

## Recruitment and selection

### Purpose and Scope

This policy is designed to assist panels make effective recruitment and selection decisions. The Selection Panel has to demonstrate its judgement and responsibility to make decisions which are based on the principles of equity and merit; transparent and able to withstand scrutiny. The outcomes must be able to be defended by the Chair and procedural fairness is to be exercised by the panel at all times.

### References

- [Public Service Act 2008](#)
- Directive No. 4/06 - [Recruitment and Selection](#)
- Directive No. 7/06 - [Senior Executives and Senior Officers - Employment Conditions](#)
- Directive No. 4/02 - [Deployment and Redeployment](#)
- Directive No. 2/05 - [Higher Duties](#)
- [Standing Offer Arrangement \(200\)](#)
- [Office of the Public Service Commissioner Assessment of Suitability Guidelines](#)

This policy is to be read in conjunction with the [Recruitment and Selection Directive 4/06](#).

For information on recruitment and selection of Senior Officers (SO) and Senior Executive Service (SES) officers, please refer to [Senior Executives and Senior Officers - Employment Conditions Directive 7/06](#).

## 1. The Recruitment and Selection process

### 1.1. Advertising the vacancy

A vacancy, can be advertised in the Government Gazette, JAGNET, the Queensland Government “Smart jobs and careers” website, the press and/or by electronic mail throughout the Sector or just within the department.

Vacancies must be advertised for no less than two calendar weeks.

Positions above base grade level, all permanent vacancies, and all temporary vacancies for periods of greater than twelve months must be advertised in the Government Gazette.

Advertisements are arranged by JAG Recruitment, Shared Service Agency on receipt of a Fill Vacancy Request form which is forwarded by the relevant division to the JAG Recruitment, Shared Service Agency. The full-time / part-time option on the Fill Vacancy Request is only to be completed for part-time vacancies.

When intending to advertise a position (AO3 to AO8), managers should first email the role description to “Advertising OCB” to determine if the position is able to be filled through/by:

- Deployment; or
- Employees returning to work after illness or injury.

Similarly, when intending to advertise an AO2 position, managers should first email the role description to “Advertising OCB” to determine if the position is able to be filled through/by traineeship placements.

The Organisational Capability Branch (OCB) will respond to the manager by email. Managers should note that in cases of illness or injury OCB staff will liaise with treating doctors to gain clearance for the employee to undertake that particular role. Managers need to allow the time that this may take **(up to 3 or 4 days)** in determining advertising timeframes.

Once OCB has responded, the manager is to forward all vacancy documentation including the OCB email to JAG Recruitment, Shared Service Agency.

For entry level positions, it may be convenient and cost-effective to arrange with an approved recruitment agency to conduct the selection process. Please refer to the Whole of Government’s [Standing Offer Arrangement](#). Applicant pools for temporary and entry level positions may also be supplemented with unsolicited applications.

## 1.2. Job Application

The method of application can be determined by the Selection Panel or Work Unit Manager. Following are examples of what applicants may be asked to do;

- Address role requirements in no more than 2 pages; and/or
- Submit a Statement of claim; and/or
- Submit a resume; and/or
- Answer 2 or 3 of the main Experience and Skills; and/or
- Answer, for example, 2 questions relating to role requirements.

## 1.3. Deployees

Before advertising a position, managers should first email the role description to ‘Advertising OCB’ to determine if there are any deployees that may be suitable for the position. If there is an internal deployee interested in the position, the vacancy will not be advertised until the internal deployee has been assessed on suitability for the position (for more information refer to the [OPSC Suitability of Assessment Guidelines](#)).

For external deployees, JAG Recruitment, Shared Service Agency forwards any applications from deployees and medical deployees to the panel for consideration prior to assessing other applicants. For more information refer to [Directive 4/02 Deployment and Redeployment](#).

## 1.4. Time Frame

The selection process is to be finalised as soon as possible up to a maximum period of eight weeks from the closing date.

## 2. The Selection Panel

The responsibility for determining and managing the selection process belongs to the Selection Panel. This is a suitably experienced team of two or more people comprising of:

- a Chair to oversee and coordinate the process;
- member/s which reflect the four EEO target groups and expertise required of the applicant pool;
- at least one Panel member trained and proficient in conducting selection processes;

For further information on the roles and responsibilities of a Panel please refer to the [Factsheet – Information for Panel Members](#).

The Selection Panel determines the selection strategy, date, time and venue for the process. Applicants are to be provided with sufficient notice (minimum 48 hours) and additional consideration is to be given to applicants required to travel to enable their arrangements to be made.

