

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

Recruitment Procedure

1. Purpose

This procedure covers the recruitment process to be followed for permanent appointments (internal and external appointments), transfers/secondments and casual/temporary appointments within Delta Electricity.

2. Scope

This procedure applies to recruitment issues across the organisation.

3. Definitions

For purposes of this procedure, unless otherwise stated, the following definitions apply:

Selection Criteria: is defined as the essential requirements of the position at the entry/base level.

Chairperson: must possess a detailed knowledge of the requirements of the position and is nominated by the General Manager of the Business Unit where the vacancy exists.

Facilitator: must possess an understanding of the recruitment process and is responsible for recording the findings of the Selection Committee. The facilitator is nominated by the General Manager of the Business Unit where the vacancy exists.

Authorising Officer: the person who has the authority to approve the recommendation of the Selection Committee.

Secondment: the temporary filling of a position for a defined period but does not involve appointment to a position.

Expression of Interest: the process used to assess interest from staff regarding a secondment opportunity.

4. Responsibilities

4.1 Chief Executive is authorised to:

- approve the appointment to all Senior Contract positions and all positions in the salary point range 1 to 40 (except those positions that are Direct Reports to the Chief Executive as this requires approval by Delta's Board);
- create any new position;

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

- vary these procedures in accordance with business needs having regard to all of the circumstances; appoint an applicant above the evaluated salary range of an advertised position; and
- delegate this authority as appropriate.

4.2 The Executive is authorised to:

- transfer an employee to fill a vacancy within their business unit (with or without advertising the position), providing the transfer does not increase the employee's substantive rate of pay;
- determine scope for advertising positions (except in cases which would increase approved established numbers as this requires Chief Executive approval); and
- recommend and approve appointments to positions in the salary point range 1 to 40 except those positions that are Direct Reports to the Executive Manager as this requires Chief Executive approval.

5. Procedure

5.1 Merit Based Selection and Equal Employment Opportunity

5.1.1 Merit Based Selection

The appointee to an advertised permanent position or *secondment* opportunity within Delta Electricity must be the applicant whose merit is greater than that of other applicants. Merit is determined with regard to:

1. The duties and functions as specified in the advertisement and position description; and
2. The skills and abilities, attitudes, qualifications, experience and standard of work performance of the applicant that is relevant to the performance of the duties of the vacant position.

5.1.2 Equal Employment Opportunity

All activities related to the appointment, *secondment* or transfer of staff must comply with the principles of Equal Employment Opportunity (EEO).

5.2 Advertising a Vacant Position

The following information is required to advertise a vacant position:

- a current evaluated position description (no more than three years old);
- an employment requisition form; and
- an advertisement (external advertisements should be consistent with Delta's agreed format and take into account the Premier's Department guidelines on external advertising).

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

5.3 Selection Criteria

The *Selection Criteria* comprises the essential requirements for the position at the entry/base level.

For team leader roles and above, the Executive Manager in conjunction with the HR Manager will determine the relevancy of team leadership qualifications to a position and include this in the *selection criteria* as appropriate.

5.4 Selection Committee and Authorising Officers

5.4.1 Selection Committee

The role of the Selection Committee is to adopt a consistent and fair approach for all applicants by ensuring a merit based selection process is followed.

A Selection Committee will comprise of at least two representatives, fulfilling the roles of a *Chairperson* and a *Facilitator*. At least one person must have undergone recruitment training within the preceding two (2) years. When determining the composition of the Selection Committee, EEO considerations should be taken into account. If required, further advice can be sought from the Workers Compensation & Recruitment Manager.

The Selection Committee will compile a report that reflects the agreed assessment of all members of the Committee and will include the nomination of the most meritorious applicant. Where members of a Selection Committee cannot agree on the assessment of an applicant, separate reports are to be prepared defining the areas of disagreement.

5.4.2 Authorising Officers

The *Authorising Officer* is to consider the recommendation of the Selection Committee. If the *Authorising Officer* is not satisfied that the Selection Committee report has clearly determined merit, the *Authorising Officer* should forward their concerns in writing to the Selection Committee were further investigations may be undertaken and a supplementary report issued.

