



# Recruitment and Onboarding Policy

## 1. Policy Statement

Council will select, retain and engage high calibre employees through a fair, effective and transparent recruitment and on boarding model that achieves the following objectives:

- To build manager knowledge around best practice recruitment and on-boarding principles.
- To encourage a positive and engaging relationship between a new employee and their manager, team and organisation.
- To encourage transparent communication and ongoing development of staff from the commencement of employment and throughout their career within Council.
- To recruit and select based on merit.
- To ensure appointments are not made based on nepotism or patronage.
- To maintain compliance with the relevant Acts and Agreements.

## 2. Scope

This policy will apply to all employees and external agency staff employed by Council and will cover the engagement of secondees.

## 3. Definitions

**Employee:** A person employed by the Council on a permanent full time, part time or casual basis, or a limited tenure full time, part time or casual basis.

**Manager** Positions within the organisation that are held accountable for their own work, but also accountable for the output and performance of others (ie- their direct reports)

**Merit** The right of every individual to be given equal opportunity and fair consideration for any job for which they are skilled and qualified to perform.

**Onboarding** Is the way in which new employees are welcomed, engaged and guided through their initial phase of their career in an organisation.

## 4. Legislation and References

Australian Privacy Act 1988

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City of Playford Enterprise Agreement 2012

- *Clause 31*

Child Protection Act 1993

Disability Discrimination Act 1992

Equal Opportunity Act 1984

Equal Opportunity for Women in the Workplace Act 1999

Human Rights and Equal Opportunity Commission Act 1986

Local Government Act 1999

- Section 107

Racial Discrimination Act 1975

Recruitment and Selection Procedure

Sex Discrimination Act 1984

WHS Act 2012

WHS Regulations 2012

## **5. Policy**

At Playford, Onboarding begins at recruitment. This is because impressions are made and the relationship between employee and manager begins from the moment they apply for a position in Council.

The policy will encompass three key areas of Onboarding: Recruitment, Induction and Probation. Each phase will be underpinned by the following principles and conditions;

### **5.1 Principles of this Policy**

#### **5.1.1 Conflict of Interest**

Employees must provide full disclosure to Human Resources and their manager where personal relationships exist between themselves and existing employees or others applying for roles within Council that may serve as a conflict of interest to the organisation. This may include relationships of a friend, familial, professional or intimate nature. In these instances and where practicable, a manager must take steps to remove the conflict of interest. This may be through removing the person from the assessment panel, removing the reporting relationship that exists between related employees, or setting expectations of performance and conduct to manage the relationship at work.

### **5.1.2 Fairness and Equity**

To ensure fair, equitable and transparent practice, all principles of equal opportunity and anti-discrimination will apply to all procedures underpinned by this policy, Building a diverse and inclusive workforce is an important consideration that will become an active focus during the selection process.

### **5.1.3 Confidentiality**

All information gathered throughout the Recruitment and Onboarding process will remain confidential and will not be made available to anyone other than the interview panel members, Human Resources, the person/s authorised to approve the appointment and the candidate where access has been requested.

### **5.1.4 Records**

All participants in the recruitment, induction and probation process must return to Human Resources, all completed and signed forms to maintain compliance with the *Local Government Act and the State Records Act*.

### **5.1.5 Appeals**

Appeals in relation to the processes included within this policy will be addressed following the Grievance and Dispute Resolution procedure

### **5.1.6 Budget**

All costs incurred as a result of recruitment activity is the responsibility of the individual hiring department.

## **5.2 Recruitment**

Searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organisation to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

### **5.2.1 Requisition**

#### **5.2.1.1 Planning to Recruit**

All positions must be justified and demonstrated as necessary to the ongoing business. The recruitment process should not commence until a full evaluation of the need for the role against the Council's and the relevant department's strategic or operational plans and budget has been completed.

Managers will make every effort to consider alternatives to recruiting, such as but not limited to; eliminating the position, reassigning duties within the business area or providing a redeployment opportunity.

#### **5.2.1.2 Reviewing the status of a position**

Consideration to the status of the position (that being of permanent, fixed term or casual in nature, will be in accordance with the Enterprise Agreement or the relevant Award for staff not bound by the Enterprise Agreement.

