



AFTRS Staff Selection Policy

Responsible Officer	Director, Corporate Services
Contact Officer	Head of Human Resources
Authorisation	Director, Corporate Services on Chief Executive Officer's approval
Effective Date	2 nd May 2011
Associated Documents	<p>Staff Selection Procedures 2011 Staff Selection Guidelines AFTRS Employee Advertising Policy and Procedure AFTRS Enterprise Agreement 2011 AFTRS Code of Conduct <i>Disability Discrimination Act 1992</i> <i>Equal Employment Opportunity (Commonwealth Authorities) Act 1987</i> <i>Racial Discrimination Act 1975</i> <i>Sex Discrimination Act 1984</i> <i>Age Discrimination Act 2004</i> Information Privacy Principles Access and Equity Policy AFTRS Policy on the Engagement of Family and Others with a Close Connection AFTRS Policy on Limitations on the Engagement of Persons who have received a Redundancy Benefit Reasonable Adjustment Guidelines <i>Archives Act 1983</i> AFTRS References Policy AFTRS Process for Initiating Employment Action 2007</p>

1. Policy Name

The AFTRS Staff Selection Policy.

2. Preamble

AFTRS has not previously had a specific Staff Selection Policy as the method of staff selection was determined by Australian Public Service processes, the AFTRS Award 1993, the AFTRS Council Terms and Conditions of Employment Determination 1993, and various Enterprise Agreements. Following the simplification of the AFTRS Award in 2000, the revocation of the

Council Determination in 2010, and the revision of relevant provisions in the AFTRS Enterprise Agreement 2011, it is an appropriate time to formalise staff selection arrangements.

The approved arrangements reflect the dynamic nature of the School allowing for flexibility in approach, timely completion of selections, managing the expectations and practices of Industry, and meeting the needs of students while ensuring a transparent approach where merit is recognised to enable the appointment of the highest calibre staff.

3. Policy Scope

This policy applies to all selections but specifically targets fixed term and ongoing appointment processes.

4. Definitions

Appointment by Invitation means an offer of appointment to a candidate whose merit and value is beyond challenge and who would make a significant contribution to AFTRS' strategic direction and reputation following a process of consideration by a Committee and a decision by the CEO.

Appointment by Nomination means an offer of appointment to a candidate selected by a Committee and approved by the CEO from a pool of potential candidates submitted by a Divisional Director who can reasonably be expected to be aware of all possible appointable candidates.

Casual employment means engagement of an employee on a casual contract (PC1) for short term and/or irregular work who with payment on an hourly basis.

Close Connection includes, but is not limited to: members of the staff member's current or previous household; someone with whom the staff member has had a sexual relationship; someone who the staff member has previously been in business partnership with, or someone who has been a close friend of the staff member for an extended period of time. It would also include someone who could reasonably be perceived as fitting within this category.

Discrimination means any act of commission or omission that discriminates on the basis of age, sex, sexual orientation, transgender status, marital status, family responsibilities, pregnancy, colour, ethnic or national extraction, social origin, religion, political opinion, trade union affiliation or activity, or mental or physical disabilities.

Direct Discrimination is when a decision clearly and specifically discriminates on the basis of possession of one of the above attributes.

Indirect Discrimination is when all employees are treated in the same way but doing this disadvantages more people from a particular group than people from other groups.

Duty Statement is a document approved by the appropriate delegate stating the range of responsibilities and tasks associated with the specific position.

Family means any person related by blood, marriage/de facto/civil union or equivalent (including in-laws), adoption, fostering or traditional kinship.

Fixed term employment means engagement of an employee on either a full time or part time basis for a fixed term period of between one and six years in aggregate.

Higher Duties means performing the duties of a position having a different classification from, and a salary range, the base salary of which exceeds the maximum salary of the position held by any given staff member.

Merit selection is the relative suitability of the candidates for the duties of the position using a competitive selection process, assessing the work-related qualities genuinely required to the duties, and focussing on the relative capacity of the candidates to achieve outcomes related to the duties.

Ongoing employment means engagement of an employee on either a full time or part time basis with no specific end date of contract.

Reasonable Adjustment means changing some feature of the work situation so that people with disabilities can do their work more effectively e.g. modifying equipment or work practices. Reasonable adjustment is related to a specific disability and the essential requirements of a position.

Selection Committee means the appointed people who review a candidate/candidates against selection criteria and make a recommendation as to their merit.

Selection Criteria are the list of skills, experience and attributes deemed by the selection advisory committee to be essential or desirable in the performance of the duties of the position and are the basis for measurement of merit.

Temporary employment means engagement of an employee on either a full time or part time basis on a temporary employment contract not exceeding twelve months.

5. Policy Statement

AFTRS seeks to be able to attract, select and appoint the highest calibre of staff in a timely manner for all positions across all levels within the School. This policy supports a flexible and tailored approach to the recruitment of staff that addresses this requirement and recognises the tensions which exist between the principles of merit, fairness, transparency and responsiveness. Management is given the responsibility for decision making and balancing these principles within the context of the particular vacancy.

All AFTRS staff involved in any selection process will be required to:

- act in the best interests of AFTRS;
- act impartially;
- be honest, conscientious and accountable;
- declare any conflict of interest and manage it responsibly;
- treat others with courtesy, consideration and sensitivity;

- maintain confidentiality at all times, and
- adhere to this policy.

Any staff selection action must support the following principles.

