

EHP Recruitment and selection handbook

Owner: Workforce Analysis & Recruitment (CS, HR)

Version 1.16, Last Reviewed 2 November 2015

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Overview

This handbook provides information on how to fill departmental positions (excluding the position of chief executive officer) in accordance with relevant legislation, operational and workforce planning initiatives. The HRM Delegation is to be used to authorise all activities pertaining to recruitment and selection (refer [Human resource delegations and authorisations](#)).

The recruitment and selection checklist provides a general overview of the Recruitment and selection handbook (refer [Recruitment and selection checklist](#)).

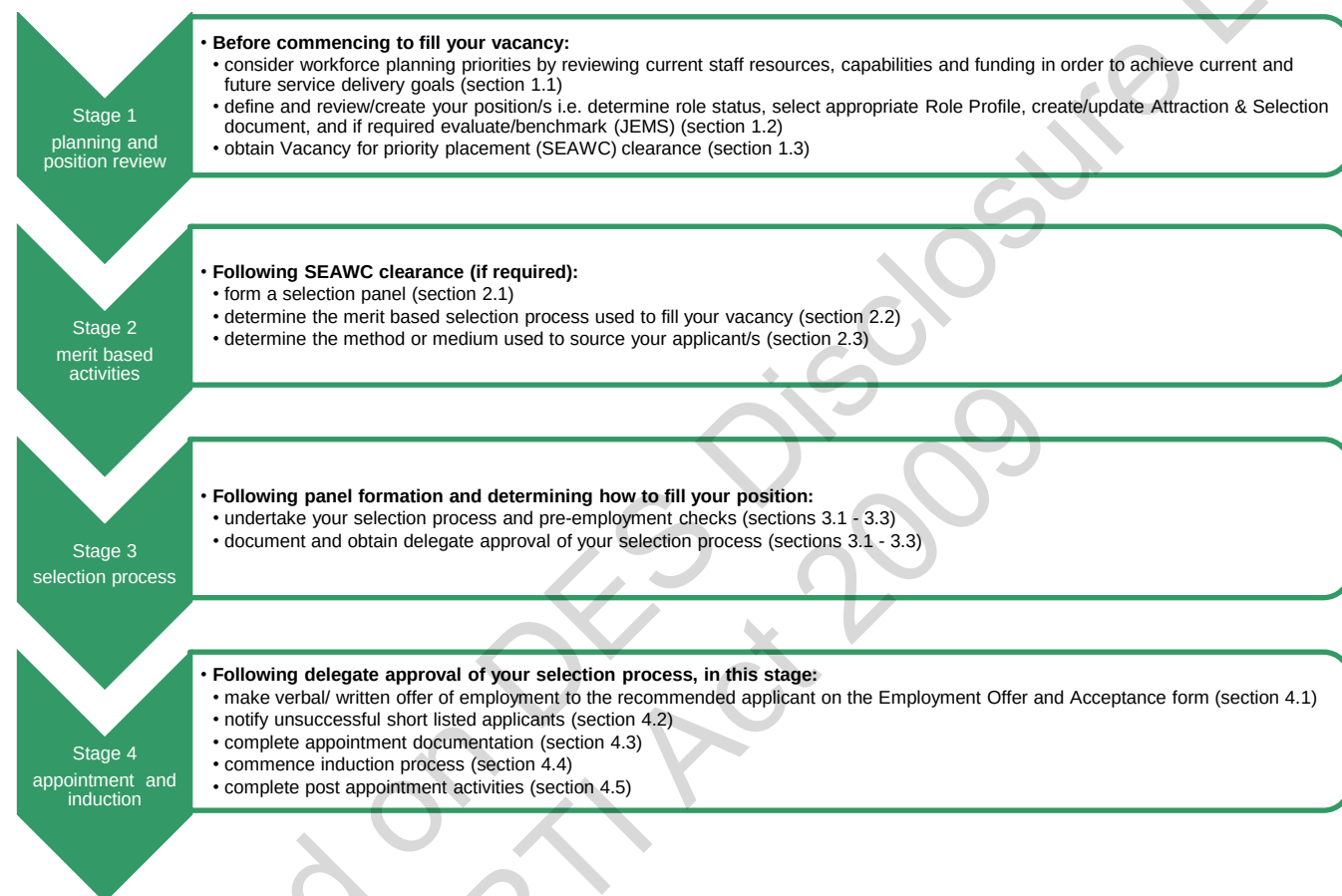


Figure 1 recruitment and selection stages

Stage 1—Planning and position review

Recruitment and selection practices are based on the principle of merit to ensure that the department efficiently recruits and selects a workforce that is appropriately skilled, diverse and representative of the community to ensure the continued delivery of services.

1.1 Workforce planning

Recruitment provides an opportunity to continually align the workforce to business needs. When a position becomes vacant, it must be assessed in accordance with the Workforce Strategic Plan, the Strategic Plan, the Operational Plan and your business area workforce plan to determine whether staff resources, capabilities and funding align with current and future service delivery goals (refer [Workforce planning](#)).

1.2 Defining and creating a position

Once the position requirements and role status has been determined i.e. Is the position permanent/temporary (full or part time) or casual?, the appropriate Role Profile must be sourced/approved and the Attraction and Selection

document created/updated with position specific requirements and assessment criteria for advertising.

If you are creating a new position or changing an existing one, your position may require a job evaluation or benchmarking.

- Furthermore, position creation or changes may require payroll system amendments, i.e. completion of an Aurion ESS Position create, modify, or abolish form (refer [Aurion ESS Position create, modify, or abolish form](#)).

Resources:

- Sourcing/approving a Role Profile, creating/updating an Attraction and selection document (refer [Role Profile policy and procedure](#), [Role Profile Library](#), [Attraction and Selection document](#), and [Establishment Management Policy and Procedure](#)).
- Determining if your position requires evaluation, re-evaluation or benchmarking (refer [Job Evaluation Policy and Procedure](#)).

1.3 Obtaining Vacancy for priority placement (SEAWC) clearance

A [Vacancy for priority placement form](#) must be completed prior to filling your position. The form is designed to identify opportunities for suitable departmental or whole of government employees who have been displaced as a result of workplace change and require priority placement (also referred to as SEAWC employees) (refer [Supporting Employees Affected by Workplace Change](#)).

Stage 2—Merit based activities

2.1 Forming a selection panel

Section 16 of the [Recruitment and Selection Directive](#) defines a selection panel as:

... the person or persons responsible for conducting the assessment of applicants and making a recommendation about appointment to the decision maker (delegate).

The following requirements apply when you form a selection panel:

- the panel have an understanding of the role being filled and ability to apply procedures outlined in this handbook
- for a Senior Executive Service (SES) vacancy, one panel member is from outside the Ministerial portfolio
- for an identified role, one panel member is to possess the attribute required by the role (refer [Evidence of Attribute - Aboriginal and/or Torres Strait Islander Identified Roles Guideline](#)).

