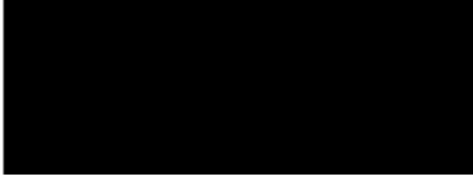




**ACT**  
Government

**Canberra Health  
Services**

FOI19-44



Dear 

### **Freedom of Information (FOI) Request: FOI19/44**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the FOI Act), received by Canberra Health Services (CHS) on 1 August 2019 in which you sought access to:

*“From 1 July 2018, all materials associated with the appointment, advertisement, expression of interest process, proscribed process, higher duties engagement and/or assessment of the candidates for the positions described below as:*

- *ASO4 Office Manager – RACS – University of Canberra Hospital, and;*
- *ASO5 Administration Manager – RACS – University of Canberra Hospital.”*

I am the Information Officer appointed by the Chief Executive Officer of CHS under section 18 of the FOI Act to deal with access applications made under Part 5 of the FOI Act. CHS was required to provide a decision on your access application by **19 September 2019**.

#### Decision on access

Searches were completed for relevant documents and 22 documents were identified that fall within the scope of your request.

I have included as Attachment A to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as Attachment B to this letter.

In reaching my access decision, I have taken the following into account:

- The FOI Act;
- The contents of the documents that fall within the scope of your request;
- The views of relevant third parties; and
- *The Human Rights Act 2004.*

I have decided to grant full access to six documents relevant to the scope of your request. Documents 1, 12 and 19-22 are provided in full.

I have decided to grant partial access to 16 documents. Documents 2-5, 9-11 and 15 contain deletions to information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information contained in these is personal information.

#### Public Interest Factors Favouring Disclosure

I have identified that there are no factors favouring disclosure of this information under Schedule 2, section 2.1.

#### Public Interest Factors Favouring Non-Disclosure

The following factors were considered relevant in favour of the non-disclosure of the documents:

- Schedule 2.2 (a) (ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*.

The information that has been redacted from these documents contain personal contact details about individuals and the applications received for the two positions within the Rehabilitation, Aged and Community Services – University of Canberra Hospital. On balance, I determined the information identified is contrary to the public interest and I have decided not to disclose this information.

Documents 6-8, 13-14 and 16-18 contain deletions to information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the FOI Act as the information contained in these is personal information and it may prejudice the management function of an agency.

#### Public Interest Factors Favouring Disclosure

The following factors were considered relevant factors in favour of the disclosure of the documents:

- Schedule 2.1 (a) (viii) the release of the document could be expected reveal the reason for the government decision as well as any background or contextual information that informed the decision.

#### Public Interest Factors Favouring Non-Disclosure

The following factors were considered relevant in favour of the non-disclosure of the documents:

- Schedule 2.2 (a) (ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*; and

- Schedule 2.2 (a) (xv) prejudice the management function of an agency or the conduct of industrial relations by an agency.

The information that has been redacted from these documents contain personal contact details about individuals and the applications received for the two positions within the Rehabilitation, Aged and Community Services – University of Canberra Hospital. Also, within these documents are the panel notes, assessments and information related to internal Human Resources processes. In balancing these factors, I have determined that the factors favouring non-disclosure significantly outweighs the factor favouring disclosure. Therefore, the information identified is contrary to the public interest and I have decided not to disclose this information.

#### Charges

Processing charges are not applicable to this request.

#### Online publishing – disclosure log

Under section 28 of the FOI Act, ACT Health maintains an online record of access applications called a disclosure log. The scope of your access application, my decision and documents released to you in response to your access application will be published in the ACT Health disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

#### Ombudsman review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the FOI Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman

GPO Box 442

CANBERRA ACT 2601

Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au).

ACT Civil and Administrative Tribunal (ACAT) review

Under section 84 of the FOI Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision.

Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal

Level 4, 1 Moore St

GPO Box 370

Canberra City ACT 2601

Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

If you have any queries concerning CHS's processing of your request, or would like further information, please contact the FOI Coordinator on (02) 5124 9829 or email [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely

  
Linda Kohlhagen  
**Executive Director**  
Rehabilitation, Aged and Community Services

16 September 2019

## FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <http://www.health.act.gov.au/public-information/consumers/freedom-information>

NAME		WHAT ARE THE PARAMETERS OF THE REQUEST			File No	
[REDACTED]		<p><i>From 1 July 2018, all materials associated with the appointment, advertisement, expression of interest process, proscribed process, higher duties engagement and/or assessment of the candidates for the positions described below as:</i></p> <ul style="list-style-type: none"> <li>• <i>ASO4 Office Manager – RACS – University of Canberra Hospital, and;</i></li> <li>• <i>ASO5 Administration Manager – RACS – University of Canberra Hospital</i></li> </ul>			<b>FOI19/44</b>	
Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1.	1 - 3	Emails - Occupant of ASO4 Office Manager (Brindabella/Allied Health) requested and approved to rotate with ASO4 Office Manager (Village Creek/Client support)	27 September 2018	Full Release		YES

<b>2.</b>	<b>4 - 10</b>	Emails - ASO4 Office Manager (Brindabella/Allied Health) rotated with ASO4 Office Manager (Village Creek/ Client support)	15 October 2018	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
<b>3.</b>	<b>11 - 16</b>	Nominal occupant of ASO4 Office Manager (Brindabella/Allied Health) higher duties extended until December 2019.	8 May 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
<b>4.</b>	<b>17 - 26</b>	Expression of Interest (via Health intranet) undertaken for ASO4 Office Manager (Brindabella/Allied Health) for a temporary 6 month period	5 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
<b>5.</b>	<b>27 - 112</b>	ASO4 Office Manager - 3 applications ASO5 Administration Manager – 6 applications	11 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
<b>6.</b>	<b>113 - 176</b>	ASO4 - 3x reviewed selection reports with notes Rating summary ASO5: 6 x selection criteria, CV, referee reports - applications assessed	11 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
<b>7.</b>	<b>177 - 184</b>	ASO5 - Interview timetable, Recruitment – set questions and interview notes	12 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
<b>8.</b>	<b>185 - 216</b>	ASO5 - 5 x notes on questions, rating summaries and requisition	13 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES

9.	217	Email: Temporary ASO4 RACS Allied Health Office Manager Position	12 June 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
10.	218	Email: RACS Administration Manager	1 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
11.	219 - 223	Email: CPSU Meeting request	3 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
12.	224 - 226	Emails: Meeting with CPSU	4 July 2019	Full Release		YES
13.	227 - 229	Email: CPSU meeting - Response received from Madeline Northam	5 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
14.	230 - 233	Email: CPSU Correspondence	12 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
15.	234	Email: CPSU response	14 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy	YES
16.	235 - 263	Email: CPSU meeting & Attachments	15 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
17.	264 - 271	Email: CPSU meeting (Attachments in prior documents - 16)	16 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES

18.	272 - 315	CPSU union response & Attachments	17 July 2019	Partial Release	Schedule 2.2 (a) (ii) Individual's right to privacy and (xv) management function	YES
19.	316 - 317	Email: Duty Statement advice	29 July 2019	Full Release		YES
20.	318 - 323	Email: Draft ASO4 Departmental Office manager RACS	31 July 2019	Full Release		YES
21.	324	Appendix B – Rating Scale	Undated	Full Release		YES
22.	325 - 364	People and Culture Training 'Working together health' CHS Staff Selection	Undated	Full Release		YES
<b>Total No of Docs</b>						
22						



**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Thursday, 27 September 2018 9:05 AM  
**To:** Azzopardi, Donna (Health); Bolton, Barb (Health); Keen, Michael (Health)  
**Subject:** Village Creek Office Manager

Good morning,

There will be a change in Office Managers commencing 15 October 2018.

Jonathan will be moving across to the University of Canberra Hospital and Sharnee will be returning to the Village Creek Centre.

*Kind Regards,*

*Lydia Thomas*

Administration Manager  
Rehabilitation, Aged and Community Care | Canberra Hospital & Health Services  
**(Work days: Monday to Thursday)**  
University of Canberra Hospital, Level 2  
☎ (02) 6174 8303 OR 6207 0530  
✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**



Please consider the environment before printing this email

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Thursday, 27 September 2018 9:30 AM  
**To:** Kaye, Todd (Health)  
**Cc:** Wilson, Lisa (Health)  
**Subject:** PA Support

Hi Todd,

I just wanted to inform you of a change in Office Manager here at UCH.

Sharnee who currently provides PA support to yourself will be moving back to Village Creek and Jonathan Burdin will be coming over to UCH.

Jonathan will be providing PA support to yourself from Monday 15 October 2018.

I am more than happy to meet when you return from leave to discuss if you wish.

*Kind Regards,*

*Lydia Thomas*

Administration Manager  
Rehabilitation, Aged and Community Care | Canberra Hospital & Health Services  
**(Work days: Monday to Thursday)**  
University of Canberra Hospital, Level 2  
☎ (02) 6174 8303 OR 6207 0530  
✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**



Please consider the environment before printing this email

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Thursday, 27 September 2018 9:42 AM  
**To:** Stahre, Maria (Health); Schorsch, Kate (Health); Kohlhagen, Linda (Health); Katsogiannis, Chris; Maher, Rhonda (Health)  
**Cc:** Wilson, Lisa (Health)  
**Subject:** Change in Office Manager @ UCH

Good morning,

There will be a change in Office Manager at UCH from Monday 15 October.

Sharnee Munday will be moving across to Village Creek and Jonathan Burdin will be coming over to UCH.

*Kind Regards,*

*Lydia Thomas*

Administration Manager  
Rehabilitation, Aged and Community Care | Canberra Hospital & Health Services

**(Work days: Monday to Thursday)**

University of Canberra Hospital, Level 2

☎ (02) 6174 8303 OR 6207 0530

✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)

PO Box 11 Woden 2606

**Care | Excellence | Collaboration | Integrity**



Please consider the environment before printing this email

**Wilson, Lisa (Health)**

---

**From:** Burdin, Jonathan (Health)  
**Sent:** Monday, 15 October 2018 8:18 AM  
**To:** Thomas, Lydia (Health)  
**Subject:** FW: UCH Admin Staff - Calling in sick Process [SEC=UNCLASSIFIED]

**Importance:** High

Jonathan Burdin | A/g Office Manager, Village Creek Centre  
 Phone: 02 6207 0486 | Email: [jonathan.burdin@act.gov.au](mailto:jonathan.burdin@act.gov.au)  
 Rehabilitation, Aged & Community Care | Canberra Health Services | ACT Government  
 37 Kingsmill Street, Kambah | PO Box 11, Woden ACT 2606 | [act.gov.au](http://act.gov.au)

**From:** Thomas, Lydia (Health)  
**Sent:** Monday, 8 October 2018 2:32 PM  
**To:** As-Sayeed, Mehjabin (Health) <[Mehjabin.As-Sayeed@act.gov.au](mailto:Mehjabin.As-Sayeed@act.gov.au)>; Bond, Dempsee (Health) <[Dempsee.Bond@act.gov.au](mailto:Dempsee.Bond@act.gov.au)>; Browning, Georgia (Health) <[Georgia.Browning@act.gov.au](mailto:Georgia.Browning@act.gov.au)>; Damiano, Natalia (Health) <[Natalia.N.Damiano@act.gov.au](mailto:Natalia.N.Damiano@act.gov.au)>; Galanopoulos, Kiki (Health) <[Kiki.Galanopoulos@act.gov.au](mailto:Kiki.Galanopoulos@act.gov.au)>; Hemsworth, Margaret (Health) <[Margaret.Hemsworth@act.gov.au](mailto:Margaret.Hemsworth@act.gov.au)>; Jankuloski, Natalie (Health) <[Natalie.Jankuloski@act.gov.au](mailto:Natalie.Jankuloski@act.gov.au)>; Johnson, Jis (Health) <[Jis.Johnson@act.gov.au](mailto:Jis.Johnson@act.gov.au)>; Lancsar, Paige (Health) <[Paige.Lancsar@act.gov.au](mailto:Paige.Lancsar@act.gov.au)>; Mumford, Kiley (Health) <[Kiley.Mumford@act.gov.au](mailto:Kiley.Mumford@act.gov.au)>; Munday, Sharnee (Health) <[Sharnee.Munday@act.gov.au](mailto:Sharnee.Munday@act.gov.au)>; Muscat-Presti, Robyn (Health) <[Robyn.Muscat-Presti@act.gov.au](mailto:Robyn.Muscat-Presti@act.gov.au)>; Nuss, Jessica (Health) <[Jessica.Nuss@act.gov.au](mailto:Jessica.Nuss@act.gov.au)>; Sione, Lynda (Health) <[Lynda.Sione@act.gov.au](mailto:Lynda.Sione@act.gov.au)>; Vejvara, Roman (Health) <[Roman.Vejvara@act.gov.au](mailto:Roman.Vejvara@act.gov.au)>; Walsh, Margaret (Health) <[Margaret.Walsh@act.gov.au](mailto:Margaret.Walsh@act.gov.au)>  
**Cc:** Burdin, Jonathan (Health) <[Jonathan.Burdin@act.gov.au](mailto:Jonathan.Burdin@act.gov.au)>; Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** UCH Admin Staff - Calling in sick Process  
**Importance:** High

Hi team,

As you are aware Jonathan Burdin will be commencing in the Office Manager position at UCH next Monday 15 October 2018 and Sharnee will be going to Village Creek.

From this date you will need to call Jonathan between 7:00am and 8:00am if you are unwell and can't attend work. It is the same process as now, although you will need to contact Jonathan not Sharnee.

Jonathan's contact details are [REDACTED] Please ensure you save this in your phone now and make note of the change in process from next week.

**Kind Regards,**

Lydia Thomas | Administration Manager | Monday to Thursday  
 Rehabilitation, Aged and Community Care | Canberra Health Services  
 ☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
 University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**



**ACT**  
GOVERNMENT

**Canberra Health  
Services**

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Monday, 8 October 2018 2:27 PM  
**To:** Munday, Sharnee (Health)  
**Subject:** UCH Office Manager - Allied Health

Hi Sharnee,

Can you please ensure there is a UCH Office Manager – Allied Health manual ready for your handover with Jonathan next week.

Please ensure it includes things like:

- UCH admin staff/ services that report to you
- Prepare and send UCH team meeting documents (agenda, previous minutes and action running sheet)
- Calling in sick process
- Any PA duties for Todd

Thank you

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**



**ACT**  
Government

**Canberra Health  
Services**

**Wilson, Lisa (Health)**

---

**Subject:** Jonathan and Sharnee Handover - Village Creek Office Manager

**Location:** Village Creek

**Start:** Mon 15/10/2018 12:00 PM

**End:** Mon 15/10/2018 5:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Thomas, Lydia (Health)

**Required Attendees:** Munday, Sharnee (Health); Burdin, Jonathan (Health)

**Wilson, Lisa (Health)**

---

**Subject:** Jonathan and Sharnee Handover - UCH Office Manager

**Location:** UCH

**Start:** Tue 16/10/2018 8:30 AM

**End:** Tue 16/10/2018 12:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Thomas, Lydia (Health)

**Required Attendees:** Munday, Sharnee (Health); Burdin, Jonathan (Health)

**Wilson, Lisa (Health)**

---

**Subject:** Jonathan and Sharnee Handover - UCH Office Manager  
**Location:** UCH

**Start:** Tue 16/10/2018 12:00 AM  
**End:** Wed 17/10/2018 12:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Thomas, Lydia (Health)  
**Required Attendees:** Munday, Sharnee (Health); Burdin, Jonathan (Health)



**Wilson, Lisa (Health)**

---

**Subject:** Jonathan and Sharnee Handover - Village Creek Office Manager

**Location:** Village Creek

**Start:** Wed 17/10/2018 8:30 AM

**End:** Wed 17/10/2018 12:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Thomas, Lydia (Health)

**Required Attendees:** Munday, Sharnee (Health); Burdin, Jonathan (Health)

**Wilson, Lisa (Health)**

---

**Subject:** Jonathan and Sharnee Handover - UCH Office Manager  
**Location:** UCH

**Start:** Tue 16/10/2018 12:00 AM  
**End:** Wed 17/10/2018 12:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Thomas, Lydia (Health)  
**Required Attendees:** Munday, Sharnee (Health); Burdin, Jonathan (Health)

Hi Jonathan and Sharnee,

Tomorrow can you please meet at UCH and complete a full day of handover of UCH Office Manager – Allied Health.

Thank you

# Administrative Service Officer 4 (01JQA)

Status Filled	Recruiter Bowell, Nicola	Department UCH Administration
Status Details Filled	Hiring Manager Thomas, Lydia	Primary Location Canberra
Requisition Type Professional		
Hired Candidates 0 out of 1		

## Position / Requisition Information

### Structure

---

#### Organisation

Division Health Services Directorate  
Branch Canberra Health Services CEO Office

#### Primary Location

City Canberra

#### Job Field

Job Category General/Administrative

Department 7311 - UCH Administration

Requisition - Administrative Service Officer 4  
Template

### Identification

---

Vacancy Type Higher Duties	Number of Openings 1
Requisition Title Administrative Service Officer 4	Title (by Manager) Office Manager
Position Number 40792	
Contact Officer Name Lydia Thmas	Contact Officer Number 5248303

### User Group

---

User Group  
CHS Chief Executive Officer

## Owners

---

Recruiter  
Bowell, Nicola

Hiring Manager  
Thomas, Lydia

## Position Details

---

Employment Type Weekly Hours (38  
Full Time f/t nurse 36.75 f/t  
general)  
36.75

Duration of Position Duration of Vacancy  
Temp < 6 months (if temporary)  
6 months

Annual Leave  
4 Weeks

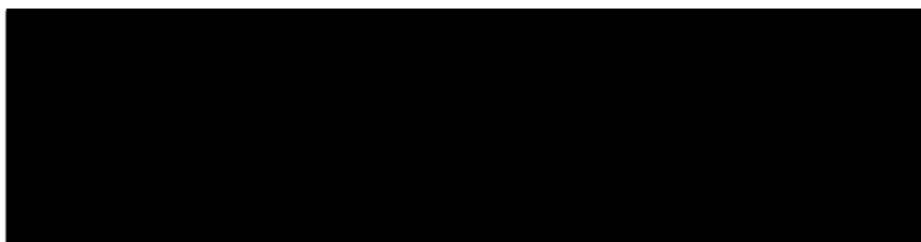
Is this position FBT  
Exempt?  
No

Is this an Allied Health position that includes providing direct clinical care or supervision of staff providing direct clinical care?  
No

Has the Duty Statement been approved by People and Culture?  
Yes

Minimum Salary	Maximum Salary	Pay Basis
69422.0	75169.0	Yearly

## Identified Candidate



## Candidate Selection Workflow

Candidate Selection Workflow  
ACT Health - Standard

Automatically reject all submissions when the requisition is filled  
Yes

Automatically reject all submissions when the requisition is canceled  
Yes

## Justification

Recruitment Justification/Other Notes Higher duties backfill.	Have you checked the Excess Officer list? No
Is this position externally funded? No	Will this recruitment action increase your current FTE? No
Externally funded details N/A	Further information N/A
Have you considered the following actions: Recalling staff on temp transfer or HDA working in other areas/agencies? Yes	Reprioritising your area's current workload? Yes
Reallocation of duties within your area? Yes	
Is this position captured under the Working With Vulnerable People (WWVP) Act? No	
Occupational Assessment Screening & Vaccination (Pre Screening) New employees only Is this position identified as a category A? New employee will need to undergo pre screening assessment by OMU prior to commencement Not a New Employee	

Compliance Officer Comments Only  
6 months

## Offer Dates

Date From  
29/Jun/2019

Date To  
31/Dec/2019

## Advertising Details

### Advertising Details

---

Indicate if you will be using a Selection Advisory Committee (SAC) or a Joint Selection Committee (JSC).  
SAC

### External Description

---

#### Description - External

Job Title: <insert job title>  
 Classification: <insert classification>  
 Position Number: <insert position number>  
 Annual Salary: <insert salary>  
 Branch: <insert branch>  
 Section: <insert section>  
 Vacancy Type: <insert vacancy type i.e. permanent or temporary contract and duration and hours>  
 Duration: <if temporary insert duration of the vacancy>

Closing Date: <insert closing date>  
 Contact Officer: <insert contact officer name and phone number>  
 About us

ACT Health is a values-led Directorate. Our values guide our day to day actions, behaviours, decisions and communications to successfully deliver the best services to meet the needs of our community. They were developed by us, for us and are unique to our work.

#### Overview of the Work Area and Position

(insert statement about the section and/or branch and what the position is about.

Example: The People Strategy and Services Executive team is responsible for the strategic and operational management of the People Strategy and Services Branch, ensuring the effective and efficient operation of strategic people management advice, policy and programs across ACT Health.

Under broad direction, you will play a key role in providing day to day recruitment, human resource and contract management across ACT Health. The successful applicant will be proactive, flexible, adaptive and comfortable with a changing working environment.

#### Eligibility/Other Requirements:

##### Mandatory:

<Insert desirable and/or mandatory qualifications and experience or remove if not applicable. If unsure about what qualification and experience is mandatory, please contact People Strategy & Services (PSS) 620 77157 for more information>

Prior to commencement successful candidates will be required to undergo a pre-employment National Police check.

##### Desirable:

##### Note:

Please note prior to commencement successful candidates will be required to:

- Undergo a pre-employment Police check.

<Insert information regarding part-time hours, shift work, possibility of permanency etc>.

#### Duties

<insert list of duties, minimum 5 - maximum 8>

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

8.<this duty is mandatory – choose most appropriate and delete which does not apply> Undertaking other duties appropriate to this level of classification which contribute to the operation of the section. OR Undertaking other duties as directed, within the approved scope of clinical practice.

#### Selection Criteria

These are the key criteria for how you will be assessed in conjunction with your resume and experience.

Your statement of claims against the selection criteria should summarise how your skills and experiences would enable you to fulfil the responsibilities of the position. It is therefore in the interests of candidates to present their application in a way that demonstrates significant outcomes associated with each of the criteria, as well as the capabilities and behaviours that underpin them.

<insert a maximum of 5 selection criteria>

- 1.
- 2.
- 3.
- 4.
5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health 's values of Care, Excellence, Collaboration and Integrity.

#### How To Apply

To complete your application, you must prepare responses to the Selection Criteria and upload this as part of your application along with a current curriculum vitae. For more information on how to apply go to <http://www.health.act.gov.au/employment/how-apply>.

For further information about the position and a copy of the performance expectations and jobs demands checklist, please contact the Contact Officer above.

## History

Date	Event	Detail	By
08/May/2019, 9:11:54 AM	Requisition Filled	Filled	Bowell, Nicola
08/May/2019, 9:10:38 AM	Requisition Approved on Behalf	The requisition has been approved on behalf of "Health Recruitment". : Approved	Bowell, Nicola
08/May/2019, 9:09:35 AM	Ownership Modified	Recruiter changed to "Nicola Bowell"	Bowell, Nicola
08/May/2019, 8:54:19 AM	Requisition Approved on Behalf	The requisition has been approved on behalf of "DDG Clinical". : 6 months	Delahunty, Tony
08/May/2019, 8:54:19 AM	Requisition Approved on Behalf	The requisition has been approved on behalf of "ACT Health Compliance Officer". : 6 months	Delahunty, Tony
06/May/2019, 8:38:13 AM	Requisition Approved	The requisition has been approved.	Kohlhagen, Linda
03/May/2019, 4:31:21 PM	Requisition Approval Requested	The approval of the requisition has been requested to: "Linda Kohlhagen, ACT Health Compliance Officer, DDG Clinical, Health Recruitment". : Higher duties backfill.	Thomas, Lydia
03/May/2019, 4:28:08 PM	Requisition Created	Created	Thomas, Lydia

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 8 May 2019 9:16 AM  
**To:** [REDACTED]  
**Subject:** ASO4 Contract

Hi [REDACTED]

Your ASO4 6 month extension has been approved 😊

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**



# ASO4 Office Manager – RACS – University of Canberra Hospital

**Contact:** Lisa Wilson on 51240226 or [Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)

**Closing Date:** Mon 10 Jun 2019

## ASO4 Office Manager – RACS – University of Canberra Hospital

An exciting opportunity exists for an enthusiastic professional to temporarily backfill an Office Manager position within RACS for a period of 6 months.

The Office Manager is responsible for providing support to a Director and supervision to a small administration team. This position is based at the University of Canberra Hospital.

The successful applicant will need to be efficient, have a high level of initiative, communication, leadership and organisational skills.

High level knowledge of ACTPAS, Clinical Portal and Ambulatory Care processes are also favorable.

Applicants are required to provide a written application outlining suitability (maximum 2 pages in length), current CV and 1 written referee report.

Please submit applications to Lisa Wilson.

[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)

512 40226

Selection may be based on written application and referee report only.

### Selection Criteria

1. Demonstrated organisational, interpersonal and problem solving skills. Including the ability to prioritise tasks and meet deadlines in a timely manner.
2. Demonstrated leadership skills with an ability to work independently.
3. Well established computer skills including proficiency in the use of Microsoft Office suite, ACT Patient Administration System and the ability to quickly learn new medically based IT programs.
4. Demonstrated ability to communicate and liaise professionally and effectively and work as a group member in a team environment.
5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health's values of Care, Excellence, Collaboration and Integrity.

**[View more EOI's](#)**

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Thursday, 6 June 2019 11:27 AM  
**To:** [REDACTED]  
**Subject:** RE: Performance Expectations  
**Attachments:** ASO4 Departmental Office Manager RACC - Performance Expectations.doc; ASO5 Performance Expectations.docx

Hi [REDACTED]

Please see attached the ASO4 and 5 performance expectations.

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

---

**From:** [REDACTED]  
**Sent:** Wednesday, 5 June 2019 4:31 PM  
**To:** Thomas, Lydia (Health) <[Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)>  
**Subject:** Performance Expectations

Hi Lydia,

Can you please send through a copy of the ASO4 and ASO5 performance expectations?

Many thanks

## Work Level Standards

### Performance Expectations: ASO 4

The **Performance Expectations** outlines the capability needs of employees to enable them to achieve organisational outcomes in an increasingly complex and changing environment. The performance expectations guide consistent performance at each classification, regardless of the nature of an employees work. The Performance Expectations do not replace, but are aligned to the **ACTPS Work Level Standards (WLS)**.

Creates Solutions	Demonstrates Agility	Communicates Effectively	Leads with Commitment	Collaborates with Purpose	Accountable for Quality Outcomes
<ul style="list-style-type: none"> <li>• Knows where to find information required to complete tasks.</li> <li>• Demonstrates sound judgement, escalating issues appropriately.</li> <li>• Recognises how tasks contribute to the achievement of team goals.</li> <li>• Informs supervisor when work processes could be simplified, sharing ideas about how this could be achieved.</li> <li>• Finds workable solutions to problems, seeking advice from supervisor on the best course of action.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusts behaviour to suit new goals when team priorities change.</li> <li>• <i>Accepts challenges</i>, applying skills flexibly to meet a range of demands.</li> <li>• <i>Works productively to achieve goals</i>, even in difficult circumstances.</li> <li>• Supports colleagues by remaining <i>focused and constructive</i> during periods of uncertainty.</li> <li>• Asks for assistance when needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows direction and brings information to the attention of the most appropriate people.</li> <li>• Influences appropriately using facts, knowledge and experience.</li> <li>• Produces <i>well-structured</i> documents that are clear and easy to read.</li> <li>• Speaks clearly, <i>focusing on the key points and using language appropriate</i> for the audience.</li> <li>• Listens carefully to others, checking understanding of others' comments.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and acknowledges own expertise and its limits, seeking advice and assistance where required.</li> <li>• Understands and acts on constructive feedback, <i>seeking opportunities for personal development</i> and addressing shortfalls appropriately.</li> <li>• Takes responsibility for seeing own work tasks through to completion.</li> <li>• Consults with supervisor to identify personal development or career goals.</li> <li>• Upholds the ACTPS Values, Code of Conduct and Employment Principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborates with other work areas as required.</li> <li>• Builds relationships with team <i>and other peers</i> to work as a supportive and co-operative colleague.</li> <li>• Assists other team members when needed.</li> <li>• Seeks input and keeps supervisor informed about work progress.</li> <li>• Recognises different working styles and adjusts personal style, actions and approach to suit the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages own time effectively to accomplish tasks, <i>monitoring task completion against milestones</i>.</li> <li>• Adheres to relevant quality standards in completion of work.</li> <li>• Identifies barriers to completion of own work, and raises issues with supervisor as soon as they arise.</li> <li>• Consults with supervisor to agree on priorities.</li> </ul>

## Performance Expectations: ASO 5

The Performance Expectations business capability needs of employees to enable them to achieve organisational outcomes in an increasingly complex and changing environment. The performance expectations guide consistent performance at each classification level, reflecting the nature of an employee's work. The Performance Expectations do not replace, but are aligned to the ACTPS Work Level Standards (MLS).

Creates Solutions	Demonstrates Agility	Communicates Effectively	Leads with Commitment	Collaborates with Purpose	Accountable for Quality Outcomes
<ul style="list-style-type: none"> <li>Understands organisational strategy as it relates to team goals.</li> <li>Explores a range of solutions to problems.</li> <li>Gathers and critically analyses information from diverse sources to explore ideas and complete tasks.</li> <li>Identifies more efficient ways of working, sharing ideas appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a flexible approach to work, displaying willingness to explore opportunities as they arise.</li> <li>Maintains control of emotions, behaving professionally in difficult situations.</li> <li>Remains engaged and productive during challenging times.</li> <li>Recognises when team priorities have shifted, and adjusts behaviour to suit the new goals.</li> <li>Remains open to new challenges, applying skills flexibly in a range of situations.</li> <li>Supports colleagues by remaining focused and constructive during periods of uncertainty.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates awareness of key stakeholders and tailors communication to meet their needs.</li> <li>Uses communication channels effectively and appropriately.</li> <li>Clearly explains ideas to a range of audiences.</li> <li>Shares ideas and listens to the views of others.</li> <li>Enters discussions with a clear view of the desired outcome(s).</li> <li>Produces well-structured documents that are fit for purpose.</li> <li>Influences others by presenting a clear and credible rationale.</li> <li>Listens carefully to the views of others, checking understanding by asking relevant questions and reflecting back key messages.</li> </ul>	<ul style="list-style-type: none"> <li>Self-evaluates own performance, benchmarking against feedback from supervisor and relevant others.</li> <li>Acknowledges and recognises the contributions of others.</li> <li>Understands own strengths and development needs, seeking opportunities for personal development and addressing shortfalls appropriately.</li> <li>Accountable for seeing projects and own work tasks through to completion.</li> <li>Understands and acknowledges own expertise and its limits, seeking advice and assistance when required.</li> <li>Upholds the ACTPS Values, Code of Conduct and Employment Principles.</li> </ul>	<ul style="list-style-type: none"> <li>Displays sound judgement in exploring solutions to stakeholder issues.</li> <li>Develops internal relationships that build awareness and understanding of other parts of the department.</li> <li>Understands the barriers to collaboration and produces a range of possible solutions.</li> <li>Collaborates effectively within team and with other work areas as required.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates awareness of risk and escalates issues appropriately.</li> <li>Effectively prioritises own work in line with team and departmental objectives.</li> <li>Adheres to relevant quality standards in the completion of own work.</li> <li>Manages own time effectively to accomplish tasks, monitoring task completion against milestones.</li> </ul>

**Wilson, Lisa (Health)**

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**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 5 June 2019 12:06 PM  
**To:** [REDACTED]  
**Subject:** RE: Discussion regarding ASO4 position

Hi [REDACTED]

Yes of course, see you then.

