Recruitment and Selection Policy

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Division  Corporate Services

Summary  This policy specifies the process to be followed when recruiting and selecting staff both internally and externally for employment at the Ambulance Service of NSW (Ambulance)

Applies to  This policy applies to the recruitment and selection of all permanent, temporary and seconded positions within Ambulance up to and including Health Service Manager 6 (HSM6). NSW Ministry of Health manages all recruitment of positions above HSM6.

Review Date  December 2013
Previous Reference  SOP2007-080
Status  Active
Approved by  Chief Executive

Related Documents  NSW Health Recruitment and Selection of Staff of NSW Health Service Policy Directive (PD2011_32)
ASNSW Policy – Secondment (under review)
ASNSW Policy – Casual Employment SOP2009 – 60 (under review)
DOH Policy – Managing Displaced Staff of the NSW Health Service PD2007_85
ASNSW Form – Request to Advertise / Re-advertise a New or Vacant Position
ASNSW Form – 146 Request for Agency Staff
ASNSW Form – Application for employment

Revision History

<table>
<thead>
<tr>
<th>Version</th>
<th>Amendment notes</th>
</tr>
</thead>
</table>
| 21 December 2011 (SOP2011-016) | Final endorsed by Chief Executive.  
| 30 July 1999 (ER 6.39)        | Final endorsed by Chief Executive. |

Compliance with this policy directive is mandatory
Recruitment and Selection Policy Statement

The Ambulance Service is committed to recruiting the highest quality staff to meet the organisation’s business requirements and legislative responsibilities. Ambulance is an equal opportunity employer, and selection decisions are made on the basis of merit, clearly defined and appropriate selection criteria, and procedural fairness.

Ambulance has adopted the Ministry of Health’s policy directive PD2011_32, Recruitment and Selection of Staff of the NSW Health Service. The key requirements of the policy are set out below.

Selection criteria must be clear and concise, and directly relate to the position; not be less favourable to a particular EEO group than to others and must be limited to a maximum of eight selection criteria.

Prior to advertising vacancies, in accordance with the above policy directive and where applicable, consideration must be given to injured or displaced/excess staff or staff from an eligibility list. In relation to injured or displaced/excess staff, Managers must determine whether the staff member meets the selection criteria, or can demonstrate a capacity to meet the criteria within an agreed period - if necessary, supported by training. Any decision in relation to the redeployment of staff must be appropriately documented.

Temporary positions under thirteen weeks can be filled without advertising but Managers must assess the suitability of potential appointees, including employment screenings and checks, as appropriate. Positions advertised as expressions of interest do not require full merit selection processes.

With the approval of the Director General, or where delegated, the Chief Executive may approve the filling of a temporary position without advertising, if the employment period is twelve months or less, urgent services must be delivered, funds are used efficiently, and relevant legislative, award provisions and employment checks are met.

Similarly, the Director General, or where delegated, the Chief Executive, may approve to fill a permanent position without advertising/re-advertising, if the position was advertised in the previous six months and no suitable applicants found; position requirements remain unchanged; urgent services must be delivered; and relevant legislative, award provisions and employment checks have been met.

All advertised positions are to be placed on the Ambulance intranet. All positions graded at HSM4 and above must be advertised across the NSW public health system as a minimum, unless this is in conflict with any related directions from the Director General. In some circumstances, the approval of the Director General, Ministry of Health is required for positions advertised outside of the NSW Ministry of Health.

A Request to Advertise Form must be completed in accordance with Ambulance requirements before advertising commences.

The recruitment and selection process must be completed within forty days from commencement of the process where possible. Interviews must be held within fourteen days from the date of shortlisting. If a position is withdrawn before interviews are held, the Panel Convenor must notify all applicants within seven days of the withdrawal date. The Panel must give applicants at least three working days’ notice of their interview.

The Selection Panel should comprise a minimum of two members. Panel members should as far as practicable, hold positions that are more senior than the position being filled. There must be both male and female representation on a Panel. The responsibilities of the Convenor are detailed in the Convenor’s Recruitment and Selection Checklist on pages 4-6.
The independent must be from another Division or Department with no vested interest in the outcome. All members of the Panel must have completed merit selection or refresher training in the past three years, with the exception of an external independent member. All Panel members must declare any real or potential conflict of interest in writing to the Convenor as soon as they are aware of this situation. Applications are strictly confidential and access is restricted to those directly involved in the recruitment and selection process.

Additional Information

Applications can be accepted up to 24 hours after the closing date where there are unforeseen or unavoidable delays in mail, fax or email. Unless there are exceptional circumstances, applications are not accepted after interviews have started.

Overseas applicants must obtain certified translations of qualifications required as part of the selection criteria. If this is not possible, their application must accompanied by a statutory declaration and a letter from the authority in the country of origin stating that the evidence is not available.

If a selection panel is unable to reach a unanimous decision, the panel member/s in disagreement should prepare an alternate or minority report detailing areas of disagreement and provide an alternative recommendation, where appropriate. The alternate/minority report is to be submitted to the decision maker along with the panel's final report.

