

## 2 Employee Selection Process

## **STAFF SELECTION SUB-SECTION 7.1**

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### **7.1.1 PURPOSE**

This Section outlines the staff selection process for filling above base grade positions.

### **7.1.2 ELIGIBILITY**

Eligibility for PROMOTION, PERMANENT TRANSFER and TEMPORARY TRANSFER is confined to permanent employees of Australia Post. Fixed Term and casual staff are not eligible to apply for "promotion" or permanent or temporary transfer. Conditions relating to the employment of these employees are covered in Section 4 of this Manual.

### **7.1.3 BASIS FOR SELECTION**

The selection of employees for promotion is on the basis of the MOST EFFICIENT AVAILABLE PERSON FOR THE POSITION IN QUESTION. "Availability" in this context, refers to an employee's eligibility for promotion and his/her willingness to be promoted to the position. That an employee may not take up duty in the position is NOT to be taken into consideration.

### **7.1.4 DEFINITION OF EFFICIENCY**

For the purposes of promotion and temporary performance selection efficiency

means special qualifications and aptitude for the duties to be performed by the employee filling the position, together with merit, diligence and good conduct.

### **7.1.5 ADVERTISING VACANCIES**

Under our R.R.R. Agreement surplus employees are entitled to receive priority consideration when filling vacant positions. Refer to Section 9 for further details. Other categories that received early placement consideration before a vacancy is advertised are:

- a Staff who have been or are to be re deployed due to Australia Post initiatives, including rehabilitation clients;
- b Staff seeking transfer from prescribed isolated districts;
- c Staff seeking transfer on compassionate grounds.

These categories are not in a fixed order of priority - individual cases should be considered on their merits having regard to operational needs.

While it is not mandatory that employees in any of the above categories be placed in a particular vacancy that arises, if the employee is competent or would be competent after a period of training to do the job, it is expected that the transfer would be effected without the vacancy being advertised. To do otherwise would be contrary to sound staffing practice.

If, after consideration of the above, a vacancy is to be advertised it should as a general rule be advertised in the Job Information Circular. Jobs advertised solely in the circular are open to people within Australia Post only. A vacant position should be advertised outside Australia Post (ie in the Commonwealth Gazette or Press/Journals, or both) only when an acceptably competitive field of internal applicants is not expected to be available. Such assessments would be based on recent experience in advertising similar positions. Another situation where an acceptable pool of internal candidates is unlikely to be available is in the case of positions not widely found in Australia Post eg Psychologist or Occupational Health specialist.

### **7.1.6 SELECTION CRITERIA**

Shortlisting, assessment, referee comments and comparisons of the claims of applicants should be made against selection criteria which should be decided upon either before or as soon as possible after the vacancy is advertised.

Selection criteria are not the duties of the position but rather the **skills, knowledge and personal attributes** that the occupant should possess to be able to efficiently perform the duties of the position.

The process used to assess applicants should not be confused with criteria. In particular, selection criteria should **not** include such things as application, interview, oral presentation, written test or supervisors assessments. These are all legitimate means that a selection committee might use to assess an applicant's efficiency but they are not the actual skills/attributes needed to do the job.

Care should be taken to avoid criteria, which are not capable of being assessed in a practical way. The use of too many or too narrow criteria should also be avoided.

If certain of the criteria are considered more important than others, each should be given a percentage weighting.

## 7.1.7 SELECTION COMMITTEES

Selection Committees should generally comprise 3 members. In respect of Headquarters positions and senior positions in the State Head Office and Regions, one of the members should be an independent ie from outside the functional area.

### Under Represented Groups

Women -

Women should as far as practicable, be included on selection panels where the field of applicants includes women and men. Female committee members may be drawn from a wide base within the organisation. The significant criterion for inclusion is that the committee member should be able to contribute fully to the interview process. Lists of women who are willing to participate on panels should be maintained and training in interview techniques should be provided. There would also be no impediment to using the services of a person outside Australia Post if this is considered appropriate.

Migrants -

In situations where it is known that applicants for promotion include migrant staff, efforts should be made to include a migrant staff member on the selection panel. As mentioned for the previous

Aborigines -

category, panel members may be drawn from a wide base from within the organisation; the significant factor in deciding on inclusion is whether they are able to contribute fully.

