



Recruitment Policy

| | | | |
|-----------------------|---------------|--------------|---------------------|
| Policy Number: | BO-007 | | |
| Date Approved: | | Approved By: | Board of Governance |
| Date Issued: | | Review Date: | November 2017 |
| Version 1 | | | |

1. Aim

Breakaway is committed to recruiting quality staff under our duty of care to campers and families. We acknowledge the importance of applying anti-discrimination practices to the recruitment process and are committed to providing equality in employment for all people employed or seeking employment under current Anti-Discrimination legislation.

2. Scope

This policy applies to all Breakaway staff while undertaking recruitment, appointment and induction for all roles.

3. Policy

All recruitment procedures and decisions will reflect on Breakaway's image and reputation. The process also reflects our commitment to providing equal opportunity by assessing applicants according to their skills, knowledge, qualifications and capabilities. Factors such as age, gender, marital status, race, religion, physical impairment, political opinions or any other factors outlined in the *Anti-Discrimination Act 1977*, will not be considered as a barrier to employment with Breakaway.

3.4 Vacancy Identified

A vacancy may arise as a result of varying reasons:

- a. An existing employee leaves the organisation
- b. An existing employee is transferred or seconded to another role, or is undertaking higher duties
- c. A new position has been created as a result of additional funding or requirement

3.5 Types of Employment

The type of employment is determined by the nature of the vacant position. The type will fall into one of the following categories which must be determined before filling the vacancy:

3.5.1 Permanent Employment - can apply to either full-time or part-time employment. This type of employment provides an employee with a contract with a specified commencement date and number of hours per week. The contract does not have a specified cessation date as the contract is ongoing until terminated by either the employee or Breakaway. Permanent positions can be filled when another permanent employee's contract is terminated or when a new position becomes available through recurrent funding. Employees on a permanent contract are entitled to paid leave such as annual and sick/carers leave.

3.5.2 Fixed-Term Employment – is for a 'specified period of time' where the cessation date is identified in the employment contract. A fixed term contract is for a defined period of time, not on a permanent or casual basis. A fixed term contract is an option for positions that receive non-recurrent funding, leave relief or to backfill an employee on secondment or higher duties. A

fixed-term contract usually includes entitlement to paid leave, but does not provide any entitlement to ongoing employment beyond the cessation date.

3.5.3 Casual Employment – is for an unspecified period of time and employment is classified on an ‘as needs’ basis. A casual contract does not guarantee ongoing employment. The nature of employment is irregular and there are no specified days, hours or shifts to be worked. Under a casual contract there is no entitlement to paid leave.

3.6 Pre-Recruitment

Vacancies must be approved by the General Manager before being filled.

A position description must be in place for all roles within Breakaway. A vacancy cannot be advertised or recruited for until a position description has been created and approved by the General Manager. Existing position descriptions must also be reviewed when a vacancy arises for that role so that the job requirements still are reflected in the position descriptions.

3.7 Filling a Vacancy

There are a number of ways that a vacancy may be filled:

3.7.1 Higher Duties - refers to the temporary appointment of a current Breakaway staff member to a higher level/graded position within a specified time with Breakaway. The staff member retains entitlement to their substantive position. If the position becomes vacant on a permanent basis, the position must be filled using Direct Appointment or Advertising. Breakaway will seek internal Expressions of Interest for such opportunities.

3.7.2 Internal Secondment - refers to a temporary appointment of a current Breakaway staff member to another position of the same or equivalent grade/level. The staff member retains entitlement to their substantive position. If the position becomes vacant on a permanent basis, the position must be filled using Direct Appointment or Advertising. Breakaway will seek internal Expressions of Interest for such opportunities.

3.7.3 Advertising – all vacancies that are not filled by either direct appointment, higher duties and internal secondment, must be advertised either internally and/or externally. Advertisements should include the following:

- Position Title
- Outline of the position
- Skills required for the role
- Closing date of applications
- A statement of inclusion: “Breakaway recognises and values the different linguistic, religious, racial and ethnic backgrounds and physical abilities of all people and encourages applications from all suitably qualified and skilled applicants”

3.7.4 External Advertisements may be placed in local newspapers or relevant online recruitment pages, such as Care Careers.

3.7.5 Direct Appointment - in some cases the position may not have been filled after looking at higher duties, internal secondment or advertising. All direct appointments must be approved by the General Manager. Breakaway must ensure that all staff who possess the relevant skills and who have expressed interest in the position have been appropriately considered.

