



STAFF RECRUITMENT PROCEDURES

Previous Review Dates:	2005, 2011, 2016
Next Review:	2019
Responsibility of:	Head of Human Resources
In Consultation with:	Principal
Ratification:	Operations Committee
Legal Check:	April, 2016

STAFF RECRUITMENT PROCEDURES

Recruitment and selection should consistently follow a series of processes:

- **Planning for staffing**
 - Filling existing positions
 - Where a vacancy is created, the Head of Human Resources will consult with the Principal and the Head/s of Campus, and any other staff deemed necessary, before taking steps to fill the vacancy.
 - Creating new positions
 - Decisions about changes to staffing are the responsibility of the Principal.
 - Proposed increases to staffing should be included in the annual budget proposal to the College Board for the following year and will not proceed until budget approval has been obtained.

- **Position Descriptions**
 - A position description should be created for each vacancy. Each position description should include:
 - General information about Overnewton College (externally advertised positions)
 - Information about the position, including tenure, time fraction, starting date and Campus location
 - Information about the duties and responsibilities associated with the position, including those that relate to child safety.
 - Reporting relationships and accountability of the position
 - Essential and desirable qualifications, skills, experience and attributes, including those that relate to child safety.
 - Expectations of the College with respect to:
 - compliance with OH&S and EEO legislation
 - supporting the Anglican ethos of the College
 - involvement in co-curricular activities (for teaching staff)
 - Compliance with Child Safety Standards
 - Any special circumstances associated with the position

- **Advertising**
 - At the discretion of the Principal, positions may be advertised via the internet and/or in the local, state or national press. All positions to be advertised externally should be posted on the College website.
 - Where positions of responsibility are to be advertised, staff should be notified by means of a notice in the weekly Staff Newsletter.
 - At the discretion of the Principal, positions of responsibility may be advertised internally only, or both internally and externally.

- **Acknowledgement of applications**
 - The Human Resources department should acknowledge each application within two working days of receipt.
 - Acknowledgements should include a Employment/Contract/Volunteer Collection Notice under the College's Privacy Policy.

- **Short-listing of applicants**
 - Applications will generally be considered by the Head of Human Resources and staff with responsibility for the position.
 - A short-list of candidates should be prepared, based upon the skills, knowledge, qualifications and capabilities of the applicants for the position.
 - Short-listed applicants will be notified of first-round interviews.
 - Other applicants should be notified in writing that their applications have been unsuccessful.
 - For College leadership positions, short-listing of applications will ordinarily be conducted by the Principal, in consultation with the Head of Human Resources and relevant senior staff.

- **First-round interviews**
 - The interview panel will ordinarily consist of one or more staff members with responsibility for the position and the Head of Campus or Head of Human Resources.
 - The interview panel will be determined by the Head of Human Resources, in consultation with the Principal and/or Head of Campus.
 - Panel members should meet prior to the interviews to discuss relevant and suitable questions relating to the position, ensuring that interview questions comply with equal employment opportunity and anti-discrimination legislation. (See Appendix 1: Guidelines for conducting interviews)
 - Interviewed applicants should be asked to respond to the same, or substantially the same, list of questions and be given an opportunity to ask any questions they may have about aspects of the position or the College. Obviously candidates may be asked suitable questions specific only to them, such as in relation to their personal skills, knowledge, experience, qualifications and capabilities.
 - Interviewed applicants should be informed about the College's child safety practices, including all relevant codes of conduct and their role in ensuring a child-safe environment.
 - Interviewed applicants should be asked about their motivation to work with children, their relevant and verifiable child-related experience, understanding of professional boundaries and communication skills. Particular attention should be paid to specialist roles that may present different child safety risks, including the role of nurse, counsellor, sports coach or music teacher.
 - After all short-listed applicants have been interviewed the members of the panel may further short-list applicants to one, two or more, based upon the skills, knowledge, qualifications and capabilities of the applicants for the position.
 - For College leadership positions, the Principal will ordinarily be involved at all stages, together with senior staff and others as deemed appropriate, including professional consultants, employees and other members of the College community.

- **Referee and identity checks**
 - A thorough background check for shortlisted applicants will be conducted including a current Working with Children Check (WWCC), inspection of at least two (2) forms of personal identification, ensuring that the name and address are the same as those provided by the applicant and confirming the applicant's qualification and registration.
 - The applicant should nominate at least two referees including their current or recent employer and direct supervisor/line manager. Referee checks should be utilised to confirm the applicant's experience and suitability of working with children.
 - Referee checks on shortlisted applicants will be conducted by staff members with responsibility for the position, the Principal, the Head of Campus and/or the Head of Human Resources, as deemed appropriate.

- **Recommendations**
 - The Head of Human Resources should provide the Principal with a copy of the recommended short-list, including brief reasons for the short-listing of each applicant and outcomes of referee checks.

- **Second-round Interview**
 - After making further referee checks, as necessary, the Principal should conduct a second-round interview with the applicant/s who have been recommended.
 - The Principal may invite the Head of Campus, Head of Human Resources or other staff associated with the position to be present.

- **Offer of employment**
 - The Principal may make an offer of employment at, or following, the second-round interview.

