RECRUITMENT, SELECTION AND APPOINTMENT PROCEDURE

1. INTRODUCTION

This Procedure should be read in conjunction with the WA Health Recruitment, Selection and Appointment Policy. The Procedure provides minimum process requirements for implementation of the policy and includes reference to Guidance Notes that further support good practice.

WA Health is committed to ensuring that recruitment, selection and appointment, secondment, transfer and temporary deployment (acting) processes, actions and decisions comply with the Employment Standard\(^1\) and are consistent with outcomes sought by the organisation, including diversity.

The Employment Standard together with the Commissioner's Instruction *Filling a Public Sector Vacancy* establishes the minimum standards and requirements that apply when filling a vacancy.

2. DEFINITIONS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Alesco</td>
<td>Integrated HR system</td>
</tr>
<tr>
<td>Appointment</td>
<td>Placement into a position indefinitely or for a finite period of time</td>
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<tr>
<td>Assessment of merit</td>
<td>An assessment based on merit, that is free from bias, nepotism and patronage, and takes into account the full range of skills, knowledge and abilities relevant to the work related requirements and outcomes sought in a particular work environment</td>
</tr>
<tr>
<td>Authorised Delegate</td>
<td>As stipulated in the WA Health Authorities, Delegations and Directions Schedule</td>
</tr>
<tr>
<td>Breach of Standard Claim</td>
<td>Claims made in accordance with the <em>Public Sector Management (Breaches of Public Sector Standards) Regulations 2005</em> by a person who considers they have been adversely affected by a breach of a public sector standard by a public sector body</td>
</tr>
<tr>
<td>Commissioner's Instruction (CI)</td>
<td>Written instructions which generally deal with matters of public sector management and administration</td>
</tr>
<tr>
<td>Competitive Assessment of Merit</td>
<td>A process in which more than one person has their respective merit assessed for a vacancy</td>
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<tr>
<td>Criminal Records Screen (CRS)</td>
<td>A process that checks the criminal records of all individuals who work in or provide services to WA Health</td>
</tr>
<tr>
<td>Eligibility to Work</td>
<td>Identity check for Australian citizens and permanent residents and visa verification for temporary residents</td>
</tr>
<tr>
<td>Employment Standard</td>
<td>Sets out the minimum standards to be complied with when filling a vacancy by recruitment, selection, appointment, transfer, secondment and temporary deployment (acting) activities</td>
</tr>
</tbody>
</table>

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\(^1\) Commissioner’s Instruction, Employment Standard

Printed copies can only be valid at the time of printing.
<table>
<thead>
<tr>
<th>Establishment Check</th>
<th>A HCN check to determine and confirm if a position exists</th>
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</thead>
<tbody>
<tr>
<td>Health Corporate Network (HCN) Employment Services Branch</td>
<td>Corporate Shared Services Centre providing recruitment, employment contract management and establishment services to WA Health</td>
</tr>
<tr>
<td>Human Resource Information Management System (HRIMS)</td>
<td>Enables the storage of employee data, including recruitment, payroll, employment, training, leave and rostering. The two systems used by WA Health are Alesco and Lattice</td>
</tr>
<tr>
<td>Individual Assessment of Merit</td>
<td>An assessment of one person’s merit for a vacancy</td>
</tr>
<tr>
<td>Integrity Check</td>
<td>A process that checks if a preferred applicant was previously dismissed by WA Health due to misconduct or resigned prior to a finding of misconduct that would have resulted in dismissal</td>
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<tr>
<td>Job Description Form (JDF)</td>
<td>Documentation that outlines the key responsibilities of a position, including a summary of the duties, selection criteria and other appointment requirements</td>
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<tr>
<td>Public Sector Body</td>
<td>Agency, ministerial office or non-SES organisation</td>
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<tr>
<td>RAMS or BigRedSky</td>
<td>Recruitment Advertising Management System</td>
</tr>
<tr>
<td>Recruitment Pools (including Shared Pools)</td>
<td>A pool of people assessed as being suitable for appointment. A shared pool is formed by the employing authorities of two or more public sector bodies</td>
</tr>
<tr>
<td>Recruitment, Selection and Appointment (RSA)</td>
<td>Processes used to attract, assess and select applicants to fill a vacancy</td>
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<tr>
<td>Redeployee</td>
<td>An employee who has been formally registered as a “registered employee” under Regulation 11 of the Public Sector Management (Redeployment and Redundancy) Regulations 1994. These regulations provide the employee priority access to employment opportunities in public sector bodies.</td>
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<tr>
<td>Redeployment</td>
<td>Process of placing employees whose positions have been abolished and are surplus to WA Health requirements</td>
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<tr>
<td>Redeployment Clearance</td>
<td>A Redeployment Clearance is provided once it is determined that there is no suitable redeployee to fill a posted vacancy</td>
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<tr>
<td>Secondment</td>
<td>The temporary movement of an employee to a different employing authority or outside of the public sector</td>
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<tr>
<td>Suitability Lists</td>
<td>A list of people assessed as being suitable for appointment.</td>
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<td>Similar Vacancy</td>
<td>A position that is the same level as the advertised vacancy and comparable in terms of job requirements and the skills, knowledge and abilities required to undertake the position</td>
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<tr>
<td>Specialist Position</td>
<td>A position that the authorised delegate has determined requires special particular skills, knowledge, experience or qualifications</td>
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<tr>
<td>Temporary Deployment (Acting)/Higher Duties (Acting)</td>
<td>The temporary movement of an employee to the same or a higher classification level</td>
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<tr>
<td>Transfer</td>
<td>The permanent movement at the same classification level. Transfers occur in accordance with the Employment Standard, industrial awards and agreements or legislation</td>
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<tr>
<td>Transparent and Capable of Review</td>
<td>The assessment process is capable of being examined by an independent person and documented well enough for a reasonable person to understand how and why the decision was made</td>
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<tr>
<td><strong>Vacancy</strong></td>
<td>A vacant post, office or position within the public sector. A vacancy can result from the creation of a new post, office or position or by the temporary or permanent movement of another employee</td>
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<tr>
<td><strong>WA Health</strong></td>
<td>Term that includes the following employing authorities: Department of Health, Metropolitan Health Service, Peel Health Service, WA Country Health Service</td>
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<tr>
<td><strong>Work Related Requirements</strong></td>
<td>Selection criteria and other appointment requirements determined and documented by WA Health</td>
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<tr>
<td><strong>Working with Children Check</strong></td>
<td>A check that is required to be undertaken if a position is categorised under the relevant legislation as undertaking child-related work</td>
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3. RECRUITMENT, SELECTION AND APPOINTMENT PROCESS