3.8 Applications

All applicants will have access to an Information Package for the position they are applying for. This package will include:

- Position Description
- Information about Breakaway
- Hours and Award details
- Benefits of working with Breakaway
- Information about how to apply
- Application Form

Applicants must submit the Application Form, a cover letter and write a statement explaining how the applicant meets each of the selection criteria. Applications must be received by the closing date and time via electronic means. Approvals for extensions may be considered where:

- the applicant meets the essential criteria for the position, and
- the applicant has a sound reason for not meeting the application deadline, and
- this request occurs before the interviews for the position have been conducted

Approvals for extensions must be approved by the General Manager. All applicants will be advised via email when their applications have been received.

3.9 Recruitment File

All positions will have a recruitment file created. The following documents will be filed:

- All applications
- Position details – advertisement and position description
- Each applicant's completed interview forms
- A record of each applicant's outcome

The recruitment file will be kept for 2 years, and in a central place where the recruitment process for each position can be easily recorded and reviewed at any time.

3.10 Enquiries

All enquiries will be responded to promptly.

3.11 Shortlisting

All applications will be assessed against the selection criteria for the relevant position by the selection panel. A shortlisting form will be used to ensure a consistent, fair and equal approach in decision making.

3.12 Interviews

The selection panel will conduct interviews with the applicants who have been shortlisted for the position. Interviews will be undertaken in a manner that ensures a fair, equal and non-discriminative process in line with Equal Employment Opportunities and Anti-Discrimination legislation. There are several steps that may be used as part of the interview process:

3.12.1 Panel Interview

All positions must include a panel interview. The panel will consist of at least 3 members – the supervisor of the vacant position, relevant Manager and one other staff member. Breakaway will aim for a gender balance on all interview panels where required. Interviews must be well prepared for by the panel. A set of interview questions must be developed and should be based on the selection criteria listed in the relevant position description.

3.12.2 Other Selection Tools

Other tools that may be used include Psychological Testing or Pre-Employment Medicals. These tools must be approved and arranged by the General Manager.

Pre-Employment Screening

There are several screening tools that must be used in order to further assess the suitability of a preferred applicant. These must be undertaken before an applicant is offered employment with Breakaway. Once an applicant has successfully completed the interview process, they are identified as the preferred applicant and reference checks and relevant employment checks must be undertaken:

3.12.3 Reference Checks

A minimum of two reference checks are to be conducted for each preferred applicant. At least one of these needs to be someone who has supervised the applicant in the workplace within the past 12 months, where this is reasonable to achieve. These checks *must* be completed before an offer of employment is made. The purpose of reference checks is to verify the information that the applicant has provided during the recruitment process. Reference checks are designed to learn about the preferred applicant's past behaviours, which is a prediction of future behaviour.

3.12.4 Working with Children Checks

In order to meet Breakaway's legal obligations under the Child Protection Act, all preferred applicants for positions identified as Child Related Employment must undertake a Working with Children Check.

3.12.5 Criminal Record Checks

Criminal Record checks must be completed by **all** staff with Breakaway. This is a means for Breakaway to manage risk within the organisation in order to maintain our reputation, commitment to safety and wellbeing of staff.

It is recognised that receiving the outcomes of preferred applicant's Criminal Record and Working with Children Checks before they commence their employment is important in minimising risk to the agency, the employees and clients, including the preferred applicant.

3.13 Selection of Preferred Applicant/s

All applicants must be given a fair and equal chance to demonstrate their suitability for a position. The decision to appoint an applicant to a position with Breakaway must be based on merit – demonstrated skills, knowledge and competency to perform the required role. It is recommended that if there is more than one suitable applicant, that they are ranked in order of preference.

3.14 Employment Offer

Once the panel have all agreed on the successful applicant, employment details are to be clarified with the General Manager and Finance Officer before an offer of employment is made. Consistency is required in the information provided to a potential new employee to ensure they have enough to help them make an informed decision. Building a positive rapport with employees begins with the offer of employment.

If the successful applicant declines the offer of employment, the next ranked applicant who demonstrated their competency to undertake the positions can be offered the position. If there were no other suitable applicants, the position may be filled via direct appointment, internal secondment or higher duties, or re-advertised.

3.15 Eligibility List

All suitable applicants who come through a Breakaway recruitment process may be placed on an eligibility list. The eligibility list can be used for the same or similar position for a six month period.

3.16 Notification of Outcomes

All applicants will be notified of the outcome from their application. Those who are unsuccessful at any stage of the recruitment process will be notified in writing, via post or email. Those who are successful will be notified verbally.

Internal applicants will be notified verbally in all outcomes.

