Recruitment and Selection Policy

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1. POLICY INTENT

This policy and guidelines are designed to assist Council in approaching the recruitment and selection process in a fair and equitable manner, ensuring Council is perceived by its community as a fair and equitable employer. In addition, this policy and guidelines will assist Council to recruit the best available applicants for the vacant role, in order to maintain a highly skilled and dedicated workforce to serve the Tablelands communities. This policy and guideline(s) are intended to ensure compliance with Awards and relevant legislation and in doing so, generate consistency across all departments of Council.

2. SCOPE

This policy applies to all positions where an applicant is to be appointed on Tablelands Regional Council's payroll irrespective of length of engagement, seniority of position, status (full time, part time, casual), source of funding or Award coverage.

This policy will be implemented within available resources.

3. BACKGROUND/SUPPORTING INFORMATION

Council is committed to ensuring its workforce reflects Council's values, meets the high standards required of local government employees, is capable of working productively within the changing culture and norms of Council and are provided the support and development opportunities necessary to achieve job satisfaction and deliver quality and innovative services to all customers.

All stages of the recruitment and selection process must conform with the provisions of various legislative standards as updated from time to time such as:

- The Industrial Relations Act 1999 (Queensland)
- The Anti-Discrimination Act 1991 (Queensland)
- Local Government Act 2009 (Queensland)

4. DEFINITIONS

The selection panel comprises three assessors who have experience and/or have been advised in recruitment techniques, anti-discrimination and workforce diversity principles and can competently assess the applicants ability to meet the technical, practical, attitudinal and cultural expectations and requirements of the position. Gender representation on this panel is preferred. Selection panels can occasionally comprise of two assessors if three representatives cannot be identified who meet the above criteria. It is recommended a representative from within the Human Resources section is also on the panel for critical roles and/or where proposed panel members are not suitable or require some assistance (e.g. On lower / same level as position being recruited, or who may have a perceived conflict of interest, or who may wish to have assistance in assessing the full range of expectations for the role.).

Merit describes the abilities, qualifications, and performance standards relevant to a position. Merit is assessed by fully evaluating the relationship between the requirements of the position and the responses received in relation to the position requirements. This ensures the recruitment process is without favouritism or discrimination and the most suitable applicant is selected. Team fit and alignment with corporate values and key cultural norms and expectations are important factors when determining suitability. This means the most qualified applicant will be assessed on the basis of
technical qualifications and experience, attitudinal expectations appropriate to the role and potential for working within
the cultural norms of TRC as local government.

The Position Requirements are used by the selection panel to shortlist candidates for interviews by objectively
assessing whether or not an applicant meets the requirements to competently perform the position.

Supervisor is an employee who supervises, leads or manages employees.

5. POLICY STATEMENT

Recruitment and selection processes must be conducted in accordance with existing legislation and industrial relations
principles. Council is committed to recruitment and selection based on merit through equitable and transparent
recruitment and selection processes.

Council is committed to recruiting, supporting, developing and retaining staff of the highest calibre. As such Council
seeks to:

• Maintain the principle of open competition on the basis of merit to appoint the best applicants,
• Provide equal opportunity for all applicants,
• Encourage members of employment-disadvantaged groups to consider employment with Council,
• Ensure that selection procedures are transparent, accountable, efficient and effective, and
• Maintain applicant confidentiality.

Tablelands Regional Council is an equal opportunity employer. The recruitment and selection process must avoid any
discriminatory practices and comply with Council’s Anti-discrimination and Equal Employment Opportunity Policy as well
as all relevant legislation.

5.1 RECRUITMENT

As part of Council's commitment to the principles of economy and efficiency, no recruitment process will commence
without approval from the following parties:

• Manager
• General Manager
• Coordinator People and Culture
• Executive Leadership Team
• Chief Executive Officer (for managers positions.)
• Council (For Senior Executive positions)

Following this recruitment process, the General Manager retains the responsibility of formally appointing the successful
applicant to the position.

5.1.1 Position Description

A position description is to be drafted and periodically reviewed for each position held by a Council employee. When a
vacancy exists, prior to it being filled, the position description shall be reviewed by the relevant Manager, the immediate
supervising officer and the last incumbent where practicable. This is to be done in consultation with Human Resources
and signed off by the General Manager.

