



Procedure 3.01 - Recruitment and Selection

1.0 Application

This procedure applies to all directors, employees and contractors of NQBP.

2.0 Procedure

2.1 Introduction

This procedure provides clear processes to assist Managers responsible for recruiting potential candidates, internally or externally, when selecting the best candidate for a role. Human Resources must be provided a copy of the approval and are available for advice and support to managers in all areas of the recruitment process.

2.2 Responsibilities of the Recruitment Manager (RM)

The RM must ensure:

- a) an assessment of the organisational need for the position is carried out (Job analysis);
- b) The CEO has approved the recruitment prior to any recruitment commencing;
- c) the role description and key selection criteria are current and finalised;
- d) The selection/interview panel is suitable;
- e) All documentation that supports the recommendation for appointment is completed;
- f) Post-interview feedback is given to the candidates when requested by a member of the selection panel; and
- g) Any complaints arising from a recruitment activity are managed in consultation with HR from the initial complaint being received.

2.3 Gain Approval

All recruitment exercises require the CEO's approval. This includes replacement roles, permanent contracts, or temporary labour hire, the RM must write a business case for the role, as well as prepare the Role Description (refer ERIC templates). *Recruitment Approval* form on ERIC can be used, or an email or other written format, that can be printed/saved (refer example).

The business case should be endorsed by the responsible Executive and the Manager HR/IR, who may seek clarification on aspects of the position. The Executive and/or the Manager HR/IR will then seek the approval of the CEO.

Once the approval process is complete, HR will advise the RM of the outcome and discuss the recruitment strategy.

2.4 Role Description

The role description (RD) outlines the roles accountabilities and key selection criteria. The RM must have developed and had authorised the RD prior to the recruitment process commencing. It is a requirement that the role description accurately defines the role and its requirements whilst linking with organisational deliverables/direction.

Where a role description exists, RM's should review the role description and make any necessary changes.

The standard 'role description templates' must be used, and can be sourced from HR or the intranet. RM's need to consult with HR on new role descriptions prior to approval.

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2.5 Evaluation of Role Description

From time to time an evaluation of a position will be requested to ascertain the appropriate market range. NQBP may, from time to time utilise a trained member of the HR team to evaluate a position, or source an external provider.

2.6 Recruitment Strategies

The Recruitment Strategies that will be considered include, but are not limited to:

- a) Internal advertising
- b) External advertising
- c) Appointment by secondment
- d) Direct appointment
- e) Appointment from eligibility list
- f) Use of a search agency

2.7 Advertising

All advertisements must be checked by a member of the External Relations Team for content, prior to being published.

Vacancies will be advertised internally, or simultaneously (internally and externally at the same time). Internally advertising is recommended to ascertain whether a potential successor for the position shows a desire to apply and to allow employees with career development aspirations across NQBP to apply.

External advertising will normally be on independent online job sites (such Seek and LinkedIn) and NQBP's website. Job vacancies can also be advertised via a local publication in order to gain coverage in a specialist area, depending on the location and needs of the position.

RM's must consult HR on the advertising strategy for each position prior to the commencement of the recruitment process.

The advertisement preparer will consult External Affairs on all potential job advertising.

2.8 Use of External Agencies

HR will from time to time, as part of planning for the recruitment exercise, decide to use an external recruitment firm. Human Resources have agreements in place with a number of existing agencies, therefore, RM's are not to offer work to an agency prior to confirming with HR.

2.9 Selection/interview Panel

A selection/interview panel will be formed for every vacancy and will comprise of a minimum 2 members, ideally 3. The direct supervisor will generally be on the panel, and a human resource representative or trained/competent interviewer. Panel members if not a member of Human Resources should be a more senior level than the role being recruited. Where possible diversity should be considered when forming the other panel members (gender, age, ethnicity etc.).

All members of the selection/interview panel are responsible for understanding their obligations under OH&S, EEO, Anti-discrimination and other legislative requirements relevant to recruitment and selection activities.

Panel members must inform the RM and HR of any conflicts of interest; notably any past working or other relationships with candidates (i.e. personal or business). When a selection panel member has personal first-hand knowledge about a candidate's ability to meet the selection criteria, it can potentially impact the recruitment process. If following the declaration it is believed objectivity cannot be maintained, HR may ask this person to be an observer at the interview or to remove themselves from the process.

2.10 Receipt of Application

NQBP will acknowledge receipt of candidate's job applications, typically by sending them a short email. Acknowledgement must occur within a few days (3 days) of the application being received.

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2.11 Short-listing

Short-listing applications is the process of evaluating, which candidates most closely meet the selection criteria outlined in the role description, in what they have submitted. This should take place as soon as possible following the closing date to avoid losing quality candidates. Short-listing must be completed by at least 2 members of the selection/interview panel. The RM should be mindful of diversity goals when shortlisting.