Flowchart
This flow chart displays the broad sequence of activities required for filling a vacancy and includes links to the Health Corporate Network’s (HCN) transactional processes, and generic optional guidance notes.

PHASE 1:
Prior to recruitment

- **Step 1**: Identify the need to recruit
- **Step 2**: Develop or review JDF

PHASE 2:
Recruitment and selection planning

- **Step 1**: Consider non-advertising options to fill a vacancy
  - OR -
  - **Step 1**: Consider advertising options to fill a vacancy
- **Step 2**: Submit request to advertise form to HCN
- **Step 3**: Convene selection panel* (*may be convened at an earlier stage)

Additional links and resources:
- JDF/Work Related Requirements Guidance Note (1)
- Advertising Guidance Note (2)
- HCN Form N4
- My HR Requisition
- Selection Panels Guidance Note (3)

SUPERSeded by: MP 0033/16
PHASE 3: Applicant Assessment

1. Review eligibility
2. Shortlist applicants
3. Assess / select applicants
4. Complete and submit approved selection report to HCN

Shortlisting Applicants Guidance Note (4)
Assessment/Selection Guidance Note (5)

PHASE 4: Appointment

1. (HCN) Undertake audit, advise applicants
2. (HCN) Finalise pre-employment screening
3. Confirm start date
4. (HCN) Issue contract
5. Commence induction

(HCN) Advise unsuccessful applicants
Post selection feedback
Breach claims

(HCN) Advise successful applicants
Letter of offer

Post Selection Feedback Guidance Note (6)
PHASE 1 PRIOR TO RECRUITMENT

In accordance with sound human resource and financial management practices, it is essential that the relevant manager reviews the position in the context of the needs of the area before commencing a recruitment process.

Step 1 Identify the need to recruit

Determine if a new position is required and/or a vacant position exists within the team/area. As part of the process of reviewing the needs of the area, issues to consider include:

- Is the position in addition to the approved establishment or existing structure?
- Is the position funded?
- Can the job functions be reallocated across the team?
- Could the position be performed on a part time or job share basis?
- Could all or part of the functions be undertaken or affected by technology?
- Is the Job Description current or is a new one required?

For further assistance, contact local HR.

