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Name of parent Policy / Directive	Recruitment and Selection Administrative Directive	
Approved by GM on	5 May 2023	
Date of Review	5 May 2027	

1. Background

The recruitment and selection procedure has been established to ensure that recruitment processes are in accordance with relevant legislation and Council's Policies, Administrative Directives and Procedures. We use fair and transparent processes that help us attract and select a diverse range of skilled, capable and talented employees who will positively influence our culture and service to the community.

2. Purpose

The purpose of this procedure is to ensure a consistent, fair and transparent process is achieved throughout every stage of recruitment and selection. The procedure identifies key roles and responsibilities to ensure accountability at each stage of the process, to enable a positive hiring experience for all involved. Conflicts of interest (actual, perceived, or potential) must be identified, disclosed and managed in accordance with Council's Conflicts of Interest for Employees Policy and supporting Procedure as soon as they are identified.

The recruitment and selection of employees is conducted in the context of the Diversity and Inclusion Strategy 2018 – 2022 and forms a key part in attracting a diverse workforce.

3. Regulatory Authority

Local Government Act 2009 (Qld)

Industrial Relations Act 2016 (Qld)

Anti-Discrimination Act 1991 (Qld)

Public Sector Ethics Act 1994 (Qld)

Human Rights Act 2019 (Qld)

Right to Information Act 2009 (Qld)

Information Privacy Act 2009

4. Human Rights Commitment

Council has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this procedure. When applying this procedure, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

5. Roles and Responsibilities

Throughout the procedure roles and responsibilities are clearly identified, definitions as follows:

- Hiring Manager – Supervisor of the identified vacant position (no lower than level 5)
- People Services Section - The job requisition raiser and facilitator of the recruitment process
- Selection Panel – The chosen selection panel from commencement to conclusion of the selection process
- People and Culture Business Partner (PCBP) provides high level advice and support for the Branches within Ipswich City Council
- Workforce Review Committee - Considers vacancies across council to ensure appropriate Establishment Management, and considers requests for new permanent positions above approved establishment or fixed term positions (either greater than 12 months* and/or with no funding available), and make recommendations to the Chief Executive Officer (outside of Council's Annual Plan and budget build processes). *Refer to Human Resource Legislative and Administrative Delegations and Sub-Delegations.

6. Key Stakeholders

The following will be consulted during the review process:

- People and Culture Branch
- Branch Managers (All Departments)
- Employee Experience Group
- Executive Services Branch
- General Managers (All Departments)

7. Education and Training Requirements

As a minimum the Hiring Manager (Chairperson) and ideally at least one other panel member must complete the Recruitment and Selection Training prior to interviews taking place.

8. Procedure

8.1 Pre-Recruitment

New positions Above Approved Establishment:

Discuss requests for new positions above the Approved Establishment with your PCBP to discuss options. These requests are considered as part of the Annual Plan and Budget build process. If an emergent need arises throughout the financial year to create a new position above the Approved Establishment, these requests will be considered for approval in line with the Human Resource Legislative and Administrative Delegations and Sub-Delegations and if required (as a condition) will be considered by the Workforce Review Committee on a quarterly basis.

Positions within the Approved Establishment:

Before commencing recruitment for a position within the Approved Establishment the Hiring Manager, in consultation with a PCBP, will:

- Review the Position:
 - Assess the need for recruitment to the position and consider whether internal recruitment may be suitable in the first instance, and in accordance with the relevant Certified Agreement.
 - Review the existing position to ensure the Position Description accurately reflects the responsibilities, and that the selection criteria and qualifications are up to date and related to the requirements of the position.
 - Ensure the Position Description (PD) has been evaluated (if required):
 - If changes are required to be made, please refer to the Evaluation of Positions ICC Officers Position Descriptions Procedure on the process to make changes to a position description.
 - If the PD has changed since last review, the PD is to be sent to the PCBP who will coordinate an evaluation of the PD to determine the appropriate classification.
- Obligations for filling of a vacancy prior to advertisement and sourcing:
 - The filling of a vacancy must first consider redeployees, and other eligible employees under this procedure including trainees and apprentices for suitability prior to advertisement by the Talent Acquisition Coordinator in consultation with the Workplace Relations Team.

8.2 Advertising and Sourcing

As a general rule, positions required to be filled, are openly advertised (open advertisement) unless it meets the requirements of an exemption from advertising (as per section 7.2.1). This is aligned to the conditions of the relevant Certified Agreements and may include a variety of internal and external advertisements utilising job boards, and other communication mechanisms to promote a fair process to attract a diverse pool of candidates to apply.