Consideration shall also be given to the continuing justification for the position or the need for modification of the
position in order to achieve department and Council goals and objectives as outlined in the Corporate Plan.

The position description shall be in a format consistent with that utilised throughout Council and shall include details of
skills, knowledge, experience, qualifications, where appropriate, attitudinal and cultural norms and behavioural
standards and expectations to be met and necessary for the position.
In accordance with the Enterprise Bargaining Agreement, Council will provide to each employee a position description which should ideally, clearly and accurately identify:

(i) The position purpose.
(ii) The classification level.
(iii) The responsibilities of the position.
(iv) The skills, knowledge, experience, qualifications and/or training required.
(v) The organisational relationship of the position.
(vi) The safety requirements/responsibilities, or as a minimum:

(i) The position purpose.
(ii) The position responsibilities.
(iii) The organisational relationship of the position.

5.1.2 Internal Recruitment

Where a permanent position in the workforce is vacant Council will:

- For positions with a pay level above a Local Government Officers Award Level 3 (as per Council’s Enterprise Bargaining Agreement), call for applications both internally and externally simultaneously, and
- For positions with a pay level at Local Government Officers Award Level 3 and below (as per Council’s Enterprise Bargaining Agreement), call for applications internally in the first instance and externally if there is no suitable internal applicant.

Simultaneous internal / external advertising may be carried out for positions that require a specific skill which is vital to that position, and clearly there is no suitable internal applicant, or the position attracted no internal applicants if advertised in the previous 6 months, or where there is a significant lack of depth in the required skills or knowledge within the organisation for a particular position.

Internal applicants include all employees of Council who are active on Council’s payroll system. Internal applications will not be acknowledged from:

- Contractors
- Labour hire staff
- Volunteers
- Committee Members
- Ex-employees

Applications from the above parties will be considered, as external applicants, if no internal applications are received and the position is to be advertised externally.

For the purpose of this policy all apprentices and trainees are employed on a fixed term contract to cease on completion of their training with Council, and are not eligible to apply for internal vacancies until the training contract obligations have been fulfilled, or within one month of their fixed term training contract cessation date.

5.1.3 External Recruitment

Advertisements shall be drafted and placed by Human Resources staff following authorisation from the Executive Leadership Team. No other member of Council will advertise and recruit positions externally.
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Where internal applications are received in response to an external advertisement, these shall be considered equally with external applications for the position.

Occasionally, circumstances arise whereby a vacancy occurs for the same or very similar position called within the last six (6) months. In such circumstances, the selection committee, in liaison with the Coordinator People and Culture, may choose to review those applications rather than advertise the position externally again.

Where Council has been unable to source a suitable candidate via the normal recruitment process, or where permanent and short term vacancies in specialist areas or where identified skills shortages exist, recruitment agencies, employee recommendation and ‘head hunting’ activities may be used to seek expressions of interest from a larger pool of candidates.

5.2 SELECTION

Tablelands Regional Council is committed to selection for positions based on the principle of merit. Applicants should be selected on the basis of the ability to best perform the tasks and duties of a position, including attitudinal and cultural norms and behavioural standards and expectations and fit to the organisation and team, having regard to the position requirements and a fair selection process.

5.3 APPOINTMENT

All staff will be appointed by the CEO or General Manager as per delegated authority in consultation with the selection panel and Human Resources.

All offers of employment will be made at increment one of the level as determined by the assessment of the relevant position description. Appointment at a higher increment will only be made under a business case provided by the Selection Panel Chair that is endorsed by Human Resources and approved by the General Manager.

Any offers of employment shall be made in consultation with Human Resources. Offers that vary from the level as determined by the position description may only be made following consultation with Human Resources and approval from the CEO.

5.3.1 Eligibility for Appointment

Council aims to appoint the best applicant for a vacant role as assessed by the assessing panel. As a minimum, to be appointed to a role within Council, applicants must be able to demonstrate a sufficient level of competence across the key mandatory criteria and the majority of desirable criteria that in the opinion of the panel provides Council with a safe, competent and attitudinally sound employee in the shortest available period of time. The key mandatory criteria to be considered covers the full range of technical qualifications and experience, attitudinal expectations appropriate to the role and potential for working within the cultural norms of TRC as local government. In certain cases, a key qualification or the possession of a certification or a ticket will be mandatory and/or required by statute for the role and applicants without such a qualification will not be eligible for appointment under any circumstances.