***Kind Regards,***

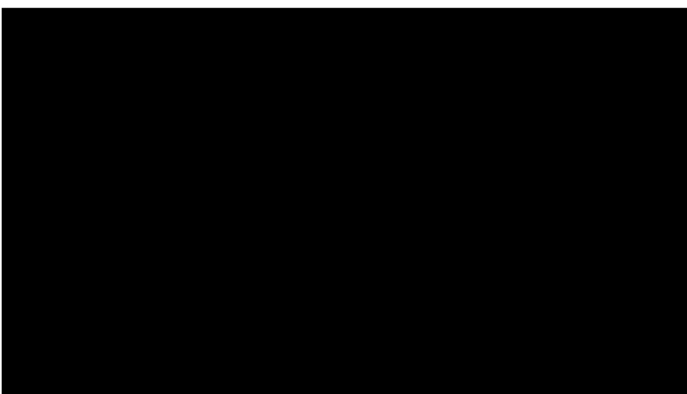
Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

**From:** [REDACTED]  
**Sent:** Wednesday, 5 June 2019 12:03 PM  
**To:** Thomas, Lydia (Health) <[Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)>  
**Subject:** Discussion regarding ASO4 position

Hi Lydia,

If possible can I please come and speak with you in your office after lunch at around 2?  
Thank you

*Kind Regards,*



**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 5 June 2019 12:07 PM  
**To:** [REDACTED]  
**Subject:** RE: Discussion regarding ASO4 position

I just realised, I have a meeting at 2pm. Can you come up at 2:30?

*Kind Regards,*

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

**From:** [REDACTED]  
**Sent:** Wednesday, 5 June 2019 12:03 PM  
**To:** Thomas, Lydia (Health) <[Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)>  
**Subject:** Discussion regarding ASO4 position

Hi Lydia,

If possible can I please come and speak with you in your office after lunch at around 2?  
Thank you

*Kind Regards,*

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 5 June 2019 11:27 AM  
**To:** [REDACTED]  
**Subject:** RE: RACS EOIs | Administration Manager & Office Manager [SEC=UNCLASSIFIED]

Hi [REDACTED]

I just checked with HR to ensure it could close on a public holiday and they advised that is ok.

We are looking for a quick turnaround for this EOI as I finish up next Friday.

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

**From:** [REDACTED]  
**Sent:** Wednesday, 5 June 2019 9:15 AM  
**To:** Thomas, Lydia (Health) <[Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)>  
**Subject:** RE: RACS EOIs | Administration Manager & Office Manager [SEC=UNCLASSIFIED]

I have noticed they are due on the 10 June which is a public holiday does that change anything.

Regards

[REDACTED]

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 5 June 2019 9:05 AM  
**To:** [REDACTED]  
**Subject:** RE: RACS EOIs | Administration Manager & Office Manager [SEC=UNCLASSIFIED]

Hi [REDACTED]

I have checked this morning and they are up now.

**Kind Regards,**

Lydia Thomas | Administration Manager | Monday to Thursday  
 Rehabilitation, Aged and Community Care | Canberra Health Services  
 ☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
 University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

**From:** [REDACTED]**Sent:** Tuesday, 4 June 2019 5:03 PM**To:** Thomas, Lydia (Health) <[Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)>**Subject:** RE: RACS EOIs | Administration Manager & Office Manager [SEC=UNCLASSIFIED]

Hello

They are not advertised yet.

Regards

**From:** Thomas, Lydia (Health)**Sent:** Tuesday, 4 June 2019 5:00 PM

**To:** As-Sayeed, Mehjabin (Health) <[Mehjabin.As-Sayeed@act.gov.au](mailto:Mehjabin.As-Sayeed@act.gov.au)>; Bond, Dempsee (Health) <[Dempsee.Bond@act.gov.au](mailto:Dempsee.Bond@act.gov.au)>; Browning, Georgia (Health) <[Georgia.Browning@act.gov.au](mailto:Georgia.Browning@act.gov.au)>; Burdin, Jonathan (Health) <[Jonathan.Burdin@act.gov.au](mailto:Jonathan.Burdin@act.gov.au)>; Cervo, Amber (Health) <[Amber.Cervo@act.gov.au](mailto:Amber.Cervo@act.gov.au)>; Damiano, Natalia (Health) <[Natalia.N.Damiano@act.gov.au](mailto:Natalia.N.Damiano@act.gov.au)>; Essai, Tracey (Health) <[Tracey.Essai@act.gov.au](mailto:Tracey.Essai@act.gov.au)>; Galanopoulos, Kiki (Health) <[Kiki.Galanopoulos@act.gov.au](mailto:Kiki.Galanopoulos@act.gov.au)>; Johnson, Jis (Health) <[Jis.Johnson@act.gov.au](mailto:Jis.Johnson@act.gov.au)>; Mayer, Chloe (Health) <[Chloe.Mayer@act.gov.au](mailto:Chloe.Mayer@act.gov.au)>; Mumford, Kiley (Health) <[Kiley.Mumford@act.gov.au](mailto:Kiley.Mumford@act.gov.au)>; Muscat-Presti, Robyn (Health) <[Robyn.Muscat-Presti@act.gov.au](mailto:Robyn.Muscat-Presti@act.gov.au)>; Muttathil, Saritha (Health) <[Saritha.Muttathil@act.gov.au](mailto:Saritha.Muttathil@act.gov.au)>; Nuss, Jessica (Health) <[Jessica.Nuss@act.gov.au](mailto:Jessica.Nuss@act.gov.au)>; Rahman, Mizanur (Health) <[Mizanur.Rahman@act.gov.au](mailto:Mizanur.Rahman@act.gov.au)>; Sione, Lynda (Health) <[Lynda.Sione@act.gov.au](mailto:Lynda.Sione@act.gov.au)>; Walsh, Margaret (Health) <[Margaret.Walsh@act.gov.au](mailto:Margaret.Walsh@act.gov.au)>; Daly, Kirstie (Health) <[Kirstie.L.Daly@act.gov.au](mailto:Kirstie.L.Daly@act.gov.au)>; Patel, Kiran A (Health) <[Kiran.A.Patel@act.gov.au](mailto:Kiran.A.Patel@act.gov.au)>; Munday, Sharnee (Health) <[Sharnee.Munday@act.gov.au](mailto:Sharnee.Munday@act.gov.au)>; Noble, Yvette (Health) <[Yvette.Noble@act.gov.au](mailto:Yvette.Noble@act.gov.au)>; Dubbert, Koreena (Health) <[Koreena.Dubbert@act.gov.au](mailto:Koreena.Dubbert@act.gov.au)>; Kuchlmayr, Nicole (Health) <[Nicole.Kuchlmayr@act.gov.au](mailto:Nicole.Kuchlmayr@act.gov.au)>; Juneja, Manmohan (Health) <[Manmohan.Juneja@act.gov.au](mailto:Manmohan.Juneja@act.gov.au)>; Thiele, Jessica (Health) <[Jessica.Thiele@act.gov.au](mailto:Jessica.Thiele@act.gov.au)>; Morrissey, Taysha (Health) <[Taysha.Morrissey@act.gov.au](mailto:Taysha.Morrissey@act.gov.au)>; Carswell, Kristy (Health) <[Kristy.Carswell@act.gov.au](mailto:Kristy.Carswell@act.gov.au)>; Prieto, Marie (Health) <[Marie.Prieto@act.gov.au](mailto:Marie.Prieto@act.gov.au)>; Anthes, Kylie (Health) <[Kylie.Anthes@act.gov.au](mailto:Kylie.Anthes@act.gov.au)>; Zam, Pem (Health) <[Pem.Zam@act.gov.au](mailto:Pem.Zam@act.gov.au)>; Sione, Serella (Health) <[Serella.Sione@act.gov.au](mailto:Serella.Sione@act.gov.au)>; Arganese, Lauren (Health) <[Lauren.Arganese@act.gov.au](mailto:Lauren.Arganese@act.gov.au)>; Durham, Josefina (Health) <[Josefina.Durham@act.gov.au](mailto:Josefina.Durham@act.gov.au)>; Lancsar, Paige (Health) <[Paige.Lancsar@act.gov.au](mailto:Paige.Lancsar@act.gov.au)>; Vejvara, Roman (Health) <[Roman.Vejvara@act.gov.au](mailto:Roman.Vejvara@act.gov.au)>; McEwen, Bianca (Health) <[Bianca.McEwen@act.gov.au](mailto:Bianca.McEwen@act.gov.au)>; Wijekoon, Tharu (Health) <[Tharu.Wijekoon@act.gov.au](mailto:Tharu.Wijekoon@act.gov.au)>; Grintell, Karen (Health) <[Karen.Grintell@act.gov.au](mailto:Karen.Grintell@act.gov.au)>



**Cc:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>

**Subject:** RACS EOIs | Administration Manager & Office Manager

Good afternoon,

Please be advised 2 EOIs have been posted on the Healthhub this afternoon.

- ASO5 RACS Administration Manager
- ASO4 RACS Office Manager

Please refer to the Healthhub if you would like to know more/ wish to apply.

The contact officer for these positions are Lisa Wilson.

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**

# ASO5 Administration Manager – RACS – University of Canberra Hospital

**Contact:** Lisa Wilson on 512 40226 or [Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)

**Closing Date:** Mon 10 Jun 2019

An exciting opportunity exists for an enthusiastic professional to temporarily backfill the Administration Manager position within RACS for a period of 6 months.

Under limited direction, The Administration Manager is responsible for managing a team of 30 administration staff. This position is based at the University of Canberra Hospital, although manages staff across multiple RACS locations.

The successful applicant will need to be efficient, have a high level of initiative, problem solving, communication, organisational, leadership and management skills.

High level knowledge of ACTPAS, Clinical Portal and Ambulatory Care processes are also favourable.

Applicants are required to provide a written application outlining suitability (maximum 2 pages in length), current CV and 1 written referee report.

Please submit applications to Lisa Wilson.

[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)

512 40226

Selection may be based on written application and referee report only.

## Selection Criteria

1. Demonstrated ability to manage and lead a team, including the ability to supervise staff, set priorities, monitor and adjust work flows.
2. Demonstrated use of performance reports and indicators to inform decision making and improve service delivery.
3. Knowledge of computer software (or the ability to acquire quickly) to be able to be a super user of Information Systems including the ACT Patient Administration System.
4. Well-developed written and oral communication skills, including the ability to liaise, consult and negotiate with stakeholders.
5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health's values of Care, Excellence, Collaboration and Integrity.

**[View more EOIs](#)**































































**Wilson, Lisa (Health)**

---

**From:** [REDACTED]  
**Sent:** Tuesday, 11 June 2019 2:36 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** RE: Expression of Interest Office Manager ASO4  
**Attachments:** [REDACTED]

UNCLASSIFIED

Dear Lisa

Thank you for your call.

Thought I would let you know that if you can't get hold of [REDACTED] you can contact [REDACTED] on [REDACTED] or on [REDACTED] used to be my manager before [REDACTED]

I have also attached my reference letter from the [REDACTED]

Please let me know if you need any further information from me.

Kind regards

[REDACTED]

**From:** [REDACTED]  
**Sent:** Sunday, 9 June 2019 10:05 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** Expression of Interest Office Manager ASO4

UNCLASSIFIED

Dear Lisa

I am expressing my interest in applying for the position of ASO4

Please find attached my resume and selection criteria.

Looking forward to hearing from you at your earliest convenience.

Kind regards











**Wilson, Lisa (Health)**

---

**From:** [REDACTED]  
**Sent:** Wednesday, 12 June 2019 11:34 AM  
**To:** Wilson, Lisa (Health)  
**Subject:** RE: attachments [SEC=UNCLASSIFIED]

Hi Lisa,

Thanks, real sorry as Monday was a public holiday I couldn't send it off until yesterday.

regards

**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 12 June 2019 11:22 AM  
**To:** [REDACTED]  
**Subject:** RE: attachments [SEC=UNCLASSIFIED]

Hi [REDACTED]

Unfortunately we were unable to consider your application as it was received after the closing date and processing of applications occurred on the Tuesday morning.

Regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
**T:** (02) 512 40226 | **E:** [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

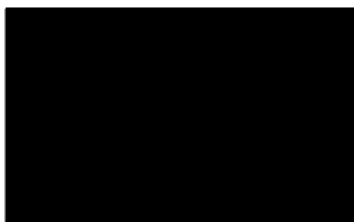
**Care | Excellence | Collaboration | Integrity**

**From:** [REDACTED]  
**Sent:** Tuesday, 11 June 2019 2:09 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** attachments [SEC=UNCLASSIFIED]

Hi Lisa,

Sorry please see the attached for the position of Office Manager ASO4.

Kind regards

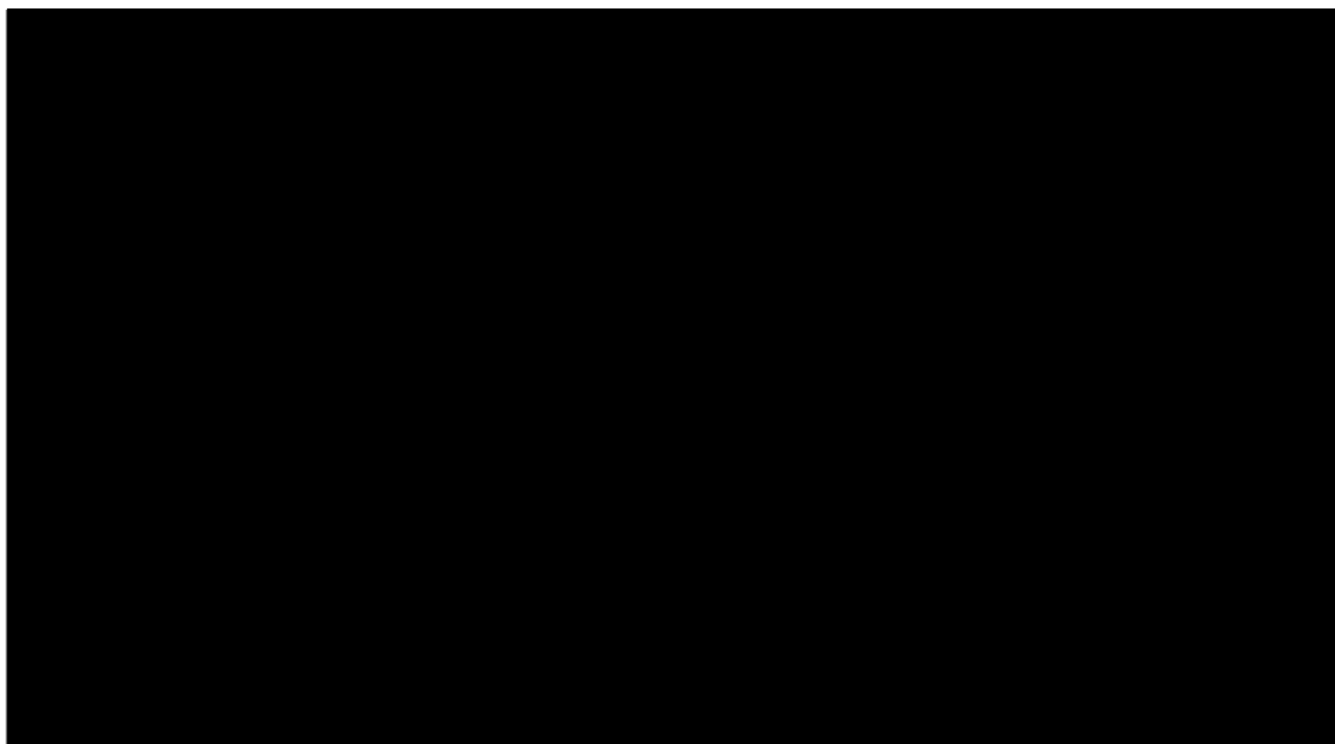


June 10, 2019

**Lisa Wilson**

Administration Service Officer 5  
Administration Manager  
Rehabilitation, Aged and Community Services

Dear Lisa















































































































**Wilson, Lisa (Health)**

---

**From:** [REDACTED]  
**Sent:** Tuesday, 11 June 2019 12:33 PM  
**To:** Wilson, Lisa (Health)  
**Cc:** [REDACTED]  
**Subject:** Referee report [SEC=UNCLASSIFIED]  
**Attachments:** Referee report [REDACTED]

Hi Lisa,

Thank you for allowing some additional time for me to provide this document.

[REDACTED] attached for your information

Regards.







**Wilson, Lisa (Health)**

---

**Subject:** Review EOI Applications  
**Location:** ACTH,UCH, 2.2.31, Tharwa MR (6s)

**Start:** Tue 11/06/2019 9:00 AM  
**End:** Tue 11/06/2019 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Thomas, Lydia (Health)  
**Required Attendees:** Wilson, Lisa











































## Administrative Service Officer 4 (01KJW)

Status Filled	Recruiter Vallely, Teri	Department UCH Administration
Status Details Filled	Hiring Manager Wilson, Lisa	Primary Location Canberra
Requisition Type Professional		
Hired Candidates 0 out of 1		

## Position / Requisition Information

### Structure

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#### Organisation

Division	Health Services Directorate
Branch	Canberra Health Services CEO Office

#### Primary Location

City	Canberra
------	----------

#### Job Field

Job Category	General/Administrative
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Department	7311 - UCH Administration
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Requisition Template	- Administrative Service Officer 4
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### Identification

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Vacancy Type Higher Duties	Number of Openings 1
Requisition Title Administrative Service Officer 4	Title (by Manager) Allied Health Office Manager Backfill
Position Number 40792	
Contact Officer Name Lisa Wilson	Contact Officer Number 51240226

### User Group

---

User Group CHS Chief Executive Officer
---

## Owners

---

Recruiter  
Vallely, Teri

Hiring Manager  
Wilson, Lisa

## Position Details

---

Employment Type Weekly Hours (38  
Full Time f/t nurse 36.75 f/t  
general)  
36.75

Duration of Position Duration of Vacancy  
Temp < 6 months (if temporary)  
6 months

Annual Leave  
4 Weeks

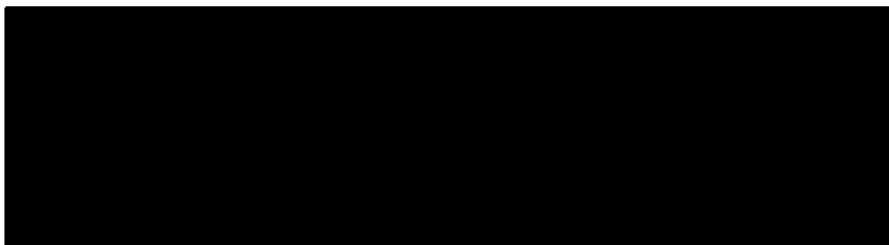
Is this position FBT  
Exempt?  
No

Is this an Allied Health position that includes providing direct clinical care or supervision of staff providing direct clinical care?  
No

Has the Duty Statement been approved by People and Culture?  
Yes

Minimum Salary	Maximum Salary	Pay Basis
69422.0	75169.0	Yearly

## Identified Candidate



## Candidate Selection Workflow

Candidate Selection Workflow  
ACT Health - Standard

Automatically reject all submissions when the requisition is filled  
Yes

Automatically reject all submissions when the requisition is canceled  
Yes

## Justification

Recruitment Justification/Other Notes Have you checked the Excess Officer list?  
 Nominal occupant on higher duties. Backfill No  
 selected from EOI.

Is this position externally funded? Will this recruitment action increase your  
 No current FTE?  
 No

Externally funded Further information  
 details N/A  
 N/A

Have you considered the following actions:  
 Recalling staff on temp transfer or HDA Reprioritising your area's current workload?  
 working in other areas/agencies? Yes  
 Yes

Reallocation of duties within your  
 area?  
 Yes

Is this position captured under the Working With  
 Vulnerable People (WWVP) Act?  
 No

Occupational Assessment Screening & Vaccination (Pre Screening) New employees only  
 Is this position identified as a category A? New employee will need to undergo pre  
 screening assessment by OMU prior to commencement  
 Not a New Employee

Compliance Officer Comments Only  
 6 months

## Offer Dates

Date From  
 13/Jun/2019

Date To  
 13/Dec/2019

## Advertising Details

### Advertising Details

---

Indicate if you will be using a Selection Advisory Committee (SAC) or a Joint Selection Committee (JSC).  
 SAC

### External Description

---

Description - External

Job Title: <insert job title>  
 Classification: <insert classification>  
 Position Number: <insert position number>  
 Annual Salary: <insert salary>  
 Branch: <insert branch>  
 Section: <insert section>  
 Vacancy Type: <insert vacancy type i.e. permanent or temporary contract and duration and hours>

Duration: <if temporary insert duration of the vacancy>  
 Closing Date: <insert closing date>  
 Contact Officer: <insert contact officer name and phone number>  
 About us

ACT Health is a values-led Directorate. Our values guide our day to day actions, behaviours, decisions and communications to successfully deliver the best services to meet the needs of our community. They were developed by us, for us and are unique to our work.

#### Overview of the Work Area and Position

(insert statement about the section and/or branch and what the position is about.

Example: The People Strategy and Services Executive team is responsible for the strategic and operational management of the People Strategy and Services Branch, ensuring the effective and efficient operation of strategic people management advice, policy and programs across ACT Health.

Under broad direction, you will play a key role in providing day to day recruitment, human resource and contract management across ACT Health. The successful applicant will be proactive, flexible, adaptive and comfortable with a changing working environment.

#### Eligibility/Other Requirements:

##### Mandatory:

<Insert desirable and/or mandatory qualifications and experience or remove if not applicable. If unsure about what qualification and experience is mandatory, please contact People Strategy & Services (PSS) 620 77157 for more information>

Prior to commencement successful candidates will be required to undergo a pre-employment National Police check.

##### Desirable:

##### Note:

Please note prior to commencement successful candidates will be required to:

- Undergo a pre-employment Police check.

<Insert information regarding part-time hours, shift work, possibility of permanency etc>.

#### Duties

<insert list of duties, minimum 5 - maximum 8>

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

8.<this duty is mandatory – choose most appropriate and delete which does not apply> Undertaking other duties appropriate to this level of classification which contribute to the operation of the section. OR Undertaking other duties as directed, within the approved scope of clinical practice.

#### Selection Criteria

These are the key criteria for how you will be assessed in conjunction with your resume and experience.

Your statement of claims against the selection criteria should summarise how your skills and experiences would enable you to fulfil the responsibilities of the position. It is therefore in the interests of candidates to present their application in a way that demonstrates significant outcomes associated with each of the criteria, as well as the capabilities and behaviours that underpin them.

<insert a maximum of 5 selection criteria>



- 1.
- 2.
- 3.
- 4.

5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health 's values of Care, Excellence, Collaboration and Integrity.

#### How To Apply

To complete your application, you must prepare responses to the Selection Criteria and upload this as part of your application along with a current curriculum vitae. For more information on how to apply go to <http://www.health.act.gov.au/employment/how-apply>.

For further information about the position and a copy of the performance expectations and jobs demands checklist, please contact the Contact Officer above.

## History

Date	Event	Detail	By
13/Jun/2019, 4:23:34 PM	Requisition Filled	Filled	Vallely, Teri
13/Jun/2019, 4:23:10 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "Canberra Health Services Recruitment". : Approved	Vallely, Teri
13/Jun/2019, 4:22:53 PM	Ownership Modified	Recruiter changed to "Teri Vallely"	Vallely, Teri
13/Jun/2019, 3:40:41 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "DDG Clinical". : 6 months	Delahunty, Tony
13/Jun/2019, 3:40:40 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "CHS Compliance Officer". : 6 months	Delahunty, Tony
12/Jun/2019, 2:38:02 PM	Requisition Approved	The requisition has been approved.	Kaye, Todd
12/Jun/2019, 1:02:05 PM	Requisition Approval Requested	The approval of the requisition has been requested to: "Todd Kaye, CHS Compliance Officer, DDG Clinical, Canberra Health Services Recruitment". : Nominal occupant on higher duties. Backfill selected from EOI.	Thomas, Lydia
12/Jun/2019, 12:59:00 PM	Requisition Created	Created	Thomas, Lydia

**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 12 June 2019 11:18 AM  
**To:** Anthes, Kylie (Health); Arganese, Lauren (Health); As-Sayeed, Mehjabin (Health); Bond, Dempsee (Health); Browning, Georgia (Health); Burdin, Jonathan (Health); Carswell, Kristy (Health); Cervo, Amber (Health); Damiano, Natalia (Health); Dubbert, Koreena (Health); Durham, Josefina (Health); Essai, Tracey (Health); Galanopoulos, Kiki (Health); Johnson, Jis (Health); Juneja, Manmohan (Health); Kuchlmayr, Nicole (Health); Lancsar, Paige (Health); Mayer, Chloe (Health); Morrissey, Taysa (Health); Mumford, Kiley (Health); Munday, Sharnee (Health); Muscat-Presti, Robyn (Health); Muttathil, Saritha (Health); Noble, Yvette (Health); Nuss, Jessica (Health); Patel, Kiran A (Health); Prieto, Marie (Health); Rahman, Mizanur (Health); Sione, Lynda (Health); Sione, Serella (Health); Thiele, Jessica (Health); Walsh, Margaret (Health); Zam, Pem (Health)  
**Cc:** Wilson, Lisa (Health)  
**Subject:** Temporary ASO4 RACS Office Manager - Brindabella

Good morning,

The successful applicant for the temporary ASO4 Office Manager - Brindabella position located at UCH is Paige Lancsar!

I would like to welcome Paige to the Office Manager position and congratulate her on this opportunity.

Congratulations again Paige!

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
 Rehabilitation, Aged and Community Care | Canberra Health Services  
 ☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
 University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
**Care | Excellence | Collaboration | Integrity**























































































**Wilson, Lisa (Health)**

---

**Subject:** Recruitment - set questions

**Location:** Lisa office

**Start:** Wed 12/06/2019 8:30 AM

**End:** Wed 12/06/2019 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Wilson, Lisa (Health)

**Required Attendees:** Thomas, Lydia (Health)

**Wednesday 12 June**

<i>Time</i>	<i>Name</i>	<i>Confirmed</i>
3:00pm	[REDACTED]	Y

**Thursday 13 June**

<i>Time</i>	<i>Name</i>	<i>Confirmed</i>
12:00pm	[REDACTED]	Y
12:20pm	[REDACTED]	Y
12:40pm	[REDACTED]	Y
1:00pm	[REDACTED]	Y
1:20pm	[REDACTED]	Y
1:40pm	<b>Review and finalise</b>	

**Wilson, Lisa (Health)**

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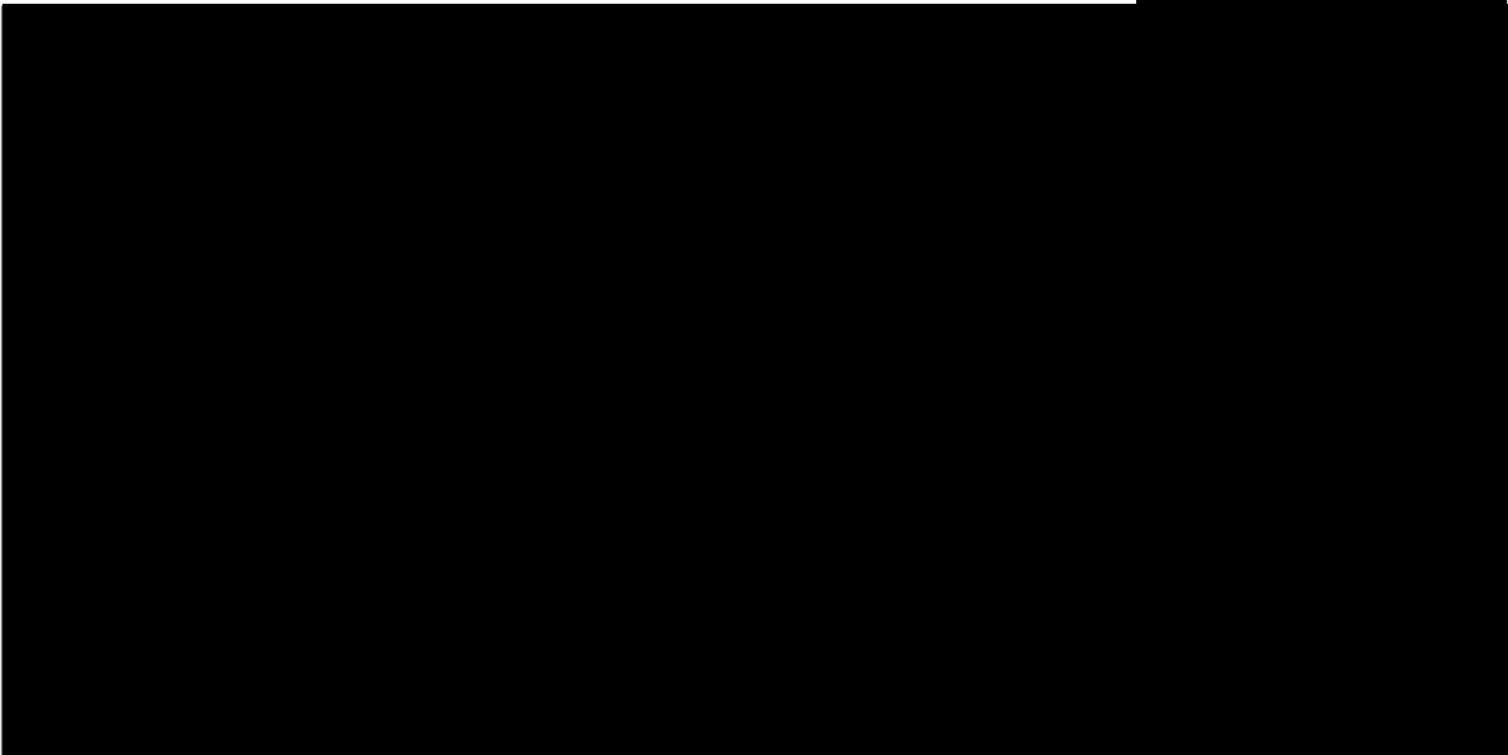
**Subject:** Lydia and Lisa  
**Location:** ACTH,UCH, 2.2.27, Googong (14s)  
**Start:** Wed 12/06/2019 3:00 PM  
**End:** Wed 12/06/2019 3:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** Thomas, Lydia (Health)  
**Required Attendees:** Wilson, Lisa



RACS ASO5 Administration Manager – Informal Interview Questions

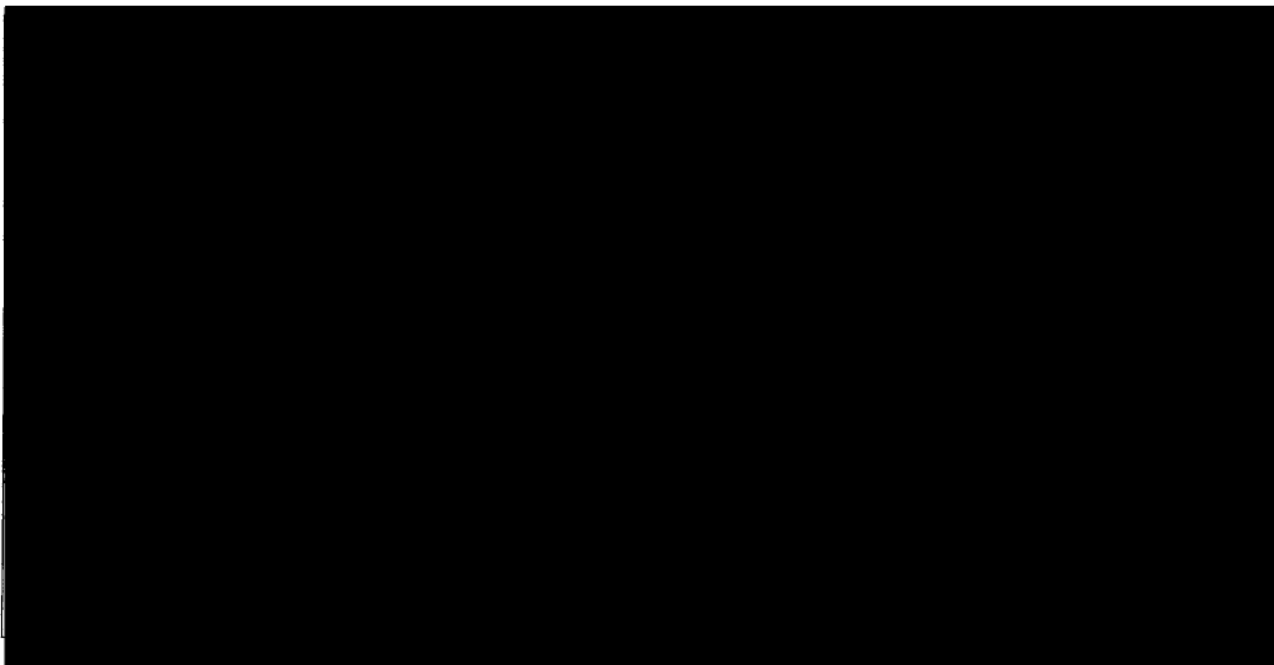
**Question One**

Can you please summaries your experience in leading and managing a team?