8.2.1 Exemptions from advertising

Vacancies are not required to be openly advertised when they are:

- To be filled for a period of less than 12 weeks for a secondment, or a casual position
- To be filled via transfer, redeployment at or below level
- To be filled through an Order of Merit process
- To be filled with an external candidate from a Talent Candidate Pool
- Part of a closed merit recruitment process that has been approved in consultation with the People Services Manager, to conduct a closed merit recruitment process
- To support current Trainees and Apprentices to be appointed to entry level positions (an entry level position is defined as a Level 1 or 2 Officers positions, Level 8 and 9 Local Government Employee positions)
- To be filled via direct appointment where open advertisement is unlikely to deliver a superior candidate. Direct appointments must be approved in line with the

Human Resource Legislative and Administrative Delegations and Sub Delegations, and requests must be presented in a Briefing Note that includes the background of activity undertaken to fill the position prior to the direct appointment request, an assessment of the person's merit for the position against the selection criteria in the Position Description, and the risks of not filling the position through a direct appointment process.

8.2.2 Talent Candidate Pools

Talent candidate pools may be created through recruitment processes. A talent candidate pool is a group of candidates who have been identified as potentially suitable for current or future positions at Ipswich City Council. Talent Candidate Pools can be created through recruitment processes, or by proactively contacting candidates through approved sourcing tools that Council has purchased. These candidates have not yet been assessed through the selection process. Where Talent Candidate Pools will be used to support a recruitment process to seek external candidates, the position must have been openly advertised internally in the first instance and must align to the Certified Agreement conditions, and the likelihood of openly advertising using external channels is unlikely to deliver a superior candidate.

8.2.3 Request to advertise

The Hiring Manager will:

Email careers@ipswich.qld.gov.au to commence the process and provide the information below:

- *Position Number and Title*
- *Permanent / Fixed Term / Full Time / Part Time / Casual*
- *Advertising request (internal / external / or specialist sites such as university websites or professional associations)*
- *Hiring Manager and Panel members*
- *Reason for vacancy (eg. resignation)*
- *Justification for filling the position.*

People Services Section will:

- Raise a job requisition in the recruitment system as per Hiring Manager's request, attaching the PD and advertisement for review and approval.
- Post the advertisement as requested within 24 hours of the job requisition being approved in line with the Human Resource Legislative and Administrative Delegations and Sub-Delegations and as per each individual certified agreement (internal first, or internal and external concurrently).
- Advertising timelines as a minimum (business days):
 - Expression of Interest – three
 - Internal – five
 - External – eight.

8.2.4 Contingent Worker

Recruitment to positions of less than 12 weeks may be made through an agency, by following the Contingent Worker Procedure and the Procurement Code of Practice and the Hiring Manager ensures ensuring the following:

- Merit assessment must occur by the Hiring Manager for each engagement
- Background checks must be completed irrespective if the person is from an agency or not
- Every contingent worker must be placed against an approved position number and have an up to date position description
- All documentation including a Recruitment Selection Report (which captures Conflict of Interest and decision making process) must be sent to peopleandculture@ipswich.qld.gov.au along with the 'Appointment Form' signed in accordance with the Human Resource Legislative and Administrative Delegations and Sub-Delegations
- All contingent workers are eligible to apply for internal positions as per relevant certified agreement
- A contingent worker may be extended by completing the Employee Extension Form, sending to peopleandculture@ipswich.qld.gov.au and following the Procurement Code of Practice
- All requests to engage a contingent worker for 12 weeks or more will be directed to the People Services Manager for consultation.

8.2.5 Casual Worker

In some circumstances, a business need may require the engagement of a casual employee. Casual Appointments can be made in accordance with the below:

- A merit assessment must occur by the Hiring Manager for each appointment
- Conflicts of interest are managed in accordance with Council's Conflicts of Interest Procedure
- Reference Checks are completed
- Background checks are completed

The following documentation is required to be sent to careers@ipswich.qld.gov.au:

- Candidates resume
- Completed Reference Checks
- Recruitment Selection Report (which captures Conflict of Interest and decision making process)
- 'Appointment Form' signed in accordance with the Human Resource Legislative and Administrative Delegations and Sub-Delegations.

8.2.6 Internal Opportunities (Expressions of Interest for fixed-term/secondment opportunities)

Opportunities of less than 12 weeks can be processed in line with the secondment procedure utilising the Appointment Form and appointing an employee directly to the position for the duration of the secondment.

If desired and less than a 12 week opportunity an EOI can be sent via email to the business through the relevant General Manager. All applications and decision making documents (to ensure a consistent, fair and transparent process) must be returned to People and Culture Branch and stored electronically.

