

Recruitment - Department of Health "Recruitment Rescuer"

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Functional Sub group Personnel/Workforce - Recruitment and selection

Summary Recruitment Rescuer is a document that specifies the policies and processes required to be followed in the Department of Health when recruiting staff. The document assists managers to: effectively choose the most appropriate recruitment pathway; effectively manage their involvement in the recruitment process; adopt a strategic focus in the recruitment and induction processes; and pick the most meritorious applicant. The Recruitment Rescuer is a self-paced learning guide to the recruitment and induction process. It contains "plain english" step by step advice on how to undertake recruitment and induction in a timely and strategic manner. All relevant forms are included as attachments.

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Recruitment Rescuer

2005

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Executive and Corporate Support Division

Foreword

Recruitment is a strategic activity. It is the way an organisation plans and selects staff to achieve its goals. A strong organisation is underpinned by strong recruitment practices which ensure that we select staff with appropriate skills and experience to meet today's needs and the challenges of the future.

The merit principle underpins recruitment in the NSW public sector and requires that all members of the community have equal access to employment and the best applicant is selected for the position. Merit selection is ethical, fair and effective and involves impartiality, confidentiality, transparent processes, timely outcomes and high levels of professional conduct.

While many of us have experienced the formal merit selection processes for permanent appointment, the same principles of fairness and transparency apply to the recruitment of temporary staff. Our recruitment actions must be able to withstand close scrutiny and we must be openly accountable for our decisions.

Our staff is our most valuable asset. We have an obligation to ourselves and to the people of New South Wales to do our utmost to recruit the most meritorious staff to positions within the Department. **Recruitment Rescuer** provides a valuable resource for all staff involved in this important strategic activity.

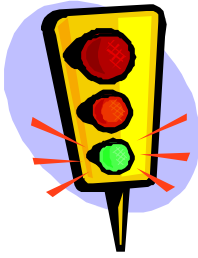
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Attachment 3:	Information for Premiers Department
Attachment 4:	Convenor's Kit
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1. Using the Recruitment Rescuer



The **Recruitment Rescuer** consists of:

step-by-step advice on the best way to recruit permanent and temporary staff

templates for each step in the recruitment process (such as Position Descriptions, Advertisements and the Criminal Record Check form)

tips on how to get the process right.



This symbol throughout the guide identifies tips that will help you streamline the process.

The **Recruitment Rescuer** attempts to capture best practice and should be used as a reference for all recruitment action.

The **Recruitment Rescuer** is available on the Corporate Personnel Services website:

<http://internal.health.nsw.gov.au/ecsd/cps/rescuer1.html>

The **Recruitment Rescuer** is a quality initiative developed to assist you so please contact us if you have any comments or suggestions to improve the **Recruitment Rescuer**.

Corporate Personnel Services schedules regular staff selection techniques workshops that are designed to complement the information contained in **Recruitment Rescuer**.

Corporate Personnel Services acknowledges the assistance and contributions provided by staff who commented on earlier drafts of the **Recruitment Rescuer**.

Recruitment Contacts

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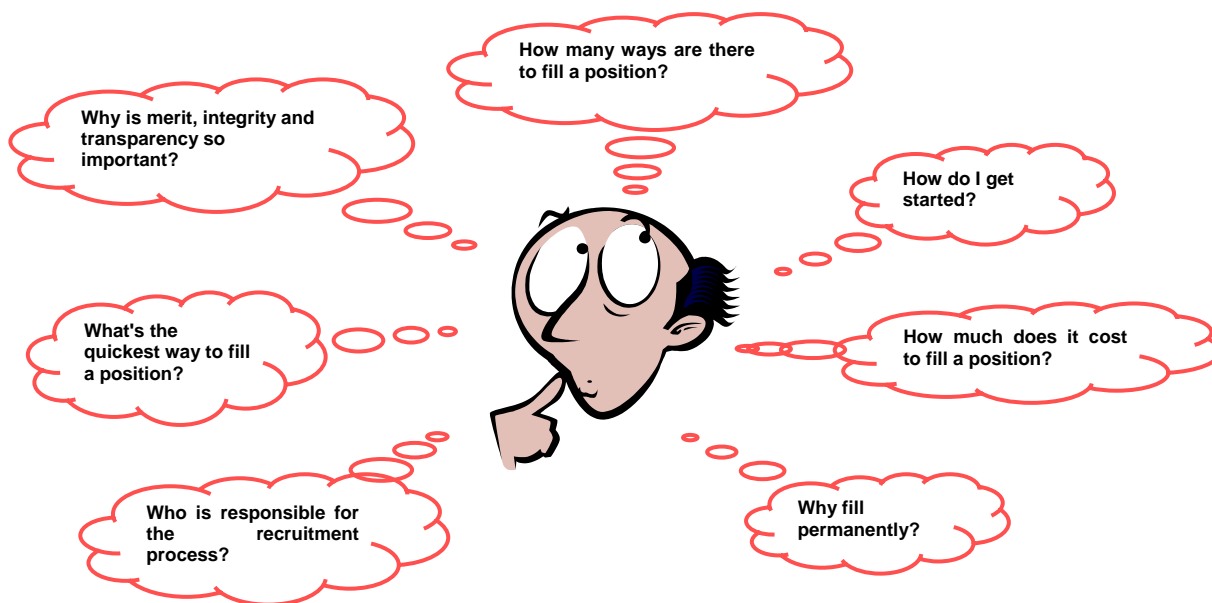


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2. Let's get started...any questions?



Why are concepts such as *merit, transparency and integrity* so important?

The Public Sector Employment and Management Act 2002 imposes a statutory obligation to select applicants who are considered to be the most **meritorious** based on objective position-specific criteria. Selecting staff for reasons other than merit may constitute corrupt conduct under Section 8 of the Independent Commission Against Corruption Act 1988.

We have a duty to applicants, the Department and the community to apply the values, which underpin the statutory obligation to select the most meritorious applicant. These values are:

Impartiality: All stages of the recruitment process must be conducted impartially and objectively.

Accountability: Those involved in recruitment processes are accountable for their decisions and must ensure that proper records are kept to support those decisions.

Competition: The pool of potential applicants must be maximised as far as practicable.

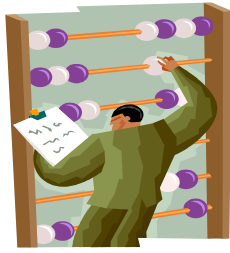
Openness: The factors impacting on recruitment and selection decisions must be clear to those involved. The process by which decisions are made must be transparent. Confidentiality must be maintained. This includes prompt and honest feedback in the form of post interview counselling.

Integrity: As public officials, we have a duty to ensure that we adhere to the letter and spirit of our statutory and ethical obligations.

Code of Conduct: The NSW Health Code of Conduct establishes ethical standards for issues such as use of resources, client services and personal and professional conduct. Recruitment and selection practices often reflect the ethical climate within an agency. If we fail to adhere to our statutory and ethical obligations we will not attract and retain staff who can positively contribute to and enhance our ethical standards.

How many ways are there to fill a position?

There are eight ways to fill a position. They are:



1. Fill the position **permanently** through a merit based recruitment process or transfer of an officer, including excess and displaced officers.
2. **Temporary** appointment for a specified period eg up to a year.
3. Expressions of Interest (**EOI**).
4. **Secondment** of a person from an Area Health Service or an officer from another agency.
5. Higher Duties Allowance (**HDA**) for periods up to three months only.
6. Employ a Contractor through an **temporary employment agency**.
7. Appoint a **Long-Term Temporary** employee.
8. **Casual** employment of staff where the work is intermittent. This must not exceed a single period of three months.

Why fill permanently?

This is the Department's preferred option because it provides greater stability and is more efficient and effective in the long term. Temporary appointments should only be made in limited circumstances such as where there is a short term need to replace someone while they are on leave or where you have funds, project needs or other constraints which would prevent you from appointing on a permanent basis. The use of temporary employees on an ongoing basis should be avoided. Extensions of temporary appointments are only approved in exceptional circumstances.

What's the quickest way to fill a position?

It depends on your circumstances. Generally, the quickest way is via a temporary appointment (if it is for less than 12 months) or via an EOI, payment of a HDA (for periods less than 3 months) or the employment of a contractor or temporary agency employee.

Who is responsible for the recruitment process?

Corporate Personnel Services coordinates the process but managers and convenors of selection committees are responsible for the process. Their responsibilities include ensuring the process is fair, culling and interviewing promptly and recommending applicants solely on merit.

How much does it cost to fill a position?