**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?



**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?

A large, solid black rectangular area that completely obscures the text of the response to the question.

Comments:

A large, solid black rectangular area that completely obscures the text of the comments.



RACS ASO5 Administration Manager – Informal Interview Questions

**Question One**

Can you please summaries your experience in leading and managing a team?

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?

A large black rectangular redaction covering the entire response area for the question.**Comments:**A large black rectangular redaction covering the entire comments area.

**Wilson, Lisa (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Tuesday, 11 June 2019 2:48 PM  
**To:** [REDACTED]  
**Subject:** ASO5 RACS application [SEC=UNCLASSIFIED]

Hi [REDACTED]

Would you be able to attend an informal interview on Thursday 13<sup>th</sup> June at 1pm at UCH?

Please let me know as soon as possible.

Regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

**Care | Excellence | Collaboration | Integrity**



**Wilson, Lisa (Health)**

---

**Subject:** Interviews  
**Location:** ACTH,UCH, 2.2.27, Googong (14s)  
**Start:** Thu 13/06/2019 12:00 PM  
**End:** Thu 13/06/2019 2:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** Thomas, Lydia (Health)  
**Required Attendees:** Wilson, Lisa



RACS ASO5 Administration Manager – Informal Interview Questions

Position based at UCH

Can you tell us why you want this position?



**Question One**

Can you please summaries your experience in leading and managing a team?

How would you handle a difficult staff situation?



**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

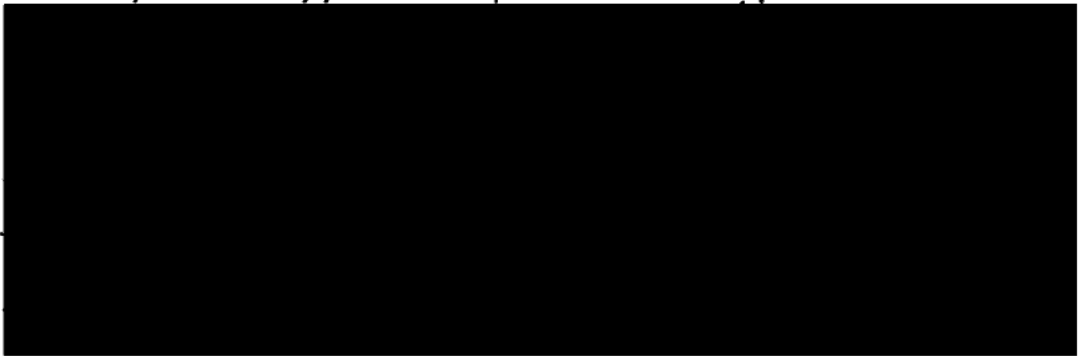
If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?



RACS AS05 Administration Manager – Informal Interview Questions

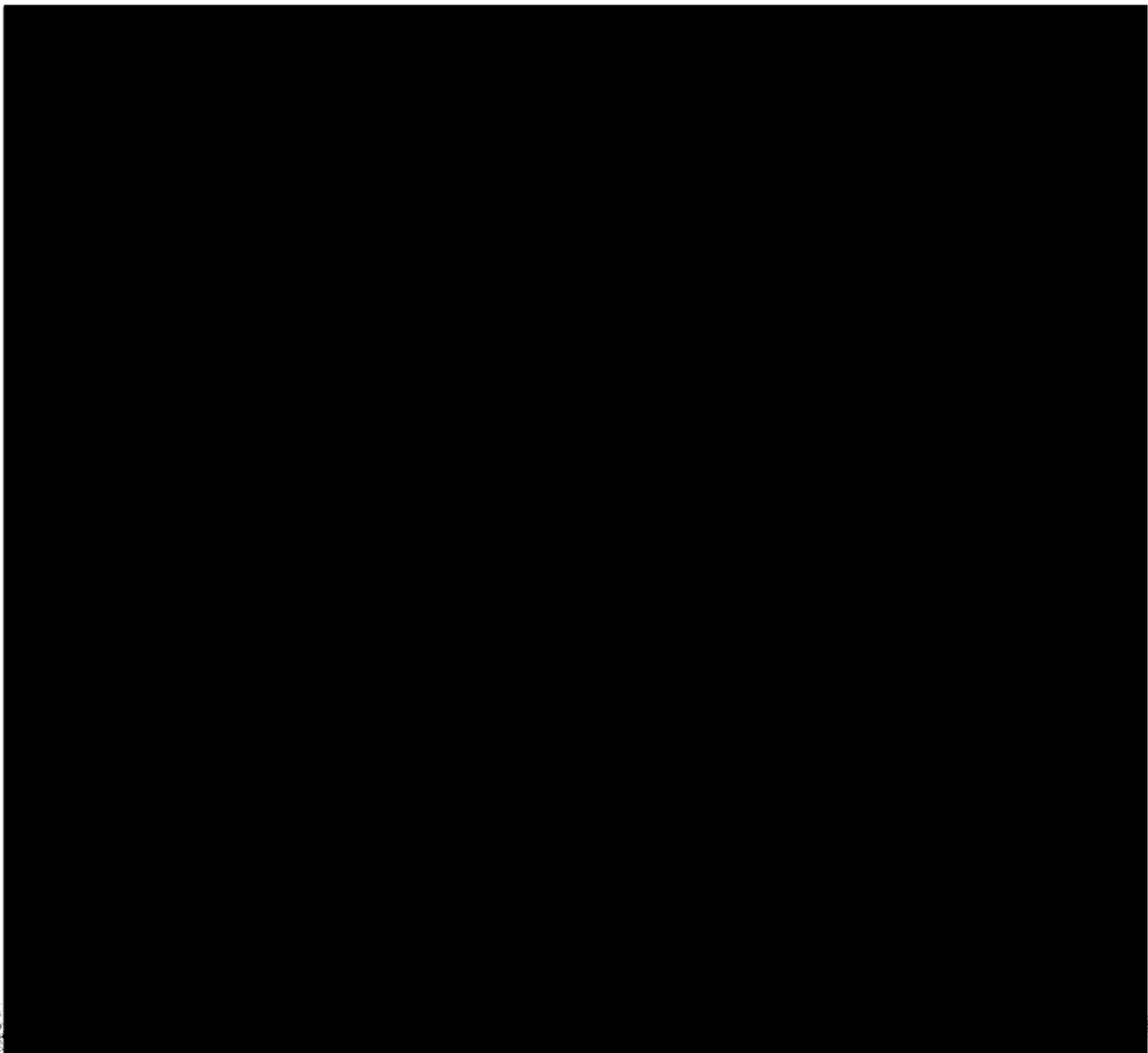
Position based at UCH

Can you tell us why you want this position?



**Question One**

Can you please summaries your experience in leading and managing a team?  
How would you handle a difficult staff situation?





**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?



RACS AS05 Administration Manager – Informal Interview Questions

Position based at UCH

Can you tell us why you want this position?

**Question One**

Can you please summaries your experience in leading and managing a team?  
How would you handle a difficult staff situation?

**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

A large, solid black rectangular area that covers the entire response space for Question Two.**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?

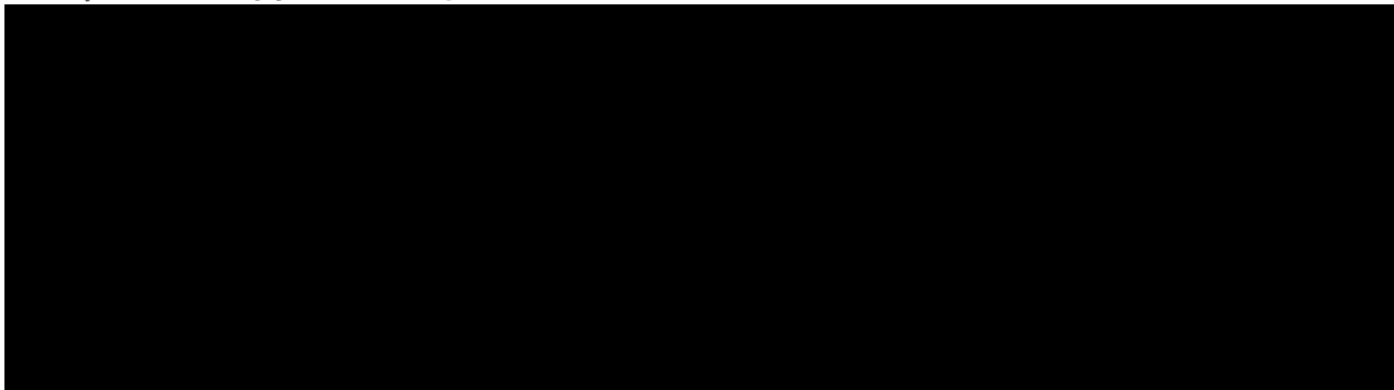
A large, solid black rectangular area that covers the entire response space for Question Three.



RACS ASOS Administration Manager – Informal Interview Questions

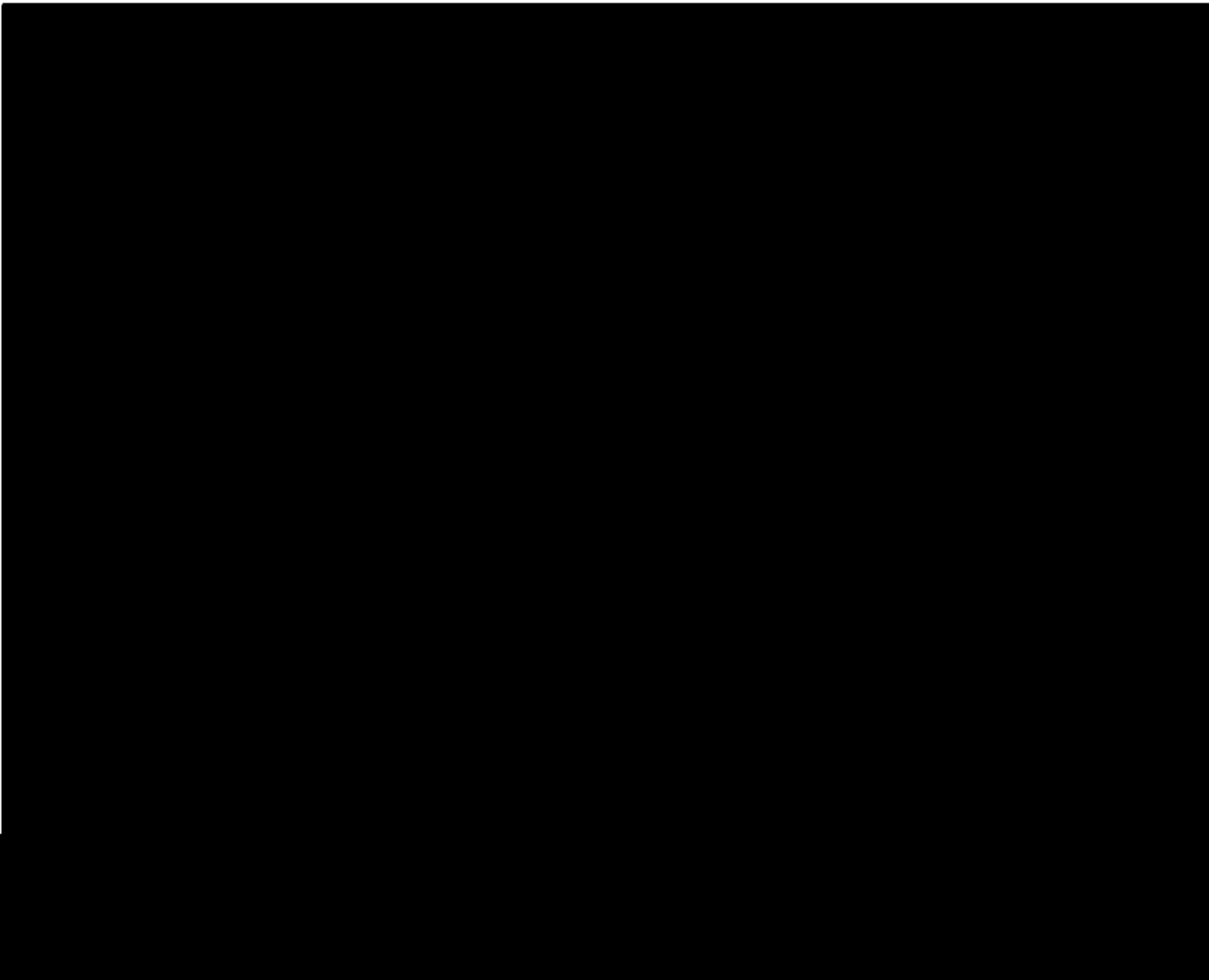
Position based at UCH

Can you tell us why you want this position?



**Question One**

- ✦ Can you please summaries your experience in leading and managing a team?
- ✦ How would you handle a difficult staff situation?





**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?



RACS ASO5 Administration Manager – Informal Interview Questions

Position based at UCH

Can you tell us why you want this position?

**Question One**

Can you please summaries your experience in leading and managing a team?  
How would you handle a difficult staff situation?



**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

A large, solid black rectangular area that completely obscures the text of the answer to Question Two.

**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?

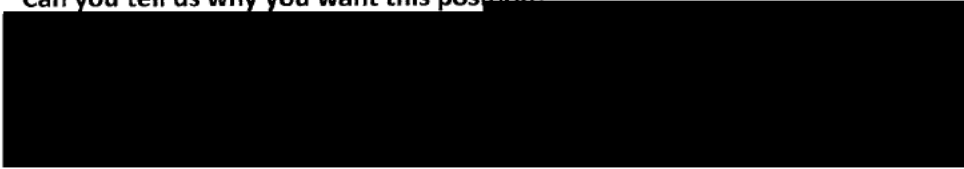
A large, solid black rectangular area that completely obscures the text of the answer to Question Three.



RACS AS05 Administration Manager – Informal Interview Questions

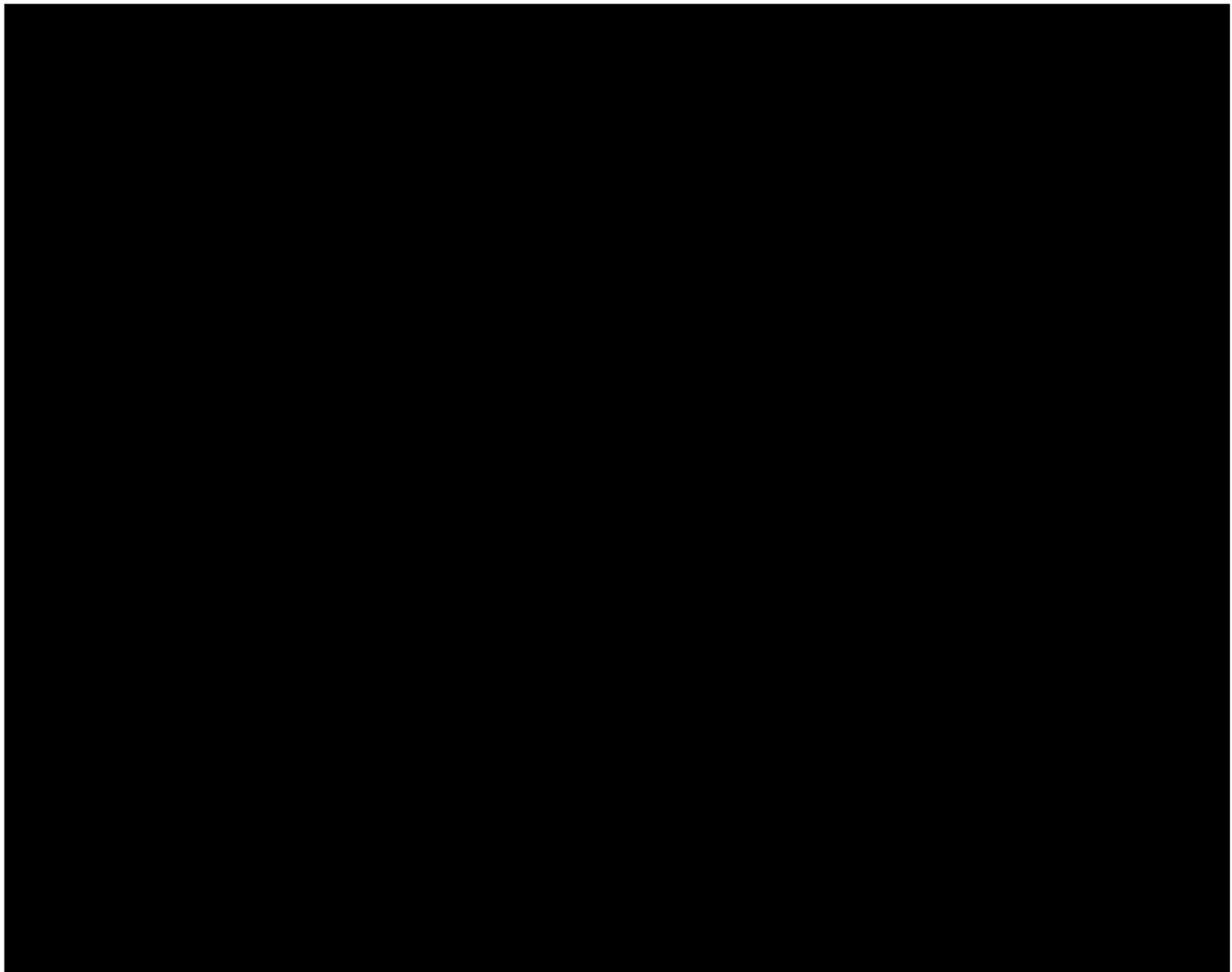
Position based at UCH

Can you tell us why you want this position?



**Question One**

Can you please summaries your experience in leading and managing a team?  
How would you handle a difficult staff situation?



**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

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**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

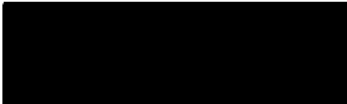
**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do? -

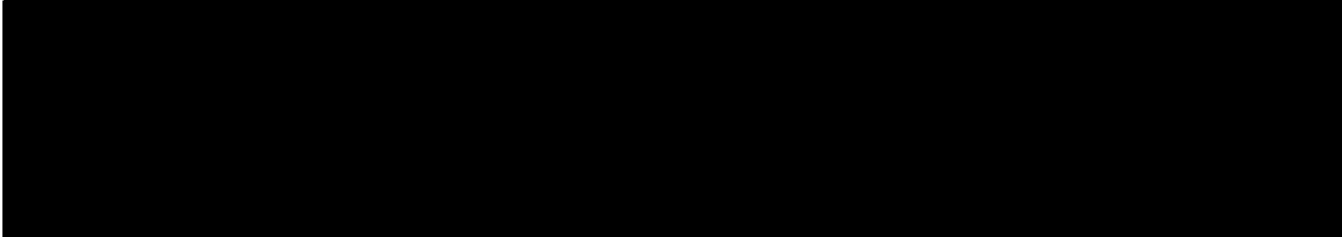


RACS ASO5 Administration Manager – Informal Interview Questions

Position based at UCH

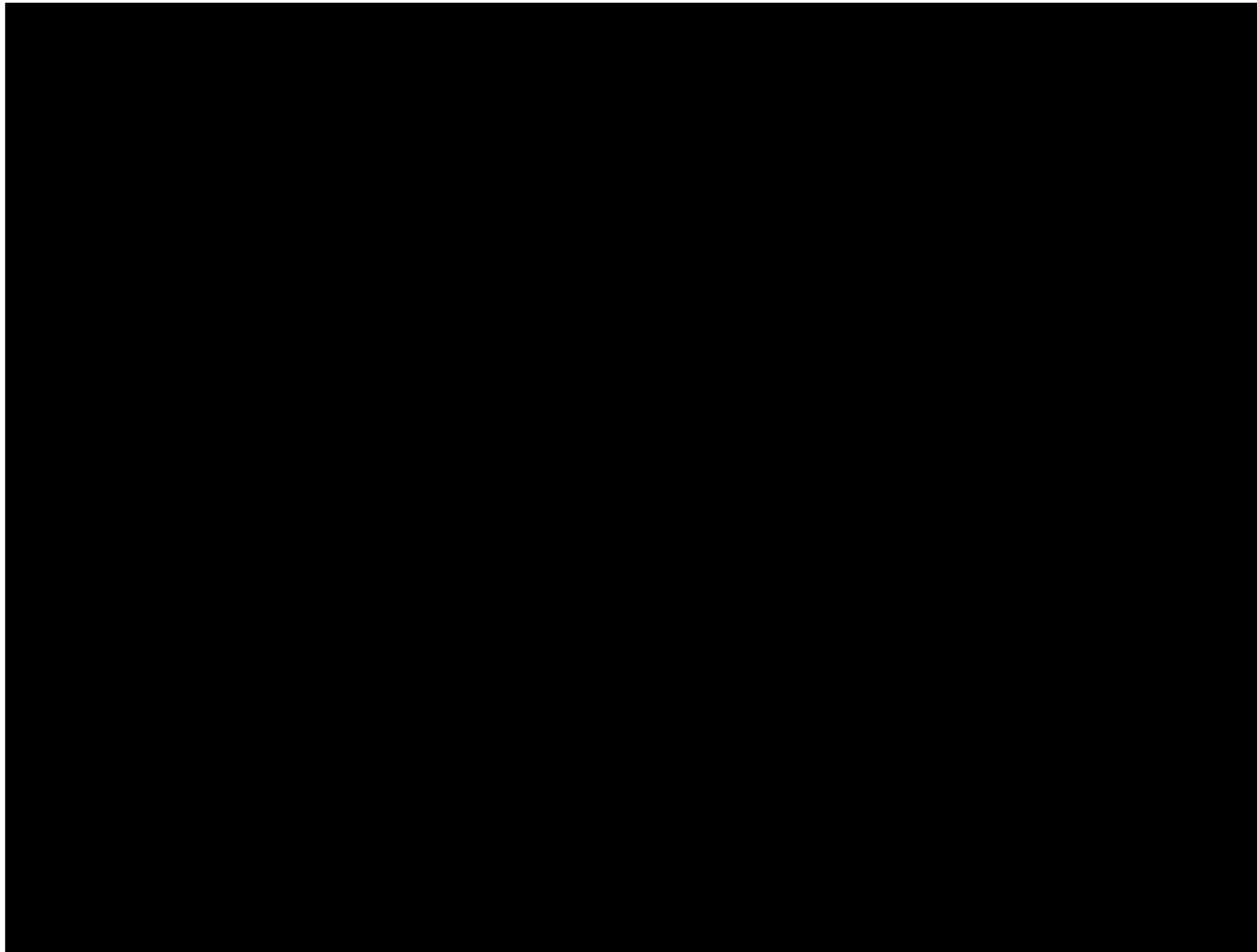


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**Question Two**

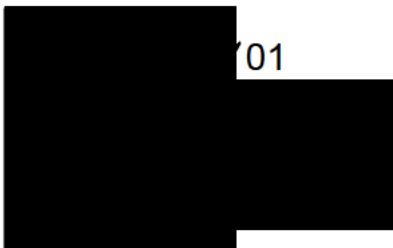
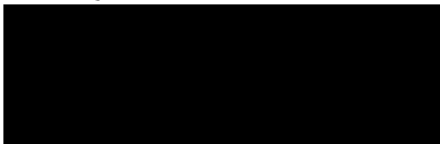
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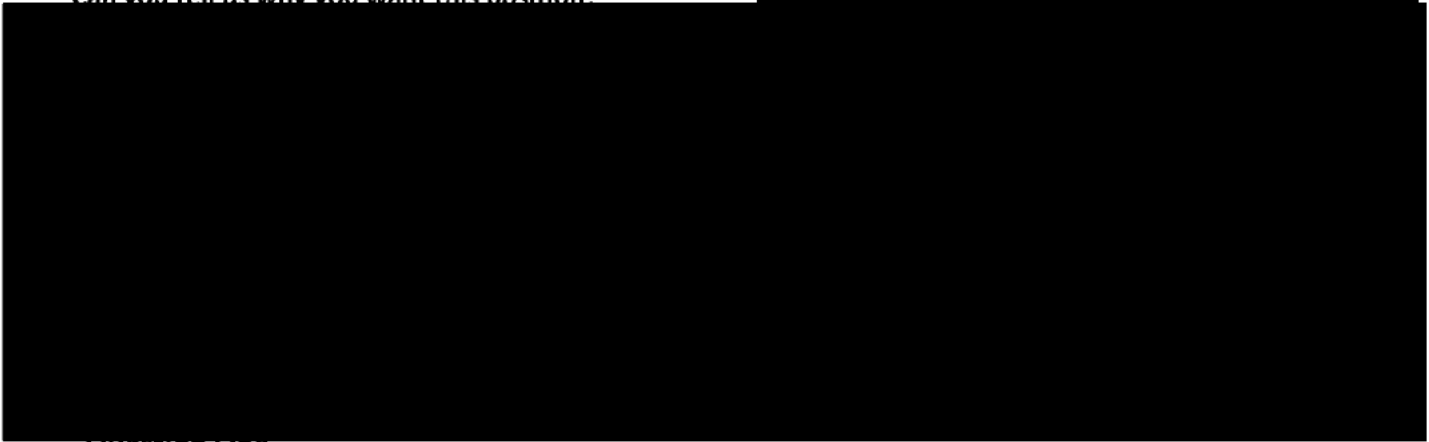




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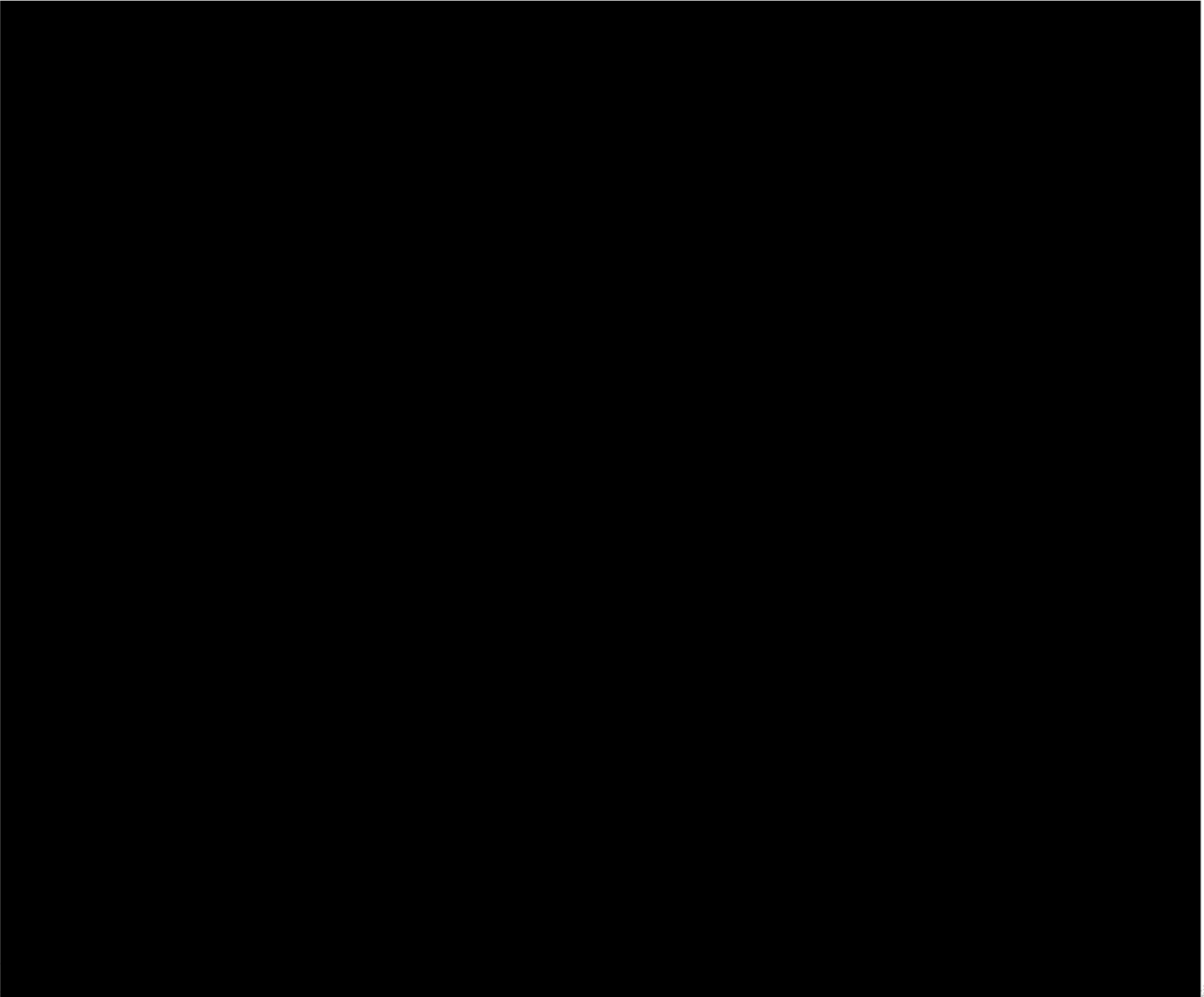
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Can you tell us why you want this position?



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Can you please summaries your experience in leading and managing a team?  
How would you handle a difficult staff situation?





CANBERRA HOSPITAL  
AND HEALTH SERVICES

**Question Two**

If a clinician asked you to make an ACTPAS clinic change, what are all the things you need to consider?

**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?



CANBERRA HOSPITAL  
AND HEALTH SERVICES

RACS AS05 Administration Manager – Informal Interview Questions

Position based at UCH

Can you tell us why you want this position?

