

HUMAN RESOURCES

Resourcing and Appointment

HR 1.1 Recruitment, Selection and Appointment

1 Purpose

The purpose of this policy is to ensure that applicants and employees of the Zoological Parks Board of NSW (ZPB) understand the importance of the recruitment and selection procedure and it is carried out in a transparent, consistent and equitable way, and in accordance with the relevant Award and government requirements.

2 Policy Statement

It is the ZPB policy that recruitment and appointment be based on merit. The aim of advertising vacant positions is to attract the widest possible pool of suitably qualified applicants. In general, open advertising is favoured as it gives potential applicants confidence in the fairness and openness of the selection process.

The effective recruitment and selection of employees is a key element in the success of any organisation. For this reason, it is crucial that those responsible for recruitment have the necessary knowledge and skills to select the most meritorious applicant and understand all aspects of the process as well as the legal context in which it is conducted.

Effective recruitment and selection decisions are critical to the smooth operation of the ZPB. This policy reflects the Board's commitment to recruitment, selection and promotion based on open competition and merit alone. It is designed to assist the ZPB to:

- employ the best person for the job;
- promote efficient and effective recruitment, selection and promotion process; and
- be fair and transparent.

3 Definitions

3.1 Merit Selection

Merit selection is recommending for appointment, the person who is judged most likely to be the best performer of the duties of the position, based on assessing the relevant abilities, qualifications, experience and personal qualities of the people eligible for appointment.

Merit Selection is based on:

- a competitive selection process;
- a selection process which assesses all applicants equally against job related criteria;
- open access to job opportunities; and
- an independent selection process.

3.2 Position Description

A *Position Description* (PD) is a statement of tasks, duties and responsibilities of a position and the skills and competencies required to perform the role. The PD also demonstrates the

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relationship of the position to other positions within the organisation and the organisation's overall goals, as well as any specific details about the position.

3.3 Recruitment Convenor

The *Recruitment Convenor* is usually the Supervisor/Manager who is responsible for the vacant position. As the convenor they are responsible for the recruitment process, in conjunction with Human Resources.

3.4 Selection Criteria

Selection Criteria is based on the inherent requirements of the job, which are derived from the position description.

3.5 Selection Panel

The *Selection Panel* is accountable for the decision making process. They assess and select the candidate based on merit.

A Selection Panel typically:

- includes a male and a female;
- is made up of at least three (3) people who have the same or a higher grade or salary than that of the vacancy; and
- must include an independent from outside the Division or ZPB.

4 Policy Practice and Procedures

4.1 The Recruitment Process

When a vacancy occurs (casual, temporary or permanent) the HR 1.1.1 Recruitment Advice Form (please refer to Appendix II) needs to be completed, along with a draft advertisement and an approved position description and forwarded to Human Resources.

Before preparing the job advertisement, Managers should take the opportunity to review the position description (please refer to *HR 1.2 Position Description Policy*). Managers remain responsible for coordinating the development, content, clarity, and measurable objectives of PDs for all employees within their particular span of control. Human Resources will provide guidance and advice to Managers on PD development; evaluate and approve completed PDs to ensure consistency and format throughout the Organisation. PDs must be reviewed and authorised by Human Resources prior to being issued for recruitment or to employees.

4.2 Advertising

When preparing recruitment advertisements, Managers should take particular care with the selection criteria when specifying essential requirements for the position. These must relate to the position directly and should not be included for the sake of limiting the field of applicants.

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An inherent requirement of the ZPB is that permanent and temporary vacancies be advertised on the Government website www.jobs.nsw prior to the external placement of the advertisement.

Advertisements can be placed in relevant sources which include newspapers, journals, magazines and websites. The ZPB is an Equal Employment Opportunity (EEO) employer and aims to attract a broad pool of applicants by advertising with agencies that support EEO.

4.3 Merit Selection

Merit Selection is based on:

- a competitive selection process;
- a selection process which assesses all applicants equally against job related criteria;
- open access to job opportunities; and
- an independent selection process.

4.4 Selection Panel

A selection committee shall be comprised of:

- the immediate manager/supervisor to the position being recruited;
- a person having some expertise in the position being recruited, either a client or stakeholder; and
- an independent being someone outside the Division of the position being advertised or outside the ZPB.

Panels shall comprise a minimum of two people, but preferably three, of which there should be at least one male and one female.

4.5 Assessment and Selection

The aim of assessing applicants for positions is to select the best person for the job. Assessment processes which match the requirements of positions with the skills, knowledge, qualifications and abilities of individual applicants should be used to enable selection decisions based on merit.

Qualities of individual applicants to be identified in the selection process are:

- Abilities, skills and capabilities which come from knowledge practice (including training and/or experience) and aptitude which are relevant to the job performance.
- Educational, trade or professional qualifications.
- Relevant experience in a specific field, either paid or volunteer work.
- Standard of work performance, the quality of work performed or produced and/or the level of output relevant to the position.

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- Personal qualities, those which are relevant to job performance. Qualities such as loyalty, integrity, courtesy, stability and maturity may mean different things to different people and should not be used.

