



Australian Government

AFTRS

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## AFTRS Staff Selection Procedures

<b>Linked Policy</b>	AFTRS Staff Selection Policy
<b>Responsible Officer</b>	Director, Corporate Services
<b>Contact Officer</b>	Head of Human Resources
<b>Authorisation</b>	Director, Corporate Services
<b>Effective Date</b>	2 <sup>nd</sup> May 2011
<b>Associated Documents</b>	Staff Selection Policy 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

### 1. Procedure Name

The AFTRS Staff Selection Procedure.

### 2. Preamble to procedures

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. 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.

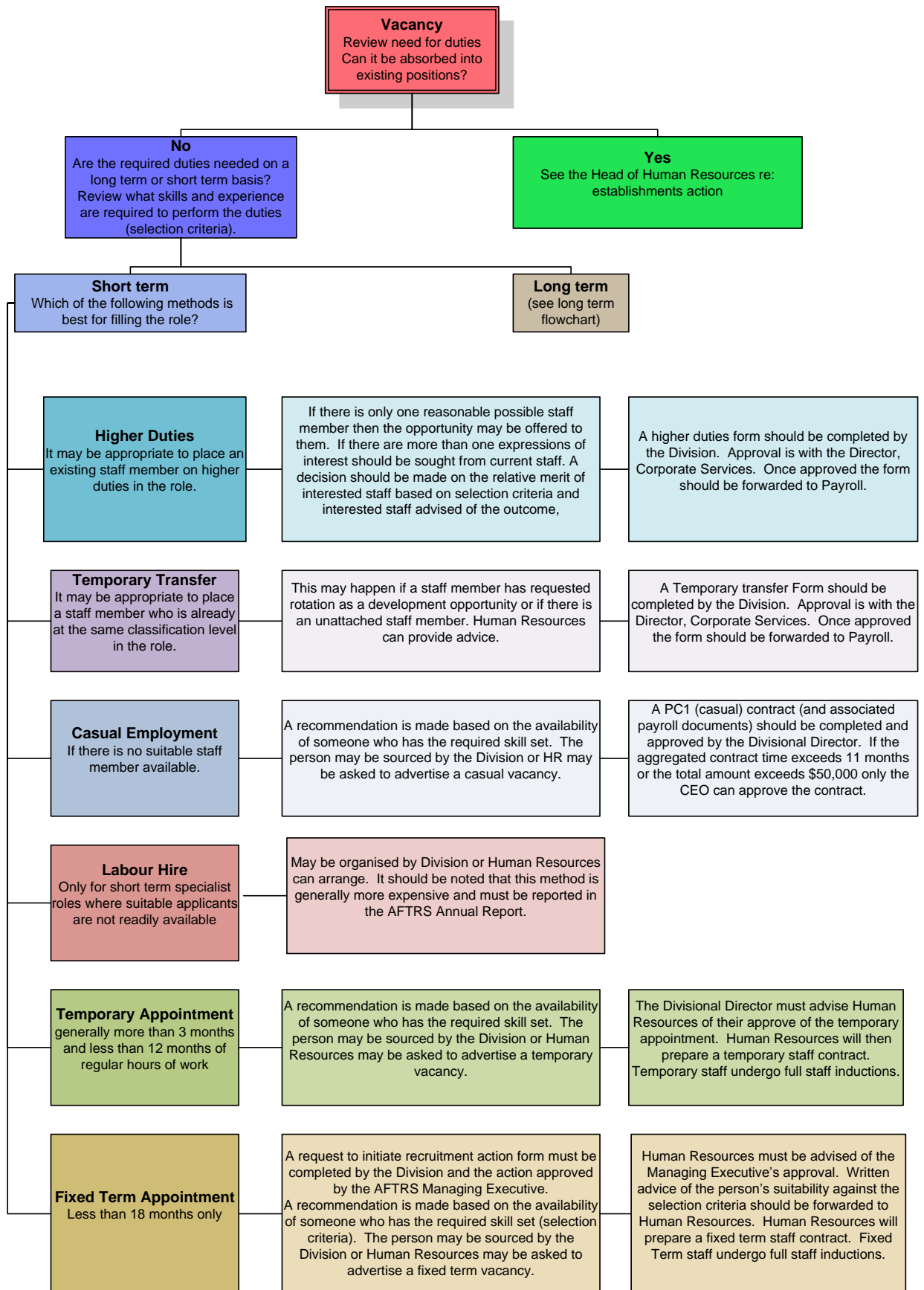
**Selection Committee** means the appointed people who review a candidate/candidates against selection criteria and make a recommendation as to their merit.

**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. Procedures – As per the following charts.

# Staff Selection Process



## Long Term Vacancy

Review duties & Determine if Fixed Term or Ongoing Appointment.  
Division to submit Request to Initiate Recruitment Action to Managing Executive.  
Formal advice of approval to be forwarded to Human Resources.  
Division and Human Resources to develop selection criteria & decision to be made on which merit process follow.  
All pre-approved selection related expenses will be paid by Human Resources.