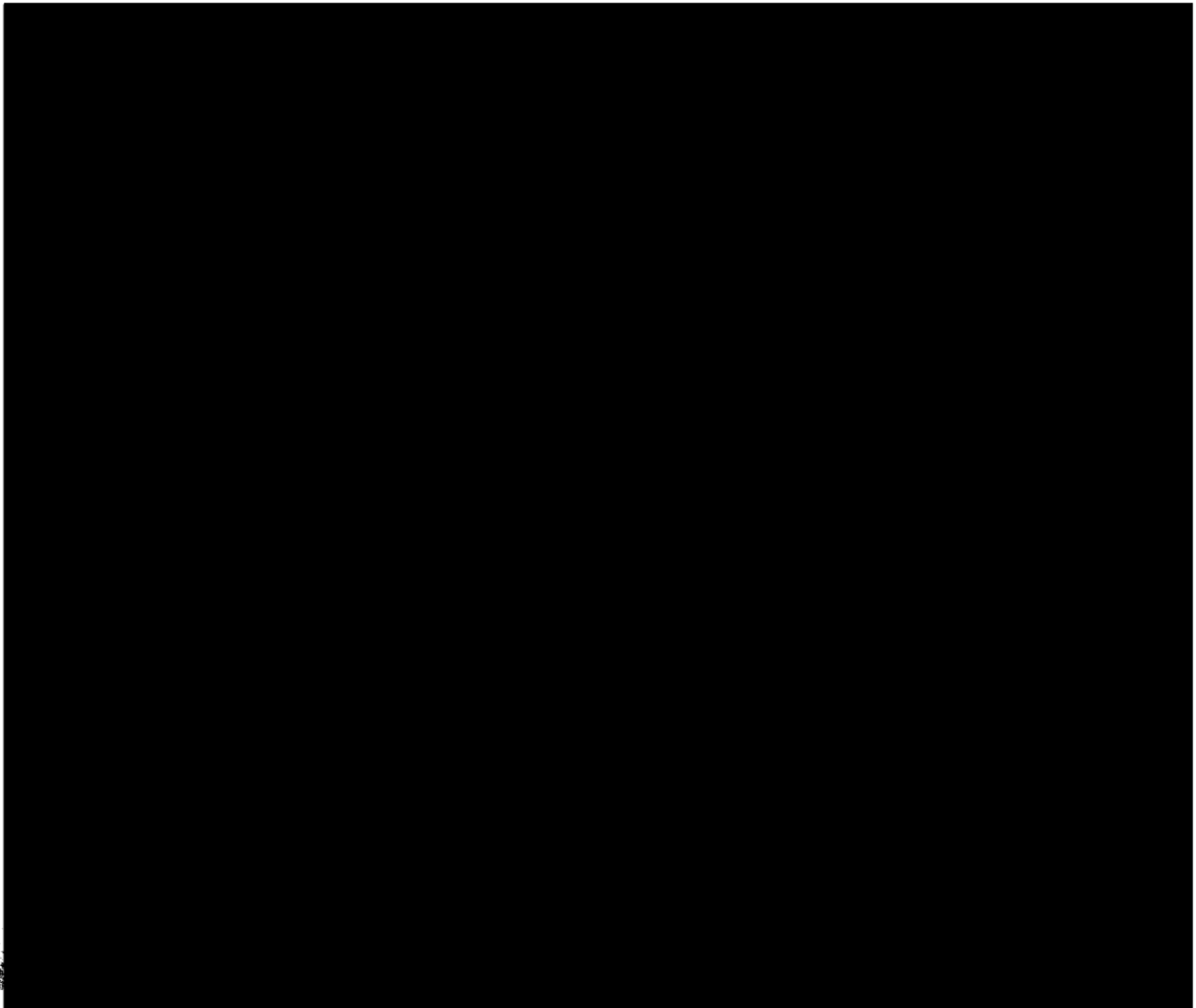


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RACS ASO5 Administration Manager – Informal Interview Questions

Position based at UCH

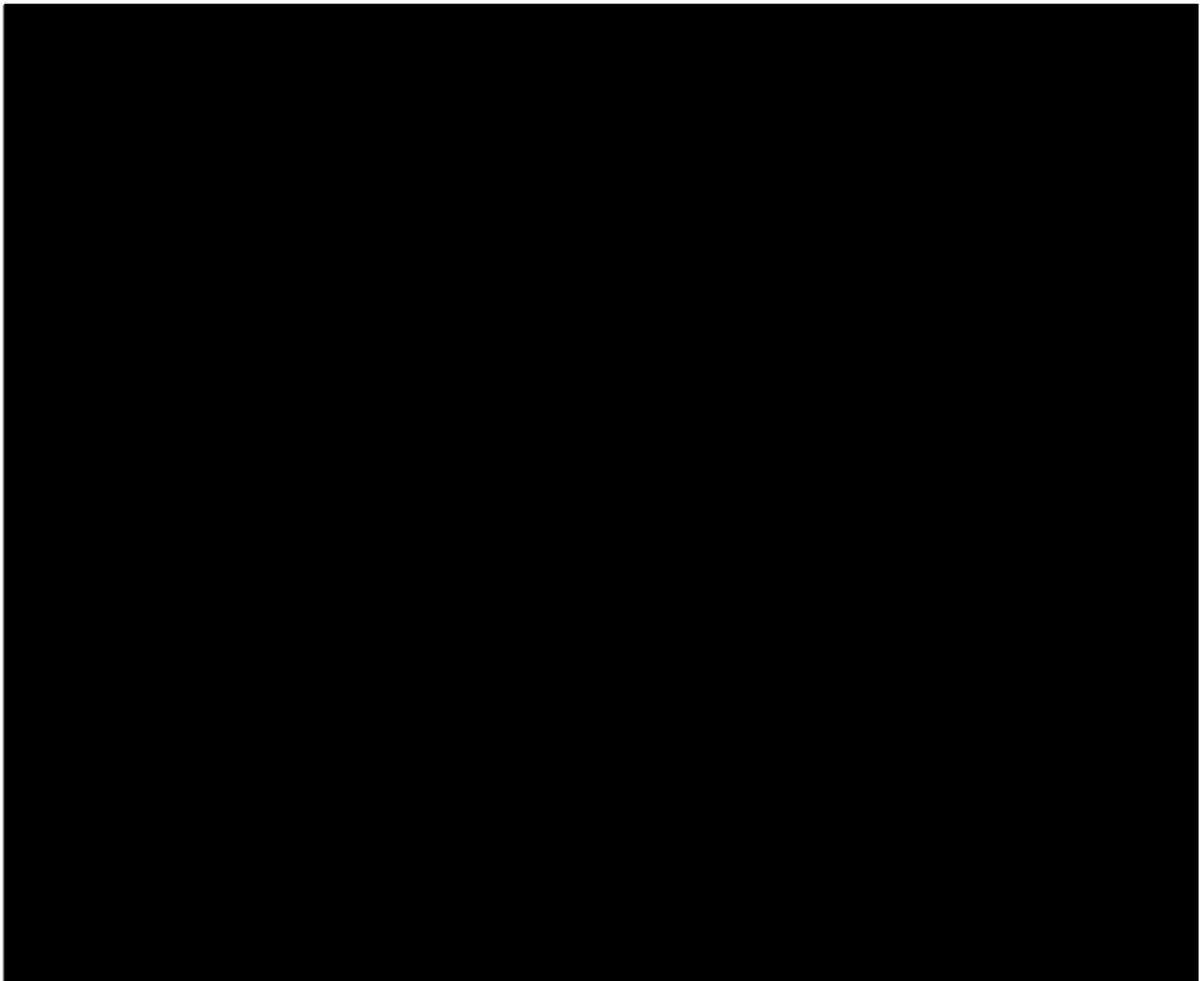
Can you tell us why you want this position?



Question One

Can you please summaries your experience in leading and managing a team?

How would you handle a difficult staff situation?





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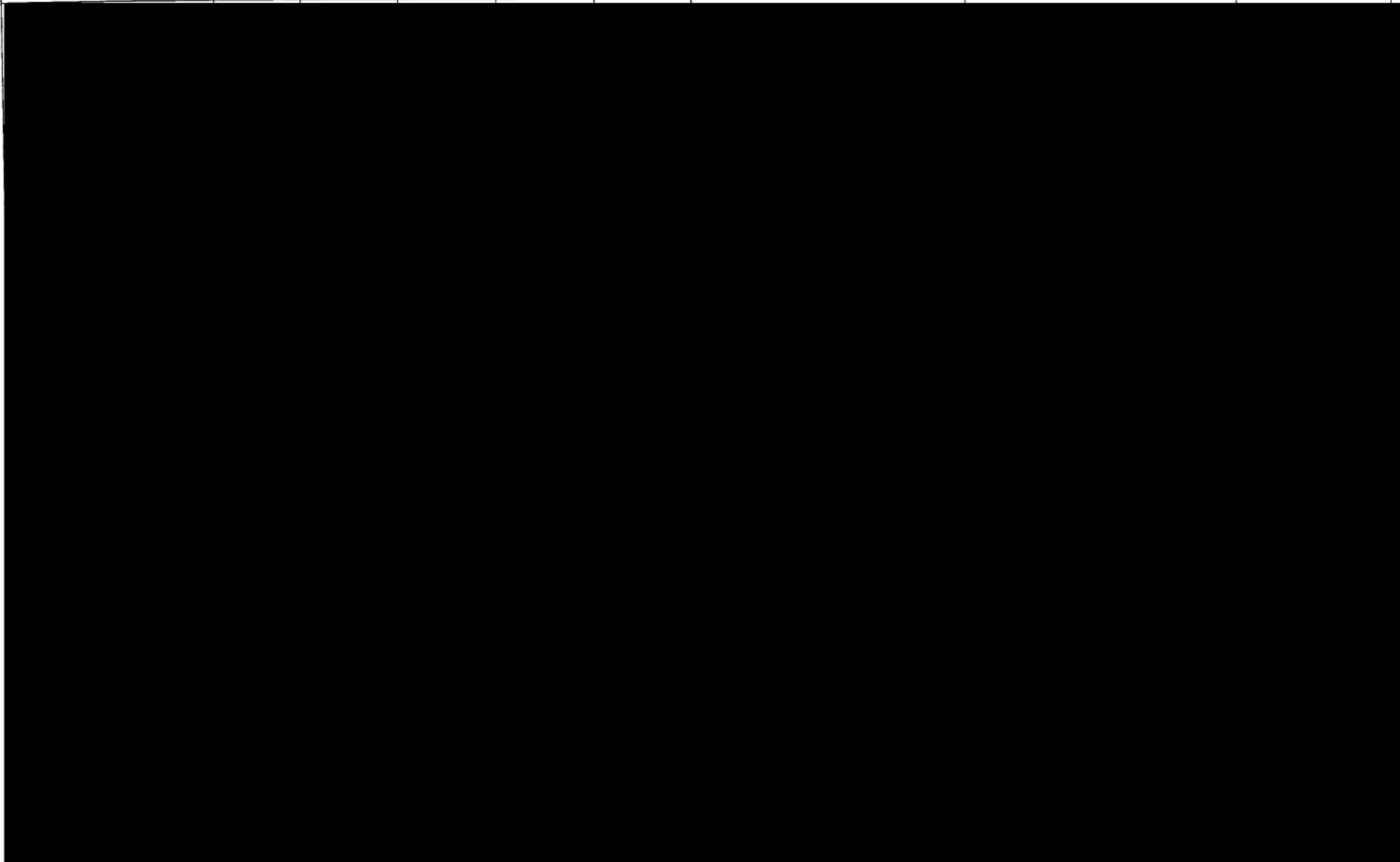
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**Question Three**

If one of your Office Managers has advised you that a number of administration staff have called in sick for the day, what would you do?

Name	SC1	SC2	SC3	SC4	SC5	Comment	Comments re Interview	
------	-----	-----	-----	-----	-----	---------	-----------------------	--



## Administrative Service Officer 5 (01KME)

Status Filled	Recruiter Shiel, Lucinda	Department UCH Administration
Status Details Filled	Hiring Manager Wilson, Lisa	Primary Location Canberra
Requisition Type Professional		
Hired Candidates 0 out of 1		

## Position / Requisition Information

### Structure

---

#### Organisation

Division	Health Services Directorate
Branch	Canberra Health Services CEO Office

#### Primary Location

City	Canberra
------	----------

#### Job Field

Job Category	General/Administrative
--------------	------------------------

Department	7311 - UCH Administration
------------	---------------------------

Requisition Template	- Administrative Service Officer 5
-------------------------	------------------------------------

### Identification

---

Vacancy Type Higher Duties	Number of Openings 1
Requisition Title Administrative Service Officer 5	Title (by Manager) ASO5 Administration officer N England HDA
Position Number 36850	
Contact Officer Name Lisa Wilson	Contact Officer Number 51240226

### User Group

---

User Group CHS Chief Executive Officer
---

## Owners

---

Recruiter  
Shiel, Lucinda

Hiring Manager  
Wilson, Lisa

## Position Details

---

Employment Type Weekly Hours (38  
Full Time f/t nurse 36.75 f/t  
general)  
36.75

Duration of Position Duration of Vacancy  
Temp < 6 months (if temporary)  
6 months

Annual Leave  
4 Weeks

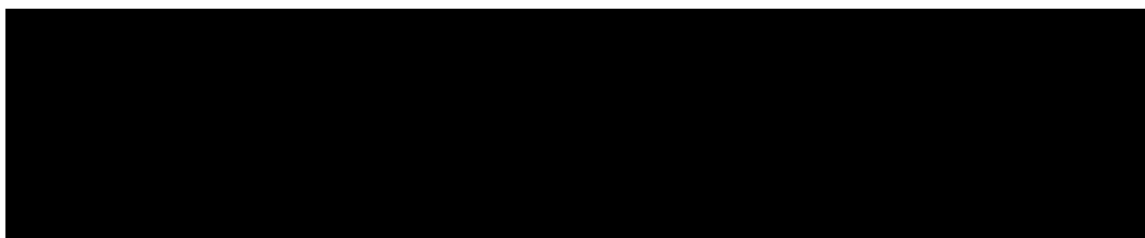
Is this position FBT  
Exempt?  
Yes

Is this an Allied Health position that includes providing direct clinical care or supervision of staff  
providing direct clinical care?  
No

Has the Duty Statement been approved by People and  
Culture?  
Yes

Minimum Salary	Maximum Salary	Pay Basis
77155.0	81668.0	Yearly

## Identified Candidate



## Candidate Selection Workflow

Candidate Selection Workflow  
ACT Health - Standard

Automatically reject all submissions when the requisition is filled  
Yes

Automatically reject all submissions when the requisition is canceled  
Yes



## Justification

Recruitment Justification/Other Notes Temporary filling of vacant Administration manager position whilst permanent recruitment occurs. This is a fully funded position.	Have you checked the Excess Officer list? No
Is this position externally funded? No	Will this recruitment action increase your current FTE? No
Externally funded details n/a	Further information n/a
Have you considered the following actions: Recalling staff on temp transfer or HDA working in other areas/agencies? Yes	Reprioritising your area's current workload? Yes
Reallocation of duties within your area? Yes	
Is this position captured under the Working With Vulnerable People (WWVP) Act? No	
Occupational Assessment Screening & Vaccination (Pre Screening) New employees only Is this position identified as a category A? New employee will need to undergo pre screening assessment by OMU prior to commencement Not a New Employee	
Compliance Officer Comments Only 6 months	

## Offer Dates

Date From  
15/Jul/2019

Date To  
10/Jan/2020

## Advertising Details

### Advertising Details

---

Indicate if you will be using a Selection Advisory Committee (SAC) or a Joint Selection Committee (JSC).  
SAC

### External Description

---

Description - External

Job Title: <insert job title>  
 Classification: <insert classification>  
 Position Number: <insert position number>  
 Annual Salary: <insert salary>  
 Branch: <insert branch>

Section: <insert section>  
 Vacancy Type: <insert vacancy type i.e. permanent or temporary contract and duration and hours>  
 Duration: <if temporary insert duration of the vacancy>  
 Closing Date: <insert closing date>  
 Contact Officer: <insert contact officer name and phone number>

#### About us

ACT Health is a values-led Directorate. Our values guide our day to day actions, behaviours, decisions and communications to successfully deliver the best services to meet the needs of our community. They were developed by us, for us and are unique to our work.

#### Overview of the Work Area and Position

(insert statement about the section and/or branch and what the position is about.

Example: The People Strategy and Services Executive team is responsible for the strategic and operational management of the People Strategy and Services Branch, ensuring the effective and efficient operation of strategic people management advice, policy and programs across ACT Health.

Under broad direction, you will play a key role in providing day to day recruitment, human resource and contract management across ACT Health. The successful applicant will be proactive, flexible, adaptive and comfortable with a changing working environment.

#### Eligibility/Other Requirements:

##### Mandatory:

<Insert desirable and/or mandatory qualifications and experience or remove if not applicable. If unsure about what qualification and experience is mandatory, please contact People Strategy & Services (PSS) 620 77157 for more information>

Prior to commencement successful candidates will be required to undergo a pre-employment National Police check.

##### Desirable:

##### Note:

Please note prior to commencement successful candidates will be required to:  
 - Undergo a pre-employment Police check.

<Insert information regarding part-time hours, shift work, possibility of permanency etc>.

#### Duties

<insert list of duties, minimum 5 - maximum 8>

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

8.<this duty is mandatory – choose most appropriate and delete which does not apply> Undertaking other duties appropriate to this level of classification which contribute to the operation of the section. OR Undertaking other duties as directed, within the approved scope of clinical practice.

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These are the key criteria for how you will be assessed in conjunction with your resume and experience.

Your statement of claims against the selection criteria should summarise how your skills and experiences would enable you to fulfil the responsibilities of the position. It is therefore in the interests of candidates to present their application in a way that demonstrates significant outcomes associated with each of the criteria, as well as the capabilities and behaviours that underpin them.

<insert a maximum of 5 selection criteria>

- 1.
- 2.
- 3.
- 4.
5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health 's values of Care, Excellence, Collaboration and Integrity.

#### How To Apply

To complete your application, you must prepare responses to the Selection Criteria and upload this as part of your application along with a current curriculum vitae. For more information on how to apply go to <http://www.health.act.gov.au/employment/how-apply>.

For further information about the position and a copy of the performance expectations and jobs demands checklist, please contact the Contact Officer above.

## History

Date	Event	Detail	By
21/Jun/2019, 2:51:41 PM	Requisition Filled	Filled	Shiel, Lucinda
21/Jun/2019, 2:51:18 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "Canberra Health Services Recruitment". : .	Shiel, Lucinda
21/Jun/2019, 2:50:10 PM	Ownership Modified	Recruiter changed to "Lucinda Shiel"	Shiel, Lucinda
20/Jun/2019, 12:35:03 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "DDG Clinical". : 6 months	Delahunty, Tony
20/Jun/2019, 12:35:02 PM	Requisition Approved on Behalf	The requisition has been approved on behalf of "CHS Compliance Officer". : 6 months	Delahunty, Tony
18/Jun/2019, 2:25:24 PM	Requisition Approved	The requisition has been approved.	Kaye, Todd
18/Jun/2019, 1:16:13 PM	Requisition Approval Requested	The approval of the requisition has been requested to: "Todd Kaye, CHS Compliance Officer, DDG Clinical, Canberra Health Services Recruitment". : Temporary filling of vacant administration manager position whilst permanent recruitment occurs. This is a fully funded position.	Wilson, Lisa
17/Jun/2019, 11:40:57 AM	Requisition Created	Created	Wilson, Lisa

**Wilson, Lisa (Health)**

---

**From:** ACT Health Employment Services <chshr@act.gov.au>  
**Sent:** Friday, 21 June 2019 2:51 PM  
**To:** Wilson, Lisa (Health); Wilson, Lisa (Health)  
**Subject:** (01KME) - Approval Process  
**Attachments:** this\_message\_in\_html.html

An event has occurred in the approval of your requisition:

**Requisition Approval Request - 01KME - Higher Duties**

Requisition Title: **Administrative Service Officer 5**  
Candidates Name: **[REDACTED]**  
Date From – Date To: **15/07/19 - 10/01/20**  
Position Number: **36850**  
Department / APPN: **7311**  
Department Name: **UCH Administration**  
Duration of Position: **Temp < 6 months**  
Duration of Vacancy: **6 months**  
Organisation Structure **Health Services Directorate>Canberra Health Services CEO Office**

Approver: **Canberra Health Services Recruitment**  
Decision: **Approved**

Comments: **6 months**





**Wilson, Lisa (Health)**

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**From:** Wilson, Lisa (Health)  
**Sent:** Friday, 14 June 2019 9:06 AM  
**To:** [REDACTED]  
**Subject:** Manager [SEC=UNCLASSIFIED]

Hi [REDACTED]

Could you please send me the name/contact details of your manager so I can officially ask for you to be released.

Thanks

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services

T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)

University of Canberra Hospital, Level 2, Office 11

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**Wilson, Lisa (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Friday, 14 June 2019 12:49 PM  
**To:** England, Natasha (Health)  
**Subject:** Commencement [SEC=UNCLASSIFIED]

Hi Tash,

I have been communicating with Mitchel and we have negotiated a start date of 15<sup>th</sup> July. It is a bit later than I would have liked but I have to accept the operational needs of your current work area and I didn't want him to say no altogether.

I will be in touch shortly – hopefully we will be able to get some access sorted so that you will be all ready to go on commencement.

Looking forward to working with you.

Regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services

T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)

University of Canberra Hospital, Level 2, Office 11

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**Wilson, Lisa (Health)**

---

**From:** Thomas, Lydia (Health)  
**Sent:** Wednesday, 12 June 2019 1:34 PM  
**To:** Lancsar, Paige (Health)  
**Cc:** Wilson, Lisa (Health)  
**Subject:** Temporary ASO4 RACS Allied Health Office Manager Position

Hi Paige,

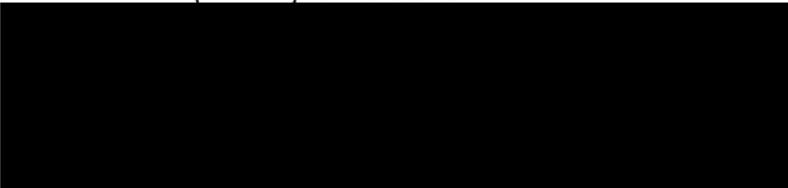
As discussed, you have accepted the offer to temporarily fill the ASO4 Allied Health Office Manager position at UCH for a period of 6 months.

I will process your contract today for the period of 13 June to 13 December 2019 inclusive.

Please meet me at UCH tomorrow at 8:30am in my office to start your handover. I will meet with you first and then you will handover with Jonathan.

This role supervises staff at UCH and provides PA support to the Director of Allied Health.

I have so far requested your access to:



Jonathan will send me a list of all the access you require.

Please let me know if you have any questions at all.

Congratulations again! We look forward to having you in the Office Manager position 😊

***Kind Regards,***

Lydia Thomas | Administration Manager | Monday to Thursday  
Rehabilitation, Aged and Community Care | Canberra Health Services  
☎ (02) 5124 8303 OR 6207 0530 | ✉ [Lydia.M.Thomas@act.gov.au](mailto:Lydia.M.Thomas@act.gov.au)  
University of Canberra Hospital, Level 2 | PO Box 11 Woden 2606  
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**Schorsch, Kate (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Monday, 1 July 2019 11:58 AM  
**To:** Bolton, Barb (Health); Galvin, Deanne (Health); Lansdown, Rod (Health); Spence, Cheryl (Health); Brayne, Carmel (Health); Coates, Libby (Health); Del Rosario, Rendry (Health); Furphy, Dominic (Health); Hawke, Gail (Health); Maher, Kerryn (Health); Mead, Chris (Health); Muis, Leontine (Health); O'Brien, Kate (Health); Renzi, Belinda (Health); Woodman, Wendy (Health); Bennett, Michelle (Health); Hambrook, Sean (Health); Harman, Maria (Health); Harris, Chris (Health); Heatley, Rachel (Health); Higgins, Patrice (Health); Hunter, Johanna (Health); Lawrence, Jane (Health); Lindner, Cecilia (Health); McDonnell, Peta (Health); Rosborough, Athalene (Health); Stone, Judy (Health); Ward, Sonny (Health)  
**Cc:** Scicluna, Maxine (Health); Keen, Michael (Health); Maher, Rhonda (Health); Kaye, Todd (Health)  
**Subject:** RACS Administration Manager [SEC=UNCLASSIFIED]

Hi all,

The successful applicant for the temporary Administration manager position is Natasha England. [REDACTED]  
[REDACTED] and will commence in the role on July 15<sup>th</sup>.

I will ask Tash to schedule some time to meet with you all once she has settled into the role.

Regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

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**Wilson, Lisa (Health)**

---

**From:** Madeline Northam [REDACTED]  
**Sent:** Wednesday, 3 July 2019 4:29 PM  
**To:** Wilson, Lisa (Health)  
**Cc:** Brenton Higgins  
**Subject:** RE: CPSU meeting request [SEC=UNCLASSIFIED]

Hi Lisa

Brenton and I are both available tomorrow between 12pm and 1pm. We look forward to catching up then.

Regards  
Madeline

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Wednesday, 3 July 2019 4:19 PM  
**To:** Madeline Northam [REDACTED]  
**Subject:** RE: CPSU meeting request [SEC=UNCLASSIFIED]

yes

**From:** Madeline Northam [REDACTED]  
**Sent:** Wednesday, 3 July 2019 4:11 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Brenton Higgins [REDACTED]  
**Subject:** RE: CPSU meeting request [SEC=UNCLASSIFIED]

Hi Lisa

Do you mean between 12pm-1pm tomorrow?

Regards  
Madeline

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Wednesday, 3 July 2019 3:53 PM  
**To:** Madeline Northam [REDACTED]  
**Cc:** Brenton Higgins [REDACTED]  
**Subject:** RE: CPSU meeting request [SEC=UNCLASSIFIED]

Hi Madeline,

Would Brenton and yourself be available between 12 and 1pm?

Regards

Lisa

**From:** Madeline Northam [REDACTED]  
**Sent:** Monday, 24 June 2019 1:25 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>

Cc: Brenton Higgins [REDACTED]  
Subject: RE: CPSU meeting request [SEC=UNCLASSIFIED]

Hi Lisa

Unfortunately I am not available on Friday as I won't be at work. I can do Wednesday any time between 9.30am and 1pm. Let me know if that can work for you.

Regards  
Madeline

From: Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
Sent: Friday, 21 June 2019 11:41 AM  
To: Madeline Northam [REDACTED]  
Subject: RE: CPSU meeting request [SEC=UNCLASSIFIED]

Hello Madeline,

Would you have any capacity to meet next Friday 28<sup>th</sup> in the afternoon?

Regards

Lisa

From: Madeline Northam [REDACTED]  
Sent: Wednesday, 19 June 2019 11:42 AM  
To: Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
Subject: CPSU meeting request

Good morning Lisa

Could we please arrange a meeting to discuss the concerning selection processes occurring in admin at UCH? My availability is:

- all day - Monday 24 June
- after 12.30pm – Tuesday 25 June
- After 9.30am – Wednesday 26 June

I look forward to your response.

Regards  
Madeline

Madeline Northam | ACT Regional Secretary | CPSU [REDACTED] website  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

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**Wilson, Lisa (Health)**

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**From:** McMenamain, Tracey (Health)  
**Sent:** Wednesday, 3 July 2019 11:21 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** Re: meeting with CPSU [SEC=UNCLASSIFIED]

Hi Lisa

Really sorry at such short notice, there is no-one available from P&C that can get out to UCH tomorrow.

I did chat to Jim Tosh about the request the union sent to you today and how they gave such a short timeframe to you/us. It does seem pretty unreasonable that they couldn't do the meeting on Friday or Monday, when I could be around at various times throughout both days to attend with you.

Anyway, please let me know if that changes and if they can do Friday or Monday.

If not, it would be good for Todd or someone to attend with you as you suggested.

Chat tomorrow. Hope all goes ok.

Thanks

Tracey

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**From:** McMenamain, Tracey (Health)  
**Sent:** Wednesday, 3 July, 4:45 pm  
**Subject:** RE: meeting with CPSU [SEC=UNCLASSIFIED]  
**To:** Wilson, Lisa (Health)

UNCLASSIFIED

Thanks Lisa

That is good news and thanks for sending the background. I have tried to see if Liz can do it given she has been involved from the documents you provided.

Will get back to you shortly, sorry I can't make it, I have back to back meetings in TCH at short notice I can't turn around.

T

---

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Wednesday, 3 July 2019 4:43 PM  
**To:** McMenamain, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Subject:** RE: meeting with CPSU [SEC=UNCLASSIFIED]

Hi Tracey,

We are on for tomorrow with CPSU between 12 & 1pm. Todd said he may be able to sit in with me if we can't get an HR person.

Lisa

---

**From:** McMEnamin, Tracey (Health)  
**Sent:** Wednesday, 3 July 2019 1:20 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** RE: meeting with CPSU [SEC=UNCLASSIFIED]

UNCLASSIFIED

No worries Lisa

I can do it – did you send me the documents/or email/s outlining the matter, sorry I can't recall if you did.  
 I will check who can come over. Thanks

T

---

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Wednesday, 3 July 2019 1:18 PM  
**To:** McMEnamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Subject:** RE: meeting with CPSU [SEC=UNCLASSIFIED]

Perhaps that would be better as I don't think Madeline works on Fridays.

Are you able to ask or do you want me to?

Lisa

---

**From:** McMEnamin, Tracey (Health)  
**Sent:** Wednesday, 3 July 2019 1:13 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** RE: meeting with CPSU

UNCLASSIFIED

Hi Lisa

Sorry I wouldn't make it here in time as I have a meeting right up until 12pm at TCH and then I have another one straight after again at TCH at 2pm sharp, that I wouldn't make. I have mtgs all day in TCH tomorrow.

I am here all day on Friday, or next week looks fine, or I can see if one of the ER team can come out here with you?

T

-----Original Appointment-----

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Wednesday, 3 July 2019 1:00 PM  
**To:** McMEnamin, Tracey (Health)  
**Subject:** meeting with CPSU  
**When:** Thursday, 4 July 2019 12:00 PM-1:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.  
**Where:** UCH

Just heard back. They would like tomorrow. Would this work for you?

**Wilson, Lisa (Health)**

---

**From:** McMenamain, Tracey (Health)  
**Sent:** Thursday, 4 July 2019 8:36 AM  
**To:** Wilson, Lisa (Health); Kaye, Todd (Health)  
**Subject:** Meeting with CPSU today

Hi Lisa

So sorry that I was unable to move things around today, so that I could attend this meeting with you.

However, Jen Edminstone from the ER team can attend and will meet you in the foyer at UCH around 11.45am today - if that suits you.

Look forward to hearing how it goes. Thanks

T

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**Wilson, Lisa (Health)**

---

**From:** McMenamain, Tracey (Health)  
**Sent:** Thursday, 4 July 2019 7:26 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** Re: CPSU [SEC=UNCLASSIFIED]

Thanks Lisa

Sounds like it was not a great meeting. Glad you are ok though .

I have these fact sheets, I thought the policy noted was something different. That's great. Thanks for sending this to me.

See you tomorrow!

T

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---

**From:** Wilson, Lisa (Health)  
**Sent:** Thursday, July 4, 2019 3:24:08 PM  
**To:** McMenamain, Tracey (Health)  
**Subject:** RE: CPSU [SEC=UNCLASSIFIED]

Hi Tracey,

In their defence I did know yesterday that Brenton was attending so that one is on me for not making that clear. Also we have been trying to set up the meeting for some time so I wouldn't say they demanded the meeting today. They put forward today as a time they could do but demanded is too strong a word.

[http://healthhub.act.gov.au/sites/default/files/2019-02/%23 20181129 HR Fact Sheet - Vacancy Filling Options 1.0b.pdf](http://healthhub.act.gov.au/sites/default/files/2019-02/%23%2020181129%20HR%20Fact%20Sheet%20-%20Vacancy%20Filling%20Options%201.0b.pdf) (This is the new HR fact sheets)  
[http://healthhub.act.gov.au/sites/default/files/2018-07/Recruitment Procedure 2018.docx](http://healthhub.act.gov.au/sites/default/files/2018-07/Recruitment%20Procedure%202018.docx) (Original procedure)

I am fine – as I say it was Jen who was put on the spot around interpretation of the EBA and the Act. Hope she is OK.

Lisa

**From:** McMenamain, Tracey (Health)  
**Sent:** Thursday, 4 July 2019 2:17 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** RE: CPSU [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Lisa

Thanks for the update, I just had a debrief with Jen also.



So did you have the policy and procedure with you – I cant seem to locate it myself! If you can send me that, that would be awesome.

Yes, I will get some plan together for some team building work with yourself and the team. Let's chat when I am UCH tomorrow or next week about that.

Are you ok after the meeting, and yes I did not know anyone but Maddie would be there, did they advise us who would be attending? And it seemed odd they demanded the meeting today at such short notice also. Hope you are ok.

Thanks for the email, see you tomorrow

T

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Thursday, 4 July 2019 2:12 PM  
**To:** McMenamain, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Subject:** CPSU [SEC=UNCLASSIFIED]

Hi Tracey,

Just to fill you in on CPSU meeting.

The discussion progressed more to a debate about the EOI process as a whole and Jen carried the brunt of it with some heated discussion around the EBA and the Public sector Act. I feel bad that I did not give Jen the heads up that Brenton would be there – I think they have met before. I think Brenton will be taking up the EOI issue with Janine. My view was that I followed CHS processes and I am not in a position to change those processes. He is very keen for us to use Joint Selection Committees. I commented that I did not know how feasible that would be for every EOI process. (not sure I should have said that because that got scribbled down in the notepad).

They did make some more general comments about the bad culture at UCH and within the admin team but didn't give me any indication on how many staff we are talking about. Next thing is to commence with some team building with Organisational development.

