## Recruitment Principles and Processes

Principles and Workforce Strategy

The following principles guide decision-making in relation to recruitment and selection of employees.

* The aim of the recruitment and selection process is to appoint the most suitable person to the position.
* Recruitment of new employees will only be undertaken after capabilities of existing employees have been taken into account and training options sufficiently explored.
* Recruitment and selection will be informed by the organisation’s strategic directions and priorities and will take place following an evaluation of the need for the role given the staffing requirements to achieve these directions and priorities.
* Recruitment and selection will be guided by requirements of relevant legislation and other relevant human resource management policies in use by the organisation such as equal opportunity and anti-discrimination policies.
* Recruitment and selection processes will be conducted on the basis of fair, equitable and respectful treatment of all applicants.
* Positions will be advertised using advertising channels of minimal cost: word-of-mouth, social media, referrals, and posting a notice in the café window.
* All appointments will be made on the basis of careful and consistent application of the principle of merit and adherence to the key selection criteria and requirements of the position as outlined in the position description.
* All recruitment and selection processes will be conducted so as to ensure the confidentiality of the applicants and to preserve the integrity of the process.

The Book Café Group’s strategy around recruitment involves:

* Striving for diversity: incorporating a wide variety of approaches and perspectives in the workplace
* Expanding hours of operation: hire another manager and train baristas to take on limited supervisory functions to improve the café’s ability to provide quality service at all times
* Hire the right person for the job: ensure that job descriptions effectively cover the requirements of the role without incorporating unnecessary exclusions (e.g. only specify qualifications when they are necessary for the role).

To Recruit Employees

1. New Jobs and Job Vacancies

The job description must always be reviewed and/or developed for a new hire.

Approval for hiring a new employee must be obtained from the CEO.

2. Job description

A job description is a key document in the recruitment process, and must be finalised prior to taking any other steps. It must include:

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| --- | --- |
| * The job title (which must be gender neutral) * The location of the job * Wage or salary scale for the position * Who the job role reports to | * The work type (casual, part-time, full-time) and hours * Main purpose of the job * Main duties and responsibilities * Any special working conditions (e.g. Evening or weekend work). |

3. Selection Criteria

The selection criteria – the knowledge (including necessary qualifications), skills and abilities, experience, aptitudes required to do the job – must be determined prior to advertising and interviewing. The selection criteria should be specific, related to the job, and not unnecessarily restrictive, for example, only qualifications strictly needed to do the job should be specified.

Great care must be taken if physical requirements are specified. Anti-discrimination legislation requires employers to make reasonable adjustments to jobs to make them suitable for people with a disability. It is important that any physical requirement is stated in terms of the job that needs to be done. For example a job may require that the appointee ‘must be able to travel to a number of different locations’. In this instance, it will be necessary to consider if an ability to drive is required, or whether or not reasonable adjustments can be made for non-drivers.

4. Advertising the Position

The BCG’s job advertisement template should be used to complete the job advertisement.

The first item of the template requires the writer to identify the advertising channel that will be used to advertise the position. The advertising channel should be a low-cost option.

The advertisement must also include the following details:

|  |  |
| --- | --- |
| * Job title * Location * Salary * Application closing date | * A role description * Required and preferred qualifications, experience, skills and personal traits * Details on how to apply. |

The advertisement should also include a statement about privacy in relation to job applications, such as ‘The Book Café will treat your application confidentially, in accordance with our privacy statement which will be made available upon request’.

The job advertisement must support the BCG’s diversity strategy by mentioning in the body of the advertisement that BCG promotes a culture which respects, values and actively pursues the benefits of diversity at BCG. The advertisement should also be written in plain English.

5. Processing Applications

Staff must be aware that when dealing with enquiries about vacancies that it is unlawful to state or imply that applications from a particular gender, racial group, age group, sexual orientation or religion/belief would be preferred, (unless a genuine occupational qualification or requirement applies) and to do so may lead to a complaint of unlawful discrimination.

Care must also be taken that all applicants are treated in the same way, for example with regard to informal meetings to discuss the vacancy, and provision of information. However, it is acceptable to respond to requests from individual candidates who demonstrate initiative in their preparation.

The confidentiality of applications must be respected by all of those involved in the selection process.

5. Short-listing

After the closing date has passed, applications from candidates may be short-listed. This decision should be based on evidence that the applicant has met the requirements of the selection criteria.

The original applications from all applicants as well as interview notes, must be retained for a minimum of six months from the date that an appointment decision is notified, in case of complaint to an employment tribunal. All photocopies of application forms must be shredded after six months.