- The AFTRS brand continues to attract quality applicants in an effective manner, drawing from the most appropriate labour markets.
- Decision makers will act without patronage, favouritism, bias or unlawful discrimination.
- The principles of reasonable adjustment will be adhered to.
- All employment decisions will be transparent. This will be balanced with confidentiality and privacy requirements.
- Decisions will take into account the operational need to maintain business continuity and be aligned with AFTRS' strategic priorities. It is important to acknowledge that timely decision making can be critical in securing the best possible applicant.
- All selections will be based on merit i.e. the skills, knowledge, qualifications, experience and understanding of the position, and in some cases, availability of the candidate.

This policy recognises the following range of selection methods and practices and the need for assessment of merit to be appropriate to the type and level of the position and the length of the vacancy.

Practice	Description	Appropriate Circumstances
Standard Selection Practice	Advertising and Committee selection of fixed term or ongoing roles	<ul style="list-style-type: none"> • Normal/default process for ongoing & fixed term appointments • Fixed term appointments of over 18 months. • Short term (temporary or casual) where there is no identified candidate.
Casual Engagement	Selection of a person with skills who is available at the time needed. Cannot extend beyond 12 months without CEO approval	<ul style="list-style-type: none"> • Guest lecturing. • Temporary administrative or support roles. • During peak periods including production. • Specific skills needed on a short term basis • Where the need is not ongoing and there are no staff who could reasonably provide the service.
Transfer	Transfer of an existing staff member who is already at the position's classification level	<ul style="list-style-type: none"> • Specific skills needed on a short term basis • Where the need is not ongoing and there are no staff who could reasonably provide the service.
Temporary or Fixed Term Appointment for less than 18 months	Can be directly appointed for a specific term without applying the standard recruitment practice.	<ul style="list-style-type: none"> • To back fill for a staff member on leave. • Fill a fixed term position with tied funding. • Pilot program or a function under review.

Higher Duties	Staff member acting in a higher position without the standard recruitment practice or following an internal staff expression of interest process	<ul style="list-style-type: none"> • To back fill for a staff member on leave. • Where a position has been created or reclassified. • For a specifically funded, non-ongoing role. • Where an occupant has resigned or retired.
Eligibility List	Use of an existing order of merit from a selection process. May result in the fixed term/ongoing appointment of a temporary staff member.	<ul style="list-style-type: none"> • Merit selection has been undertaken and a position in the same or similar role at the same level becomes available.
Appointment by Invitation	A Divisional Director nominates a potential appointee to the CEO. The candidate is reviewed by a Committee. CEO approves offer of appointment.	<ul style="list-style-type: none"> • Head of Department equivalent or above • Candidate is a recognised leader with an outstanding reputation whose merit and value is beyond challenge and who would make a significant contribution to AFTRS strategic direction and reputation.
Appointment by Nomination	Divisional Director submits the names of a number of potential candidates. CEO appoints a committee to review. CEO approves offer of appointment to recommended candidate.	<ul style="list-style-type: none"> • Head of Department equivalent or above • Where specialised skills, knowledge and experience required for the position so limits the pool of potential applicants that the person making the nomination is reasonably aware of all possible appointable candidates.
Recruitment Agencies	Engaging a search firm to seek the best candidates for a position which will then be reviewed either by the CEO or a Committee.	<ul style="list-style-type: none"> • Senior Executive Appointments • Where a standard selection process has been unsuccessful
Other offer of appointment without advertising	Any method of selection that adheres to merit and addresses conflict of interest.	<ul style="list-style-type: none"> • Only where a normal selection process has been unsuccessful.

No formal or informal commitment to employment may be made prior to the approval of the delegate being obtained.

All recruitment related expenses will be paid by Human Resources provided there is prior agreement with the Head of Human Resources.

All selection processes must be fully documented. Documentation will be retained by Human Resources in accordance with the *Archives Act 1983* and the General Disposal Schedule issues by the National Archives of Australia.

6. Roles and Responsibilities

Recruitment Delegates (Chief Executive Officer, Director, Corporate Services, Head of Human Resources and, for casuals, Divisional Directors) are responsible for ensuring this policy has been adhered to in any selection process and for considering a Selection Committee's recommendation.

Chief Executive Officer is responsible for establishing the selection committee to consider Appointment by Invitation and Appointment by Nomination and for considering their recommendation.

Managing Executive is responsible for considering requests to initiate recruitment action.

Divisional Directors are responsible for reviewing requests to initiate recruitment action for their Division and presenting them to the Managing Executive. Divisional Directors are also responsible for presenting a written submission to the Chief Executive Officer requesting consideration of an Appointment by Invitation or Appointment by Nomination where appropriate.

Managers/Supervisors are responsible for identifying and reviewing vacancies, assisting Human Resources in reviewing the duty statement, selection criteria and advertisement, and identifying appropriate placements for advertisements.

Selection Committees are responsible for reviewing candidates against the selection criteria to arrive at a decision on merit and a recommendation concerning appointment.

Head of Human Resources is responsible for: finalising the duty statement, selection criteria and advertisement prior to advertising; arranging advertising; approving the selection committee; approving payment of any recruitment related expenses; reviewing or considering the Committee's recommendation, and negotiating the employment contract (not for casual employment).

Human Resources is responsible for organising the advertising of the vacancy, all administration relating to the selection process; acting as a representative on selection committees; reviewing the Committee recommendation; preparing contracts; advising unsuccessful applicants, and maintaining recruitment records.

7. Review

This policy will be reviewed every 3 years or more often if required by legislative, government policy or AFTRS operational changes or requirements.