- **Letter of offer**
 - The Head of Human Resources will generally be responsible for arranging a letter of offer containing the College's employment contract to be sent to the successful applicant by the Principal
 - The College should require written acceptance of the employment contract by the applicant within a specified time frame.

- **Notification of unsuccessful interviewed applicants**
 - Written notification should be made to unsuccessful applicants by the Human Resources department once verbal acceptance has been received from the successful applicant.

- **General Requirement**
 - Where there is a delay in the selection of staff, such as can occur when selecting large numbers of new teaching staff, the College should notify applicants of the progress of the selection process at least once every two weeks.

Appendix 1: Guidelines for conducting interviews

1. Preparation

- Interviewers should have a good understanding of the role and what it requires.
- Choose interview locations thoughtfully for comfort, quiet and privacy.
- Ensure the candidate is given sufficient notice about the need to prepare or bring anything to the interview,
- Prepare questions ahead of the interview, including all panel members; designate who will ask which questions.
- Interviewers should be familiar with the application of each candidate prior to the interview; make notes about anything on it that you plan to ask the applicant to clarify or elaborate upon.

2. During the interview

- Introduce the interviewers and define their roles and relationship to the position.
- Try to put the candidate at ease, offer water, a little small talk.
- Provide introductory information at the start of the interview about the College, the role, the team the successful applicant will work with and how the vacancy has arisen (if relevant and appropriate – e.g. retirement of incumbent; parental leave replacement; new position due to the expansion of a particular academic program).
- Let the candidate know that there will be information about next steps in the process towards the end of the interview.
- Keep the interview relevant and informative; all questions should relate to the requirements of the position and pertain to the individual's suitability for the role.
- Focus on objective information gathering:
 - Skills and knowledge
 - Work history and professional experience
 - Education and training
 - Personal attributes and behaviour
- Ask the same, or substantially the same, questions of each applicant. Obviously candidates may be asked suitable questions specific only to them, such as in relation to their personal skills, knowledge, experience, qualifications and capabilities.
- Be polite and attentive at all times, giving applicants your full attention without distracting or interrupting; allow applicants to talk freely. We want applicants to leave with the impression that Overnewton is a great place to work just as much as applicants will be trying to impress the interviewers.
- An interviewer's most important task is careful listening. Allow the applicant to speak openly and freely; do not cut them short unless this is unavoidable, and don't finish their responses for them.
- Consider how notes will be taken, remembering that they may be made available to applicants under privacy law or other legal requirements, and the fact that having interviewers taking notes can be distracting for candidates. Consider allocating this task to one person, or share questioning and note-taking between interviewers so that the person asking questions is not taking notes at the same time.
- Towards the end of the interview, after allowing an opportunity for questions, outline the process to follow and anticipated timeline – particularly when the applicant can expect to hear whether they have been successful in moving to the next stage.

3. Interview questions

- After introductory information, begin with easy questions and gradually build up to more complex, probing questions.
- Where appropriate, ask open-ended questions: e.g. “Talk to us about a time when....” rather than “Have you had experience with.....?”.
- Consider using *what, when, where, how* and *why* questions.
- Phrase questions simply; don’t use technical terms, abbreviations or jargon unless you are sure that applicants will understand the meaning.
- Don’t ask “leading” questions or questions which imply what you wish or expect the answer to be: e.g. “How do you approach the responsibilities of being a home-group teacher?” rather than “As a home-group teacher, how regularly do you contact parents?”

4. What not to do as an interviewer

- Avoid making snap judgements based on appearance or first interaction; this can impact on the remainder of the interview and may distort your impression of the applicant’s responses to questions.
- Care should be taken to focus only on the candidate’s ability to do the job and not on stereotypes about how their ‘type’ will behave (e.g. assuming a ‘gen Y’ will not stay in the role, or that a young married woman will get pregnant and go on leave etc.).
- The types of questions which cannot be asked in an interview, for non-discriminatory reasons, include:
 - *What is your age?* (except in case of juniors or where date of birth is required for identification purposes)
 - *Where were you born?* (proof of right to work in Australia may be requested)
 - *What church do you attend? Who is your priest/rabbi/minister?*
 - *What is your father’s surname?*
 - *What is your maiden name?* (except for proof of identification)
 - *What is your marital status?* (you may ask for their preferred title i.e. Mr, Mrs, Miss, Ms, Dr etc)
 - *Who resides with you? Do you own or rent your place of residence?*
 - *How many children do you have? How old are your children? Who takes care of your children while you are at work?* (you can ask if a candidate can work overtime, evenings, weekends etc. if it is a requirement of the job)
 - *Where does your spouse work? Where do your parents work?*
 - *Have you ever had your wages garnished?*
 - *Have you ever been arrested? Have you ever been convicted of a crime?* (you can inform them that the successful applicant may be required to undergo a criminal record check prior to commencement)
 - *Do you have any disabilities?*
 - *Have you ever made a workers compensation claim?*

Previous Review Dates:	2005, 2011, 2016
Next Review:	2019
Responsibility of:	Head of Human Resources
In Consultation with:	Principal
Ratification:	Operations Committee
Legal Check:	April, 2016