In addition, you should consider the following when you form a selection panel:

- one panel member is the current supervisor of the position being filled
- gender balance
- for vacancies that are 12 months or greater in duration, the panel is a minimum of two persons. For vacancies less than 12 months, the number of panel members is not specified.

The panel composition should be approved by the delegate and not change once formed, except where a panel member is excused or replaced due to a genuine conflict of interest, or where an unforeseen circumstance prevents a panel member from continuing. Should this occur, please contact your local HR advisor for advice on continuation of the recruitment process.

2.2 Determining the merit based selection process to fill your vacancy

Merit assessment must occur for all appointments (excluding transfers) irrespective of whether a vacancy is advertised or not. Section 28 of the [Public Service Act 2008](#) defines merit as:

- (a) *The extent to which the person has abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities relevant to the carrying out of the duties in question;*
- (b) *if relevant - (i) the way in which the person carried out any previous employment or occupational duties; and*
- (ii) the extent to which the person has potential for development.*

Transfers are exempt from merit assessment under section 27(3) of the [Public Service Act 2008](#). However, it is recommended that where multiple applicants are assessed for a transfer, that a merit based selection process

occur as per 3.2 *Selection process for positions not requiring advertising*.

On delegate approval of transfer, refer **Stage 4—Appointment and induction** for:

- employment offer and acceptance
- notifying unsuccessful short listed applicants
- appointment documentation
- induction, and
- post appointment activities, including storage of information.

There are three merit based selection processes that you can use to fill your position:

- merit assessment **requiring** Smart Jobs & Careers advertising
- merit assessment **not requiring** advertising
- merit assessment **exempt from** Smart Jobs & Careers advertising

2.2.1 Merit assessment **requiring** Smart Jobs & Careers advertising

This merit based selection process requires the advertising of the position on the Smart Jobs & Careers website for a minimum of 10 working days.

This merit based selection process **must*** be used for roles that are:

- above entry level and are to be filled for a period of 12 months or greater
- above entry level and are permanent
- above entry level and are temporary, where accumulative extensions/secondments may exceed 12 months.

This merit based selection process requires a comprehensive assessment (refer 3.1 *Selection process for positions advertised on Smart Jobs & Careers*).

* roles to be filled via redeployment or secondment at or below level; using an existing order of merit; are entry level or casual do not require advertising (refer 2.2.2 *Merit assessment not requiring advertising*). Additionally, in certain circumstances an exemption or limiting of advertising can be sought (refer 2.2.3 *Merit assessment exempt from Smart Jobs & Careers advertising*).

2.2.2 Merit assessment **not requiring** advertising

This merit based selection process allows the following positions to be filled without requiring advertising:

- entry level roles (AO1/2, TO1/2, PO1/2 and OO1/2/3) - permanent and temporary
- roles to be filled for a period of less than 12 months (including higher duties)
- roles to be filled via redeployment or secondment at or below level
- roles to be filled using an **existing order of merit for a recurring vacancy***
- casual roles.

The selection process is less rigorous, though merit assessment, pre-employment checks and negotiations are still required (refer 3.2 *Selection process for positions not advertised on Smart Jobs & Careers*).

* this is where a role is identical or similar to the initial vacancy and the:

- classification level, remuneration and assessment criteria are the same as the initial vacancy
- role requirements are similar
- advertisement included a note that applications may be used to appoint to similar vacancies for a specified period up to 12 months after the closing date of the initial vacancy.

2.2.3 Merit assessment **exempt from** Smart Jobs & Careers advertising

This merit based selection process allows a delegate to exempt or limit a position from being advertised on *Smart Jobs & Careers* for roles that are:

- above entry level and are to be filled for a period of 12 months and greater
- above entry level and are permanent
- above entry level and are temporary, where accumulative extensions/secondments may exceed 12 months.

Examples of how this merit based selection process could be applied include (but are not limited to):

- directly appointing a substantive incumbent following an upgrade of the position
- directly appointing a long term temporary employee following redesignation of the temporary position to

permanent

- directly appointing or limiting advertising to a business area, in order to fill a permanent position and retain critical business skills.

To obtain delegate approval to exempt or limit a position from being advertised complete a [Request to exempt or limit Smart Jobs & Careers form](#).

Note - as the delegate has the option to not approve an exemption or limiting of Smart Jobs & Careers advertising, discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval. In addition, any appointment is subject to pre-employment checks and negotiations being undertaken (refer [3.1.4...Undertaking pre-employment checks](#)).

2.3 Sourcing your applicant/s

The following table outlines avenues you can use to source your applicant/s:

Table 1 sourcing your applicant/s

Avenues to source applicant/s	Vacancy Position Type				
	Casual	Entry Level	< 12 mths	12 mths & >	Perm
Smart Jobs & Careers and Queensland Government graduate website	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • This applicant source is to be used when conducting 2.2.1 Merit assessment requiring Smart Jobs & Careers advertising to fill your position • Your advertisement will appear for 10 working days on www.smartjobs.qld.gov.au, within three working days of submitting the Request to Hire form to QSS • When completing your Request to Hire form ensure you attach the sourced/approved Role Profile, Attraction and Selection document, Advertising Media Options form and Locality guide (where available) • QSS will send an email to access applications and on completion, an invoice for payment of advertisement • The Graduate Portal can be used to fill graduate and/or entry level positions (PO2 and AO3 or equivalent). <p>Resources</p> <ul style="list-style-type: none"> • QSS customer site on advertising a vacancy • Request to hire form and Request to hire checklist • Role Profiles • Attraction and Selection document • Advertising media options form 					
Expression of Interest (EOI)	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • This applicant source provides professional development opportunities for employees and can be a time efficient option to fill • If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply, 2.2.2 Merit assessment not requiring advertising—only suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles • Applicants from outside the targeted EOI distribution group can be considered, however there is no obligation to do so • EOI advertising is discretionary by the delegate—CS, HR is responsible for distribution to the department or to the Corporate Partnership (comprising of NPSR, EHP, DAFF, DTESB, DNRM and DEWS). The panel is responsible for distribution to geographical or business areas. <p>Resource – Expressions of Interest, Unsuccessful email/letter template</p>					
Order of merit for a recurring vacancy	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • A recurring vacancy is one that is identical or similar to the initial vacancy provided that the: <ul style="list-style-type: none"> ○ classification level, remuneration and assessment criteria are the same as the initial vacancy ○ role requirements are similar ○ advertisement included a note that applications may be used to appoint to similar vacancies for a specified period up to 12 months after the closing date of the initial vacancy • If using this avenue to source applicant/s you will have previously completed a 2.2.1 Merit assessment requiring Smart 					