### Transfer at Level

- In consultation with the proposed staff member review their skills to ensure they satisfy the selection criteria.
- Written request to transfer staff member to go to CEO including Instrument of Transfer.
- Human Resources to formally advise the staff member of the transfer,

### Appointment by Nomination - See separate process

### Appointment by Invitation - See separate process

### Senior Executive Recruitment

- May engage a Search Firm to seek candidates either instead of or in conjunction with a standard selection process.
- Chief Executive Officer must be on the selection committee. Usually a member of the AFTRS Council will be on the Committee. Human Resources will usually manage the administration.
- Individual contract to be negotiated and prepared by Human Resources with the approval of the Chief Executive Officer.

### Standard Selection Process

Always applicable for long term fixed term and ongoing vacancies below the Head of Department equivalent (except for Transfer at Level or use of an existing Eligibility List).

#### Advertising

- The vacancy will be advertised in accordance with the Advertising Policy and Procedure. Human Resources will finalise the wording of the advertisement and approve payment. Applications will generally remain open for at least 2 weeks.

#### Selection Committee

- A Selection Committee must be approved by the Head of Human Resources. It should contain at least 3 members. One of the members must be a Human Resources representative and both genders should be represented. The position's supervisor would generally be the Chair of the Committee. It would be expected that the selection committees for teaching/specialist positions would have an Industry representative.
- Any potential perceived or real conflict of interest of a Selection Committee member must be declared to Human Resources as soon as it is known.
- The Selection Committee is responsible for shortlisting applicants, assessing their relative merit against the selection criteria, and recommending recruitment action to the Delegate.

#### Shortlisting

- The Selection Committee should assess each applicant against the selection criteria. This may be done together but is more independent if completed separately. Not all applicants who appear suitable need to be interviewed, just the most suitable.
- If there is a clearly outstanding applicant the Selection Committee may recommend appointment without interview.
- If there does not appear to be any suitable/preferred applicant the Selection Committee should recommend not to proceed.
- The Shortlists should be forwarded to Human Resources for compilation and a final shortlist.
- Human Resources will organise interviews and advise the unsuccessful applicants. Applicants must be given at least 2 business days notice of interviews.

#### Interviews

The Selection Committee will conduct interviews with the shortlisted applicants. Interview should cover the same areas of questioning for each applicant to ensure equity. A range of methods may be included including pre-advised tasks, presentations, computer tests etc. Following the interviews the Selection Committee should contact referees as necessary and provide Human Resources with a written recommendation about the relative merit of the candidates and the proposed recruitment action. Human Resources will review the documentation for correctness of process etc. and put a submission to the Delegate.

#### Offer of Contract and Advice

- After the Delegate approves the recommendation Human Resources will advise the Chair of the Selection Committee who may contact the successful applicant. However, all actual contract negotiations will be undertaken by Human Resources.
- Once a contract has been accepted in writing Human Resources will contact the unsuccessful interviewed applicants. In the case of an internal applicant or some industry practitioners it would be more appropriate for the Chair of the Selection Committee to advise them of the outcome.
- Once Human Resources confirm the unsuccessful applicants have been advised the Chair or the Selection Committee (or other relevant manager) should advise staff by email of the new appointment.

### Eligibility List

If there is an existing order of merit arrived at through a merit selection process this may be used for up to 12 months. If a staff member has been appointed to a temporary or fixed term role as a result of a merit selection process and a longer term position at the same level for which they are qualified becomes available, they may be appointed to that role without a further merit selection on the relevant basis (fixed term or ongoing).

### Unsuccessful Selection Process

Where a selection process has been unsuccessful in finding a preferred candidate any process of selection, provided meritorious, may be used.

**Appointment by Invitation**  
Heads of Department equivalent and above on fixed term contracts only.

**Divisional Director**  
Writes submission to CEO requesting this approach  
Should include the candidate's name and CV.

**Chief Executive Officer**  
If agrees will appoint a Committee to review the merit of the candidate against selection criteria.  
Committee must include the Director, Corporate Services or the Head of Human Resources.

**Selection Committee**  
Reviews the merit of the candidate against the selection criteria in whatever way they deem necessary.  
Provide the CEO with a written recommendation.

**Process from CEO Decision**  
On CEO approval Divisional Director to contact applicant and offer position.  
Human Resources to negotiate and prepare contract.  
On receipt of accepted contract the Divisional Director will consult with the CEO re: staff advice and media release.

**Appointment by Nomination**  
Heads of Department equivalent and above on fixed term contracts only.

**Divisional Director**  
Writes submission to CEO requesting this approach.  
Should include names of potential candidates and any existing staff with claims to the role.

**Chief Executive Officer**  
If agrees will appoint a Committee to review the relative merit of candidates against selection criteria.  
Committee must include Director, Corporate Services or Head of Human Resources.

**Selection Committee**  
Reviews the relative merit of the candidates against the selection criteria in whatever way they deem necessary.  
Provides a written Order of Merit with a Statement of Reasons to the CEO.

**Process from CEO Decision**  
On CEO approval Divisional Director to contact applicant to offer the appointment according to the Order of Merit.  
Human Resources to negotiate and prepare the Contract.  
On signing Divisional Director to contact unsuccessful applicants as appropriate.  
Divisional Director to advise staff by email of appointment.

## 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 the policy and these procedures have 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 identifying any potential real or perceived conflict of interest then 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 procedure will be reviewed every 3 years or more often if required by legislative, government policy or AFTRS operational changes or requirements, or if the related Policy is amended.