4.6 Pre-Employment Checks

The ZPB is required to complete various pre-employment checks during the recruitment process. These pre-employment checks include criminal record checks, working with children checks, health assessment checks and reference checks.

- A Pre-Employment Health Assessment is undertaken to ensure that prospective employees being recruited are capable of carrying out the inherent requirements of a specific position for which they are applying, without compromising the health and safety of themselves, other staff, visitors and the animal collection (please refer to HR 1.6 Health Assessment Policy Ver 1.0 and HR 1.6.1 Self Assessment Form Ver 1.0).
- Pre-employment criminal record checks are to guarantee the welfare and security of the employees, customers, property and information of the ZPB by checking for any prior criminal conviction(s). The check is completed prior to an offer of employment being made to the applicant (please refer to HR 1.8 Pre-Employment Criminal Record Checks Policy Ver 1.1).
- Working with children checks are conducted to protect children and young people from the risk of abuse in the workplace, and specifically prohibits convicted sex offenders from working with children. Suitable applicants who apply for positions within the ZPB must undergo a Working with Children Check (WWCC) prior to an offer of employment (please refer to HR 1.5 Working with Children Check Policy Ver 1.1).
- Reference checks are conducted during the recruitment process, for the selected applicants being considered for the vacancy. A minimum of two reference checks must be completed for these applicant(s) prior to the selection of the role. Reference checks are to be conducted by a Recruitment Convenor and/or panel member or delegate and must be documented (please refer to *HR 1.7.1 Reference Check Template Version 1.1*).

5 Accountability

5.1 Convenor and Panel

The Convenor and Panel are responsible for:

- short listing of the applications based on criteria;
- developing an assessment process; and
- recommending candidate(s) based on merit.

5.2 General Manager

The General Manager is responsible for:

- approving recruitment requests; and

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- endorsing selection reports.

5.3 Human Resources

Human Resources is responsible for:

- providing advice on this policy and assist managers in the process;
- assisting with developing assessment methodology;
- approving advertisement and selection panels;
- placing advertisements and provide advice about placement;
- approving selection reports;
- maintaining database, eligibility lists and information on the candidates;
- preparing letter of offer; and
- informing the unsuccessful candidates.

5.4 Manager/Supervisor

The Manager/Supervisor is responsible for:

- liaising with Human Resources about the recruitment and appointment process;
- completing the recruitment advice form;
- reviewing the position description;
- preparing Issue Paper (where required) ; and
- preparing draft advertisement.

6 References

- *Anti-Discrimination Act 1977*
- *Disability Discrimination Act 1992*
- *Equal Opportunity for Women in the Workplace Act 1999*
- *Freedom of Information Act 1989*
- *Human Rights and Equal Opportunity Act 1986*
- *Privacy and Personal Information Act 1998*
- *Sex Discrimination Act 1984*
- *Zoological Parks Board Act 1973 and Regulation 1999*
- *HR 1.2 Position Descriptions*
- *HR 1.3 Establishment Management*
- *HR 1.4 Requirements before Entry on Duty*

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- *HR 1.5 Working with Children Check*
- *HR 1.6 Pre-employment Health Assessment*
- *HR 1.7 Pre-employment Reference checks*
- *HR 1.8 Pre-employment Criminal Record checks*
- *HR 1.9 Post Selection Feedback*

7 Approval

Guy Cooper

Director and CEO

Date

8 Appendix

Appendix I – *The Recruitment Process*

Appendix II – *HR 1.1.1 Recruitment Advice Form*

Appendix III – *HR 1.1.2 Advertisement Template*

Appendix IV – *HR 1.1.3 Application for Employment Form*

(Includes A Guide for Job Applicants & Selection Criteria Template)

Appendix V – *HR 1.1.4 Independent Panel Member Form*

Appendix VI – *HR 1.1.5 Shortlist Form*

Appendix VII – *HR 1.1.6 Disclosure Confidentiality in the Recruitment Process Form*

Appendix VIII – *HR 1.1.7 Assessment Tools Form*

Appendix IX – *HR 1.1.8 Shortlist Schedule*

Appendix X – *HR 1.1.9 Assessment Questions Template*

Appendix XI – *HR 1.1.10 Selection Committee Report*

Appendix XII – *HR 1.1.11 Eligibility List Form*

Appendix XIII – *HR 1.1.12 Letter of Eligibility*

Appendix XIII – *HR 1.1.13 Letter of Unsuccessful Application (Short listed) Template*

Appendix XV – *HR 1.1.14 Letter of Unsuccessful Application (Assessed) Template*

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Appendix XVI – HR 1.1.15 Letter of Offer Template (Permanent Employment)

Appendix XVII – HR 1.1.16 Letter of Offer Template (Temporary Employment)

Appendix XVIII – HR 1.1.17 Letter of Offer Template (Casual Employment)

Appendix XIXI – HR 1.1.18 New Starter Letter Template

Appendix XX – HR 1.1.19 Recruitment Checklist

ZPB Recruitment Process:

Planning	Action	Responsibility	Form/Template Required
<i>Requirement to Recruit</i>	Recruitment advice signed by GM of Division and GM, HR, including the recommended selection panel members, placement of advertisement and Contact Officer	Manager	HR 1.1.1 <i>Recruitment Advice Form</i>
	Issue paper signed by GM, HR and CEO (where required)	Manager	HR 1.3.1 <i>Establishment Variation Issue Paper</i>
	Position Description completed and approved by Manager, E&OD	Manager	HR 1.2.1 <i>Position Description template</i>
	Advertisement, to be approved by GM, HR	Manager/HR Coordinator	HR 1.1.2 <i>Advertisement Template</i>
	<i>Forward all documents and forms to HR Coordinator</i>		
<i>Information Package</i>	Prepare information package and forward to Contact Officer, including advertisement, position description, application form, A Guide for Job Applicants document and relevant ZPB policies	HR Coordinator	<i>HR 1.1.3 Application for Employment Form</i> <i>HR 1.1.3 Selection Criteria Template</i> <i>HR 1.1.3 A Guide for Job Applicants</i>
<i>Advertise</i>	Advertise through the relevant approved mediums	HR Coordinator	-

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Applications	Action	Responsibility	Form/Template Required
<i>Cull of Application</i>	Cull Sheet(s) developed and forwarded to Convenor (copy placed on recruitment file)	HR Coordinator	HR 1.1.5 <i>Shortlist Form</i>
	Cull Sheet(s) to completed and signed by all panel members	Convenor	HR 1.1.5 <i>Shortlist Form</i>
	Confidentiality in the Recruitment Process document to be completed by all Panel Members	HR Coordinator	HR 1.1.6 <i>Disclosure Confidentiality in the Recruitment Process Form</i>

Selection Process	Action	Responsibility	Form/Template Required
<i>Method of Assessment</i>	Determine assessment methodology	Convenor / Human Resources	HR 1.1.7 <i>Assessment Tools Form</i>
<i>Coordination of Assessment</i>	Assessments arranged (room, diary booking, applicants contacted)	HR Coordinator	-
	Assessment schedule forwarded to Convenor	HR Coordinator	HR 1.1.8 <i>Shortlist Schedule</i>
	Assessment questions and relevant paperwork or resources developed	Convenor / HR Coordinator	HR 1.1.9 <i>Assessment Questions Template</i>
<i>Assessment</i>	Assessment conducted	Selection Panel	-
	2 nd assessment arranged (if applicable)	HR Coordinator / Panel	-

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Selection Process	Action	Responsibility	Form/template Required
<i>Pre-employment Checks</i>	Pre-employment checks completed for short listed candidates, including:		
	- criminal record check (where required)	HR Coordinator	
	- working with children check	HR Coordinator	HR 1.5.3 <i>Prohibited Employment Declaration Form</i>
	- reference checks	HR Coordinator Selection Panel	HR 1.5.4 <i>Consent to Screening Form</i> HR 1.7.1 <i>Reference Check Template</i>
	- pre-employment health assessment	HR Coordinator	
<i>Selection Documentation</i>	Selection Committee report completed and approved by Divisional General Manager, including applicants short listed but not suitable for appointment	Selection Panel	HR 1.1.10 <i>Selection Committee Report</i>
	Eligibility List completed (where required)	Selection Panel	HR 1.1.11 <i>Eligibility List Form</i>
	<i>Forward all documents and forms to HR Coordinator - GM, HR to approve prior to a verbal offer being made</i>		

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Selection Process	Action	Responsibility	Form/template Required
<i>Offer of Employment</i>	Verbal Offer of employment made to successful applicant	Manager	-
	Discuss additional terms & conditions of employment, including probation period (where required) with the successful applicant	Manager	-
	Determine commencement date (with sufficient time for the successful applicant to consider the offer)	Manager	-
<i>Eligible Candidates</i>	Advise candidates on Eligibility list via e-mail/letter/telephone	Manager / HR Coordinator	HR 1.1.12 <i>Letter of Eligibility Template</i>
<i>Unsuccessful Applications</i>	Unsuccessful short-listed candidates rejected by e-mail/letter/telephone following the assessment(s) and/or checks	Convenor / HR Coordinator	HR 1.1.14 <i>Letter of Unsuccessful Application (Assessed) Template</i>
	Unsuccessful applicants rejected by e-mail/letter following the cull	HR Coordinator	HR 1.1.13 <i>Letter of Unsuccessful Application (short listed) Template</i>
	Unsuccessful applicants rejected by e-mail/letter following the assessment (s)	HR Coordinator	HR 1.1.14 <i>Letter of Unsuccessful Application (Assessed) Template</i>
<i>Post Selection Feedback</i>	Provide feedback, where requested.	Convenor	HR 1.9 <i>Post Selection Feedback policy</i>
<i>Letter of Offer and Entry into SAP</i>	Employment documentation prepared and forwarded to the successful candidate	HR Coordinator	