

Recruitment and Selection Policy



1. Purpose

AFAO is committed to undertaking a thorough and structured approach to recruiting and selecting for vacant positions and/or promotion, to recruit staff with the skills, qualifications, cultural fit, knowledge and experience to successfully undertake the position.

AFAO's Recruitment and Selection Policy helps AFAO achieve this goal.

2. Responsibilities

All staff and volunteers are required to comply with this policy.

3. Application of policy

This policy applies fully to all of AFAO's operations, including its international activities and the AFAO Foundation. Unless indicated otherwise, references in this policy to AFAO include the AFAO Foundation. Where one entity is being referred to, but not the other, the entities are distinguished as AFAO Ltd and the AFAO Foundation.

Where this policy is contradicted by contractual obligations to funders, the contractual obligations must be adhered to. Exceptions to such obligations should be sought from funders prior to entering into contracts and any substantive areas of difference must be drawn to the attention of the Chief Executive Officer.

4. Confidentiality and privacy

AFAO's recruitment and selection process is to be undertaken in accordance with Australian Privacy Principles.

All steps during the recruitment and selection process must consider the confidentiality of the applicant and the information provided by the applicant.

Details of applicants, application documents, interviews, references, and/or other aspects during the recruitment and selection process must not be discussed outside the selection team.

Applications and other information obtained as part of the recruitment and selection process must be stored securely and only used to complete the recruitment and selection process.

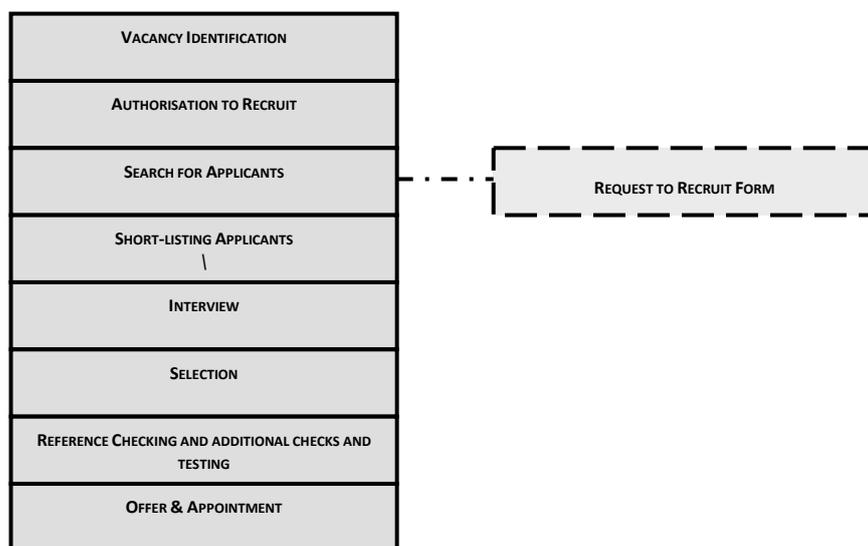
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5. The recruitment and selection process



The steps involved within AFAO's recruitment and selection process are summarised in the figure above.

5.1 Vacancy identification

Staffing levels within AFAO are reviewed and set in accordance with the annual budget and business planning process. However, should significant change within the industry conditions, workload and/or resignation/termination of current employees be experienced, staffing levels may be varied by the Chief Executive Officer.

When considering the need to recruit for a position, the following should be taken into consideration:

- is the position still necessary?
- could another staff member be promoted into the position or redeployed?
- will the position be a permanent or contract position?
- costs associated with new salary
- will a temp/contractor be required to cover the position during the recruitment and selection process?

5.2 Authorisation to recruit

A Position Description for the proposed new position to be recruited shall be prepared by the manager and submitted along with the *Request to Recruit Form* to the Manager, Business Operation.

The Manager, Business Operations will review and clarify the request to appoint for the position and discuss the outcomes with relevant manager. The Chief Executive Officer will either grant or decline the authorisation to proceed with the recruitment for the position.

5.3 Search for applicants

To undertake the search for potentially suitable candidates for a position a number of options are available, these include:

- a) internal promotion
- b) advertised selection
- c) Preferred Supplier Agreement (PSA) Agency engagement or direct appointment in cases of immediate need, short-term funding or other exceptional circumstances.

5.4 Short-listing applicants

An initial assessment of applications from candidates are to be reviewed and assessed to determine which candidates meet the selection criteria for the position.

From the initial assessment those potential candidates should be contacted and a telephone screen undertaken to further reduce the candidate applicants to a manageable size to proceed to interview.

Candidates who were unsuccessful in proceeding to the interview stage should be notified as soon as possible.

5.5 Interview

The shortlisted applicants should be scheduled for an interview with the manager and relevant other staff where suitable.

For senior positions a second interview with the Chief Executive Officer may be necessary.

Interviews are to be structured, with all interviewers being appropriately prepared and thoroughly understanding the interview questions and position requirements being interviewed for.

Applicants shall not be questioned in any way that is deemed to be or implies, or could be taken to imply, unfair or discriminatory behaviour.

Detailed notes and a summary of the interview for each applicant should be documented.

5.6 Selection

Based on the outcome of the interview process the applicants should be assessed and ranked, with the highest ranked applicant selected for the consideration for the position.

No advice is to be given to any interviewed applicants in relation to the success, or otherwise, of their application until an offer has been made to the successful candidate.

5.7 Reference checking

The reference checking of applicants is an essential part of the recruitment and selection process to confirm the applicant's previous employment record, appraisal of work performance/capabilities and vetting for former misconduct of all staff and volunteers.

Reference Checks shall be documented, given to and then reviewed by the Manager, Business Operations.

5.8 Additional checks and testing

AFAO Ltd requires criminal background checks to be completed for the final candidate chosen prior to offers being made.

AFAO may require other additional pre-employment checks including but not limited to pre-employment medicals, psychometric testing, skills testing, qualifications check etc.

5.9 Offer and appointment

Following successful Reference Checks, should the manager wish to offer the position to the applicant an email requesting that an offer be made to the applicant should be forward to the Manager, Business Operations by the manager, for approval or otherwise.

The successful candidate should be initially contacted by telephone and verbally offered the position. This may involve some negotiation on the initial offer. In this case the Manager, Business Operations should be consulted and approval by the Chief Executive Officer on any amendments to the initial offer sought.

Upon the verbal acceptance of the position by the applicant, the Manager, Business Operations is to be advised and will arrange for the formal offer and employment documentation to be issued to the applicant for review, signing and return.

Should the applicant decline the verbal telephone offer the applicant should be questioned as to why they are declining the offer. If the reasons for the applicant declining the offer cannot be overcome then the alternative candidates should be reconsidered or the search for applicants recommenced.

Once the successful applicant has formally accepted the position and all employment documentation has been satisfactorily reviewed, signed and received, all unsuccessful applicants should be notified as soon as possible.

The Manager, Business Operations will liaise with the manager to arrange for the new staff member's induction.

The Manager, Business Operations will arrange for all relevant information regarding the new staff member to be loaded onto the enableHR system.