A written offer of employment can only be made when all the required checks and clearances have been satisfactorily completed and the Selection Panel's recommendation has been approved.

Applicants are entitled to access selection documentation under the Government Information (Public Access) Act 2009 (GIPA). Unsuccessful applicants are permitted to know the identity of the successful applicant, if requested.

For further information, contact the Divisional Human Resources Manager or Human Resources Advisor (Staffing) or refer to the NSW Department of Health Policy (PD2011_032) Recruitment and Selection of Staff of the NSW Health Service.
# Recruitment and Selection Checklist

## 1. Preparing for Recruiting and Selecting Staff

<table>
<thead>
<tr>
<th>Step</th>
<th>Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review need for the position</td>
<td></td>
</tr>
<tr>
<td>Review and update Position Description (Contact Human Resources Services) for current PD</td>
<td></td>
</tr>
<tr>
<td>Ensure funding is available and then obtain approval to recruit.</td>
<td></td>
</tr>
<tr>
<td>Consider suitable duties staff (including maternity leave) or displaced/excess staff prior to advertising</td>
<td></td>
</tr>
<tr>
<td>Review any appropriate eligibility lists</td>
<td></td>
</tr>
<tr>
<td>Consider other options for filling the vacancy e.g. can the duties be assigned to other existing staff</td>
<td></td>
</tr>
<tr>
<td>Complete Request to Advertise form and forward to Human Resources Services</td>
<td></td>
</tr>
<tr>
<td>Plan recruitment and selection process and develop appropriate timeframes</td>
<td></td>
</tr>
</tbody>
</table>

## 2. Sourcing Applicants

### For suitable duties or displaced/excess staff:
- Contact Divisional Human Resources Manager (suitable duties staff) – provided it is at the same grade
- Contact HR Advisor Human Resources Services at Rozelle (displaced or excess staff)
- Assess the suitability of injured or displaced/excess staff against selection criteria
- Document decision to redeploy staff member and ensure sign off by Director

### If appointing from eligibility lists:
- Check selection criteria of current position are similar to those used to create eligibility list
- Conduct mandatory employment screening, referee checks and pre-employment health assessment (immunisation status), as required
- Confirm no significant conduct or performance issues exist
- Check license/registration/membership are current, as required
- Check citizenship/residency/working visa are current, as required
- Offer position to the person who is listed first
- Document decision to appoint from eligibility list
- Arrange for Director to sign off

### If appointing a temporary position over 13 weeks:
- Conduct referee checks
- Conduct internal service check (via Service Check Register)
- Sight and copy evidence as required for the position (eg. 100 point identity, citizenship/residency/working visa status, professional qualifications and registration)
- Collect declarations and signed consent forms (eg. Applicant Declaration, Employment Screening Consent for Child Related Employment or National Criminal Record Check), as required
- Assess outcome of checks and employment screening
- Offer position, if appropriate
- Document recruitment and selection decisions
- Arrange for Director to sign off

### If using a recruitment agency:
- Obtain approval to advertise externally from NSW Ministry of Health
- Send completed Form 146 Request for Agency Staff to HR Advisor (Staffing) Rozelle
- Contact the HR Advisor (Staffing) at Rozelle for advice on the use of agency staff

## 3. Advertising a Position

<table>
<thead>
<tr>
<th>Step</th>
<th>Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decide how and where to advertise (internally, externally, rolling advertisements, media etc)</td>
<td></td>
</tr>
<tr>
<td>Send completed Request to Advertise Form to Divisional Human Resources Manager for Operational Recruitment or HR Advisor (Staffing) Rozelle for Statewide Services or Corporate recruitment.</td>
<td></td>
</tr>
<tr>
<td>Finalise Applicant's Information Package</td>
<td></td>
</tr>
</tbody>
</table>
4. Establishing a Selection Panel

The following minimum requirements must be met:

- Establish a selection panel with at least 2 members one of whom is the designated Convenor
- There must be at least one male and one female panel members
- The convenor must have completed recruitment and selection training in the last 3 years
- One member must be independent
- Panel members should as far as practical, hold positions that are more senior than the position being filled
- Designated positions are appropriately represented (e.g., the panel includes an Aboriginal person for a designated Aboriginal position)
- Where the position or the background of the applicants requires an understanding of a particular community or EEO group, the membership of the panel reflects this
- Any conflicts of interest must be declared and managed/discharged as necessary and documented
- At least one member of the panel should have enough knowledge of the position requirements to be able to effectively assess applications
- The position description, advertisement, selection criteria and all applications and assessment information must be available to all panel members
- Any position-specific NSW Health, legal or industrial requirements are met (e.g., a Department representative on selection panels for Internal Audit Manager positions)

It should be noted that there is no impediment to a Selection Panel member acting as referee for an applicant, and sometimes this is unavoidable (e.g., when they are an applicant’s current supervisor). However, Selection Panel members should declare this workplace relationship when applications are received.