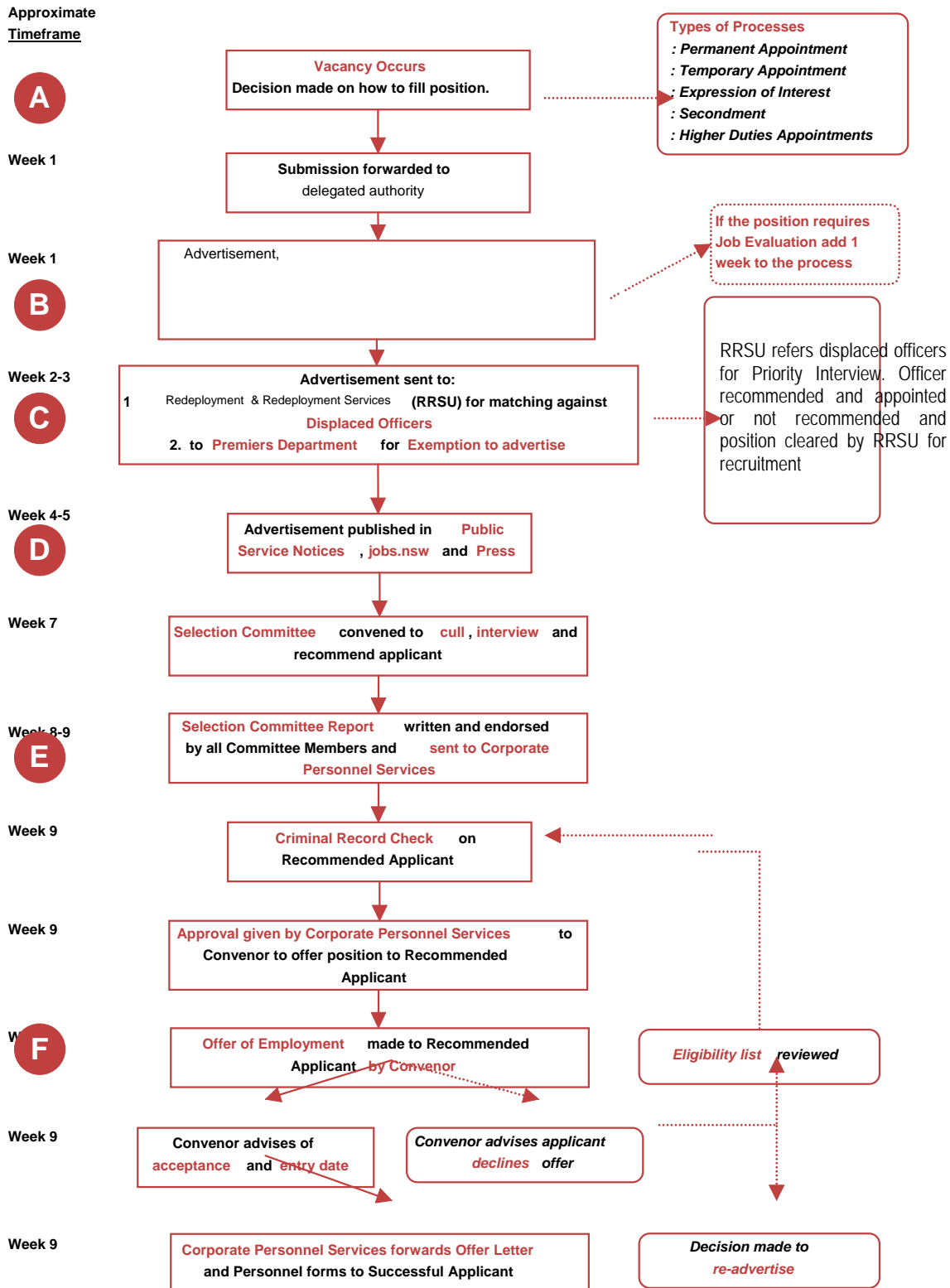
Your cost will not only be measured in terms of the dollars spent on advertising—and these costs can range from an average of \$750 for a standard advertisement in the Government section of the classifieds to \$1,500 for advertisements in specialist publications—but also in terms of lost productivity while the position is vacant. In addition, you may find there is diminished productivity while the new recruit settles in and don't forget there will also be costs for both the medical assessment for permanent staff and for training courses.

How do I get started?

1. You will need to determine the best way to fill the position having regard to equity considerations and the merit principle. Staff in Corporate Personnel Services can help - email your questions to staffline@doh.health.nsw.gov.au
2. Ensure you have sufficient funds for salary costs and that you have had the position analysed and evaluated – see section 5 of the Rescuer and the Job Analysis and Evaluation section on the Corporate Personnel Services intranet website <http://internal.health.nsw.gov.au/ecsd/cps/index.html>
3. Seek and obtain approval from the appropriate delegate, under current Management Board policy, Deputy Director- General's authorize recruitment to temporary positions. Requests to advertise externally to permanent positions must be sent via the Director, Executive and Corporate Support to the Director-General for approval.

How long is the recruitment process?

The Recruitment Process



Tips, Statistics and Targets for the Recruitment Process

Tips



-
- A** Determine whether the position should be filled permanently or temporarily.
- Don't commence recruitment action if you don't have the budget for the position.
- Determine the best way to fill **now** - weigh up the advantages and disadvantages of **Internal** v **External** recruitment.
- Have the position analysed and evaluated before putting your proposal forward.
- Have your advertisement ready and correct now.



-
- B**
- Filling in forms may not be an art or a science but incomplete forms **will** slow down **your** recruitment process.



-
- C**
- You expect to get the clearances you need to fill your position so **now** is the time to establish your selection committee. It is important to ensure that your independent panel member is truly independent,



-
- D**
- You now have 2 weeks and 2 days to schedule a date to do the cull and to do the interviews. Why not cull on the **Tuesday** following the closing date and interview 3 days later?
 - Develop your interview strategy and questions now.



-
- E**
- Anticipate an appeal to the Government and Related Employees Appeal Tribunal (GREAT) and complete all sections of the selection committee report carefully and ensure you fully explain the reasons for your decision.



-
- F**
- Try to finalise the start date and salary over the phone. Stress that salary rates can only be offered within the framework set out in the Personnel Handbook so until the rate is put in writing in the letter of offer, the rate discussed with the convenor should not be relied on as a firm and final offer.
 - Email Staffline with the details as soon as possible.
-

The three main factors which slow the recruitment process include referral by the Relocation and Redeployment Services Unit (**RRSU**) of a displaced or excess officer for a Priority Interview, delays in the **Criminal Record Check** process or a failure to **cull and interview** promptly.



Always arrange your Selection Panel and set the date for the cull and interviews before the closing date for the advertisement.

Statistics

On average, it currently takes **61 days** to recruit to an externally advertised position.

Four external agencies - the Premiers Department, the Relocation and Redeployment Services Unit, the Government Advertising & Information and the Police Department are involved in the Department's recruitment process and, between them account for 41 of the 71 days or around **60% of the total time taken to recruit**.

The average time taken at each step in the process is:

Process	Days to clear
Job evaluation	3
Director General (DG)	3
Premiers Department	10
Relocation and Redeployment Services Unit (RRSU)	1
Government Advertising Agency	10
Public Service Notices	14
Cull and interview	10
Criminal Record Check	6
Offer	4
Total	61



Experience has shown that those branches that have established a **Recruitment Database** to track progress with their recruitment actions and have a designated person to coordinate recruitment for the branch reduce the time taken to recruit – in some cases down to below 55 days.

Targets



Reduce the time taken to interview

Current average 10 days

Target 4 days (*allowing three days to notify applicants*)



Reduce the time taken to return the completed Selection Committee Report to Corporate Personnel Services

Current average 3 days

Target 1 day



Reduce the time taken to make an offer to the successful candidate

Current average 4 days

Target 0 days (*same day as you receive approval to make the offer*)

3. What are the requirements for each recruitment option?

There are several common steps in each of the options. The main ones are listed below.

Permanent Appointments

Step 1

The first step is to get the **Director General's** approval. You must ensure that you have a budget and a workstation or office for the position, and that you have prepared an **advertisement**, had the position description prepared, job-analysed and evaluated. You then must receive approval from your Deputy Director General and endorsement of the Director, Executive and Corporate Support prior to seeking the Director-General's approval to advertise.

Step 2

Once you have received Director General's approval the next step is to send an electronic and signed hard copy of the approval, to Corporate Personnel Services together with the approved position description, the completed **Recruitment Advertising Request Form**, and the advertisement (Sample of Completed Advertisement, *Attachment 1*) and the information required by the Premier's Department seeking their approval to advertise. A sample Recruitment Advertising Request Form is at *Attachment 2*. The information required by the Premier's Department is at *Attachment 3*

Step 3

Conduct Priority Interviews with any displaced staff and excess officers referred by Corporate Personnel Services. Advice on conducting a **Priority Interview** is set out in **Section 7**. The overriding principle is that the officer must be given every opportunity to demonstrate the capacity to satisfactorily undertake the duties of the position within a reasonable period of time and with reasonable training and assistance – this concept is known as the **principle of reasonable adjustment**.

Step 4

If you don't select an excess or displaced officer your recruitment request will be processed by Corporate Personnel Services. By the closing date for receipt of applications, you should have established your selection committee and set a date for the cull and the interviews and you should also have developed your questions for the interviews. You should now prepare your **Information Package** from the template provided to you by Corporate Personnel Services. **Select an Inquiry Officer who must not be an applicant for the position**. When applications close Corporate Personnel Services will send you the applications and provide you with a **Convenors Kit** together with all the applications on the Monday following the closing date. A sample Convenors Kit is at *Attachment 4*.

Step 5

By now you will have completed your interviews, written your **Selection Committee Report** and forwarded all paperwork to Corporate Personnel Services to arrange a **Criminal Record Check** (See Policy Directive PD2005-552) and provide advice to you regarding approval to make a verbal offer of employment to the recommended applicant. A sample Selection Committee Report and Criminal Record Check form is included in the Convenors Kit in *Attachment 5*.

- **Do not offer conditions of employment such as removal expenses and salary unless you have formal approval to do so. If in doubt please contact Corporate Personnel Services.**
- **If the Criminal Record Check on the recommended officer reveals convictions or current charges, action will be taken in accordance with policy directive PD 2005_552 *Employment Screening Using Criminal Record Checks - NSW Department of Health Policy*. Recruitment action will be deferred pending completion of action under that Policy Directive.**
- **Do not make any offers of proposed salary until this has been approved in writing by Corporate Personnel Services.**

Step 6

The successful applicant has now accepted the offer of employment verbally and in writing and has entered on duty. The written offer is made by Corporate Personnel Services. By now you will have completed the Induction checklists set out in the **Department's Induction Policy (Policy Directive PD 2005_244)** which is available on the intranet and ensured that the new starter has a mentor and has all the equipment necessary to undertake their duties. To obtain a Photo-ID access card for the new starter you will need to complete a **Building Access and ID Request Form** and attach it to with your approval to employ, then forward both forms to the Shared Services Centre.



Don't be tempted to make a selection if you are not entirely sure. It's best to re-advertise or fill by one of the temporary employment options.

Checklist	Completed
Budget	<input type="checkbox"/>
Branch approval to recruit	<input type="checkbox"/>
Job Analysis and Evaluation	<input type="checkbox"/>
Approval of DDG to progress to advertising	<input type="checkbox"/>
DG approval	<input type="checkbox"/>
Recruitment Advertising Request form	<input type="checkbox"/>
Advertisement sent to Corporate Personnel Services	<input type="checkbox"/>
Cull and interviews held	<input type="checkbox"/>
Selection Committee Report approved	<input type="checkbox"/>
Offer of employment made and accepted in writing	<input type="checkbox"/>
Induction requirements as per <i>Circular 2002/34</i>	<input type="checkbox"/>

Temporary Appointments

1. Section 27 for up to 12 months

The Department's preference is to have permanent positions filled by permanent officers however because we receive funding from various sources and undertake projects of different durations, temporary employment is often the most appropriate staffing arrangement. Section 27 is a reference to the main temporary employment provision in the Public Sector Employment and Management Act 2002. By definition, temporary employment is short-term employment and the Department discourages the practice of extending temporary appointments beyond the initial contract end date.

Step 1

The first step when recruiting to a position on a temporary basis is to determine the duration of the employment. For **periods of up to 12 months** you can recruit without having to go through a merit-based external recruitment process. You will need to have an approved position description and to complete the usual recruitment forms. Departmental delegations enable managers to offer employment to staff for periods of up to 12 months subject to a satisfactory Criminal Records Check. Note that you will be required to obtain your DDG's approval to recruit but once you have that approval and a satisfactory criminal record check, **you can issue the offer** letter to the person concerned. A sample Section 27 offer letter is located at [Attachment 6](#).

