

Recruitment and Selection Policy

Implemented:	Jan 2010
Reviewed:	April 2024
Review cycle:	Two years
Policy number:	2024-016

1. Policy Statement

The ACO recognises our staff are our greatest assets and we take pride in fostering a diverse and inclusive workforce. This policy reaffirms our commitment to providing a fair, consistent, and transparent process to all applicants, internal and external, whilst ensuring the best candidate for the position is appointed every time.

All staff involved in the recruitment and selection process should ensure they are fully aware of the ACO's Recruitment and Selection Policy and relevant legislation.

2. Policy Purpose

2.1 This policy is designed to outline legal obligations and best practice to all staff members involved in the recruitment and selection process.

2.2 In line with the Diversity and Inclusion policy and relevant legislation, this policy will ensure no prospective employee is directly or indirectly discriminated against within the recruitment and selection process.

3. Protected Attributes

The Fair Work Act states prospective employees (internal and external) are protected from adverse action on the basis of:

- Race, colour, or national extraction
- Sexual orientation
- Sex, gender identity or intersex status
- Age
- Physical or mental disability
- Marital status
- Family/ carer responsibilities
- Family and domestic violence
- Pregnancy and breastfeeding
- Religion

- Political opinion
- Social origin

Adverse action within the recruitment and selection process includes:

- Not hiring someone
- Offering different/ unfavourable terms and conditions of employment (remuneration, probation period, contract length etc.)
- Denying promotion and development opportunities

4. Reasonable adjustments

The ACO will consider reasonable adjustments within the application and selection processes to provide equal opportunities for applicants with disabilities. Reasonable adjustment requests are managed by People & Culture.

5. Diversity and inclusion

The ACO is an Equal Opportunity Employer. We encourage applications from Aboriginal and Torres Strait Islander people, underrepresented groups, LGBTQIA+ people, people living with disabilities, and culturally and linguistically diverse groups.

6. Privacy & Data Protection

Data provided by candidates as part of the recruitment process will be held and handled in accordance with the Data Privacy Act 1988 and Australian Privacy Principles.

Candidate information will be kept confidential and will only be used to assess an applicants' suitability for a position. Candidate information will not be shared with third parties outside of the ATS, onboarding entities such as Crim Check, and agreed referees.

ACO representatives will not seek external references without prior authorisation from the candidate.

7. Scope

The policy applies to:

Employees	Directors	Officers	PhD Students	Contractors (including employees of contractors)	Volunteers	Suppliers	Consultants
✓	✓	✓					✓

(Collectively referred to as “workers”)

8. Policy Procedure

The ACO aims to recruit the best available person for every vacancy whilst providing a positive experience for all applicants. To ensure consistency, the ACO operates under a standardised recruitment and selection process (Appendix A). This includes all recruitment activity being managed through the ACO's applicant tracking system, ELMO.

8.1 Recruitment

All vacancy requisitions will be raised within ELMO for approval from area directors. Once approved People & Culture will advertise across the appropriate platforms.

Unless reasonable adjustment arrangements are made, applications will only be considered if submitted via ELMO, the ACO does not accept applications via emails or social media platforms such as LinkedIn. If a candidate applies via a platform other than ELMO, they should be directed to the vacancy linked to ELMO via the ACO careers webpage.

To provide a positive candidate experience, recruitment should not extend across excessive time periods. The position matrix (Appendix B) sets out the preferred time to hire for vacancies in line with position seniority.

8.2 Conflict of interest

To support fair, transparent, and un-biased recruitment practices, any conflicts of interest should be declared to People & Culture before the shortlisting process begins. Where a conflict of interest is present, a member of People & Culture will support the shortlisting and selection process.

Conflicts of interest can be perceived or real and include –

- A personal relationship with a candidate
- A current or prior employment relationship with a candidate
- Knowledge of the candidate through friends, family or colleagues

A panel member (including the hiring manager) may be directed not to participate in the selection and interview process if a conflict has been declared.

8.3 Internal development and progression

The ACO will always consider advertising a vacancy that provides a progression opportunity internally first. However, where it is deemed the role would benefit from external applications the role will be advertised both internally and externally.