Lisa

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

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**Wilson, Lisa (Health)**

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**Subject:** HR discussion  
**Location:** ACTH,UCH, 2.2.27, Googong (14s)  
**Start:** Thu 04/07/2019 11:45 AM  
**End:** Thu 04/07/2019 1:00 PM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** Wilson, Lisa (Health)  
**Resources:** ACTH,UCH, 2.2.27, Googong (14s)

**Wilson, Lisa (Health)**

---

**From:** McMenamain, Tracey (Health)  
**Sent:** Friday, 5 July 2019 8:43 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** Re: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Thanks Lisa, yes I have met with Janine and Sean this afternoon also.  
 See you next week at UCH... and our meeting with Janine has been scheduled for next week also. Take care  
 T

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**From:** Wilson, Lisa (Health)  
**Sent:** Friday, July 5, 2019 1:24:12 PM  
**To:** McMenamain, Tracey (Health)  
**Subject:** FW: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi Tracey,

Please see email below. Have just had a conversation with Janine and she would like to discuss before we respond.

Lisa

---

**From:** Hammat, Janine (Health)  
**Sent:** Friday, 5 July 2019 12:52 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** RE: CPSU meeting 4/7/19

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Hi Lisa – before onforwarding this message please give me a quick call?

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

**Phone:** 02 5124 9631 | **Email:** [janine.hammat@act.gov.au](mailto:janine.hammat@act.gov.au)  
 Level 1 Building 23, Canberra Hospital  
 PO Box 11, WODEN ACT 2606

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**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Wilson, Lisa (Health)**

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**Subject:** Catch up re: union response

**Location:** Tracey's office UCH

**Start:** Fri 12/07/2019 2:30 PM

**End:** Fri 12/07/2019 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** McMenamain, Tracey (Health)

**Required Attendees:** Wilson, Lisa (Health)

**Wilson, Lisa (Health)**

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**From:** McMenamin, Tracey (Health)  
**Sent:** Friday, 12 July 2019 9:00 AM  
**To:** Wilson, Lisa (Health)  
**Subject:** RE: CPSU correspondence [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Lisa

I am heading out to UCH later today, I will send you a meeting invite to chat about the next steps and drafting your response to the union/way forward.

Talk soon

T

---

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Friday, 12 July 2019 8:39 AM  
**To:** McMenamin, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Subject:** RE: CPSU correspondence [SEC=UNCLASSIFIED]

Hi Tracey,

Can you let me know when you will next be at UCH and I will book a time to catch up.

Thanks

Lisa

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 9 July 2019 2:00 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Kaye, Todd (Health) <Todd.Kaye@act.gov.au>  
**Subject:** RE: CPSU correspondence [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Lisa

Thanks, not for this meeting – this is a P&C meeting that Janine has called for us to work through the matter – as is normal process and protocol for us. I will definitely be catching up with yourself and Todd and updating you.

This was just for information for now, we will work together on progressing/responding/finalising the matter, Sean and Jim are the ER experts so it is always good to work it through with their counsel.

Happy for you to document your meeting outcomes and recollections and also identify the discrepancies noted in the email below. We can have a chat also next time I am out at UCH. Talk soon

Thanks

T

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Tuesday, 9 July 2019 1:17 PM  
**To:** McMenamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Cc:** Kaye, Todd (Health) <[Todd.Kaye@act.gov.au](mailto:Todd.Kaye@act.gov.au)>  
**Subject:** RE: CPSU correspondence [SEC=UNCLASSIFIED]

Hi Tracey,

Can you please advise me if I will be included in any of the discussions with the P & C team? If not (and I certainly understand if this has progressed to a level where I do not need to be involved) I would like to address some of the comments made by Madeline in the email below as she has misrepresented the discussion around a number of points and as a manager with RACs I am quite offended by some of her accusations particularly in relation to motive.

Regards

Lisa

**From:** McMenamin, Tracey (Health)  
**Sent:** Monday, 8 July 2019 8:34 PM  
**To:** Kaye, Todd (Health) <[Todd.Kaye@act.gov.au](mailto:Todd.Kaye@act.gov.au)>  
**Cc:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** CPSU correspondence

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Hi Todd

Fyi – you may already be aware of the below email.

I will be meeting with Janine and the P&C team this week to discuss the below, and will chat to you on your return to work.

Thanks so much

Tracey

*Tracey McMenamin*

**Director - Business Partnerships**

**People & Culture**

**Community, Aged Care & Rehabilitation Division**

**Mental Health, Justice Health & Alcohol, Drug Services Division**

Canberra Health Services | ACT Government

Email: [tracey.mcmenamin@act.gov.au](mailto:tracey.mcmenamin@act.gov.au)

Level 1 Building 23, Canberra Hospital

PO Box 11, WODEN ACT 2606

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EMAIL FROM CPSU

**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
 Madeline



Madeline Northam | ACT Regional Secretary | CPSU [REDACTED] website  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Sunday, 14 July 2019 11:09 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** CPSU response

UNCLASSIFIED For-Official-Use-Only

Hi Lisa

Thanks for the conversation on Friday, please send me through your draft response in relation to the union email you received - when you are able.

As discussed, please keep focussed on the process you followed that was in line with the departmental policy and procedures. If you can document/outline the factual process you followed, and also acknowledge the offer that they made in relation to them participating in your next recruitment round, that would be great. Also request that they send you a list of suitably trained (eg. CHS Chairperson recruitment panel member training) employees that can participate on your panel, you will be in contact the next time you have one for them to participate in etc.

As promised, here is the link of the union encouragement policy.

Please see link: [https://www.cmtedd.act.gov.au/data/assets/pdf\\_file/0009/1266471/Union-Encouragement-Policy-ACT-Governments-ACTPS.pdf](https://www.cmtedd.act.gov.au/data/assets/pdf_file/0009/1266471/Union-Encouragement-Policy-ACT-Governments-ACTPS.pdf)

Give me a call if you need anything else at all, I will see you at UCH on Tuesday.

Take care

T

*Tracey McMenamin*

**Director - Business Partnerships**

**People & Culture**

***Community, Aged Care & Rehabilitation Division***

***Mental Health, Justice Health & Alcohol, Drug Services Division***

Canberra Health Services | ACT Government

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**Wilson, Lisa (Health)**

---

**Subject:** Natasha commencing

**Start:** Mon 15/07/2019 8:30 AM  
**End:** Mon 15/07/2019 12:00 PM  
**Show Time As:** Free

**Recurrence:** (none)

**Organizer:** Wilson, Lisa (Health)

**Wilson, Lisa (Health)**

---

**From:** Brenton Higgins [REDACTED]  
**Sent:** Monday, 15 July 2019 12:59 PM  
**To:** Wilson, Lisa (Health)  
**Cc:** Hammat, Janine (Health); McDonnell, Sean (Health)  
**Subject:** RE: CPSU meeting 4/7/19

Hi all,

Following up from this – we still haven't gotten a response to this and I understand the ASO5 position has progressed despite the email from Madeline.

Can you please respond by COB tomorrow?

Cheers

**Brenton Higgins | Lead Organiser | ACT Government Team  
 Community & Public Sector Union**

[REDACTED]  
 Website [www.cpsu.org.au](http://www.cpsu.org.au) | Member Service Centre 1300 137 636



**From:** Madeline Northam [REDACTED]  
**Date:** 5 July 2019 at 12:47:48 AEST  
**To:** "Wilson, Lisa (Health)" <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Cc:** "Hammat, Janine (Health)" <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>, "[sean.mcdonnell@act.gov.au](mailto:sean.mcdonnell@act.gov.au)" <[sean.mcdonnell@act.gov.au](mailto:sean.mcdonnell@act.gov.au)>, Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

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As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

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by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

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The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Madeline Northam | ACT Regional Secretary | CPSU** [REDACTED]  
website [www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 16 July 2019 7:20 PM  
**To:** Hammat, Janine (Health); Brenton.Higgins@cpsu.org.au  
**Cc:** Wilson, Lisa (Health); McDonnell, Sean (Health); Tosh, Jim (Health)  
**Subject:** RE: CPSU meeting 4/7/19

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Hi Brenton

I hope this finds you well.

Just a quick update to let you know that the response in regard to the RACS recruitment process has not yet been finalised. It will be forwarded to you in the next day or so.

Please feel free to give me a call on the number below if needed, thanks so much

Tracey

*Tracey McMenamin*

**Director - Business Partnerships**

**People & Culture**

**Community, Aged Care & Rehabilitation Division**

**Mental Health, Justice Health & Alcohol, Drug Services Division**

Canberra Health Services | ACT Government

**Email:** [tracey.mcmenamin@act.gov.au](mailto:tracey.mcmenamin@act.gov.au)

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**From:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>  
**Sent:** Monday, 15 July 2019 1:06 PM  
**To:** McMenamin, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Cc:** Brenton Higgins [REDACTED] Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>  
**Subject:** FW: CPSU meeting 4/7/19

UNCLASSIFIED For-Official-Use-Only

Hi Tracey – can you please follow up with Brenton as discussed?

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

**Phone:** 02 5124 9631 | **Email:** [janine.hammat@act.gov.au](mailto:janine.hammat@act.gov.au)  
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**Cc:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19

Hi all,

Following up from this – we still haven't gotten a response to this and I understand the ASO5 position has progressed despite the email from Madeline.

Can you please respond by COB tomorrow?

Cheers

**Brenton Higgins | Lead Organiser | ACT Government Team**  
**Community & Public Sector Union**

[REDACTED]  
 Website [www.cpsu.org.au](http://www.cpsu.org.au) | Member Service Centre 1300 137 636



**From:** Madeline Northam [REDACTED]  
**Date:** 5 July 2019 at 12:47:48 AEST  
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**Cc:** "Hammat, Janine (Health)" <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>, "[sean.mcdonnell@act.gov.au](mailto:sean.mcdonnell@act.gov.au)" <[sean.mcdonnell@act.gov.au](mailto:sean.mcdonnell@act.gov.au)>, Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

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- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Madeline Northam | ACT Regional Secretary | CPSU | [REDACTED]**  
website [www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636



**Wilson, Lisa (Health)**

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Monday, 15 July 2019 3:12 PM  
**To:** Hammat, Janine (Health)  
**Cc:** McDonnell, Sean (Health); Wilson, Lisa (Health)  
**Subject:** Re: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

No problems. Will do. Thanks T

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---

**From:** Hammat, Janine (Health)  
**Sent:** Monday, July 15, 2019 3:11:36 PM  
**To:** McMenamin, Tracey (Health)  
**Cc:** McDonnell, Sean (Health); Wilson, Lisa (Health)  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

UNCLASSIFIED

No worries – thanks. Might be a good idea for a quick call from you to Brenton to let him know it is on its way. Also an opportunity to build that connection.

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

**Phone:** 02 5124 9631 | **Email:** [janine.hammat@act.gov.au](mailto:janine.hammat@act.gov.au)  
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**From:** McMenamin, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Sent:** Monday, 15 July 2019 3:00 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>; Hammat, Janine (Health) <Janine.Hammat@act.gov.au>  
**Cc:** McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Janine

Lisa is drafting the response to this, the recruitment round had been complete (in line with the correct policies and procedures – Lisa has documented all of that also as evidence to support the process) and the person is in the role (from what I understand) for the temporary EOI position before this issue was raised.

As discussed, Lisa is now going out to advertise these positions full time and will be advising the CPSU their offer to sit on the panel is a sound request, that she will follow up.

We will wait for Lisa's draft response – Sean and I can have a look at it – and that will be the response that will be provided today.

Did you want me to do anything further?

Thanks

T

---

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Monday, 15 July 2019 1:08 PM  
**To:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McMEnamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Cc:** McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi,  
 I had a discussion late Friday with Tracey as to how to respond and I will be following up with an email today.

Lisa

---

**From:** Hammat, Janine (Health)  
**Sent:** Monday, 15 July 2019 1:06 PM  
**To:** McMEnamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Cc:** Brenton Higgins [REDACTED] Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** FW: CPSU meeting 4/7/19

UNCLASSIFIED For-Official-Use-Only

Hi Tracey – can you please follow up with Brenton as discussed?

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

**Phone:** 02 5124 9631 | **Email:** [janine.hammat@act.gov.au](mailto:janine.hammat@act.gov.au)  
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Can you please respond by COB tomorrow?

Cheers

**Brenton Higgins | Lead Organiser | ACT Government Team  
Community & Public Sector Union**

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**To:** "Wilson, Lisa (Health)" <Lisa.Wilson@act.gov.au>  
**Cc:** "Hammat, Janine (Health)" <Janine.Hammat@act.gov.au>, "sean.mcdonnell@act.gov.au" <sean.mcdonnell@act.gov.au>, Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

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Madeline

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website [www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Monday, 15 July 2019 3:33 PM  
**To:** McMenamin, Tracey (Health); Hammat, Janine (Health)  
**Cc:** McDonnell, Sean (Health)  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Yes. Both positions were decided and offered a month ago – before our meeting with the CPSU. The successful candidate for the ASO5 position however could not be released immediately and started today. I suspect that her introduction to staff has initiated a call to the CPSU.

Regards

Lisa

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**Sent:** Monday, 15 July 2019 3:12 PM  
**To:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>  
**Cc:** McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** Re: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

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UNCLASSIFIED

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Regards,

*Janine*

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**Executive Group Manager People and Culture**  
 Canberra Health Services

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**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

UNCLASSIFIED

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**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Monday, 15 July 2019 1:08 PM  
**To:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McMenamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Cc:** McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi,  
 I had a discussion late Friday with Tracey as to how to respond and I will be following up with an email today.

Lisa

**From:** Hammat, Janine (Health)  
**Sent:** Monday, 15 July 2019 1:06 PM  
**To:** McMenamin, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Cc:** Brenton Higgins [REDACTED] Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** FW: CPSU meeting 4/7/19

UNCLASSIFIED For-Official-Use-Only

Hi Tracey – can you please follow up with Brenton as discussed?

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

Phone: 02 5124 9631 | Email: [janine.hammat@act.gov.au](mailto:janine.hammat@act.gov.au)  
 Level 1 Building 23, Canberra Hospital  
 PO Box 11, WODEN ACT 2606

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**Canberra Health  
 Services**

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**From:** Brenton Higgins [REDACTED]  
**Sent:** Monday, 15 July 2019 12:59 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Cc:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19

Hi all,

Following up from this – we still haven't gotten a response to this and I understand the ASO5 position has progressed despite the email from Madeline.

Can you please respond by COB tomorrow?

Cheers

**Brenton Higgins | Lead Organiser | ACT Government Team  
 Community & Public Sector Union**

Website [www.cpsu.org.au](http://www.cpsu.org.au) | Member Service Centre 1300 137 636



**From:** Madeline Northam <[Madeline.Northam@cpsu.org.au](mailto:Madeline.Northam@cpsu.org.au)>  
**Date:** 5 July 2019 at 12:47:48 AEST  
**To:** "Wilson, Lisa (Health)" <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>

Cc: "Hammat, Janine (Health)" <Janine.Hammat@act.gov.au>, "sean.mcdonnell@act.gov.au" <sean.mcdonnell@act.gov.au>, Brenton Higgins [REDACTED]

**Subject: CPSU meeting 4/7/19**

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline



**Madeline Northam | ACT Regional Secretary | CPSU** [REDACTED]  
website [www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Monday, 15 July 2019 5:44 PM  
**To:** Tosh, Jim (Health); McDonnell, Sean (Health); Wilson, Lisa (Health)  
**Subject:** FW: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]  
**Attachments:** Recruitment Policy.docx; HR Fact Sheet - Vacancy Filling Options 1.0b.pdf

## UNCLASSIFIED

Hi Lisa

Thanks for sending this through. I have made some amendments directly below (in bold) for your review and have attached relevant documents that you would have used/adhered to as part of the recent process.

**Sean and Jim** - please advise if there is anything else you think should be included/omitted please.

FYI – as requested by Janine, I called Brenton this afternoon and got his voicemail. I advised him the response will be sent to him and Madeline tomorrow as requested and left my contact details for him to call me back.

**AMENDED RESPONSE – happy to review the final version before it is sent also**

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel and the short term opportunities were then decided based on this result (***if you conducted interviews/informal or otherwise maybe include that detail?***).

I will undertake a review of our position descriptions to ensure there are no potentially discriminatory selection criteria or wording (eg. we will ensure that we only reference that ACTPAS experience would be highly regarded, but is not essential etc). The ASO4 and ASO5 EOI's were advertised on the Canberra Health Services intranet only as per the guidelines. ***LISA TO PROVIDE EVIDENCE OF WHERE THIS WAS FOLLOWED/DOCUMENTED/POLICY AND FACT SHEET THAT WAS ADHERED TO FOR THE EOI – if not the one I have attached above. THE ASSESSMENT DOCUMENTATION ALSO NEEDS TO BE CLEARLY ABLE TO IDENTIFY THE DECISION – WAS THIS ALSO CLEARED OR DISCUSSED THROUGH RECRUITMENT AT ALL? Did the EOI note you must have ACTPAS experience?***

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure all of my teams are aware of the processes and procedures, and I am more than happy to talk through any issues at any time with any of my team members.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than interested in utilising one of your members as identified below on the panel for commencing a process to fill these positions

permanently in the next month or so. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be advertised via the ACT Gazette as a 12 month contract and Permanent appointment respectively in the next month.

Thanks, please feel free to give me a call if you would like to discuss any further. I look forward to receiving the list of names for other JSC shortly and working with you on the next RACS process.

Kindest regards

Lisa

*Input your contact details etc.....*

---

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Monday, 15 July 2019 3:20 PM  
**To:** McMenamin, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi Tracey,

Appreciate your thoughts on the below before I send.

Dear Madeline,

Thank you for your email and I have noted the CPSU's concerns in relation to recruitment and retention. I cannot comment on matters raised within the Cultural Review as I have not been involved in those specific discussions and do not have any authority to comment.

As I stated in the meeting, an Expression Of Interest process was utilised for recruitment to the ASO4 and ASO5 positions. This process is commonly used across Canberra Health Services for temporary positions of below 6 months in duration. It is not used as a method of deliberately avoiding transparency or merit selection as written applications were assessed, rated against the criteria and awarded based on this result. It does afford an opportunity for existing staff to build on skills by acting in higher roles and also supports teams by reducing the potential for operating understaffed. (Not sure if this is necessary?)

I will undertake a review of our position descriptions to ensure there are no discriminatory selection criteria. As the ASO4 and ASO5 Expressions of Interest were advertised on the Health intranet they were only available to Health employees.

I acknowledge that even though merit selection processes are followed there may be staff members who are not fully aware of the process and perceive this is not the case. I would appreciate it, therefore if you could forward me a list of JSC representatives and the processes for engaging with them so that I can make use of this resource in future selection processes.

The ASO4 and ASO5 positions have only been filled for the short term and will be advertised via the ACT Gazette as a 12 month contract and Permanent appointment respectively.

(Which policy should I attach? The one on the website which I have attached was due for review Nov 2018 and doesn't mention EO's)

Thanks

Lisa

---

**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

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- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Madeline Northam | ACT Regional Secretary | CPSU | [REDACTED] website**  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

## Policy

### Recruitment Policy

#### Policy Statement

The way we undertake recruitment is critical to our success as an organisation. It is important that that any recruitment activity in ACT Health complies with this policy and associated Procedures to ensure consistency in our approach, quality decision-making and the employment of skilled staff.

**ACT Health will consider all ACTPS excess officers in accordance with the ACTPS Enterprise Agreements, this includes considering all excess officers in isolation for all vacant positions greater than six (6) months.**

#### Purpose

Recruitment processes in ACT Health must follow the principles outlined in the Enterprise Agreements, Public Sector Management Act (1994) and Standards, and relevant Procedures.

The principles that must be demonstrated by any selection process are:

- **Selection is based on Merit** - Decisions are made through assessment of applicant abilities, qualifications, experience, personal qualities and potential against the selection criteria and duty statement.
- **Procedural Fairness** - Each applicant is provided with equal opportunity to demonstrate their claims for a position.
- **Clear Advertising and Opportunity to Apply** - Persons who are eligible for a position shall have, so far as practicable, a reasonable opportunity to see an advertisement and apply for the vacancy. This extends to the selection process, including for reasonable adjustment for applicants with a disability and where an applicant has identified as an Aboriginal or Torres Strait Islander where possible a person of the identified group will be a selection panel member.
- **Accountability** – Managers/delegates ensure that the process complies with the relevant legislation, policies and procedures and that evidence is maintained to demonstrate compliance.
- **Privacy and Confidentiality** - Information and documentation received and recorded throughout the recruitment process is treated and stored appropriately.

**Under ACTPS best practice requirements ACT Health will endeavour to meet the 40 day recruitment cycle of completing a selection process.**

#### Scope

This policy pertains to all ACT Health staff, volunteers and contractors engaged by ACT Health.

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## Roles & Responsibilities

Executives and line managers are responsible for:

- Ensuring that recruitment processes are appropriate for the recruitment needed;
- Ensuring the policy and recruitment procedures are followed in the recruitment process;
- Encouraging procedures that support the appointment of permanent and ongoing employees, and using temporary or casual employment arrangements only where there is a clear need or business case; and
- Seeking advice from People Strategy and Services (PSS) where required ensuring the appropriate recruitment procedure is undertaken.

Delegates for recruitment action:

- Must ensure they hold the delegated authority to approve a recommendation from a Selection Advisory Committee (SAC); and
- Must be satisfied that the principles listed in the purpose statement above have been satisfied and that the procedure has been conducted in accordance with the relevant procedure.

Chairpersons of Selection Advisory Committee must ensure that:

- They have completed ACT Health staff selection training in the previous three (3) years;
- The SAC is free from bias or discrimination;
- The selection documentation is complete and thorough;
- All SAC members have completed a conflict of interest declaration; and
- They are familiar with the procedures and that the conduct of the SAC complies with these procedures; and
- They are also required to ensure that the SAC members are familiar with the procedures.

Selection Advisory Committee Members:

- Are strongly recommended to complete the ACT Health staff selection training;
- Must be familiar with this policy and procedures and comply with them; and
- Must complete a conflict of interest declaration included within the selection report.

People Strategy & Services (PSS) will be responsible for;

- Implementing this policy;
- Advising managers and staff in the application of the policy; and
- Advising staff of the details of the policy and procedures as it relates to them, as per their employment conditions.

## Evaluation

Outcome Measures

- The use of this policy and its related procedures ensure ACT Health is meeting its obligations under the Enterprise Agreements and relevant legislation;

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- The use of this policy and its related procedures improves the efficiency and effectiveness of staff selection processes; and
- A reduction in the instances of requests for advice, internal reviews and appeals relating to staff selection processes.

### Method

- Standard reporting suite from the recruitment system, including time to hire reports and vacancies not filled;
- Monthly reporting through People Strategy and Services Scorecard and workload monitoring reporting;
- Ad hoc report requests as required; and
- People Strategy and Services will record the number of issues related to staff selection, specifically internal reviews and appeals, and provide reports as requested.

## Related Legislation, Policies and Standards

### Legislation

*Public Sector Management Act 1994 (ACT)*  
*Public Sector Management Standards (ACT)*  
 ACTPS Enterprise Agreements

### Frameworks

Respect, Equity & Diversity (RED) Framework

### Policies

Conflict of Interest (DGD14-010)  
 Conflict of Interest – Close Personal Relationship (DGD14-009)

### Standard Operating Procedures

Conflict of Interest (DGD14-010)  
 Conflict of Interest – Close Personal Relationship (DGD14-009)  
 ACT Health Staff Recruitment and Selection Procedures

### ACT Health forms

All selection forms can be found on the intranet - [Business Support/PSSB online/HR Forms/Health Directorate recruitment information & forms](#)

### PSS Guides

Contact Officer Guide  
 Interview guide for Managers  
 Recruitment ideas & good practice for Managers

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# Vacancy Filling Options

## Making a filling decision

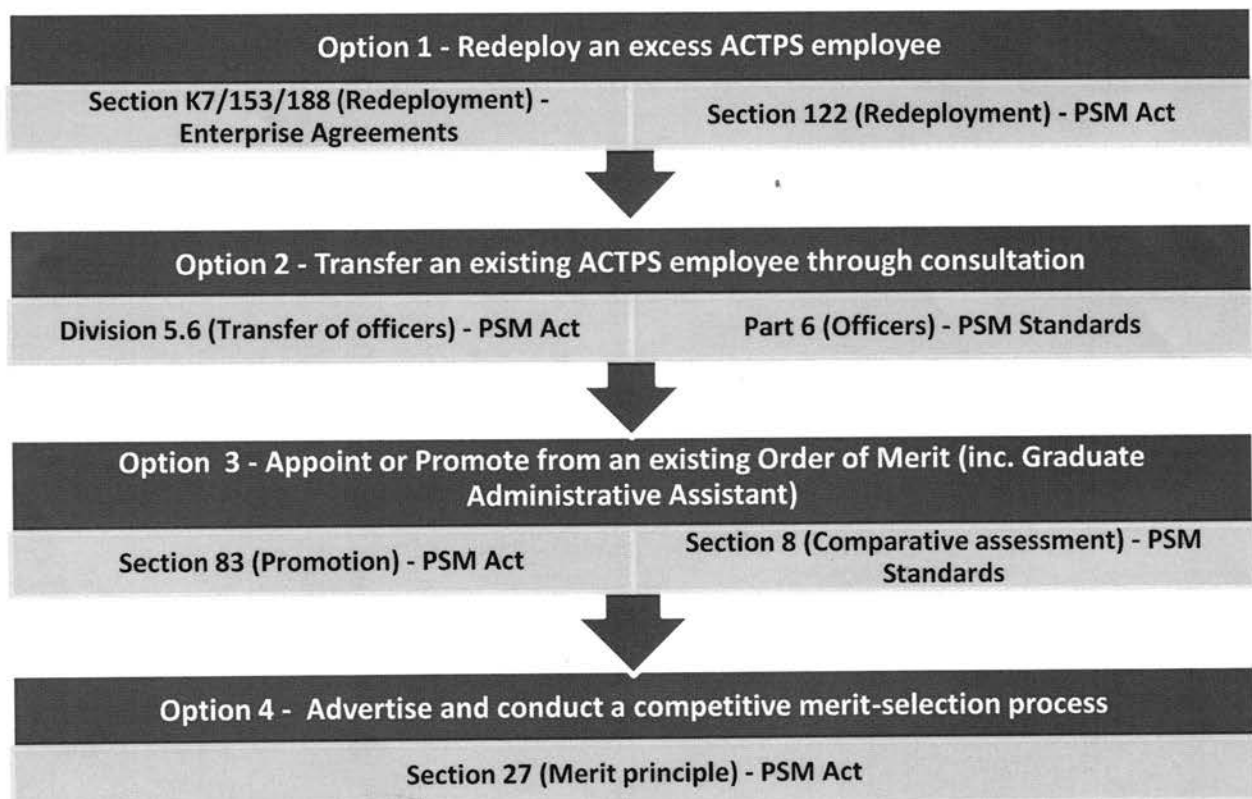
There are many considerations when deciding on an appropriate vacancy filling option. The scope of options is determined by ACTPS employment legislation and Enterprise Agreements. There are also a number of contextual elements that may restrict or expand the options available to you. Some points to consider are:

- Is the vacancy to be permanently or temporarily filled?
- Is a competitive merit-selection process required?
- Should I preference existing ACTPS permanent employees through advertising internally in the ACTPS as an Expression of Interest (EOI), or do I advertise on the Jobs ACT website, making the vacancy open to external applicants?
- Are there any filling options that should be considered first, or are preferable to others?

The following information will assist you in determining an appropriate filling option for your vacancy. Further assistance should be sought from your Directorate’s HR area for information about the extent of options available to you.

## Permanent Vacancy

Under the ACTPS employment framework, there are four ways to fill a permanent vacancy.



## Option 1 - Place an excess ACTPS employee

Under the Enterprise Agreement, excess and potentially excess employees have absolute preference for transfer to a vacancy at their substantive level and must be considered in isolation from other applicants for any vacancy at level within the ACTPS. Filling a vacancy by placing a suitable excess employee can be a very efficient and effective recruitment option as these employees are often very experienced, familiar with the ACTPS, and readily available for redeployment.

**Note:** Excess or potentially excess employees have preference for transfer at their substantive level, or in exceptional circumstances, at a lower level, before a vacancy is advertised externally.

*For more information, refer to: Section K (Redeployment and Redundancy) - ACTPS Enterprise Agreement (Section S for Nursing and Midwifery, R for Medical Practitioners)*

Any excess employee considered for a vacancy must be able to demonstrate their suitability for the position, or that they would be suitable within a reasonable timeframe, with reasonable training. Generally, a reasonable timeframe is considered to be three to six months.

Excess or *potentially excess* employees with a match of skills and classification will be identified by Shared Services once you have submitted a request to advertise.

Excess or potentially excess employees from throughout the ACTPS may also apply for a vacancy that you have already advertised. Shared Services Recruitment will advise you whether this is the case, and if so, these applicants **must** have preference and be considered in isolation from applicants who are not excess. This applies whether the excess/potentially excess employee has a substantive level equivalent to that of the vacancy, or a lower level.

The consideration of an excess employee should be a genuine assessment of whether the employee is suitable for the vacancy, and should emulate the same selection process to that which would apply to other applicants if the excess employee hadn't applied. Excess or potentially excess officers will be regarded as suitable so long as they can demonstrate they will be suitable with reasonable training and a reasonable period of time (generally three to six months). Where more than one excess employee applies, a competitive merit selection process should first be conducted between the excess employees.

## Option 2 - Transfer an existing ACTPS employee through consultation

In certain circumstances, it may be preferable to fill a vacancy by permanently transferring an existing ACTPS employee within a Directorate or between Directorates. A transfer can occur if an existing employee's work-related qualities have been identified as being strongly aligned and suitable for the existing vacancy.

**Transfer:** “A permanent or temporary movement of an officer within the service between two offices, other than by promotion”

*Dictionary; Public Sector Management Act 1994*

A permanent transfer does not require a competitive merit-selection process, as the employee can transfer only at their substantive classification. A transfer at substantive level is non-appealable.

A transfer is arranged through negotiation with the employee and by formulating agreement between the ‘releasing’ and ‘receiving’ Directorates or business units, within a Directorate. The transfer is enabled under *Sections 92, 94, 108 and 109* of the *PSM Act*, respectively, which provides a vacancy delegate authority to transfer an employee between “administrative units” (Directorates) or within an “administrative unit” (Directorate). The agreement must be detailed on an **Instrument of Permanent Transfer** which is processed by Shared Services Recruitment.

The [Instrument of Permanent Transfer](#) can be accessed on the Shared Services Service NOW (SNOW) Portal.

Additionally, if a permanent transfer has resulted from an employee’s participation in a competitive merit-selection process, then the outcome of that process should be notified in the ACT Government Gazette (*Section 29 – PSM Act*).

**Note:** If the Employee being offered a temporary position is not a permanent officer in their current role;

- The new temporary position will ‘over-ride’ their current position, and;
- For them to return to their previous role, another recruitment process will need to be initiated for the original role, it will not revert automatically once finalised.

### Option 3 – Appoint or Promote from an existing Order of Merit (incl. Graduate Administrative Assistant)

Another option is making an appointment or promotion from an existing order of merit (otherwise known as a merit list). An order of merit is a list of applicants found suitable in a current or previous recruitment process conducted by a Directorate. Utilising a previously formed order of merit is highly advantageous as it provides you with access to a pool of assessed applicants, negating the need for a full recruitment process, saving time and resources.

Appointing or promoting from an order of merit is only an option between vacancies of the same classification, with the same selection criteria. An order of merit is valid for 12 months from the date the delegate signs the selection committee report. People & Culture’s Recruitment Team may be able to advise of any recent recruitment processes relevant to the vacancy you need to fill.

**Did you know?** A selection decision based on an existing order of merit may be utilised up to 12 months from the date the delegate signs the selection committee report.

*For more information, refer to: Section 8(3) (Comparative assessment) - Public Sector Management Standards.*

If your vacancy is at the Administrative Services Officer 5 Classification (ASO5), you may also consider the promotion of a Graduate Administrative Assistant (GAA) to fill your vacancy. A graduate may be promoted, without an additional merit-selection process, provided they have fulfilled all probationary requirements. Your Directorate HR area can provide further advice on whether promoting a graduate is an appropriate filling option for your vacancy.