If you want to fill the position for **longer than 12 months** you will need a current approved position description, you will also need to complete all the recruitment forms, convene a Selection Committee and complete a Selection Committee Report. This report, the criminal record check and all candidates applications are forwarded to CPS. **Note that the maximum permissible period of temporary appointment is three years.**

Checklist	Completed
Budget	<input type="checkbox"/>
Branch approval to recruit	<input type="checkbox"/>
Job Analysis and Evaluation	<input type="checkbox"/>
DDG approval	<input type="checkbox"/>
Recruitment Advertising Request form	<input type="checkbox"/>
Advertisement sent to Corporate Personnel Services	<input type="checkbox"/>
Cull and interviews held	<input type="checkbox"/>
Selection Committee Report approved	<input type="checkbox"/>
Offer of employment made and accepted in writing	<input type="checkbox"/>
Induction requirements as per <i>Circular 2002/34</i>	<input type="checkbox"/>

2. Expressions of Interest

Expressions of Interest (EOI) are issued under Section 7 (3) of the Health Administration Act 1982, or Sections 24 or 86 of the Public Sector Employment and Management Act 2002. Delegation to approve the issuing of an EOI rests with the DDG of your division.

Once you receive DDG approval to advertise by way of an Expression of Interest (EOI), you may fill a position for a period of up to 2 years. Corporate Personnel Services distributes EOIs each week within the NSW Health Department and the Health System. As with requirements for filling positions on a permanent basis or under a Section 27 arrangement, you will need to ensure you have a budget for the position and prepare a brief to your DDG for approval to advertise the position. You will also need to draft the EOI and send it to Corporate Personnel Services as we issue EOIs by email. A sample EOI is at [Attachment 7](#). Extensions to appointments made through the EOI process are only approved in exceptional circumstances.

Step 1

As with recruitment action for permanent and Section 27 positions, when your EOI is published you will need to ensure that you have an **Inquiry officer** who is available to answer any inquiries for the position.

After the closing date you will need to cull the applications and interview shortlisted applicants. In addition you will need to complete a **Selection Committee Report** and obtain approval of the recommendation for the temporary appointment from a manager who is designated as a Level 1 – Level 4 delegate within the Department's Delegations Manual.

Step 2

Once you have chosen the preferred applicant for the position, you will need to negotiate the person's release date with their substantive Manager/Director. That Manager/Director is under no obligation to approve the release of the person to take up the EOI placement. It is also important that you forward copies of all the paperwork involved in the placement to Corporate Personnel Services for establishment and salary purposes.

3. Secondment

Secondments are issued under Section 7 (3) of the Health Administration Act 1982, or Sections 24 or 86 of the Public Sector Employment and Management Act 2002.

Secondments can be made with or without advertising the position however if you don't advertise, the secondee must continue to receive their current salary during the secondment.

If you decide to advertise the secondment opportunity, you should follow the process for permanent appointments described earlier.

If you know of a person who is a permanent staff member within an Area Health Service or a permanent officer within a NSW Government Agency, you may, with the other agency's written approval, second the person to the Department for a short-term period. The duration of the placement is generally expected to be no longer than 12 months.

Step 1

Prepare a brief to your DDG justifying the reasons for the secondment indicating that you have the budget for the position and ensuring that the position has a current approved position description. You will also need to confirm the appropriate cost centre for the salary costs.

Step 2

Once you have DDG approval to implement your request to second an officer you should negotiate the secondment with the person's home agency and prepare a letter to the agency or the Area Health Service seeking formal agreement for the secondment. Sample letters are located at [Attachment 8](#).

Step 3

Once you receive the agency's approval for the secondment you should ensure that a Criminal Record Check is undertaken on the person concerned. Criminal Record Checks are arranged by Corporate Personnel Services and processed through the Employment Screening and Review Section within the Corporate Governance and Risk Management Branch.

Step 4

Following receipt of approval to proceed on the basis of a satisfactory Criminal Records Check you issue a letter both to the staff member and to their CEO confirming details of their proposed secondment. Sample letters are at Attachment 8. You will also need to verify on what basis the prospective employee will be paid. For short-term appointments of up to 6 months duration the secondee generally remains on the payroll of their home agency.

Checklist	Completed
Budget	<input type="checkbox"/>
Branch approval to recruit	<input type="checkbox"/>
Job Analysis and Evaluation	<input type="checkbox"/>
DDG approval	<input type="checkbox"/>
Recruitment Advertising Request form	<input type="checkbox"/>
Advertisement sent to Corporate Personnel Services	<input type="checkbox"/>
Cull and interviews held	<input type="checkbox"/>
Selection Committee Report approved	<input type="checkbox"/>
Offer of employment made and accepted in writing	<input type="checkbox"/>
Induction requirements as per <i>Circular 2002/34</i>	<input type="checkbox"/>

3. Higher Duties Allowance

If you have the budget to fill the vacancy, you may act an existing permanent departmental officer in the position by way of Higher Duties Allowance (HDA). **Preferably, this should be a short-term arrangement only and should not exceed three months.**

Step 1

Prepare a brief for approval by your delegated approving officer. Your brief should include the position number, title, classification and grade. The staff member's name, the date the acting arrangement will be from and to, and the reason for filling the position should also be included in the brief.

Step 2

Once you have approval to fill the position by way of a HDA, prepare a letter to the staff member concerned advising them of the arrangement and forward a copy of that paperwork to Corporate Personnel Services for placement on the officer's file. A sample letter is located at *Attachment 9*.



HDAs can be paid at 100% of the first incremental rate for the position or at a lower percentage rate depending on the percentage of the duties of the position undertaken by the officer. It is important to ensure that staff are fully informed of the duties and responsibilities of the position and that close monitoring takes place during the Higher Duties arrangement to enable an objective assessment of the percentage rate payment to be made by the approving officer. HDA forms should be submitted fortnightly or monthly and the percentage payment should be agreed to either before the placement commences or when the first HDA form is sent to Corporate Personnel Services.



Managers should provide staff who receive a Higher Duties Allowance with a copy of the relevant section of the Personnel Handbook to explain their entitlements to the allowance.



Note: Only Level 3 Delegates can approve HDA's where the annual salary difference is \$10,000 or above.

5. Employ through a recruitment agency

Employment of staff through a recruitment agency is a quick and convenient but sometimes expensive means of filling a position on a short-term basis. Rates may vary significantly between agencies and overtime rates usually apply after 7 hours each day so it is worth comparing prices. Managers should also consider whether or not staff from within the Department of Health could be given an opportunity to act in the position as a developmental opportunity and also as a means of ensuring continuity and minimising costs.

Once you have approval to fill the position through a recruitment agency and under current arrangements this will require DDG approval, you may then choose a recruitment agency from the **list of approved government providers** held by the Shared Services Centre or through the Department of Commerce (www.commerce.nsw.gov.au). **You must not employ agency staff from agencies that are not on the government contract.**

6. Transfer of a Displaced or Excess Officer

The Department's redeployment process ensures that staff who are declared excess or who are displaced as a result of organisational change are given every opportunity to be placed in a position within the Department or within another NSW Government agency. The Department liaises closely with the Relocation and Redeployment Services Unit (RRSU) to identify possible placement opportunities for staff and to provide assistance to staff in terms of the training and support required to enhance the officer's employment prospects.

Displaced and excess staff are given priority consideration for all permanent positions approved for recruitment action. Where staff are identified as having an appropriate skills mix they are offered the opportunity for a Priority Interview. Successful Priority Interviews will lead to a trial or permanent placement in the position. Section 6 of the Rescuer contains more information on the Priority Interview process.

7. Appointment of Long-Term Temporary Employees

Long term temporary staff ie temporary staff employed for two years or more as defined under Section 31 of The Public Sector Employment and Management Act 2002, who have undergone a form of merit recruitment may be recommended for permanent appointment, subject to completing a number of pre-requisites set out in the Personnel Handbook.

Further information in respect of the mechanisms for appointing long-term temporary staff to permanent positions within the department may be obtained by contacting **Corporate Personnel Services**.



The appointment of long-term temporary staff has several advantages particularly where the employee concerned has a good working knowledge of the area in which they are working as well as a good working knowledge of the Department. Further training of the employee concerned will not generally be required and their permanent appointment will ensure that stability continues for both the employee and the work of the Unit in which he or she is employed.



For advice on the procedure for seeking the permanent appointment of a long-term temporary employee contact Malcolm Goddard on 9391 9382.

Summary

Who Approves / Who Issues

Employment type	Delegation to Approve	Advertise	Criminal record check	Who approves	Who issues the Appointment letters	Comments and references
Permanent	DG	Yes in the Public Service Notices, jobs.nsw and, if applicable, the Press	Yes	Associate Director, Corporate Personnel Services Director, Executive and Corporate Support	Corporate Personnel Services	Up to Grade 12, Non SES. Senior Officer positions
Temporary						
Section 27 under 12 months	DDG	Not compulsory	Yes	Delegates Levels 1-4	Branch	See Personnel Handbook
Section 27 over 12 months	DDG	Yes in the Public Service Notices, jobs.nsw and if applicable, the Press	Yes	Associate Director, Corporate Personnel Services	Corporate Personnel Services	See Personnel Handbook
Expression of Interest	DDG	Yes through GroupWise	Yes	If HDA, Delegates Levels 1-5, (level 3if salary difference is over \$10,000 p.a.) if secondment Delegates Levels 1-4	Branch	If Department officer, paid by HDA. If Area Health Service employee, see Policy Directive PD 2005_340 for arrangement.
Secondment						
advertised	DG	Yes in the Public Service Notices, jobs.nsw and, if applicable, Press	Yes	Associate Director Corporate Personnel Services	Corporate Personnel Services	All advertised positions approved under overriding delegation up to Grade 12 Non SES
not advertised	DDG	No	Yes	Delegates Levels 1-4 Levels 1-3 if over 6 months	Branch	See Policy Directive PD 2005_340 for arrangement.
Higher Duties Allowance	Delegates Level 1-5	No	No	Delegates Levels 1-5 or Delegates 1-3 if HDA exceeds \$10,000pa	Branch	see Personnel Handbook
Recruitment Agency	DDG	No	Yes	Delegate with financial approval	Order raised by Branch	