Opportunities of more than 12 weeks, shall be advertised openly advertised internally on the recruitment system through People Services for a minimum of three business days.

Should an extension be required due to business requirements, or where customer service delivery would be disrupted or negatively impacted, approval may be sought in line with the Human Resources Legislative and Administrative Delegations and Sub Delegations.

8.3 Selection Panel

- The Hiring Manager will confirm the selection panel members and ensure conflicts of interest (actual, perceived, or potential) are identified, disclosed and managed in accordance with Council's Conflicts of Interest for Employees Policy and supporting procedure.
- Selection panel members should be identified with business, customer and diversity considerations taken into account. For example, by including the hiring manager where practical, a person with relevant business expertise, seeking gender balance and / or by having a colleague from another branch or department on the selection panel for a customer perspective.

8.4 Selection Process

The selection panel members will ensure the selection process:

- Is merit based, valid, reliable, culturally appropriate, fair, unbiased and transparent
- Provides candidates the best opportunity to demonstrate their merit (skills, abilities, knowledge, experience, personal qualities, aptitude, qualifications and potential) at all stages of the process
- Considers information gathered holistically including candidates cultural fit to the team and to Ipswich City Council
- Complies with Ipswich City Council's policies and procedures
- Gives consideration to all candidate applications in line with the selection criteria
- Includes providing clear decision-making notes to People Services Section, to demonstrate a fair and equitable process was undertaken by the panel to shortlist
- Includes moving the selected candidates for interview to 'interview to be scheduled' and communicates with the People Services Section to set up the interviews

- Includes timely communication to the People Services Section of candidates deemed to be unsuccessful so that they may be notified as early as possible that they are unsuccessful
- Considers requests for late application, and where accepted, consults with the People Services Section to provide the candidate with a dedicated link to create their application
- Uses relevant behavioural based questions at interview which are aligned with the selection criteria and/or carrying out relevant work tests to allow the candidate to demonstrate how they can deliver against the role responsibilities
- Follows a consistent interview format for all candidates with interviews conducted face to face where possible (or telephone or Microsoft Teams)
- Uses Psychometric testing generally only for level 8 and above and discusses this with the People Services Manager prior to making the decision. All costs for psychometric testing will be charged to the relevant business section.

8.5 Order of Merit

An Order of Merit identifies candidates who have been assessed through the selection process as suitable for the position that they applied for, or for a range of similar positions.

The Order of Merit will be valid for up to 12 months following a recruitment process. Consult the Talent Acquisition Coordinator or the People Services Manager to determine if there is a suitable candidate.

For positions that are advertised as permanent, an Order of Merit can be used to fill permanent, fixed term or casual positions. An Order of Merit may not be used to fill a permanent position, where it has previously been advertised as fixed term or casual.

8.6 Reference Checking

Reference checking is a critical element of the selection process that will assist to verify the claims made by candidates during the selection process and make more informed hiring decisions.

- The Hiring Manager is responsible for conducting Reference Checks and considering what factors need to be checked. Consideration should be given to any particular aspects of the candidate's merit for the position that needs to be verified.
- The Hiring Manager must conduct two reference checks on the preferred candidate. If more than one preferred candidate is identified, the reference checks can be used to assist in identifying the most meritorious candidate.
- For internal reference checks the requirement should, where possible, be two completed checks from two separate supervisors in the business (including their current supervisor).
- For external reference checks the requirement should, where possible, be two completed checks one being from the most current supervisor.
- Where the candidate is a current employee performing the position or similar position, reference checks may be waived with suitable justification provided against the

candidate file in the recruitment system (external candidates reference checks may only be waived with General Manager approval).

- Referee checks are best conducted through discussion, generally by telephone, and then documentation.
- Hiring Managers should be conscious to objectively consider the information gathered through reference checking, even if it doesn't support the selection panel's initial assessment of the candidate/s.
- If the reference checks are not satisfactory, further reference checks can be conducted or the candidate may not move to the next stage of the process and should be informed.
- It must be noted that in line with the Queensland *Right to Information Act 2009* the candidate may request to see a copy of the reference checks.
- Upon satisfactory completion of the reference checks the Hiring Manager must advise the candidate that they will be progressing to background checks and at this stage get an estimated start date (depending on their notice period) and also confirm salary.
- The Hiring Manager must ensure the reference checks are scanned and saved against the candidate's record in the job requisition.
- Interview panel members cannot provide references for interviewed candidates as this creates a conflict of interest.

