

Policy and Procedures

POLICY TITLE:	Recruitment and Selection
ADMINISTERED BY:	Director, Human Resources Management
APPLICABILITY:	All New Employees

Policy Statement

The recruitment and selection of new employees at John Readings will at all times conform to 'best practice' standards and comply with relevant legislative and regulatory requirements. This policy covers activities such as recruitment and selection methods, outsourcing, advertising, notification of selection outcomes and feedback to all candidates, and remuneration offers.

Policy Objective

The purpose of this policy and related procedures is to ensure that John Readings is adequately and appropriately staffed by people who best meet the requirements for vacant positions. Commitment to Equal Employment Opportunity (EEO) ensures that all activities related to recruitment and selection are free of direct and indirect discrimination and harassment.

Procedures

Recruitment

- **Approval for recruitment**

When the requirement to replace or appoint additional staff is identified, the manager to whom the position reports (Department Manager) must complete a

Personnel Request Form and forward it to the Human Resources Department. A job description must be written or reviewed by the Manager in conjunction with HR to ensure that it is accurate and current. The HR Department will establish an appropriate salary level for new and revised positions.

- **Commencement of recruitment activity**

On receipt of the appropriately authorised Personnel Request Form, the HR Department will initiate recruitment activity to fill the vacant position. HR Department representatives will liaise with the Department Manager to determine the most appropriate sourcing of external applicants. Recruitment methods may include:

- Advertising the vacant position in metropolitan or national newspapers,
- Online advertising using the company's preferred online service provider,
- Advertisements or 'advertorial' input in trade or professional publications,
- Internal advertising,
- Review of previously received applications (both solicited and unsolicited) held on the company HR files.

- **Advertising**

Advertisements for vacant positions should adhere to relevant legislative requirements. These advertisements should be placed online and/or in appropriate metropolitan newspapers with due regard for effectiveness of timing, placement and cost. The Department Manager should approve all advertising orders.

- **Outsourcing**

In certain circumstances it may be advisable to consider outsourcing the recruitment of particular positions to an external recruitment agency. These circumstances may include:

- Where the number of positions to be filled requires time and resources not available within John Readings HR Department,
- When a suitable candidate for a position cannot be found within a reasonable time using standard search methods,
- For high-level positions, e.g. Director to CEO,
- If the position(s) to be filled requires the recruiter to have a particular or specialist knowledge of the requirements of the vacant position not otherwise available within John Readings, e.g. IT Design Specialist,
- If it can be demonstrated that an external agency may have access to quality candidates not otherwise available to John Readings,
- If it can be demonstrated that outsourcing the recruitment for a position would be more efficient and cost effective, while still ensuring that process quality is maintained or improved.

John Readings will only use external recruitment agencies that guarantee EEO compliance. The HR Department will coordinate the use of all such agencies.

- **Processing applications**

All applications will be forwarded to the HR Department. A nominated HR Officer will be responsible for handling an approved vacancy and liaising with the Department Manager and applicants. The HR Officer will assist the Department Manager by screening the applications and identifying a short list of suitable candidates for interview. Unsuccessful applicants will not be notified until after the

first round of interviews has been successfully completed. These applicants are to be notified briefly, in writing, without justification of the decision regarding their application.

Selection

- **Selection processes**

Short-listed applicants will normally be required to participate in a selection process. Selection processes will be determined by the HR Officer in consultation with the Department Manager, and may include:

- Behavioural interviews,
- Competency assessment, e.g. role-plays, case studies, written or verbal occupational tests,
- Psychometric testing (to be approved by the HR Director).

- **Selection panel**

Wherever possible the selection panel should consist of at least two people — the Department Manager and the HR Officer. The HR Officer will brief the other members of the panel on selection techniques. At least one member of the selection panel will have attended interview and selection skills training and/or EEO-awareness training. This person is responsible for controlling the selection process.

- **Consistent treatment of applicants**

All applicants should be treated consistently, using the same specifications and job-related questions and assessment criteria.

- **Interview questions**

Questions on EEO principles and occupational health and safety relevant to the position requirements will be included in all interviews for management and supervisory positions.

- **Documentation**

Assessment of the applicants together with the selection panel's recommendations must be documented on the Selection Panel Summary Form and returned to the HR Department, where they will be handled in accordance with John Readings Privacy Policy.

- **Reference checks**

Following selection processes and before a job offer is made, reference checks must be conducted on all recommended applicants by the HR Department.

- **Notification of selection outcomes**

- When notifying candidates of the outcome of an application, rejection letters should not be sent out until after the first round of interviews with candidates have been held,
- No feedback is to be given to unsuccessful candidates regarding the quality of their written application or interview performance, or the reasons for the decisions made by the selection panel,
- Offers of employment will be made in writing when all selection procedures have been completed. The letter of offer will contain details of standard conditions of employment and any special conditions relating to the position. The applicant must return a signed copy of the letter of offer formally accepting the position,

- Salary offers in most cases will be determined by the HR Department and must clearly demonstrate equity in relation to positions at a similar level.

IMPORTANT! This is a sample policy that students should read critically. It may have shortcomings or omissions.