In the circumstance where an individual possesses the key mandatory qualification and has demonstrated sufficient competence across other criteria to justify their consideration on merit, but may lack other competencies, the applicant may be considered, if there is no other applicant who better meets the criteria standards. In considering such an applicant, a development plan is to be established identifying the mandatory development activities to be completed, and timeframe for completion in order for Council to consider the employee fully competent. In such cases and depending on the extent of competency development required, Council may consider offering the applicant a lesser salary until such times as they are deemed competent, or at least the appointee is not to move from the base level classification required, until they are assessed as fully competent. In this case, sufficient progress towards becoming fully competent must be demonstrated by the appointee during their probation period, in order for the employment to be extended past probation. In all cases, Council shall not be unreasonable in these matters.
5.3.2 Internal Transfers

Council has actively embraced multi-skilling in the workforce. Accordingly, movement between positions at the same level (internal transfers) will continue either at the discretion of the relevant Manager in consultation with the Coordinator People and Culture, General Manager and/or Chief Executive Officer, or via an internal Expression of Interest (EOI) process.

Employees interested in gaining experience in other sections of Council’s operations are encouraged to make their supervisor aware of their desire to broaden their skills base.

Council has a commitment to employing Local Government Trainees and Apprentices. Under these training programs Council has an obligation to provide trainees and apprentices with experience in a wide range of Council service areas. Accordingly, the Chief Executive Officer has discretionary power to move trainees and apprentices within the organisation.

Council may backfill a position or move a staff member to a vacant position as determined and agreed by the relevant supervisor/s and Manager/s if their substantive position is not being filled and a position exists within the structure but is not a permanent position. An employee can act in the vacant position for a maximum of 12 months unless an extension of the temporary role is determined necessary to achieve short term corporate goals. If the position becomes permanent it will be required to be advertised as deemed appropriate by the relevant manager.

5.3.3 Temporary Appointments

Where positions become available within the organisation for a short term (i.e. for a period of maternity leave, parental leave, long service leave, etc), the following options for filling the position will apply:

- Manager to place suitable employee in role on higher duties or secondment arrangements
- Manager to seek interest from other suitable employees and agree to arrangements with relevant supervisor of successful candidate
- If no suitable internal candidates are identified the Manager may place an external candidate in the role following consultation with Human Resources to determine the most appropriate employment strategy.

On completion of the temporary appointment the incumbent will, in the first instance try to be returned to their substantive position. If this is not possible, Council will place the employee in a relative position at the same rate of pay as their substantive position. For periods of less than six (6) months, Council will return the employee to their substantive position.

An employee who undertakes a short term secondment (<6 months) will be returned to their substantive role. An employee who undertakes a long term secondment (> 6 months) may be replaced permanently, with the relevant Manager responsible for placement of the relieving employee at the end of the secondment period.

Where a temporary position becomes permanently available, the temporary incumbent may be permanently appointed to the position, provided:

- They have been appointed to the role for at least six months;
- Their work performance is satisfactory as determined by the relevant supervisor and Manager; and
- They have been through a merit selection process for the temporary appointment.

5.3.4 Appointments made directly by the CEO

It may be necessary for Council to actively pursue appropriately qualified staff (head hunt) for temporary positions or following an unsuccessful recruitment by a merit based selection process. In these circumstances, the Chief Executive Officer reserves the right to make direct appointments to permanent, internal, casual and temporary positions to achieve the objectives of Council’s Corporate Plan without following the procedures as provided for in this policy. In these circumstances, the merit principle will still apply to such appointments, based on the candidate
providing a current resume, appropriate reference checks being undertaken and other relevant background checks being completed related to the delegated authority of the position.

6. REVIEW

It is the responsibility of the Deputy Chief Executive Officer to monitor the adequacy of this policy and recommend appropriate changes.

This policy will be formally reviewed every three years or as otherwise required.