As the number of aboriginal and Torres Strait Islander people employed by Australia Post increases their involvement on selection panels should be encouraged on a similar basis to the above.

### Union Involvement

Where it is proposed to consider/interview applicants who are permanent employees and applicants who are not permanent employees of Australia Post, one of the 3 committee members is to be nominated by the relevant union. Union nominees on selection committees are to be employees of Australia Post.

## **7.1.8 SELECTION ON BASIS OF APPLICATION**

Where a vacancy has been advertised and applications received, interviews would normally be conducted for the purpose of assessing the claims of applicants. Although interviews would usually be held, it is not necessary to interview on every occasion. Occasions will arise where a selection can be made on the basis of the papers. This would be in circumstances where it is evident to the selection committee from the applications, referee reports and personal knowledge which applicant should be selected for promotion.

Where it is proposed to make a selection without conducting interviews, the relevant staff organisation should be consulted in the same way as occurs for direct nomination.

### Interviews

The interview should be a well structured discussion centred on issues relevant to the selection criteria. A similar line of questioning should be adopted with each applicant. This does not preclude flexibility in pursuing particular issues, which arise during the interview.

Selection committees should be careful not to place too much emphasis on interview performance at the expense of past job performance assessments. There is likely to be a very high correlation between the standard of past job performance and the future efficiency of the employee. The committee's task is to identify the candidate

who will perform the job best not the one who interviews best.

In respect of applicants from outside Australia Post, selection committees should be aware that they are not authorised to make any commitments concerning the payment of a salary above the minimum of a particular range. Where the committee considers it is essential to recommend a commencing salary above the minimum in order to secure the services of an interviewee, detailed supporting reasons are to be incorporated in the selection recommendation in relation to:

- the applicant's length and nature of experience;
- qualifications;
- present salary evidence of salary to be sighted;
- supply and demand situation on the current employment market in respect of suitably qualified/experienced persons;
- salary applicable to similar jobs outside Australia Post;
- the relative "worth" of the interviewee as against other Australia Post staff performing similar duties;

The decision on the appropriate commencing salary would be made by the employee who approves the appointment.

### Referee Reports

Referee reports are an important part of the selection process and need to be collected in a structured manner. Referee should be asked to comment on applicants' claims against the selection criteria. Comments should be based on examples of work performance rather than generalised views on personal qualities.

Reports may be either oral or written and need be sought only on those applicants who are in real contention for selection. An applicant in real contention should be given the opportunity to comment on any adverse report, which would affect the outcome before the selection decision is finalised.

Committees should not limit themselves to referees nominated by applicants in making inquiries about past job performance and should seek reports from other referees. Referee reports should include one from the applicant's current direct manager.

### Selection Reports

The selection committee's report should include sufficient detail on the applicants interviewed to enable:

- an informed decision to be made;
- the preparation of any subsequent reports eg, for the Promotions Appeal Board;
- applicants to be informed of the reasons for the decision.

### Access To Selection Reports

An applicant should be given, on request, a copy of that part of the selection report which relates to him/her.

### Amendment of Reports

If an applicant considers that parts of the report are incorrect he/she can seek to have it amended. It is for the Chairperson of the selection committee to decide whether an amendment should or should not be made. If it is decided that no change is warranted the report should be appropriately annotated to indicate the applicant's disagreement. The applicant should be advised of the outcome of the amendment request.

## **7.1.9 DIRECT NOMINATIONS**

Although nominally vacant positions should normally be advertised, the direct nomination of an employee for provisional promotion may be made provided the relevant union is advised in writing of the proposed nomination and the reasons for it, and given an opportunity to provide comment. A time limit of 2 weeks should be set for receipt of any union views. These requirements can be varied in particular cases subject to union agreement.

The following are situations where direct nomination could be appropriate:

- where the employee to be promoted is known to have such skills, experience and qualifications relevant to the vacant position, that advertising and proceeding through the full selection process would be a waste of resources and time of both management and other applicants;
- where the position has been re classified and the occupant of the position, prior to its re classification has demonstrated the personal skills and contribution required of the new position.

The fact that a provisional promotion is made by direct nomination does not affect appeal entitlements.