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1. Purpose

To provide managers with an outline of the process to attract, select and engage a candidate when a position is created or becomes vacant.

2. Scope

This process applies when sourcing internal and external candidates to fill vacant positions within the National Electrical and Communications Association (herein referred to as NECA).

3. Definitions

Preferred Candidate: the candidate selected from the shortlist of candidates interviewed to be appointed to the position.

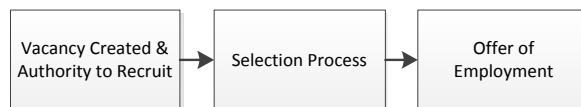
Recruiting Manager: the Manager to which the vacant or new position reports to, who is responsible for overseeing the recruitment process.

Selection Criteria: the skills, knowledge, experience and qualifications required to perform the duties of a position which are used for developing interview questions, evaluating candidates and shortlisting applications.

Shortlist: a process of elimination to select the candidates that most closely meet the selection criteria to be shortlisted for interview.

4. Procedure

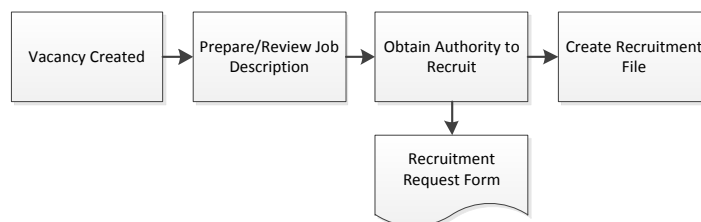
The recruitment procedure can be broken down into three major stages as illustrated in the following flowchart:



The Recruiting Manager has overall responsibility to ensure each step of this process is followed and the Human Resources (HR) team is to provide assistance, support and guidance in its implementation.

4.1. Vacancy Created and Authority to Recruit


A vacancy is created when an employee occupying an existing position leaves or a new position is required. Prior to commencing the selection process, the Recruiting Manager completes the following steps:



4.1.1. Prepare/Review Job Description

If a new position is created, the Recruiting Manager with the assistance of the HR team will create a new Job Description using the Job Description Template. The HR team can provide assistance with defining the responsibilities of the position and the skills, experience and knowledge required.

For all existing positions, the Recruiting Manager will review the current Job Description prior to commencing the selection process. This is to ensure that it reflects the current operational

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requirements of the Business Unit and/or determine if the duties can be performed by or distributed amongst existing employees, rather than recruiting for a new employee.

The Job Description is referred to when developing the selection criteria for the position.

4.1.2. Obtain Authority to Recruit

Prior to commencing advertising for the vacant position, the Recruiting Manager is required to complete the Recruitment Request Form to seek authorisation to recruit for the vacant position.

Attached to the Recruitment Request Form should be a copy of the new/revised Job Description.

The Recruiting Manager should refer to the Management Delegated Authority Matrix to determine which position has the authority to provide approval to recruit.

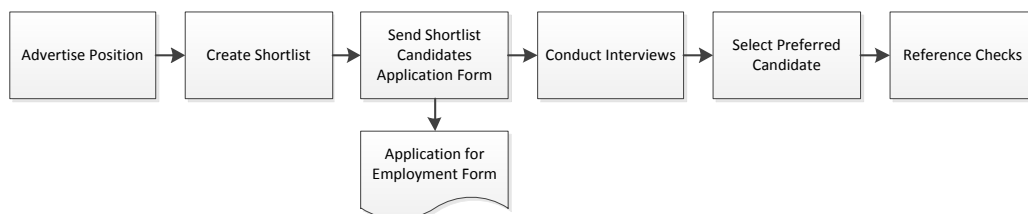
4.1.3. Create Recruitment File

Upon receipt of the approved Recruitment Request Form for the vacant position, the HR team will create an electronic Recruitment File.

The Recruiting Manager will ensure that copies of all the paperwork, such as notes from the interviews and reference checks, created/collected throughout the Selection Process are scanned and emailed to the HR team to save in the electronic Recruitment File.

4.2. Selection Process

The following flowchart provides an overview of the selection process:



4.2.1. Advertise Position

A vacant position can be advertised internally, externally or both.


The Recruiting Manager will discuss with the HR team the best way to advertise in order to attract suitably qualified and experienced candidates for the vacant position. The following is an overview of the process to advertise internally and/or externally:

Internal Advertising

The Internal Job Advertisement Template is used by the HR team to create an internal Job Advertisement. The job advertisement is distributed by the HR team via email to all employees and posted on all employee notice boards.

External Advertising

The External Job Advertisement Template is used by the HR team to create an external Job Advertisement which is approved by the Recruiting Manager. The HR team will publish it on the selected advertising medium such as Seek.

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To select the appropriate method to advertise a vacant position externally, it is important to ensure the advertising medium selected will reach the type of candidates required for the position.

- **Online Media** – Seek (www.seek.com.au) is the preferred online job search website and further details can be obtained from the HR team to post job advertisements.
- **Print Media** – industry magazines or newspapers can be used dependent on the type of job you are advertising. It is important to remember that print media costs per line of text, so keep the advertisement brief but informative.
- **Recruitment Agencies** – this method of sourcing candidates should only be used if the position requires specialist skills or when all other methods of advertising have been exhausted. The Recruiting Manager will seek approval prior to engaging a Recruitment Agency in accordance with the Management Delegated Authority Matrix and discuss with the HR team how the relationship with the Agency will be managed.