Step 2 Develop or review Job Description Form

Ensure the Job Description Form (JDF) accurately reflects the role and the work-related requirements. The work-related requirements are essential to the recruitment, selection and appointment and will enable an assessment/selection that is transparent and capable of review. As a minimum, the JDF must consist of:

- Name of Health site
- Job title
- Job level (relevant Award and classification)
- Reporting relationships (organisational chart)
- Conditions of employment
- Role purpose
- Principal responsibilities
- Work related requirements

PHASE 2 RECRUITMENT AND SELECTION PLANNING

Recruitment/selection planning assists in identifying the best options (both non-advertising and advertising) available to fill a vacancy and ensures the most efficient and responsive process.

Non-Advertising Stream

Step 1 Consider non advertising options

1.1 Circumstances and requirements where an appointment may be made without advertising or a competitive assessment of merit:

a) An employee is transferred (refer to definitions) at the same classification level to another position within a WA Health employing authority or to another public sector body (M6 form)

b) Acting, secondment and fixed term contract opportunities less than six months, where there is no likelihood these opportunities will be extended (M3 or N1 form)
c) When it is a Level 1 (or entry level) applicant or trainee who has satisfied the entrance requirements and has been referred to WA Health by the Public Sector Commission for an assessment of individual merit (N4 form)

d) Where the authorised delegate is satisfied that advertising will not attract a competitive field due to the specialist nature of the position

e) Where the position is critical, has a whole of government focus and is for less than 12 months

f) Where a public service officer holds an existing office and is to be appointed to a further office/s that is not higher than the current office or classification held

g) Where a previous permanent employee of a WA Health employing authority (not in the Senior Executive Service) is to be appointed to a vacancy that is the same or similar (same level and same or similar job requirements) to a previous role held by the employee in that employing authority, and the following criteria are met:

   i) the employee must have worked for the WA Health employing authority for a period of no less than 12 months continuous service (and was employed no longer than five years previously)

   ii) the employee must have a documented record of satisfactory performance in their previous role; and

   iii) if applicable, the employee is to have met any severance or redundancy conditions.

In all of the circumstances above, an individual assessment of merit is required (refer to Phase 3, step 3) and HR advice must be sought prior to approval by the authorised delegate/decision-maker (refer to Step 2 below).

1.2 Circumstances and requirements where a permanent appointment may be made without further advertising or a competitive assessment of merit.

1.2.1 Employees on secondment, acting or on fixed term contracts may be appointed to a permanent position provided all of the following criteria are met:

a) the possibility for permanency to the vacancy or a similar vacancy was stated in the original advertisement

b) the possibility of permanency has been documented as part of a recruitment decision

c) an individual assessment of merit has been undertaken prior to permanent appointment to confirm suitability (Refer to Phase 3, step 3)

d) the person has been acting, seconded or on contract generally for no less than 12 months and the conversion to permanency occurs no later than two years after the vacancy was advertised

e) performance development/management has been undertaken and documented during the term of the secondment, acting or fixed term contract opportunity and supports/provides evidence of satisfactory performance.

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3 Public Service Officer means executive officer, permanent officer or term officer employed in the Public Service under Part 3 of the PSMA.

4 Appointment to a vacancy may also be at same or lower level to a previous role held by the employee

5 Subject to specific legislative requirements, the following groups of fixed term contract employees are excluded from the ability to be appointed permanently: Senior Executive Service Officers, CEOs; and Term of Government or term of Minister Ministerial Officers (s.68 PSMA)

6 For Public Service vacancies (appointed under Part 3 of the PSMA) the position needs to have been advertised in accordance with s.64 (4) of the PSMA
1.2.2 Where a position has been advertised and a recruitment process has been conducted, this process may be used to fill subsequent vacancies six months from when the authorised delegate endorsed the recruitment decision provided the following criteria are met (N5):

a) Subsequent appointments are at the same level and status and have identical or similar job requirements to the original vacancy. Selection documentation must support that the person to be appointed was considered to be suitable for the original vacancy; and

b) The possibility of appointment to a similar vacancy was stated in the original advertisement.

Step 2 Submit non-advertising request

Once HR advice is received and the decision is approved by the authorised delegate, submit the relevant form or written request* to HCN with an individual assessment of merit if required (HCN R12 form may be used).

*Please note that for new circumstances, a written request must be submitted to HCN that confirms HR advice has been received, the criteria has been met for the relevant circumstance and the decision has been approved by the authorised delegate (Refer to Table 1).