8.7 Background Checking

People Services will arrange all relevant background checks required by the position which may include, but are not limited to:

- Pre-employment / Full Functionality Medical
- Criminal History Check
- Professional Memberships
- Professional Qualifications
- Blue Card
- Right to work in Australia
- Bankruptcy Check
- Australian Securities and Investment Commission Banned and disqualified persons register search.

The Hiring Manager should discuss any background checking requirements with the People Services section to ensure all required checks are conducted.

8.7.1 Criminal History Checking

A criminal history check involves a search of an individual's criminal record and history to determine whether there are any convictions relevant to the person's ability to perform the inherent requirements of the position. There must be a 'tight correlation' between the inherent requirements of the particular job and an individual's criminal history to not proceed with the hiring of the candidate if there is an adverse outcome.

A criminal history check is required for the following positions:

- Section Managers, Branch Managers, General Managers, CEO

- Positions within Finance, People and Culture, Legal and Governance, Procurement and Information Communications and Technology with financial responsibilities and /or access to confidential and highly sensitive information
- Positions in other branches and departments with significant financial and / or grants responsibilities and / or access to confidential and highly sensitive information
- Any other relevant position identified by the CEO, General Manager or People Services Manager.

8.8 Adverse Outcome from Background Check

In the instance where an adverse outcome is received on a background check, the outcome must be assessed by the People Services Manager and Manager, People and Culture at a minimum.

The Workplace Safety and Wellbeing Manager is responsible for reviewing all medical adverse outcomes and must consult with the People Services Manager before proceeding.

All adverse outcomes must remain confidential and an opportunity for the candidate to respond must be provided. Any response from the candidate must be documented and considered prior to making final recommendation.

8.9 Unsuccessful Interviewed Candidates

All unsuccessful interviewed candidates must be contacted by the Hiring Manager and receive adequate feedback, an email from the recruitment system will not be used to inform any interviewed candidates. Once all unsuccessful candidates are called please email People Services Section to confirm, so it can be documented against the job requisition.

Candidates on an order of merit list will remain valid for up to six months post interview date, meaning order of merits can be utilised for future recurring or similar vacancies.

8.10 Employment Offer

Prior to an Employment Offer, the Hiring Manager must provide the Recruitment and Selection Report to the People Services Section.

People Services Section will:

- Ensure all background checks have been completed and compliance documentation have been received and are valid prior to submitting the offer for approval in line with the Human Resource Legislative and Administrative Delegations and Sub-Delegations.
- Advise the Hiring Manager when to verbally make an offer to the successful candidate
- Prepare the Offer Letter in line with the submitted start date and salary level.

9. Confidentiality and Record Keeping

All information and documentation obtained through recruitment and selection activities will be appropriately managed.

Hiring Managers must promptly return any hard copies of interview guides to People Services to ensure the requisition can be closed. All completed Interview Guides and the Recruitment

Selection Report will be scanned and saved against the job requisition in the recruitment system for future audit purposes.

A candidate may access their personal information.

10. Associated Costs

Any fees relevant to standard sourcing (including pre-employment medicals and criminal history checks) will be allocated to the recruitment budget, additional costs related to recruitment (travel, relocation, hospitality, advertising fees above contracted advertising platforms) will be allocated to the relevant business section.

11. Monitoring and review

Measures to determine the effectiveness of this procedure include:

- Employee retention and attrition reporting
- Training to ensure diversity and inclusion is embedded in recruitment and selection practices
- Candidate experience and Hiring Manager surveys

This procedure shall be reviewed every four (4) years, or as required.

12. Related documents

[Appointment Form](#)

[Recruitment and Selection Administrative Directive](#)

[Conflicts of Interest Policy and Procedure for Employees](#)

[Identifying, Disclosing, Managing and Monitoring Conflicts of Interest for Employees](#)

[Removal Expenses Administrative Directive](#)

Secondment Administrative Directive

Reimbursement of Interview Expenses Administrative Directive

[Secondment Procedure](#)

[Contingent Worker Procedure](#)

Evaluation of Positions ICC Officers Certified Agreement Procedure

Transfer within and Between Classification Levels Procedure

[Diversity and Inclusion Administrative Directive](#)

[Registered Professional Engineer of Queensland Procedure](#)

[Redeployment Procedure](#)

[Medical Assessment of Employees Procedure](#)

[Working with Children Procedure](#)

[Smoke Free Workplace Administrative Directive](#)

Ipswich City Council Officers Certified Agreement 2021

Ipswich City Council Resource Recovery Drivers Certified Agreement 2021

[Ipswich City Council Local Government Employees Certified Agreement 2021](#)

