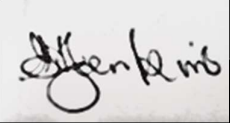


## STAFF RECRUITMENT POLICY

<b>Date approved</b>	27/6/22	<b>Signature by Management representative</b>	
<b>Previous titles</b>	Recruitment & Selection Policy 2015		Chairperson, Suzanne Jenkins
<b>Previous versions</b>	18/2/18		



## STAFF RECRUITMENT POLICY

Internal ECS References	
<b>In S:\0 CURRENT POLICY &amp; PROCEDURES:</b>	<b>In S:\1 CURRENT FORMS:</b>
<i>Workforce Policy</i>	<i>Team Agreement</i>
<i>Duty of Care Policy</i>	<i>Policy Sign off</i>
<i>People &amp; Communities Policy</i>	<i>Team Worker Information Form</i>
	<i>individual Job Advertisement, Interview Questions, Job Description, Contract of Employment in M:\HR</i>
	<i>internal distribution lists in S:\0 current data base, S:\2 CHLD &amp; FAMILY TEAM\interagencies, S:\Abuse Collaborative</i>
	<i>Office Procedures, Orientation for New Workers in S:\2 OFFICE SYSTEMS</i>

External References	
<i>Child Safe Standards at <a href="https://ocq.nsw.gov.au/resources">https://ocq.nsw.gov.au/resources</a></i>	<i>Aged Care Quality Standards at <a href="https://www.agedcarequality.gov.au/providers/standards">https://www.agedcarequality.gov.au/providers/standards</a></i>
<i>Social, Community, Home Care and Disability Services Industry Award at <a href="https://www.fairwork.gov.au/">https://www.fairwork.gov.au/</a></i>	

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# STAFF RECRUITMENT POLICY

## 1. POLICY STATEMENT

ECS is committed to following all relevant Policy, legislations and guidelines in regard to recruitment of ECS staff.

### 1.1 Definitions

Affirmative Action = the active effort to improve employment, educational, and other opportunities for members of groups that have been subjected to discrimination

ECS workers = anyone who carries out work on behalf of ECS, including staff, volunteers [including management committee members], contractors and students on placement

Equal Employment Opportunity = the principle that everyone should have equal access to employment opportunities based on merit

First Nations People = term used to respectfully refer to Aboriginal and Torres Strait Island people

### 1.2 Acronyms

ECS = Engadine Community Services

## 2. GENERAL POLICY

ECS follows a set of procedures for employing staff [ie. paid workers] to ensure the organisation meets its legal and moral responsibilities to prospective employees and to ensure appropriate people are delivering ECS services. This responsibility is also a requirement of government funding.

## 3. SELECTION & RECRUITMENT PROCESS

The following steps will guide the ECS Management Committee and ECS Manager, as delegate when the vacancy is not for ECS Manager, to ensure all requirements are met when employing new staff at ECS:

1. Clarify the need for and role of the worker and develop or review the *Job Description* in line with the *Social, Community, Disability & Home Care Services Industry Award*
2. Develop the advertisement so that the essential and identified desirable criteria are relevant to the job description
3. Advertise the position in accordance with the relevant policies
4. Provide candidates with access to a copy of the job description and information about ECS
5. Determine who is on the selection panel
6. Shortlist candidates on the basis of their relevant skills and experience
7. Contact short listed candidates for an interview
8. Conduct interview/s
9. Select the most suitable candidate
10. Check at least two (2) referees using the list of questions in the *Telephone Referee Check*
11. Advise the successful candidate by telephone that they are being offered the position
12. Provide a *Contract of Employment*
13. Contact unsuccessful candidates
14. Orientate the new worker
15. Ensure the *Contract of Employment* is signed within the first month of employment

All ECS staff are recruited according to the Equal Opportunity and Affirmative Action Policy (below).

All permanent vacancies will be advertised externally, with the exception of:

- Positions that are up to seven (7) hours per week. These may be advertised internally and through local agencies and networks
- Temporary positions up to fourteen (14) hours per week and up to three (3) months duration may be filled internally without advertising.

All documentation relating to filling the position, including unsuccessful job applications, is kept on file for a period of one year.

4. CLARIFYING THE NEED TO EMPLOY

4.1 Identifying When Staff Are Needed

Vacancies in ECS staffing may be required when any of the following occur:

- resignation
- termination
- secondment
- retirement
- long term leave (eg parental or long service leave)
- creation of a new position
- a temporary additional workload

The ECS Manager will review the short/long term requirement for the position and the need to fill the vacancy. With assistance from ECS Management Committee delegates [chosen for the relevant knowledge per vacancy], the ECS Manager will consider:

- current and future requirements of ECS
- existing staffing plans
- ongoing necessity of the job
- whether the duties of the position could be re-allocated to other personnel
- budget position (ie ongoing funding)
- cost effectiveness, productivity and efficiency of the current staffing structure
- job skill requirements of the position
- occupancy required to meet the identified need (eg. permanent, fixed term, casual)
- what Award rate or other remuneration is commensurate with the duties and tasks of the position
- adequacy and accuracy of position description

4.2 Describing Staff Requirements

The ECS Manager is responsible for creating/reviewing the specific *Job Description* for a staff position prior to recruitment in consultation with the Finance Officer and other relevant ECS personnel and external experts. They should ensure that all components of the description, including classification level, are accurate, and up to date, and determine the selection criteria that are necessary for a candidate to perform the job. The Manager should also consider whether the position requires formal qualifications.

Selection criteria should only include those skills and attributes which the new employee will be required to use on a regular basis, so as to carry out the functions of the position, including:

- Essential criteria are skills or qualifications that must be met by a candidate to be competent to do the work required. Candidates must meet all the essential criteria before being considered for an interview.
- Desirable criteria will give candidates with all of the essential criteria a competitive advantage over less qualified candidate. There are other skills or qualifications that may assist in performing the job but which are not absolutely necessary.

Selection criteria within the position descriptions must be objective and not discriminate against any candidate

5. ADVERTISING A VACANCY

5.1 Affirmative Action

ECS is welcoming to people from all culturally and linguistically diverse backgrounds, especially Australia’s First Nations Peoples and encourages applications from people of all backgrounds (see *People & Communities Policy*). Where programs require specific skills and/or an understanding of a specific community or culture, ECS actively promotes the position in relevant languages, media and networks to encourage the selection of appropriate and suitable staff.

In some instances, this may mean that candidates for identified positions may not need to meet all of the skills and experience requirements; however, appropriate training is provided to staff, where necessary, to ensure they have the skills required for the position.

All relevant positions are advertised in the media appropriate to the position (see above), in either or both of the following:

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### 5.2 Internal Media

- Email distribution to ECS Team and ECS members
- Email to local interagency meetings convened by ECS

### 5.3 External Media

- Email to local interagency convenors
- Email to local interagency publications eg. *SGS News*
- Social media
- Paid advertising eg. Ethical Jobs, Council of Social Service of NSW

The *Job Advertisement* will include ECS's website address for information about ECS and applications must be lodged electronically.

A copy of the most recent *Job Advertisement* and *Interview Questions* for all positions is kept on file to assist with the compilation of future advertisements.

## 6. SELECTION PANEL PROCESSES

### 6.1 Formation of the Panel

Based on the nature of the vacancy and selection criteria, the ECS Manager will decide whether to use interview, assessment and testing, referees' comments, past employment experience or qualifications or a combination of these methods as the determining factor when making their selection. The Manager will then recommend to the ECS Management Committee the composition of the selection panel in accordance with this policy, ensuring that at least one proposed member is a Management Committee member and one has been trained in recruitment and selection. This qualified person may be the ECS Manager or a professional chosen from the wider community, and the panel must have at least one female and one male member.

The selection panel will reach a shared understanding and/or agree on the method(s) for shortlisting or pre-selection and method(s) of assessment of shortlisted candidates, which may include:

- interview
- reference check (eg. written, telephone, suitable timing for these checks at what point in the process?)
- skills test
- presentation

It is the responsibility of the ECS Manager to ensure that all selection panel members are fully aware of their legal and procedural obligations in accordance with this policy.

### 6.2 Shortlisting of Applications

The Manager will arrange for receipt and collation of applications, which should require:

- a current CV/resume
- written answers to questions reflecting the selection criteria (ie. Knowledge and Skill Requirements section of the *Job Description*), with examples that clearly demonstrate their competency in a particular area

If received applications are incomplete, it is up to the Manager's discretion to either email the candidate and advise them of what is required to complete their application.

After the closing date for applications, the panel members will receive an email from the Manager containing the following:

- Applications
- Job advertisement
- *Job Description*
- *Recruitment Process Check List*

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Short-listing of all candidates is carried out by the selection panel and based on consideration of essential and desirable qualifications and skills. Candidates who, on the basis of their written application, appear to have the essential skills and experiences are short-listed for an interview. All members of the interview panel agree to the final shortlist.

### 6.3 Equal Employment Opportunity

ECS aims to choose the best person for the job, regardless of:

- Race, colour or national origin
- Physical, intellectual or psychological impairment, including HIV and AIDS
- Gender
- Marital status (including de facto)
- Parental status (including pregnancy)
- Caring responsibilities
- Religious or political beliefs, activities or practices
- Age

ECS is committed to ensure that equal opportunity principles are followed in all areas of staff management. To find the best candidates for the position, ECS focuses on the requirements of the job, rather than questions or assumptions about the candidate's circumstances or background.

