
RECRUITMENT & SELECTION OF EMPLOYEES PROCEDURE

Purpose

Finding the right employees for establishing a systematic and fair approach to recruiting and selecting employees, ensuring employees are the right cultural fit and appropriately qualified, and that legislative requirements are met, including equal opportunity legislation.

To ensure a formal probationary review occurs to ascertain all parties are satisfied and agree to continue the employment relationship.

Scope

This procedure applies to all employees.

Definitions

PD: Position Description

PROCEDURE

1: Recruitment & Selection

- When recruitment need is identified (i.e. someone leaves, resourcing gap) approval for recruitment must be obtained.
- All positions being recruited should have a current position description (PD). If a PD does not exist one can be created either by:
 - Working with the relevant person to update an existing PD or
 - Prepare one based on Position Description Procedure (PRO05)

Advertising the Position

- Once the PD and/or Person Specification has been finalized the next step is to advertise for the position. There are a number of mediums to advertise the position:
 - Determine the most appropriate method of recruitment – internal advertising, external advertising through electronic media such as Seek or LinkedIn, employee recommendations, head hunting or previous applicants.
 - is mindful of the legalities surrounding advertising a vacancy and will comply with the relevant Anti Discrimination legislation.
 - Prepare the recruitment advertisement and seek approval if relevant.
 - Any tax invoices relating to the cost of recruitment will be passed to the appropriate person for approval.
 - As applicants send in resumes an acknowledgement letter ([FOR09](#)) or email should be used as an initial response.
 - A shortlist will then be formulated, taking into consideration Appropriate Workplace Behaviours policy ([POL01](#)), selection criteria and competencies based on the PD.
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- For shortlisted employees it is recommended an Application Form ([FOR01a](#)) is sent to the candidates to complete before they are phone screened or come in for interview. This form will allow you to investigate information that is relevant to the role.
 - Prepare questions using the phone screening interview guide ([FOR1b](#)) and conduct phone interviews (if necessary or relevant) with the candidates on the shortlist. Those candidates that meet the essential criteria including relevant experience, aligned salary expectations, great phone manner etc should be placed on the short list, and those that don't should be removed.
 - Using information gained from phone interviews, a further shortlist needs to be made for face-to-face interviews with suitable candidates.

Conducting Interviews

It is essential to prepare properly for each face to face interview. This is opportunity to present itself to potential applicants as a great place to work. Often the interview is just as much about the candidate interviewing . A structured interview will allow you to control the time you have with the candidate so ensure all applicants are given sufficient time to ask the questions you wish to ask.

- After shortlisting those successful candidates should be contacted to arrange appointment times. Don't forget to advise them what they need to bring to an interview (if relevant).
- The necessary preparations for face to face interviews will need to be made - questions, book room, who should be present, prepare organisation portfolio and handouts (if appropriate) and determine if they need to complete:
 - Psychological profiling
 - Aptitude Test
 - Computer Test
 - Pre-employment Medical Assessment

The above tests may not necessarily be carried out for all roles.

- The interviewer should use [FOR01c](#) to prepare for the interview as well as including any additional questions that may be required to be asked of the candidate. The interviewee may refer to [FOR1d](#) which contains tips for interviews and what you can and can't legally ask a candidate.
- As necessary, a second interview should be arranged for preferred candidates.
- The second interview may involve meeting other key people and/or other staff and shown the work environment.

Reference checks should be carried out to provide further insight into how suitable a candidate may be for the job and if how they have performed in previous roles in a similar field. There are particular areas in which you will be interested in finding out factual information about the applicant. For example their honesty and reason for leaving their previous employment which are best confirmed by a third party. It is also important to ensure that permission is sought from the candidate before you contact the referees.

- Carry out at least 2 phone reference checks with most recent Manager/Supervisor of the candidate using the Reference Check Form ([FOR12](#)).
 - Review interview notes, reference check information and assessments when making the final selection decision.
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- Seek final approval from all the relevant parties to hire the candidate.
 - Make an offer to successful candidate, once they have accepted and confirmed, notify all applicants of outcome.
 - The unsuccessful interviewees will need to be phoned and 'unsuccessful' letter/email using the Unsuccessful Recruitment Letter ([FOR9a](#)) sent to all other applicants notifying them that the position has been filled.
 - A record of assessment of each applicant should be made immediately after the interviews. Details of photocopies of documents taken may also be noted on this record.
 - Ensure that all applications are then stored in either hard or soft copy for a period of 3 months.
 - The successful candidate should then be contacted to arrange starting date and time.
 - Send 'new starters' package including:
 - Employment contract and a copy to be returned
 - Payroll Authority form ([FOR01](#))
 - Personal Details Form ([FOR02](#))
 - Confidentiality agreement ([FOR07](#))
 - Email/Internet/Social Media sign off ([FOR08](#))
 - Superannuation – Standard Choice Form (ATO)
 - TFN Declaration Form (ATO)
 - NES (National Employment Standards) document (Fair Work Australia)
 - All forms should be returned on the employees first day and will be kept in a confidential personnel file.
 - Carry out induction as per procedure ([PRO06](#)) and ensure Induction Form ([FOR06](#)) is completed and placed in personnel file.

2: End of Probationary period Review

When the employee has completed 3 months of employment, a formal review is carried out using the following process:

- Review carried out as per 'Probationary Period Review' form ([FOR17](#)).
 - It's important at this point that any areas of concern are raised, if any.
 - If employee is successful in passing probationary period, 'Probationary Period Letter' ([FOR17a](#)) is signed and given to employee (copy kept in personnel file).
 - If there is reason/cause for an extension of the probationary period, clear reasons and expectations in relation to expected behaviour/performance need to be given and another date set in 3 months time to review again. 'Extension of Probationary Period letter' to be prepared ([FOR17b](#)) and signed (copy kept in personnel file).
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RESPONSIBILITIES

Manager	Approval for recruitment Approval for costs
	Approve Position Description
	Involved in face to face interviews Negotiate contract as required Conduct probationary period review
Manager/HR Coordinator	Prepare PD & advertisement (as required)
	Shortlist candidates
	Prepare questions and conduct phone Interviews (as required) Organises and conducts face to face interviews
	Collates resumes
	Conducts reference checks
	Arrange relevant testing
	Communicate with new employee
	Phone calls notifying unsuccessful applicants Conduct probationary period review (as required)

Manager/HR Coordinator	Send out acknowledgement emails to applicants
	Send out unsuccessful emails to applicants
	Assist in preparation for interview as required
	Arrange Forms/ Letter of offer for successful applicant
	Complete New Employee checklist
	Manage HR Policy and Procedure manual
	Manage personnel file
	Prepare appropriate probationary period forms/letters
	Assist as required

DOCUMENTATION

Position Description template	FOR04
Application acknowledgement letter Unsuccessful recruitment letter	FOR09 FOR9a
Employment Contract	Provided by organisation
Confidentiality & IP	FOR07
Payroll Authority	FOR01
Personal Details	FOR02
Reference Check Form	FOR12
End of probationary period Review form	FOR17
Probationary period letter	FOR17a
Probationary period exta letter	FOR17b
Pre Employment Form	FOR1a
Phone Interview Questions	FOR1b
General Interview Questions	FOR1c
Interview Tips	FOR1d
Superannuation - Standard Choice Form	ATO
TFN Declaration Form (ATO)	ATO
NES (National Employment Standards)	Fair Work Australia
New Employee checklist	FOR20
