewees do not come into contact with each other.
- Interviewers will be prepared for the interview having read the application and note matters requiring clarification or more detail.
- Interviewers will allow the interviewee to fully explain the answers, without interruption.
- Interviewers will allow the interviewee adequate opportunity to ask questions.
- Interviewers will advise how the selection process will proceed and give realistic timeframes on a decision.
- Arrangements will be made to ensure that persons with disabilities are not disadvantaged.
- As part of the interview process, credential verifications will be conducted and applicants requested to provide the required supporting documentation.

Following the interview:

1. The selection panel will determine the most suitable person for appointment to the position.
2. Follow procedure with informing the successful applicant and the CEO. Handover induction to the assigned officer to implement HR procedures.
3. Where no suitable applicant has been selected the selection panel may:
  - Readvertise (perhaps more widely) and re-examine and modify the position requirements;
  - Assess the best applicant's ability to meet the position requirements if supplementary training were provided;
  - Review the adequacy of the process followed.
4. The panel prepare a selection report following the interviews that provide quantifiable reasons for the decisions made. A selection report should contain a comparative analysis of

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each of the applicants and any areas of concern. The report will contain a recommendation to be signed off by the CEO.

5. Other information to be provided includes:
  - A description of the position and selection criteria
  - Outlines the process to date
  - How the position was advertised
  - How many applicants received
  - Make up of panel
  - Time and place of interviews
  - How many applicants were interviewed
6. Where two applicants are considered by the Selection Panel to be equally meritorious, and one resides within the Shire, that person shall be offered the position.
7. Recommendations for appointment shall be endorsed by the Chief Executive Officer prior to a formal offer of employment being made.
8. For Senior Management positions, a recommendation shall be made to the Council for adoption
9. Lobbying of the Selection Panel, Chief Executive Officer or Councillors, either by or on behalf of an applicant may disqualify that applicant.
10. A satisfactory medical examination and a police clearance must be undertaken prior to confirmation of appointment.

### 8. Reference Checking

To provide a uniform reference checking process for applicants:

1. Reference checks are an important part of the selection process as they provide the selection panel with more information on which to make comparisons between interviewed applicants.
2. The purpose of reference checking is to check facts provided by the applicant (previous positions, duties undertaken, skills and responsibilities, etc) and to obtain an assessment from the referee as to the applicant's suitability having regard to the selection criteria.
3. Standard questions should be asked of each referee. The referee should be allowed an encouraged to speak freely, therefore a free ranging conversation beyond the selection criteria should not be stopped.
4. The referee should be asked to provide factual information or to give examples of observations made or opinions given about the applicant. These requests should be made in a way that does not reflect doubt on the referee nor stops the flow of discussions.
5. The interviewer should not give opinions or ask questions which may lead the referee to reach a conclusion as to what the interviewer thinks. The interviewer should ask the referee about the applicant's weakness as well as their strengths and equal opportunity principles must be exercised at all stages of the selection process.
6. Reference check details need to be included in the personnel file.

### 9. Employment Conditions

#### 9.1 Pre-Employment Medical Checks

Pre-employment medical checks of prospective employees can raise equal opportunity, privacy, occupational health and safety and objectivity issues. It is recommended that medical examinations should only be undertaken for legitimate job-related purposes and the reason for requesting the

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examination should be clearly stated to prospective employees, preferably during the course of the selection interview.

Any examination should be related specifically to the requirements of the job in question, which means that particular physical attributes required for the job should be accurately identified beforehand. Testing procedures should be fair and consistently applied.

Prior to the appointment, prospective employee should undergo a pre-employment medical with an appropriately experienced medical practitioner or a group specializing in these types of medicals to ensure that the person is able to perform the duties of the position to an established standard.

The Equal Opportunity Act prohibits discrimination in employment on the grounds of impairment, except where the impairment prevents the person from being able to perform the job. The standards established by the medical practitioner must reflect what is required of the person to perform the work involved.

### 9.2 Criminal Record and National Police Certificate

Western Australian legislation prescribes that it is unlawful for a Local Government to discriminate against a job applicant on the basis of any 'spent' conviction, which allows criminal records to be amended to remove references to certain offences after a period of non-offending.

Overall the Local Government will consider:

- The inherent requirements of the position;
- The need to ask about a job applicant's criminal past; and
- The manner in which the information, once obtained, can be used.

In response to highly mobile population, the need to protect the vulnerable or "at risk" members of the community and to cater for community expectation, a "National Police Certificate will be required as a part of the pre-employment vetting process. In line with best practice, the Shire will encourage that staff complete an "Annual Self-Declaration" informing the Shire about any change in circumstance since the last declaration or expiry of the national policy certificate.

### 9.3 Proof of Identity

- Selected applicants must provide suitable proof of identity before the commencement of the employment to ensure that they have a right to work in Australia. This is based on a 100-point identity check used by the Western Australia Police Force (<https://www.police.wa.gov.au/Police-Direct/National-Police-Certificates/Proof-of-identity>). Original proof of identity must be provided and copies will not be accepted.

### 9.4 Other Conditions

The appointment of staff

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1. to carry out functions within externally funded projects, are appointed for the term of that funding, unless dismissed in accordance with the conditions laid out within Local Government Industrial Award 2010.
2. unless otherwise specified, shall within the Shire be in accordance with Local Government Industrial Award 2010.

### **9.5 Dismissals**

The Chief Executive Officer may dismiss staff only after the procedure set down within the Local Government Industrial Award 2010, as appropriate, has been undertaken, or for reasons of gross misconduct.

### **9.6 Staff Development**

Staff are encouraged to participate in career development and training opportunities relevant to their position and future career development.

*Policy Reviewed October 2020*