To short-list the candidate's resume and cover letter are assessed against the key selection criteria listed in the role description.

Once the members of the selection committee have assessed the applications, the committee agrees on the short-list for interview and a suitable interview date.

All candidates are then called and verbally invited to attend an interview, with an email sent to confirm details.

2.12 Merit-based Selection

Where feasible NQBP will hire or promote the best-qualified candidate to fill advertised positions. All vacancies will be filled by candidates who most closely meet the selection criteria.

RMs will ensure adherence to the key selection criteria in the selection process and to fair employment practices.

Panel members will complete the NQBP interview guide in pen and record a result against each candidate for each question; and return the documentation to HR at the completion of the process.

2.13 Interviews

To ensure fair employment practices are exhibited, a structured interview process will be used for all external candidates and where there is more than one applicant for an internal role.

Candidates may be interviewed either in person or, where this is not possible or practicable, by telephone, Skype or video conference.

To ensure fair employment practices are maintained, the structured 'Interview Questions' template (available on ERIC) must be used. The interview is to be based on the selection criteria and competency/performance standards for the position. All panel members must attend all interviews.

Candidates are asked similar core questions based on the requirements for the position. Supplementary questions may be asked to clarify issues or to obtain further information deemed by the selection committee to be relevant to identifying the best candidate.

Candidates will not be asked questions that maybe seen as discriminatory i.e. in relation to age, gender, marital status, pregnancy, family responsibilities, location of abode, racial or ethnic origin, religious or political affiliation, sexual preference, social class/ability to get to work (i.e. do they own a vehicle).

2.14 Pre-employment Assessments

NQBP requires potential candidates to undergo a pre-employment health/physical assessment prior to any formal offer of employment. Confidentiality must be maintained throughout this process and candidates must be informed that this is a required part of the selection process. Medical Assessments will be completed on candidates that meet the essential criteria at interview stage and the results of any assessment will be kept confidentially with HR.

2.15 Reference Checking

Satisfactory references from at least two of the candidate's previous employers must be obtained prior to making an offer of employment. Former employees of NQBP seeking re-employment must provide references from subsequent employers.

The 'Reference Check' template will be provided by HR. The RM also ensures proof of any required current qualifications and licenses.

Referees are not to be contacted unless the permission of the candidate has been obtained and at all times confidentiality must be maintained.

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Background checks may also include a review of the candidate's social media accounts where applicable (e.g. Facebook, Linked In).

2.16 Testing

RM's must seek assistance from HR if a form of testing is being considered as part of the selection process. Executive roles will be required to complete Psychometric Testing.

2.17 Legal Entitlement to Work

To prevent the employment of employees who are not legally entitled to work in Australia, evidence of a right to work in Australia should be sighted. Prior to making a formal offer, one of the following must be provided:

- Australian or New Zealand birth certificate;
- Australian or New Zealand passport;
- Australian citizenship certificate; or
- Any other passport with a visa or entry permit stamp in it that entitles the employee permanent or temporary residency in Australia.

If an external recruitment agency has been engaged to assist with the recruitment process, it is important to ensure that they have checked the legal entitlement of the candidate to work.

2.18 Probity & Disclosures of interest

As part of NQBP's governance requirements to the Qld Government, various probity checks need to be carried out for executives, professionals and senior staff positions where financial and commercially confidential information is accessible.

The requirements are as follows:

- An independent probity review of the conflict of interest disclosure statement to be undertaken by a legal or other appropriately qualified firm. A conflict of interest disclosure statement is provided by the proposed appointee, identifying any shareholdings or trading and property ownership (including spouse and children) that may create a conflict of interest;
- A bankruptcy check (search of the National Personal Insolvency Index);
- An Australian Securities and Investments Commission (ASIC) banned and disqualified persons register search and an ASIC personal name search (NZ equivalent to the ASIC);
- A Criminal History Check covering at minimum the last 10 years of residence and/or Maritime Security Check;
- Queensland Land Title search; and
- Google search of proposed appointee's name.

Other positions within the organisation may also require certain probity checks be carried out prior to appointment. It is important that the RM consult with HR and/or General Counsel on the requirements before making any appointments.

All staff appointments will require a Disclosure of Interest statement, and their signature that they have read and understood the code of conduct.

2.19 Recommendation for Appointment

The selection recommendation is made by the selection/interview panel and submitted to the CEO for a final decision for all positions employed under common law contracts.