Where a formal interview is the preferred option, telephone interviews are permissible and are encouraged for applicants from distant locations. A combination of telephone and face to face interviews can also be used.

### **2.1. Questions (if using a formal interview process)**

The panel must develop and document questions aimed at allowing interviewees to demonstrate how they meet the roles and duties of the position.

### **2.2. Interview Structure**

The structure for the interview and questions are to be the same for all interviewees. This does not mean however, that clarifying and follow-up questions cannot be pursued on relevant points. Clarifying and probing for examples related to the duties of the position can assist the panel to arrive at a better understanding of the applicants' skills and abilities.

Panels may provide interviewees with a copy of the questions, for a fixed time period before the actual interview to prepare responses.

### **2.3. Other Selection Methods**

For further information on other ways of assessing applicants, refer to the [Factsheet – Assessing Applicants: Skills and Knowledge Testing](#).

## **3. The Selection of an Appointee**

### **3.1. Nominate Appointee(s)**

When the most meritorious applicant is an external applicant to the Queensland Public Service, the terms of an offer may be discussed with them. Prior to approval this needs to be communicated to the applicant as only a 'possibility'. This affords the Chair the opportunity to confirm the applicant is still interested in accepting the position; to discuss terms and conditions of employment; and to negotiate salary (ie. starting point within the salary range).

The Chair must complete a [Selection Report](#), available under "Business Tools - Forms" on JAGnet, and forward the completed documentation to the delegated authority for approval.

If the Panel is unable to make a decision on a suitable appointee, separate reports must be submitted and the delegate will make the decision.

### **3.2. Justification of Higher Pay-Point**

Advice is available from OCB on appropriate levels, in relation to tertiary studies or time spent relieving etc. Employees at the AO2 level are entitled to be paid at the AO2(7) level if a degree is awarded.

The reasons for any recommendation the panel makes in relation to a higher pay-point level for

a successful applicant are to be documented and lodged with the selection documentation. The justification should detail the applicant's knowledge, skills and experience in similar duties at the same or higher work value than the advertised position. This is to be completed **prior to** the candidate commencing employment wherever possible.

Successful applicants who have been relieving may be entitled to a higher pay point in accordance with the [Higher Duties Directive No.2/05](#).

### **3.3. Approval Process**

The Panel Chair should not approve the appointment, even if they have the delegation. In order to demonstrate transparency in the process, approval should be by the Chair's immediate supervisor or the Director-General in the case of SO/ SES positions.

### **3.4. Advise Applicants**

On approval, the Chair is responsible for contacting the successful candidate and negotiating a commencement date with the candidate's employer. The Chair also negotiates with the successful candidate regarding full-time or part-time hours.

The Chair should also advise unsuccessful shortlisted applicants.

Formal notification to other unsuccessful applicants is the responsibility of JAG Recruitment, Shared Service Agency, unless otherwise advised by the Chair.

### **3.5. Selection Feedback**

Feedback is to be provided to applicants upon request by either the Chair or nominated member(s) of the Selection Panel. Feedback may be verbal or written.

Feedback is based on the Selection Panel's assessment of the individual applicant's suitability in relation to the roles and duties of the position and gaps identified in comparison with the preferred applicant.

## **4. Filing of documentation**

At the end of a recruitment and selection exercise, all documents are to be forwarded to JAG Recruitment, Shared Service Agency to be retained, stored and disposed of in accordance with the relevant directives and State Archivist policy.

## **5. Appeals**

The promotion appeal system exists to promote good selection practices. A permanent Queensland Public Sector Employee may appeal against an appointment.

An appeal may be made if:

- The advertised position is not a Senior Executive Service position;
- The successful applicant is promoted into the position and is not an applicant who is external to the Queensland Public Service;
- The appellant is a permanent public service employee.

An appeal against promotion appointment must be lodged with the Public Service Commissioner by 5pm, 21 calendar days after notification of the appointment in the Queensland Government Gazette.

Refer to the [OPSC Guidelines](#) for a step by step guide to the appeals process.

### Further information and assistance

For further information and assistance please contact:

Director  
Organisational Capability Branch, Department of Justice and Attorney-General  
GPO Box 149, Brisbane Qld 4001  
Telephone (07) 3239 6797 Fax (07) 3229 6671

### Review

This policy will be reviewed 3 years from the date of approval by the Director-General.

### Version History

The following outlines the high level changes that have been made to each version of this document and who made them:

Version	Notes	Change officer(s)	Date of change
	Initial draft		July 2005
	Review	Suellen Ansell	January 2007
1.0	Approval	Board of Management	7 March 2007
1.0A	Update-Public Service Act 2008	Tanya Madden	20 August 2008