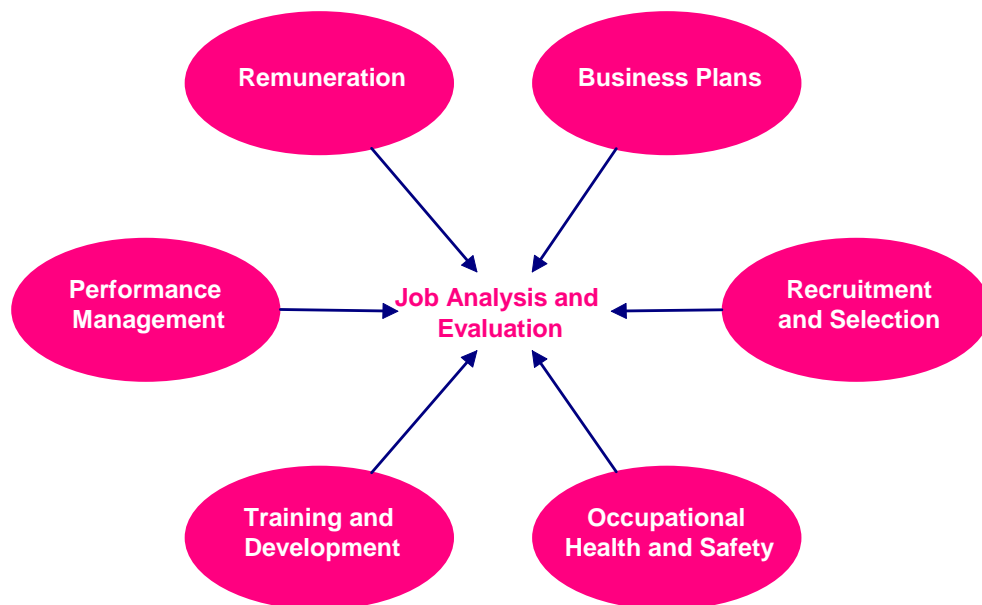


4. Why do I have to have the position analysed and evaluated?

Job Analysis and Job Evaluation enable us to determine what the position does, how it relates to other positions and the appropriate salary rate. Without an accurate Position Description you will find it difficult to construct a good advertisement and to select the right person for the job.

Job Analysis is a systematic process which identifies the component tasks, responsibilities, knowledge, competencies, skills and abilities required to adequately perform those duties. In the context of recruitment, job analysis is the main source of information about the position to be filled and the type of person needed to fill the position. **Job Analysis** can be used to determine whether a position is in fact needed at all and how best to integrate the position within the Unit structure.

Job Evaluation is simply a method of assessing the work value of a particular position for the purposes of attaching grading and salary to the position but, as indicated below, it impacts on many facets of the employment and organisational environment.



Job analysis and **evaluation** should be seen as strategic activities which link directly to the business planning process. It should not be seen as a chore or an add-on or a rubber stamping of a particular recruitment proposal.

Job Re-Design

In some circumstances creating an additional position may not be the answer. It may be more appropriate and cost effective to redesign one or more of the existing positions within the Unit. This involves consultation within the Unit and the development of new position descriptions. Corporate Personnel Services can assist with job review and design.

The new position description, amended to take into account the agreed changes in organisational responsibilities and is submitted for evaluation. This result may lead to an increase in grade for the position rather than establishing a separate position.

5. Key steps in Department's redeployment process:

Designated Corporate Personnel Services officers undertake a case managers role for displaced and excess staff. The case managers assist displaced and excess officers to identify employment options and training needs.

Step 1

Prior to processing approvals to advertise positions externally, consideration is given to placing suitable displaced and excess staff (on grade) in the role.

Step 2

Should an opportunity be identified for a displaced or excess officer, the Branch will be contacted in order to arrange a Priority Assessment interview and considered for appointment to the position.

Step 3

If the officer is considered to be suitable for appointment they receive either a trial placement or direct transfer to the position. If the officer is not considered suitable then the request is processed with JOBS.NSW for advertising externally.

Please note that once the job has been submitted for advertising the Redeployment and Relocation Services Unit (RRSU) list the position for displaced staff in other government departments for approximately one week. Once cleared by RRSU, the position will then be released for advertising in the Public Service Notices and in the Press.

6. What's a Priority Interview?

Department of Health policy (**Policy Directive 2005_321**) and Premier's Department policy (Premier's Memorandum 96-5 available on the Premier's Department website) provides that officers who are displaced or excess are considered before other applicants for advertised vacancies. The interview process where a displaced or excess officer is considered for the vacant position is called a **Priority Interview**.

A priority interview may be given to a displaced Departmental officer who has been matched to a vacant position prior to the position being advertised externally. **It is only after a displaced or excess officer is declared not suitable for the position that approval will be given for that position to be advertised externally.**

Prior to clearing a position for advertising action, the **Redeployment and Relocation Services Unit** may also request that a priority interview be given to any displaced or excess officer in the Public Service who has been matched to the vacant position. **It is only after the displaced officer is declared not suitable for the position that the Redeployment and Relocation Services Unit will give a clearance for that position to be advertised externally.** The **Redeployment and Relocation Services Unit** is the unit in Premier's Department with responsibility for the redeployment of displaced staff from all Government agencies

Displaced and excess officer's who are referred to a Priority Interview are assessed using the following criteria:

- does the displaced officer meet the essential requirements for the position; and/or,
- can the displaced officer perform adequately or be likely to perform adequately in the position in a reasonable period of time, given access to appropriate training and support services.

The onus is on the Assessment Panel is to give the officer a trial placement in the position or to show why the displaced officer cannot meet the criteria.

The Priority Assessment Report form completed by the Convenor of the Priority Interview is located at **Attachment 10**.

If a displaced officer is considered suitable for the position or if the Assessment Panel recommends a trial placement (normally for a period of 3-4 months), Corporate Personnel Services will then organise the transfer of the displaced officer.

For further information regarding redeployment contact Malcolm Goddard on 9391-9382 or Doug Pereira on 9424 5871.



7. So, I'm ready to interview, can I get creative?

The **Personnel Handbook** encourages selection committees to use a range of processes for selecting the most meritorious candidate. Combining a number of different selection techniques should enhance your chances of selecting the best applicant. Reliance on the interview process alone is discouraged.

All selection processes need to be tailored to the position. Selection techniques include structured interviews, requesting applicants to provide work samples, typing and database exercises, questions or tasks designed to identify evidence of competencies, presentations and structured referee checks.

Interviews and selection assessments must be structured around the selection criteria as per the advertisement. If you intend to use a technique such as a presentation or a database exercise make sure you give the interviewees sufficient advance notice to prepare for the exercise.

Ensuring fairness in the selection process

Convenors must have attended a training program in Selection Techniques within the last two years in order to convene the Committee and must ensure that all candidates are given fair and equal opportunity to demonstrate their merit for the position. This requirement includes making sure that there are no irrelevant or unreasonable questions and that the assessment of applicants and the techniques used are not culturally or otherwise biased to particular applicants. Unless expressly relevant to the job, an applicant should not be asked about:

- Their partner or their marital status
- Age
- Their partner's employment or salary
- Credit status
- Home ownership status
- Sexuality or sexual preference
- Pregnancy
- Racial or ethnic origins & religion
- Political party affiliation
- Physical or intellectual impairment
- Dependents, children, family or child care arrangements
- Other irrelevant matters

As a member of the Selection Committee your responsibilities include:

- Examining the written application of each applicant in detail
- Taking notes carefully and conscientiously throughout the interview and culling process
- Taking appropriate action if the process appears to be unfair in any way
- Keeping your notes for up to 12 months after the selection in case an unsuccessful candidate appeals against the decision and the committee is required to substantiate its recommendation

Questioning technique during an interview can be crucial in ensuring that all applicants are given a fair opportunity to answer the questions. An overview of interview question types, questioning styles and the **do's** and **don'ts** of the interview process is located at [Attachment 11](#).

8. Inducting my new recruit - why bother?

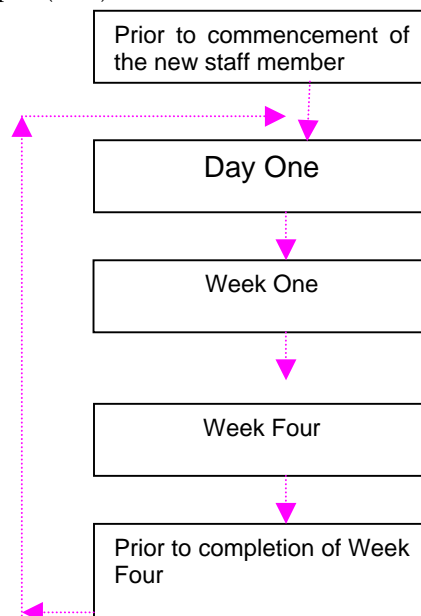
Induction may be regarded as a final phase of the recruitment and selection process. It involves introducing the new staff member to their new job, work section, colleagues and the organisation as a whole.

The aim of the Department of Health's Induction Program is to ensure that all new, permanent, temporary and seconded staff members entering on duty in the department are provided with the necessary information, training and support to ensure that they can carry out the duties of their position effectively and within as short a period as possible. Corporate Personnel Services conducts an Induction Program each month. As part of this program new starters attend separate sessions on

- Induction
- IT Fundamentals
- TRIM
- Ergonomics
- Procurement
- Coaching and Performance System (CAPS)
- Aboriginal Cultural Respect (ACR)

The Department of Health Induction Program set out in **Policy Directive 2005_244** and available on HealthNet requires that managers and staff complete a number of checklists to ensure that the new appointee is properly inducted into the organisation. This diagram illustrates the process.

A well prepared and implemented Induction Program can produce substantial benefits for the new appointee, their colleagues and the manager and for the organisation generally. These are summarised below.



Short term benefits

The new staff member forms a favourable impression of the organisation and confidence in both the organisation and their colleagues is built up more quickly.

The transition into the workplace is made easier for the new staff member, particularly those from different backgrounds and work experiences.

The potential for loss of valuable staff in the early months of their employment may be reduced.

The employee will adapt to the job and work environment more quickly, thus reducing disruption and restoring productivity within the workplace.