Avenues to source applicant/s	Vacancy Position Type				
	Casual	Entry Level	< 12 mths	12 mths & >	Perm
Jobs & Careers advertising process <ul style="list-style-type: none"> A temporary appointment/s may be made from a vacancy advertised as permanent, however a permanent appointment cannot be made from a vacancy advertised as temporary Late applications can be considered and incorporated into an existing order of merit provided the same panel and merit selection process is applied and documented in a revised selection report approved by the delegate The initial vacancy selection report detailing the order of merit is to be used to verify subsequent appointments. 					
Directly approaching/appointing an applicant	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply one of the following merit based selection processes: <ul style="list-style-type: none"> 2.2.2 Merit assessment not requiring advertising—suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles 2.2.3 Merit assessment exempt from Smart Jobs & Careers advertising—suitable for roles that are above entry level and are to be filled for a period of 12 months and greater or permanent, or temporary where accumulative extensions/secondments may exceed 12 months. Note - As the delegate has the option to not approve this process discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval. Both internal and external applicants can be considered. 					
Recruitment agencies—mandatory Standing Offer Arrangement (SOA)	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Queensland based recruitment agencies listed on the SOA Office Based Solutions (PTD 0007- 14) can be used to source applicants. The SOA covers the: <ul style="list-style-type: none"> placement of permanent entry-level administration employees at the AO1/2 classification. This is a cost and time efficient method to fill entry level positions temporary placement of recruitment agency staff i.e. paid/employed by the recruitment agency as opposed to the department. This option is not cost effective however, could be used to urgently backfill an unscheduled absence where continuous coverage is required provision of applicants for temporary appointments within the department at or equivalent to AO1 to AO8 administrative stream in office administration, finance and accounting, and specialist administration. This option is not cost effective and should only be used if alternative methods are not suitable i.e. to attract applicants in hard-to-fill specialist roles If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply one of the following merit based selection processes: <ul style="list-style-type: none"> 2.2.2 Merit assessment not requiring advertising—suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles 2.2.3 Merit assessment exempt from Smart Jobs & Careers advertising—suitable for roles that are above entry level and are to be filled for a period of 12 months and greater or permanent, or temporary where accumulative extensions/secondments may exceed 12 months. Note - As the delegate has the option to not approve this process discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval. For staff being paid/employed by the recruitment agency QSS require a Non-payroll employment details form, an induction and completion of an Separation/resignation advice form on cessation. 					
Commercial website advertising—such as MyCareer, CareerOne & Seek	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> This applicant source is generally used in conjunction with Smart Jobs & Careers and is a cost effective option to increase your applicant pool. As such, you will apply, 2.2.1 Merit assessment requiring Smart Jobs & Careers advertising to fill your position If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply one of the following merit based selection processes: <ul style="list-style-type: none"> 2.2.2 Merit assessment not requiring advertising—suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles 2.2.3 Merit assessment exempt from Smart Jobs & Careers advertising—suitable for roles that are above entry level 					

Avenues to source applicant/s	Vacancy Position Type				
	Casual	Entry Level	< 12 mths	12 mths & >	Perm
<p>and are to be filled for a period of 12 months and greater or permanent, or temporary where accumulative extensions/secondments may exceed 12 months. Note - As the delegate has the option to not approve this process discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval.</p> <ul style="list-style-type: none"> The deadline for a request to publish is 12 noon Thursday, appearing Friday of the following week or the next available publishing day When completing your Request to Hire form ensure you attach the sourced/approved Role Profile, Attraction and Selection document, Advertising Media Options form and Locality guide (where available) Your advertisement should be brief, inviting applicants to visit Smart Jobs & Careers website to apply QSS will send an email to access applications and on completion, an invoice for payment of advertisement. <p>Resources</p> <ul style="list-style-type: none"> QSS customer site on advertising a vacancy Request to hire form and Request to hire checklist Role Profiles Attraction and Selection document Advertising media options form 					
Newspaper advertising—such as Courier Mail, Weekend Australian, interstate metropolitan newspapers, major regional papers, Quest suburban papers or community newspapers such as Koori Mail and National Indigenous Times	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> This applicant source is generally used in conjunction with Smart Jobs & Careers and is a cost effective option to increase your applicant pool. As such, you will apply, 2.2.1 Merit assessment requiring Smart Jobs & Careers advertising to fill your position If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply one of the following merit based selection processes: <ul style="list-style-type: none"> 2.2.2 Merit assessment not requiring advertising—suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles 2.2.3 Merit assessment exempt from Smart Jobs & Careers advertising—suitable for roles that are above entry level and are to be filled for a period of 12 months and greater or permanent, or temporary where accumulative extensions/secondments may exceed 12 months. Note - As the delegate has the option to not approve this process discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval. D-G and the Department of the Premier and Cabinet (DPC) approval is required for advertising in The Courier Mail, The Weekend Australian or intrastate/interstate metropolitan newspapers for positions below SES or if re-advertising in the same publication (via D-G briefing note and DPC email, advertising.requests@premiers.qld.gov.au) The deadline for a request to publish is 12 noon Thursday, appearing Friday of the following week, or the next available publishing day When completing your Request to Hire form ensure you attach the sourced/approved Role Profile, Attraction and Selection document, Advertising Media Options form and Locality guide (where available) Your advertisement should be brief, inviting applicants to visit Smart Jobs & Careers website to apply QSS will send an email to access applications and on completion, an invoice for payment of advertisement. <p>Resources</p> <ul style="list-style-type: none"> QSS customer site on advertising a vacancy Request to hire form and Request to hire checklist Role Profiles Attraction and Selection document Advertising media options form 					
Targeted advertising mediums such as websites/online job boards, magazines/trade journals, professional/cultural/disability, social networks, or radio	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> This applicant source is generally used in conjunction with Smart Jobs & Careers and is a cost effective option to increase your applicant pool. As such, you will apply, 2.2.1 Merit assessment requiring Smart Jobs & Careers advertising 					

Avenues to source applicant/s	Vacancy Position Type				
	Casual	Entry Level	< 12 mths	12 mths & >	Perm
<p>to fill your position</p> <ul style="list-style-type: none"> If solely using this avenue to source applicants i.e. not advertising on Smart Jobs & Careers, you will need to apply one of the following merit based selection processes: <ul style="list-style-type: none"> 2.2.2 Merit assessment not requiring advertising—suitable for entry level roles, roles to be filled for a period of less than 12 months (including higher duties), roles to be filled via redeployment or secondment at or below level and casual roles 2.2.3 Merit assessment exempt from Smart Jobs & Careers advertising—suitable for roles that are above entry level and are to be filled for a period of 12 months and greater or permanent, or temporary where accumulative extensions/secondments may exceed 12 months. Note - As the delegate has the option to not approve this process discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval. The advertising cost is to be consistent with the level of the position and the relative effectiveness and efficiency of the strategy. <p>Resources</p> <ul style="list-style-type: none"> Targeted advertising mediums QSS customer site on advertising a vacancy Request to hire form and Request to hire checklist Role Profiles Attraction and Selection document Advertising media options form 					
Senior Executive Service (SES) or s122 (SES equivalent remuneration)	-	-	✓	✓	✓
<ul style="list-style-type: none"> When sourcing applicants to fill a SES or s122 (SES equivalent) role for a period greater than six months, CS, HR must consult with the Public Service Commission (PSC) on your behalf regarding your proposed recruitment and selection strategy. <p>Resources</p> <ul style="list-style-type: none"> PSC executive recruitment and selection 					