The selection recommendation is to be based on consensus of the selection/interview panel in consideration of the information gathered and verified throughout the selection process. Unless no candidate is considered capable of meeting the requirements of the job, the selection committee will recommend the candidate considered most meritorious overall. This is based on a comparative assessment of the candidate's abilities, skills, knowledge, qualifications and potential, against the selection criteria.

Where the selection committee cannot reach consensus, the RM should confer with HR to determine a course of action.

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2.20 Rehire

Consideration for re-employment for past employees will be given on the same basis as all other candidates. The employment record of a former employee should be reviewed and considered by the hiring Manager before an offer of employment is extended.

2.21 Presentation of Employment Offer

The RM is to discuss the remuneration with HR prior to making an offer.

Initially, HR will verbally offer the position and provide basic information, which will be confirmed and agreed to by the successful candidate in a (written) letter of offer/employment contract.

For common law contracts, HR will use the template to produce the employment contract, which is approved by Legal, HR and the CEO. HR will forward the contract to the successful candidate.

The candidate must not commence work until the contract is returned to HR, having signed the contract as acceptance of the terms.

2.22 Notification to Unsuccessful Candidates

If the recruitment process is being managed internally, it is the RM's responsibility to provide and ensure feedback is provided to all candidates. Once the successful candidate has been selected and the offer has been accepted (in writing), each unsuccessful candidate will be notified in writing thanking them for their application and notifying them their application was unsuccessful in this instance.

2.23 Confidentiality / Privacy

Candidates may divulge sensitive personal information such as their medical history, qualifications, any selection test results and third party opinions about past work experience (i.e. reference checks). Under the privacy legislation this information cannot be misused. Implicit throughout this procedure is the need to keep candidate details strictly confidential at all times. A breach of confidentiality is a serious matter and privacy and confidentiality has to be treated as an essential component of the recruitment procedure.

RM's must ensure all interview notes are completed in a professional manner throughout the recruitment procedure. Notations should always be objective, factual and directly related to the selection criteria and/or questions asked at the interview.

All hard copy and electronic documentation relating to the recruitment process is to be sent to HR for confidential filing.

2.24 Interview Expenses and Assistance with Relocation

The reimbursement of reasonable expenses incurred by a candidate to attend an interview will be considered in accordance with the NQBP Relocation Procedure. Assistance to new employees with travel, removal and accommodation expenses will also be considered in line with the above mentioned procedure.

2.25 Complaints and Appeals

A number of appeal and complaint processes are available to applicants (including internal candidates), depending on the nature of their concerns. RM's should contact human resources to discuss any complaints or appeals. Depending on the nature of the complaint, employees will have access to the following appeal processes:

- Complaint processes contained in anti-discrimination legislation;
- Grievance policy and procedures; and
- Grievance processes contained in enterprise agreements.

3.0 Recruitment and Selection Policy, Procedure and Legislative Framework

NQBP is a Government Owned Corporation and a port authority and is required to comply with its own policies, prescribed applicable legislation and State Government policies and procedures. This procedure should be read in conjunction with:

- a) Guideline 2.03 – Privacy;
- b) Policy 3 – Human Resources Management;

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- c) Procedure 2.02 – Disclosure and Conflict of Interest;
- d) Procedure 3.02 – Relocation;
- e) Procedure 3.08 – Grievance Resolution;
- f) *Information Privacy Act 2009* (Qld)
- g) *Privacy Act 1988* (Cth)
- h) *Public Interest Disclosure Act 2010* (Qld)
- i) *Right to Information Act 2009* (Qld)

4.0 Procedure Review Date

This procedure should be reviewed by 30 June 2019.

5.0 Definitions

Contractors: means Contractors or consultants engaged by NQBP under a personal services consultancy agreement or other similar arrangements.

NQBP: means North Queensland Bulk Ports Corporation Limited ACN 136 880 218

NQBP Employee: means employees and Contractors of NQBP but does not include NQBP directors.

NQBP Personnel: means NQBP officers (for example NQBP directors) and NQBP Employees.

Recruiting Manager: (RM) means the NQBP manager responsible for the hiring of the new employee into his/her section

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Example – RECRUITMENT APPROVAL

New position Replacement

Employment type (permanent full time, permanent part time, fixed term, temporary, other) _____

Is the position **budgeted** for? _____. For what salary (base + super) \$ _____

Key accountabilities / responsibilities for the role
1.
2.
3.
4.
5.

Risks/consequences if position not approved

Recommended remuneration, why?

Reasons why this role is required – Business case

Approval

Form completed by:	_____	Date:	/	/
	Name			
Endorsed:	_____	Date:	/	/
	Signature of Exco. member			
Endorsed:	_____	Date:	/	/
	Signature of Phil Crawford – Mgr. HRIR			
Approved:	_____	Date:	/	/
	Signature of CEO			