Long term benefits

Reduced levels of employee absenteeism and turnover

Improvements in employee morale

Lower recruitment and selection costs due to lower turnover of staff

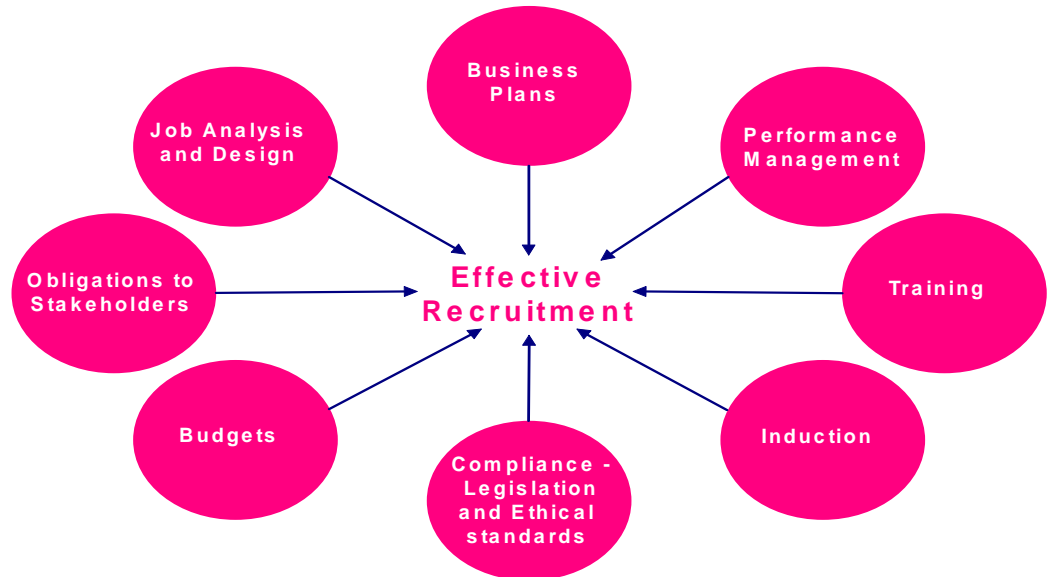
The benefits set out above do not derive entirely from effective Induction or orientation programs. However combined with good management and mentoring, career paths and efficient training and development, an integrated employment strategy can yield substantial benefits for the staff member and the Department.

9. Strategic Recruitment...the cost of getting it wrong



When recruitment is perceived as a chore or an imposition above and beyond the unit's core business, the potential for bad decisions, unnecessary cost and time wastage increases significantly.

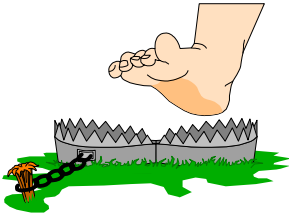
Recruitment is and should be seen as a **strategic activity**, which links directly with other managerial responsibilities and accountabilities. Some of the major linkages are as follows:



Measuring the effectiveness of the recruitment process can be difficult because it involves a combination of direct and indirect costs. Based on an average hourly rate of \$35, the direct costs of the recruitment process in terms of the time taken to analyse and evaluate a position, process the recruitment request, advertise the position, cull and interview, and induct the new starter can be as high as \$4,000-\$5,000 per position.

Some of the factors that contribute to an effective recruitment process include:

- ✓ the quality of the job description which forms the basis of the advertisement
- ✓ the quality of the questions asked at interview
- ✓ the environment in which the vacancy exists as this can positively or negatively impact on the potential pool of applicants
- ✓ the capacity of interviewers to make effective decisions recognising that **interviewers should be trained in selection techniques** and be aware of their own personal bias and preferences when making decisions on behalf of the Department
- ✓ critical decisions made as part of the recruitment strategy; for example, whether to recruit internally or externally, job design and the timing of the recruitment process



The cost of getting it wrong in terms of a poor selection decision is multi-faceted. An unsatisfactory outcome is demoralising for a whole range of reasons not just the fact that you will have to repeat the process and incur additional advertising costs. Some of the other "**costs**" include:

- additional recruitment costs - advertising and interview time
- training and orientation costs
- burnout/stress for staff within the unit
- lost opportunity costs
- litigation where selection decisions are made on non job specific criteria or where people are discriminated against on the basis of age, gender etc
- absenteeism
- higher staff turnover rates
- impaired image and reputation/goodwill implications
- internal disharmony/morale issues
- possible loss of key staff
- additional associated costs eg relocation expenses
- adverse impact on Unit Business Plans and projects
- performance management issues
- employment agency fees

An organisation's staff is its greatest asset. Staff make things happen and have a significant impact on outcomes, culture and perceptions of the organisation itself. We owe it to the community and to ourselves to recruit strategically, to ensure that our selection processes are fair and equitable, and, to make selection decisions based solely on merit.

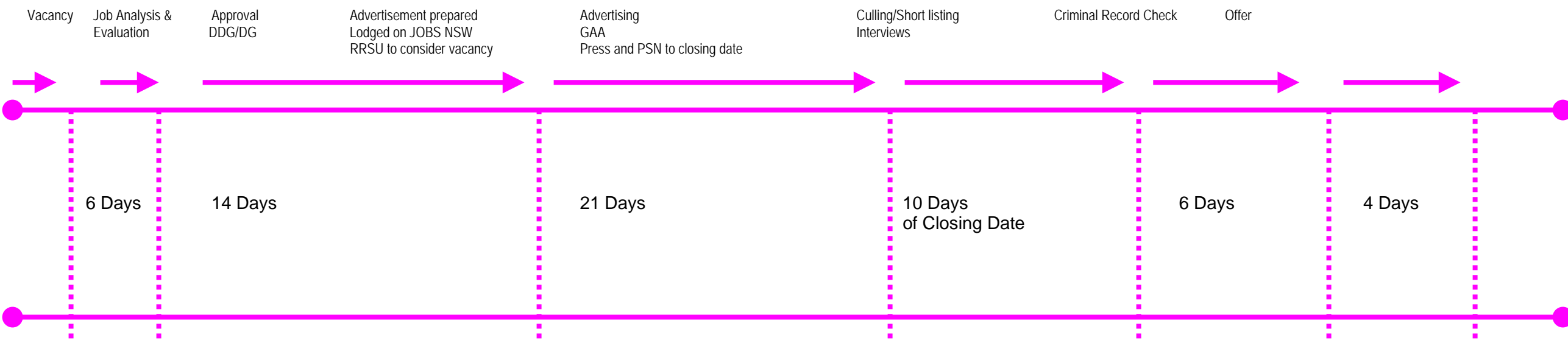


Corporate Personnel Services staff are available to provide advice and assistance with your recruitment processes. If you would like assistance, please call us.

10. Timeline

Strategic Recruitment

Timelines Tips Targets



Job Evaluation Checklist

- Sufficient Job Analysts trained and available
- Sufficient Job Evaluators trained and available
- Administrative Officer nominated to coordinate Branch response
- Timeframe Set

Approval Checklist

- Branch Administrative Officer nominated to coordinate process
- Brief to DDG or DG for approval
- Brief referred to CPS for processing

Advertising Checklist

- Branch Administrative Officer nominated to coordinate process
- Advertising papers sent to Corporate Personnel Services
 - Advertisement on disk
 - Position Description
 - Recruitment Advertising Request Form
 - Premiers information on disk
 - DDG/DG Approval

Interview Checklist

- Branch Administrative Officer nominated to coordinate process
- Selection Committee established
- Cull date set
- Interview date set
- Applicants notified

Selection Committee Checklist

- Reasons for decision stated, in detail, in Report
- All parts of Report completed
- Selection Committee Report signed by all Committee Members
- Selection Committee Report returned to Corporate Personnel Services for approval

Offer Checklist

- Verbal Offer Made
- Email advice of acceptance and EOD to Corporate Personnel Services
- Induction Program arranged
- Induction Checklists completed and sent to Corporate Personnel Services after EOD

11. Significant Recruitment Deadlines

Every Friday, by noon	Advertisement, Position Description, Recruitment Advertising Request Form, Premiers information and DG approval forwarded to Corporate Personnel Services. Convenor kits and applications ready to collect for positions that closed the previous Friday.
Every Wednesday	Advertisement published in Public Services Notices. Expect applicants' inquiries. Position closes after 2½ weeks.
Every Friday	Closing date for applications.
Every Saturday	Advertisement published in composite section of Sydney Morning Herald and Telegraph. Expect applicants' inquiries. Position closes after 2 weeks.
Ten-day limit	The culling process of applications and selection interviews are normally to be held within 10 working days of closing date of position. On completion of interviews, return by hand to Corporate Personnel Services, all applications, the completed Selection Committee Report (with statistical information completed) and Criminal Record Check forms.
Approx 1-2 weeks	Criminal Record Check (CRC) on recommended applicant undertaken by the Employment Screening and Review Branch.
On clearance of CRC	Approval given by Corporate Personnel Services to Convenor to offer the position to recommended applicant. Convenor offers position and advises Staffing Officer of acceptance and expected entry date. Corporate Personnel Services issues offer letter and personnel form
Within 14 days of acceptance	Permanent Appointment details are published in Public Service Notices, if applicable.
Within 6 months of entry on duty	Medical examination undertaken by Health Quest.
12 months after entry on duty	Probationary period completed



Staffline has been established to ensure that your request for assistance or your question will be answered within 24 hours. To access the service, simply type **Staffline** or staffline@doh.health.nsw.gov.au in the address box in GroupWise and e-mail your question, or request, to us.

Alternatively you can contact **Staffline** via the **Feedback** tab on the **Corporate Personnel Services website** <http://internal.health.nsw.gov.au/ecsd/cps/index.html>

12. Contacts

Corporate Personnel Services is part of the Executive and Corporate Support Division. We are located on Level 8 at 73 Miller Street, North Sydney.

Our responsibilities include recruitment, training, redeployment, payment of salaries and allowances, workers' compensation and rehabilitation, equity issues, human resource policy development and implementation, OH&S, employee relations, staffing and restructuring, job evaluation, and administration of special programs such as the Employee Assistance Program and the Progress Review and Development Scheme.