<table>
<thead>
<tr>
<th>Health Entity</th>
<th>Authorised delegate</th>
<th>New circumstance</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Metropolitan Area Health Service</td>
<td>Chief Executive NMAHS</td>
<td>1.1(d)</td>
</tr>
<tr>
<td>PathWest</td>
<td></td>
<td>1.1(g)</td>
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<tr>
<td>Dental Health Service</td>
<td></td>
<td>1.2.1</td>
</tr>
<tr>
<td>South Metropolitan Area Health Service</td>
<td>Chief Executive SMAHS</td>
<td>1.1(d)</td>
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<td></td>
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<td>1.1(g)</td>
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<tr>
<td></td>
<td></td>
<td>1.2.1</td>
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<tr>
<td>WA Country Health Service</td>
<td>Chief Executive WACHS</td>
<td>1.1(d)</td>
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<td>1.1(g)</td>
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<tr>
<td></td>
<td></td>
<td>1.2.1</td>
</tr>
<tr>
<td>Child and Adolescent Health Service</td>
<td>Chief Executive CAHS</td>
<td>1.1(d)</td>
</tr>
<tr>
<td>Health Corporate Network</td>
<td></td>
<td>1.1(g)</td>
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<tr>
<td></td>
<td></td>
<td>1.2.1</td>
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<tr>
<td>Other Health Entities not scheduled</td>
<td>Director General</td>
<td>1.1(d)</td>
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<td></td>
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<td>1.1(g)</td>
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<tr>
<td></td>
<td></td>
<td>1.2.1</td>
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<tr>
<td>Department of Health</td>
<td>Director General</td>
<td>1.1(d)</td>
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<td></td>
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<td>1.1(g)</td>
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<tr>
<td></td>
<td></td>
<td>1.2.1.</td>
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<tr>
<td>All Health Entities</td>
<td>Director General</td>
<td>1.1(e)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1(f)</td>
</tr>
</tbody>
</table>
Once HCN has received and confirmed the relevant form or written request, it will finalise the Appointment process (Go to Phase 4).

**Advertising Stream**

**Step 1 Consider advertising options**

When planning advertising, in order to attract the most competitive and suitable applicants for position vacancies, issues to consider include:

- Degree of difficulty in attracting a suitable candidate pool
- Characteristics of the target group
- Target groups preferred media and method for seeking employment
- Equity and Diversity considerations
- Overseas recruitment* (including sponsorship requirements for temporary or permanent residency visas)

*Contact local HR for further information.

1.1 Advertising

The internet is the primary advertising medium for WA Health employment opportunities. Placement on the WA Government Jobs Board and the WA Health Jobs Board are required to be booked and processed through HCN. Other advertising sources include MyHR (Alesco sites only) or Job Opportunities (on the HCN intranet site).

Other than via the internet, advertising of individual positions is not available, unless an exemption is approved. Exemptions are listed at Appendix 1. Generic advertising in local, national, selected community and regional newspapers and other selected media will direct potential applicants to the WA Health Jobs Board.

If a decision is made to use a private company for recruitment services, WA Health must use contractors listed on the Public Sector Common Use Arrangements (CUA’s) for Human Resources (HR) Services unless an exemption to use the CUA is approved. The contractor must comply with all legislative obligations, other relevant directives (including financial directives) and the RSA policy and procedures.

In addition, where an executive search is undertaken by a private contractor, it must:

- be run in conjunction with the required website or press advertising and the advertisement must stipulate that WA Health reserves the right to run an executive search or that an executive search is under way; and
- where a search is initiated after press advertising, all applicants who responded to the advertisement must be notified about the search, including the extension to the closing date. Applicants may then submit further information in support of their application. For further information, contact HCN.

1.2 Advertising categories

The following table outlines the advertising categories, minimum requirements and vacancy options available for WA Health.
### Table 2 Advertising categories (including vacancy options)

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum advertising medium</th>
<th>Other advertising sources</th>
<th>Vacancy options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General</strong></td>
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</tr>
<tr>
<td>General vacancies include permanent vacancies, vacancies identifying the possibility of permanency, or fixed term contract opportunities over six months</td>
<td>WA Government Jobs Board</td>
<td>WA Health Jobs Board</td>
<td>Single Vacancy</td>
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<tr>
<td></td>
<td></td>
<td>MyHR or Job Opportunities (HCN)</td>
<td>Recruitment Pool</td>
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<td></td>
<td></td>
<td>Local Notice Board or Email</td>
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<td></td>
<td></td>
<td>MyHR or Job Opportunities (HCN)</td>
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<tr>
<td><strong>Targeted</strong></td>
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<tr>
<td>General vacancies that are difficult to fill (eg in regional or remote locations) and:</td>
<td>My HR or Job Opportunities (HCN)</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• advertising on WA Government Jobs Board would be unlikely to result in a competitive field; and</td>
<td>Local Notice Board or Email</td>
<td>Single Vacancy</td>
</tr>
<tr>
<td></td>
<td>• the authorised delegate has formed an opinion that a competitive field can be obtained through targeted advertising.</td>
<td>MyHR or Job Opportunities (HCN)</td>
<td>Recruitment Pool</td>
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<td>Local Notice Board or Email</td>
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<tr>
<td><strong>Acting opportunities</strong></td>
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<tr>
<td>Acting Opportunities greater than six months which do not have a possibility of becoming permanent</td>
<td>Level of Advertising to be determined by the WA Health employing authority</td>
<td>Local Notice Board or Email</td>
<td>Single Vacancy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>It is recommended that vacancies are advertised widely and a competitive assessment of merit undertaken</td>
<td>MyHR or Job Opportunities (HCN)</td>
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<td>MyHR or Job Opportunities (HCN)</td>
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<tr>
<td><strong>Opportunities 6 months and under</strong></td>
<td>Level of advertising to be determined by the WA Health employing authority</td>
<td>Local Notice Board or Email</td>
<td>Single Vacancy</td>
</tr>
<tr>
<td>Opportunities less than six months, including casual appointments</td>
<td>It is recommended that vacancies are advertised widely</td>
<td>MyHR or Job Opportunities (HCN)</td>
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</table>
and a competitive assessment of merit undertaken

*Please note that some positions may need to be initially advertised locally on site*.

NB If there is possibility that a fixed term contract of six months or longer may be extended or made permanent, this condition must be stipulated in the original advertisement, otherwise the position must be re-advertised.

**Step 2  Submit request to advertise**

Once the HCN Request to Advertise form (N4) or MyHR Vacancy Requisition has been completed and approved by the authorised delegate, submit it to HCN. Once submitted, the following will occur:

i) HCN will undertake a position establishment check and will notify the requestor if establishment creation or changes are required

ii) HCN will then commence the redeployment clearance process and notify the requestor when clearance is received or a redeployee identified.

### Redeployment Clearances

A redeployment clearance is required to ascertain if there is a redeployee to fill a posted vacancy and is valid for 3 months from the date that confirmation of clearance is received by HCN. Vacancies not filled within this period will need to be resubmitted to obtain a new redeployment clearance. Please refer below for list of exceptions to the requirement for a redeployment clearance.

When creating a recruitment pool, if there is a current vacancy to be filled, a redeployment clearance is required. Any subsequent positions to be filled from the pool must also receive a further clearance at that time. For further information, contact HCN.

Exceptions to the requirement for a redeployment clearance are:

- Positions exempted by the Public Sector Commissioner
- the position is filled by transfer at level
- positions to be filled for six months or less
- positions to be filled for over six months pertaining to rural based positions
- selected occupational groups (contact HCN for current listing).

For further information on redeployee management, consult with local HR.

iii) If a redeployee is identified, the redeployee management process must be followed

iv) During the clearance process, the advertisement is drafted by HCN and authorised by the requestor. Any requirements of the applicant must be identified in the advertisement and/or application package

v) Prior to the advertisement going on-line, HCN will provide the requestor with a final proof.

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*Refer to IC 0049/09 - WA Health - LHMU - Support Workers Industrial Agreement 2007, Application of sub clause 11.9
Recruitment, Selection and Appointment Procedure v3*
Step 3    Convene selection panel

A selection panel is required unless an alternative process is approved by the authorised delegate. The alternative process must enable an assessment that is transparent and capable of review. Please note that the panel may be convened at an earlier stage of the recruitment process.

The purpose of the selection panel is to select a suitable, available person for appointment, support impartial decision-making and avoid any potential perception of bias.

The selection panel members must have appropriate knowledge of the requirements of the position and the selection process, and consist of at least one member who has a good understanding of RSA procedures and requirements within the WA public sector. Equity and Diversity principles should be considered in determining the composition of the panel and the recruitment process.

The panel convenor will:

- convene the selection panel prior to the shortlisting of applications
- ensure the panel is made up of a minimum of two relevant members
- provide opportunity for panel members to disclose any matters deemed to be a conflict of interest*. For example, if a panel member is nominated as a referee, the referee report must be submitted prior to the assessment process commencing
- notify HCN of the panel members.

In addition, please note the following requirements at King Edward Memorial Hospital8:

- When recruiting for competitive or promotional nursing positions, the selection panel must include a member from outside the area recruiting for the position; and
- for senior nursing positions, the panel should include a midwife or nurse from outside the hospital.

*Panel members must disclose to the entire panel any matters they deem to be a conflict of interest. If disclosed, the panel must then discuss and decide the best way to manage the conflict of interest and then document the outcomes in the selection report, clearly demonstrating the actions taken and methods used to appropriately manage the conflict.

For further information, refer to Managing Conflict of Interest Policy and Guidelines.

HCN will:

- notify panel members about how to access the Advertised Vacancy File (e-AV) file which contains information relevant to the selection process. The File can be accessed through MyHR or BigRedSky
- assess late applications to determine if they are eligible (refer below for information). The applications will be retained on the e-AV file with an explanatory note detailing the reasons for ineligibility
- ensure all applications available to the panel members are complete and up to date.

Late Applications

All vacancy advertisements must specify a closing time and date by which applications must be received, unless the advertisement is for an open recruitment pool (refer to Table 1 - vacancy options).

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8 Recommendation 13.7 of the Report of the "Inquiry into obstetric and gynaecological services at King Edward Memorial Hospital 1990-2000". The report was tabled in the WA Parliament on 20 December 2000.
Late applications will only be considered if the applicant can provide evidence of delay by either HCN or an official postal or telecommunications service. This includes applications lodged by facsimile or email. Personal circumstances of the applicant cannot be taken into account when considering late job applications.

All advertisements are to state “Late applications will not be accepted”.

### PHASE 3 APPLICANT ASSESSMENT

All the applicant information is assessed against the work related requirements and used by the panel to determine suitability for the role. What is deemed suitable takes into account the full range of knowledge, skills and abilities required to undertake the job in a particular work environment.

#### Step 1  Review eligibility

The panel will conduct a review of the applications to identify any potential eligibility issues relating to:

- a severance received from a public sector body (including a WA Health employing authority) where time restrictions apply to re-employment (Deeds of Severance must be sighted before a decision can be made)
- eligibility to work in Australia (refer to on-line Application Form or R5 - WACHS)
- mandatory qualifications and registration or licensing requirements

The panel reviews those applicants who are ineligible for consideration and records their exclusion from the process.

Please note that further pre-employment screening is undertaken by HCN during the Appointment Phase (Refer to Phase 4).

### Withdrawal of Application

An applicant may withdraw their application at any stage of the process. The panel convenor will be notified by HCN should an applicant for a position withdraw their application. If the panel convenor receives notice from the applicant, the applicant must be advised to put their intention in writing to HCN. An applicant may also be deemed to have withdrawn from the process if they do not actively participate in the process and/or fail to respond to any reasonable attempts to confirm their intention to proceed.

If any of the above situations occur, they should be fully documented in the selection report.

#### Step 2  Shortlist applicants

The panel members determine the shortlist by assessing each applicant’s claims against the work related requirements.

The panel members should shortlist independently and then discuss their decisions with the other panel members to reach consensus about the applicants for interview.

Consensus rating and comments regarding shortlisting need to be documented in order to demonstrate that all the applicants have been properly considered in the process. This documentation must be incorporated into the selection report and may be used in the event of a breach claim and/or post selection feedback. The selection report and recommendation form (R12) may be used to document the shortlisting decision.
The panel convenor will advise and confirm with the successfully shortlisted applicants about:

- interview or assessment date, time, venue and expected duration
- panel convenor’s contact name and number
- other tests or assessments the applicant may be required to undergo
- documents required to bring to the interview or assessment

The names and positions of the panel members may also be provided to the applicants.

**Insufficient field**

Where the panel decides there are insufficient eligible applicants for shortlisting, after considering the factors that may have influenced a low response, eg timing, type of role etc, possible options include:

- closing the process
- continuing the process
- extending to a wider search.

The decision must be documented in the Selection Report and be transparent and capable of review. For further information, contact HCN

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**Step 3 Assess/select applicant/s**

The assessment/selection process must be documented, appropriate and relevant to the work related requirements, transparent and capable of review. The activities in the assessment process are used to determine an applicant’s suitability for the role. As part of the planning process, the panel will determine the most appropriate assessment methodology and what verification is required to confirm the applicant’s claims for each step of the process. Please note that as part of the post selection feedback, unsuccessful applicants have the opportunity to request information that pertains to them about the assessment process (Refer to Phase 4, Step 1).

Key activities that may be considered appropriate for assessment include the written application and interview. Information about these activities is outlined below and in the Assessment/Selection Guidance Note.

3.1 Written application

The written application is considered by the panel for the initial shortlisting process and as part of the overall assessment of the applicants. Whilst the application should reflect the requirements as stipulated in the application process, the panel should not rule out applicants who have not followed the application instructions. The panel is required to assess all information provided by applicants.

3.2 Interviews

Interviews may include assessment methods such as tests, case studies or presentations. Interview questions must be bias-free and relevant to the work related requirements. The panel must document the interview process and ensure it is transparent and capable of review.

