

## Recruitment and selection policy PC004

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### Purpose and scope

Ahpra recognises that its employees are our strength. To ensure that the right people are attracted and recruited to meet our objectives and business needs, all vacant positions are filled in accordance with the principles of merit selection. We apply ethical and transparent recruitment and selection processes to ensure that a diverse range of quality applicants apply for vacancies and the best of those applicants are sourced internally, promoted or employed externally.

This policy provides a decision framework for managers to successfully attract, select and appoint the best applicant for a position. The recruitment, selection and appointment process must be fair, consistent, objective and transparent and enshrine the principles of Equal Employment Opportunity (EEO).

EEO should be integrated into all stages of the recruitment and selection process to ensure that equal employment outcomes are achieved for women, Aboriginal people and Torres Strait Islander peoples, people from racial, ethnic or ethno-religious minority groups, and people with a disability.

### Coverage

This policy addresses recruitment, selection and appointment to all permanent, fixed term, temporary and casual positions. The policy applies, in part, to the engagement of contractors and agency staff.

### Policy

#### Management responsibilities

When an opportunity to fill a position on a permanent or temporary basis arises, managers should consider the duration and nature of the position and whether it lends itself to be filled permanently by internal transfer or recruitment, temporarily or via an agency.

At times, it may be necessary to fill a position by a means other than recruitment, including redeployment or appointment following a long-term temporary arrangement. In consultation with People and Culture, managers are responsible for determining the most appropriate method of filling a position, in line with the relevant policy or procedure.

Managers are accountable for ensuring that the decision to recruit is based on our medium and long-term objectives and for ensuring the best possible recruitment outcome. In every decision to recruit, managers are responsible for determining:

- the continued need for the position in its current form
- opportunities for existing employees to act or gain experience in the position
- the review of the accountabilities and capabilities of the role description to best reflect the outcomes to be achieved by the role
- the best recruitment strategy in consultation with the recruitment team to ensure optimum attraction of the right applicants
- the composition of a selection panel that will include a member of the People and Culture team where the position is classified at level 6 and above
- the need to review redeployees and internal applications prior to reviewing any external applications

- the need to engage with the State or Territory Manager to advise on the recruitment process prior to making a hiring decision in a local office, and
- the timely conduct of recruitment, selection and appointment actions.

Managers are required to recruit and select employees based on the principles of merit. These are designed to ensure the best people, with the most appropriate skills and abilities are selected for positions, and that the process of selection is fair, transparent and ethical.

## Merit Selection

The principle of merit selection ensures that the most suitable person is employed for the position and that the process is fair and transparent. In accordance with merit principles, merit includes the abilities, qualifications, experience, standard of work performance and capabilities of applicants considered in relation to the work to be done.

At Ahpra we are committed to ethical, fair and effective recruitment practices. We ensure that;

- recruitment decisions are based on assessment of applicants against pre-determined selection criteria
- assessments are objective and take consideration of all the available material
- any conflict of interest by any member of a recruitment and selection panel with the applicants considered is disclosed
- applicants are assessed for cultural fit, and
- applicants are assessed against the capability for the position as detailed in the capability framework.

Selection panels should use a range of processes for selecting the most meritorious candidate consistent with budget constraints. Combining processes can increase the validity of the selection and over-reliance on an interview alone is discouraged. Some examples of alternative or complementary selection methods include samples of work, job related testing and assessment centres for volume recruitment.

## Equity and Diversity

Principles of equity and diversity are supported by the integration of Equal Employment Opportunity (EEO) into all stages of the recruitment and selection process. Managers must take into account EEO objectives when undertaking recruitment, in relation to underrepresented groups:

- Women
- Aboriginal and Torres Strait Islander peoples
- People from racial, ethnic or ethno-religious minority groups, and
- People with a disability which may or may not require workplace adjustment.

