



RECRUITMENT & SELECTION - TABLE OF CONTENTS

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RECRUITMENT & SELECTION POLICY

Purpose and Scope

Kokatha is committed to implementing recruitment processes that are open, competitive and based on merit and adhere to Equal Employment Opportunity principles and result in the most suitable candidate being recruited.

The application of a consistent and fair process to the recruitment and selection of staff will result in the appointment of appropriately skilled and experienced personnel. This process will be applied to the recruitment and selection of both permanent and casual staff. Integral to the process is a commitment to the principles of equal opportunity. To ensure a transparent recruitment and selection process we will follow procedures based on the principles of:

- fairness
- transparency
- integrity
- impartiality
- confidentiality

Recruitment, selection, appointment and orientation of all employees will:

- Promote stability in employment;
- Ensure position descriptions are regularly reviewed and are current before recruitment action is taken. Position descriptions will define selection criteria, responsibilities and duties, delegated authority, and police check provisions;
- Provide sufficient and current information about the position to allow potential employees to fully understand the role;
- Utilise appropriately skilled/qualified and trained interview and selection panel members;
- Ensure appropriately skilled, qualified and committed staff are employed;
- Promote the appointment of Kokatha, Aboriginal and local people (in that order of priority) as employees where possible;
- Ensure two relevant, up-to-date referee checks and police checks are obtained prior to an offer of employment being made;



- Where possible and appropriate will encourage participation from our young persons and elders in recruitment and appointment processes for staff.

Scope

The scope of this policy covers to the actual recruitment process, from the decision to fill a vacancy to the acceptance of a job offer by the successful applicant.

Who does this document apply to?

This policy applies to all recruitment and selection processes at KAC where employment will be permanent or temporary for over 6 months, except those listed below.

All potential staff (including casual and temporary) must still be assessed as to their suitability to perform the duties of the vacant position.

This document does not apply to:

- **casual** employment. Casuals may only be engaged to fill short-term or ad hoc requirements. Casuals may not exceed 6 months service. Casual and short-term positions (less than 6 months duration) may be filled by using an Expression of Interest (EOI). The EOI must be circulated to all employees attaching the relevant position description. Applications for EOIs should consist of a brief statement addressing the selection criteria and a CV. Merit selection principles apply.
- temporary employment for a period not exceeding 6 months. Where a short-term vacancy progresses beyond 6 months and there is an ongoing need to fill it either temporarily or permanently, it must be advertised or filled in accordance with this policy.
- Contractors, who are employed under a commercial relationship and not an employment relationship. Further explanation/example



RECRUITMENT & SELECTION PROCEDURE

1. Appointment of the Hiring Manager

The Hiring Manager is effectively the chairperson of the selection committee and is usually the KAC Manager responsible for the position.

A Hiring Manager must be appointed prior to the commencement of any recruitment process. The Hiring Manager is usually the Manager who oversees the position in question. The Hiring Manager is primarily responsible for ensuring that all requirements in this policy are fulfilled.

2. Selection committee

The selection committee is responsible for assessing the relative merit of applicants for the vacant position in order to find the best possible person for the vacancy.

The members of the committee should have the appropriate competencies and must be fair and professional in exercising their responsibilities.

The selection committee may be made up as follows:

- The Manager responsible for the recruitment process; and
- A panel member with the appropriate skills and qualifications; and
- An internal or external expert relevant to the position.

The selection committee must also contain at least one Kokatha person and where possible a mix of gender and age.

Directors may not sit on a recruitment panel in their position as Directors except during a CEO/General Manager recruitment process.

Committee members must be asked to declare any real, potential or perceived conflicts of interest as soon as they become aware of them.

Selection committee members may act as a referee for an applicant, and this may be unavoidable eg when he or she is the applicant's current supervisor. However, selection committee members should declare this workplace relationship when applications are received.

3. Review the position documentation

When a decision is made to fill a vacancy the position description should be reviewed by the Hiring Manager prior to commencement of the recruitment and selection process.



When reviewing the position documentation, the following questions will assist in identifying whether amendments are needed:

- Have the duties, responsibilities and accountabilities for the position changed?
- Have the inherent requirements of the job been identified and are they up-to-date?
- Have the skills, knowledge and experience to be used in the job changed?
- Are the required outcomes of the position reflected in the position description? Refer to Kokatha Strategic Plan, Action Plans, funding documents and any other relevant materials.
- Are any educational, trade or professional qualifications referred to in the position documentation still required under law or an industrial award, and are the references up to date?
- Is any requirement for the relevant previous work experience up-to-date?
- Have any professional registrations/authority to practice requirements changed, and are the references up-to-date?
- Are references to criminal record checks or working with children checks clearly defined and appropriate to the position?
- Does position documentation meet all relevant organisation content and format requirements eg position description templates etc?
- If the job has changed significantly, is the title, remuneration and grading/classification of the position still appropriate?

