



1. HEAD OF POWER

- Aged Care Act 2024 (Cth)
- Aged Care Rules 2025
- 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)
- Privacy Act 1988 (Cth)
- National Disability Insurance Scheme Act 2013 (Cth)
- Queensland Local Government Industry Awards – State 2017

2. POLICY PURPOSE

The purpose of this policy is 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 the Council.
- ensure Council is compliant with its obligations pursuant to the *Anti-Discrimination Act 1991* and the *Aged Care Act 2024* during recruitment campaigns.
- provide a framework for ensuring merit-based recruitment, transparent processes and to assist with building organisational capability.
- establish the organisation's approach to managing risks associated with employing family carers, while respecting the rights, choices and cultural needs of care recipients.

3. POLICY OBJECTIVE

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

Council is committed to the selection of applications based on merit and building organisational capability and excellence through its people to:

- ensure merit-based recruitment and selection principles allow for competitiveness, fairness and transparency.
- ensure selection and assessment from the pool of applications is based on their knowledge, skills, attributes and experience.
- provide a framework and process for end-to-end, merit-based recruitment including:
 - the approval hierarchy
 - advertising
 - selection and short-listing of applicants

appointment of successful applicants

4. POLICY SCOPE

This policy applies to all recruitment within the Council.

The scope includes all staff, including those who have a family relationship with a care recipient, who must comply with the Code of Conduct for Aged Care, the Serious Incident Response Scheme (SIRS) and organisational policies and procedures.

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

6. RECRUITMENT PROCESS SUMMARY

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.

6.1. STEP 1 – PRE RECRUITMENT

- 1) a vacancy arises due to:
 - a new position being created
 - current incumbent vacating a position
- 2) the Hiring Manager completes the Authority to Recruit form
 - the executive manager corporate services must complete the operational budget capacity section
 - the CEO must approve the overall request
 - once approved, HR imitates the recruitment checklist
- 3) review the Position Description (PD)

HR reviews the current PD for relevance and sends it to the hiring manager for approval. If any changes are needed, they must be approved by the CEO and forwarded to HR official to update the document.
- 4) prepare Advertising and the Selection Panel

HR develops the job advertisement and application pack based on the approved authority to recruit. During this time, HR collaborates with the Hiring Manager to establish a selection panel. To ensure fairness, the same panel members should evaluate all applicants throughout the campaign.
- 5) finalise interview questions

HR provides the selection panel with a draft of the interview questions so they can review them and determine if any adjustments are needed.

6.2. STEP 2 – SELECTION AND RECRUITMENT

1) shortlist candidates

HR evaluates the selection panel and provides a curated shortlist of candidates to the Hiring Manager.

2) schedule interviews

HR manages all interview logistics, including organising the date, time and location for each candidate.

3) conduct interviews

the panel conducts the interviews. After each interview, every panel member must complete an individual scoring sheet for the candidate.

4) submit the Selection Report

HR and/or the Hiring Manager compiles the finalised Selection Report and forwards it to the CEO for review.

5) complete reference checks

HR conducts a minimum of two (2) reference checks for the recommended applicant. A summary of these checks is provided to the Hiring Manager and CEO to support the hiring recommendation.

6) final approval and onboarding

the CEO officially approves the appointment of the successful applicant. Once approved, HR commences the onboarding checklist process.

7. DETAILED RECRUITMENT PROCESS

7.1. RECRUITMENT DOCUMENTATION AND CHECKLIST

- the Authority to Recruit template must be used for preparation of new positions and filling vacancies due to resignations through the recruitment process.
- the recruitment process Checklist must also be completed.

7.2. VACANCIES AND APPROVAL TO COMMENCE RECRUITMENT

Human Resources (HR) must only commence a recruitment campaign when the Authority to Recruit has been approved by the CEO, for both resignations and/or new positions.

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 changes
- the operating budget for funding the position and/or changes

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

Where a new position is created, the CEO will provide written instruction for HR to commence recruitment. Approval from the Hiring Manager and Executive Manager of Corporate Services, verifying the employment requirements and operational budget capacity, is included in the Authority to Recruit Form.

Where a position becomes vacant by any other means, HR will prepare an Authority to Recruit for CEO approval to commence recruitment.

7.3. POSITION DESCRIPTION AND SELECTION CRITERIA

HR will prepare and provide a draft position description to the Executive Manager/Manager for review and identification of any required changes. The position description must comply with Council's template and must comply with clause 7.5 (Identified Positions) where applicable.

