



# RECRUITMENT AND SELECTION PROCEDURE

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## 1. PRINCIPLES

Pilbara Ports Authority (PPA) is committed to providing an environment of diversity and inclusion and as such, this procedure outlines how PPA attracts and selects employees to assist with the achievement of business objectives and ensures that selection processes are free from unlawful discrimination and bias, patronage and nepotism.

This procedure should be read in conjunction with PPA's Corporate Delegations Manual.

PPA applies a merit-based approach to selection which gives equal consideration to:

- 1) The extent to which the person has, or can develop, the skills, knowledge and abilities relevant to the work-related requirements in the Job Description Form (JDF).
- 2) The personal attributes outlined in the JDF.
- 3) The way in which the person carried out any previous employment or occupational duties.

People from different backgrounds may not have the same years of experience or follow traditional career paths. However, skills, knowledge and ability are often transferable and must be considered during the selection process.

## 2. MODES OF EMPLOYMENT AND REQUIREMENTS

Permanent: can be used for all non-management positions that are to be substantively filled following advertisement of the vacancy and a formal selection process.

Maximum Term Contract: are required for all management appointments or those with a maximum term of between 12 and 60 months. Positions must be outlined in the current PPA organisational chart and will usually be filled following advertisement of the vacancy and a formal selection process.

Short Term Contract: can be used when the work requirements being undertaken are expected to be of a duration of up to 12 months. This can occur without advertising as well as for roles not outlined in the PPA organisational chart.

Acting Arrangements: can be provided to existing employees for up to 12 months in vacant positions or positions where the incumbent is on extended leave. There are two types of acting arrangements:

1. Developmental: are considered where an employee has demonstrated the potential to perform above their current operational requirements and is ready to develop their capabilities further within the business.
2. Operational: is used where an employee is already capable of undertaking the requirements of the role for the coverage period.

The selection process must be merit based, wherever possible, but does not require formal advertisement and selection processes. If the General Manager determines the arrangement is to be terminated early, a written notice period of one month is to be given.

Casual Employees: are used for workload that the employment of full or part time employees could not be justified. A casual employee must be made aware that the position will not have regular ongoing hours or confer permanent status. Payment of annual leave, sick leave, long service leave, public holidays, and overtime does not apply, as a casual is paid by the hour for each hour worked. The employment of a casual officer may be terminated at any time by the employee or PPA giving one hour's written notice.

### 3. DIRECT APPOINTMENT FOR PERMANENT/MAXIMUM TERM

The General Manager can directly appoint upon:

- Successful completion of an Acting Arrangement (where the approved position is vacant) or when a short-term resource (i.e. labour hire) has successfully undertaken the requirements of the role for a minimum period of six months; and
- There is evidence that a market recruitment is unlikely to achieve a stronger result. Evidence can include recent recruitment in similar roles, or reliable market intelligence; and
- Fully satisfactory performance review, psychometric testing, and reference checks have been received.

If initial recruitment is unsuccessful, or where the best interests of PPA require, alternative methods can be used (e.g. head hunting, snowball recruiting, expressions of interest, and internal promotion). In this situation recruitment must be merit based wherever possible but does not require a formal advertisement and selection process. A selection report outlining the process used, why it was used, and confirmation that it was free from bias will be approved by the Chief Executive Officer (CEO) prior to appointment.

### 4. JOB DESCRIPTION FORM (JDF)

- The JDF is to be reviewed and updated as part of the recruitment process.
- At review, consideration should be given to filtering criteria that can be used during initial screening of applicants e.g. minimum qualification, authorisation to work in Australia, driver's licence or work licences where they are a genuine requirement for the role.
- If the JDF has not been approved at the time of advertising, the General Manager Physical & Human Resources may approve the JDF to be issued in "draft" for advertising.

- Outside of recruitment, JDF's may be reviewed no more than once annually unless agreed by the employee.

### 5. ADVERTISING VACANCIES

Standard Recruitment Process Requirements:

- The advertisement must request a CV and include a closing date. A statement addressing the selection criteria, or any other document deemed suitable can also be requested.
- Print Media advertising for vacancies will be arranged through Initiative (State Government Supplier).
- Whilst it is not mandatory to advertise in any particular medium, consideration should be given to job sites, social media and physical advertising locations e.g. indigenous training organisations to ensure advertising encourages diversity. Positions requiring advertisement are advertised on PPA's website and at least one external job site.
- The required method of forwarding applications is through the MartianLogic recruitment portal.
- Internal applicants must apply through PPA's employee jobs board for internal and external vacancies.
- Applications received after the closing date will only be accepted if the panel approves.
- Applications received after shortlisting will not be immediately considered. However, such applications may be considered in a second round of shortlisting if a suitable applicant is not identified in the first round.

