



Recruitment and Selection Policy and Procedures

Policy Statement

Healthy Living NT (HLNT) is committed to recruiting and selecting the best people available for staff positions.

The principles that guide HLNT recruitment and selection include:

- providing clear and effective recruitment and selection procedures with the appropriate flexibility to meet program, client and organisational needs
- ensuring our recruitment and selection processes are transparent and fair
- meeting legislative requirements including EEO and managing risk appropriately, ensuring that clients remain safe at all times
- ensuring staff are aware of opportunities for which we are conducting a recruitment and selection process
- conducting all recruitment and selection activities with due regard for applicant care, privacy and confidentiality of information

Scope

This policy applies to the HLNT staff and volunteers who undertake recruitment and selection processes.

Definitions

hiring manager the manager responsible for the recruitment and selection process to appoint staff, either the Manager Education Services, the Manager Finance and Administration or the CEO.

merit based decision based assessment which is free of discrimination and based on a person's knowledge, skills, capabilities, qualifications, attitude, aptitude and values and other qualities relevant to the position, program, client and organisational needs.

recruitment activities the process of attracting and building an appropriate pool of applicants

recruitment team the internal or external team responsible for supporting hiring managers with staff recruitment and selection



Life. Be in it.™

<i>Status</i>	<i>Approved</i>	Recruitment & Selection Policy and Procedures	<i>Document ID</i>	O0009
<i>Consultation</i>	<i>Management</i>		<i>Date of Issue</i>	22/02/2017
<i>Approval By</i>	<i>CEO</i>		<i>Current Version Number</i>	1.0
<i>Circulation (on approval)</i>	<i>All Staff</i>	<i>Page 1 of 5</i>	<i>Review Cycle</i>	Two-yearly

Responsibility

All people referred to in the scope are required to comply with this policy.

In a decentralised model, the CEO provides delegated authority to the Manager Education Services and the Manager Finance and Administration to lead recruitment activities for HLNT for positions under their management.

The CEO is responsible for managing recruitment activities for all management positions.

The Board is responsible for the recruitment of the CEO and may determine alternate recruitment processes as appropriate.

PROCEDURE

Staff recruitment process

The hiring manager has key responsibilities in the advertising, promotion and offer stages of the recruitment and selection process.

Recruitment and selection processes should be conducted efficiently and effectively with regard to the quality of hire, time to fill and cost to hire.

1) Identifying the need

Prior to commencing the recruitment and selection process, the hiring manager should review the need for the position in relation to strategic and annual operation plans, service deliverables, the diversity of staff profiles, current staffing and skills levels and approved budgets.

2) Position description

All positions must have an up-to-date position description using approved HLNT templates. The maintenance of position descriptions and ensuring they are reviewed prior to commencing a recruitment and selection process is the hiring manager's responsibility. Position descriptions must be easy to read, free of discrimination and contain selection criteria appropriate to the position including a balance of qualifications (where applicable), experience and personal attributes.

Unless otherwise decided by the hiring manager, the vacancy, position description and selection criteria is to be uploaded to the HLNT website.

The hiring manager should also obtain a proposed position remuneration package from the Manager Finance and Administration.

3) Advertising and sourcing

Based on an assessment of the position, the hiring manager is to determine the most appropriate advertising requirements, channels and content. This may include print media, online recruitment advertising channels, social media, professional bodies or networks and/or passive recruitment to known potential employees.

It is not mandatory to advertise positions publicly where:

- there is an established pool of potential employees, or
- the position is being offered internally.

All positions must be advised at internal staff meetings.

4) Use of recruitment agencies

Engagement of an external recruitment agency for search and selection services or to provide temporary staffing must have prior approval from the CEO.

<i>Status</i>	<i>Approved</i>	Recruitment & Selection Policy and Procedures	<i>Document ID</i>	<i>00009</i>
<i>Consultation</i>	<i>Management</i>		<i>Date of Issue</i>	<i>22/02/2017</i>
<i>Approval By</i>	<i>CEO</i>		<i>Current Version Number</i>	<i>1.0</i>
<i>Circulation (on approval)</i>	<i>All Staff</i>		<i>Review Cycle</i>	<i>Two-yearly</i>
		<i>Page 2 of 5</i>		

The organisation’s preference is to fill positions directly. Due to the significant fees involved, the use of an external recruitment agency should only be approved in exceptional circumstances.

The hiring manager must co-ordinate any recruitment process where an external consultant is involved. The consultant must be given clear instructions as to what may be said or conveyed to applicants on HLNT’s behalf and must not use any discriminatory criteria.

Applicants referred from an external recruitment agency must complete normal application requirements and checks prior to an employment offer from HLNT.

5) Applications and enquiries

The hiring manager or their nominee/alternative is responsible for handling enquiries for an advertised position. Telephone and email contact details are published within advertisements.

All applicants are encouraged to provide a covering letter, a current CV, written responses to the selection criteria and the contact details of three referees, including two professional referees where appropriate.

6) Review and shortlisting applicants

The hiring manager is responsible for reviewing applications against the relevant selection criteria and may consult with peers in this process.

It is recommended that a maximum of no more than five applicants are short listed for interview.

The hiring manager is responsible for contacting applicants to arrange interviews.

7) Selection interviews

To ensure fairness, transparency and equity, all applicants attending an interview will be assessed consistently against the relevant selection criteria.