If the *Authorising Officer* does not intend to accept the Selection Committee's recommendation, the *Authorising Officer* shall provide documentation on the file outlining the reasons/areas of conflict and the action that is proposed. The recruitment file will then be referred to a higher authority for review.

5.5 Applying for an Advertised Position

Applicants must address the *selection criteria* in their written application and provide sufficient information to enable the Selection Committee to determine whether they meet the *selection criteria* (i.e. suitability for the position). Failure to adequately address the *selection criteria* is likely to lead to applicants not being granted an interview.

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

Late applications are only accepted if there are valid, extenuating circumstances. Failure to notice an advertisement is not a valid reason and acceptance or non-acceptance of late applications will be determined by the Selection Committee.

5.6 Tests to Determine Suitability

Tests may be used to assist a Selection Committee to determine the suitability of applicants for interview or appointment. These include aptitude and practical assessments relevant to the position.

Psychometric assessments are required for all Executive positions and their direct reports but are optional for other positions that are of a leadership and/or strategic importance. For optional positions the decision as to whether assessments are to be utilised will be made by the relevant General Manager in conjunction with the Human Resources Manager.

The use of an Applicant Inquiry Forms (AIF) is optional however, if the *Facilitator* chooses to utilise AIF's they must be undertaken for all internal applicants deemed suitable for an interview.

5.7 Information on Non-Selection for Interview/Appointment

Internal applicants who are unsuccessful in obtaining an initial or second interview are to be advised in writing of this as soon as practicable but before interviews are undertaken. Employees who were granted an interview but were unsuccessful in being appointed to the position may obtain feedback from the Selection Committee on their interview performance.

Unsuccessful external applicants are to be advised of their non-selection in writing.

5.8 Background Checks

5.8.1 Background Checks for Permanent Appointments

Delta will utilise the services of an external agency to conduct a "basic level" background check of those applicants recommended for appointment. This basic level includes confirming such things as qualifications, employment references/history, entitlement to work and criminal history. These checks need to be completed before an offer of employment is made. If the only outstanding issue is a "criminal records check" then an offer can be made but reference in the offer of appointment letter is to include that the offer is pending the criminal history clearance.

For positions within the Marketing and Finance area of Delta Electricity, the background check that is to be undertaken is the mid-level "silver check" rather than the basic check. This background check is also to incorporate a specific "ASIC Management and Directorship Qualifications Check".

For Executive positions, the background check that is to be undertaken will be a "gold check level" which is the most extensive/high level check available.

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

All background checks (regardless of the level) will also include an ICAC public records search. If an ICAC search identifies an issue, the matter is to be raised with the Workers Compensation & Recruitment Manager prior to any decisions being made.

5.8.2 Criminal Record Checks for External Applicants (other than permanent appointments)

For external applicants (not involving permanent appointments either full or part-time basis), a criminal record check (as opposed to a full background check) is to be conducted prior to commencing employment.

This will apply to all staff including those undertaking work experience and trainees joining the organisation except where the employment period is for a period less than one month.

5.9 Pre-Employment Medicals

External applicants being considered for appointment to a permanent, casual or temporary (e.g. people undertaking periods of industrial experience) position within Delta Electricity must have a pre-employment medical assessment prior to an offer being made.

For industrial experience positions where the term of employment is one month or less and the position is predominantly that of an administrative nature, a pre-employment medical will not be necessary. In these cases, the applicant must advise Delta in writing, that they are fit to undertake the inherent requirements of the position. If however, there is any doubt regarding the person's fitness a pre-employment medical must be arranged.

Internal applicants may also undergo a medical assessment to determine their fitness for the inherent requirements of the position.

For Central Coast and Western positions, the Occupational Health Officer or an appropriate external provider will perform an audiometry prior to the commencement of employment. The Workers Compensation & Recruitment Manager will be notified of any hearing loss that is likely to be as a result of a noise induced environment. For Corporate positions, an audiometry will be performed by an appropriate external provider, which will be arranged by the *Facilitator*.

The Workers' Compensation & Recruitment Manager is to be contacted, if as a result of the pre-employment medical, an issue arises regarding an applicant's ability to perform the duties of the position.