### 6. SELECTION PANEL

- Each panel should consist of at least two members and contain representation that reflects the business of PPA and the diversity of the wider community<sup>1</sup>.
- One person is to be appointed as the Chair and must be familiar with PPA's People & Culture Policy, Code of Ethics & Conduct, Diversity & Inclusion Plan, Recruitment and Selection Procedure and also understand Equal Opportunity and Diversity principles.

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<sup>1</sup> Diversity in panel memberships is particularly relevant when applicants have one or a number of the following characteristics; are from either gender, of Aboriginal or Torres Strait Islander descent, come from a culturally and linguistically diverse background, and/or have a disability

- Members of selection panels must declare any potential conflict of interest regarding their private or family relationship with any of the applicants.
- Information associated with recruitment is confidential. No details should be discussed outside the panel unless confirmed by Human Resources.

### 7. SHORTLISTING FOR INTERVIEW

- Human Resources will filter applicants against screening criteria prior to the commencement of shortlisting (as outlined in section 4). Being an Australian Citizen or authorisation to work in Australia as a permanent resident is generally required for roles at PPA.
- At least two members of the panel must consider applicants against the JDF and shortlist based on the principles outlined in section 1.
- The panel must consider all the information provided in determining whether the selection criteria is met.
- The panel should meet to discuss applicants and reach agreement on who will be interviewed.

### 8. INTERVIEW

- The online video interview should be considered for first round interviews. Ideally, interviews should have 3 x 2-minute questions.
- The panel members should prepare suitable questions, exercises or tools based on a single selection criteria or aspects of the role.
- Questions should be behavioural based to examine past behaviour and experience (not beliefs, feelings or speculations) as past performance is the best indicator of future performance. Questions must not be based on assumptions or stereotypes about what people can or cannot do.
- Where a selection process is for a youth training role (e.g. traineeships and apprenticeships), questions should be based on the personal attributes and motivation to achieve rather than previous experience.
- Prior to the interview, consider the physical setting, ensuring it is as comfortable as possible for the interviewee. Any disability or cultural requirements should be taken into consideration when organising interviews.
- Ensure all applicants are asked the same questions. Panels are not prevented from asking follow-up questions or probing questions during interview should further clarification be required. Each panel member should make notes on each of the

interviewed applicants for reference and provide these to Human Resources for filing.

- Written interview notes are not required when interviews are conducted via video interview because a record of the interview is maintained. Panel members should review each video interview and meet to discuss the outcomes of this interview stage. The panel chair should ensure details of the outcome from the panel's deliberation are recorded.
- Telephone interviews should be conducted in the same manner as face to face interviews. However, as visual cues and feedback are not possible in a telephone interview the selection panel should pay attention to clarity and the verbal communication used when asking questions.

### 9. INTERVIEWING FOR DIVERSITY

- The panel should check whether applicants have any specific needs for the interview. For example, do they come from a culturally and linguistically diverse background that needs to be taken into consideration? Is there a need to assess access requirements and special aids?
- The panel must treat an applicant as someone who happens to have a disability, not as someone whose only characteristic is that disability. Be aware of your own attitudes; ignore any preconceived ideas about the type of work that people with disabilities can or ought to do and focus on the person's job skills, rather than their disability.
- Interviewing a person with a disability should be the same as for any other applicant, with the exception of matters of fact related to the applicant's disability and the impact of these on work performance.
- All questions should be objective, job related and based on the selection criteria. Ask relevant questions such as whether an applicant has considered whether their disability will affect job performance and how the applicant would accomplish particular tasks.
- When interviewing applicants from culturally and linguistically diverse backgrounds, particular attention should be paid to explore and clarify answers that initially may not meet the expectations of the panel.

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## **10. PSYCHOMETRIC ASSESSMENTS**

- The aim of psychometric assessments is to collect information about the applicant's suitability for the position. The stage at which this selection tool is used should be agreed upon by the panel but is usually best completed prior to reference checks. This allows reference checking to include questions about behaviours and reasoning.
- Before undertaking psychometric assessments, applicants are contacted by phone and provided with context about the assessment, what the information is used for and advice on how they can prepare. This is followed by an email with instructions estimate of required effort, completion timeframes and troubleshooting tips. Where an applicant cannot be contacted by phone or has special requirements, PPA encourages applicants to call with questions prior to completing the assessments as well as advise if any reasonable adjustments are required.
- General reasoning testing should be undertaken for all roles, unless there is a reason not to (i.e. the person is a current employee whose personality and ability has been evidenced over time). This can occur prior to face to face interview or following identification of preferred applicants.
  - It is worth being aware that reasoning testing can only be considered as a guidance for intelligence. This is because the testing itself can be impacted by elements such as tiredness, familiarity with testing, suitable ICT, limitations of the testing tools, and other factors.
  - General reasoning scores are considered against the work-related requirements. Results are provided to the panel to assist in determining suitability.
  - Below average scores must be identified in the selection report with comment as to why the person is suitable.
- Personality testing can be considered for all roles, usually at the preferred applicant stage and consideration as to which traits are important for the role, should be discussed by the panel prior to undertaking testing.
  - Personality testing only provides general guidance, as the candidate is effectively self-reporting their views of how they behave, and these types of testing tools have limitations.
- A summary of testing results will be prepared by Human Resources and verbally provided to the panel. General feedback on results can be provided to applicants.
- Other forms of testing to evidence work specific capabilities should also be considered.