A range of actions can help determine the answers to the above, such as:

- review an up-to-date organisation chart;
- review records of any recent exit interviews in relation to the position;
- consult with relevant employees and community members.

4. Review selection criteria

Selection criteria are a key component of a transparent, fair and effective recruitment and selection process. It is therefore crucial to ensure that they are up-to-date, objective, measurable and strictly job-related.



They should also be clear, concise and easy to understand. As a general rule, selection criteria should be limited to around 6-8 requirements.

Long and complex selection criteria may prevent potential applicants, who may be well qualified for the position, from applying. When determining/reviewing selection criteria, the following guidelines apply:

- skills, knowledge and experience required must be essential for performing the inherent requirements of the job; and
- skills that can be learned in a reasonable time on the job must be excluded; and
- only educational, trade or professional qualifications that are essential to the position or a legal requirement may be included; and
- it must be noted if the position is designated as an Aboriginal or specific gender position; and
- it should be stated that Aboriginal people are encouraged to apply; and
- non-Kokatha employees will be required to demonstrate succession planning for building the capacity for Kokatha employment in their role within the role's KPI; and
- selection criteria must be strictly job-related; and
- selection criteria must be written in plain English, and not unduly long or complex.

Where a professional qualification would enhance the capacity of the applicant to undertake the duties of the position, but is not an inherent requirement of the position or required by law, include the following: *"A degree in a relevant field, or equivalent work experience or a combination of study and work experience."*

5. Recruitment Requisition Form

The **Recruitment Requisition Form** is available at Y:\HR and must be completed prior to commencement of the recruitment process. The form must contain all relevant information including the selection panel details. This form, the position description and job ad must be submitted by the Hiring Manager to the General Manager one week prior to commencement of advertising.



6. Review eligibility list (if any)

An eligibility list may be created where a recruitment process identifies more than one suitably qualified candidate. Candidates are ranked in order of merit and the highest ranked candidate is offered the position. Candidates listed should be offered employment in the order they appear on the list eg order of merit.

If the role becomes vacant at any time over the next 12 months the eligibility list will be used to fill the position. Used appropriately, eligibility lists provide an efficient and cost-effective way to meet staffing requirements while still complying with equity principles.

7. Advertise the position

Once any relevant eligibility list has been reviewed the vacancy should be opened to competitive merit selection.

Prepare advertisement

The Hiring Manager must ensure that a position description and draft advertisement are complete prior to submitting the role.

The advertisement must include:

- key information about the position that will help applicants assess their own suitability for it eg selection criteria, position description, employment conditions, salary etc;
- any additional information on the position, KAC or the position location that the applicant would find useful in deciding whether to apply for the position;
- the checks, screening or tests will form part of the selection process eg Working With Children Check or Criminal Record Check;
- proof of qualifications that will be required of the applicant;
- the contact person for inquiries (usually the Hiring Manager);
- the closing date.

8. Application management

The key consideration in providing further information to applicants is equity of access. Therefore, no applicant is to be provided with information that would not be made available for all other applicants, should they request it.



Where an appropriate explanation is provided by the applicant, a short extension may be approved by the Hiring Manager. Any decision must be applied fairly to all late applications. Unless there are exceptional circumstances, late applications are not to be accepted after short-listing has commenced.

The Hiring Manager is accountable for:

- managing administrative aspects eg establishing the selection committee, developing questions for the interviews, completing relevant paperwork etc;
- ensuring the timely progress of the process and communication with applicants;
- ensuring that the selection process is conducted without bias, and that all relevant information is considered and documented where appropriate.

9. Selection

The process leading up to a selection decision consists of three stages:

- an initial cull of applicants who are not eligible for the position, do not meet the **selection criteria**, or are not competitive in a larger applicant pool;
- gathering further information on suitable applicants;
- assessing the information provided in order to select the most suitable candidate for the position.

To ensure that the selection process is fair, it should be managed by the Hiring Manager and undertaken by an appropriately convened selection committee.

9.1 Short-list applications

Short-listing involves comparing available evidence eg information provided in the application against the requirements of the job in a systematic, fair and consistent manner.