8.4 Shortlisting

Merit based shortlisting, measuring qualifications, experience, and application quality against pre-determined criteria, usually in the form of a position description, is the only shortlisting method adopted by the ACO.

8.5 Selection

8.5.1 When arranging selection panels, consideration should be given to the age and gender composition of the panel. The panel should remain consistent throughout each stage of the process and should always consist of a minimum of two people.

Panel members will be determined by the seniority of the position.

- Support staff – The hiring manager and one other person.
- Individual contributor - The hiring manager and one other manager/ People & Culture.
- Senior contributors & management roles – The hiring manager, People & Culture, and one other senior/ executive manager.
- Senior & Executive Leadership – The CEO, People & Culture and at least one other member of the Senior or Executive Teams.

The most senior person on the panel will act as chair of the selection panel.

8.5.2 To ensure interview questions are suitable and do not contain questions that could be seen as discriminatory or to identify protected attributes, questions should be reviewed by People & Culture prior to interviews taking place.

ACO interview questions are designed to assess competency, behaviours, and cultural fit. They should generate enough information for the panel to rate the applicants.

Interview notes should be uploaded to the ELMO portal or provided to P&C after completion of an interview.

8.6 Reference Checking

Offers of employment will not be extended without reference checks being conducted. At least two references should be sought and should include the current, or a recent line manager. Consent must always be sought before proceeding with reference checks.

Multiple references from individuals within the same organisation are acceptable.

8.7 Offer of Employment

Offers of employment will be made by People & Culture in the form of a contract via the ELMO portal. Offers of employment with remuneration outside of the requisition budget will be returned to the area director for final approval before being put forward to the candidate.

8.8 Recruitment Agencies

To manage costs and the quality of recruitment practices, recruitment agencies should not be engaged without the agreement of People & Culture.

8.9 Right to work and pre-employment checks

All successful candidates must agree to undergo pre-employment checks including proof of their right to work in Australia, reference checks, proof of qualifications and endorsements, criminal history checks and Working with Children Checks.

Candidates will be made aware their start date will be delayed or their offer withdrawn should they not provide the necessary documentation/ information within the allocated time frame.

8.9 Unsuccessful applicants

The ACO will make every effort to inform unsuccessful applicants in a timely manner. Individualised feedback will only be provided to candidates who reach the interview stage, unless otherwise requested.

9. Probation

All new staff members are subject to a 6-month probation period before their employment is confirmed as substantive. Line managers must ensure that probation feedback and meetings are held in line with the ACO's Performance Management Policy.

10. Other Relevant Policies

- Employment Screening Checks
- Diversity & Inclusion
- Workplace Discrimination, bullying, and sexual harassment
- Employment Conditions
- Performance Management