The Executive Manager or Manager is responsible for any required negotiations with the CEO, to make change(s) to an existing position and/or the position description. The relevant Executive Manager or Manager must provide the written approval for the Position Description change(s) by the CEO and forward to HR so changes can be made.

The final version of the position description must be approved by the Executive Manager or Manager before proceeding with the recruitment campaign

All positions descriptions reviewed after 1 July 2026 should be sent to Legal for confirmation of classification.

7.4. 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 7 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.

7.4.1. Internal Advertising

Council may choose to exclusively advertise internally to fill a vacancy with written approval by the CEO, subject to clause 7.10 (conflicts of Interest). Internal advertisements will be made available via, but not limited to:

- council email to all employees
- council notice boards (physical and electronic)

7.4.2. External Advertising

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

- council email to all employees
- council notice boards (physical and electronic)
- council's social media pages
- council's website
- other community notice boards as identified from time to time

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

7.5. 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, 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.

7.6. 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 7.4.2 (external advertising). 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.

7.7. 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.

7.8. 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.

7.9. SELECTION 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 Mayor, Deputy Mayor and CEO must be included in the interview panel for Senior Executive Managers as required under Section 196 of the *Local Government Act*.

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

- a representative from HR
- a representative from the department recruiting the position (e.g. manager or supervisor) and
- another representative from the same department or
- 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.

7.10. 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.

7.10.1. Managing Family Carer Conflicts

Where a family relationship exists between a staff member and a care recipient, Council will identify and document the relationship, assess potential risks, determine appropriateness and implement strategies to minimise conflict of interest risks. These are reviewed periodically.

7.10.2. Relationship Declarations

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:

- 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 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

7.10.3. Personal Knowledge

7.10.3.1. Close Personal or Commercial Relationships

If a panel member is related to or has a close relationship (spouse, housemate, close friend, business partner, etc) with an applicant, they must step down from the panel

7.10.3.2. Personal Knowledge

Personal Knowledge does not automatically preclude a panel member, provided there is no close relationship. It must be documented, declared prior to short-listing, discussed with the panel and included in the written request to offer employment detailing how it was used.

7.10.3.3. CEO Declaration

If the CEO has a close personal or commercial relationship with the recommended applicant, approval to appoint must be delegated to another person (preferably an executive manager), justified in writing, detailing any personal knowledge used.

7.11. INTERVIEW AND SHORT-LISTING

7.11.1. Interview Questions

The panel must review and approve draft questions provided by HR to use

7.11.2. Short-listing

The panel uses a merit-based process against selection criteria. The panel must reach a consensus (or the CEO/delegate decides). Generally, the agreed three (3) most suitable applicants are invited for an interview.

7.11.3. Scoring Interviewees

Panel members calculate a total score for each applicant, indicating suitability. Justification of scoring must be documented in the selection report notes.

7.11.4. Recommended Applicant

The panel must reach a consensus for the recommended applicant(s), documented in the Selection Report for the CEO. Where a consensus cannot be reached, the CEO or delegate will make the decision.

7.12. POLICE AND REFERENCE CHECKS

7.12.1. Police Checks

Aged Care Workers

Council must ensure that staff, volunteers (including work experience students) and contractors who have, or likely to have, unsupervised access to aged care recipients undergo a National Criminal History Record Check (police check/police certificate) before commencing work in a position where they have direct access to aged care recipients.

Any person whose police check records a precluding offence cannot be employed as per the *Aged Care Act*.

Executive Managers, Finance Positions and any other identified position

Members of the Executive Management and Finance Teams and positions that involve cash handling or positions where it is identified in the Position Description will be required to undergo a Police Check.

Reference Checks

Applicants from outside of Pormpuraaw will be asked to supply at least two (2) referees including the referees:

- email address
- phone number
- workplace 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.

Applicants from Pormpuraaw Community will have a background check provided from RISE.

7.12.2. 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 in place. This must be disclosed as part of the written request to appoint the recommended applicant.

7.13. APPOINTMENT

The CEO must approve all employee appointments in writing, subject to clause 7.10 (conflicts of interest).

HR will prepare a written request to offer employment to the recommended applicant and circulate to the Panel for approval prior to submission to the CEO. The written request must contain the following:

- the panel's recommendation (selection report)
- the panels rationale
- the panels recommended offer details
- copies of the completed reference checks and details of any declared personal knowledge

Where CEO approval has been received, an offer of appointment may be made verbally, followed by a formal Letter of Offer (LOO) prepared using Council templates. The LOO must be signed by the CEO before providing it to the recommended applicant.