All selection committee members may participate in the short-listing process, have a common understanding of the standard required of applicants, and use any tools provided consistently. Initial culling may be undertaken for candidates who obviously do not possess the required skills and attributes. Further assessment of candidates may be undertaken using the **Recruitment Report** available at [Y:\HR\2019 Recruitment and Selection Policy and Procedure](#)



The top candidates may be short-listed. If a short-listed candidate withdraws from the pool prior to assessment commencing, the next in line candidate may be added to the short-list.

9.2 Determine how to assess suitability of applicants for the positions

Following the short-listing, the selection committee will need to determine the means of assessing the suitability of applicants for the position to be able to select the best person for the job. Only information that is directly relevant to the applicant's suitability for appointment should be collected. All personal information collected during the selection process should be treated as confidential. All information that is relevant to the selection decision should be recorded and stored securely.

Assessment methods

Ideally, and depending on the level of the position, more than one assessment method may be used to give a comprehensive picture how each candidate meets the selection criteria. A combination of two or more assessment methods is more likely to predict job performance accurately than any one method on its own. The same process must be undertaken for each candidate.

Such methods include but are not limited to:

- structured interviews to elicit examples of the candidate's previous behaviour as well as their knowledge and skills;
- work samples;
- work tests eg word processing skills etc;
- ability and psychological testing eg literacy and numeracy tests, pre-employment screening etc;
- a presentation by the applicant.

The selection panel must ensure that the methods used will enable them to assess each candidate on every selection criteria.

9.3 Interviews

In most instances an interview will be one of the assessment tools for the selection process.

Where possible at least 3 business days' notice of the interview should be given to applicants.



When planning for the interview it is important to keep in mind that any interview questions should:

- relate directly to the selection criteria;
- be clear and unambiguous;
- be, as much as possible, asked in the same way for each applicant so that a fair comparison between applicants' responses can be made.

The Interview Guide template should be used to prepare the interview questions including the rating 1-5 for each question. At the conclusion of the interview the panel should discuss an agreed rating for each question, with an overall rating for each candidate.

10. Verification of information

The H should verify the applicant's identity and residency status, as well as any claim in relation to the selection criteria, or other information that is significant in differentiating short-listed applicants. Verification may involve sighting relevant documents, contacting relevant authorities etc.

The following must be verified:

- identity (see the 100 point identity form at <Y:\HR\2019 Recruitment and Selection Policy and Procedure>)
- citizenship/residency or working visa status if applicable;
- for designated positions, evidence of relevant characteristics eg confirmation of Aboriginality;
- proof of any educational, trade or professional qualifications;
- evidence of current professional registration; and
- evidence of length of experience, where listed as a selection criterion.

Confirm information about referees

The Hiring Manager should confirm with applicants at interview that their two nominated referees include a current supervisor. Where the applicant refuses to identify a current supervisor or objects to the current supervisor being contacted, they should be advised that a referee check with the current supervisor is preferred KAC



policy, and that the purpose of the check is to help verify information relevant to their claim to the position.

The reasons for the refusal should be canvassed and considered by selection committee members. The applicant should be given the opportunity, if necessary, to provide an alternative referee, preferably the next most recent supervisor, who is able to assist the committee in verifying relevant information.

11. Review the applicants' relative merit for the position

When the assessment processes have been completed, and all necessary information verified as appropriate, the committee should make a preliminary assessment of the relative merit of the applicants for the position. Information not relevant to the selection criteria must be excluded from considerations.

Based on the overall assessment of each candidate, the committee should then decide on the preferred candidate and eligibility listed in order of priority.

This information should be documented in the Recruitment Report. The Assessment Outcome Summary should include performance against the interview guide and the overall rating agreed by selection panel. It should also include each candidate's performance in any other assessment activity.

12. Conduct referee checks

Verbal referee checks must be conducted in a timely manner on the preferred candidate prior to an offer of employment being made.

References that are not current or do not provide work-related information should not be considered. Similarly, committees must confirm the relationship between the referee and the applicant to ensure there is no conflict of interest.

Referee checks should generally be done as a structured interview with specific questions designed to:

- verify the applicant's claim for the position; and
- identify any conduct or performance issues that may be of concern.

Referees should be advised that selected information obtained from them may form part of the feedback provided to applicants.



13. Make recommendations for appointment and eligibility list

Following the assessment of the referee checks, the selection committee makes a recommendation to the General Manager or delegate on the preferred applicant for appointment, and any eligibility list to be created.

The selection committee should recommend the applicant who is considered the best person for the job, based on a comparative assessment of the applicants' abilities, skills, knowledge, qualifications (where required) and potential against the selection criteria, as supported by evidence and referee checks. This must be submitted via the **Recruitment Report**.