Any questions? Contact Corporate Personnel Services for help:

FIRST NAME	LAST NAME	PHONE	POSITION	EMAIL
Dylan	BERENGER	9391 9138	SES /Payroll Coordinator	Dbere
Jenny	CURTIS	9391 9347	Senior Salaries Officer	Jcurt
Neil	DOHERTY	9391 9128	Payroll Officer	ndohe
Mal	GODDARD	9391 9382	Employee Service Officer/Recruitment	Mgodd
Saru	GOLLAKOTA	9391 9631	Admin., Finance, Website Coordinator	Sgoll
Margaret	HEYS	9391 9031	Senior Project Officer	Mheys
Rebecca	HUGHES	9391 9461	OH&S Officer	Rhugh
Leanne	FLAHERTY	9391 9487	Learning & Development Officer	Lflah
Gail	MAY	9391 9655	Coordinator, Organisational Development	Gamay
Steve	McNAB	9391 9504	Associate Director	Smcna
Barbara	MEDVED	9391 9130	Salaries Officer	Bnedv
Ron	O'NEILL	9391 9133	Manager, Salaries	Ronei
Doug	PEREIRA	9424 5871	Human Resources Officer	Dpere
Helen	SAAD	9424 5704	Establishment Officer, Job Evaluation	hsaad
Marueen	THOMAS	9391 9671	Project Officer (works – Mon, Thrs & Fri)	mthos
Michael	USMAN	9391 9698	Assistant Staffing Officer	Musma
Mark	WHYBROW	9391 9347	Manager, Employee Relations	mwhyb



Example of **Completed** Advertisement

JOB CATEGORY:	Administration
JOB TITLE:	ADMINISTRATIVE OFFICER
JOB CLASSIFICATION:	Corporate Personnel Services, Clerk, Grade 3/4,
JOB LOCATION:	North Sydney,
JOB STATUS:	Temporary, Full-Time,
POSITION NO:	Vacancy No: CA00/100
SALARY PACKAGE:	55,624 p.a.
SALARY START:	46,036
SALARY TOP:	50,407
SALARY NOTES:	
JOB DESCRIPTION:	Provide administrative and accounting/budget support functions for the Unit.
SELECTION CRITERIA:	Experience in office management, administration and accounting; excellent communications skills; demonstrated computing skills including word processing, spreadsheet, email and document tracking systems; strong organisation skills; ability to work independently and as a team member.
JOB NOTES:	Temporary appointment in terms of Sections 27 or 86 of the Public Sector Employment and Management Act, 2002 for a period up to 12 months.
INQUIRIES NAME:	Jane Smith
INQUIRIES PHONE:	(02) 9391 1111.
INQUIRIES MOBILE:	
INQUIRIES EMAIL:	jsmit@doh.health.nsw.gov.au
INFOPACKAGES NAME:	Bob Jones
INFOPACKAGES PHONE:	(02) 9391 2222.
INFOPACKAGES EMAIL:	bjone@doh.health.nsw.gov.au

Proforma Advertisement

Do not use the above example to prepare your advertisement - a **Proforma** advertisement is available on Corporate Personnel Services website from the **Forms** tab at <http://internal.health.nsw.gov.au/ecsd/cps/>



Ensure your **advertisement** and the **Information for Premiers** is included on disk and forward, together with a copy of your **DG approval** and the **Recruitment Advertising Request Form**, to Corporate Personnel Services.

Premiers Exemption Rationale

In order to prepare a submission to the Premiers Department to seek an exemption to advertise, would you please complete the following details and forward a hard copy, together with your advertisement, Recruitment Advertising Request Form, and a copy of your ERC approval to Corporate Personnel Services, Level 8.

Please ensure that you also provide this submission and the advertisement on disk.

Insert the Position Title, Classification, Grade, Unit/Branch name eg Policy Analyst, Clerk, Grade 9/10, Health Services Policy.

Is the position permanent or temporary?

Insert the reason why position vacant - 1 sentence.

Insert the reason why it is essential to fill the position and the implications of not filling the position - 1 or 2 sentences.

Insert description of the role of the position - 1 or 2 sentences.

Insert details of funding for the position.



To speed up your recruitment action when sending your documentation to Personnel, please attach your **Information for Premiers, position description, advertisement** and **Recruitment Advertising Request Form** to your approval brief. Ensure your **advertisement** and **Information for Premiers** is also provided on disk or emailed to: staffline@doh.health.nsw.gov.au



Date

The Convenor

CA05/XX

Position Title:

Classification and Grade:

Location:

Position Number:

Salary Range:

Thank you for agreeing to convene the Selection Committee for the above position. The applications and Selection Committee Report are attached. These documents are confidential and should not be shown to or discussed with anyone other than members of the Selection Committee.

Information regarding conduct of the interview process is attached and I draw your attention to the following points:

- All members of the Selection Committee must participate in the culling process
- Interviews must be held within 10 working days of the closing date in the advertisement
- Applicants must be given 3 days notice of the interview
- The completed Selection Committee Report and applications must be returned to Corporate Personnel Services by hand and in a sealed envelope

As a Convenor you are responsible for ensuring that the interview process is conducted promptly and efficiently in accordance with the statutory requirements set out in the Public Sector Employment and Management Act 2002 and the Public Sector Management (General) Regulation 1996. You must also ensure that each applicant receives fair and equitable consideration and that the Committee's decision is based on merit using only the criteria in the advertisement.

If you require further assistance or information on the selection process please contact the Recruitment section in Corporate Personnel Services, by email to Staffline or telephone 9391 9382631.

Steve McNab
Associate Director
Corporate Personnel Services

Applicant List

**Position No: CA05/
Closing Date:**

Position:

Name	Address/Department	Service
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»
«Name»	«Address» «CITY_STATE_PC»	«SERVICE»

IMPORTANT

Confidentiality of Applications

Applications are strictly confidential and may only be viewed by members of the Selection Committee.

Following completion of Selection Committee Report, Convenors must ensure that the applications are secured in a sealed envelope and returned by hand to Corporate Personnel Services. Applications must not be sent in the internal mail or delivered, unsealed, by staff not on the Selection Committee.

All applications are strictly confidential and must be treated as such.

Selection Techniques Training

Convenors of Selection Committee's must have undertaken formal Selection Techniques Training conducted within the Department prior to convening the Selection Committee.

Please note that staff from Corporate Personnel Services conduct regular Staff Selection Techniques Courses. Please contact Vicki Leaver or Malcolm Goddard for further information.

Information for Convenors of Selection Committees

As Convenor of the Selection Committee you are responsible for arranging the cull and interview process, ensuring fairness and equity in the process, completing the Selection Committee Report and providing post-interview counselling if requested by applicants.

The information below should clarify any questions you may have regarding the recruitment process however, if you require further assistance please contact the Recruitment Officer on telephone 9391 9382, Staffline or refer to the recruitment section in the Personnel Handbook which is available on the Premier's Department Website at www.premiers.nsw.gov.au.

1. The Selection Committee

A Selection Committee must consist of at least three persons and include:



- (a) **Departmental representative** - an officer who is familiar with the requirements of the position to be filled.
- (b) **Independent representative** - a person from another Government Department or from outside the service who has a knowledge of the general skills required for the position. The independent should not be a former occupant of the vacant position who has recently transferred to another Department.
- (c) **At least one male and one female representative**
- (d) **Person of Ethnic background** wherever practical.

The salary of a committee member who is employed within the NSW Public Sector should be above that of the maximum salary for the vacant position.

All convenor's must have undertaken Selection Techniques training within the two year period immediately preceding the date on which interviews are held.

2. Culling Procedures



- (i) Applications are to be culled in the following order:
 - (a) Those that do not meet each of the selection criteria stated in the advertisement including the common selection criteria ie: knowledge and understanding of equal employment opportunity, occupational health and safety, ethical practice, and Ethnic Affairs Priorities Statement, as they relate to the job.
 - (b) If it is desired to cull further (eg. in the case of a large volume of applications) this may be done on the basis of those whose qualifications and experience are comparatively and substantially less than those of other applicants.
 - (c) Applicants are not to be culled on the basis of superior or other qualifications than the position requires.
- (ii) All culls are to be undertaken during the week following the closing date for applications. The cull is to be conducted by all members of the Committee. If in exceptional circumstances, a member of the committee is unable to attend the cull, all applications should be made available to that member, to ensure that all members participate in and concur with the cull.
- (iii) Applicants who are not citizens must produce evidence of naturalisation or permanent resident status, preferably, at the time of interview in order to be eligible for appointment to a permanent position.
- (iv) Where specific tertiary or other qualifications are a selection criteria, original documents are to be sighted at the time of interview. Copies of the documents are to be obtained and certified by the Convenor and attached to the Selection Committee Report.
- (v) Late applications may be accepted by the Convenor prior to interview however as a matter of practice, Convenors are not to accept late applications following the cull.

- (vi) The applications should be sorted into two groups:
 - (a) **Called for Interview** - Application forms in this group are to show clearly on the front page the word "CALL".
 - (b) **Not to be Interviewed** - The reasons for culling the applicants should be clearly stated on the "Applicants Not Called for Interview" form. All Committee members should sign in agreement with the cull.

3. Interviews



- (i) Are to be held **within 10 working days** of the closing date for applications.
- (ii) Convenors should ensure that no member of the Committee has a close personal relationship or other association with any of the applicants which might unduly influence that Committee member in the Committee's deliberations.
- (iii) Applicants should be given a minimum of 3 working days notice of interview appointment. This may be extended depending upon any additional selection assessments which may be required. Country or interstate applicants may require additional notice. Travel expenses for interviewees may be met from the budget of the Division in which the vacancy exists.

4. Criminal Record Checks

Convenors must advise all applicants called for interview that relevant criminal record checks will be conducted on the successful applicant and request each interviewee to sign the Criminal Record Check form authorising the Department to conduct the check.



Where an interviewee refuses to provide sufficient detail for a criminal record check, the interviewee will not be considered for employment.

Where a criminal record check reveals a conviction, the information will be treated confidentially. A positive result from a criminal record check will not necessarily preclude a person from being employed in the Department. Each particular case will be determined on its merits and relevance to the position applied for and should any decision be contemplated that would disadvantage a person, they will have an opportunity to respond to the Department before a decision is made.

Convenors or other staff should NOT contact the Staffing Officer to ask for a Criminal Record Check to be expedited or to ask if the Criminal Record Check has been completed. The selection is still subject to approval after receipt of the criminal check and Convenors will be advised as quickly as possible whether the selection has been approved or not approved.

5. Unsuccessful Applicants

For appeal purposes and to assist with post interview counselling, the reasons for not recommending the appointment of applicants, including those not called for interview, must be clearly documented on the form provided.

6. Rate of Salary



Ensure that the applicant is aware of the correct salary range. While provision exists for commencement on a rate of salary within the appropriate range, applicants **should not be told** they will receive a specific rate. For applicants from outside the Public Service, the Department has delegation to approve commencing rates above the minimum rate. Should the Committee propose a commencing rate above the minimum rate it must document fully reasons for such a recommendation when returning the Selection Committee report to Corporate Personnel Services. Such determinations of salary will be made in accordance with the guidelines issued by the NSW Premiers Department.

7. Notifications to Applicants

Corporate Personnel Services will advise unsuccessful applicants in writing within two weeks of receiving a correctly completed Selection Committee Report. Convenors should not make any commitment or undertaking to the recommended applicant until given approval to make a verbal offer to the applicant. A verbal offer of employment, if accepted by the applicant, creates a legally binding contract of employment.