## Option 4 - Advertise and Conduct a Competitive Merit Selection Process

If a suitable employee from within the ACTPS has not been identified for transfer, it is a legislative requirement that permanent vacancies are advertised and filled through a competitive merit selection process. This is to ensure that all eligible individuals have a reasonable opportunity to apply for the vacancy, and that they are assessed on merit for their suitability for the role.

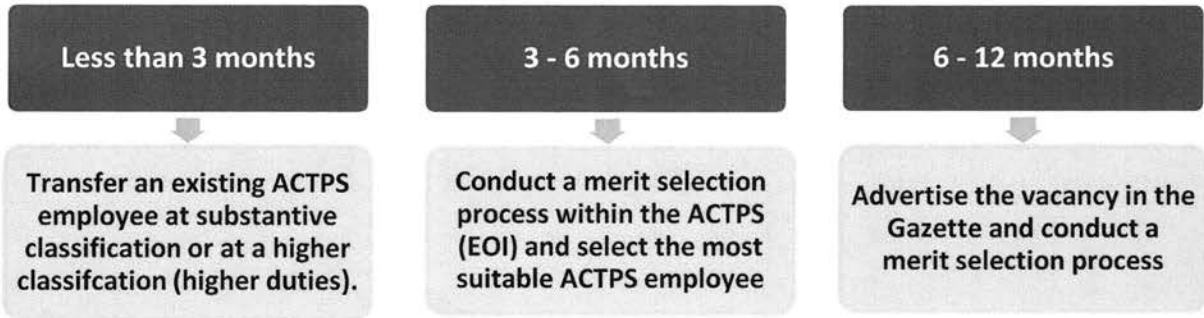
Advertising and conducting a competitive merit-selection process is generally the most common method used to fill a permanent ACTPS vacancy. Under ACTPS employment legislation, permanent vacancies must be advertised in the ACT Government Gazette (incorporated on [www.jobs.act.gov.au](http://www.jobs.act.gov.au)).

## Temporary Vacancies

When filling a vacancy consideration should be given to the ACT Government's commitment to promote permanent employment and minimise the use of consultants/contractors within the ACTPS. However, it may be preferable to fill a vacancy on a temporary basis when:

- a permanent employee is on leave or on temporary transfer;
- a new body of work is required for a fixed term or to complete a specified task;
- the work is ad-hoc and infrequent.

Under ACTPS employment legislation, there are a number of ways by which a vacancy may be filled temporarily. The options and filling processes vary slightly depending on the period of employment.



## Temporary vacancy – less than 3 months

For short-term vacancies of up to three months, the temporary transfer of existing ACTPS employees must be given preference.

Temporary vacancies of up to three months are not subject to the merit principle. Whilst it is encouraged that managers apply some form of merit selection process, the primary aim is to ensure that short term vacancies can be filled quickly and efficiently.

The temporary transfer of an existing ACTPS employee is generally at their substantive classification or to a higher classification (otherwise known as ‘higher duties’). For employees transferring to a vacancy at a higher classification, a higher duties allowance will be provided without the need to advertise the vacancy and conduct a competitive merit selection process.

**Higher Duties Allowance (HDA):** “An allowance payable to an employee who is directed to temporarily perform the duties of a position with a higher classification”

*For more information, refer to the appropriate Enterprise Agreement*

For an employee filling a vacancy up to the ASO6 classification (or equivalent), higher duties must be paid for all acting periods of one or more days. For an employee filling a vacancy at a classification higher than an ASO6 (or equivalent), higher duties is only payable for periods of five or more working days.

Opportunities for higher duties must be conducted in a fair and transparent manner, with all staff given a fair and reasonable opportunity for development. On commencement of higher duties an officer should normally be assigned to the first incremental salary point of that classification unless otherwise negotiated and approved by the delegate. The delegate is responsible for ensuring that all necessary documentation is retained substantiating the operational reasons as to why a period of higher duties allowance was approved.

## Temporary vacancy – 3 to 6 months

Under Section 27 of the PSM Act, the application of the merit principle applies when filling a vacancy for more than three months. However, when filling a vacancy for three to six months, the process for assessing the applicants is generally less detailed than a competitive

selection process. For example, applicants may answer an expression of interest (EOI) by providing a two page summary of their work-related qualities and experiences against the duties of the position.

Under Section 25 of the PSM Act, preference must be given to existing permanent ACTPS officers when offering temporary employment. The vacancy may be advertised on the Jobs ACT website only when the delegate is satisfied that:

- there is no appropriate officer available at level within the ACTPS with the expertise, skills or qualifications required for the role; or
- there is a need for the performance of urgent or specialised work and it is not practical in the circumstances to use the services of an existing ACTPS officer.

**Did you know?** For the purposes of Section 25 of the PSM Act, an 'available' officer in the service means an officer **available at level**.

## Temporary vacancy – 6 to 12 months

Under Clause C7.2 of the Enterprise Agreements and Section 101(2) of the PSM Act, a temporary vacancy of six months or longer must be advertised in the ACTPS Gazette, and a competitive merit selection process undertaken. In order to ensure a fair and unbiased selection of the most suitable candidate, your assessment methods should be similar to those utilised in filling a permanent vacancy. Please refer to Tool 8 'A Guide to Assessment Methods', for further guidance on selection.

A temporary vacancy should not be filled on a continuous basis for more than 12 months. You should determine as early as possible whether the vacancy is ongoing and can be filled on a permanent basis. Fixed term temporary employment contract arrangements apply where there is a genuine temporary employment need for longer than twelve months.

**Did you know?** A position that is expected to be vacant for a period of six months or longer must be advertised in the ACTPS Gazette.

*For more information, refer to: Clause C7.2 of the Enterprise Agreements and Section 101(2) of the PSM Act.*

## Recruitment Agencies

It is recognised that certain specialist vacancies may be difficult to fill on a short-term basis through a standard recruitment process. In these circumstances, it may be more efficient to utilise the services of professional recruitment agencies. Potential employees identified through recruitment agencies may either be engaged under an ACTPS contact or contracted through the recruitment agency directly.

Prior to engaging an employee through a recruitment agency you should consider the financial costs associated, and check the preferred method of engagement with your Directorate's HR area.

## Further information and support

For any further information or support regarding workplace issues and interpersonal conflict, please contact;

**Recruitment Services**    512 71450 –or- [ACTHealthHR@act.gov.au](mailto:ACTHealthHR@act.gov.au)

## ACCESSIBILITY

If you have difficulty reading a standard printed document and would like an alternative format, please phone 13 22 81.



If English is not your first language and you need the Translating and Interpreting Service (TIS), please call 13 14 50.

For further accessibility information, visit: [www.health.act.gov.au/accessibility](http://www.health.act.gov.au/accessibility)

**Wilson, Lisa (Health)**

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**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 16 July 2019 7:26 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** FW: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]  
**Attachments:** Recruitment Procedure (1).docx; Recruitment Policy.docx; HR Fact Sheet - Vacancy Filling Options 1.0b.pdf

UNCLASSIFIED

Hi Lisa

This is the final draft email/document, I am just awaiting final comments from Jim and Sean.

Hopefully, you can then send it off tomorrow.

Thanks

T

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**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 16 July 2019 5:56 PM  
**To:** Tosh, Jim (Health) <Jim.Tosh@act.gov.au>  
**Subject:** CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

UNCLASSIFIED

**Draft email**

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets, policy and procedure documents – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel (with myself as the Chair) and candidates were interviewed for the ASO 5 positions by the panel. The short term opportunities were then decided based on this result.

With regard to this process, ACTPAS was not noted as an essential criteria in the advertising documentation, these EOI's were advertised on the Canberra Health Services intranet only (as per CHS recruitment procedure – attached).

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure that all of my teams are aware of the CHS Recruitment policies and procedures, and I am more than happy to



talk through any issues such as these raised with you at any time with any of my team members. I will also look into the opportunity for recruitment training to be delivered to my whole team as part of an education program more broadly.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than happy to include one of your members on the next recruitment panel. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be soon be advertised via the ACT Gazette as a 12 month contract and a permanent appointment respectively.

Please feel free to give me a call if you would like to discuss any further.

Kindest regards

Lisa

### **Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
 T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
 University of Canberra Hospital, Level 2, Office 11

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**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Tuesday, 16 July 2019 10:06 AM  
**To:** McMenamain, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi Tracey,

I have added a couple of comments in red ( and responded to your questions). I haven't heard anything from Jim or Sean.

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel and the short term opportunities were then decided based on this result. The panel met with the candidates for the ASO5

position in addition to the written expression of interest. *(if you conducted interviews/informal or otherwise maybe include that detail?).*

I will undertake a review of our position descriptions to ensure there are no potentially discriminatory selection criteria or wording (eg. we will ensure that ACTPAS experience is not referenced as an essential criteria) . The ASO4 and ASO5 EOI's were advertised on the Canberra Health Services intranet only (as per CHS recruitment procedure – attached.) **THE ASSESSMENT DOCUMENTATION ALSO NEEDS TO BE CLEARLY ABLE TO IDENTIFY THE DECISION – WAS THIS ALSO CLEARED OR DISCUSSED THROUGH RECRUITMENT AT ALL? No – I have never sent documentation to recruitment. I have notes although I now see we were meant to send the notes to the delegate for sign off which we didn't. But Todd did approve the req. Did the EOI note you must have ACTPAS experience? No. it said it was favourable and also 'Knowledge of (or the ability to acquire quickly) -----Information systems incl ACT Patient Administration system'**

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure all of my teams are aware of the processes and procedures, and I am more than happy to talk through any issues at any time with any of my team members.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than interested in utilising one of your members as identified below on the panel for commencing a process to fill these positions permanently in the next month or so. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be advertised via the ACT Gazette as a 12 month contract and Permanent appointment respectively in the next month. It won't be in the next month. Linda K. has requested that we look at the RACS admin org structure post organisational restructure and our amalgamation with Community Health centre admin. (ie there is a duplication of positions so she wants to look at our structure – not with the intention of losing positions but the DS may need adjusting) Linda does not get back until next month.

Thanks, please feel free to give me a call if you would like to discuss any further. I look forward to receiving the list of names for other JSC shortly and working with you on the next RACS process.

Kindest regards

Lisa

### **Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

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**From:** McMenamin, Tracey (Health)  
**Sent:** Monday, 15 July 2019 5:44 PM  
**To:** Tosh, Jim (Health) <[Jim.Tosh@act.gov.au](mailto:Jim.Tosh@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>; Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Subject:** FW: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

## UNCLASSIFIED

Hi Lisa

Thanks for sending this through. I have made some amendments directly below (in bold) for your review and have attached relevant documents that you would have used/adhered to as part of the recent process.

**Sean and Jim** - please advise if there is anything else you think should be included/omitted please.

FYI – as requested by Janine, I called Brenton this afternoon and got his voicemail. I advised him the response will be sent to him and Madeline tomorrow as requested and left my contact details for him to call me back.

**AMENDED RESPONSE – happy to review the final version before it is sent also**

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel and the short term opportunities were then decided based on this result (***if you conducted interviews/informal or otherwise maybe include that detail?***).

I will undertake a review of our position descriptions to ensure there are no potentially discriminatory selection criteria or wording (eg. we will ensure that we only reference that ACTPAS experience would be highly regarded, but is not essential etc). The ASO4 and ASO5 EOI's were advertised on the Canberra Health Services intranet only as per the guidelines. ***LISA TO PROVIDE EVIDENCE OF WHERE THIS WAS FOLLOWED/DOCUMENTED/POLICY AND FACT SHEET THAT WAS ADHERED TO FOR THE EOI – if not the one I have attached above. THE ASSESSMENT DOCUMENTATION ALSO NEEDS TO BE CLEARLY ABLE TO IDENTIFY THE DECISION – WAS THIS ALSO CLEARED OR DISCUSSED THROUGH RECRUITMENT AT ALL? Did the EOI note you must have ACTPAS experience?***

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure all of my teams are aware of the processes and procedures, and I am more than happy to talk through any issues at any time with any of my team members.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than interested in utilising one of your members as identified below on the panel for commencing a process to fill these positions permanently in the next month or so. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be advertised via the ACT Gazette as a 12 month contract and Permanent appointment respectively in the next month.

Thanks, please feel free to give me a call if you would like to discuss any further. I look forward to receiving the list of names for other JSC shortly and working with you on the next RACS process.

Kindest regards

Lisa

***Input your contact details etc.....***

**From:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Sent:** Monday, 15 July 2019 3:20 PM  
**To:** McMenamain, Tracey (Health) <[Tracey.McMenamin@act.gov.au](mailto:Tracey.McMenamin@act.gov.au)>  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Hi Tracey,

Appreciate your thoughts on the below before I send.

Dear Madeline,

Thank you for your email and I have noted the CPSU's concerns in relation to recruitment and retention. I cannot comment on matters raised within the Cultural Review as I have not been involved in those specific discussions and do not have any authority to comment.

As I stated in the meeting, an Expression Of Interest process was utilised for recruitment to the ASO4 and ASO5 positions. This process is commonly used across Canberra Health Services for temporary positions of below 6 months in duration. It is not used as a method of deliberately avoiding transparency or merit selection as written applications were assessed, rated against the criteria and awarded based on this result. It does afford an opportunity for existing staff to build on skills by acting in higher roles and also supports teams by reducing the potential for operating understaffed. (Not sure if this is necessary?)

I will undertake a review of our position descriptions to ensure there are no discriminatory selection criteria. As the ASO4 and ASO5 Expressions of Interest were advertised on the Health intranet they were only available to Health employees.

I acknowledge that even though merit selection processes are followed there may be staff members who are not fully aware of the process and perceive this is not the case. I would appreciate it, therefore if you could forward me a list of JSC representatives and the processes for engaging with them so that I can make use of this resource in future selection processes.

The ASO4 and ASO5 positions have only been filled for the short term and will be advertised via the ACT Gazette as a 12 month contract and Permanent appointment respectively.

(Which policy should I attach? The one on the website which I have attached was due for review Nov 2018 and doesn't mention EO's

Thanks

Lisa

**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Cc:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
 Madeline

**Madeline Northam | ACT Regional Secretary | CPSU** [REDACTED] website  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 16 July 2019 7:50 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** RE: update [SEC=UNOFFICIAL]

UNOFFICIAL

No worries, you can relax now!

I have sent you the final version that is just awaiting Sean's clearance.

Our union policy outlines that we should always endeavour to respond in a timely manner, but that when we cannot meet the deadline requested - we just need to communicate that.

I have done that – so hopefully all will be ok and you can send it off tomorrow.

Thanks Lisa. T

---

**From:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Sent:** Tuesday, 16 July 2019 7:45 PM  
**To:** McMenamin, Tracey (Health) <Tracey.McMenamin@act.gov.au>  
**Subject:** RE: update [SEC=UNOFFICIAL]

OK Thanks

---

**From:** McMenamin, Tracey (Health)  
**Sent:** Tuesday, 16 July 2019 7:22 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** update

UNOFFICIAL

Hi Lisa

I have sent Brenton and email to advise him the response has not yet been finalised. Jim and Sean will finalise it in the next day or so, I have asked Brenton to call me if any issues.

Thanks – see you tomorrow

T

*Tracey McMenamin*

**Director - Business Partnerships**

**People & Culture**

**Community, Aged Care & Rehabilitation Division**

**Mental Health, Justice Health & Alcohol, Drug Services Division**

Canberra Health Services | ACT Government

**Email:** [tracey.mcmenamin@act.gov.au](mailto:tracey.mcmenamin@act.gov.au)

Level 1 Building 23, Canberra Hospital  
 PO Box 11, WODEN ACT 2606

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**Canberra Health  
Services**

**Wilson, Lisa (Health)**

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**From:** McMenamin, Tracey (Health)  
**Sent:** Wednesday, 17 July 2019 1:30 PM  
**To:** Wilson, Lisa (Health)  
**Cc:** Tosh, Jim (Health); McDonnell, Sean (Health)  
**Subject:** CPSU union response

UNCLASSIFIED For-Official-Use-Only

Hi Lisa

The below wording is cleared to go to Madeline and Brenton, and you can attach the relevant documents etc.

You may also wish to run it past Todd, and happy to discuss with you both also if needed.

Thanks

T

**Draft email**

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets, policy and procedure documents – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel (with myself as the Chair) and candidates were interviewed for the ASO 5 positions by the panel. The short term opportunities were then decided based on this result.

With regard to this process, ACTPAS was not noted as an essential criteria in the advertising documentation, these EOI's were advertised on the Canberra Health Services intranet only (as per CHS recruitment procedure – attached).

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure that all of my teams are aware of the CHS Recruitment policies and procedures, and I am more than happy to talk through any issues such as these raised with you at any time with any of my team members. I will also look into the opportunity for recruitment training to be delivered to my whole team as part of an education program more broadly.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than happy to include one of your members on the next recruitment panel. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.



The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be soon be advertised via the ACT Gazette as a 12 month contract and a permanent appointment respectively.

Please feel free to give me a call if you would like to discuss any further.

Kindest regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services

T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)

University of Canberra Hospital, Level 2, Office 11

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*Tracey McMenamin*

**Director - Business Partnerships**

**People & Culture**

**Community, Aged Care & Rehabilitation Division**

**Mental Health, Justice Health & Alcohol, Drug Services Division**

Canberra Health Services | ACT Government

**Email:** [tracey.mcmnamin@act.gov.au](mailto:tracey.mcmnamin@act.gov.au)

Level 1 Building 23, Canberra Hospital

PO Box 11, WODEN ACT 2606

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Services**

**Schorsch, Kate (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 17 July 2019 4:41 PM  
**To:** Kaye, Todd (Health); McMenamain, Tracey (Health)  
**Subject:** FW: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]  
**Attachments:** Recruitment Policy.docx; HR Fact Sheet - Vacancy Filling Options 1.0b.pdf

Hi,

I have sent off the agreed email below to the recipients in the original email. Here is a copy for your reference and the HR Fact sheet we were talking about Todd.

Regards

Lisa

**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 17 July 2019 4:26 PM  
**To:** Madeline Northam [REDACTED]  
**Cc:** Hammat, Janine (Health) <Janine.Hammat@act.gov.au>; McDonnell, Sean (Health) <Sean.McDonnell@act.gov.au>; Brenton Higgins [REDACTED]  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets, policy and procedure documents – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel (with myself as the Chair) and candidates were interviewed for the ASO 5 positions by the panel. The short term opportunities were then decided based on this result.

With regard to this process, ACTPAS was not noted as an essential criteria in the advertising documentation, these EOI's were advertised on the Canberra Health Services intranet only (as per CHS recruitment procedure – attached).

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure that all of my teams are aware of the CHS Recruitment policies and procedures, and I am more than happy to talk through any issues such as these raised with you at any time with any of my team members. I will also look into the opportunity for recruitment training to be delivered to my whole team as part of an education program more broadly.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than happy to include one of your members on the next recruitment panel. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be soon be advertised via the ACT Gazette as a 12 month contract and a permanent appointment respectively.

Please feel free to give me a call if you would like to discuss any further.

Kindest regards

Lisa

### **Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

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**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Cc:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in

the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Madeline Northam | ACT Regional Secretary | CPSU** [REDACTED] website  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

# ACT Health

## Policy

### Recruitment Policy

#### Policy Statement

The way we undertake recruitment is critical to our success as an organisation. It is important that any recruitment activity in ACT Health complies with this policy and associated procedures to ensure consistency in our approach, quality decision-making and the employment of skilled staff.

This policy draws on and is consistent with the ACT Public Service Recruitment Guidelines: A Better Practice Guide and associated Guidance Tools. ACT Health employees undertaking a recruitment process should familiarise themselves with these documents.

Recruitment processes in ACT Health must follow the principles and procedures detailed in the Enterprise Agreements, Public Sector Management Act (1994), Public Sector Management Standards 2016, together with relevant ACT Health procedures.

For all queries in relation to recruitment, contact Recruitment Services on 62071450 or email [ACTHealthHR@act.gov.au](mailto:ACTHealthHR@act.gov.au). ACT Health selection forms can be found at the Recruitment Services intranet page.

The fundamental principles that must govern all recruitment activity are merit, fairness, efficiency and transparency, equity and diversity, reasonable adjustment and confidentiality.

#### Merit

Application of the merit principle requires that: job vacancies are publicised so that there is a reasonable opportunity for members of the community to apply; selection is fair and objective at each stage of the process; those appointed have the necessary qualifications, skills and competencies required for the position; the best applicant is chosen for the job, taking into account potential for development; and it can be demonstrated that the principles of recruitment have been applied and the recruitment decision justified.

#### Fairness

Each applicant has a right to a fair and unbiased consideration of their application. Treating everyone the same, however, does not necessarily make a process fair. The selection process may need to account for an individual's circumstances to give them an equal chance to present their case.

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### **Efficiency and transparency**

All elements of the recruitment process should be carried out in a timely manner and be supported by transparent procedures and processes. The benchmark for completing a Selection Process within the ACTPS, from the time a vacancy is advertised through to the date that the written letter of offer of employment is sent from Shared Services to the successful applicant, is 40 working days. However efficiency should not compromise consistent, appropriate and merit-based recruitment.

### **Equity and diversity**

Equity and diversity in recruitment ensures that all applicants have equal opportunity to compete for positions, and are not denied employment because of discrimination on the grounds of any of the attributes (such as race, sex, sexual preference, marital status, pregnancy, age or physical or mental disability) under the *Discrimination Act 1991*. Recruitment processes may be modified in certain cases to ensure that discrimination does not occur.

A fair and transparent recruitment process allows applicants to equally compete for positions. In this sense, equity does not mean all applicants are treated the same, but rather, that there is fair opportunity for all. Diversity is about recognising the value of individual differences and integrating these into an inclusive workplace environment.

### **Reasonable adjustment**

The principles of reasonable adjustment must be applied to all stages of the recruitment and selection process to ensure that all applicants have the opportunity to compete for the position equally and fairly. Reasonable adjustment may include a change to a process, practice or procedure to enable an individual with a disability or injury to compete for a position in a way that minimises the impact of their disability or injury.

It is the responsibility of the selection committee to ask applicants if any reasonable adjustments are required to enable them to participate equally in the recruitment process. It is better practice to ask all applicants when inviting them to an interview or assessment process, regardless of whether they have indicated that special requirements are required on their application form.

### **Confidentiality**

ACT Health employees are bound by various legal obligations including Section 9 of the PSM Act and the *Information Privacy Act 2014* to preserve the confidentiality of information available to them as a result of their duties. As such, any ACT Health employee involved in a recruitment process must understand their responsibilities to maintain confidential information. Where a breach of confidentiality occurs, the recruitment process can be compromised and in extreme cases may negate the whole process.

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## Purpose

The aim of this policy is to ensure well-structured recruitment processes within ACT Health that attract and select high quality individuals. A well run recruitment process reflects positively on ACT Health and the ACT Public Service as a whole, and will ensure selection of the right person for the job at the right time.

## Scope

This policy includes recruitment activity for all positions in ACT Health.

## Roles & Responsibilities

Executives and line managers are responsible for:

- Ensuring that recruitment processes are appropriate for the recruitment needed;
- Ensuring the policy and recruitment procedures are followed in the recruitment process;
- Encouraging procedures that support the appointment of permanent and ongoing employees, and using temporary or casual employment arrangements only where there is a clear need or business case; and
- Notifying People and Culture if a Joint Selection Committee (JSC) process is to be used, to ensure that the correct procedures are followed;
- Seeking advice from People and Culture when there is uncertainty about what are the appropriate recruitment procedures.

Delegates for recruitment action:

- Must ensure they hold the delegated authority to approve a recommendation from a Selection Advisory Committee (SAC) or JSC; and
- Must be satisfied that the principles listed in the policy statement above have been met, and that the recruitment has been conducted in accordance with the relevant standards and employment agreements.
- Must be at least one classification above the Chairperson and not a member of the SAC/JSC.

Chairs of SACs and JSCs must ensure that:

- They have completed ACT Health staff selection training in the previous five years;
- The selection committee process is free from bias or discrimination;
- The selection documentation is complete and thorough;
- All selection committee members have completed a conflict of interest declaration;
- They are familiar with the procedures governing the selection process and that the conduct of the selection committee complies with these procedures;

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- Ensuring that referees nominated by the applicant include a recent supervisor, and if not, informing the applicant that this may have a negative impact on the assessment of their application; and
- The selection committee members are familiar with the procedures.

**Selection committee members:**

- Are strongly encouraged to complete ACT Health staff selection training;
- Must be familiar with this policy and associated procedures and comply with them;
- Must complete a conflict of interest declaration for inclusion in the selection report; and
- Must be at a higher or equivalent level to the position, unless in special circumstances as nominated by the Executive Director, People and Culture.

**People and Culture are responsible for:**

- Implementing this policy;
- Advising managers and staff of the application of the policy;
- Advising staff of the details of the policy and procedures as it relates to them;
- Where requested, nominate a People and Culture officer with the relevant skills and experience to sit on a selection committee; and
- Ensuring that all pre-employment checks have been completed prior to commencement.

## Evaluation

### Outcome Measures

- The use of this policy and its related procedures ensure ACT Health is meeting its obligations under the Enterprise Agreements and relevant legislation;
- The use of this policy and its related procedures improves the efficiency and effectiveness of staff selection processes; and
- A reduction in the instances of requests for advice, internal reviews and appeals relating to staff selection processes.

### Method

- Standard reporting suite from the recruitment system, including time to hire reports and vacancies not filled;
- Monthly reporting through People Strategy and Services Scorecard and workload monitoring reporting;
- Ad hoc report requests as required; and
- People Strategy and Services will record the number of issues related to staff selection, specifically internal reviews and appeals, and provide reports as requested.

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**Related Policies, Procedures, Guidelines and Legislation**

**Policies**

- Conflict of Interest
- Conflict of Interest – Close Personal Relationship
- National Police Check

**Procedures**

- Conflict of Interest
- Conflict of Interest – Close Personal Relationship
- Recruitment

**Guidelines**

- ACT Public Service Recruitment Guidelines: A Better Practice Guide and associated Guidance Tools
- Contact officer guide
- Interview guide for managers
- Recruitment ideas and good practice for managers
- Health Directorate Identity Checks

**Frameworks**

- Respect, Equity & Diversity (RED) Framework

**Standards**

- ACT Health People and Culture Delegations Manual
- Public Sector Management Standards 2016

**Legislation**

- *Public Sector Management Act 1994* (ACT)
- All ACTPS Enterprise Agreements

**Definition of Terms** (only use this section if needed, delete if not needed)

**Selection Advisory Committee**

Primarily used for individual vacancies. Some decisions in relation to the promotion or transfer of an officer based on the advice of a Selection Advisory committee are appealable, for positions at or below an Administrative Service Officer Class 6 (or equivalent).

**Joint Selection Committee**

May be used for individual vacancies, bulk recruitment rounds (where there are several vacancies to be filled from the same recruitment process), or for vacancies that are likely to be highly contested. Joint Selection committees are established under the PSM Act and

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include a union representative. Decisions based on the advice of a Joint Selection committee are non-appealable.

## Search Terms

Recruitment, recruiting, merit, selection, appeal

## Attachments

### Attachment 1 ACT Public Service Recruitment Guidelines

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*Policy Team ONLY to complete the following:*

<i>Date Amended</i>	<i>Section Amended</i>	<i>Divisional Approval</i>	<i>Final Approval</i>
02 Aug 2018	Minor amendments throughout	Janine Hammat, ED People and Culture	PAC Chair

*This document supersedes the following:*

<i>Document Number</i>	<i>Document Name</i>

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## Attachment 1 - ACT Public Service Recruitment Guidelines

The *ACTPS Recruitment Guidelines: A Better Practice Guide*, outline and describe better practice recruitment methods and principles intended to support the ACTPS in managing recruitment activity. They are intended to provide ACTPS employees undertaking recruitment processes with a detailed understanding of the better practice recruitment and selection process. With this knowledge the ACTPS will be able to improve recruitment processes to be efficient, timely and to attract and select the best applicants possible.

Linked to the Guidelines are ten ACTPS *Better Practice Guidance Tools*.

ACT Health officers engaged in recruitment should utilise these guidelines and tools, together with the ACT Health Recruitment Policy. They can be found at the following links:

- [ACT Public Service Recruitment Guidelines](#)
- [Tool 1 – ACTPS Vacancy Filling Options](#)
- [Tool 2 – Writing a Position Description](#)
- [Tool 3 – A Sample Position Description](#)
- [Tool 4 – Developing Selection Criteria](#)
- [Tool 5 – Selecting an Advertising Strategy](#)
- [Tool 6 – Writing a Job Advertisement](#)
- [Tool 7 – Tips for Effective Short-listing](#)
- [Tool 8 – A Guide to Assessment Methods](#)
- [Tool 9 – Developing your Interview questions](#)
- [Tool 10 – Understanding Pre-Employment Checks](#)

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# ACT Health Procedure Recruitment

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The purpose of this Procedure (the Procedure) is to ensure that ACT Health staff follow the correct process for staff selection. Recruitment in the ACT Public Service is governed by provisions in legislation, enterprise agreements and policy. Compliance with this procedure will ensure that staff selection processes meet our legislative requirements and the appropriate process is followed.

Recruitment and staff selection processes in ACT Health must give appropriate consideration to upholding the principles of merit, reasonable opportunity and adjustment where required, and equity and equal employment opportunity (EEO). EEO programs are designed to ensure that the appropriate action is taken to eliminate discrimination against designated groups in relation to employment matters in the ACTPS.

Consideration should be given to supporting applicants of Aboriginal and Torres Strait Islander backgrounds and People, Strategy and Services (PSS) can advise on steps that may be taken.

Similarly for applicants with a disability reasonable adjustments need to be made to support them, and PSS can advise on steps that can be taken.

To comply with legislation, managers are reminded that permanent officers must be considered for a temporary vacancy in the first instance. Where a suitable permanent officer can undertake a temporary role, this must take precedence over a temporary employee undertaking that role. Refer section 106 *Public Sector Management Act*.

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This procedure sets out the process for filling vacancies of various types. There are 6 separate procedures covered by this procedure:

- A. Recruiting to a permanent vacancy;
- B. Recruiting to a temporary vacancy greater than 6 months;
- C. Recruiting to a vacancy of less than 6 months - With advertising or EOI - Filling the vacancy with a current employee;
- D. Recruiting to a vacancy of less than 6 months - Without advertising or EOI - Filling the vacancy with an identified permanent officer;
- E. Recruiting to a vacancy of less than 6 months - Without advertising or EOI - Filling the vacancy with a current temporary or casual employee; and
- F. Recruiting to a vacancy of less than 6 months - Without advertising or EOI - Filling the vacancy with a new temporary employee.

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To comply with enterprise agreements requirements, if a position is expected to be available for a period of six months or longer the position must be advertised in the ACT Government Gazette / ACT Jobs website. The advertisement should include a note stating that permanent officers are given priority when filling temporary vacancies.

Where ACT Health has recurring and identical vacancies the Delegate may use a selection advisory committee's recommendation for up to 12 months, to fill a position by appointment, transfer or promotion, if the position is the same position; or is at the same level and has the same selection criteria as the original position.

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1. You should be able to answer yes to all of the following questions before proceeding with a permanent recruitment process:
  - is the position still required?
  - is it at the right level?
  - is the position funded? and
  - do you have approval from your Executive Director to fill the position?
2. Review duty statement (DS) and selection criteria (SC) to ensure it reflects what the area requires the position to do. Seek advice from Health Recruitment team 62071450) on reviewing the duty statement if it has not been reviewed in the last 12 months, including re-sizing and redrafting the duties or selection criteria if required.
3. Form the Selection Advisory Committee (SAC) and identify a Chairperson. Forming the SAC early in the recruitment process enables timely scheduling of interviews, and enables the SAC to input to the process.
4. The SAC must have a minimum 3 members with an appropriate mix of genders (if practicable) and should include at least one person from outside of your immediate work area. Ensure that the Chairperson has attended staff selection training in the last five years and, committee members have a demonstrated understanding of how the selection process works. The Chairperson must be at least one classification above the position being filled, and the remaining SAC members must be at least at the same level or higher of the position being filled. Contact Health Recruitment team on 62071450 if there is any doubt.
5. The Delegate must be at least one classification above the Chairperson and not a member of the SAC/JSC.
6. Identify an appropriate contact person for the position. This person should have knowledge of the position and be able to provide accurate information to potential candidates. Do not select a person that has indicated they could be applying for, or who

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could conceivably apply for the position. A good choice is the direct supervisor of the advertised position.