3.17 Contract of Employment

Successful applicants who accept the offer of employment will be sent a contract of employment. The contract of employment confirms the new employees start date, Award or Salary, Position and terms and conditions of employment. The contract of employment and related documents required to pay the employee must be received by the Finance/Payroll Officer before the employee commences.

3.18 Induction

Having a consistent and structured approach to inducting staff is essential in guiding new staff through the expectations of their role with Breakaway. There are three components to staff Induction:

3.18.1 Induction Checklist

The new employee's supervisor is responsible for ensuring that an Induction checklist is completed for each new employee. This will take the new staff member through on the job training, policy and procedure awareness, evacuation and safety procedures etc.

3.18.2 Staff Handbook

A staff handbook is issued to all new staff. The staff handbook is a reference of all relevant employment conditions and expectations, including Code of Conduct, Breakaway services information, health and safety, leave entitlements, respect and equality, staff development and practical information in relation to facilities and parking.

3.18.3 Induction

Breakaway will provide new staff with an opportunity to learn about/discuss areas such as the Breakaway Board of Management, Breakaway philosophy, Child Protection, Occupational Health & Safety as well operational information about payroll etc.

3.19 Privacy and Confidentiality

Any documents obtained as part of the Breakaway recruitment process will be treated with the appropriate level of confidentiality and comply with the requirements relevant to privacy legislation.

3.20 Appeals

All unsuccessful applicants are encouraged to seek feedback in relation to the reasons why they were not selected for the position. An unsuccessful applicant has the right to appeal if they are not satisfied with the recruitment, selection and appointment process and decision. An appeal should be lodged as per the Complaints Policy. Complaints must be lodged within 7 days of the applicant receiving notification of their recruitment outcome.

4. References

NSW Disability Service Standard 6

Anti-Discrimination Act 1977

Child Protection (Prohibited Employment) Act 1998

5. Persons Responsible

Supervisors and Managers are responsible for:

- Being familiar with the recruitment policies, procedures and guidelines and following them accordingly
- Ensuring staffing levels are determined and authorised
- Ensuring that all roles have current position descriptions which outline role requirements and selection criteria
- Understanding their own role in relation to the recruitment process

The General Manager is responsible for:

- Developing and maintaining the Recruitment Policy to support and enhance Breakaway's objectives and requirements
- Ensuring recruitment procedures and guidelines are developed, maintained and implemented accordingly
- Understanding their own role in relation to the recruitment process

Administration staff are responsible for:

- Fielding enquiries in relation to vacant positions
- Creating, compiling and finalising the Recruitment Files
- Arranging interviews and greeting applicants
- Arranging and processing pre-employment checks

Board of Governance are responsible for:

- Ensuring the Policy is reviewed and approved

6. Definitions

Board of Governance – the governing body of Breakaway, comprised of elected or appointed members who jointly oversee the activities and legal responsibilities of the organisation

Child Related Employment – generally means any employment that primarily involves direct contact with children where that contact is not directly supervised. Primarily means that at least one of the essential duties of the position involves direct, unsupervised contact with children.

Camper – any person for which Breakaway provides a service

Eligibility List – a list of applicants who were interviewed and deemed appointable for the same or similar position in the next 6 months

Existing Employee – someone who is on an existing employment contract with Breakaway

Family – refers to the parents/caregivers of the camper

Breakaway – all Breakaway Incorporated services and programs

Manager – refers to the General Manager.

Merit – applicants are selected based on how well they meet or exceed the requirements of the position. The emphasis shall be on relevant and demonstrable knowledge, skills, qualification, experience, behaviour and aptitude

Non-Recurrent Funding – when a service receives funding for a specified period where there is no expectation of any additional funding beyond the expiry date. Services are required to re-apply for the funding

Panel Members – the people who have been designated to interview each applicant

Position Description – the tasks, duties, responsibilities and working environment for a position

Preferred Applicant – an applicant/s who at the completion of the recruitment process is considered by the panel to be the best application for the position based on merit

Recruitment – refers to the process that results in a pool of suitable applicants

Recruiting Manager - the person designated as the lead panel member

Recurrent Funding – when a service receives funding that is on-going and regular in nature. The funding does not have a specific expiry date and the service does not need to re-apply for the funding

Substantive Position – where an employee has an existing employment contract for a position and is seconded or fulfils a period of higher duties. The existing employment contract position is considered the employee's substantive position.

Staff – refers to employees and volunteers of the organisation

Supervisor – refers to all senior staff who are responsible for supervising one or more staff members

Document review history

| <i>Date</i> | <i>Section</i> | <i>Change</i> |
|--------------------|-----------------------|----------------------|
| | | |