8. Committee Recommendation

Where a unanimous decision cannot be reached, it is the Convenor's responsibility to ensure appropriate separate reports are completed for consideration by the approving officer.

9. Approval

The Selection Committee cannot approve of an appointment to a position. The Selection Committee Report and applications must be returned by hand to the Recruitment Officer, Corporate Personnel Services, who will arrange for approval of the selection and will advise the Convenor. **No offer of employment is to be made prior to Corporate Personnel Services approval.**



The Associate Director - Corporate Personnel Services, or the Staffing Officer will authorise a Convenor to offer the position to the recommended applicant.

The Convenor must inform the Recruitment Officer of the applicant's acceptance and the entry on duty date.

Special Note:

Confidentiality of Applications - Following completion of Selection Reports, Convenors must ensure applications are secured in a sealed envelope and returned by hand to Corporate Personnel Services. Applications must not be sent in the internal mail or delivered, unsealed. All applications are strictly confidential and must be treated as such.

Reference Check

Position No: <u>CA</u>	Position Title/Grade: _____
------------------------	-----------------------------

Two reference checks must be conducted for applicants being considered for recommendation and eligibility lists, PRIOR to finalisation of the selection report.

Name of Applicant: _____

Referee's Name: _____

Referee's Position: _____

How long have you known the applicant?: _____

Your relationship to the applicant: _____

What were their major job responsibilities?

What were their major achievements or contributions to your unit/organisation?

In your opinion what areas require improvement?

How would you describe their interaction with other staff?

In giving the applicant a task, what level of supervision is required?

Reference Check

Position No: CA Position Title/Grade: _____

Describe the position requirements to the Referee

How would you describe the applicant's skill and/or experience in relation to the selection criteria. (Transfer details from essential requirements in the advertisement).

1. _____

2. _____

3. _____

4. _____

5. _____

Would you re-employ the applicant if the opportunity arose? Why or why not?

Given my advice regarding the position which the applicant is being considered for, is there anything else which you think would be relevant and appropriate for us to consider?

Please thank the referee and inform them that this procedure is confidential and does not necessarily mean that the applicant will be offered a position.

Convener/Signature

Panel Member/Signature

Panel Member/Signature

Date

Date

Date

Criminal Record Checks

Department of Health policy requires that Criminal Record Checks must be conducted on all new appointments prior to any offer of employment to the successful applicant.

You must advise all applicants called for interview that relevant criminal record checks will be conducted on the successful applicant.

All applicants called for interview must sign the attached release.

Where an applicant refuses to provide sufficient detail for a criminal record check, the applicant may not be considered for employment.

Criminal Record Check

In line with its commitment to patient care and the protection of staff safety and welfare, the NSW Department of Health has initiated a policy which requires all staff seeking employment in the Department to undergo a criminal record check prior to employment.

Where a criminal record check proves positive, ie where the search of criminal records reveals a conviction, the information will be treated confidentially. A positive result from a criminal record check will not necessarily preclude a person from being employed in the Department. Each particular case will be determined on its merits and relevance to the position applied for and should any decision be contemplated that would disadvantage a person, they will have an opportunity to respond to the Department of Health before a decision is made.

The following information must be provided by applicants in order to initiate the criminal record check:

	<i>Surname</i>	<i>First Name</i>	<i>Middle Names</i>
Name:	_____	_____	_____
<i>(if applicable)</i> Former Name:	_____	_____	_____
<i>(if applicable)</i> Other Name:	_____	_____	_____
<i>(if applicable)</i> Other Name:	_____	_____	_____
<i>(if applicable)</i> Other Name:	_____	_____	_____
Gender: <i>Male</i> or <i>Female</i> (please circle)			
Date of Birth: _____			
Place of Birth: _____			

Where an applicant refuses to provide sufficient detail for a criminal record check, the applicant may not be considered for employment.

I submit the above information in agreement to the undertaking of a criminal record check in relation to my proposed employment within the NSW Health Department. I understand that the employer may exercise its right to reject my application for employment should the criminal record check identify offences which in the employer's opinion should justify rejection of my application.

Signature Date

Declaration by Convenor of Selection Panel

I(print name) certify that I have informed (print name of person agreeing to the Criminal Record Check) that he/she is required to provide his/her full name and that a failure to do so may result in a delay n processing of the check.

Signature: Date:

name
address

Reference
Contact name and ext

Dear name

The Department of Health has decided to offer you temporary appointment as a xxxxxx, Clerk Grade x/x, xxxxx Branch. Details of this appointment are as follows:

Employment Status:	Temporary
Employment Duration:	Up to xxxx years
Position Number:	xxxx
Classification:	Clerk Grade x/x
Salary Range:	\$xx,xxx to \$xx,xxx per annum
Commencing Salary:	\$xx,xxx per annum
Entry on Duty Date:	xx xxxx 2005

Your appointment is in accordance with Section 27 of the Public Sector Employment and Management Act, 2002, and is conditional on you producing the following documents prior to your commencement date:

Birth Certificate;
Proof of Change of Name (if applicable)
Passport or Certificate of Naturalisation
Educational Qualifications

It is appropriate that I draw your attention to the following matters:

Temporary employment does not constitute an appointment to a "position" within the meaning of the Public Sector Employment and Management Act 2002. Section 27 of the Public Sector Employment and Management Act 2002 provides that your services may be dispensed with at any time. While you may be offered further periods of employment, there is no entitlement to employment beyond the date of completion of the contract set out above.

If you have previously received a redundancy from the NSW Public Sector, please provide the following information: Name of organisation, date of termination and amount of termination payment received (do not include superannuation). Failure to disclose this information may result in your appointment being annulled.

The Department pays all salaries into a nominated bank, building society or credit union and you should give details of this information to Corporate Personnel Services when commencing duty.

For administrative purposes, would you please sign the attached copy of this letter and return it to the Recruitment Coordinator - Corporate Personnel Services within 7 days of the date of this offer.

I would like to take this opportunity to formally offer my congratulations and best wishes on your selection.

Yours sincerely

Steve McNab
Associate Director
Corporate Personnel Services

Cc: Manager, Public Health Training and Development Branch

ACCEPTANCE OF OFFER

I accept the above position in accordance with the above conditions with commencing salary at the rate of \$ per annum. I have/have not received a redundancy payment from the Public Sector.

Signed: _____ Date: _____

Secondment approval request letter - Area Health Service



Date

[CEO name]
[CEO/Department title]
[department]
By facsimile: [fax number]

Dear [CEO courtesy]

The NSW Health Department has a short term vacancy for a [Position, class, grade, branch]. [applicant's name] of your Area Health Service has the skills and experience required to perform the duties of this position and has advised that [he or she] would like to accept this secondment opportunity with the Department.

Subject to your concurrence, it is proposed to second [applicant courtesy] to the position for a period up to [period (inc months or years)] pursuant to the provisions of section 7 (3) of the Health Administration Act 1982. Should you concur with this proposal, I would appreciate your written agreement to this secondment. In this event, I request that [applicant courtesy] remain on your payroll and we will reimburse you on receipt of monthly invoices. [applicant courtesy] would be remunerated at [her or his] substantive rate of [substantive salary include \$ sign] per annum during the secondment.

Or

Subject to your concurrence, it is proposed to second [applicant courtesy] to the position for a period up to [period (inc months or years)] pursuant to the provisions of section 7 (3) of the Health Administration Act 1982. Should you concur with this proposal, I would appreciate your written agreement to this secondment. In this event, arrangements would be made to place [applicant courtesy] on the Department of Health's payroll. [applicant courtesy] will be remunerated at the rate for [insert grading level and incremental step] of [insert \$ amount] per annum.

Should you require any further information please contact me on telephone 9391 XXXX or facsimile 9391 XXXX.

Yours sincerely

Name
Director
Branch



Use this letter to **seek approval** from the **CEO of an Area Health Service** to second a **health service employee** to the Department.

Secondment approval request letter - Government Department

NSW HEALTH

Date

[CEO name]
[CEO/Department title]
[department]
By facsimile: [fax number]

Dear [CEO courtesy]

The NSW Health Department has a short term vacancy for a [Position, class, grade, branch]. [applicant's name] of your Department has the skills and experience required to perform the duties of this position and has advised that [he or she] would like to accept this secondment opportunity with the Department.

Subject to your concurrence, it is proposed to second [applicant courtesy] to the position for a period up to [period (inc months or years)] pursuant to the provisions of sections 24/86 of the Public Sector Employment and Management Act, 2002. Should you concur with this proposal, I would appreciate your written agreement to this secondment. In this event, I request that [applicant courtesy] remain on your payroll and we will reimburse you on receipt of monthly invoices. [applicant courtesy] would be remunerated at [her or his] substantive rate of [substantive salary include \$ sign] per annum during the secondment.

Or

Subject to your concurrence, it is proposed to second [applicant courtesy] to the position for a period up to [period (inc months or years)] pursuant to the provisions of sections 24/86 of the Public Sector Employment and Management Act, 2002. Should you concur with this proposal, I would appreciate your written agreement to this secondment. In this event, arrangements would be made to place [applicant courtesy] on the Department of Health's payroll. [applicant courtesy] will be remunerated at the rate for [insert grading level and incremental step] of [insert \$ amount] per annum.

Should you require any further information please contact me on telephone 9391 XXXX or facsimile 9391 XXXX.

Yours sincerely

Name
Director
Branch



Use this letter to **seek approval** from the **CEO of another Government Department** to second a **permanent public servant** to the Department.

Secondment offer letter - non-advertised vacancy - Area Health Service



[name]
[street address]
[city state postcode]

[reference no]
name: extension

Dear [courtesy]

I am writing to confirm verbal advice that approval has been given for your secondment to the position of [position title, class, grade, unit/branch] for a period up to [period].

You will be seconded pursuant to the provisions of section 7 (3) of the Health Administration Act 1982 at your existing salary of [commencing salary] per annum effective from your date of entry on duty. We note your expected entry on duty date will be [entry date].

Your employment is subject to you being an Australian citizen or having the status of permanent resident in Australia. Original documentary evidence to this effect should be produced when you enter on duty.

[Name and title of person advised] has been advised of this decision.

To formally confirm your acceptance of this secondment opportunity would you please sign the attached copy of this letter and return it to the Recruitment Officer, Corporate Personnel Services immediately.

Congratulations on your appointment.

Yours sincerely

Name
Director
Branch

ACCEPTANCE OF OFFER

I wish to accept the above position in accordance with the above conditions at my existing salary of [commencing salary] per annum. I have read the statement of duties/position description etc, and have an understanding of the work required in this position.