In line with the Affirmative Action approach (above), applicants for identified positions who have most of the essential skills and experience may be short-listed if the selection panel considers that the other skills/experience can be developed through training and on the job support.

### 6.4 Assessing Candidates

The selection panel will conduct interviews and/or apply other relevant assessment methods to acquire information relevant to ECS's business needs, position role & accountabilities and selection criteria. The assessment methods should be consistently applied to all candidates for a vacancy and may include, but not be limited to:

- Interview
- Skills/aptitude test
- Work samples/simulations
- Background/Police Checks
- Psychological testing
- Reference check (mandatory for the recommended candidate)

The selection panel draws up a list of *Interview questions* prior to the interview. All candidates are asked the same questions by the same interviewee, which candidates receive on arrival for the interview. The questions aim to explore the candidate's relevant skills and experience to perform the duties and relate to the criteria specified in the advertisement. Where appropriate, clarification of a person's eligibility to work in Australia may be requested at the interview.

During the interview, all candidates for externally advertised vacancies will be asked to provide the names and contact details of three people who are able to comment on their work practices and work standards. If the candidate is a first time job seeker, people such as teachers and lecturers are acceptable. In the case of candidates with previous work experience, at least one of the referees must be the candidate's supervisor, most preferably their current supervisor.

Following the collation of information from the various sources, including each candidate's application/resume, the selection panel will review all the information and determine a ranking of the candidates. The ranking will identify the candidates who meet the criteria and order of merit. The panel will then delegate a member [usually the ECS Manager] to ring the referees for the top two candidates using the *Telephone Reference Check* and any additional questions determined on that day. Information obtained from referees is to be documented privacy considerations must be adhered to when a reference check is done

Where possible, calls will be made immediately to allow a final discussion and decision, so that the ECS Manager can inform the Management Committee of the panel's preferred candidate (if any). Other recommendations to the Management Committee may include:

- Any additional budget implications (eg. training costs)
- Ranking of remaining candidates who were deemed suitable for the position (if any)
- Significant comments by referee/s

### 6.5 Engaging the Successful Candidate

Following consent from the ECS Management Committee, the ECS Manager can contact the preferred candidate and make a verbal offer of employment, including hours and rate of pay, clarifying conditions of employment [below] and commencement date. Usually, the selection panel will have decided on parameters for negotiation, including if the second preferred candidate can be offered the job if the first does not accept; however, there may be need to reconvene the panel or seek further instructions.

The ECS Manager will arrange for the formal written offer and contract of employment to be prepared and dispatched upon receipt of the candidate's verbal agreement.

Only when arrangements have been made for commencement of the new staff member, will the ECS Manager notify those candidates who were unsuccessful. If any request feedback, it will be succinct and given by phone.

## 7. COMMENCEMENT OF NEW STAFF

### 7.1 Conditions of Employment

As detailed in the **Workforce Policy**, all new ECS staff are required to be cleared as appropriate to support vulnerable clients [see also **Duty of Care Policy**] and handle money [see **Financial Management Policy**]. Ideally, both will be completed prior to commencement of employment, allowing ECS Manager to also confirm the identity of the individual via a 100 ID Points check.

Other documents to be processed on their day of commencement include:

- A signed *Contract of Employment* with a copy of their *Job Description*
- Completed *Team Worker Information Form*
- Signed agreements for HR file [ie. *Policy Sign off, Team Agreement*]
- Superannuation, bank and personal details required by the Finance Officer
- An *Employee Tax Declaration Form* (to be forwarded to the Australian Tax Office)

### 7.2 Orientation to ECS & the Job

When a new staff person is appointed to ECS, the Manager ensures that an orientation is provided in two parts:

1. ECS Manager and/or the centre manager on duty that day [either Building Communities Coordinator or PA Officer] explains how the office operates and key safety issues using the *Orientation for New Workers* and, as relevant to the staff member's position in the organisation, *Office Procedures*
2. ECS Manager and/or the direct supervisor of the staff member [either Aged Services or Building Communities Coordinator] explains the specific position using the individual Job Description and any relevant documents, client files etc

When/if practicable, a handover is arranged with the previous occupant of the position.

The ECS Manager also ensures:

- That the employee is given time to read ECS policies, understands their need to adhere to them and the opportunity to ask any questions
- That a personnel file is set up for the new employee and kept in a lockable filing cabinet [see **Workforce Policy**]
- That the employee is allocated all necessary resources to complete their work [ie. desk, computer and log-in, telephone, email address etc]
- The ECS data base and distribution systems are updated