7.13.1. Letter of Offer Content

Where available, Council will utilise industry templates, for example, those provided by HR Assist, as the basis of the Letter of Offer. The Letter of Offer 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

- any other information required by legislation, regulation, standard or award.

7.14. 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 to and from the airport
- up to two (2) nights' 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 will 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.

7.15. 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.

- Executive Staff Remuneration levels will be as per negotiated and approved by the CEO prior to or at the time of appointment and in compliance with clause 7.13 (appointment).
- Non-Senior Executive Staff Remuneration will generally be as per the award rate or otherwise as agreed and approved by the CEO in compliance with clause 7.13 (appointment).

7.16. RELOCATION

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

7.17. UNSUCCESSFUL APPLICANTS

Upon appointment of the successful applicant, all unsuccessful applicants must be advised in writing that they were unsuccessful, using standard wording/templates. Where practicable, unsuccessful applicants should be notified within one week of the successful applicant formally accepting their offer.

7.18. 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 the standard recruitment process. subject to item 7.10 (conflicts of interest).

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

- liaison with the applicable Executive Manager, Manager or supervisor;
- internal feedback;
- performance reviews;
- performance management issues; and
- successful completion of a period of work that is similar to the current general probation period (i.e. six (6) months)

7.19. SUCCESSION PLANNING

An employee identified and documented for succession planning may be appointed to the position identified in the succession plan without following the recruitment process, subject to item 7.10 (conflicts of interest). Where this clause is applicable, a performance review must be performed by the employee's supervisor, Executive Manager or Manager, 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 Executive Manager or Manager and supervisor;
- internal feedback;
- performance reviews;
- performance management issues;
- prior training, development and agreement with the employee regarding the succession plan.

7.20. 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 the recruitment process, subject to clause 7.10 (conflicts of interest). Where this clause is applicable, a performance review must be performed by the employee's supervisor or Executive Manager or Manager, 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 Executive Manager or Manager and supervisor;
- internal feedback;
- performance reviews; and
- performance management issues

7.21. EMPLOYEES REPORTING DIRECTLY TO THE CEO

Where clauses 7.19 (succession planning) – 7.20 (acting in vacant positions) are applicable and the employee reports directly to the CEO, a recommendation is not required. However, subject to item 7.10 (conflicts of interest), 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.

7.22. ENGAGEMENT OF FAMILY-OWNED BUSINESSES

Where a family member operates a business that provides services to aged care, Council may engage that business as an associated provider. A formal associated provider agreement must be established, all workers must meet screening and competency requirements and conflicts of interest must be declared and managed. Where possible, services should be delivered by workers who do not have a direct family relationship with the care recipient.

8. HUMAN RIGHTS COMPATIBILITY STATEMENT

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

9. DEFINITIONS

Term	Definition
CEO	Chief Executive Officer
Council	Pormpuraaw Aboriginal Shire Council
Councillor	Elected representative of the community
Employee	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
LOO	Letter of Offer (employment contract)
Merit-Based	The process of selection that Identifies the requirements needed to perform the duties of a position; Advertises the position in a manner to attract and enable selection of the most suitably experienced and qualified applicant
Recruitment Campaign / Campaign	The process of advertising and attracting interest and applications for a vacant or new position in Council's organisation
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	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

10. RELATED POLICS AND OTHER DOCUMENTS

Policies

- Equal Employment Opportunity Policy
- Performance, Misconduct and Discipline Policy
- Relocation Policy

Other Documents

- Australian Human Rights Commission: Good practice, good business
- Queensland Human Rights Commission: Aboriginal and Torres Strait Islander Identified Positions
- Authority to Recruit Template
- Recruitment Checklist
- Recruitment – Conflict of Interest Declaration Form
- Selection Report
- Onboarding Process Checklist
- Position Descriptions
- Interview Questions (per position)

11. MONITORING AND REVIEW

Notwithstanding the above, this policy is to be reviewed every four (4) years for relevance and to ensure that its effectiveness is maintained.

12. RESPONSIBILITY

This Policy is to be implemented by the CEO; and reviewed and amended in accordance with the Governance and Records Officer

13. VERSION CONTROL

Version	Details	Resolution No	Date
V1	Developed and adopted	2025/140	24 September 2025
V2	Amended and adopted	2026/193	19 October 2026