Stage 3—Selection process

3.1 Selection process for positions advertised on Smart Jobs & Careers

As detailed in the department's Workforce Strategic Plan, the target timeframe for completion of a selection process is **28 calendar days (four weeks)** from the application closing date to delegate's approval of the successful applicant. This target has been set to achieve timely appointment to positions. **CS, HR** monitors progress against this target in HR reporting.

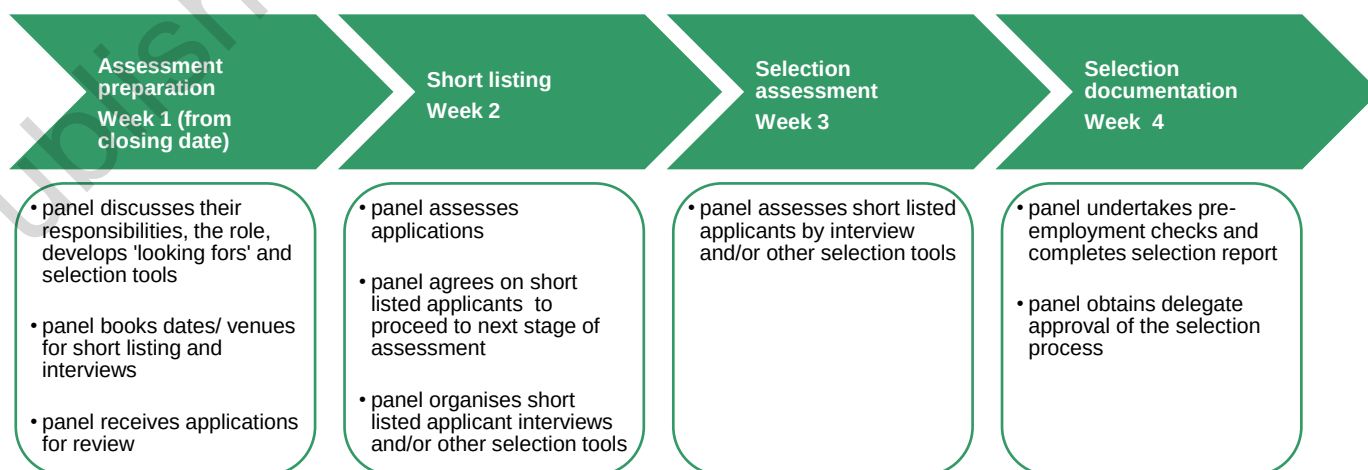


Figure 2 selection process—28 calendar day (four week) target measure

3.1.1 Assessment preparation–Week 1 (from closing date)

Preparation for assessment should occur as soon as a role is advertised. During Week 1 (once the role has closed) the panel should be:

- discussing their panel responsibilities and ensuring there is a shared understanding of the role
- determining the 'looking fors', the specific behaviours which would indicate successful or superior performance on the job
- determining the selection tools
- setting dates for panel meetings (e.g. short listing and interviews) and pre-booking venues
- ensuring the panel has received all submitted applications.

Confidentiality of information

Personal information held by Queensland Government agencies must be responsibly and transparently collected and managed in accordance with the [Information Privacy Act 2009](#). Panel members must ensure that all information collected through recruitment and selection processes remains confidential and is not disclosed or discussed with anyone other than those required to know as part of the recruitment and selection process.

Panel members should also be aware that information provided in the course of recruitment and selection processes, including selection documentation, may be subject to requests under the Right to Information Act 2009, the Information Privacy Act 2009 and the Public Service Appeals process.

Determining the 'looking fors'

A key component of the selection strategy is to determine the 'looking fors' - the specific behaviours which would indicate successful or superior performance in the role. These are developed from the assessment criteria (abilities, aptitudes, skills, knowledge, experience and personal qualities) outlined in the Attraction and Selection document.

Determining the selection tools

Selection tools are used to assess an applicant's merit in relation to the assessment criteria outlined in the advertised Attraction and Selection document. The selection tools used are to be sufficiently comprehensive to enable merit assessment to occur.

Selection tools must link to the current context and duties of the advertised position and should avoid public service or departmentally specific terminology, jargon and processes that may deter or disadvantage an external applicant.

Table 3 outlines selection tools that could be used in the selection process to attain a robust and comprehensive merit assessment of applicants:

Table 3 selection tools

Selection tools
Written response to assessment criteria and/or resume
<ul style="list-style-type: none">• each applicant is asked to provide a resume and written response to assessment criteria outlined in the Attraction and Selection document• the written response to assessment criteria and/or resume (combined or separate) constitutes one selection tool• an applicant should not be automatically excluded from further assessment if they do not submit both a written response to assessment criteria and resume.
Structured interview
<ul style="list-style-type: none">• each applicant is asked questions in relation to the assessment criteria outlined in the Attraction and Selection document (supplementary questions can be asked to further clarify an applicant's response)• conducting an interview is not mandatory if a more suitable selection tool is identified• telephone interviews can be legitimately used and need not necessarily be followed up by a face-to-face interview.
Resource - Conducting an interview

Selection tools
Work samples
<ul style="list-style-type: none"> each applicant is asked to provide a relevant sample of their own work e.g. report or presentation the work sample can be submitted electronically or presented at interview supplementary questions can be asked to further clarify an applicant's response.
Test or exercise
<ul style="list-style-type: none"> each applicant is asked to perform a test or exercise to demonstrate their performance e.g. draft a letter/ memorandum, data entry, sort data supplementary questions can be asked to further clarify an applicant's response.
Presentation
<ul style="list-style-type: none"> each applicant is asked to deliver a presentation based on an topic to demonstrate their performance in a realistic work situation e.g. deliver presentation on how to implement a new work practice into the workplace supplementary questions can be asked to further clarify an applicant's response presentation should only be used as a selection tool when it is a regular and important part of the role.
Psychometric/aptitude testing
<ul style="list-style-type: none"> each applicant is asked to undertake a psychometric/aptitude test to demonstrate their performance in areas such as problem solving, verbal reasoning and numerical skills supplementary questions can be asked to further clarify an applicant's response approval is required from the Executive Director Human Resources, Corporate Services before a provider can be engaged to perform psychometric/aptitude testing of applicants.