The focus of any recruitment and selection process is on an applicant's ability to perform a role effectively. The recruitment experience for all candidates, and members of EEO groups, will not lead to missed opportunities to access critical skills and experience because of unnecessary barriers.

When engaging in a recruitment and selection process all:

- applicants will feel respected and that their diverse experiences and perspectives are valued, and
- applicants are provided with information and assistance to ensure their diversity is reasonably accommodated during the recruitment process.

These actions will lead to a workplace culture that embraces and supports workplace diversity and demonstrates fair workplace practices and behaviours, where management decisions are made impartially and there is recognition and respect for the social and cultural backgrounds of applicants and employees.

## Conflicts of Interest

A conflict of interest can be perceived or real.

Panel members should declare any conflict of interest prior to the commencement of an interview process.

A Panel member may choose or be directed not to partake in the interview process where a conflict of interest has been declared.

A conflict may include;

- a personal friendship or relationship with the candidate both in or outside the workplace
- a previous work history or employment relationship at any time prior to the process
- knowledge of the candidate through relatives or friends
- interaction with the candidate in a social setting such as school affiliations, sporting clubs etc, and/or
- instances where the applicant is a member of the panel member's immediate or extended family.

### Eligibility to apply and appointment

If a role is only advertised internally, only Ahpra employees are eligible to apply.

Under Australian immigration law, only Australian citizens, permanent residents of Australia or New Zealand citizens who have entered Australia on a valid passport, who can stay and work in Australia without restriction, are eligible for employment.

A person who is not an Australian citizen or permanent resident is only eligible for temporary employment for a period not longer than the duration of their current visa. The letter of offer for employment of such an applicant must specify that the employment is on a temporary basis and not guaranteed beyond the specified end date of the visa.

Overseas applicants may be appointed to a permanent position if they have been sponsored by Ahpra.

### Pre-employment checks

Any applicant who applies for a role must agree to undergo pre-employment checks including reference, medical and criminal history checks, as required.

### Advertising Positions

The following principles should be applied when deciding how to advertise and fill a vacant position

<b>Position</b>	<b>Internal Advertising</b>	<b>External Advertising</b>	<b>Comments</b>
Casual	If required	Minimum 5 working days	Used to fill short term positions for project work or to meet an increase in operational demand
Temporary appointment	Minimum 5 working days		Temporary appointment up to six weeks can be filled without a recruitment process.  Temporary appointment beyond six weeks must be advertised internally.

Grades 1 - 9 and covered by the Enterprise Agreement	Minimum 5 working days	Minimum 5 working days	Positions are to be advertised internally first  Where there is an operational need a manager may advertise concurrently but redeployees and internal applicants must be reviewed and considered first.
Individual and Executive Contracts	Minimum 5 working days	Minimum 5 working days	Must be advertised concurrently  An expression of interest does not apply to senior contract positions
Contractor	If required	If required	Use of a recruitment agency, expression of interest or tender process
Agency			Use of a recruitment agency

Where an employee has undertaken an acting opportunity for more than 6 months, a Manager may decide to directly appoint. This can only occur if the employee has been through a competitive recruitment process and successfully completed 6 months continuous performance in the role.

### Use of Recruitment Agencies

The use of a recruitment agency must be coordinated through the People and Culture recruitment team and make use of Ahpra's approved recruitment providers. A list of providers is maintained by the recruitment team along with agreed terms and conditions for engagement. Any approach to an external agency must be done in consultation with the recruitment manager.

Managers are not to directly approach or use agencies that are not approved without written endorsement from the Executive Director People and Culture.

### Related documents

- AHPRA enterprise agreement
- Capability framework
- National criminal history check procedure
- Job matching, redeployment and redundancy policy
- Health, safety and wellbeing policy
- HR delegations
- Aboriginal and Torres Strait Islander peoples employment strategy
- Relevant guidelines

### Relevant legislation

See the people policy

Recruitment and Selection Policy

## Definitions

To be read in conjunction with the people definitions document.

## Document control

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