The interview panel will generally comprise two to three people and will include as a minimum the hiring manager and an internal peer. Where appropriate and possible, it may be beneficial to have one panel member from outside the program (a representative from another area of HLNT business or another organisation) to provide a broader perspective.

The interview questions will be tailored for each position. Interviews may be conducted in the most appropriate mode available including face to face, teleconference or other appropriate technology eg skype.

The hiring manager is responsible for organising the selection interviews, panel composition and materials.

The assessment of applicants will be documented and accurately record the deliberations of the interview panel, to allow for feedback to applicants and to provide evidence of due process.

8) Verbal referee checking

For external appointments, two satisfactory verbal referee checks with current / recent line managers must be completed by the hiring manager or a panel member. The details of the check must be recorded on the Referee Check template.

For internal appointments, at least one satisfactory referee check must be completed with the applicant’s current line manager. If the hiring manager is also the referee, a less formal process may occur.

9) Verbal offer approval

HLNT is bound by both verbal and written offers of employment. Prior to making a verbal offer, the hiring manager must obtain appropriate approval for the offer details.

<i>Status</i>	<i>Approved</i>	Recruitment & Selection Policy and Procedures	<i>Document ID</i>	<i>00009</i>
<i>Consultation</i>	<i>Management</i>		<i>Date of Issue</i>	<i>22/02/2017</i>
<i>Approval By</i>	<i>CEO</i>		<i>Current Version Number</i>	<i>1.0</i>
<i>Circulation (on approval)</i>	<i>All Staff</i>		<i>Review Cycle</i>	<i>Two-yearly</i>
		<i>Page 3 of 5</i>		

Where a proposed offer is in scope with the approved specifications, approval to proceed will sit with the relevant hiring manager. Where the proposed offer is out of scope of the approved specifications, additional approval from the CEO is required.

10) Formal offer

Employment agreements are prepared by the Manager Finance and Administration using the approved templates. Salary package remuneration must be tested and validated in HLNT’s accounting package prior to inclusion in an agreement.

Every employment agreement must be accompanied by:

- HLNT’s *General Conditions of Salaried Employment* and
- Where applicable, HLNT’s *Health Professional Remuneration Policy*

Variation to the standard terms and conditions of employment contracts can only be approved by the CEO.

11) Offer checks

All prospective staff are subject to the completion of a satisfactory police check and, where applicable, satisfactory:

- proof of entitlement to work in Australia and
- a working with children check.

Ideally these checks are undertaken prior to commencement however HLNT recognises this is not always possible. Where an employee commences in a position prior to confirmation of satisfactory employment checks, the hiring manager will ensure that their scope of practice is reduced to mitigate against risks e.g. will not be able to work with minors.

As a condition of employment, prospective staff may be requested to provide proof of qualifications or other pre-employment screening that HLNT is legally or otherwise obliged to undertake.

Offer checks are managed by the hiring manager or their nominee.

12) Onboarding

The hiring manager and the Finance and Admin Manager will arrange requisite commencement paperwork and IT access.

The hiring manager is responsible for conducting an induction program based on HLNT’s template and access to databases as appropriate.

Specific program requirements such as land council permits are the responsibility of the Finance and Admin Officer.

13) Unsuccessful notification

All interviewed applicants must be informed of the outcome of the interview verbally or by email.

All internal applicants who are not short listed for interview or unsuccessful in their application must be informed of the outcome of their application verbally. It is the responsibility of the hiring manager to provide this feedback.

Unsuccessful internal applications who are not satisfied with the decision may initiate *Procedures for Prevention and Settlement of Agreement and Employment Related Disputes* under Section 6.2 of HLNT’s *General Conditions of Salaried Employment*.

<i>Status</i>	<i>Approved</i>	Recruitment & Selection Policy and Procedures	<i>Document ID</i>	<i>O0009</i>
<i>Consultation</i>	<i>Management</i>		<i>Date of Issue</i>	<i>22/02/2017</i>
<i>Approval By</i>	<i>CEO</i>		<i>Current Version Number</i>	<i>1.0</i>
<i>Circulation (on approval)</i>	<i>All Staff</i>		<i>Review Cycle</i>	<i>Two-yearly</i>
		<i>Page 4 of 5</i>		

14) Direct appointment

In exceptional circumstances, HLNT reserves the right to appoint by invitation an applicant who demonstrates the ability to meet or exceed the required capabilities. This is subject to approval by the CEO.

15) No appointment

HLNT reserves the right not to make an appointment if there are no suitable applicants, or if circumstances change making it inappropriate to offer a contract of employment, or to withdraw any vacant position.

Related Documents

HLNT's General Conditions of Salaried Employment

Health Professional Remuneration Policy

Induction Checklist

<i>Status</i>	<i>Approved</i>	Recruitment & Selection Policy and Procedures	<i>Document ID</i>	<i>O0009</i>
<i>Consultation</i>	<i>Management</i>		<i>Date of Issue</i>	<i>22/02/2017</i>
<i>Approval By</i>	<i>CEO</i>		<i>Current Version Number</i>	<i>1.0</i>
<i>Circulation (on approval)</i>	<i>All Staff</i>		<i>Review Cycle</i>	<i>Two-yearly</i>
		<i>Page 5 of 5</i>		