

GUIDE TO EMPLOYEE RECRUITMENT POLICY TEMPLATE

ABOUT THIS POLICY AREA

This policy guides how the organisation manages the recruitment of employees.

A written employee recruitment policy is required as part of meeting Standard 7 (Recruitment and selection processes for people working in services).

Standard 7 — recruitment and selection processes for people working in services

The organisation develops, implements and reviews procedures for how it recruits employees.

Policy checklist

The following checklist will help you check that an existing policy covers this area adequately.

The policy should:

- explain how position descriptions are developed to set out the required qualifications, experience or competencies (including cultural competency)
- describe how positions are advertised or promoted
- describe how selection panels are constituted and how selection processes are conducted
- describe how qualifications and references are checked and how police checks (and other appropriate checks) are undertaken
- outline how confidential records are kept of recruitment processes, including:
 - copies of external advertisements or promotions for vacancies
 - job descriptions
 - selection criteria and selection processes
 - copies of relevant qualifications
 - reference reports and police checks
 - signed authorisation of appointments
- contain clear procedures and actions
- indicate the timing of any actions
- show when it was approved
- show when it was last reviewed.

COMPLETING YOUR EMPLOYEE RECRUITMENT POLICY

Using the policy template

The template provides some example statements. You can adapt these statements and include them in your policy or write your own statements to better suit the operations and services of your organisation.

To customise the policy template, click on the shaded sections <<Insert text>> and insert the information that is specific to your organisation.

When you have completed the policy template, delete the shaded instruction sections such as: [Refer to the employee recruitment policy template guide for questions and/or examples to consider when customising this section.](#)

For further information on using the policy guides, refer to the information in *Using the policy templates and guides*.

Guidelines for each section of your policy

1. Purpose

When identifying the purpose of the policy, consider how it might apply to your employees and to the board or management committee as employer. Your purpose statement should make clear why it is important to have clear guidelines for recruitment, and how clients, employees and the organisation itself benefit. Do you need to make specific statements to ensure you are inclusive of particular groups, such as Aboriginal and Torres Strait Islander peoples, Australian South Sea Islanders, people from culturally and linguistically diverse backgrounds and people with a disability?

2. Scope

To determine the scope of the policy, consider the following questions:

- Does this policy apply to all your organisation's services and to all employees?
- Are there different considerations in managing recruitment in different parts of the service or in different roles?
- Are any job roles covered by specific legislative or contractual requirements?
- Is the process of recruitment itself covered by specific legislative or contractual requirements?

3. Policy statement

If you are adopting the policy statement in the template, consider whether there are any additional commitments your organisation wants to make.

In identifying the actions your organisation will take to implement this policy, you should include the following:

- reviewing the job role and preparing (or updating) a job description that accurately reflects the tasks and responsibilities involved in undertaking the role
- making sure you are up to date on employment legislation and your contractual obligations as employers, so that all relevant laws and contracts are properly taken into account in your recruitment process
- establishing appropriate selection criteria that accurately reflect the skills, experience, qualifications and qualities you are seeking for the role
- planning the selection process to ensure you involve appropriate people, follow effective procedures, set achievable timeframes, and make fair and consistent decisions
- publicly advertising the position (if seeking external applicants) and/or internally advertising the job to an existing employee/volunteer (if filling the position in-house) in a way that maximises the opportunity to find the right person for the job
- undertaking an applicant assessment and/or selection process that treats all applicants fairly and clearly identifies who meets the selection criteria

- undertaking appropriate referee, qualification, police or other checks on prospective employees or volunteers
- clearly documenting the process followed, and the outcome and the reasons for decisions about each applicant.

4. Procedures

The procedures describe how your organisation achieves the aims and goals you have outlined in your purpose, scope and policy statement.

4.1 Recruiting employees

Indicate where information about the current staffing for your service can be found. This information should include:

- a list of all the positions within your service
- the full job title and grade for each position
- job description and selection criteria for each position
- a diagram of the staffing structure.

Outline the steps in your process for dealing with each job vacancy. This should include the following:

- reviewing the job role and preparing (or updating) a job description
- checking changes to relevant employment legislation and other contractual obligations as employers
- establishing appropriate selection criteria
- planning the selection process
- advertising the position
- undertaking an applicant assessment and/or selection process
- undertaking appropriate referee, qualification, police or other checks on the prospective employee
- documenting the process, outcome and reasons for decision for each applicant
- appointing the successful applicant.