3.1.2 Short listing–Week 2

During Week 2, the panel will be:

- assessing all submitted applications
- agreeing on short listed applicants to proceed to the next stage of assessment e.g. interview, presentation, work samples etc
- organising short listed applicant interviews and/or other selection tools.

Short listing of submitted applications

Panel members will individually assess submitted applications using the agreed 'looking fors' and document their reason/s for short listing or not short-listing an applicant on the short listing template (refer [short listing template](#)).

Following individual short listing, the panel will convene to moderate applications and agree on the short listed applicants to progress to the next phase of selection. The consensus should be documented on the short listing template.

At this meeting, panel members should declare/document prior knowledge of an applicant or if they have been nominated as an applicant's referee.

Prior knowledge of an applicant

This is knowledge of an applicant gained first hand by panel member/s (normally through supervisory or peer relationship) and does not include knowledge provided by a second party. Prior knowledge may include, for example, information about the personal qualities of an applicant, projects they managed or their ability to function in a team. Possessing prior knowledge of an applicant does not exclude a person from sitting on a panel.

Use of prior knowledge is a legitimate part of the selection process, as the aim is to select the best person for the position. To decrease the potential perception of bias and ensure the use of prior knowledge is judicious and relevant, the panel member must:

- declare at the start of the selection process that they know the applicant and in what capacity
- observe procedural fairness i.e. where the use of prior knowledge may be reasonably judged as prejudicial, the panel member should document it and then provide to the applicant for their response
- document in the selection report when prior knowledge of an applicant has been used to form part of the assessment .

Should an applicant be a family member or friend of a panel member, a conflict of interest may exist. To ensure impartiality, the panel member should offer, or be requested, to stand down from the process to prevent bias or perception of bias. Contact [CS](#), [HR](#) for further assistance if required.

Cancel, readvertise or place an advertised vacancy on hold

For varying reasons, the panel may wish to cancel, readvertise or place an advertised vacancy on hold. The panel could, in consultation with the delegate decide to:

- supplement the existing applicant pool by directly approaching additional applicants and inviting their application
- readvertise the position in an alternative medium to increase the applicant pool (see Table 1 options to fill your position)
- review the Attraction and Selection document to ensure it accurately reflects the position and then readvertise
- cancel the recruitment exercise and reassess the need to fill the position either reallocating work or changing work priorities
- cancel the recruitment exercise and fill by an alternative merit based selection process not requiring/ or exempt from advertising.

The panel must forward QSS a [Close Recruitment Vacancy form](#) to withdraw, readvertise, close, or place a recruitment exercise on hold.

Organising short listed applicant interviews and/or other selection tools

Panel members should provide applicants with a minimum of two days' notice for interview and/or other selection tool (refer [Conducting an interview](#)).

At this stage, applicants should be asked if they have any special requirements (refer [Reasonable adjustment and recruitment factsheet](#) or [Reasonable Adjustment Policy and Procedure](#)) e.g. wheel chair access, interpreter.

When assessing applicants, panel members should use the selection assessment form incorporating the agreed 'looking fors' to document their assessment of individual applicants (refer [selection assessment form](#)).

Applicant travel expenses

The panel (in consultation with the delegate) has discretion to determine if they will cover reasonable expenses incurred by an applicant to attend interview or undertake other selection tool. A telephone interview could be a feasible option, having regard to the role's classification, duties/ responsibilities; whether the selection tool being used is appropriate and will meet delegate approval.

Incidental expenses paid by an applicant, where a taxi voucher could not be provided prior to travel, can be reimbursed through petty cash on presentation of a tax receipt.

Any travel or accommodation bookings should be made through the department's travel expense management tool, with expenses charged to the area filling the position. Contact your local [travel administrator](#) for assistance/processing.

3.1.3 Selection assessment–Week 3

During Week 3, the panel will be:

- assessing short listed applicants by interview and/or other selection tools.

Panel members should refer to the following resources when assessing short listed applicants by interview or other selection tool:

- pre-developed selection assessment form to document their applicant assessments
- [Reasonable adjustment and recruitment factsheet](#) or [Reasonable Adjustment Policy and Procedure](#)
- [Conducting an interview](#).

Once the assessment process is complete, the panel should jointly determine the order of short listed applicants

using all information obtained during the selection process e.g. applicant's application, resume and assessment documentation from selection tools.

The panel should use the following assessment levels to differentiate applicants:

- Does not meet–fails to meet the requirements of the position and assessment criteria
- Meets requirements–applicant meets minimum requirements/ assessment criteria
- Slightly above requirements–slightly above requirements/ assessment criteria
- Highly regarded–surpasses most requirements and assessment criteria
- Excellent–exceeds all requirements/assessment criteria, high quality.

The final overall assessment statement must have sufficient detail to enable the delegate to understand the basis on which the panel has concluded that the recommended applicant has superior merit overall against the assessment criteria of the role i.e. abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities to carry out the required duties.

If specified in the advertised Attraction and Selection document, an order of merit can be established documenting comparative statements for each applicant based on the assessment criteria of the role.

Panel member decisions do not need to be unanimous. Dissenting views must be documented in the Selection Report and the delegate is required to make a determination.

3.1.4 Selection documentation–Week 4

During Week 4, the panel will be:

- Undertaking pre-employment checks
- Completing the selection report
- Obtaining delegate approval of the selection process.

Undertaking pre-employment checks

The following pre-employment checks are required to be undertaken:

- referee check/s
- tertiary qualifications, licences and other mandatory requirements
- discipline and criminal history checks and blue cards (as outlined in the advertised Role Profile/ Attraction and Selection document)
- citizenship/ permanent residency
- evidence of attribute - Aboriginal and/or Torres Strait Islander identified roles
- determine salary paypoint.

In the event that pre-employment checks disclose information that could potentially affect an offer of employment being made contact [CS](#), [HR](#).

Referee checks

Referee checking is conducted by the panel to substantiate claims made by the applicant relevant to the assessment criteria of the role and validate the panel's assessment (refer [Referee report](#)).

Referee checking must be undertaken prior to an offer of employment being made. If using an existing order of merit, referee checking is to be undertaken just prior to subsequent employment offers being made.

A panel member can be an applicant's referee with the panel being advised at short listing (refer [3.1.2 Short listing–Week 2](#)).

Unless there are extenuating circumstances, at least one referee must have thorough knowledge of the applicant's conduct and work performance within the previous two years. Where an applicant is a current or previous public service employee, the panel should give particular consideration to requesting the applicant nominate a referee who can report on their public service employment.