6. Arrangements for Interviews

Letters, emails or phone calls to short-listed candidates should include:

* Date, time and place of their interview
* Travel directions to the interview venue
* A request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
* If Appropriate, details of any test or presentation they will be required to do, or anything that they should bring with them (e.g., examples of work or proof of qualifications that are essential to the post).

7. Interviewing

Interviews should be scheduled as soon after the closing date as reasonably possible.

The structure of interviews should be decided in advance by determining what areas of questioning are required to cover all of the selection criteria. The questions should be agreed on by all panel members prior to the interview to avoid overlap or repetition.

The same areas of questioning should be covered with all candidates. Interview questions should be phrased so that they do not favour any one candidate and should be designed to seek evidence of how the interviewee meets the selection criteria. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g., questions about personal circumstances that are unrelated to the job).

Interviewer panels act for the organisation in making selection decisions and are accountable for them. Interview notes must be taken to help make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the selection criteria. Applicants can request disclosure of such notes in the event of a complaint. Any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

**Disabled Applicants**

Where the candidate being interviewed has a disability for which adjustments may need to be considered, the candidate’s requirements should be discussed with him/her once the planned questioning is complete. The outcome of these discussions must not influence the consideration of the candidate’s application (unless their disability precludes them from performing essential tasks, even with the addition of reasonable adjustments). If the disabled candidate best meets the selection criteria, consideration must be made regarding what would be ‘reasonable adjustments’ to accommodate the needs of the person in question. If it is considered that the adaptations needed would not be deemed to be ‘reasonable’ under anti-discrimination legislation, the manager will draft a letter to the applicant explaining why the adaptations cannot be made. Reasons for not making adjustments to the working environment must be both material and substantial, and must be documented.

8. Making a Decision Post Interview

The information obtained in the application, the interview, and in any selection tests will allow candidates to be assessed against the selection criteria and allow the panel to make a selection decision. The CEO, must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and placed on the recruitment file, together with the original applications and notes of all panel members, for a minimum of six months after the appointment decision has been notified to the candidates.

The selected applicant will be made a provisional offer subject to satisfactory references and disclosures (if appropriate) being received.

9. Feedback

It is good practice to offer applicants feedback after interviews and it is our policy to respond if requested. Feedback should be specific and honest. Panel members giving feedback must ensure that any feedback they give relates to the selection criteria for the position and that the words that they use could not be taken to infer unlawful discrimination.

10. Pre-Employment Checks

Reference checks must be undertaken before a formal offer of employment can be made. It must be ensured that any offer of employment given, is a ‘provisional’ one, subject to receipt of documentation as shown below.

**References**

References should only be used after interview to confirm, but not influence, a decision.

Appropriate referees are those who have direct experience of a candidate’s work, education or training, preferably in a supervisory capacity and a reference must be obtained from the current or previous employer.

References are confidential and must be sought ‘in confidence’. Panel members must return all copies of any references with the application forms and their interview notes to the manager on completion of the recruitment process. References must only be kept in the personal file.

11. Appointment

**Offering the Job**

Applicants are offered a position once they have been approved by either owner and the offer is communicated through a letter of offer.

The offer should clearly indicate:

* New employee’s name
* Nature of the job e.g. Fulltime, part time, casual
* Remuneration
* Annual leave, sick leave, maternity/paternity leave
* Terms and conditions of resignation/termination, including notice period
* Instructions for returning relevant documentation (employment contract).

To comply with the Fair Work Act 2009, the Fair Work Information Statement is enclosed with the letter of offer. The Fair Work Information sheet can be directly downloaded from [www.fairwork.gov.au/fwis](http://www.fairwork.gov.au/fwis) or found through the Fair Work Ombudsman website at [www.fairwork.gov.au](http://www.fairwork.gov.au).

In addition to the Fair Work Information Statement, the contract of employment and BCG’s Privacy Statement (appendix 1) should also be enclosed with the letter of offer.

**Informing staff of the new appointment**

Once the selected applicant has confirmed that they will take the position, it is necessary to notify staff of the new hire.

When advising staff of the new hire, email the staff with the following information:

* The name of the new hire
* The job role that they will fill
* The new hire’s starting date
* Instructions for staff to welcome the new hire

**Notifying unsuccessful candidates**

All unsuccessful interviewees are sent a letter to inform them that they were not successful in securing the job role. Ensure to:

* Thank the applicant for their application
* Express regret that the Book Café is unable to hire them *at this time*
* Inform them that their application and personal details will be destroyed securely according to the privacy statement
* Wish them well in future job searches.

