

## RECRUITMENT AND SELECTION

### 1. Objectives

Ensure that staff selection processes are fair and equitable and that responsibility and accountability measures are addressed in that procedure.

### 2. Principles

Appropriate staff selection is the foundation for effective management and implementation of Council's policy and programs.

### 3. Issues

Staff selection and appointment processes are subject to scrutiny by outside agencies, including statutory bodies. Relevant legislations governing the recruitment and selection process are as follows:

- *Workplace Relations Act 1996*
- *Fair Work Act 2009*
- *Age Discrimination Act 2004*
- *Human Rights and Equal Opportunity Commission Act 1986*
- *Equal Opportunity for Women in the Workplace Act 1999*
- *Local Government Act 1995*
- *Equal Opportunity Act 1984*

The process used should be fair and equitable for all applicants. All staff are responsible, either directly or indirectly, to the Chief Executive Officer, who in turn is accountable for staff performance to Council. The Chief Executive Officer therefore has a responsibility to ensure that staff are selected on merit and in his/her opinion, are the 'best fit' for the position, as determined by the Duty Statement and selection criteria established prior to advertising.

A further issue is that of career path development for existing staff, including opening opportunities for promotion within the organisation.

### 4. Policy

#### 4.1 Job Description and Selection Criteria

Each position within the Town of Cottesloe shall have a selection criteria and duty statement approved by the Chief Executive Officer prior to advertising.

#### 4.2 Advertising

Vacant positions shall be advertised (depending on the position to be advertised):

- internally amongst staff
- regionally, within local newspapers
- statewide, through the appropriate media
- job websites, especially ones that can specifically target the position advertised

This decision to be made by the Chief Executive Officer in consultation with the Executive Officer and the appropriate Manager.

#### **4.3 Selection Panel**

Selection panels for all positions will usually be a maximum of three persons inclusive of the current supervisor of the position advertised. The Chief Executive Officer reserves the right to sit on all selection panels.

The Manager of the appropriate section shall chair the Selection Panel.

The Mayor or his/her representative may observe selection procedure for any Manager's position.

The selection panel for any Manager's position may include an independent expert in the relevant field.

The Selection Panel for the position of Chief Executive Officer shall be determined by the Council.

#### **4.4 Selection Process**

To provide a uniform selection process for applicants to vacancies and to create an ethical foundation to which consistent selection decisions are made. This includes:

- a. Ensuring all selection procedures comply with the Local Government's Equal Opportunity Policy.
- b. Ensuring that all appointments are made on merit.
- c. Developing and maintaining procedures to assist in ensuring the most suitable candidate is appointed.
- d. Ensuring that selection procedure are clear, valid and consistently applied by those involved in selecting candidates and that they provide for fair and equitable treatment for those who apply for employment.
- e. Basing selection decisions and criteria directly on the demands and requirements of the job and the competencies identified as necessary for satisfactory performance.
- f. Ensuring that all employees involved in the selection process are properly trained in order that the objectives of the policy are met.
- g. Observing any legal requirements which apply to the selection process.

#### **4.5 Ethical Considerations for the Selection Process**

Staff who are responsible for selecting applicants to fill Local Government positions should be familiar with the ethical considerations behind their decision making process.

The ethical consideration involved in the selection process related to:

- The principles of merit (choosing the best person for the job)
- Avoiding discrimination
- Natural justice and fair treatment

Using the selection process to unfairly advantage one applicant over another can have a detrimental effect on people's careers, morale and motivation, and ultimately on the level of confidence that employees at large have in the recruitment and selection processes.

#### **4.6 Interview and Appointment Process**

Interviews will be conducted in line with Equal Employment Opportunity guidelines.

After the interview the selection panel needs to determine the most suitable person for the appointment to the position. It also needs to ensure appropriate pre-appointment action.

The selection panel needs to determine action if there is no suitable applicant.

After all of the interviews are completed – decide whether any of these applicants are suitable for the position, based on the panel members' assessment of the applicants against the selection criteria.

If there isn't a suitable applicants, the panel may decide to:

- Readvertise (perhaps more widely) and re-examine and modify the position requirements.
- Assess the best applicant's ability to meet the position requirements if supplementary training were provided.
- Review the adequacy of the process followed.