3.3 Reference check

Reference checks must be undertaken for at least the applicant/s considered most suitable for appointment unless an exemption to this requirement has been approved by the authorised delegate.
The panel must ask referee questions that relate to the work requirements. Referee questions and responses must be documented in the selection report which is transparent and capable of review.

The referee report may be completed by using the following Forms:

- **Referee Report form (R7)** and the relevant JDF is forwarded by the panel convenor to the referee for completion and return
- **Verbal Referee’s Report Section (N) of the Selection Report and Recommendation form (R12)** is completed by the panel convenor. Comments recorded can be copied into an email and sent to the referee for endorsement. This email should be attached to the selection report.

3.4 Final Assessment

The panel assesses all applicant information which has been gathered during the selection process to determine the suitable applicants.

If the panel is unable to make a recommendation to appoint at this stage, it may undertake further assessment or choose not to make a recommendation. The decision to recommend or not recommend appointment must be documented in the selection report.

**Step 4 Complete and submit approved selection report to HCN**

At the conclusion of the selection process, the panel must complete the selection report. It must:

- include any relevant documentation that provides information about the process, including how the decisions were made, recommendation and reasons for the recommendation; and
- be approved by the authorised delegate (who must not be a panel member*) and submitted to HCN.Advertising@health.wa.gov.au.

* Please note that the exception to this requirement is if the panel member reports directly to an Area Chief Executive or the Director General.

The **Selection Report and Recommendation form (R12)** may be used for the report.

Any notes taken should be retained until the end of the breach period (refer to Phase 4, Step 1). Selection Report documentation provided by the selection panel will be stored by HCN in accordance with the General Disposal Authority for Human Resource Management Records (RD 99002).

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**PHASE 4 APPOINTMENT**

Once the recommendation for appointment is made and the selection report submitted, HCN will finalise the appointment process.

**Step 1 (HCN) Undertake audit, advise the applicants**

HCN receives the selection report and it is audited for compliance with the Employment Standard and the RSA procedure [HCN will advise the panel convenor of the outcome of the audit].
HCN advises all applicants in writing of the outcome of the selection process within five working days of receipt of the selection report, and provides copies of the applicant letters to the panel convenor as confirmation of the outcome of the audit process.

The relevant breach period applies immediately following notification to the applicants about the outcome of the selection process. For further information and assistance, contact HCN.

Unsuccessful applicants
HCN will provide written advice to unsuccessful applicants, including information regarding the opportunity to seek feedback from the nominated panel member and notification about the process for lodging a breach claim.

HCN will confirm with the panel convenor that the written advice has been provided to the applicants.

Post selection feedback
If requested, feedback is provided about the appointment process and information specific to the applicant by the nominated panel member. It may include relevant extracts of documents describing the selection process or assessment of the particular applicant.

Upon request and following consultation with the panel convenor, HCN will provide applicants with photocopies of information pertaining to them (excluding all identifying material relating to other applicants) such as an assessment against the selection criteria and referee reports.

Copies of any information provided must be documented and retained for future reference.

Breach claims
If a breach claim is lodged against the Employment Standard, an appointment or transfer to a position cannot be made until the claim is finalised in accordance with the Regulations. HCN will liaise with the relevant health service, working closely to progress the matter in accordance with the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005.

Successful applicants
Once the selection report audit has been finalised and confirmed by HCN, the panel convenor may verbally advise an applicant that they are the preferred applicant, and that an offer of appointment cannot be made until the finalisation of the breach claim period and/or any claim that may be lodged. The applicant should be advised that that if a breach claim is lodged, the process may take longer to finalise.

Letter of offer
HCN will send a letter of offer to the successful applicant, who has 10 working days to accept or decline the offer in writing. The offer is subject to satisfactory completion of required pre-employment screening. The relevant pre-employment screening forms are sent with the letter of offer and must be completed and returned within 10 working days.

If the recommended applicant declines the position, they must advise HCN in writing. HCN will then advise the panel convenor who then takes the necessary action, including moving to appoint the next suitable applicant, in accordance with the selection report recommendations.

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9 Subject to approval by the Public Sector Commissioner, certain exemptions may apply in relation to selection to appointment pools.
Step 2 (HCN) Finalise pre-employment screening

2.1 Eligibility to work and pre-employment integrity check

Once HCN has received acceptance of the offer in writing by the applicant and attached forms, it will undertake the pre-employment screening for eligibility to work (including VISA Entitlement Verification Online) and integrity check.

In the event that the eligibility to work check establishes that an applicant is not approved to work, HCN will contact the delegated officer for the recruitment process.

In the event that the integrity check identifies that an applicant has a record, HCN will advise the Chief Executive via the manager of the employing area.