Referees must provide an honest account of an applicant's performance and workplace conduct relevant to the role. For referees who are existing public service employees, the omission of relevant information or the provision of untruthful information by a referee may result in a discipline process being commenced.

Where the panel believes there are referees, other than those nominated by the applicant who hold information relevant to the selection decision, a panel may contact the applicant for additional referees. Where an applicant

declines, the panel must make its recommendation on the information before it.

Where adverse comments made by a referee have the potential to affect the selection outcome, these comments (if not already received in writing) should be documented and confirmed by the referee and then provided to the applicant for their response.

Tertiary qualifications, licences and other mandatory requirements

The original document/qualification (or certified copy) of a mandatory requirement should be sighted by the panel during the selection process. A copy certified by a Justice of the Peace, Solicitor or Commissioner for declarations must be obtained from the recommended applicant prior to offering the position. In addition, the panel may confirm with the relevant institution that the recommended applicant has completed the required qualification.

If the qualification is from an overseas institution, applicants should have attached to their application a certified copy of the official recognition (email skillsrecognition@deta.qld.gov.au for more information about obtaining official recognition of overseas qualifications).

Where an applicant does not possess a relevant qualification, but believes that the combination of a lesser qualification and work experience could be sufficient, the applicant can apply for equivalence of qualifications. This process must be approved and completed before permanent appointment to the vacancy is confirmed. The panel has the discretion to exclude an applicant from consideration who does not have this equivalence process completed (refer [Human Resource delegations and authorisations](#)).

Discipline and criminal history checks and blue cards

Employment screening outlined in the advertised Role Profile and Attraction and Selection document is to occur for the recommended applicant and could include checks on discipline history, criminal history, and blue cards (refer [Employment screening](#)).

Citizenship/ permanent residency

Under section 127 of the Public Service Act 2008 only Australian citizens, New Zealand citizens and permanent residents of Australia can be appointed as a permanent employee.

The panel must confirm the recommended applicant's legal entitlement to work in Australia, where they have identified that they were not born in Australia. The following evidence is required for:

- permanent appointments—evidence of citizenship or permanent residency status
- temporary appointments—evidence of a temporary work visa covering the duration of appointment

To confirm evidence with the Department of Immigration via the Visa Entitlement Verification Online system (VEVO) contact [CS](#), [HR](#).

Should the recommended applicant for a permanent position advise that their application for citizenship/ permanent residency has been submitted, it may be possible to initially appoint them on a temporary basis against the position while their application is finalised.

Evidence of attribute - Aboriginal and/or Torres Strait Islander identified roles

When appointing to Aboriginal and/or Torres Strait Islander Identified Roles, the panel has the option of accepting the written assertion of the applicant of their Aboriginal and/or Torres Strait Islander descent or can seek evidence attesting to the applicant being of Aboriginal and/or Torres Strait Islander descent (refer [Evidence of Attribute - Aboriginal and/or Torres Strait Islander Identified Roles Guideline](#)).

Determine salary paypoint

The panel may recommend an applicant be appointed to a higher paypoint (within the selection report) based on the following industrial instruments for:

- previous service and employment with agencies recognised by the Directive (refer [Recognition of Previous Service and Employment Directive](#))
- higher duties (refer [Higher Duties Directive](#))
- qualifications (refer [Queensland Public Service Officers and Other Employees Award – State 2015 \(QPSOE\)](#))
- external applicant's (this includes temporary and casual employees) in recognition of their skills, knowledge and abilities when negotiating their commencing paypoint. Evidence to support a higher paypoint could include previous Role Profiles/Descriptions and/or payslips (refer [QPSOE](#))

- If appointing to a higher paypoint confirmation/ approval is to be obtained from:
- the delegate prior to negotiating with the recommended applicant for external applicants (including temporary and casual employees) and then documented in the selection report
- **QSS payroll** to confirm previous service and employment recognised by the Directive, higher duties and qualifications.

Selection report

The panel are required to complete a selection report to document their selection process, order of merit, dissenting panel member views and referee/ pre-employment checks (refer **Selection report template**).

Obtaining delegate approval

The delegate is required to review the selection report and supporting documentation before the recommended applicant is notified of the selection outcome and/or an employment offer is made. The delegate can decide to:

- accept the panel's recommendation
- approve/decline payment of a higher pay point for external applicant/s where recommended.

When considering the panel's recommendations the delegate can:

- request further information from the panel to support their recommendation
- make a determination where a dissenting panel member view exists, or
- reject the panel's recommendation and direct that the process be recommenced from the beginning or from the point where the delegate believes the process became unsound.

While it is not prohibited, the delegate should generally not be a member of the panel.

On delegate approval of appointment, refer **Stage 4—Appointment and induction** for:

- employment offer and acceptance
- notifying unsuccessful short listed applicants
- appointment documentation
- induction, and
- post appointment activities, including storage of information.

3.2 Selection process for positions not requiring advertising

The selection process is less rigorous than the process referred to in 3.1 *Selection process for positions advertised on Smart Jobs & Careers*, though a merit assessment is still required for the following positions:

- entry level roles (AO1/2, TO1/2, PO1/2 and OO1/2/3) - permanent and temporary
- roles to be filled for a period of less than 12 months (including higher duties)
- roles to be filled via redeployment or secondment at or below level
- roles to be filled using an **existing order of merit for a recurring vacancy***
- casual roles.

The panel is required to provide sufficient information to the delegate allowing them to authorise the appointment and be satisfied that:

- the proposed appointee was the most meritorious (where multiple applicants were assessed), and
- the selection process was based on merit i.e. the person has abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities to carry out the duties in question and has the potential for development, and
- pre-employment checks and negotiations have occurred (refer 3.1.4...**Undertaking pre-employment checks**).

On delegate approval of appointment, refer **Stage 4—Appointment and induction** for:

- employment offer and acceptance
- notifying unsuccessful short listed applicants
- appointment documentation
- induction, and
- post appointment activities, including storage of information.

3.3 Selection process for positions exempt from Smart Jobs & Careers advertising

Refer to 2.2.3 *Merit assessment exempt from Smart Jobs & Careers advertising*. **Note** - as the delegate has the option to not approve an exemption or limiting of Smart Jobs & Careers advertising, discretion should be used when assessing potential appointee/s to ensure expectations are not raised prior to approval.

Pre-employment checks and negotiations are to occur prior to an offer of employment being made (refer 3.1.4...*Undertaking pre-employment checks*).

On delegate approval of appointment, refer **Stage 4—Appointment and induction** for:

- employment offer and acceptance
- notifying unsuccessful short listed applicants
- appointment documentation
- induction, and
- post appointment activities, including storage of information.

Stage 4—Appointment and induction

4.1 Employment offer and acceptance

Following a verbal offer of employment (including negotiation of terms and conditions) with the recommended applicant the **Employment Offer and Acceptance form** is to be completed.