12. Induction and probation

All new staff will undergo a probationary period during which they will be introduced to the main duties and responsibilities of their post. Under the legislation, the staff member must still be provided with at least minimum entitlements and must be given at least 1 week of notice if their employment is to be terminated (provided there has been no serious misconduct).

For each new employee, an induction plan must be prepared before their start date. Use the induction checklist (Appendix 2) to ensure that all necessary tasks are included in the induction plan.

13. Record-keeping

All records relating to the recruitment and selection procedure will be retained only for as long as is necessary (generally six months), and will be securely destroyed thereafter in accordance with BCG’s privacy statement

**APPENDIX 1 - BCG PRIVACY STATEMENT**

BCG collects personal information from prospective employees for the purposes of administering a recruitment process.

We use the personal information of BCG staff for the purposes of administering their employment with BCG.  This may include using and disclosing personal information for:

* General management of employment
* Performance management (misconduct, grievance, probation)
* Financial, legal, security, information technology and communications matters related to a staff member’s employment.

Personal information collected by BCG is treated as confidential. BCG will treat your personal information in accordance to the following:

* BCG collects the personal information provided by you to assist BCG in assessing your suitability for the vacancies advertised.
* BCG may disclose your personal information collected to assist BCG staff involved in assessing your application, referees and other third parties involved in assisting BCG with the recruitment process and if you are a successful applicant, to those involved in the BCG induction process.
* If you do not provide BCG with the information requested, BCG will be limited in our ability to assess your suitability for the position you are applying for or, for successful applicants, to finalise your engagement.
* If you provide personal information during a recruitment process and are unsuccessful in securing the position, we will destroy your personal records 6 months after the application date. Interview records are kept for 6 months in the event of a dispute relating to BCG’s selection decision.
* Personal information provided by you for the purposes of processing payroll are stored securely and are only accessed for the purposes of processing payroll and Australian Taxation Office reporting. They are only accessible by the CEO.
* You will be able to access and update your personal information by directly contacting the CEO.

Appendix 2: Induction Checklist

This checklist is used to guide the induction process for new employees. Once the induction checklist is completed, both the supervisor and new employee should sign-off as it is completed.

Note: The term supervisor refers to the person who will train the new inductee into the new role.

The completed checklist will form part of the new employee’s training records.

|  |  |
| --- | --- |
| Name:  Position:  Supervisor: | Starting date:  Reviewed by:  Reviewed date: |

| **Item** | **Responsible officer** | **Completed** **(sign-off and date)** |
| --- | --- | --- |
| **Introductions** | |  |
| Hand out organisational policies and procedures | Supervisor |  |
| Introductions to all staff on-shift. | Supervisor |  |
| **Role, Responsibilities & Performance Expectations** | |  |
| Provide position description | Supervisor |  |
| Workplan/performance expectations | Supervisor |  |
| Performance evaluation | Supervisor |  |
| Reporting relationships. | Supervisor |  |
| **Organisational Overview** | |  |
| Mission, values and relevant areas of business plan/objectives. | Supervisor |  |
| Overview of CBCG’s product areas | Supervisor |  |
| Introduction to stakeholders business owners | Supervisor |  |
| **Administrative Arrangements** | | |
| Collect paperwork to enable processing of payroll and superannuation. | Supervisor |  |
| **Office Facilities & Equipment** | | |
| Set up a POS (point of sale) user ID. |  |  |
| Bathroom, kitchen, use of photocopier and phone system | Supervisor |  |
| Emergency exits, emergency procedures and occupational health and safety officer |  |  |
| Introduction to email, electronic filing of invoices, pilferage reports, stock control reports | Supervisor |  |
| **Organisational Policies and Conditions of Employment** | | |
| Terms and conditions of employment | Owner/Business Partner |  |
| * Human resources policies | Owner/Business Partner |  |
| * Dress code | Supervisor |  |
| * Equal employment opportunity (EEO), harassment and discrimination | Supervisor |  |
| * Employee details form | Supervisor |  |
| * Grievance and complaints | Supervisor |  |
| * Health and safety | Supervisor |  |
| * Privacy | Supervisor |  |
| * Staff remuneration and performance appraisal | Supervisor |  |
| * Staff training and development | Supervisor |  |
| * Statement of values | Supervisor |  |
| * Tax file number declaration form | Supervisor |  |
| * Choice of superannuation fund information and application form | Supervisor |  |
| * Leave application form | Supervisor |  |
| * CBCG organisational chart | Supervisor |  |
| * Emergency evacuation procedures | Supervisor |  |
| * Café security and keys | Supervisor |  |

I have received the information and participated in the activities checked above. I understand employment duties and the conditions of my employment.

Employee: Date:

Supervisor: Date: