



1 HEAD OF POWER

- Anti-Discrimination Act 1991 (Qld)
- Human Rights Act 2019 (Qld)
- Industrial Relations Act 2016 (Qld)
- Local Government Act 2009 (Qld)
- Local Government Regulation 2012 (Qld)
- Queensland Local Government Industry Awards – State 2017

2 POLICY PURPOSE

To ensure that Pormpuraaw Aboriginal Shire Council (Council) engages in a professional, fair and ethical approach to recruitment, that matches, the skills, expertise and experience of an individual with the requirements of Council, in line with strategic and operational priorities.

To ensure Council is compliant with its obligations pursuant to the Anti-Discrimination Act 1991 during recruitment campaigns.

This Recruitment and Selection Policy and Process (Policy) provides a framework for ensuring merit-based recruitment, transparent processes, and assist with building organisational capability

3 POLICY OBJECTIVE

3.1 COMMITMENT TO MERIT-BASED RECRUITMENT

Council recognises that employees are its most valuable resource and accordingly, endeavours to attract highly skilled and trained people to work within the organisation.

Council is committed to the selection of applicants based on merit and building organisational capability and excellence through its people. Merit-based recruitment and selection principles allow for competitiveness, fairness and transparency. Selection and assessment from the pool of applicants is based on their knowledge, skills, attributes and experiences, as these relate to the requirements of the position.

This policy provides a framework and process for end-to-end, merit-based recruitment including:

- the approval hierarchy;
- advertising;
- selection and short-listing of applicants; and
- appointment of successful applicants.

4 POLICY SCOPE

This Policy applies to all recruitment within Council.

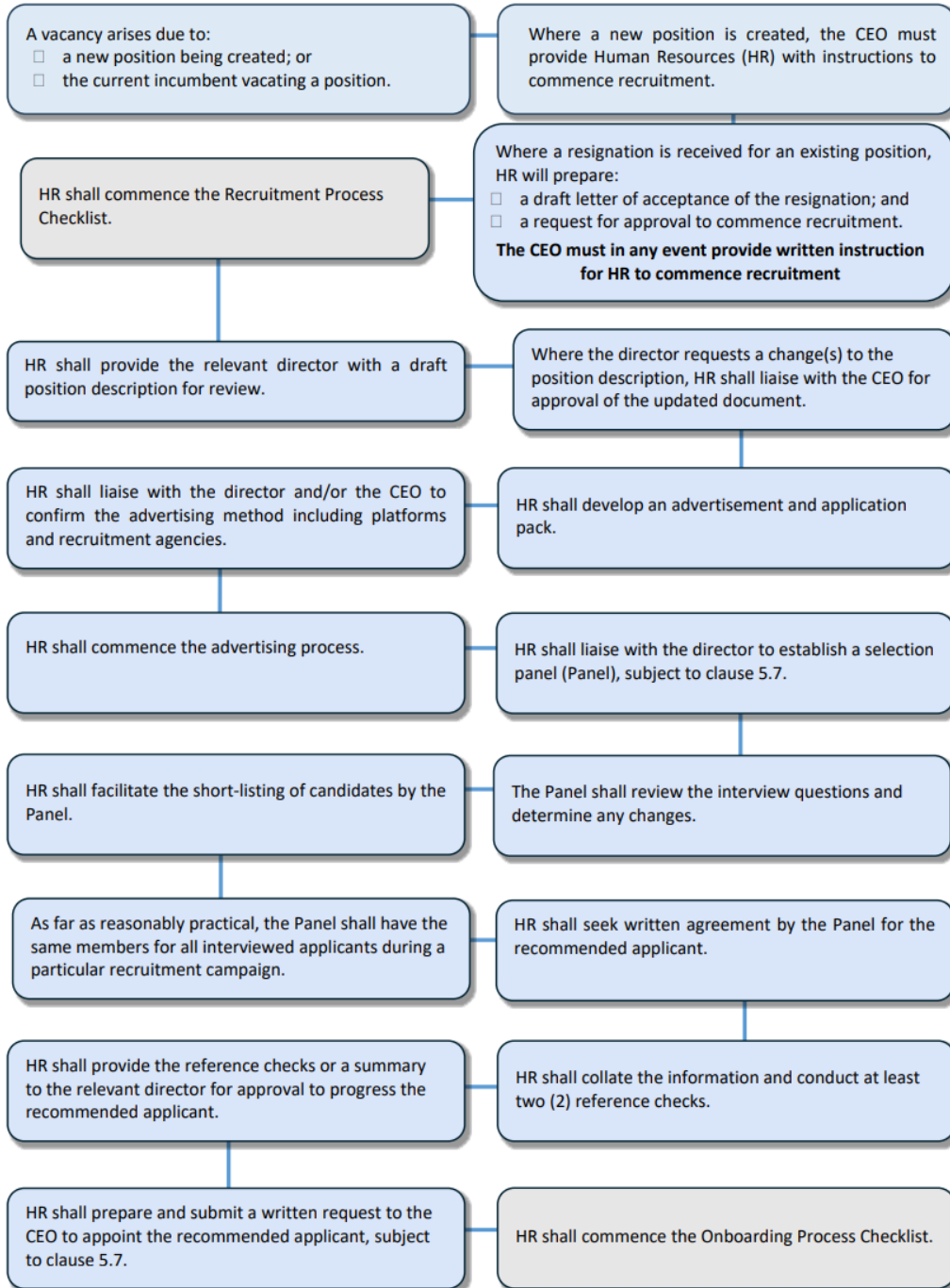
To the extent there is any unintended conflict between this Policy and the relevant legislation, the relevant legislation will prevail to the extent of any inconsistency.

5 POLICY STATEMENT

The recruitment and selection process targets applicants who clearly demonstrate that they meet the requirements of the position and supports decision-making practices that will withstand public scrutiny.

Recruitment Process Summary

Figure 1



Recruitment Process Details

5.1 RECRUITMENT DOCUMENTATION AND CHECKLIST

Council templates, as updated from time to time, must be used for document preparation, advertising and correspondence throughout the recruitment process. The Recruitment Process Checklist (or similar) must be complied with.

5.2 VACANCIES AND APPROVAL TO COMMENCE RECRUITMENT

5.2.1 Human Resources (HR) must only commence a recruitment campaign with written approval by the CEO.

5.2.2 Where a new position is created, the CEO shall provide written instruction for HR to commence recruitment. Approval from the Executive Manager of Corporate Services (or similar), verifying operational budget capacity, should either be included in the instructions from the CEO or otherwise confirmed in writing by HR.

5.2.3 Where a resignation is received, HR shall prepare:

- a draft letter accepting the resignation, for the CEO to review and sign; and
- a written request for CEO approval to commence recruitment which must include:
- the position to be recruited for; and the rationale for its requirement (e.g. resignation of current incumbent).

5.2.4 Where a position becomes vacant by any other means, HR shall prepare a written request for CEO's approval to commence recruitment.

The CEO must in any event provide approve an Authority to Recruit to commence recruitment

5.2.5 Where the relevant Executive Manager requests a change(s) to the position and/or the position description, HR must request written approval for the change(s) by the CEO. Alternatively, the Executive Manager may forward CEO's written approval for the change(s) to HR where already received.

5.2.6 The director is responsible for any required negotiations with the CEO, including requested change(s) to an existing position and/or the position description.

5.2.7 Provision of instructions or approval by the CEO for HR to commence a recruitment campaign must include, but not be limited to, consideration of the following:

- demonstrated need for the position;
- demonstrated need, benefit, or rationale for any requested change(s);
- the operating budget for funding the position and/or changes.

5.2.8 HR may provide guidance, information and/or assistance with any of the steps in this clause 5.2.

5.3 POSITION DESCRIPTION AND SELECTION CRITERIA

5.3.1 HR shall prepare and provide a draft position description to the director for review and identification of any required changes, subject to clause 5.2.5. The position description must comply with Council's template as amended from time to time and must comply with clause 5.4.3 where applicable.

5.3.2 The final version of the position description must be approved by the director before proceeding with the recruitment campaign, subject to clause 5.2.5.

5.4 ADVERTISING

Generally, advertising for a recruitment campaign will be via internal and external advertising and remain open to receive applications for a minimum period of 14 days. However, this may be varied due to business requirements and must be clearly stated in the publicised campaign documentation. Where advertisements are placed internally and externally for the same position, they must remain open for the same period.

5.4.1 Internal Advertising

Council may choose to exclusively advertise internally to fill a vacancy with written approval by the CEO, subject to clause 5.7.3. Internal advertisements shall be made available via, but not limited to:

- Council email to all employees; and
- Council notice boards (physical and electronic).

5.4.2 EXTERNAL ADVERTISING

External advertisements shall be made available via, but not limited to:

- Council email to all employees;
- Council notice boards (physical and electronic);
- Council's Facebook page;
- Council's website; and
- Other community notice boards as identified from time to time.

Various other platforms may also be utilised as agreed with the director and/or CEO (e.g. Seek and newspapers).

5.4.3 Identified Positions

Council may designate certain positions as being identified for Aboriginal and/or Torres Strait Islander people only. Where this clause is applicable, the position description and all advertising must disclose that the position is identified and for which reason(s).

To assess a position as identified, one of the exemptions provided in the Anti-Discrimination Act 1991 must apply (see Appendix 3), including the following:

- genuine occupational requirement;
- equal opportunity measure; or
- welfare measure.

The reason why an advertised position has been identified for Aboriginal and/or Torres Strait Islander people only, must be provided in all advertising (see Appendix 3).

5.4.4 Senior Executive Staff and Specialist Positions

Advertising for all permanent senior executive staff and specialist positions, as approved by the CEO, must be made available in compliance with clause 5.4.2. Additionally, advertising may include any/all of the following avenues:

- one or more major Queensland state-wide newspapers;
- one or more regional newspapers;
- appropriate Local Government industry publications.

5.4.5 Casual and Temporary Staff

The CEO may approve to engage casual and/or temporary staff without advertising, for a period generally not exceeding three (3) months, to temporarily fill a vacancy, or to fill a short-term vacancy. Prior to granting approval for engagement, the CEO must consider, but not be limited to, the following:

- using the general methods under this Policy would not be considered viable because of the specialised nature of the skills being sought;
- the availability of such skills within the Council area is considered unlikely;
- the timeframe makes it unviable to consider a recruitment campaign for a particular position or task;
- temporarily appointing a person to the position while the recruitment process is underway.

5.4.6 Recruitment Agencies

In general, to ensure that Council can attract the skills and expertise it requires, recruitment agencies may be engaged for highly technical, specialist, or senior executive staff recruitment campaigns. In any event, a recruitment agency may be engaged to assist with recruitment for any position, in compliance with the Procurement Policy.

5.5 SELECTION PANEL (PANEL)

The Panel will consist of at least two (2) people for local positions or three (3) positions for supervisors and Executive Managers unless the CEO approves a variation in writing.

The Panel should generally reflect the diversity of the applicant pool, with consideration given for inclusion of the following:

- a representative from HR; and
- a representative from the department (or similar) recruiting the position (e.g. supervisor); and
- one of:
 - another representative from the same department (or similar); a person with expertise in the field being recruited; or
 - a person with a good working knowledge of Council processes.

Where practicable, a person identifying as Aboriginal and/or a Torres Strait Islander should be included on the Panel to assist with recruitment of quality personnel that understand the importance of building strong community relationships.

5.6 Training

Council will provide, and/or make available, a recruitment and selection training package for employees directly involved or engaged on a regular basis in the recruitment process, reinforcing effective governance and leadership principles.

5.7 Conflicts of Interest or Personal Knowledge

At the commencement of the recruitment process, the panel members must declare any actual, potential, or perceived conflict of interest, or any other issue which may be seen to unduly advantage or disadvantage an applicant, using a Declaration of Conflict-of-Interest form (see Appendix 1).

5.7.1 Close Personal or Commercial Relationships

Where a panel member is related to or has a close personal or commercial relationship with an applicant, they must declare this and step down from the Panel. This may include but is not limited to relationships such as the following:

- a spouse/de facto, parent, child or sibling of the panel member;
- a person who lives in the same house as the panel member;
- a person the panel member would call a close friend;
- a person the panel member regularly meets for meals or social activities;
- a business partner of the panel member;
- a person the panel member works for or is supervised by;
- a person from an organisation where the panel member is a board member or executive officer;
- a person from an organisation where the panel member or another close person has an interest;
- a person the panel member has had a past dispute with or reason for disliking them;
- a person the panel member feels as though they could not make an unfavourable decision about.

5.7.2 Personal Knowledge

A panel member is not automatically precluded from the Panel where there is personal knowledge about an applicant, provided there is no close personal or commercial relationship. However, the panel member may choose to step down from the Panel.

Where the panel member does not step down from the Panel, there must be agreement with remaining panel members, and the personal knowledge must be:

- documented in individual short-list notes by panel members;
- declared prior to consideration of the applicants and short-listing; and
- discussed and documented prior to consideration of the applicants and short-listing.

Personal knowledge used at any time during the recruitment and selection process by a panel member, must be justified by the panel member to the Panel, and documented to include:

- what that personal knowledge was/is; and
- how it was used. Where a panel member rates or scores an applicant more or less favourably using personal knowledge, the documentation must include the following:
 - how it was used in the rating and/or scoring process.

Personal knowledge must be included in the written request to offer employment per the following:

- was any personal knowledge used;
- by whom;
- for which applicant; and
- how that personal knowledge was managed.

5.7.3 CEO Declaration of Conflict of Interest and Personal Knowledge

Where the CEO is related to or has a close personal or commercial relationship with the recommended applicant, they must declare this and approval to appoint the recommended applicant must be delegated to

another person. Where practicable, the delegation should be to a director who is part of the Senior Leadership Team, subject to clause 5.7.1.

Where the CEO has personal knowledge about the recommended applicant, approval to appoint the recommended applicant may either be delegated to another person and where practicable, this should be a director who is part of the Senior Leadership Team, subject to clause 5.7.1, or the personal knowledge documented to include:

- what that personal knowledge was/is; and
- how it was used in the request to appoint the recommended applicant.

Delegation to another person to approve a request to appoint the recommended applicant may be to a person that is not part of the Senior Leadership Team where this is required to avoid a Conflict of Interest or due to Personal Knowledge and may include a person that is not an employee of Council, subject to clause 5.7.1.

Delegation to a person that is not part of the Senior Leadership Team, or is not an employee of Council, must be justified in writing as part of the delegation. The person must have a reasonable association with, and understanding about, Council and the position being recruited.

5.8 Selection

5.8.1 Interview Questions

HR shall provide draft interview questions to the Panel for their review and update. The Panel must provide approval for the interview questions prior to use.

5.8.2 Short-listing

The Panel shall consider all applications and undertake short-listing using a merit-based process, based on whether each applicant meets the agreed criteria, generally, the essential and/or selection criteria of the position description (or similar). The same criteria must be utilised for each application.

The Panel must reach a consensus for the short-list of applicants. The CEO, or their delegate per clause 5.7.3, must make the decision where a consensus cannot be reached.

To assess the merits of an applicant as being eligible for short-listing, consideration must be given to the following:

- the identified requirements to perform the duties of the position being recruited for; and
- selection of the most suitably experienced and qualified applicant.

Each panel member shall rate each applicant as suitable or not suitable, and the Panel shall reach a consensus for the short-list of applicants. Generally, the agreed three (3) most suitable applicants shall be invited to attend an interview. Where the Panel reaches a consensus that an applicant is rated as not suitable, the applicant shall not be invited to attend an interview at any stage for the recruitment campaign.

5.8.3 Scoring Interviewees

After each interview, the panel members must calculate a total score for the interviewed applicant (interviewee), following the grading in the interview questions and as updated from time to time. Each panel member shall also indicate whether each applicant is: • suitable for the position; and • the desired applicant for the position. Justification of the scoring must be documented in the interview notes.

5.8.4 Recommended Applicant

The Panel must reach a consensus about which applicant(s) will be recommended to the CEO to make an offer of appointment and must consider the scoring per clause 5.8.3. Justification for the recommended applicant(s) must be documented in the interview notes or otherwise form part of the request to appoint the recommended applicant. The CEO, or their delegate per clause 5.7.3, must make the decision where a consensus cannot be reached.

5.9 Reference Checks

5.9.1 External Applicants

Applicants shall be asked to supply at least two referees including the referee's:

- email;
- phone number; and
- work-place or alternative information.

Contact must be made with two referees and the same questions asked of both.

Reasonable steps should be taken to ensure referees are genuine (such as using an independent number to contact the workplace or conducting a public search to verify as a genuine business). Where one or both referees are unable to be contacted, HR must contact the recommended applicant and seek a further referee(s) or gain permission in writing from the CEO to vary from this Policy.

5.9.2 Internal Applicants

It is permissible not to conduct a reference check provided there is a recent probation or performance review that is favourable and there is no performance management or improvement plan (or similar) in place. This must be disclosed as part of the written request to appoint the recommended applicant.

5.10 Appointment

The CEO must approve all employee appointments in writing, subject to clause 5.7.3.

HR shall prepare a written request to offer employment to the recommended applicant and circulate to the Panel for approval prior to submission to the CEO (see Appendix 2). The written request must contain the following:

- the Panel's recommendation;
- the Panel's rationale;
- the Panel's recommended offer details;
- copies of the completed reference checks; and
- details of any declared personal knowledge (including documentation per clauses 5.7.2 – 5.7.3).

Where CEO approval has been received, subject to clause 5.7.3, an offer of appointment may be made verbally, followed by a formal contract prepared using Council templates. The contract must be signed by the CEO before providing it to the recommended applicant. (Refer onboarding process/checklist).

5.10.1 Contract Content

Where available, Council will utilise industry templates, for example, those provided by HR Assist (or similar), as the basis of its contracts. Contracts will be customised for each position and include the following as a minimum:

- employment status;
- place of employment;
- hours of work;
- rate of pay;
- person to whom the employee will be responsible;
- probation period;
- position description; and
- any other information required by legislation, regulation, standard or award.

5.11 Interview/Site Visit Expenses and Reimbursement

Generally, Council will arrange travel and accommodation for applicants who are required to travel to Pormpuraaw for an interview or site visit. However, the CEO may approve for an applicant to make their own arrangements in limited circumstances and seek reimbursement. Expenses will not be considered for reimbursement without prior written approval by the CEO.

The following categories of expenses may be considered for reimbursement:

- an economy return airfare for the applicant, generally from the applicant's normal place of residence;
- reasonable fuel expenses for the applicant to self-drive the most direct route, generally from the applicant's normal place of residence and return;
- hire car to and from the airport;
- mileage and/or fuel to and from the airport;
- taxi, or ride-share (or similar) to and from the airport;
- up to two (2) night's accommodation as nominated by the CEO;
- meals to the extent they are not included in other arrangements (for example: where accommodation includes breakfast, the same meal will not be reimbursed).

Where reimbursement applies, HR shall prepare a written notification for submission to the CEO that includes the following details:

- the date and time of the interview/site visit (with at least one week's notice);
- the details of any Council arranged travel and accommodation expenses;
- the details of any agreed expenses that Council will reimburse to the applicant;
- the instructions for the applicant to seek reimbursement (including a provision that the applicant must provide a tax invoice for each approved purchase for reimbursement to be processed).

Where CEO approval is received, the notification may be provided to the applicant to proceed.

5.12 Remuneration

The award rate for each position must be determined and will form the lowest base for determining the actual rate to be offered/applied to the position.

- Senior Executive Staff Remuneration levels for senior executive staff will be as per negotiated contracts approved by the CEO prior to or at the time of appointment and in compliance with clause 5.10
- Non-Senior Executive Staff Remuneration levels for non-senior executive staff will generally be as per the award rate or otherwise as agreed and approved by the CEO in compliance with clause 5.10.

5.13 Relocation

Relocation expenses reimbursement must comply with Council's Relocation Policy.

5.14 Unsuccessful Applicants

Upon appointment of the successful applicant, all unsuccessful applicants must be advised in writing that they were unsuccessful in this instance, using standard wording/templates as updated from time to time. Where practicable, unsuccessful applicants should be notified within one weeks of the successful applicant formally accepting their offer.

5.15 Host Agreements

A person who has completed a period of work for Council via a Host Agreement or similar (for example: My Pathway), may be appointed as an employee to a position within Council at the discretion of the CEO without following any/all of clauses 5.1 – 5.14, subject to item 5.7.3.

Considerations by the CEO must include, but not be limited to:

- liaison with the applicable director and supervisor;
- internal feedback;
- performance reviews;
- performance management issues;
- successful completion of a period of work that is similar to the current general probation period (i.e. three (3) or six (6) months); and
- whether the person would have successfully completed the probation period if they were engaged directly by Council.

5.16 Succession Planning

An employee identified and documented for succession planning may be appointed to the position identified in the succession plan without following any/all of clauses 5.1 – 5.14, subject to item 5.7.3. Where this clause is applicable, a performance review must be performed by the employee's supervisor or director, and a recommendation provided to the CEO. Approval will remain at the discretion of the CEO.

Considerations by the CEO must include, but not be limited to:

- the employee being previously identified and documented as having potential for being developed for appointment to a specified and generally more critical position within Council;
- the employee's overall readiness for the position;
- liaison with the applicable director and supervisor;
- internal feedback;
- performance reviews;

- performance management issues;
- prior training, development and agreement with the employee regarding the succession plan.

5.17 Acting in Vacant Positions

An employee that has acted in a position for generally six (6) months or more may be appointed to that position at the discretion of the CEO without following any/all of clauses 5.1 – 5.14, subject to clause 5.7.3. Where this clause is applicable, a performance review must be performed by the employee's supervisor or director, and a recommendation provided to the CEO. Approval will remain at the discretion of the CEO.

Considerations by the CEO must include, but not be limited to:

- liaison with the applicable director and supervisor;
- internal feedback;
- performance reviews; and
- performance management issues

5.18 Employees Reporting Directly to the CEO

Where clauses 5.16 – 5.17 are applicable and the employee reports directly to the CEO, a recommendation is not required. However, subject to item 5.7.3, considerations by the CEO or their delegate must include, but not be limited to:

- liaison with the Senior Leadership Team (or similar);
- internal feedback;
- performance reviews; and
- performance management issues.

6 HUMAN RIGHTS COMPATIBILITY STATEMENT

This policy has been assessed as compatible with Human Rights protected under *the Human Rights Act 2019*.

7 DEFINITIONS

CEO means Chief Executive Officer, or Acting Chief Executive Officer, subject to approved delegation of authority.

Council means Pormpuraaw Aboriginal Shire Council, local government entity.

Councillor means elected representatives, including the Mayor, of the Pormpuraaw Aboriginal Shire Council, within the meaning of the *Local Government Act 2009*.

Employee means any person employed or engaged by Council, regardless of their status (full time, part time, casual, volunteer).

Host agreement includes where a person is engaged to work for Council via an external employment service provider or similar.

Merit-based means the process of selection that:

- identifies the requirements needed to perform the duties of a position; and
- advertises the position in a manner to attract and enable selection of the most suitably experienced and qualified applicant.

Recruitment campaign / campaign means the process of advertising and attracting interest and applications for a vacant or new position in Council's organisational structure.

Recruitment agency / agency includes recruitment agencies, marketing experts or any other external assistance engaged by Council to assist with generation of a pool of applicants or placement of an employee(s).

Succession planning means a person is identified and documented as having potential for being developed for appointment to a specified and generally more critical position when it becomes vacant, to assist with business continuity and stability.

8 RELATED POLICS AND OTHER DOCUMENTS

- Equal Employment Opportunity Policy
- Performance Review Policy
- Relocation Policy

Other Related Documentation

- Australian Human Rights Commission: Good practice, good business
- Queensland Human Rights Commission: Aboriginal and Torres Strait Islander Identified Positions
- Recruitment Checklist
- Recruitment Applicant Table
- Recruitment – Conflict of Interest Declaration Form
- Request to Appoint Template
- Onboarding Process Checklist
- Recruitment and Selection training package
- Interview Questions (per position)
- General Council correspondence and other templates, as updated from time to time.

9 MONITORING AND REVIEW

This policy is to be reviewed every four (4) years for relevance and to ensure that its effectiveness is maintained.

10 RESPONSIBILITY

This Policy is to be:-

- implemented by the CEO; and
- reviewed and amended in accordance with the by the Executive Manager Corporate Services.

11 VERSION CONTROL

Version	Details	Resolution No	Date
V1	Develop and Adopted	2025/140	24 Sept 2025