7. Prepare a request to advertise requisition on Health's online eRecruitment system (currently Taleo). All permanent vacancies must be advertised in the ACT Government Gazette / ACT Jobs website (this is the minimum requirement). Using the eRecruitment system will ensure this occurs. If the position is to be advertised in external media, consider the best value for money placement. Often internet sites (including jobsites such as Seek or Career One, or relevant professional association websites) can be less expensive and reach a wider audience than traditional print media. Include the advertising text and approved DS and SC in the advertising section of your requisition.
8. Positions should be advertised for a minimum of two weeks, unless there are compelling reasons to advertise for a shorter period, but it must be a minimum of one (1) week.
9. Consider requesting referee reports be submitted with the application, acknowledging that there may be circumstances where this may not be possible – i.e. an applicant does not wish their current employer to know they are applying for jobs.
10. If candidates with the required skills or qualifications do not readily exist in the ACT, consider specifying in the advertising field that you wish for the position to be advertised via online media in other states, and/or internationally. Be aware that there are additional costs for this advertising.
11. Shared Services Recruitment process permanent recruitment on behalf of ACT Health. Shared Services will post/advertise your position in the publications nominated on your requisition.
12. Shared Services will, prior to advertising, assess ACT Government excess employees against the selection criteria for the position. Shared Services will send you details of any ACT Government Excess Officers they think could be considered suitable for your position. If you receive candidates from Shared Services, the SAC should request a full application from the Excess Officer to allow for full assessment against the selection criteria. The Excess Officer must be assessed in isolation prior to assessing any other applicants. When making this assessment the SAC must consider whether 6 months worth of training and development would allow the officer to be suitable.
13. If the SAC believes the Excess Officer is suitable they should be offered the position. If the person accepts, an instrument of permanent transfer is completed to give effect to the recruitment.
14. If the SAC finds Excess Officers unsuitable the reasons for the finding/s must be documented and supported by the delegate. This notification is to be sent to Shared Services and should also be included on your final selection report. If no Excess Officers are found suitable the process should progress.

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15. After the closing date Shared Services will forward all applications (including incomplete and ineligible) to the hiring manager for the recruitment. While there is no obligation to contact applicants who submit incomplete applications, for positions that are difficult to recruit to, it may be pertinent to seek complete applications from applicants who have submitted incomplete applications. Check with Health Recruitment if there are any concerns by contacting 620 71450.
16. Once the applications have been received, SAC members must declare any conflicts of interest to the Chairperson, or to the delegate if the Chairperson has a conflict. The Chairperson or delegate should satisfy themselves that the conflict can be managed appropriately, and if not, the SAC member with the conflict should be replaced.
17. If a member of the SAC is to be a referee for any candidate of the position, the referee report must be completed prior to viewing any applications. This avoids any conflict of interest or influence over the process.
18. The SAC meets to review and shortlist candidates against selection criteria. The SAC must always consider the candidates CV for relevant experience and achievements and:
  - choose a reasonable number of candidates to shortlist;
  - exclude all incomplete applications for shortlisting;
  - exclude ineligible candidates, e.g., when assessing candidates for a permanent vacancy candidates must be an Australian Citizen or permanent resident to be considered;
  - exclude all applications that have been rated a Requires Development (RD) on any selection criteria by the panel; and
  - record all reasons for not shortlisting any applicants as this can be used for providing feedback.
19. The SAC organises interviews and/or other assessment types for shortlisted candidates. Multiple assessment types are advisable; however on occasion there may be recruitment processes that require only the rating of the application against selection criteria and supported by referee reports. Assessment types may include interviews, work samples e.g. preparing a Ministerial response or analysing and interpreting data, through to role plays or other scenarios that enable an applicant to demonstrate skills and knowledge. Candidates should be made aware of the assessment types to be used.
20. The SAC must use the rating scale published by Health Recruitment, and may use mathematical ratings to derive the highest ranked applicant.
21. In rating candidates against selection criteria, a SAC may:
  - Rate each assessment piece separately and attach a weighting to each, i.e. the application is worth 30% of the rank and interview 70%; or
  - Consider the application and selection processes together to give an overall rating for the applicant.

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22. The SAC must seek candidate referee reports for at least the highest ranked candidate in contention at this stage of the selection process. If several candidates remain in contention after interview/assessment, one or more referee reports should be sought for each candidate. If the SAC believes a candidate is not in contention then a referee report does not need to be sought. Where an oral referee report is taken, it is recommended that this information is recorded in writing and sent to the referee for confirmation, and the final referee report should be made available to the candidate.
23. The SAC considers the ratings for candidates across all assessments, and determines final ratings for all candidates. The highest rated suitable candidate becomes the preferred candidate.
24. The SAC may consider recommending assigning a higher pay point for classifications with multiple pay increments. This assignment must be based on the preferred candidate's skill level and experience. By default the preferred candidate would start on the lowest increment of the pay point. There may be other payroll system factors that automatically influence starting increment – e.g. previous periods of higher duties at the level.
25. The Chairperson writes up individual statements, comparative statement and selection report with the agreed rating and rankings of the candidates.
26. The report is then provided to the rest of the SAC for consideration and once approved is submitted with relevant documents to the Delegate for consideration.
27. If the Delegate approves the recommendation (continue to step 27) OR the Delegate may not approve the recommendation and will provide reasons to the SAC. PSS may need to be contacted where the Delegate has not approved a recommendation. If more than one candidate was rated as suitable by the SAC, consideration can be given to recommending the next highest ranked suitable candidate. Otherwise, the recruitment process is completed without a preferred candidate and the vacancy will need to be readvertised.
28. Once the SAC recommendation has been approved the Chairperson contacts the first ranked candidate and offers the position. If the candidate verbally accepts the offer the Delegate endorsed selection report is sent to Shared Services. If the first ranked candidate declines the offer, they must be advised to provide this in writing. The written decline is provided to the Delegate and approval is sort from the Delegate to offer the position to the next ranked candidate. This information is then sent to Shared Services for action, including the amended selection report. If an e-requisition has been created for the first preferred candidate a new e-requisition may be needed.
29. After the offer is accepted verbally by the preferred candidate all unsuccessful candidates within ACT Health should be advised of the outcome before being notified by

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Shared Services. Shared Services will officially notify all candidates of the outcome electronically.

30. Shared Services prepares the pre-employment offer to the successful candidate. If required Shared Services will email the candidate requesting a National Police Check (NPC) and Self Disclosure forms to be completed and returned ASAP.
31. Hiring managers should allow 10 working days for the National Police Check commencing the day the documentation is provided to Shared Services. New employees cannot commence duty without completing the NPC process.
32. All candidates can request feedback on their performance in the selection process and this can be given by any member of the SAC. Candidates can request their individual assessment and rating from the assessment report but not their final ranking. Final ranking is withheld so as not to enable candidates to compare results.
33. On commencement the new staff member is welcomed and introduced into their work area and booked onto ACT Health's orientation and made aware of mandatory training requirements and their workplace induction pathway completed. The manager of the staff member should also familiarise themselves with the requirements of any probationary period that applies.

**Note:** Joint Selection Committees (JSC) are another option for management filling positions within ACT Health. A JSC is a selection committee comprising a minimum of three (3) people with one (1) being an approved management union trained representative, and the position is non appealable. If you are considering utilising a JSC you should discuss this with People Strategy and Services before advertising the vacancy.

1. You should be able to answer yes to all of the following questions before proceeding with a long term temporary recruitment process:
  - is the position still required?
  - is it at the right level?
  - is the position funded? and
  - do you have approval from your Executive Director to fill the position?
2. Review duty statement (DS) and selection criteria (SC) to ensure it reflects what the area requires the position to do. Seek advice from Health Recruitment team (ext 71450) on reviewing the duty statement if it has not been reviewed in the last 12 months, including re-sizing and redrafting the duties or selection criteria if required. The nominal position holder may need to be consulted, and there may be other factors to consider, including the reasons for the vacancy – ie Maternity leave.

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3. Form the Selection Advisory Committee (SAC) and identify a Chairperson. Forming the SAC early in the recruitment process enables timely scheduling of interviews, and enables the SAC to input to the process.
4. The SAC must have a minimum 3 members with an appropriate mix of genders (if practicable) and should include at least one person from outside of your immediate work area. Ensure that the Chairperson has attended staff selection training in the last 3 years and, committee members have a demonstrated understanding of how the selection process works. The Chairperson must be at least one classification above the position being filled, and the remaining SAC members must be at least at the same level or higher of the position being filled. Contact Health Recruitment team on ext 71450 if there is any doubt.
5. The Delegate must be at least one classification above the Chairperson and not a member of the SAC/JSC.
6. Identify an appropriate contact person for the position. This person should have knowledge of the position and be able to provide accurate information to potential candidates. Do not select a person that has indicated they could be applying for, or who could conceivably apply for the position. A good choice is the direct supervisor of the advertised position.
7. Prepare a request to advertise requisition on Health's online eRecruitment system (currently Taleo). All vacancies > 6 months and permanent vacancies must be advertised in the ACT Government Gazette / ACT Jobs website (this is the minimum requirement). Using the eRecruitment system will ensure this occurs. The advertised position must be open for a minimum of one (1) week. If the position is to be advertised in external media, consider the best value for money placement. Often internet sites (including jobsites such as Seek or Career One, or relevant professional association websites) can be less expensive and reach a wider audience than traditional print media. Include the advertising text and approved DS and SC in the advertising section of your requisition.
8. Positions should be advertised for a minimum of two weeks, unless there are compelling reasons to advertise for a shorter period, but it must be a minimum of one (1) week.
9. Consider requesting referee reports be submitted with the application, acknowledging that there may be circumstances where this may not be possible – i.e. an applicant does not wish their current employer to know they are applying for jobs.
10. If candidates with the required skills or qualifications do not readily exist in the ACT, consider specifying in the advertising field that you wish for the position to be advertised via online media in other states, and/or internationally. Be aware that there are additional costs for this advertising.

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11. Health Recruitment process long term temporary positions and will post/advertise your position in the publications nominated on your requisition through the ACT Government advertising provider.
12. After the closing date Health Recruitment will forward all applications, including incomplete and ineligible applications, to the hiring manager. While there is no obligation to contact applicants who submit incomplete applications, for positions that are difficult to recruit to, it may be pertinent to seek complete applications from applicants who have submitted incomplete applications. Check with Health Recruitment if there are any concerns.
13. Once the applications have been received, SAC members must declare any conflicts of interest to the Chairperson, or to the delegate if the Chairperson has a conflict. The Chairperson or delegate should satisfy themselves that the conflict can be managed appropriately, and if not, the SAC member with the conflict should be replaced.
14. If a member of the SAC is to be a referee for any candidate of the position, the referee report must be completed prior to viewing any applications. This avoids any conflict of interest or influence over the process.
15. The SAC meets to review and shortlist candidates against selection criteria. The SAC must always consider the candidates CV for relevant experience and achievements and:
  - choose a reasonable number of candidates to shortlist;
  - exclude all incomplete applications for shortlisting;
  - exclude ineligible candidates, e.g., when assessing candidates for a permanent vacancy candidates must be an Australian Citizen or permanent resident to be considered;
  - exclude all applications that have been rated a Requires Development (RD) on any selection criteria by the panel; and
  - record all reasons for not shortlisting any applicants as this can be used for providing feedback.
16. The SAC organises interviews and/or other assessment types for shortlisted candidates. Multiple assessment types are advisable; however on occasion there may be recruitment processes that require only the rating of the application against selection criteria and supported by referee reports. Assessment types may include interviews, work samples e.g. preparing a Ministerial response or analysing and interpreting data, through to role plays or other scenarios that enable an applicant to demonstrate skills and knowledge. Candidates should be made aware of the assessment types to be used.
17. The SAC must use the rating scale published by Health Recruitment, and may use mathematical ratings to derive the highest ranked applicant.
18. In rating candidates against selection criteria, a SAC may:

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- Rate each assessment piece separately and attach a weighting to each, i.e. the application is worth 30% of the rank and interview 70%; or
  - Consider the application and selection processes together to give an overall rating for the applicant.
19. The SAC must seek candidate referee reports for at least the highest ranked candidate in contention at this stage of the selection process. If several candidates remain in contention after interview/assessment, one or more referee reports should be sought for each candidate. If the SAC believes a candidate is not in contention then a referee report does not need to be sought. Where an oral referee report is taken, it is recommended that this information is recorded in writing and sent to the referee for confirmation, and the final referee report should be made available to the candidate.
  20. The SAC considers the ratings for candidates across all assessments, and determines final ratings for all candidates. The highest rated suitable candidate becomes the preferred candidate.
  21. The SAC may consider recommending assigning a higher pay point for classifications with multiple pay increments. This assignment must be based on the preferred candidate's skill level and experience. By default the preferred candidate would start on the lowest increment of the pay point. There may be other payroll system factors that automatically influence starting increment – e.g. previous periods of higher duties at the level.
  22. The Chairperson writes up individual statements, comparative statement and selection report with the agreed rating and rankings of the candidates.
  23. The report is then provided to the rest of the SAC for consideration and once approved is submitted with relevant documents to the Delegate for consideration.
  24. The Delegate approves the recommendation (continue to step 24) OR the Delegate may not approve the recommendation and will provide reasons to the SAC. PSS may need to be contacted where the Delegate has not approved a recommendation. If more than one candidate was rated as suitable by the SAC, consideration can be given to recommending the next highest ranked suitable candidate. Otherwise, the recruitment process is completed without a preferred candidate and the vacancy will need to be readvertised.
  25. Once the SAC recommendation has been approved, the Chairperson contacts the first ranked candidate and offers the position. If the candidate verbally accepts the offer the delegate endorsed selection report is sent to Shared Services. If the first ranked candidate declines the offer, they must be advised to provide this in writing. Permission is then sought from the Delegate to offer the position to the next ranked candidate.

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26. After the offer is accepted verbally by the preferred candidate all unsuccessful candidates within ACT Health should be advised of the outcome before notifying Shared Services, and after the offer is accepted verbally by the preferred candidate. Shared Services will officially notify all candidates of the outcome electronically.
27. Shared Services prepares the pre-employment offer to the successful candidate. If required Shared Services will email the candidate requesting a National Police Check (NPC) and Self Disclosure forms be completed and returned ASAP.
28. Hiring managers should allow 10 working days for the National Police Check to be returned commencing the day the documentation is provided to Shared Services. New employees cannot commence duty without completing the NPC process.
29. All candidates can request feedback on their performance in the selection process and this can be given by any member of the SAC. Candidates can request their individual assessment and rating from the assessment report but not their final ranking. Final ranking is withheld so as not to enable candidates to compare results.
30. On commencement the new staff member is welcomed and introduced to their work area, booked onto ACT Health's orientation and made aware of mandatory training requirements and their workplace induction pathway completed.

**Please Note:**

- If the vacancy is being filled by a permanent officer the recruitment action will be higher duties/temporary transfer. Where the position is being filled by an existing temporary or casual employee the recruitment action will be a new temporary contract. This will be processed from the selection report.
- If the recruitment action is higher duties or temporary transfer only the hiring manager will receive notification when the requisition has been filled by Health recruitment services. It is the hiring manager's responsibility to advise the employee that the requisition has been actioned.

**Note:** Joint Selection Committees (JSC) are another option for management filling positions within ACT Health. A JSC is a selection committee comprising a minimum of three (3) people with one (1) being an approved management union trained representative, and the position is non appealable. If you are considering utilising a JSC you should discuss this with People Strategy and Services before advertising the vacancy.

1. Prepare EOI documentation including a short description of the role, the qualities of the right candidate and attach the position description including the duties and selection

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criteria. Include information about what the candidate should submit –e.g. applicants must complete a 2 page EOI outlining claims to the position.

2. Disseminate the EOI, including via email, discussing the vacancy at a team meeting, or posting on the ACT Health Newshub.
3. Form selection advisory committee to assess candidate EOI's and shortlist.
4. Arrange interviews or other selection techniques as required.
5. Complete selection report, this can be a condensed version of a selection report (preferred) or a summary or file note. The document should clearly demonstrate how the panel came to the decision.
6. Send completed document to the Delegate for consideration.
7. After Delegate approval, advise successful candidate and contact the "current manager" to discuss and agree on an appropriate start date etc.
8. Advise unsuccessful candidates and provide feedback to them if requested.
9. Complete a requisition in the eRecruitment (Taleo) system for recruitment action (i.e. higher duties or temporary transfer).
10. Ensure the requisition is approved by relevant approvers with 'Recruitment Health' as final approver for processing.
11. The Health Recruitment team processes the requisition and forwards the requisition to Shared Services Payroll for their action.

**Note:** Any position that may be vacant for > 6 months must be advertised in the ACT Government Gazette / ACT Jobs website as a minimum.

Only the hiring manager will receive notification when the requisition has been filled. NB. It is the hiring manager's responsibility to advise the employee that the requisition has been actioned.

1. Identify the permanent officer who is able to fulfil the role.

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2. Document the reason for the decision to offer to the identified employee, and send this in an email to the senior manager of the area. This is an important step in demonstrating administrative decision making and accountability.
3. After Delegate approval, complete a requisition in the eRecruitment (Taleo) system for higher duties/temporary transfer.
4. Ensure the requisition is approved by relevant approvers with 'Recruitment Health' as final approver for processing.
5. The Health Recruitment team processes the requisition and forwards the requisition to Shared Services Payroll for their action.

**Note:** Any position that may be vacant for > 6 months must be advertised in the ACT Government Gazette / ACT Jobs website as a minimum.

Only the hiring manager will receive notification when a higher duties/temporary transfer requisition has been filled by Recruitment Health. It is the hiring manager's responsibility to advise the employee that the requisition has been actioned.



1. Identify the employee who is able to fulfil the role.
2. Document the reason for the decision to offer to the identified employee and send this in an email to the senior manager of the area. This is an important step in demonstrating administrative decision making and accountability.
3. After Delegate approval, complete a requisition in the eRecruitment (Taleo) system for a new temporary contract or new casual contract.
4. Ensure the requisition is approved by relevant approvers with 'Recruitment Health' as final approver for processing.
5. The Health Recruitment team prepares the new contract and sends this electronically via eRecruitment to the candidate to accept.
6. Once accepted and returned to Health Recruitment, the contract is forwarded to Shared Services Payroll to be processed on the payroll system.

**Note:** Any position that may be vacant for > 6 months must be advertised in the ACT Government Gazette / ACT Jobs website as a minimum.

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Only the hiring manager will receive notification when a higher duties/temporary transfer requisition has been filled by Recruitment Health. It is the hiring manager's responsibility to advise the employee that the requisition has been actioned.



1. Identify the person who is able to fulfil the role.
2. Document the reason for the decision to offer to the identified person, and send this in an email to the senior manager of the area. This is an important step in demonstrating administrative decision making and accountability.
3. After Delegate approval, complete a requisition in the eRecruitment (Taleo) system for a new temporary contract.
4. Ensure the requisition is approved by relevant approvers with 'Recruitment Health' as the final approver for processing.
5. Health Recruitment sends 2 emails to the identified candidate;
  - The first requesting national police check paperwork be completed and returned (preferred) to [acthealthhr@act.gov.au](mailto:acthealthhr@act.gov.au); and
  - The second provides a new starter link with all forms requiring completion.
6. The Health Recruitment team then process the new starter paperwork. Hiring managers should allow approximately 10 working days for a National Police Check to be returned, once the Health Recruitment team receive the paperwork from the employee. Employees cannot commence duty without completing the NPC process.
7. The Health Recruitment team prepares the new contract and sends it electronically via eRecruitment for acceptance by the candidate.
8. Once accepted and returned to Health Recruitment, the contract is forwarded to Shared Services Payroll to be processed on the payroll system.

**Note:** Any position that may be vacant for > 6 months must be advertised in the ACT Government Gazette / ACT Jobs website as a minimum.

Only the hiring manager will receive notification when a higher duties/temporary transfer requisition has been filled by Recruitment Health. It is the hiring manager's responsibility to advise the employee that the requisition has been actioned.

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## Evaluation

### Outcome Measures

- The use of this policy and its related Procedures ensure ACT Health is meeting its obligations under the Enterprise Agreements and relevant legislation; and
- The use of this policy and its related Procedures improves the efficiency and effectiveness of staff selection processes; and
- A reduction in the instances of requests for advice, internal reviews and appeals relating to staff selection processes.

### Method

- Standard reporting suite from the Recruitment system, including time to hire reports and vacancies not filled
- Monthly reporting through People Strategy and Services Scorecard and workload monitoring reporting.
- People Strategy and Service will record the number of issues related to staff selection, specifically internal reviews and appeals, and provide reports as requested.

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### Legislation

Related legislation and policy include, but are not limited to:

Public Sector Management Act 1994 (ACT)  
Public Sector Management Standards (ACT)  
ACTPS Enterprise Agreements

### Frameworks

Respect, Equity & Diversity (RED) Framework

### Policy

Recruitment Policy  
Conflict of Interest (DGD14-010)  
Conflict of Interest – Close Personal Relationship (DGD14-009)

### Standard Operating Procedures

Conflict of Interest (DGD14-010)  
Conflict of Interest – Close Personal Relationship (DGD14-009)

### PSS Guides

Contact Officer Guide  
Interview guide for Managers  
Recruitment ideas & good practice for Managers

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Recruitment, recruiting, merit, selection, appeal

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**Attachment 1** – Recruitment Ideas and Good Practice for Managers

**Attachment 2** – Interview Guide for Managers

**Attachment 3** – Contact Officer Guide

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*Policy Team ONLY to complete the following:*

<i>Date Amended</i>	<i>Section Amended</i>	<i>Divisional Approval</i>	<i>Final Approval</i>
02 Aug 2018	Minor amendments throughout	Janine Hammat, ED People and Culture	PAC Chair

*This document supersedes the following:*

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## Attachment 1 - Recruitment Ideas and Good Practice for Managers



### Recruitment ideas and good practice for managers:

*Follow the recruitment Policy and SOPS, and use this document to enhance your recruitment process.*

Our workforce is the most important part of delivering safe, quality care.

The way we plan for recruiting, and then how we attract, select and welcome our workforce is critical to our success as a healthcare provider.

**It is important that for any recruitment activity, we follow this process from start to finish to ensure quality and consistency in our approach, which will yield quality candidates and excellent recruitment decisions.**



- Always plan before you advertise
- Use revised, simple documents
- List what type of person and skills you are looking for
- Set up the panel
- Agree where to advertise



- Most effective is one simple ad linking to website
- Be available for calls and enquiries
- Remember, you represent the organisation, engage and attract candidates!



- Set up a professional interview
- Clear signs on doors, water available for candidates, introduce members of the panel.
- Set the scene of a professional organisation



- Make first experiences positive – welcome lunch or dinner
- Help people feel at ease with the organisation and Canberra.
- Find out about your new person and link them into their interests here – bushwalking, sporting interests, cultural pursuits

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**The vacancy:**

- Think about the role: do you have you the opportunity to reconsider the position and its purpose?
- Is the role specific, or is it more general? Sometimes you require a specific set of clinical skill and competencies, and this will determine how you advertise for and select your new staff member.
- Is the position budgeted? If not, agree a funding source before going any further.

**Simplify documentation:**

- In light of the above, take the opportunity to review or update the aspects of the role - scope, duties responsibility, reporting line, function. Also, ensure the position is at the right classification level.
- Refine selection documentation – plain English job requirements and selection criteria are easier for candidates to address. Avoid jargon and 'buzzwords'. Be direct and say what you mean.
- Create a position description document combining all these details, it will be useful for the applicant, contact officer, the panel, human resources and managers.
- Send the documentation to Human Resources to ensure the documentation is appropriate, and that the staffing establishment reflects the position accurately.

**Think about the type of person who will fit the role:**

- Try to describe your ideal candidate. This will help you target advertising and tailor your message.
- Identify where this person might be now. What do you know about the availability of this type of professional? Where are they now? Who are we competing with?
- Then, think about any particular elements of our employment opportunity we need to emphasise – security, professional development, opportunity to advance?
- Remember, the opportunity to practice in a particular environment, or the ability to work autonomously may be more important to your applicant than pay and conditions.

**Form your selection panel**

- Select a Chairperson who has done selection training course
- Other panel members should have balanced skills and knowledge surrounding the role.
- A small, well thought through panel composition is preferable to a large panel, although there are times when a large panel is important, for instance some senior executive and medical appointments.
- Include your thinking about the role and the ideal candidate in an email to panel members to get them thinking about the advertising and selection process.
- Gather ideas from the panel about how you can assess candidates: testing, scenario-based interviews, or a traditional interview.
- Set expectations with the panel around timeframes and responsibilities – advertising, contact officer, application and interview coordination, application closing dates, interview dates and decision timing.
- Based on the type of vacancy and your ideal candidate, ask the panel for ideas about advertising and attraction strategies.

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**Jobs with a ready, local source of candidates:**

- If there are potential, quality applicants within and around the organisation, you may not need to advertise externally at all.
- Many opportunities become known to people through their professional networks, through 'word of mouth'. Once the job has been posted on the e-recruitment system, you can directly approach external candidates you think might be suited for the role.
- In these instances, using the e-recruitment system, government gazette, word of mouth and Newshub may be enough to gather a strong applicant pool.

**Jobs with a small, outside of the region source of candidates:**

- Think about the most effective advertising strategy for the role you are trying to fill.
- If the candidate pool is small and close knit, directly approaching candidates might be far more effective and much cheaper than advertising.
- Many opportunities become known to people through their professional networks, through 'word of mouth'. Once the job has been posted on the e-recruitment system, you can directly approach external candidates you think might be suited for the role.
- Many groups maintain their own websites, events and publications which might be very effective and comparatively cheap for advertising opportunities.
- Avoid traditional newspaper advertising as they are costly and often ineffective for this type of advertising.

**Jobs with broader appeal and no specifically identified source of candidates:**

- Will you create a flyer or handout for use at conferences or events to create interest? Traditional press ads should be avoided as they are costly and often ineffective.
- Online searching for jobs is preferred by applicants, so the use of job sites such as seek.com.au and careerone.com.au is the preferred advertising pathway.
- If you determine it is necessary to advertise in newspapers, it is preferable to use a small pointer ad that links to [www.health.act.gov.au/employment](http://www.health.act.gov.au/employment)

**Contact Officer and Organisational Information**

- Applicants assess us as much as we are assessing them, so it is important for us to present a professional, organised image.
- Providing applicant with a friendly, helpful and knowledgeable contact who is able to answer common questions is important. A guide for contact officers is available.
- Some applicants will want to know more and may even want to meet with a manager or supervisor, and this is appropriate if possible.
- It is important to provide applicants with consistent information so as not to advantage one over another. An applicant who seeks out information and is well prepared through considered questioning is likely to be a high quality candidate, not someone with an unfair advantage.

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#### **Present a timely and organised process**

- A recruitment process can be conducted swiftly, and need not take weeks or months.
- Good preparation and planning means the panel is prepared to make a decision, and the delegate can be expecting a report.
- Applicants will generally make themselves available, so schedule rooms and panel members well in advance.
- Referee reports can be conducted or obtained at short listing and be ready for the panel to consider at interview.
- Get the basics right: include clear signage on doors, have someone available to greet and settle applicants into a discreet waiting area, introduce the selection panel, offer the applicant some water.

#### **Assessing the applicants**

- Using information from the covering letter, application and CV, shortlist the applicants. If there are doubts at this stage, consider the merits of interviewing the candidate.
- Applicants with incomplete documentation should not be shortlisted.
- A detailed statement of claims that covers the selection criteria can be used to shortlist an applicant, if a full application addressing selection criterion is missing.
- Consider the interview questions and assessment technique. A small work task to test skill or maybe even design a scenario-based interview, or even have the panel role-play a realistic work-based situation to assess the candidate's capability.
- At interview, ensure panel members have copies of interview questions, the duty statement and selection criteria, any ads, and full copies of applications and CVs.
- Try to obtain short-listed applicant's referee reports prior to the interview.
- When making a decision, take the overall performance of the applicant into consideration, and use the rating scale in the selection documentation.

#### **Completing the documentation**

- Complete the selection report as it is posted on the Intranet HR forms page.
- All short listed applicants require a full description of the applicant's assessment, including ratings against the selection criteria and information that can be used for feedback.
- Rank all suitable candidates who you are happy to appoint, if the first ranked candidate declines an offer, it means that the next ranked candidate can be offered the position.
- Selection reports being submitted to the delegate should include the complete selection report, published duty statement and selection criteria, applications, cvs and referee reports of shortlisted candidates.

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**Making the job offer, and negotiating details**

- When making the job offer, ensure you make it clear to the candidate the position you are offering, that they are the preferred candidate, and that the offer is made subject to its acceptance and satisfactory pre-employment checks.
- The candidate should not resign from their current position until all details are sorted out and they have formally accepted the offer.
- It is important to advise the candidate of their remuneration details, most importantly the salary being offered, FBT tea exemption status and any allowances that apply.
- If the candidate wishes to negotiate, be clear with them about the scope of possible negotiations.
- Many bargaining points are covered in the normal course of employment and simply require clarification.

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***For new staff moving to Canberra***

**First Impressions count**

- If your staff member is arriving from interstate, offer for someone from the team to meet them at the airport, or meet them soon after arrival if they drive to Canberra. This welcoming gesture can go a long way to put a new staff member's mind at ease and engender a sense of trust and demonstrates care.
- Many new staff are in temporary accommodation. A welcome basket of essentials, fresh local fruit and produce and, if the person has come from overseas, some Australian favourites, further demonstrates our commitment and support to them.

**Social inclusion**

- Invite existing members of staff to 'buddy' a new starter. Smoothing the path into the workplace, and into Canberra is an important predictor of retention.
- Experiences of our own staff moving to Canberra describe social inclusion and establishing connections as the most difficult component of moving to Canberra. Be sure to include new starters in extended work networks and functions, and its entirely appropriate to include new starters in social activities.
- Encourage your new starter to share with you their interests and leisure activities, and actively connect them with local groups and events that share those interests.

**The 'Live in Canberra' team**

- The ACT Government's Live in Canberra team provides liaison, orientation and advice to all newcomers to Canberra. Contact Joel Madden for more information on how to access this service on 617 45652.

**Relocation allowance**

- It is important to provide your new starter with clarity on the limit and inclusions for relocation assistance.
- Common inclusions are short term accommodation costs, personal effects uplift and transport, and costs associated with travelling to and settling in to Canberra.

***For new staff already in Canberra***

**Apply the same principles**

- If your new starter is already here, they probably have experience of other employers in the region, and know how important it is to retain quality staff.
- Make sure your new staff member has a buddy to help orient them to the way we do things here.
- Make sure your new starter feels looked after and supported, and knows that they've made a great decision to come and work with us.

