



NAME OF POLICY	RECRUITMENT, SELECTION AND ORIENTATION	DATE	
RELATED POLICIES	Language, Literacy and Numeracy Policy Performance Appraisal Policy Position Description LLN Assessment Tool Staff Induction and Orientation Checklist LLN Personal Development Plan		

1. INTRODUCTION

The recruitment and selection process is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will contribute significantly towards our organisation's effectiveness. The Recruitment, Selection and Orientation procedure should help managers to ensure that these criteria are addressed.

This policy ensures our Recruitment, Selection and Orientation Policy:

- › is fair and consistent
- › is non-discriminatory
- › conforms to all statutory regulations and agreed best practice.

2. PURPOSE

The purpose of the Recruitment, Selection and Orientation Policy is to ensure:

- › that there are sufficiently skills and qualified staff employed to ensure that services are delivered in accordance with the Aged Care Accreditation Standards
- › that staff are selected using the principles of fairness and equity and according to individual merit, based on qualifications, skills and abilities and suitability for position
- › that existing employees are given opportunities for career development by promoting internal candidates for vacant positions
- › all recruitment is absorbed within the approved cost budgets, unless extenuating circumstances apply, in which case CEO/Board approval must be sought.

3. PROCEDURES

The following procedures must be used when a recruiting to a position. The table below outlines the tasks that are the responsibility of the appointing manager.

RECRUITMENT

- | | |
|-----------------------------------|--|
| a) Define the job | If it is an existing position, is an exact replacement required or is this an opportunity to revise the requirements of the job role? If it is a newly established position, be clear on the exact requirements of the job role and write a position description. The HR manager and section/department/area manager should prepare and review the position descriptions. |
| b) Prepare a position description | For each position within the organisation, a position description will be prepared and should include: <ul style="list-style-type: none">› the purpose of the role› organisational context and values› selection criteria - essential and desirable› role responsibilities› LLN requirements of the role. |
| c) Obtain approval | When a vacancy occurs the CEO approves the recruitment and selection of a new or replacement employee prior to the commencement of the recruitment process. |
| d) Advertise | Position vacancies may be advertised internally, externally or both. Decisions on whether to advertise a vacant position will be made on a position-by-position basis. <ul style="list-style-type: none">› Internal advertising can occur via staff notice boards, email, intranet, or staff meetings.› External advertising can occur via employment and jobseeker organisations, online employment sites, Facebook and newspaper advertisements. Regardless of the method of advertising the vacancy, the advert must clearly state: <ul style="list-style-type: none">› how applicants should apply - online, email or paper-based› what should be included in the application› whom to apply to› the closing date. |

SELECTION PROCEDURE

After reviewing applications, the selection process may include short-listing, assessing, interviewing and testing applicants to select the best candidate for the role.

The CEO/HR Manager will determine who will sit on the interview panel and will authorise the panel to decide on the successful candidate, following the selection process.

The following procedure will be used in the selection process:

- | | |
|------------------|--|
| a) Short-listing | The interview panel will review each application to determine if each applicant meets the requirements of the position as outlined in the position description and selection criteria. The process will determine which applicants have the strongest claim against the selection criteria taking into account existing qualifications, previous experience and suitability to the position. |
|------------------|--|

b) Assessment	<p>Assessment may involve the following:</p> <ul style="list-style-type: none"> › National Police Check - mandatory. › Reference checks - completed once the interview has been conducted. › Pre-employment medical screening - the type of medical screening conducted will relate to the job role. The medical screening will only be applicable to the successful candidate. <p>Human Resources will notify the applicants who have been short listed and organise the interviews. All unsuccessful applicants to be notified by Human Resources either by email or verbally.</p>
c) Interviewing	<p>Interviews will be conducted by the selection panel and scheduled at a mutually convenient time.</p> <p>Interview questions specifically relating to the job role (position description) and the selection criteria will be prepared by Human Resources. The selection panel may have an input into the interview questions.</p> <p>During the interview the selection panel members note the responses to each question by each candidate. A rating may be allocated against each responses to assist in the selection of the most suitable applicant.</p> <p>To ensure the best candidate is selected, communication should be a two-way process. It is the panel's responsibility to ensure that the candidate has sufficient opportunity to ask questions and to fully understand the role.</p> <p>On completion of the interviews, the selection panel will discuss the merits of each applicant interviewed and select the most suitable applicant.</p>
d) Testing	<p>Depending on the vacant position, applicants may be required to participate in testing that is applicable to the job role. Testing may occur as part of the interview or at a later date. Testing may include:</p> <ul style="list-style-type: none"> › aptitude/ability testing › language, literacy and numeracy testing
e) LLN Needs Identification	<p>[Insert name of organisation] will either use the Aged Services Sector LLN Assessment Tool or will develop and use our own LLN Assessment Tool as part of the recruitment and selection of new employees into the workplace. An assessment tool will also be used in selecting internal applicants for vacancies or employees moving into a new job role.</p> <p>The assessment tool will be at a level of difficulty appropriate to the position/job role and include questions and activities appropriate to the job role.</p> <p>The results of a completed LLN assessment are not to necessarily eliminate a job applicant from being offered a position, but to provide information on where support or assistance may be required. This also applies to existing employees applying to move into a new job role.</p>
f) Offer of Employment	<p>Once all the pre-employment checks have been satisfactory completed, an employment contract will be offered to the successful candidate, outlining starting date and the employment terms and conditions.</p> <p>The contract of employment letter must be signed by the CEO or HR Manager. On acceptance of employment, the contract of employment letter is to be counter-signed by the applicant and returned to the CEO or the HR Manager.</p> <p>Unsuccessful interviewed candidates will be notified of the result of their application once the successful applicant has verbally accepted the position. Unsuccessful applicants should be offered the opportunity to receive feedback on their application and interview and the reasons why they were unsuccessful.</p>

INDUCTION AND ORIENTATION

All new employees are required to participate in the induction and orientation program. The objective of the induction and the orientation program is to:

- › ensure the new employee is welcomed to the organisation
- › complete any employment-related documentation
- › ensure the new employees receive and understand all relevant information in relation to their job role and the organisation to enable them to assimilate into the workplace. This information will include:
 - › Workplace Health and Safety - including rights and responsibilities and incident reporting
 - › employee and organisational policies and procedures
 - › position description and any other relevant information they require to undertake their job tasks effectively
 - › organisational behavioral expectations, values and mission
 - › introduction to the "Buddy" system.

Orientation is an ongoing process that may differ from new employee to new employee depending on their background and previous experience. Typically, orientation could take up to three months. During this time the following activities should occur:

- › The new employee will be provided with the Staff Induction and Orientation Checklist and advised that they are jointly responsible for completing the checklist, and returning to the buddy/supervisor one month after the start of employment. The buddy/supervisor will be available to support the new employee to complete the checklist and answer any questions.
- › The new employee is advised of the three-month probationary period in line with the Performance Appraisal Policy.
- › The buddy/supervisor will provide the new employee with constructive feedback to allow them to undertake their role more effectively.
- › The buddy/supervisor will meet with the new employee every 1-2 weeks for at least the first three months to ensure the new employee is settling into the workplace and into their role as well as performing at the appropriate level.
- › Where possible, the new employee is exposed to a variety of situations that are typical in the workplace and provide with guidance on handling each situation.

During the orientation period, the new employee should have a LLN Personal Development Plan prepared that outlines the areas where development is needed, including the relevant timeframes. The Personal Development Plan could include:

- › skills gaps identified during recruitment process
- › qualifications
- › LLN (reading, writing, numeracy, oral communication, learning) skills gaps identified through the LLN Assessment process
- › gaps in digital/computer skills.