5.10 Australian Citizen or Permanent Resident

In relation to applicants who are not an Australian Citizen or Permanent Resident, in determining a person's right to work, Delta will adopt the Department of Immigration and Multicultural Affairs guidelines - "Australian Immigration Guide on Work Rights".

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

Whilst permanent residency is the preferred status, it would not exclude an applicant from being considered for a vacancy. Individual cases will be assessed on their merits but issues relating to the terms of the visa, the time until expiry and the pursuit of permanent residency would be considered when reviewing an application.

5.11 Rate of Pay

Appointment would generally be made to the first salary point in the salary point range. Reference should be made to the respective Human Resources Manager when considering appointment at a higher salary point based upon an applicant's competencies and experience to identify any issues that may arise.

In recognition of labour market considerations and taking into account an Applicant's qualifications/experience the Chief Executive has the authority to appoint an applicant above the evaluated salary range of the advertised position. On these occasions, the higher salary point would apply to the present occupant only.

5.12 Probation

All employees appointed to positions are required to serve a period of probation of three months from the date they take up duty. By the end of the three months Delta must indicate whether a person is confirmed in the position or not.

Where special circumstances exist, an extended probation period may be set but these situations should be referred to the relevant Human Resources Manager.

5.13 Conflict Of Interest

In Delta's Code of Conduct a conflict of interest is 'when your personal or financial interest or activities conflict with the impartial performance of your duties for Delta Electricity, either directly or indirectly'. Those involved in the recruitment process must declare any potential conflict of interest remote or otherwise that could give rise to an individual establishing a perceived conflict of interest.

5.14 Employee and EEO Information Questionnaire (New Employees)

A new employee, in accordance with the requirements from the Premier's Department Workforce Profile report is to be provided with a copy of the Employee and EEO Information Survey.

Whilst the new employee is encouraged to complete the questionnaire it is not mandatory to do so. Under the terms of the Workforce Profile, Delta must give all new employees the opportunity to withhold their information from being reported to the Premier's Department.

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
	Business Unit:	Corporate	Contact:	Mary Woodcock 96 6375

5.15 Appeals

5.15.1 Right of Appeal

An employee of Delta Electricity choosing to appeal the outcome of an advertised position must satisfy all of the following:

1. The appointment is permanent;
2. The appellant and the appointee are permanent employees;
3. The focus of the appeal is based on the selection process itself i.e. the integrity, consistency and fairness applied by the Committee and does not reconsider questions of merit,
4. The appeal must be in writing; and
5. The appeal must be lodged within 21 days from the date shown on the unsuccessful letter that has been issued.

5.15.2 Lodging and Reviewing an Appeal

The appeal is to be lodged with the Chief Executive who will determine the most appropriate person to review the appeal. All relevant parties will be advised of the appeal and the outcome.

5.16 Apprentices/Trainees

Delta's recruitment principles of merit based selection should be followed when selecting apprentices/trainees.

5.17 Secondment and Transfers

5.17.1 Secondment

A *secondment* is the filling of a position for a defined period, or to satisfy the staffing needs of a special project, or a position generally of a short-term nature. A *secondment* opportunity is for a maximum period of 12 months. *Expression of Interests* (EOI) is used to assess interest from staff within Delta in development opportunities that may arise from time to time. Successful staff are not appointed to a permanent position and are seconded for a specific period.

The EOI advertisement shall contain details regarding the recruitment process that is to be followed and the Business Unit will determine the scope of the EOI.

5.17.2 Transfers (Movement between or within a Business Unit)

Vacant positions may be filled by the transfer of a Delta employee (without advertising) whose appointed salary point range is at or above the level for the vacant position. Employees cannot be transferred into a higher graded position.

Approved By:	Chief Executive	
Next Review:	May 2010	

	Procedure Name:	Recruitment	Date:	28 May 2008
	Procedure Number:	DES PE 001-37	Version:	1.0
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6. References

The following legislation and Delta procedures are relevant to this standard:

Anti-Discrimination Act 1977

Health Records & Information Act 2002

Delta Electricity's Code of Conduct

DES PE 001-33 Health Privacy Information

7. Attachments

The following attachments are relevant to the implementation of this procedure:

- Employment Requisition form;
- Applicant Inquiry form;
- Interview Summary form;
- Selection Committee Report form and;
- Probation Report form.