Expand as necessary on each of the above steps to fully explain exactly what is done at each stage of your recruitment process. Indicate where the process may be varied for different positions, services, locations etc. within your organisation. Make sure you cover the following questions:

- How is a job role reviewed? How are position descriptions and selection criteria developed? Who is responsible for this?
- What areas of legislation and contracts affect how you undertake recruitment to your service? What issues must be taken into account (for example, seeking exemptions from certain antidiscrimination legislation for specific identified positions, meeting funding contract requirements to advertise in statewide or national newspapers)?
- When is a job externally advertised and when can the selection process be limited to internal applicants? Where are jobs advertised (for example, newspapers, websites, journals, employment agencies, sector resourcing bodies, and professional associations etc.)? What form does the advertisement take? What timeframes are normally used?
- How do interested applicants apply? What written information are they given when they make inquiries? Can they discuss the position or visit the service before applying?

- Are all interviews conducted by a panel, and, if not, under what circumstances could they be done by a single person? Who is included on a selection panel? What guidelines do they have for their conduct and process? Who chairs the panel? Who liaises with applicants? How is the panel convened? How do they decide who to interview? What preparation do they do before interviews? Where do they meet? What form do interviews take? How are decisions reached and finalised?
- What is the process for checking qualifications and references? What is the process for identifying the need for specific training or support for the selected applicant?
- When are police checks (and other appropriate checks) required? Who does them, and at what stage of the selection process? How are adverse reports dealt with?
- How are applicants informed of the outcome of their application?
- What files and other records are kept of the recruitment process and of the individual applications and interviews?

4.2 Keeping recruitment records

Every stage of the recruitment process for each job vacancy must be clearly documented for accountability, monitoring and planning purposes. Say where these records are kept in hardcopy and electronically. You are likely to have the following records:

- **records of recruitment processes for employees:** These should be kept for a minimum of two years, and include copies of external and/or internal advertisements, job descriptions, selection criteria and selection processes for each vacancy.
- **records of police, referee and other checks:** Specify all appropriate checks you undertake as part of employee and volunteer assessment processes. Where are they kept (for example, centralised file, individual applicant/employee file), and what form do they take (for example, record of a phone call, standard form completed by referee etc.)
- **records of employee qualifications:** Specify the records retained from the application process. These may include copies of the qualifications required, the application form, letters, assessment tasks and tests, written references, record of interview.

5. Other related policies and documents

List the other policies related to the employee recruitment policy. The list may include:

- employee and volunteer induction policy
- employee and volunteer training and development policy
- employee performance and support policy
- dispute resolution for employees and volunteers policy.

6. Review processes

Consider how often the policy should be reviewed and the process for doing this:

- **frequency of review:** Most policies benefit from an annual review. The experience of implementing the policy is used to decide which changes are necessary. Consider reviewing your employee recruitment policy as part of an annual review of your organisation's employment and volunteer management policies, or, if your organisation is small, perhaps over a three-year period. Critical incidents may prompt you to review the policy ahead of schedule.
- **responsibility for the review:** In most organisations, the person accountable for human resource management would be responsible for reviewing this policy. In small organisations, this may be the coordinator or manager. In larger organisations, this may be a human resource or personnel manager.

- **process for the review:** Decide which particular staff, volunteers, external people and organisations will provide input to the policy review, and whether it is appropriate for clients to be involved.
- **decision-making process:** Who will review draft changes to the policy and approve changes? What will be the timeframe for the review process?
- **documentation and communication:** What records of the policy review process are needed? How will changes to the policy be communicated to staff implementing the policy? In a small organisation, this may be as simple as noting the changes at a staff meeting. In a larger organisation, an email memo may be needed.
- **key questions for the review:** Is the policy being implemented? Are procedures being followed? Is the policy clear? What has changed that may prompt a change to the policy (for example, new job roles, changes to legislation, staffing restructure)? Have particular stakeholders had difficulty with any aspect of the policy? Can their concerns be resolved? How does the policy compare with that of similar organisations?