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## **11. FURTHER CONSIDERATION OF A PREFERRED APPLICANT**

Once a preferred applicant(s) is determined, a further consideration of aptitude and attitude may be made at any time during the recruitment process prior to making a formal offer. Means to explore this may include:

- Work related exercises – Can be of significant use when the work required has a technical element that cannot be easily discerned from interview. This can be as simple as a word processing or spreadsheet exercise, through to significant scenario testing.
- Workplace tours with questions based on the JDF – this can be of significant benefit in areas where specific equipment is required to be understood and allows for specific questioning relating to the site.
- On most occasions, the preferred applicant should meet the “one-up” line manager, who is not on the panel. This affords an opportunity for a manager, who has not been part of the panel process, to undertake a discussion outside of any preferences and views that may have developed during the panel process, to identify any areas of concern.
  - In the event that concerns are identified, these should be raised with the panel, so that further assessment and consideration can be undertaken.

## **12. REFERENCE CHECKING**

- The aim of reference checking is to collect further evidence about the applicant's suitability for the position and should be pursued in relation to the preferred or most competitive applicants only.
- Referees can be contacted by Human Resources or an agreed delegate of the panel in writing or by phone and asked questions which directly relate to the selection criteria and the applicant's merit, diligence, experience and good conduct as well as special qualifications and aptitude for the discharge of the duties. Referee comments are to be recorded and forwarded to Human Resources for filing.
- Ideally, one referee nominated by the individual is their most recent line manager. The applicant's permission must be sought prior to contacting referees not initially nominated by the applicant and they must be given the opportunity to comment on any possible referee bias.
- Each referee is also to be asked the following question:
  - Given the nature of work at PPA, people need to have a reasonable level of physical and mental wellness. We have a duty of care to ensure that all persons employed do not have any condition which would affect their ability

to undertake the role to a satisfactory level. Are you aware of anything that may affect the applicant's ability to undertake this role, or any workplace adjustments that may be required to support the applicant.

- Where an applicant has been referred by a PPA employee, the referrer may be contacted and asked questions relating to the applicant's personal attributes.

### **13. THE DECISION**

- The decision should consider the applicant's skills, knowledge and experience and be based on the information obtained during the recruitment process.
- The best person for the job is one who best meets the selection criteria for the role.
- Business networks may be used to confirm the suitability of an applicant. Networks should only be used in the final stages of the recruitment process when deliberation of preferred applicants is underway. Panel members should not approach business networks without approval from the relevant manager and General Manager Physical & Human Resources.
- Each panel member is to provide input into the decision. Where a panel is unable to reach consensus, Human Resources will meet with the panel to determine alternate methods of analysis. If a panel member is still unable to agree with the majority decision, they must submit a minority report outlining why.

### **14. SELECTION REPORT**

Upon completion of the selection process, a report must be prepared and forwarded to the approver. The report should include:

- The position name
- Advertising methods
- Panel membership
- Methodology used, i.e. relevant information concerning the selection process - details of selection techniques used by the Panel such as interview questions, role plays, written tests, weightings applied to selection criteria (if any) and rationale, etc.
- An assessment of each applicant interviewed in relation to the selection criteria.
- Advice within the recommendation as to whether applicants ranked second or third should be offered the position in the event of the recommended applicant withdrawing or the position becoming vacant again within six months of the selection report approval.

- Recommended commencement salary and any conditions of employment to be met.
- Endorsement of panel members must be received before final approval.
- All documentation is to be recorded in Objective.

## **15. ADVISING APPLICANTS (INCLUDING PRE-EMPLOYMENT MEDICAL CHECKS AND OTHER CONDITIONS OF EMPLOYMENT)**

- All unsuccessful applicants should be advised by email via MyRecruitment+.
- Upon approval of appointment correspondence by the General Manager Physical & Human Resources or relevant General Manager the successful applicant can be advised. Where all documentation is forwarded by email there is no requirement to post originals.

## **16. CONDITIONS THAT REQUIRE SATISFACTION PRIOR TO EMPLOYMENT OR THAT COULD LEAD TO TERMINATION OF EMPLOYMENT**

Items that may be required prior to employment, and are subject to suitable outcomes are as follows:

- Pre-employment medical including drug and alcohol testing.
- Details of workers compensation or insurance injury claims.

## **17. DOCUMENT TEMPLATES**

Document templates have been prepared to assist the Human Resources team during the recruitment process. These are provided as guides and adjustments can be made to suit the circumstances.

## **18. PROCESS OWNER**

The General Manager Physical & Human Resources has overall responsibility for this procedure.

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