Ipswich City Council Civic Centre Certified Agreement 2021

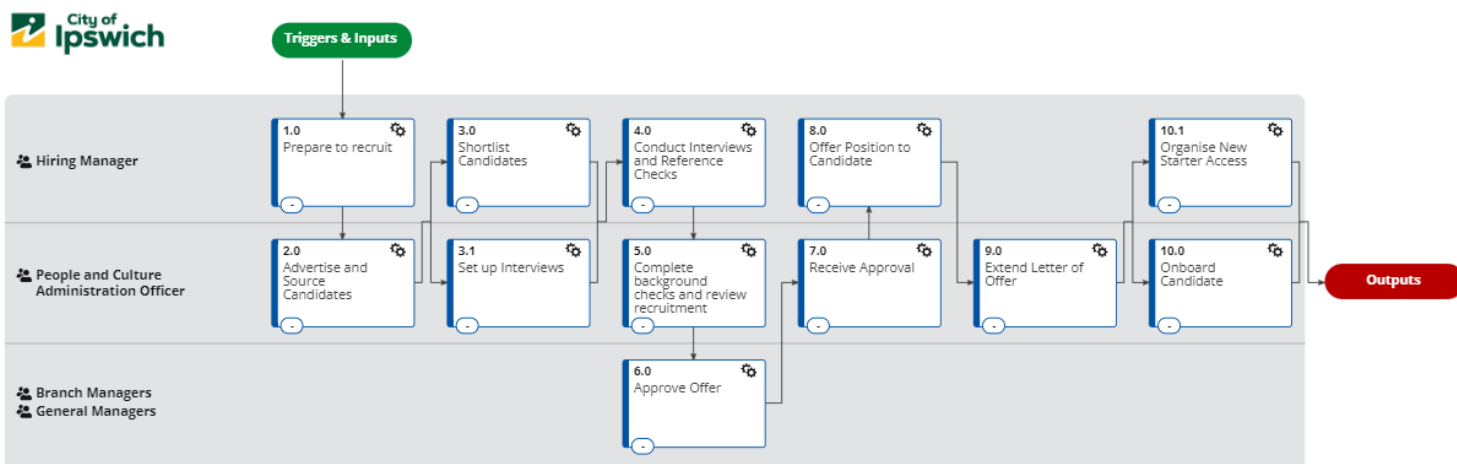
13. Definitions

PERMANENT EMPLOYEE	Full time or part-time employee, without an end date to their engagement.
FIXED TERM EMPLOYEE	An employee engaged for a fixed period with an end date to their engagement.
CONTINGENT WORKER	Person who works under Ipswich City Council direct supervision, but is engaged through, and paid directly by a labour hire agency. Note – refer to ICC Contingent Worker Procedure as this process goes directly through the Procurement Branch.
SECONDMENT	An employee who is in a position that is not their substantive position, for a fixed term, and will return to their substantive position at the completion of the secondment
MERIT	The extent to which a candidate is deserving of an appointment due to the relationship between: <ul style="list-style-type: none"> • The candidate's abilities, aptitude, skills, qualifications, knowledge, experience, personal qualities and potential, and • The duties and responsibilities of the position.
CLOSED MERIT	A closed merit process is where a vacant position is internally advertised to a limited group of employees. The closed merit process uses a pre-determined criteria, which may be confined to a specific location or within a particular Branch or Section and should only be used in the following circumstances: <ul style="list-style-type: none"> - Where open advertisement would mean displacement of an employee (for example through organisational change), and; - Where open advertisement is unlikely to deliver a superior candidate.
OPEN ADVERTISEMENT	Includes advertising using internal and/or external channels. Internal channels include the Careers board on eHub, external channels include careers@ipswich.qld.gov.au, Seek and LinkedIn for example.
RECRUITMENT	Searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organisation to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

DIVERSITY	Refers to individuals that are each unique. ICC respects and recognises the benefits of individual differences in terms of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.
CONFLICT OF INTEREST	<p>A conflict of interest exists when a reasonable person might perceive that a public official's personal interest could be favoured over their public duties, or where the personal interest may influence, or be seen to influence, their decisions or actions in the performance of their public duties.</p> <p>Conflict of interest may be actual, potential or perceived.</p> <p>Actual conflict of interest occurs when there is a real conflict between an employee's public duties and personal interests.</p> <p>Potential conflict of interest occurs when an employee has personal interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken immediately to mitigate future risk.</p> <p>Perceived conflict of interest occurs when the public or third party could form the view that an employee's personal interests could improperly influence their decision or actions, now or in the future.</p>

14. Process Model

Managing Recruitment and Selection Process



15. Procedure Owner

The General Manager (Corporate Services) is the procedure owner and the Manager, People and Culture is responsible for authoring and reviewing this procedure.