4.1.2 Probation period

All appointments are subject to successful completion of a three month probationary period if the appointee is not an existing permanent public service officer or wildlife officer. New temporary employees are also subject to a three month probationary period. The probationary period may be extended, or reduced, where agreed. Existing temporary employees may be subject to a further probation period if they enter a new engagement to undertake a different role, within the same department (refer **Probation**).

4.1.3 Transfer and appointment expenses

Negotiations with the recommended applicant surrounding transfer and appointment expenses need to occur when offering employment and then documented on the Employment Offer and Acceptance form.

Transfer and appointment expenses assist with the payment or reimbursement of expenses and other matters associated with the transfer, redeployment and promotion of an officer from one centre to another, newly appointed or temporarily engaged employees to the Queensland Public Service (refer **Transfer and Appointment Expenses Directive** or for rangers, Parks and Wildlife Employees Award – State 2016 (PWEA)).

Eligible travel and accommodation expenses are to be claimed via the department's travel expense management tool. Contact your local **travel administrator** for assistance/processing. In addition, a Fringe Benefit Taxation (FBT) Declaration is to be completed by the recommended applicant and forwarded to QSS for tax purposes (refer **FBT declaration form** and **FBT guide**).

Toll Transitions (refer **SOA PTD0006-14 Relocation Services - Broker**) is to be used for the transport of furniture and effects. No direct payments are required by the recommended applicant. Prior to relocation of household items, Toll will request approval and then issue an invoice to the department for payment on completion (via your local HR advisor).

All other eligible expenses are to be claimed on a **Transfer and appointment expenses claim** form.

Note - Transfer and appointment expenses are to be submitted within 12 months of incurring expenses or the conclusion of the events leading to the claim (whichever is later), unless the delegate is satisfied that circumstances warrant otherwise (refer **Transfer and Appointment Expenses Directive** or for rangers, the PWEA).

4.1.4 Domestic travelling and relieving expenses

If approved, negotiations can occur with the successful applicant should they be required to work away from their usual place of work, in a temporary placement, and incur domestic travelling and relieving expenses (refer **Domestic Travelling and Relieving Expenses Directive** and for rangers, the PWEA).

4.1.5 Date of birth documentation

The recommended applicant is required to provide proof of age to the panel within one month of commencement i.e. a birth certificate (certified copy or extract) or another document approved by the delegate that satisfactorily establishes the employee's age (refer section 180 [Public Service Act 2008](#)).

4.1.6 Lobbyist

The recommended applicant is required to provide a written disclosure to the Executive Director Human Resources, Corporate Services (via the selection panel), within one month of commencement, if they have been employed as a lobbyist in the previous two years (refer [Disclosure of previous employment as a lobbyist Policy](#)).

4.1.7 Severance benefit

The recommended applicant is required to provide a written disclosure to the selection panel, if they have received an early retirement, redundancy, retrenchment within the last 12 months, or voluntary separation package from a Queensland Government entity within the last three years. Where disclosed, the panel is required to contact [QSS payroll](#) to confirm if a portion of the severance payment is to be refunded to the Crown (refer section 6 [Early retirement, redundancy and retrenchment Directive](#)).

4.2 Notifying unsuccessful short listed applicants

Once the recommended applicant has signed the Employment Offer and Acceptance form, the panel should verbally advise all unsuccessful short listed applicants, providing them with an opportunity to receive feedback and if applicable, that they have been placed on an order of merit (refer [4.5.1 Feedback...Verbal feedback](#)).

4.3 Appointment documentation

Once the recommended applicant has signed the Employment Offer and Acceptance form the following is to be completed and submitted to QSS for processing:

- [New Starters Checklist](#) – this checklist has been developed to assist supervisors/managers with new employee requirements and support documentation prior to their commencement.
- Appointment documentation (refer [QSS Customer Site–Appoint a person](#))
- [Payroll Commencement form](#) - this form is to be submitted to QSS Payroll prior to or by the specified cut off time/day for payroll processing (only required for appointees new to the department or moving across payroll systems).
- [Confirmation of commencement form](#) - this form is to be submitted to QSS Payroll on the day of commencement (only required for appointees new to the department or moving across payroll systems).

Please note - the signed Offer of Employment and Acceptance form, and the recommended applicant's application is to be forwarded to QSS Payroll with appointment documentation for placement on the employee's personnel file.

4.4 Induction

All new starters are required to complete either a full length or shortened corporate induction depending on their employment type, as outlined in the Corporate Induction Procedure. The full length corporate induction must be completed within four weeks of commencement, and the shortened corporate induction completed within three days of commencement (refer [Corporate Induction](#)). New starters should also undertake any relevant local induction processes.

4.5 Post appointment activities

4.5.1 Feedback

If the role was advertised through QSS, all unsuccessful applicants will receive an email from QSS advising that they are unsuccessful and entitled to request feedback. For roles not advertised through QSS, it is a panel responsibility to notify unsuccessful applicants (refer [Unsuccessful email/letter template](#)).

Feedback is to be provided by a panel member able to explain the panel's recommendation/delegate decision.

Note - Unsuccessful emails are only issued by QSS on receipt of the approved selection report.

Verbal feedback is the preferred method. It is to be timely, specific and constructive. Written feedback is not mandatory, however if requested the summary statement from the selection report of the applicant and the recommended applicant (with name removed) can be provided.

When providing feedback:

- provide assessment against the assessment criteria to highlight areas of development for the applicant e.g. you met this competency, however, the panel was looking for a demonstrated knowledge of A, B and C
- be positive by also highlighting the applicant's strengths wherever possible
- briefly document the feedback given and store it with other selection documents.

When providing feedback never:

- apologise for, or argue about the decision
- make negative generalisations about the applicant
- discuss other applicants by name (especially subjective comparison)
- make subjective comments regarding any other applicants, panel members or the selection process.

4.5.2 Gazette notification

QSS will publish the following appointments in the Queensland Government Gazette within one month of the appointment decision:

- all senior executive and senior officer appointments from an advertised vacancy
- promotions of tenured public service officers and general employees from an advertised vacancy or an existing order of merit.

Following publication, an invoice will be raised for payment to QSS (refer [Queensland Government Gazette](#)).

4.5.3 Employee complaints and appeals

An employee who is the subject of an administrative decision or action is entitled to lodge a complaint should they feel the administrative decision is unfair or biased (refer [Employee Complaints Management Policy and Procedure](#)).

Employees who are unsatisfied with the outcome of their employee complaint or external applicants may be entitled to lodge an appeal (refer [Appeals Directive](#)).

An appeal may be started by giving the Industrial Registrar an appeal notice (refer [Queensland Industrial Relations website—Public Service Appeals](#)).