Signed:..... Date:.....



Use this **offer letter** for a **health service employee** where the position **has not been advertised**.

Secondment offer letter - non-advertised vacancy -Government Department



[name]
[street address]
[city state postcode]

[reference no]
name: extension

Dear [courtesy]

I am writing to confirm verbal advice that approval has been given for your secondment to the position of [position title, class, grade, unit/branch] for a period up to [period].

You will be seconded pursuant to the provisions of sections 24, 86 or 88 of the Public Sector Employment and Management Act, 2002 at your existing salary of [commencing salary] per annum effective from your date of entry on duty. We note your expected entry on duty date will be [entry date].

Your employment is subject to you being an Australian citizen or having the status of permanent resident in Australia. Original documentary evidence to this effect should be produced when you enter on duty.

[Name and title of person advised] has been advised of this decision.

To formally confirm your acceptance of this secondment opportunity would you please sign the attached copy of this letter and return it to the Recruitment Officer, Corporate Personnel Services immediately.

Congratulations on your appointment.

Yours sincerely

Name
Director
Branch

ACCEPTANCE OF OFFER

I wish to accept the above position in accordance with the above conditions at my existing salary of [commencing salary] per annum. I have read the statement of duties/position description etc, and have an understanding of the work required in this position.

Signed:..... Date:.....



Use this **offer letter** for a **permanent public servant** where the position **has not been advertised**.

Secondment offer letter - Expression of Interest - Area Health Service



[name]
[street address]
[city state postcode]

[reference no]
name: extension

Dear [courtesy]

I am writing to confirm verbal advice that your application for secondment to the position of XXX was successful.

You will be seconded to this position pursuant to the provisions of section 7 (3) of the Health Administration Act 1982 with salary at the rate of \$XX,XXX range \$XX,XXX per annum for a period up to XXXXXXXXX. Commencing salary will be at the rate of \$XX,XXX per annum, effective from your date of entry on duty of XXXXXX. We note your entry date will be xxx.

Your employment is subject to you being an Australian citizen or having the status of permanent resident in Australia. Original documentary evidence to this effect should be produced when you enter on duty.

To formally confirm your acceptance of this position would you please sign the attached copy of this letter and return it to the Recruitment Officer, Corporate Personnel Services, within seven (7) working days from the date of this letter.

Would you please contact XXX, XXXXX, on 9391 XXXXX, to discuss a mutually convenient date to commence duty.

I would like to take this opportunity to formally offer my congratulations and best wishes on your selection.

Yours sincerely

Name
Director
Branch

ACCEPTANCE OF OFFER

I wish to accept secondment to the above position in accordance with the above conditions with commencing salary at the rate of \$XXXX per annum. I have read the position description and have an understanding of the work required in this position.

Signed:..... Date:.....



Use this **offer letter** for a **health service employee** where the position **has been advertised by Expression of Interest**.

Higher Duties Allowance Letter



date

name
address
address

Dear

I am writing to confirm verbal advice that approval has been given for you to temporarily act in the position of _____, Clerk, Grade X/X, _____ Branch for a period up to xxx months.

Higher Duties forms should be completed each _____ with salary at the rate of \$xx,xxx min (*Minimum rate , ie if 5/6 acting in 7/8 min 7 rate*).

Or

You will act in this position at your existing salary.

The Director (branch manager), Branch has approved of this temporary arrangement.

To formally confirm your acceptance of this position would you please sign the attached copy of this letter and return it to

Yours sincerely

name
title
branch

ACCEPTANCE OF OFFER

I wish to accept the above position in accordance with the above conditions. I have read the statement of duties/position description etc, and have a understanding of the work required in this position.

Signed: _____ Date: _____



Use this letter to inform a staff member of the approval for the staff member to act in a higher graded position under a Higher Duties Allowance arrangement.

DISPLACED EMPLOYEE DETAILS

Name:

Current Organisation:

Classification and Grade:

VACANT POSITION DETAILS

Organisation:

Vacant Position:
Title Classification and Grade Location

Organisation Contact:
Name Telephone Fax

ASSESSMENT REPORT OF DISPLACED EMPLOYEE

Date of assessment:

Position Criteria	Assessment of suitability given appropriate training and support

Overall Assessment: (*redeploy, trial or not suitable and comment summary*)

.....
.....
.....
.....

Referees Reports: (*comment summary*)

.....
.....
.....
.....

Panel members sign off:

.....
Name Date Signature

.....
Name Date Signature

.....
Name Date Signature

.....
Name Date Signature

Approved (*CEO or delegate – Assoc Director CPS*):

Signature

.....
Name Position

.....
Telephone Fax

Displaced employee advised:

Date

By telephone/in person

Copy to: 1. Displaced Employee
2. Redeployment and Relocation Services – Fax : 9228 4059 (only for RRSU matched positions)

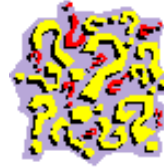
Question Types

Useful

Open
Probing
Closed
Scenario

Not So Useful

Leading
Multiple
Heavily prefaced
Trick or 'stress'



Useful Questions

OPEN questions are asked to avoid very brief answers. They often begin with:

"How....."	"Explain....."
"What....."	"Tell me about....."
"Why....."	"In what ways....."
"Describe....."	"What were some....."

The advantages of open questions include:

- it is a more 'relaxed' way of starting an interview
- encourages an applicant to do most of the talking
- allows an applicant the opportunity to express an individual answer
- answers may turn up useful information which is not expected.

The disadvantages of open questions include:

- they are harder to word in a concise way
- the applicant is never sure what answer the interviewer 'expects'.

PROBING questions are usually asked when an interviewer wants to expand on an applicant's answers or bring out deeper feelings. They can begin with the same words as an *open question* or a *closed question*.

The advantages of a probing question include:

- it can prompt an applicant to elaborate on their previous answer
- it can bring an applicant 'back on track'
- it can result in a more concise answer
- it can more fully test an applicant's knowledge or experience.

The disadvantages of a probing question include:

- it may cause an applicant to give too much detail
- it may give the applicant an incorrect view of the importance of the question in relation to the rest of the interview.

CLOSED questions are worded to obtain 'yes or no' type answers, or very specific answers. They often begin with:

"Do....."	"Is (or Are)....."
"Did....."	"Have....."
"Can....."	"Will....."

The advantages of closed questions include:

- can be used to gain an unambiguous response
- giving the interviewer a way to clarify less defined responses
- gives the interviewer control of an interview (to direct an interview, to redirect or slow down a talkative applicant, etc)
- an applicant may be less afraid to give specific answers.

The disadvantages of closed questions include:

- minimal information is given by the applicant
- too many closed questions are tiring and seem like an interrogation.

SCENARIO - these questions can be used to assess how an applicant would respond in a given situation.

The advantages of using scenarios include:

- shows an applicants thought processes
- applicant has to “think on the spot”

The disadvantages of using scenarios include:

- The interviewer needs to guard against assuming that there is a ‘right’ or ‘textbook’ answer (doing so does not allow for flexibility and does not take into account different backgrounds or experience.
- An applicant may be able to give a theoretical answer to a hypothetical question without revealing their actual experience

Examples



“What experience have you had in supervising staff?” **(OPEN)**

“How does supervising staff relate to your current duties?” **(PROBING)**

“Have you had experience in supervising staff?” **(CLOSED)**

“You are managing a project and have been told that it is imperative that the project be completed within the specified time frame and budget. The project is now at a critical stage and one of your staff has just come to you requesting time off for personal reasons and is quite distressed. This staff member is a very hard worker, extremely competent and has never made a request such as this before. If you grant her the leave the project will go over time and as a result will also be over budget. What would you do in this situation and why?” **(SCENARIO)**

Not so Useful Questions

Leading Questions - indicate the answer expected.

Example: “Surely you wouldn’t....”

Leading questions reveal more about the interviewer than the person being interviewed, and the applicant is likely to respond by saying what the interviewer wants rather than how they really feel. Leading questions should be avoided unless used to prompt an applicant (where an applicant is likely to elaborate further once prompted).

Multiple Questions - are questions that have two or more distinct parts each of which requires an answer.

Example: “What experience have you had with your last job and does this relate to the advertised job and if so, where are the similarities and differences?”

Multiple questions should be avoided because of the confusion which will result. If each part of the question is required, ask each as a separate question and allow the applicant to answer each one individually.

Heavily Prefaced Questions - are questions with a long preamble or explanation.

Example: *“One of the many difficulties encountered by counter staff in this Section is harassment by members of the public when they are aggrieved by our policy regulations. This harassment has a profound effect on some of the younger officers who tend to be affected at times by what appears to them to be wave after wave of public hostility. Could you tell us something about how you think you might handle any supervision problems associated with this job if one of these staff came to you with a problem of harassment?”*

Heavily prefaced questions should be avoided because of the complexity of the statement which may ‘hide’ the question, not to mention the unprofessional presentation of such a question.

Trick Questions and Stress Tactics - are unnecessary and not supported for the following reasons:

- an interview is already a stressful situation for most applicants - applicants may become defensive and be less than open with answers;
- reaction to stress at an interview will not necessarily predict an applicant's reaction to stress on-the-job;
- trick questions or stressful tactics give the appearance of favouring particular applicants, and may be suitable grounds for appeal.

Questioning Styles

- some applicants may need to be drawn out, while others will need to be carefully controlled and directed;
- there is no one correct way to sequencing questions, the selection committee needs to be flexible in their use of question types to cover **all selection criteria with all applicants**;
- it may be necessary to re-phrase questions;
- it may be necessary to prompt applicants in order to extract information; begin on familiar ground, such as the applicants current work responsibilities;
- questions should be as short, clear and unambiguous as possible;
- all questions should be relevant to the selection criteria, even those used to open the interview;
- the selection committee should avoid arguing with, or excessively interrupting the applicant.

The Use Of Practical Exercises

The use of practical exercises as a means of assessing the relative merits of applicants to be interviewed is a useful tool. Whilst an applicant can describe to a selection committee his or her abilities and the way they would perform certain tasks, a practical exercise will clearly demonstrate their capabilities.

Examples



- have the applicant prepare a Ministerial response to a letter from the member of the public;
- have the applicant format or edit a document;
- have the applicant prepare and deliver a presentation to the selection committee.

If you set a practical exercise, care should be taken to set a time limit on the exercise and for it to be supervised. Applicants should be advised in advance that a practical exercise will form part of the selection process.

When setting practical exercises, selection committees must determine what selection criteria the exercise is addressing and how it will be assessed. Where practicable, the exercises should form part of the selection committee's documentation.