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## Attachment 2 - Interview Guide for Managers

### Conducting a great employment interview in ACT Health

- This Interview Guide is an important resource for line managers who are responsible for hiring. It has been designed as a user-friendly guide and we hope you will find it a valuable tool whether you are a seasoned recruiter or a novice.
- Typically, a standard interview is approximately 30 to 45 minutes in length. The interview should be well developed to ensure that sufficient information is gathered to make an appropriate selection recommendation or decision.
- Remember that the applicant gathers information about the position and our organisation. Both you and the applicant are evaluating one another in the interview.
- Focus should be on the content of the applicant's responses, not on his/her oral expression, dress, physical features, or other factors not directly related to the requirements of the position. Oral expression may be assessed if communication skills are selection criteria or if assessing utilising duty statement required as part of duties.
- Avoid jargon and acronyms. Use technical terms in their proper context.
- It is usually a good idea to start with some general questions and move into more specifics. This will help to put the applicant at ease. Possible questions include: Why did you apply for this job? What is your understanding of the job? What attracts you to our organisation? What attributes do you bring that would make you successful in this position?
- The Selection Committee should develop interview questions from the selection criteria. This will ensure that interview questions are relevant, meaningful, and position-related and will give a clear set of references for evaluating an applicant's responses.
- Remember that the reason you are interviewing the applicant is to find out as much as possible about suitability. Open-ended follow-up questions are broad and give you full scope. They are useful for soliciting views, opinions, thoughts and feelings and for building interviewer/applicant rapport. Use more open-ended questions that begin with words such as 'describe', 'talk about', 'elaborate'. A sample sequence might be:
  - How have your previous positions prepared you for this one?
  - Which one was the most challenging? Why?
  - What were your specific responsibilities?
  - What did you enjoy most about it? What didn't you enjoy?
- It is entirely appropriate to ask follow up questions or ask applicants to elaborate on their responses. By their nature these questions will differ between applicants as each interview is different. Fairness is essential, so the same primary questions need to be put to each applicant to ensure equal opportunity.
- Every question should be assigned to a Selection Committee member and consider how the questions will be distributed. Will the questions be portioned out equally or match them to expertise, experience of individual panel members?
- Make sure that every Selection Committee member knows which questions will be asked in what order and how flexible this sequence can be.
- The Selection Committee Panel may decide to provide the questions to the applicant before interview so the applicant can be well informed on what to expect. If questions are provided remember to collect them from the applicant at the close of the interview to ensure a fair and proper process is followed.

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## **A Typical Interview Sequence**

- As you enter the interview room, indicate the seat in which you would like the applicant to sit and remember to close the door behind you.
- Introduce the Selection Committee members or have them introduce themselves.
- Offer the applicant a glass of water.
- Continue with some small talk to give the applicant time to get settled and to help him/her ease into the conversational flow of the interview.
- Applicants usually feel more comfortable when they know what to expect in an interview. Share your general format with the applicant.
- Tell the applicant that you/scribe will be writing during the interview and explain why you will be doing this.
- Assure applicants that two-way questioning is allowed and encouraged. Make it clear that the applicant will have an opportunity to ask questions at the conclusion of the interview.
- Panel members commence asking planned questions.
- Once all planned questions have been asked encourage the applicant to ask questions.
- Outline the timelines for the final selection decision. Let the applicant know the general steps ahead and who to contact should the applicant want to follow up.
- Thank the applicant and close on a positive note.

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Attachment 3 - Contact Officer Guide



**Guide for Contact Officers**

When preparing to be a contact officer you must first understand the roles and requirements of the position. The best way to achieve this is by reading over the information pack and talking with the supervisor and manager in the section.

It is important that the contact officer provides positive and constructive answers as the candidate will assess not only the position but the whole organisation. The Contact Officer must avoid organisational jargon or acronyms.

It is good practice to have this form handy (beside your phone) in anticipation of receiving calls from potential applicants

How many candidates called	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
	(please mark as candidates call)

Position overview	
Manager/Supervisor Name.....	
Key points of the position	
1.....	
2.....	
3.....	
4.....	
5.....	
6.....	

**Questions to consider**

Will the position manage staff	No <input type="checkbox"/> Yes <input type="checkbox"/> number of staff.....
Has the delegate agreed to accept late applications?	No <input type="checkbox"/> Yes <input type="checkbox"/> inform HR. New closing date.....
Does the position require qualifications?	No <input type="checkbox"/> Yes <input type="checkbox"/> type of qualification.....



**In preparation for receiving enquiries, the contact officer should be able to answer the following frequently asked applicant questions:**

1. Am I eligible to apply?
2. How many positions are available?
3. Is someone acting in the position?
4. Will I be supervising any staff?
5. How large is the team I will be working in?
6. Where is the position located?
7. Is there travel involved?
8. Does age matter?
9. I have a disability – will this disadvantage me in applying?
10. Do I have to tell you about my disability?
11. What is merit?
12. Do I need qualifications to apply?
13. Do I need to structure my application in a certain way?
14. How long should my answers be when responding to selection criteria?
15. Where can I find information about the job?
16. What are the employment conditions?
17. What does the recruitment process involve?
18. What is a merit list/pool?
19. What happens after I submit my resume?
20. I am moving from another organisation. Will I lose my leave entitlements?
21. I don't have access to a Computer. How can I submit my application?
22. Can I gain an extension to submit my application?
23. If I'm successful am I entitled to relocation assistance?
24. Who will be on the panel?
25. One of the selection panel members is my referee. What do I need to do?
26. Can I make changes to my application once it has been submitted online?

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**Wilson, Lisa (Health)**

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**From:** Kaye, Todd (Health)  
**Sent:** Wednesday, 17 July 2019 3:42 PM  
**To:** Wilson, Lisa (Health)  
**Subject:** RE: CPSU union response [SEC=UNCLASSIFIED]

Hi Lisa,

The email looks good. Happy for you to send it.

Can you please forward me the attachments that you are going to send, I think it may be timely to share these with the other Directors and their managers.

Thanks,

Todd

**Todd Kaye**

A/g Executive Director  
 Division of Rehabilitation, Aged and Community Services (RACS)

**University of Canberra Hospital**

Specialist Centre for Rehabilitation, Recovery and Research  
 20 Guraguma Street, Bruce ACT 2617

**Canberra Health Services**

Ph: 02 5124 0004

*Our values: Care, Excellence, Collaboration, Integrity*



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 PLEASE CONSIDER THE ENVIRONMENT BEFORE PRINTING THIS EMAIL

**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 17 July 2019 1:35 PM  
**To:** Kaye, Todd (Health) <Todd.Kaye@act.gov.au>  
**Subject:** FW: CPSU union response [SEC=UNCLASSIFIED]  
**Importance:** High

Hi Todd,

Please see email below. If you could confirm that you are happy for it to go to the CPSU .

I am interviewing until 4pm but can discuss after if you wish. I really need to send this today as they are waiting for a response..

Thanks

Lisa

**From:** McMenamin, Tracey (Health)  
**Sent:** Wednesday, 17 July 2019 1:30 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Cc:** Tosh, Jim (Health) <[Jim.Tosh@act.gov.au](mailto:Jim.Tosh@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>  
**Subject:** CPSU union response

UNCLASSIFIED For-Official-Use-Only

Hi Lisa

The below wording is cleared to go to Madeline and Brenton, and you can attach the relevant documents etc.

You may also wish to run it past Todd, and happy to discuss with you both also if needed.

Thanks

T

**Draft email**

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

In regard to the recent recruitment process, an Expression of Interest (EOI) process was utilised for recruiting to the ASO4 and ASO5 positions. This process is used across Canberra Health Services for temporary positions of below 6 months in duration (in line with the CHS fact sheets, policy and procedure documents – attached). The process undertaken was done so in line with merit selection procedures and written applications were assessed, rated against the criteria by a panel (with myself as the Chair) and candidates were interviewed for the ASO 5 positions by the panel. The short term opportunities were then decided based on this result.

With regard to this process, ACTPAS was not noted as an essential criteria in the advertising documentation, these EOI's were advertised on the Canberra Health Services intranet only (as per CHS recruitment procedure – attached).

I acknowledge that whilst merit selection processes are developed in line with the policies and procedures, staff members may not be aware of the parameters around such recruitment processes. I will also take this on notice to ensure that all of my teams are aware of the CHS Recruitment policies and procedures, and I am more than happy to talk through any issues such as these raised with you at any time with any of my team members. I will also look into the opportunity for recruitment training to be delivered to my whole team as part of an education program more broadly.

In relation to your offer regarding a JSC representative participating on a panel, I would be more than happy to include one of your members on the next recruitment panel. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be soon be advertised via the ACT Gazette as a 12 month contract and a permanent appointment respectively.

Please feel free to give me a call if you would like to discuss any further.

Kindest regards

Lisa

### **Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services

T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)

University of Canberra Hospital, Level 2, Office 11

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### *Tracey McMenamin*

Director - Business Partnerships

People & Culture

*Community, Aged Care & Rehabilitation Division*

*Mental Health, Justice Health & Alcohol, Drug Services Division*

Canberra Health Services | ACT Government

Email: [tracey.mcmenamin@act.gov.au](mailto:tracey.mcmenamin@act.gov.au)

Level 1 Building 23, Canberra Hospital

PO Box 11, WODEN ACT 2606

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**ACT**  
Government

**Canberra Health  
Services**



**Wilson, Lisa (Health)**

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**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 17 July 2019 4:26 PM  
**To:** Madeline Northam  
**Cc:** Hammat, Janine (Health); McDonnell, Sean (Health); Brenton Higgins  
**Subject:** RE: CPSU meeting 4/7/19 [SEC=UNCLASSIFIED]  
**Attachments:** Recruitment Policy.docx; HR Fact Sheet - Vacancy Filling Options 1.0b.pdf

Dear Madeline,

Thank you for your email, I have noted the CPSU's concerns in relation to recruitment and retention processes in RACS. Specifically in relation to:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

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In relation to your offer regarding a JSC representative participating on a panel, I would be more than happy to include one of your members on the next recruitment panel. If you could please forward me a list of your JSC representatives (trained in CHS recruitment processes), I will contact them to make the arrangements.

The ASO4 and ASO5 positions have only been filled for the short term to ensure continuity of critical business operations, these positions will be soon be advertised via the ACT Gazette as a 12 month contract and a permanent appointment respectively.

Please feel free to give me a call if you would like to discuss any further.

Kindest regards

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
 T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
 University of Canberra Hospital, Level 2, Office 11

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**From:** Madeline Northam [REDACTED]  
**Sent:** Friday, 5 July 2019 12:48 PM  
**To:** Wilson, Lisa (Health) <[Lisa.Wilson@act.gov.au](mailto:Lisa.Wilson@act.gov.au)>  
**Cc:** Hammat, Janine (Health) <[Janine.Hammat@act.gov.au](mailto:Janine.Hammat@act.gov.au)>; McDonnell, Sean (Health) <[Sean.McDonnell@act.gov.au](mailto:Sean.McDonnell@act.gov.au)>; Brenton Higgins [REDACTED]  
**Subject:** CPSU meeting 4/7/19

Dear Lisa

Thank you for meeting with Brenton and I yesterday.

As discussed in the meeting, the CPSU holds deep concerns about recruitment and retention practices in RACS. [REDACTED]

The CPSU is concerned that RACS is orchestrating recruitment processes to avoid transparency and merit selection principles. Throughout the meeting, Senior Adviser - Workplace Relations, Jennifer Edmiston repeatedly stated that a manager can 'tap someone on the shoulder' for any higher duties 6 months or less. It is deeply concerning that RACS, as confirmed by you and the Senior Adviser, is deliberately constructing contracts to avoid advertising the position in the ACT Government gazette.

You disclosed yesterday that the position descriptions of the ASO4 and ASO5 roles discussed contained potentially discriminatory requirements, namely the use of ACTPAS – a system only used by Health employees. It was confirmed by the Senior Adviser that a position cannot be advertised requesting specific experience in a specific program. On this basis, it is clear that the processes should be re-run. To avoid any doubt of impropriety, there should be a Joint Selection Committee with the JSC representative provided by the CPSU. The CPSU commits to providing a JSC Representative at a pay grade above the positions being advertised. The CPSU also commits that the JSC Representative will not be from Canberra Health Services or the Health Directorate.

Further, as discussed, the CPSU is seeking a copy of the policy document that the Senior Adviser was referencing throughout the meeting. While the Senior Adviser's response to this request in the meeting was "I wouldn't think so", the CPSU is formally requesting a copy of this policy as the industrial representatives of staff. As highlighted in the meeting, a policy document is not an industrial instrument and is overridden by industrial instruments including the Enterprise Agreement, the Public Service Management Act and Public Sector Management Standards.

To reiterate the concerns the CPSU raised at the meeting today, they are:

- The practice of holding 'informal interviews' for acting positions 6 months or less
- Using acting mechanisms to avoid a genuine merit process
- The use of potentially discriminatory selection criteria in position descriptions
- The perception that friends/favourites of managers are being promoted above those more qualified for the role

Please note that I have cc'd Janine Hammat and Sean McDonnell as they were referenced by the Senior Adviser a number of times in yesterday's meeting as senior management to contact about these issues.

The CPSU looks forward to working collaboratively with senior management representatives in RACS to address problematic practices that impact on the culture and wellbeing of staff.

The CPSU looks forward to your response. Please ensure that CPSU Lead Organiser Brenton Higgins is cc'd in to your reply as I will be on leave from 8-30 July. Brenton can work with you to provide a JSC representative when RACS re-runs the ASO4 and ASO5 positions.

Regards  
Madeline

**Madeline Northam | ACT Regional Secretary | CPSU | [REDACTED] website**  
[www.cpsu.org.au](http://www.cpsu.org.au) | member service centre 1300 137 636

**Wilson, Lisa (Health)**

---

**From:** Wilson, Lisa (Health)  
**Sent:** Monday, 29 July 2019 9:32 AM  
**To:** Barnes, Stella (Health)  
**Subject:** RE: Duty statement advice [SEC=UNCLASSIFIED]

Hi Stella,

Thought I would just put my question in an email as we seem to be playing telephone tag.

Is it OK to name ACTPAS as desirable experience in the 'Qualifications and experience' section of a duty statement and if so do you also have to say it is not essential? I know you can't name it in the selection criteria.

Is it also OK to list it in the Duties section?

When UCH was set up we created one duty statement to cover all of our 4 office manager positions. The roles are slightly different (eg one is dealing with outpatients, one inpatient) but the wording was such that it covered all. We have been receiving some scrutiny from the CPSU around some of our recruitment (this stems from an ongoing staffing issue) and I wondered if it might be clearer if we were more specific in our wording with a different duty statement for each office manager position. I wondered what your thoughts were on this? If we did that would we be able to rotate staff (at level) to different office manager positions if required without going through a recruitment process?

Regards

Lisa

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**From:** Barnes, Stella (Health)  
**Sent:** Wednesday, 24 July 2019 7:33 PM  
**To:** Wilson, Lisa (Health) <Lisa.Wilson@act.gov.au>  
**Subject:** RE: Duty statement advice [SEC=UNCLASSIFIED]

Hi Lisa

Apologies for the delay in getting back to you, I am back in the office tomorrow, please feel free to call me when you are free.

Regards

*Stella Barnes* | Acting Assistant Director – Recruitment Services

Phone: 5124 9602 | Email: [stella.barnes@act.gov.au](mailto:stella.barnes@act.gov.au)

**Recruitment Services | People and Culture | Canberra Health Services | ACT Government**

Ground Floor, Building 23, The Canberra Hospital, GARRAN ACT 2606 | GPO Box 825, CANBERRA CITY ACT 2601 | [www.health.act.gov.au](http://www.health.act.gov.au)

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**From:** Wilson, Lisa (Health)  
**Sent:** Monday, 22 July 2019 3:42 PM  
**To:** Barnes, Stella (Health) <[Stella.Barnes@act.gov.au](mailto:Stella.Barnes@act.gov.au)>  
**Subject:** Duty statement advice [SEC=UNCLASSIFIED]

Hi Stella,

When you have a moment would you mind giving me a call. I would appreciate some advice on a duty statement matter.

Thanks

Lisa

**Lisa Wilson**

A/g Operations Manager | Rehabilitation, Aged and Community Services | Canberra Health Services  
T: (02) 512 40226 | E: [lisa.wilson@act.gov.au](mailto:lisa.wilson@act.gov.au)  
University of Canberra Hospital, Level 2, Office 11

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**Wilson, Lisa (Health)**

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**From:** Wilson, Lisa (Health)  
**Sent:** Wednesday, 31 July 2019 9:41 AM  
**To:** CHSDutyStatements  
**Subject:** Draft ASO4 Departmental Office Manager RACS - updated July 2019  
[SEC=UNCLASSIFIED]  
**Attachments:** Draft ASO4 Departmental Office Manager RACS - updated July 2019.docx

Hi,

Please find attached duty statement for review. Please advise if values in SC5 need to be changed to new values.

Thanks

Lisa

## Departmental Office Manager | Rehabilitation, Aged and Community Services | Full-time

**Classification:** Administration Service Officer 4  
**Position No:** 40792  
**Directorate:** Canberra Health Services

**Approved Duty Statement Date:**            **Initials:**

### About us:

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

CHS administers a range publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Three Walk-in Centres:** which provide free treatment for minor illness and injury.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- A range of **community-based health services** including early childhood services, youth and women's health, dental health, mental health and alcohol and drug services.

### Overview of the work area and position:

Rehabilitation, Aged and Community Services (RACS) is a vibrant and diverse Division within Canberra Health Services providing multidisciplinary rehabilitation, aged and community based care across a range of settings. This includes Canberra Hospital, University of Canberra Hospital, Community Health Centres and Village Creek Centre in Kambah.

Under the direction of the RACS Administration Manager, the Departmental Office Manager is responsible for the coordination and provision of administrative support services for RACS within the Unit/ Centre. This involves managing and overseeing the work of the Administration Team, providing leadership, guidance and further supporting the Administration Team within the Office to meet departmental targets and objectives. Additionally, the Office Manager role provides administrative support to the Director within the office, RACS Division and Executives as required.

Departmental Office Managers work in the following departments/locations:

- Geriatric Medicine - TCH
- Rehabilitation Medicine- UCH
- Client Support Services/Community – Village Creek Centre
- Brindabella Rehabilitation Centre - UCH

The Departmental Office Manager reports to the RACS Administration Manager, and to the relevant clinical lead for any clinical matters.

### **Duties:**

1. Under general direction, oversee the RACS Administration Office within the Department/Centre, including but not limited to management of human resources, financial processes, data collection activities, secretariat support, maintenance requests, ordering of supplies.
2. Coordinate and direct the Administration Officers within the office as Team Leader, including task allocation, training and support of team members, monitoring of data quality to ensure consistency and accuracy and monitoring of private billing practices.
3. Support and mentor Administration Officers within the office to achieve a high quality customer focused service and promote organisational values
4. Under the general direction of the Administration Manager, implement changes to administrative processes and clinic structures on the ACT patient administration system (ACTPAS) to ensure the efficient management of ambulatory, outpatient and/or inpatient activity.
5. Under minimal direction, provide administrative assistance and general office support to Director including but not limited to diary management
6. Participate as a member of the administrative team within the office.
7. Conduct risk management processes to identify actual and potential risks in the work area, resolve issues in a timely manner or escalate to the Administration Manager where necessary.
8. Undertaking other duties appropriate to this level of classification which contribute to the operation of the section with the delivery of high quality person and family centred, safe and high quality patient care

### **Personal Attributes:**

It is expected that the successful candidate will have the following attributes and abilities:

- Flexible, adaptive and comfortable with a changing working environment
- Effective communication skills and the ability to develop and maintain relationships across Canberra Health Services and relevant external parties
- Ability to respond to and prioritise competing and often urgent requests in a calm and efficient manner while also maintaining high work standards and accuracy, and
- Commitment to providing high quality customer service and achieving positive outcomes



for clients and the Division

## **Qualifications and experience:**

### **Desirable:**

**Please note prior to commencement successful candidates will be required to:**

- undergo a pre-employment Police check.

## **Selection Criteria**

These are the key criteria for how you will be assessed in conjunction with your resume and experience.

Your statement of claims against the selection criteria should summarise how your skills and experiences would enable you to fulfil the responsibilities of the position. It is therefore in the interests of candidates to present their application in a way that demonstrates significant outcomes associated with each of the criteria, as well as the capabilities and behaviours that underpin them.

1. Demonstrated high level organisational, and problem solving skills including the ability to exercise initiative, prioritise workloads of self and team and meet deadlines within a multidisciplinary work environment.
2. Demonstrated ability to lead a team that are focused on high quality customer service principles and practices.
3. Demonstrated interpersonal and communication skills including conflict resolution, negotiation and liaison skills.
4. High level computer skills with the ability to be a super user of health based Information Systems.
5. Demonstrates a commitment to work, health and safety (WH&S) and the positive patient experience and displays behaviour consistent with ACT Health's values of Care, Excellence, Collaboration and Integrity

## Performance Expectations: ASO 4

The **Performance Expectations** outlines the capability needs of employees to enable them to achieve organisational outcomes in an increasingly complex and changing environment. The performance expectations guide consistent performance at each classification, regardless of the nature of an employees work. The Performance Expectations do not replace, but are aligned to the **ACTPS Work Level Standards (WLS)**.

Creates Solutions	Demonstrates Agility	Communicates Effectively	Leads with Commitment	Collaborates with Purpose	Accountable for Quality Outcomes
<ul style="list-style-type: none"> <li>• Knows where to find information required to complete tasks.</li> <li>• Demonstrates sound judgement, escalating issues appropriately.</li> <li>• Recognises how tasks contribute to the achievement of team goals.</li> <li>• Informs supervisor when work processes could be simplified, sharing ideas about how this could be achieved.</li> <li>• Finds workable solutions to problems, seeking advice from supervisor on the best course of action.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusts behaviour to suit new goals when team priorities change.</li> <li>• Accepts challenges, applying skills flexibly to meet a range of demands.</li> <li>• Works productively to achieve goals, even in difficult circumstances.</li> <li>• Supports colleagues by remaining focused and constructive during periods of uncertainty.</li> <li>• Asks for assistance when needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows direction and brings information to the attention of the most appropriate people.</li> <li>• Influences appropriately using facts, knowledge and experience.</li> <li>• Produces well-structured documents that are clear and easy to read.</li> <li>• Speaks clearly, focusing on the key points and using language appropriate for the audience.</li> <li>• Listens carefully to others, checking understanding of others' comments.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and acknowledges own expertise and its limits, seeking advice and assistance where required.</li> <li>• Understands and acts on constructive feedback, seeking opportunities for personal development and addressing shortfalls appropriately.</li> <li>• Takes responsibility for seeing own work tasks through to completion.</li> <li>• Consults with supervisor to identify personal development or career goals.</li> <li>• Upholds the ACTPS Values, Code of Conduct and Employment Principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborates with other work areas as required.</li> <li>• Builds relationships with team and other peers to work as a supportive and co-operative colleague.</li> <li>• Assists other team members when needed.</li> <li>• Seeks input and keeps supervisor informed about work progress.</li> <li>• Recognises different working styles and adjusts personal style, actions and approach to suit the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages own time effectively to accomplish tasks, monitoring task completion against milestones.</li> <li>• Adheres to relevant quality standards in completion of work.</li> <li>• Identifies barriers to completion of own work, and raises issues with supervisor as soon as they arise.</li> <li>• Consults with supervisor to agree on priorities.</li> </ul>

## Job Demands Checklist

*For frequency, choose from: frequent, occasional or not applicable (N/A)*

Physical Demands	Frequency
<b>Sitting</b> - remaining in a seated position to perform tasks	Frequent
<b>Standing</b> - remaining standing without moving about to perform tasks	Occasional
<b>Walking</b> - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Frequent
<b>Running</b> - Floor type: even / uneven / slippery, indoors / outdoors, slopes	n/a
<b>Bend/Lean Forward from Waist</b> - Forward bending from the waist to perform tasks	Occasional
<b>Trunk Twisting</b> - Turning from the waist while sitting or standing to perform tasks	Occasional
<b>Kneeling</b> - remaining in a kneeling posture to perform tasks	n/a
<b>Squatting / Crouching</b> - Adopting a squatting or crouching posture to perform tasks	n/a
<b>Leg / Foot Movement</b> - Use of leg and / or foot to operate machinery	n/a
<b>Climbing (stairs/ladders)</b> - Ascend / descend stairs, ladders, steps	Occasional
<b>Lifting / Carrying</b> - Light lifting & carrying: 0 - 9 kg	Occasional
<b>Lifting / Carrying</b> - Moderate lifting & carrying: 10 - 15 kg	n/a
<b>Lifting / Carrying</b> - Heavy lifting & carrying: 16kg & above	n/a
<b>Reaching</b> - Arms fully extended forward or raised above shoulder	Occasional
<b>Pushing / Pulling / Restraining</b> - Using force to hold / restrain or move objects toward or away from the body	n/a
<b>Head / Neck Postures</b> - Holding head in a position other than neutral (facing forward)	Occasional
<b>Hand &amp; Arm Movements</b> - Repetitive movements of hands and arms	Frequent
<b>Grasping / Fine Manipulation</b> - Gripping, holding, clasping with fingers or hands	Occasional
<b>Driving</b> - Operating any motor powered vehicle	Occasional

Sensory Demands	Frequency
<b>Sight</b> - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Frequent
<b>Smell</b> - Use of smell is an integral part of work performance e.g. Working with chemicals	n/a
<b>Touch</b> - Use of touch is an integral part of work performance	Frequent

Psychosocial Demands	Frequency
<b>Distressed People</b> - e.g. Emergency or grief situations	Occasional
<b>Aggressive &amp; Uncooperative People</b> - e.g. drug / alcohol, dementia, mental illness	Occasional
<b>Unpredictable People</b> - e.g. Dementia, mental illness, head injuries	Occasional
<b>Restraining</b> - involvement in physical containment of clients/consumers	n/a
<b>Exposure to Distressing Situations</b> - e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	n/a

Environment Demands	Frequency
<b>Gases</b> - Working with explosive or flammable gases requiring precautionary measures	n/a
<b>Liquids</b> - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	n/a
<b>Hazardous substances</b> - e.g. Dry chemicals, glues	Occasional
<b>Noise</b> - Environmental / background noise necessitates people raise their voice to be heard	n/a
<b>Sunlight</b> - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	n/a
<b>Confined Spaces</b> - areas where only one egress (escape route) exists	n/a
<b>Slippery or Uneven Surfaces</b> - Greasy or wet floor surfaces, ramps, uneven ground	Occasional
<b>Inadequate Housekeeping</b> - Obstructions to walkways and work areas cause trips and falls	n/a
<b>Biological Hazards</b> - e.g. exposure to body fluids, bacteria, infectious diseases	Occasional

## APPENDIX B – Rating Scale

The assessment ratings as detailed below should be used by the Selection Advisory Committee to measure the performance of the applicant's skills and abilities in respect of each of the selection criterion, as demonstrated in the job application, interview and Referee reports.

The alphabetical ratings may be adjusted (i.e. C-FC) in cases where the given rating does not best describe the assessment, and/or to assist in differentiating the performance of two or more applicants. (Assessments are to be recorded on the Selection Report Form)

This assessment rating scale is to be used for the entire process including short-listing, any assessment method including interviews, individuals and comparative assessments of applicants, and Referee reports.

### ASSESSMENT AGAINST THE SELECTION CRITERIA

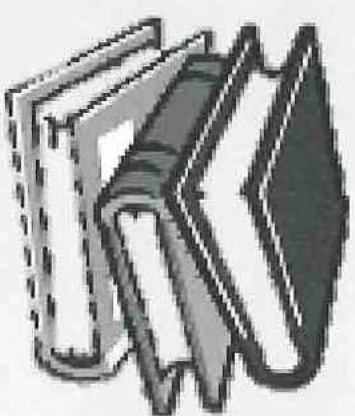
	Scale	Description	Indicators of Performance
S U I T A B L E	<b>E</b>	<b>Excellent</b> On evidence available, the applicant has exceptionally well-developed and relevant skills and abilities, and the appropriate personal qualities in relation to this criterion, and his/her performance is outstanding i.e. above what would normally be expected of staff at this level. (To be used only in cases where exceptional skills have been demonstrated against this criterion.)	<b>Is able to perform above expectations for any of the following reasons</b> <ul style="list-style-type: none"> <li>• excellent job knowledge</li> <li>• exceptionally reliable</li> <li>• considerable demonstrated ability in problem solving and the application of change</li> <li>• appears to instinctively and effectively deal with all matters relating to their current position</li> </ul>
	<b>FC</b>	<b>Fully Competent</b> On evidence available, the applicant has highly developed and relevant skills and abilities, and would perform consistently against this criterion.	<b>Would require little supervision to achieve good results, for any of the following reasons;</b> <ul style="list-style-type: none"> <li>• is reliable and responsible</li> <li>• has well developed (sound) job knowledge</li> <li>• is able to suggest and initiate improvement</li> <li>• is well able to deal with all of the routine and most of the complex matters relating to their current position</li> </ul>
	<b>C</b>	<b>Competent</b> On evidence available, the applicant has relevant skills, abilities and personal qualities and would be generally effective against this criterion.	<b>Would require routine supervision to perform at an acceptable level for any of the following reasons;</b> <ul style="list-style-type: none"> <li>• has reasonable/good job knowledge</li> <li>• makes few errors</li> <li>• is generally reliable</li> <li>• required guidance for more complex situations</li> <li>• can carry responsibility</li> <li>• can deal with all routine matters relating to their current position</li> </ul>
N O T S U I T A B L E	<b>RD</b>	<b>Requires Development</b> On the evidence available, the applicant has some skills, abilities and personal qualities relevant to the criteria, but is limited on others. S/he would be able to temporarily perform the duties of the position with close supervision, but would require further training and development to meet the standard required against this criterion.	<b>Would require close supervision to perform at an acceptable level for any of the following reasons</b> <ul style="list-style-type: none"> <li>• has only basic/general job knowledge</li> <li>• can follow directions but requires frequent checking etc</li> <li>• deals with some routine matters relating to their current position</li> <li>• inconsistent work performance</li> </ul>
	<b>U</b>	<b>Unsuitable</b> On the evidence available, the applicant is unable to demonstrate that s/he has adequate skills, abilities and personal qualities in relation to the criteria. S/he does not meet the requirements of the criteria.  OR  Does not meet the criteria.	<b>Would be unable to perform the duties and would require constant supervision for any of the following reasons;</b> <ul style="list-style-type: none"> <li>▪ has limited job knowledge</li> <li>▪ makes frequent errors</li> <li>▪ poor work output</li> <li>▪ has difficulty carrying responsibility or solving problems</li> <li>▪ has difficulty dealing with routine matters relating to their current position</li> </ul>

**PEOPLE AND CULTURE TRAINING  
'WORKING TOGETHER IN HEALTH'**



**Canberra Health Services Staff Selection**

# AGENDA



- ▶ Introduction/Housekeeping.
- ▶ Employment types within ACT Govt.
- ▶ Outline Canberra Health Services selection process.
- ▶ Learn how to conduct recruitment processes in accordance with the principles of the ACT Government.
- ▶ Identify what is required to conduct the recruitment process.
- ▶ Develop appropriate interview questions.



## P&C RECRUITMENT CONTACTS

- ▶ **Heidi Gregson** – 512 49625 (Director, Employment Services)
- ▶ **Jennifer Edmiston** – 512 49616 (Assistant Director, Recruitment Services)
- ▶ **Grace Taverner** – 512 49614 (Senior Medical Recruitment Officer)
- ▶ **Tony Delahunty** – 512 49613 (System Admin - TALEO)
- ▶ **Stella Barnes** – 512 49602 (VISA & Senior Recruitment Officer)
- ▶ **Rajvir Kaur** – 512 49900 (Workforce Inclusion Manager)
- ▶ **Recruitment Hotline** – 6207 1450
- ▶ **Workforce Relations Hotline** – 512 49610 or email [CHS.WR@act.gov.au](mailto:CHS.WR@act.gov.au)
- ▶ [CHSHR@act.gov.au](mailto:CHSHR@act.gov.au)
- ▶ [CHSDutystatements@act.gov.au](mailto:CHSDutystatements@act.gov.au)

## LEGISLATION & GUIDELINES

- ▶ ACT Public Sector Enterprise Agreements.
- ▶ Public Sector Management Act 1994.
- ▶ Public Sector Management Standards.
- ▶ ACTPS Recruitment Guidelines.
- ▶ Health Recruitment Procedures.
- ▶ ACTPS Work Level Standards.
- ▶ CHS Delegations Manual.





## PERMANENT OFFICER

- ▶ Must be a Permanent Resident or Australian Citizen to be in consideration for any permanent position in the ACTPS.
- ▶ Can be employed on a full-time or part-time basis, including appointment with or without probation.
- ▶ Can perform higher duties or be transferred at level.