## **5.2.2 Sourcing**

### 5.2.2.1 Internal advertising

All internal staff and volunteers will be given five days of exclusive opportunity to apply for vacant positions to provide development opportunities and career progression within Council, except where (a) a high potential employee has been identified through People Day talent management process and the position is Service level or above, or (b) a role requires simultaneous advertising to internal and external markets due to the following factors:

- The position is of a highly specialised nature and
- Is agreed by the relevant union.

Where a vacant position is advertised simultaneously to internal and external markets, internal applicants will be given preference based on merit.

### 5.2.2.1 External Agencies

The preferred panel of external agencies will be utilised only after advertising has closed and due consideration has been given to all internal and external candidates or for specialised roles that are expected to be difficult to fill through normal advertising.

### 5.2.2.2 Employee Referrals

Employees may refer a candidate to apply for a position that is externally advertised, however all referred candidates will be assessed fairly on merit.

## **5.2.3 Selection**

### 5.2.3.1 Interview Panel

To maintain fairness and objectivity, there must be a minimum of two members on the interview panel.

To maintain gender equity and to provide fair representation and where practicable, equal gender representation should be maintained on the interview panel where practicable.

Any interview panel member who has a potential or actual conflict of interest (as per Clause 5.1.1) with an applicant shall not take part in the interview process as it could lead to bias in the selection process. In these circumstances the person must withdraw from the interview panel but may be involved in the other stages of the recruitment and selection process.

### 5.2.3.2 Pre-employment testing

Prior to offering a position to a preferred candidate, the following assessments must be completed as detailed below:

- Criminal History Checks will be conducted on candidates where required by law or due to the nature of the roles of working with children and vulnerable persons, as per the Children and Vulnerable Persons Policy. A Criminal History Screening check will be conducted on all employees before being offered these positions and this check will be updated every

3 years thereafter (as required by the Department of Communities and Social Inclusion).

These checks will be conducted on all preferred candidates prior to offering the position where practicable, or the role may be offered subject to there being a full clearance.

- Drug & Alcohol testing will be conducted on all new staff and existing agency casuals or Playford volunteers who are shortlisted for a position directly employed by Council.
- Pre-employment medical assessments must be performed on the preferred candidate for all positions of a physical nature or where they are required to work in a loud (and at risk) environment. This will involve:
  - Hearing test
  - Functional Capacity Test
- Psychometric assessments may be performed on preferred candidates as a profiling tool to understand the candidate and their 'fit' within the working environment and the inherent behavioural competencies of the position.
- Capability Assessments will be conducted on Service theme positions and above.

#### 5.2.3.3 Reference Checking

- All references will remain confidential and will not be made available to anyone other than the interview panel members, Human Resources, the person/s authorised to approve the appointment. Human Resources will supply the reference checks to the candidate where they have requested this access.

### 5.3 Induction

An induction is a systematic introduction of a new employee to their job, peers, work environment and the organisation.

The new employee's immediate manager will be accountable for an employee's introduction to their role, their colleagues and the organisation. The Induction will be performed on new employees, existing employees transferring to a new role or where an employee is returning from extended leave.

### 5.4 Probation

Probation is the period of time at the commencement of employment, where an employee and employer may terminate the employment for any reason. The purpose of a probation period is for both parties to decide whether the employee is suited to the position and/or the organisation.

The manager is expected to conduct regular performance reviews within their initial probation period to ensure an employee has received the appropriate knowledge and training to perform their role and to measure the performance of a new employee,.

## 6 Responsibilities

Human Resources will be responsible to implement the policy and will ensure:

- Provide continuous, professional HR advice, support and guidance at all stages of the Recruitment and Onboarding process.
- Regular review of the Recruitment, Induction and Probation review practices and ensure continuous improvement.
- All managers are trained, educated and aware of their responsibilities within this framework

Management will be responsible for adhering to the policy and will ensure:

- They understand and follow consistent practice.
- They are trained on best practices
- They communicate the policy and associated procedures and forms to all relevant and impacted staff.

### **Relevance to Council Plan**

Strategy 5- Building our Capabilities

## **7 Supporting Documentation**

Child and Vulnerable Persons Policy

Grievance and Dispute Resolution Procedure

Induction Procedure

Probation Procedure

Recruitment Procedure

Secondment and Higher Duties Guidelines

WHS Drug & Alcohol Procedure

WHS Induction and Training Procedure

## **8 Approval and Change History**

Policy ID	Version	Approval Date	Approval by	Change
N/A	1	04/03/15	Practice Manager Corporate Consulting	New Policy – replaces Recruitment and Selection Policy