4.2.2. Create Shortlist

Candidates send their applications to the HR team and will receive an automatic reply to acknowledge the application.

The HR team will create an initial shortlist of candidates by comparing each application against the selection criteria for the position, assessing the candidate's skills, experience, qualifications. The Recruiting Manager will then review the initial shortlist to narrow it down to the confirmed candidates selected for interview.

If NECA has previously employed a candidate who has applied for a vacant position, the Recruiting Manager will check with the HR team to review the exit interview record to determine if the candidate is suitable for re-employment.

4.2.3. Email Shortlisted Candidates Application Form

An email is sent to each candidate who is selected for an interview requesting that he or she completes the Application for Employment Form.

The returned and completed form is kept for future reference and saved on the personnel file of the successful candidate.

4.2.4. Conduct Interviews


The shortlisted candidates are contacted by the Recruiting Manager or the HR team as soon as possible to schedule an interview. During this telephone discussion the Recruiting Manager or HR team may ask the candidate some initial questions to further explore the candidate's suitability for the position.

Prior to conducting the interviews, the HR team with input from the Recruiting Manager will prepare a set of interview questions which are based on the selection criteria for the vacant position.

To assist with writing the interview questions, please refer to the Interview Questions Template.

Two NECA representatives will conduct the interviews and notes are taken to create a record for comparison of candidates when the interview process is complete.

A second round interview may be arranged to gain additional information from the shortlisted candidates to determine the best fit. In general the shortlist is narrowed down to one or two

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preferred candidates and the second round interview is less formal in its structure and content.

4.2.5. Select Preferred Candidate

Once the interview process is complete, the Recruiting Manager in consultation with the interview panel will select the preferred candidate for the position.

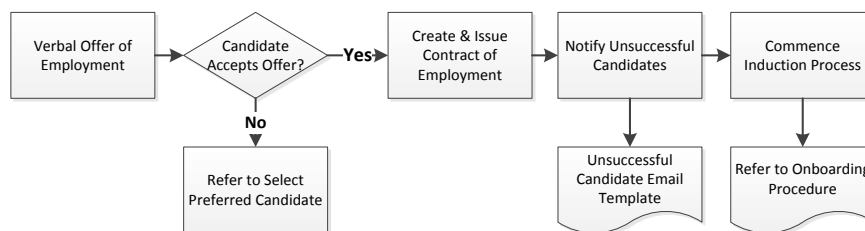
4.2.6. Conduct Reference Checks

The Recruiting Manager will ask the preferred candidate's permission to contact a minimum of two professional referees, preferably from his or her most recent employers and people who were in positions that the preferred candidate reported to.

The Recruiting Manager or a member of the HR team will contact each referee by telephone and conduct the reference check using Reference Check Template to verify the preferred candidate's employment history and suitability for employment.

4.3. Offer of Employment

Following the completion of successful reference checking for the preferred candidate, the Recruiting Manager or the HR team will offer the position to the preferred candidate by referring to the process outlined below:



4.3.1. Verbal Offer of Employment

Any offer of employment will be made in accordance with the terms and conditions approved in the Recruitment Request Form.

If discussions are held with a candidate which includes conditions of employment that are greater than what is specified in or are not contained in the Recruitment Request Form, the Recruiting Manager must obtain approval from the position that has the authority to provide approval to recruit to prior to the offer being made.


The Recruiting Manager will contact the preferred candidate by telephone to offer the position, providing details of the salary, start date and any other conditions specific to the position.

4.3.2. Preferred Candidate Accepts Verbal Offer?

Yes – the Recruiting Manager will email the HR team providing the following details:

- The successful candidate's name
- Start date
- Agreed salary
- Details of any other conditions negotiated with the successful candidate

No – If the preferred candidate does not accept the verbal offer, the Recruiting Manager will refer to section 4.2.5 Select Preferred Candidate to determine if there are any other suitable candidates.

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If following a review of the pool of candidates who were interviewed there are no other preferred candidates, it may be necessary to refer to section 4.2.1 Advertise Position to recommence the recruitment process.

4.3.3. Create and Issue Contract of Employment

Upon receipt of the information specified in the section 4.3.2 above, the HR team will create an offer of employment letter and contract of employment for the successful candidate.

The Management Delegated Authority Matrix is referred to when determining who can sign the Contract of Employment on behalf of NECA.

An introduction pack will be sent to the successful candidate by the HR team along with the offer of employment letter and contract of employment for his or her signature.

4.3.4. Notify Unsuccessful Candidates

The Recruiting Manager will consult with the HR team and then contact each shortlisted candidate who attended an interview to advise that he or she has been unsuccessful in being appointed the position. Feedback is provided to the candidate indicating a brief reason why he or she wasn't selected.

For all candidates who applied for the position but were unsuccessful, an email will be sent by the HR team using the Unsuccessful Candidate Email Template.

4.3.5. Commence Induction Process

The Recruiting Manager will email all employees to announce the successful candidate's appointment to the position and commence the new employee set up requirements as required by the Onboarding Procedure.

5. Reference Documents

- Job Description Template
- Recruitment Request Form
- Internal Job Advertisement Template
- External Job Advertisement Template
- Application for Employment Form
- Interview Questions Template
- Reference Check Template
- Management Delegated Authority Matrix
- Unsuccessful Candidate Email Template
- Onboarding Procedure