4.5.4 Storage of information

The following table outlines disposal and storage requirements (refer Queensland State Archives' [General Retention and Disposal Schedule for Administrative Records \(GRDS\) QDAN 249 version 7](#)):

Table 4 disposal and storage requirements

Record description - disposal and storage information	
Service history - employee (GRDS Ref No 15.4.2)	
Disposal	Retain for 80 years from date of birth or 7 years from date of separation, whichever is later
Storage	Send to QSS payroll for storage on employee personnel/personal file
Description	
Records relating to the appointment and consolidated employment history of employees. Records may include, but are not limited to:	
<ul style="list-style-type: none"> • appointment records 	

Record description - disposal and storage information

- contracts
- employment history
- medical reports
- pecuniary interests/ declarations of interest
- records of training in hazardous substances
- successful job applications and resumes
- terms of employment.

Service history - contractors, volunteers and work placements (GRDS Ref No 15.4.3)

Disposal Retain for 7 years after last action

Storage Send to QSS payroll for storage on employee personnel/personal file

Description

Records relating to contractors and other staff not directly employed by the public authority e.g. staff sourced through an employment/ recruitment agency, apprentices supplied by a group training organisation. Includes volunteers and work experience placements. Records may include, but are not limited to contracts, job applications and resumes.

Recruitment and Selection (GRDS Ref No 15.11.1)

Disposal Retain for 3 years after recruitment finalised

Storage Retain in a secure and confidential manner

Description

Records relating to the recruitment and selection of employees. Excludes criminal history checks and applications of successful applicants. Records may include, but are not limited to:

- appeal/ review records
- approvals
- competency assessments
- interview questions and responses
- interview reports and schedules
- notifications
- panel recommendation reports
- records of appeal/review
- referee reports
- rejected offers
- results of aptitude/ psychological tests
- unsuccessful applications.

Criminal history checks (GRDS Ref No 15.5.1)

Disposal Retain until assessment of individual is complete

Storage Retain in a secure and confidential manner

Record description - disposal and storage information

Description

Records relating to criminal history checks undertaken on an employee who is performing relevant or prescribed duties to assess their ongoing risk and suitability for a role. Includes criminal history checks of persons a public authority proposes to engage or employ to perform relevant or prescribed duties as well as contractors, students and volunteers. Records may include, but are not limited to:

- correspondence with the Queensland Police Service
- consent form and supporting documentation
- criminal history report
- notices issued under s.170 of the Public Service Act 2008.

Employment screening assessments (GRDS Ref No 15.5.2)

Disposal Retain for 7 years after separation

Storage Send to QSS payroll for storage on employee personnel/personal file.

Description

Records relating to employment screening undertaken on an employee who is performing relevant or prescribed duties to assess their ongoing risk and suitability for a role. Includes screening of persons a public authority proposes to engage or employ to perform relevant or prescribed duties as well as contractors, students and volunteers. Excludes criminal history checks. Includes the following types of employment screening: child-related duties (working for children) requests made by a public authority; past adverse disciplinary action; security screening and background checks. Records may include, but are not limited to:

- assessments and determinations
- consent forms and supporting documentation
- correspondence with the Queensland Police Service
- information requests to another State or Federal authority
- prescribed notice and/or exemption notice applications
- security check reports.

4.5.5 Further information

Should you require any further information or clarification please contact:

- your supervisor or manager
- divisional human resources contact, or
- [Workforce Analysis & Recruitment, Human Resources, Corporate Services](#)

5. Version History

Date	Version	Action	Description / comments
14 August 2014	1.00	Approved by DG, EHP	Superseding– CHC/2013/242 Recruitment and Selection Procedure version 1.4 (MECS CTS No 13120/14)
10 November 2014	1.01	Approved by ED, HR, Corporate Services	Changed procedure to reflect cessation of EMP and continuation of the ERP component only, formerly part of EMP.
21 November	1.01	Approved by Eric Baddeley, WAR	Further detailed procedure on process for exempting or limiting Smart Job

2014		HR, CS	advertising.
9 March 2015	1.02	Approved by Eric Baddeley, WAR HR, CS	Minor amendments to update outdated SOA arrangements.
31 March 2015	1.03	Approved by Eric Baddeley, WAR HR, CS	Minor amendments to update hyperlinks to the QSS service now site.
29 April 2015	1.04	Approved by Eric Baddeley, WAR HR, CS	Minor amendment to information pertaining to employment screening and capability framework.
20 July 2015	1.05	Approved by Eric Baddeley, WAR HR, CS	Update to FBT form & inclusion of FBT guide under Transfer & Appointment expenses.
21 July 2015	1.06	Approved by Eric Baddeley, WAR HR, CS	Minor update—panel verification of mandatory requirement eg degree with relevant institution is optional; a certified copy is still mandatory.
31 July 2015	1.07	Approved by Eric Baddeley, WAR HR CS	Minor updates—inclusion of unsuccessful email/letter template; exemption for transfers from merit selection, and referral to Stage 4 following approval of appointment and transfer.
2 November 2015	1.08	Approved by Executive Director, Human Resources	Full review without consultation resulting in the inclusion of Request to exempt or limit Smart Jobs & Careers form; change of terminology from 'Role Description' to 'Role Profile/Attraction and Selection document'; and update of hyperlinks.
17 November 2015	1.09	Approved by Executive Director, Human Resources	Minor review without consultation resulting in update being made to clarify sub-section formerly titled, 'Unsuitable applicant pool' to 'Cancel, readvertise or place an advertised vacancy on hold'—change made to increase users understanding of application.
1 December 2015	1.10	Approved by Executive Director, Human Resources	Minor review without consultation resulting in update of hyperlinks and replacement of Position create/change form with new Aurion ESS electronic form.
17 February 2016	1.11	Approved by Executive Director, Human Resources	Minor review without consultation resulting in removal of references to the 'Information for Applicant' document as content now contained on the Working for EHP internet site.
8 June 2016	1.12	Approved by Executive Director, Human Resources	Minor review without consultation resulting in update to Expression of Interest (EOI) hyperlinks.

9 September 2016	1.13	Approved by Executive Director, Human Resources	Minor review without consultation resulting in updates to terminology and hyperlinks to align with current legislation, systems and websites.
10 January 2017	1.14	Approved by Executive Director, Human Resources	Amendment to the s 4.5.2 <i>Gazette notification</i> , clarifying that the existing practice extends to general employees.
28 February 2017	1.15	Approved by Executive Director, Human Resources	Minor update to hyperlinks and reference to the New Starters Checklist (s4.3).
27 July 2017	1.16	Approved by Executive Director, Human Resources	Minor update to hyperlinks and terminology change from ERP to SEAWC.

6. Key Words

Recruitment; selection; advertising; short list; applicant; advertise; panel; vacancy; attraction and selection; role profile.