11. Legislation and Related Resources

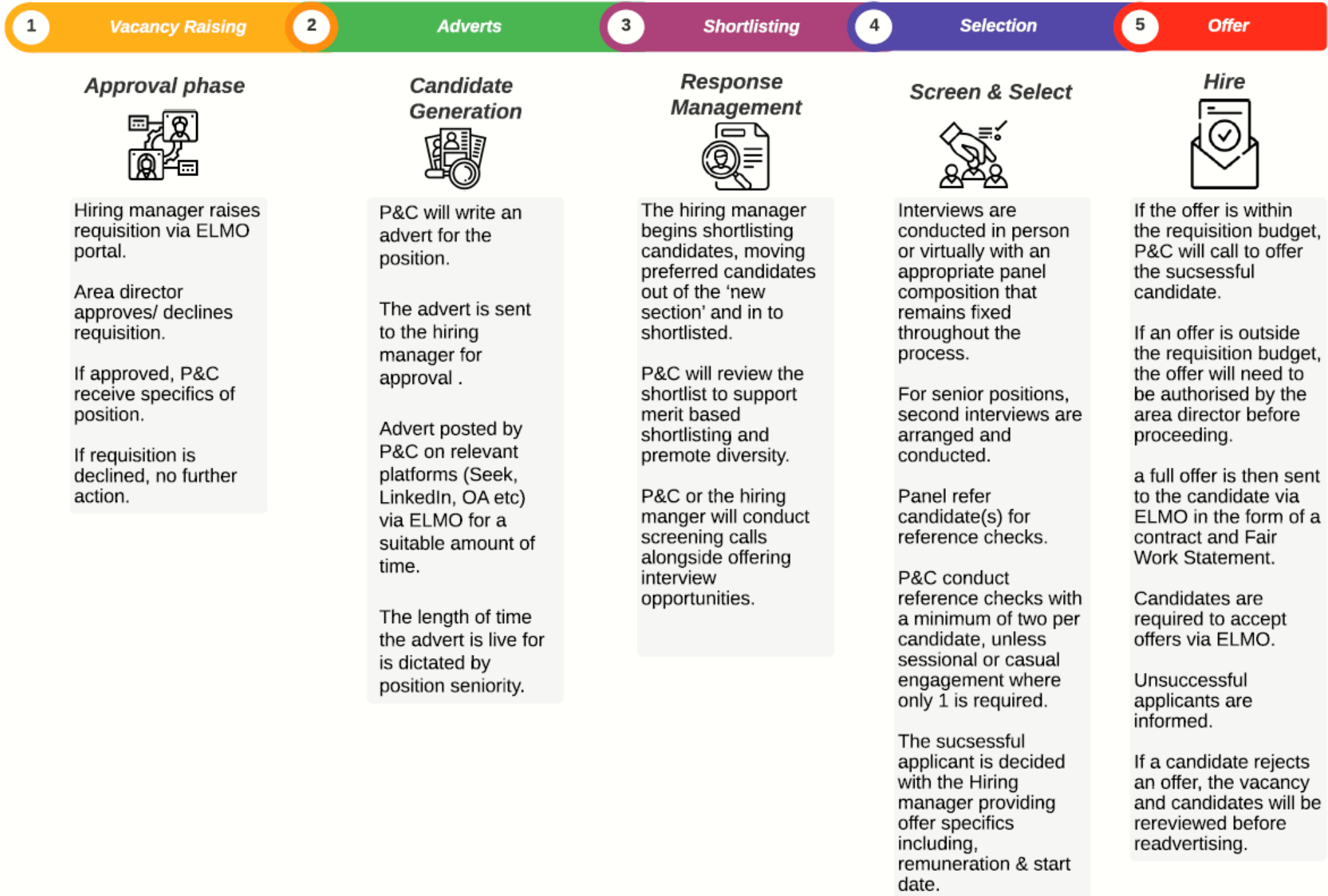
- Human Rights and Equal Opportunity Commission Act 1986 (Cwlth)
- Equal Opportunity for Women in the Workplace Act 1999 (Cwlth)
- Sex Discrimination Act 1984 (Cwlth)

- Racial Discrimination Act 1975 (Cwlth)
- Disability Discrimination Act 1992 (Cwlth)
- Equal Opportunity Act 1995 (Vic)
- Racial and Religious Tolerance Act 2001 (Vic)
- Charter of Human Rights and Responsibility Act 2006 (Vic)
- Fair Work Act 2009
- National Employment Standards 2010

12. Feedback

ACO Staff may provide feedback about this document by emailing humanresources@aco.org.au.

Appendix A: ACO Recruitment Process



Appendix B: ACO Position Matrix – recommended time to hire.

Role	Advertising	Shortlisting	Interview 1	Interview 2	References	Time to offer (max)
Support Staff L1 – 3	2 Week 1 - 2	1 Week 2 - 3	1 Week 3 - 4	N/A	1 Week 3 - 5	5 weeks
Individual contributor L4-6	4 Week 1-4	1 Week 2 – 5	1 Week 3 – 6	N/A	1 Week 4 - 7	7 weeks
Senior contributors & Management L6 - 9	4 – 6 Week 1 – 6	2 Week 3 – 8	1 Week 4 – 9	1 Week 5 – 10	1 Week 6 – 11	11 weeks
Senior and Executive Leadership	4- 6 Week 1 – 6	2 Week 4 – 8	2 Week 5 – 10	2 Week 7 – 12	2 8 – 14	14 weeks