Approved By:	Chief Executive	
Next Review:	May 2010	

Employment Requisition Form

Position Title		Classification	
S.P. Range		Business Unit	
Group		Location	
Position reports to		No. of Vacancies	

Business Unit HR Representative to ensure that:

1. A current and signed Position Description is attached (and has been evaluated as appropriate);
2. A draft advertisement is attached; and
3. The Selection Criteria is consistent with the requirements of the position (at the entry level) and does not exclude applicants external to the Business Unit/Delta.

HR Representative Signature:		Date:
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The responsible officers in accordance with the "Recruitment" Standard Procedure will be:

Chairperson:
Facilitator:

Any particular requirements to be included in advertisement (ie 19 day/month work pattern).

Please provide details of any formalised testing that may be required for the position (eg. Aptitude or psychometric assessments).

Please provide details of the allowances applicable to this position (eg High or Low PSA)

I approve the following method/s of advertising:	Internal		External		Recruitment Agency	
Executive's Signature				Date		
Chief Executive Signature (as required)				Date		



Applicant Inquiry Form

The information provided is to assist the Selection Committee in determining the merit of the applicant and will be treated in confidence. The applicant is not provided with a copy.

Name of Applicant		Service Number	
Position Title		S.P. Range	
Name of Team Leader		Recruitment ID	
The form is to be returned (via Email) to the Facilitator by:			

To be completed by the applicant's Team Leader/Manager.	
Length of time as applicant's Team Leader	
Brief summary of duties currently performed by applicant:	

Selection Criteria
Please rate the Applicant's capacity for the position based on the selection criteria listed below.

1.		
Exceeds Criteria	Satisfies Criteria	Does not meet criteria

2.		
Exceeds Criteria	Satisfies Criteria	Does not meet criteria

3.		
Exceeds Criteria	Satisfies Criteria	Does not meet criteria

4.		
Exceeds Criteria	Satisfies Criteria	Does not meet criteria

5.		
Exceeds Criteria	Satisfies Criteria	Does not meet criteria

Comments:
Would you recommend this applicant for the position?



INTERVIEW SUMMARY FORM

Vacant Position: _____ **Vacancy ID No:** _____

Applicant	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5

Chairperson's Signature & Date:	Facilitator's Signature & Date:
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SELECTION COMMITTEE REPORT

Position Title		Recruitment ID	
Group/Business Unit		No of Vacancies	

The members of the Selection Committee recommend that the following applicant(s) are suitable for appointment (interview summary form is attached).

The relevant work pattern has been discussed with the recommended applicant(s).

Name	Commencing Rate
Facilitator's Signature & Date:	
Chairperson's Signature & Date:	

Authorising Officer's Comments (if applicable):

Approved/Not Approved			
Signature:		Date:	

Offer of appointment letter sent on:	
Letters to unsuccessful applicant(s) sent on:	
Letter of acceptance received on:	

PROBATION REPORT

Name:	Service Number:
Position:	Location:
Date Commenced:	

Please indicate with (X) the most appropriate rating

Factors	Four (4) Week Review			Ten (10) Week Review		
	Exceeds Expectation	Satisfactory	Unsatisfactory	Exceeds Expectation	Satisfactory	Unsatisfactory
Technical Competence (capacity for the position)						
Performance / Quality of Work						
Communication						
Reliability & Attendance						

Comments must be provided for each review period and should include information on any other relevant factors (e.g. team fit, flexibility, safety).

COMMENTS		
Doubts Regarding Confirmation	Yes / No	Yes / No

Please retain and complete both reviews before returning to HR Manager. If questions over confirmation exist at the end of the 10 week review, a separate report to the Executive Manager is to be prepared and the employee advised if the probation is to be extended **before the end of the 3 month period**.

Employee Signature & Date:		
Team Leader Signature & Date:		

- 1 BUSINESS UNIT HUMAN RESOURCES MANAGER
- 2 PERSONNEL FILE