Where an eligibility list is created, other suitable applicants must be ranked in order of merit. Not all suitable applicants have to be included in the eligibility list. Eligibility lists are current for up to 12 months.

14. Initiate employment screening

Once the preferred applicant(s) has been selected, the relevant Criminal Record Check (CRC) must be initiated.

15. Post-selection processes

15.1 Employment screening

Offers of employment are generally not to be made until the outcome of any WWCC or CRC is known, and appropriate risk management action taken as required by the relevant employment screening policies.

15.2 Ensure all required evidence has been sighted

Where any proof or evidence of professional qualifications, and other factors relevant to the selection of the preferred applicant was not available at interview, the applicant must provide such evidence to the Hiring Manager before any formal offer of employment can be made.

16. Make the job offer(s)

Once the process steps listed above have been satisfactorily completed, an offer of employment can be made to the successful applicant(s). Offers are usually made provisionally (verbally or electronically) in the first instance, subject to satisfactory employment screening and the applicant agreeing to the terms and conditions of employment.



17. Advise unsuccessful applicants

Once the successful applicant has accepted the offer of employment, all unsuccessful applicants must be advised in writing. Such correspondence will also include advice on any eligibility list created, and the types of positions, including employment status, and locations it will apply to.

Feedback should be provided to unsuccessful applicants upon request. Generally, the feedback should be provided by the Hiring Manager. A record should be kept of any feedback provided. Feedback may relate to different stages of the selection process eg written application, interview, referee checks etc. Feedback must be presented in a useful and constructive way and relate to the applicant's performance in relation to the specific selection criteria.

18. Documentation and retention of records

Record keeping

To support selection decisions and demonstrate that a fair and transparent process has been followed in case of an appeal or complaint, KAC must keep auditable records of the process leading up to the decision. Such documentation is to be kept on the relevant recruitment file. This requirement includes keeping records of any verification of claims, including a signed and dated statement on copies of the relevant documents or any other communication to verify claims. Copies of documentation verifying claims are kept both on the recruitment file and on the successful candidate's personnel file. This may include the application, copies of interview notes or presentations, reference checks and any other relevant documentation.

Confidentiality

All selection documentation related to personal information about the applicants must be treated confidentially both by the selection committee and other staff involved in managing the recruitment process. All recruitment documentation must be stored securely.

Retention of records

Recruitment and selection information must be retained as follows:

- vacancy/recruitment files - 2 years after recruitment has been finalized;
- successful applicant – minimum 7 years after employment ceases;



- unsuccessful applications – minimum 1 year, provided that all eligibility lists relevant to the position have expired, and that all appeal processes regarding the position have been completed;
- any consents or declarations by unsuccessful applicants must be destroyed once the selection process is finalised.

19. Freedom of Information (FOI) requests

Unsuccessful applicants are entitled to seek access to selection documentation, including applications and selection committee papers and reports, under the Freedom of Information legislation.

It should be noted that effective feedback to unsuccessful applicants may reduce the number of FOI requests for selection documentation.

20. Appeals and complaints

A number of appeal and complaint processes are available to applicants, depending on the nature of their concerns. Such processes provide a mechanism of accountability that is independent of the selection committee, or the employer. Consistent with a fair and transparent recruitment and selection process, KAC will advise applicants wishing to lodge an appeal or complaint of their options. The following provides an overview of the options available.

20.1 Internal appeal and complaint mechanisms

Where appropriate applicants may access complaint mechanisms within the organisation at any point in the recruitment and selection process. Such complaints may relate to a grievance, bullying and harassment, conflict of interest etc, and must be reported and managed under the appropriate policy and guidelines.

20.2 After the appeal/complaint

Where the appeal or complaint changes the outcome of the selection process, the appropriate steps of the post-selection process are followed for the successful appellant.

All attachments available at [Y:\HR\2019 Recruitment and Selection Policy and Procedure](#)

Attachment 1: Recruitment procedure flowchart

Attachment 2: Recruitment requisition form



Attachment 3: *Interview guide*

Attachment 3: *Recruitment report*



Attachment 1: Recruitment procedure flowchart





Make the job offer

Advise unsuccessful applicants

Retain records



KOKATHA ABORIGINAL CORPORATION RNTBC (ICN 8093)