2.2 Criminal records screening (CRS) and working with children (WWC) check

Once the above screening is confirmed, the Criminal Records Screening will commence. If the position has been identified as undertaking “child related work”, a Working with Children Check is also conducted.

In the event that the CRS check identifies that an applicant has a relevant criminal record, the Coordinator CRS will contact the manager of the employing area and the relevant health service Workforce Director or their delegate.

In the event that a WWC check results in a Negative Notice or Interim Negative Notice, the Manager Employment Services HCN will advise the relevant health service Workforce Director or equivalent.

For further information, please refer to the Pre-Employment Integrity Checks Procedure, CRS or WWC Check Policy.

Any other health service or site specific pre-employment requirements eg Health Assessment (Medical) must be completed satisfactorily prior to commencement of employment.

Step 3 Confirm start date

Once the relevant checks are confirmed, HCN must advise the panel convenor within five working days.

Once advised by HCN, the panel convenor contacts the successful applicant to confirm the start date and submits a Start Date Form (N5) to HCN.

Start date
Where an employee is already performing the duties of the position in a temporary deployment (acting) or secondment capacity, the effective date of the appointment will generally be the day after the end of the breach period unless otherwise negotiated.

Salary level
Generally appointment is offered on the first salary increment point unless, in accordance with the relevant industrial agreement, a higher salary increment point in light of skills and experience relevant to the position has been approved by the authorised delegate.

A Higher Duties Allowance (HDA) paid at an equal or higher level for the past 12 months (within the preceding 18 months) can be taken into account when determining the increment point.
**Secondment and temporary deployment**

Employees who move to an employing authority that does not have Fringe Benefits Tax (FBT) concessional salary packaging status must cease their packaging arrangements from the date of the commencement of the role.

Where the secondment or temporary deployment is for more than 6 months and involves a change of HR System or data base, employees should be transferred to the host employer.

For further information and assistance, contact local HR.

**Step 4    (HCN) Issue employment contract**

HCN will issue the Employment Contract reflecting any visa conditions or other relevant details identified in Step 2 to the successful applicant. A copy of the letter is sent to the panel convenor.

**Step 5    Commence induction**

Once the employee has commenced, the Supervisor initiates the local Induction process.

### 4. GUIDANCE NOTES

Guidance Notes provide supplementary information to the WA Health Recruitment, Selection and Appointment Procedure that can be applied at the discretion of the user. They include best practice options, and links to relevant WA Health information.

- Guidance Note 1 JDF/Work Related Requirements
- Guidance Note 2 Advertising
- Guidance Note 3 Selection Panels
- Guidance Note 4 Shortlisting Applicants
- Guidance Note 5 Assessment/Selection
- Guidance Note 6 Post Selection Feedback

### 5. AUTHORITY

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This information is available in alternative formats upon a request.
Appendix 1 (Refer to Phase 2, Advertising Stream, Step 2)

EXEMPTIONS TO INTERNET ADVERTISING REQUIREMENT

1. System-wide recruitment intakes of no more than four per year for specific industry, occupational or work groups such as Graduate program intakes*

   *Please note that when undertaking any such recruitment campaign for a specific occupational group, a standard JDF must be used across all sites

2. Section 50D and 51 positions (that are required to be filled by a person of a particular race, e.g. Aboriginality)

3. Positions located in the Kimberley, Pilbara, Gascoyne or Murchison areas. Advertising mediums may include newspapers (The West Australian, The Australian, local and community newspapers), relevant professional publications, seek.com and other online employment sites. Newspaper advertising may include placement in the government, non-health, occupational and general sections (subject to Government Communication Office exemption approvals).

4. This is an individual position deemed essential by a Chief Executive

5. This is a local level vacancy in a country area that has already been advertised once on the website during the last six month period and not filled

6. This is an individual position that has already been advertised once on the website during the last six month period and not filled

7. This is a pooled position that has already been advertised on the website during the last three month period and there was an insufficient field.

EXEMPTION PROCESS

In regard to Exemptions 4, 5, 6 and 7, the following approval process is required:

- Managers/supervisors must submit an Employment Advertising Exemption Request Form detailing reasons for exemption for Chief Executive (CE) approval.
- The Form must state where the recruitment advertisement will be placed and is limited to one type of media (refer to Checklist on above Form for details).
- If CE approval is obtained, managers/supervisors must forward the Form and the Request to Advertise Form (N4 or MyHR request) to HCN Employment Services.

FREE ADVERTISING

Free advertising of an individual job vacancy or pool in any media must still be booked and managed via HCN Employment Services.

For further information, contact HCN.