5. Managing Applications

<table>
<thead>
<tr>
<th>Task</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Applicant Information Package to applicants upon request</td>
<td>![ ]</td>
</tr>
<tr>
<td>Date receipt of applications (note date of late applications)</td>
<td>![ ]</td>
</tr>
<tr>
<td>Consult with selection panel on whether to accept applications that are more than one (1) day late but lodged before the interview process has started</td>
<td>![ ]</td>
</tr>
<tr>
<td>Send acknowledgement of receipt of applications (can be an automated email)</td>
<td>![ ]</td>
</tr>
<tr>
<td>Advise applicants of any delay or withdrawal of position, if required</td>
<td>![ ]</td>
</tr>
<tr>
<td>Review applications (follow up on missing information, if required) and prepare a list of applicants for selection panel</td>
<td>![ ]</td>
</tr>
<tr>
<td>After closing date, send applications along with position description, advertisement, selection criteria and assessment information to the convenor</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

6. Shortlisting Applicants

<table>
<thead>
<tr>
<th>Task</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection Panel reviews applicants against selection criteria using culling checklist template</td>
<td>![ ]</td>
</tr>
<tr>
<td>Selection Panel creates shortlist of applicants for interview within 7 days of the closing date where possible</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

7. Interviewing Applicants

<table>
<thead>
<tr>
<th>Task</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine interview schedule with Selection Panel and applicants</td>
<td>![ ]</td>
</tr>
<tr>
<td>Complete interviews within 14 days of establishing the shortlist wherever practical</td>
<td>![ ]</td>
</tr>
<tr>
<td>Organise/conduct other assessments e.g., work samples or psychological/psychometric testing, if required</td>
<td>![ ]</td>
</tr>
<tr>
<td>If position is withdrawn before interviews are held, notify applicants within 7 days of the withdrawal date</td>
<td>![ ]</td>
</tr>
<tr>
<td>Assess applicants against the same criteria and questions Using Interview Assessment Tool</td>
<td>![ ]</td>
</tr>
<tr>
<td>Sight and record details on the 100 Point Identification Check Form</td>
<td>![ ]</td>
</tr>
<tr>
<td>Sight and copy vaccination record or collect New Recruitment Undertaking/Declaration Form, if required</td>
<td>![ ]</td>
</tr>
<tr>
<td>Copy and certify originals of educational, trade, professional, or academic qualifications listed as selection criteria</td>
<td>![ ]</td>
</tr>
<tr>
<td>Confirm minimum length of experience in the selection criteria</td>
<td>![ ]</td>
</tr>
<tr>
<td>Confirm eligibility of targeted or designated position (e.g., Aboriginality)</td>
<td>![ ]</td>
</tr>
<tr>
<td>Collect signed National Criminal Record Consent Form or Applicant Declaration and Employment Screening Consent for Child Related Employment Form</td>
<td>![ ]</td>
</tr>
<tr>
<td>Collect signed Health Declaration Form</td>
<td>![ ]</td>
</tr>
</tbody>
</table>
### Conducting Checks and Clearances

8. Collect signed Standard Consent for Employment Related Checks

9. Collect signed Authority to Prescribe, Supply, Dispense or Administer Drugs of Addiction Form, if required

10. Confirm the details of two (2) referees

11. Gain permission from applicants to contact referees

12. Advise interviewees that an internal service check via NSW Health Service Check Register will be conducted prior to any offer of employment

13. Retain record of interview documents and decisions

#### Conducting Checks

- **Confirm professional registration/licence status with registration/licensing authority**
- **Confirm membership/eligibility of membership, if required**
- **Conduct two (2) referee checks of preferred applicant(s) (One referee should be a current supervisor)**
  - Check if a panel member is an applicant’s current supervisor. They still can act as a referee but must declare this work relationship.
  - Prepare a set of relevant questions to ask referees (*Referee Check Template*)
  - Provide referees with position description and selection criteria
  - Advise referees that the information provided may form part of the feedback to the applicant
  - Use *Referee Check Template* to document responses to questions
- **If referee checks are satisfactory, initiate children/national criminal record checks**
- **Initiate clearance from NSW Health Service Check Register**
- **Initiate employment screening and verification**

#### Finalising outcome

- **Assess all information and outcomes of checks and screening**
- **Determine preferred applicant(s) and finalise Selection Report**
- **Submit selection report, applications, referee reports, evidence of checks to the delegated authority for approval**
- **Create eligibility list, if applicable which is current for up to twelve months, unless otherwise provided by the relevant award.**
- **Make formal job offer (*Letter of Offer Template* and terms and conditions of employment) within 3 days of employment screening clearance**
- **If offer is declined, initiate employment screening and checks for next ranked applicant**
- **Advise unsuccessful applicants in writing within 3 days of acceptance by successful applicant**
- **Provide feedback about interview and selection process to applicants, as required by phone/email/in writing. Keep a record of the feedback with the applicant’s documentation.**

#### Record keeping

- **Retain all recruitment and selection related documents and records**