Attachment 2: Recruitment requisition form

<i>To be completed by the Hiring Manager and submitted to General Manager before commencing the recruitment process</i>		
Hiring Manager:		Date:
Position Information		
Position title	Start date:	
Location:	Team:	
Reports to:	Title:	
Reason for vacancy:		
To be funded by:		
Is this position: <input type="checkbox"/> Permanent <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <i>Days/hours:</i>	<input type="checkbox"/> Temporary <i>Contract start:</i> <i>Contract end:</i> <input type="checkbox"/> Casual <i>Days/hours:</i>	
Confirm Job Analysis and/or Position Description attached? Yes <input type="checkbox"/>		
Does this position work directly with children? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, refer to additional interview and reference check questions.</i>		
Is this a designated position? <input type="checkbox"/> Yes <input type="checkbox"/> No Gender? <input type="checkbox"/> Male <input type="checkbox"/> Female		
Remuneration		
Base salary:		
Other allowances and benefits:		
Advertisement		
<input type="checkbox"/> Local Paper <input type="checkbox"/> Koori Mail <input type="checkbox"/> Seek.com.au	<input type="checkbox"/> Other: <input type="checkbox"/> Other:	
Interview Panel		
Suggested Panel Members	Location	Confirmed
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No



KOKATHA ABORIGINAL CORPORATION RNTBC (ICN 8093)

Authorisation	Date
Manager's Signature:	
Finance Manager's Signature:	
General Manager's Signature:	

Applications close on **[date]**.

Shortlisting to be completed by panel by **[date]**.

Interviews to be held on **[date]**.



Attachment 3: Interview guide

[ROLE] - INTERVIEW QUESTIONS

Applicant Name	
Interview Date	
Interviewer Name	
Interviewer Signature	

Proposed interview format

- Introduction by Panel Chair
- Short overview of the role.
- Have a series of questions and we're looking for direct examples of when you have been involved in a task or project. Questions are reflective of the day-to-day responsibilities of the role.
- We're seeking your actions in each situation. A good way to think of it is using the STAR model (Situation, Task, Your Action, Result)

Assessment ranking

Base your assessment on how well the question was answered.

- Communication skills (concise, clear).
- Content of answer to question.
- Correlation between question and answer.

The following is a guide to gain a maximum of 5.

- 1 Below Average**
- 2 Average**
- 3 Above Average**
- 4 Well Above Average**
- 5 Excellent**



INTERVIEW QUESTIONS

1. ?

Rating: 1 2 3 4 5

2. ?

Rating: 1 2 3 4 5

3. ?

Rating: 1 2 3 4 5

4. ?

Rating: 1 2 3 4 5



KOKATHA ABORIGINAL CORPORATION RNTBC (ICN 8093)

5. ?

Rating: 1 2 3 4 5

6. ?

Rating: 1 2 3 4 5

7. Do you have any questions you would like to ask?

NOTES

Final score (6 x questions) = /30

Panel member comments on final score:



Attachment 3: Recruitment report

1. Position Details

Position Title	
Salary Range	
Closing Date	

2. Members of Selection Committee

	Panel Member Name	Phone Number	Position Held
Hiring Manager			

Do any panel members have any conflict of interest to declare?	Yes or No
If yes, this needs to be declared and advice sent to the General Manager for decision.	

3. Selection Criteria used in Short Listing process

Criteria Item No	Full description of interview selection criteria [example only]
1.	Qualification in Business, Management, Commerce, Accounting or related discipline
2.	Extensive experience in managing a medium to large multi-faceted finance or accounting environment
3.	Knowledge of relevant legislation and other statutory requirements.
4.	Sound experience in applying for and managing government funding
5.	Demonstrated ability to lead and develop a team
6.	High level interpersonal and written communication skills.
7.	Analysis and problems solving skills.
8.	Demonstrated ability to work flexibly within tight time schedules and in accordance with variable workload demands.
9.	Ability to build relationships with all levels of the organisation.
10.	High level of computer literacy; sound working knowledge of Microsoft Office software



KOKATHA ABORIGINAL CORPORATION RNTBC (ICN 8093)

4. Short Listing of Candidates

Assessment against selection criteria
 ✓=criteria met N/S = criteria not shown C/I = criteria inferred

Selection criteria												
1. Tick or cross every criteria for every applicant (DO NOT USE QUESTION MARKS) 2. Tick "Shortlisted" or "Not Shortlisted" for every applicant												
Last Name	First Name										Shortlisted	Not Shortlist

5. Interviews/Assessments Summary

Candidate Name	Assessment Outcome Summary - include performance against interview guide, overall rating agreed by selection panel and performance in any other assessment activity.	Recommended for position?	Ranking
[Candidate 1]	•		
[Candidate 2]	•		
[Candidate 3]	•		
[Candidate 4]	•		



6. Panel Approval

	Panel Member Name	Initial	Date
Hiring Manager		 / /
		 / /
		 / /
		 / /