It is advisable that the panel prepare a selection report following the interviews that provide quantifiable reasons for the decisions made. The report will contain a recommendation and be signed off by the chairperson. A selection report should contain a comparative analysis of each of the applicants and any areas of concern.

Other information to be provided includes:

- A description of the position and selection criteria
- Outlines the process to date
- How the position was advertised
- How many applicants received
- Make up of panel
- Time and place of interviews
- How many applicants were interviewed

Where two applicants are considered by the Selection Panel to be equally meritorious, and one resides within the Western Suburbs, that person shall be offered the position.

Recommendations for appointment shall be endorsed by the Chief Executive Officer prior to a formal offer of employment being made.

For Senior Manager positions, a recommendation shall be made to Council through the committee process.

Lobbying of Selection Panel, Chief Executive Officer or Councillors, either by or on behalf of an applicant may disqualify that applicant.

A satisfactory medical examination for which Council will bear the cost must be undertaken prior to confirmation of appointment.

#### **4.7 Reference Checking**

Reference checks are an important part of the selection process as they provide the selection panel with more information on which to make comparisons between interviewed applicants.

The purpose of reference checking is to check facts provided by the applicant (previous positions, duties undertaken, skills and responsibilities etc.) and to obtain an assessment from the referee as to the applicant's suitability having regard to the selection criteria.

Standard questions should be asked of each referee. The referee should be allowed and encouraged to speak freely, therefore a free ranging conversation beyond the selection criteria should not be stopped.

The referee should be asked to provide factual information or to give examples of observations made or opinions given about the applicant. These requests should be made in a way that does not reflect doubt on the referee nor stops the flow of discussions.

The interviewer should not give opinions or ask questions which may lead the referee to reach a conclusion as to what the interviewer thinks. The interviewer should ask the referee about the applicant's weakness as well as their strengths and equal opportunity principles must be exercised at all stages of the selection process.

#### **4.8 Employment Conditions**

##### **4.8.1 Pre-Employment Medical Checks**

Pre-employment medical checks of prospective employees can raise equal opportunity, privacy, occupational health and safety and objectivity issues. It is recommended that medical examinations should only be undertaken for legitimate job-related purposes and the reason for requesting the examination should be clearly stated to prospective employees, preferably during the course of the selection interview. Any examination should related specifically to the requirements of the job in question, which means that particular physical attributes required for the job should be accurately identified beforehand. Testing procedures should be fair and consistently applied.

For sedentary positions, it may be more appropriate for prospective employees to complete a signed checklist detailing their medical fitness. This checklist can require the employee to disclose any injury, illness or disability that is likely to prevent them from carrying out the duties of the position.

Prior to the appointment, prospective employee should undergo a pre-employment medical with and appropriately experienced medical practitioner or a group specializing

in these types of medicals to ensure that the person is able to perform the duties of the position to an established standard.

The *Equal Opportunity Act 1984* prohibits discrimination in employment on the grounds of impairment, except where the impairment prevents the person from being able to perform the job. The standards established by the medical practitioner must reflect what is required of the person to perform the work involved.

**4.8.2 Criminal Record and National Police Certificate**

Western Australian legislation prescribes that it is unlawful for a Local Government to discriminate against a job applicant on the basis of any ‘spent’ conviction, which allows criminal records to be amended to remove references to certain offences after a period of non-offending.

Overall the Local Government will consider:

- The inherent requirements of the position
- The need to ask about a job applicant’s criminal past
- The manner in which the information, once obtained, can be used

In response to highly mobile population, the need to protect the vulnerable or ‘at risk’ members of the community and to cater for community and to cater for community expectation, the Western Australian Police Service has discontinued the issuance of a ‘State Police Certificate’ in favour of a ‘National Police Certificate’.

**4.8.3. Other Conditions**

Staff appointed to carry out functions within externally funded projects, are appointed for the term of that funding, unless dismissed in accordance with the conditions laid out within *Local Government Industrial Award 2010*.

Unless otherwise specified, all appointments to the Town of Cottesloe shall be in accordance with *Local Government Industrial Award 2010*.

**4.9 Dismissals**

The Chief Executive Officer may dismiss staff only after the procedure set down within the *Local Government Industrial Award 2010*, as appropriate, has been undertaken, or for reasons of gross misconduct.

**4.10 Staff Development**

Staff are encouraged to participate in career development and training opportunities relevant to their position and future career development.

Adopted	28 May 2012
Expected date of review	