



REFEREE REPORTS

- ▶ Purpose is to **substantiate the claims** of the applicant.
- ▶ The panel must seek applicant referee reports for at least the **highest ranked applicant**, and certainly all **those in active contention** for the role.
- ▶ Referees should have **first hand knowledge** of the applicants current or recent work performance.
- ▶ Must **address** the selection criteria.

SHORT-LISTING

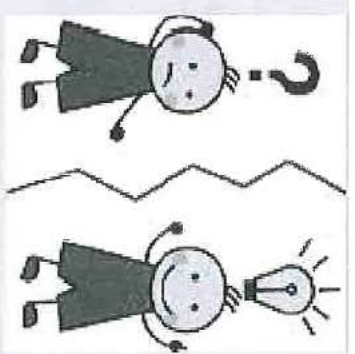
- ▶ The purpose of short listing is to **determine** who has demonstrated through their written application they are the strongest applicant.
- ▶ Choose a reasonable **number** of applicants to shortlist.
- ▶ All applicants not short listed must have **reasons** for not being short-listed.
- ▶ Applicants found **Requiring Development (RD)** against one or more selection criteria for permanent positions are not to be short-listed.

PLANNING FOR INTERVIEWS

- ▶ It is not compulsory and assists the panel to distinguish between suitable applicants.
- ▶ It allows the panel to verify and expand on the applicants written application.
- ▶ Develop the **questions** and **try them out**.
- ▶ Develop template to take notes at the interview & list the crucial points that the panel are listening for.
- ▶ **Schedule** the interviews – let the applicants know what to bring e.g. referee report, timing of interviews & timeframe.
- ▶ Arrange the **venue**.
- ▶ Are you going to give the applicants the questions?
- ▶ **Organise** the interview process.
- ▶ Ensure that the panel has time for a **post interview** discussion.

DEVELOP QUESTIONS

Behavioural – Technical - Situational



- ▶ **Directly related** to the selection criteria & their ability to do the job.
- ▶ Wording – so the desired answer is not given away, use **open questions**.
- ▶ **Applicant** should do up to **80%** of the talking.
- ▶ Ensure a variety of question types (discussed next).
- ▶ Start **easy** and move onto difficult questions.

INTERVIEW VIDEO

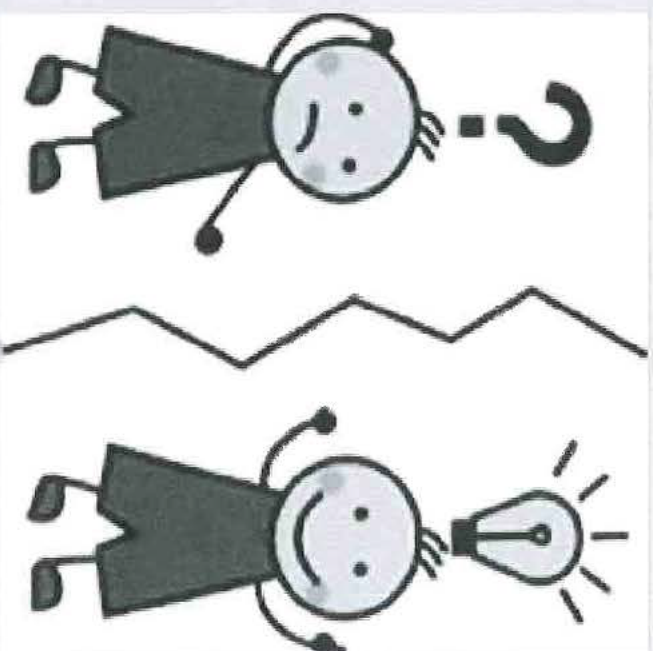
<https://www.youtube.com/watch?v=tXiUTME9WW8>

FOLLOW UP QUESTIONS

During an interview the panel can **probe, confirm, check**, or keep the applicant on track:

- ▶ HOW did you feel about that outcome?
- ▶ CAN you be more specific?
- ▶ THEN what happened?
- ▶ WHAT was the result?

PROBE don't LEAD.



NOTE KEEPING

Chairperson should keep notes, and hold them for **12 months**, even though the official record is the selection report.

Notes taken at shortlisting and/or interview are used to provide **feedback** to the applicants.

Notes can be used to draft the management statement if an appeal or internal review process is undertaken.

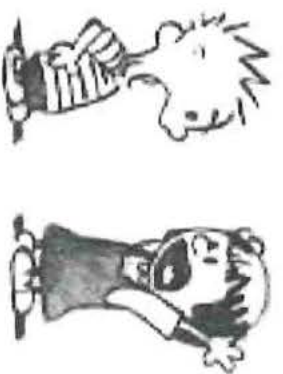
Role of a scribe - Help to ensure that a detailed record is kept of an interview which can assist the Selection Committee's decision making and report on what the applicant actually said.

THE SELECTION REPORT



- ▶ A selection report is required to **finalise** a recruitment process.
- ▶ Recruitment will process outcomes from the selection report – **no need to enter into Taleo.**
- ▶ **Temporary** outcomes go to **Canberra Health Services Recruitment - CHSHR@act.gov.au**
- ▶ **Permanent** outcomes go to **Shared Services Recruitment – erecruitment@act.gov.au**

WHAT HAPPENS IF I DON'T AGREE WITH THE RECOMMENDATION?



- ▶ A SAC/JSC do not have to make an unanimous decision
- ▶ When signing the selection report ensure you note that you don't agree
- ▶ Provide reasons for your decision in a separate document if there is insufficient room on the selection report

THE DELEGATE



*“Is the person **authorised** by instrument or in writing by the Head of Service or the Director General to exercise their powers under the Public Sector Management Act 1994 – they are the **decision maker** and **legally accountable** for the selection process.”*

Must also declare any conflict of interest

RESPONSIBILITIES OF DELEGATE

- ▶ Confirms the process has been **fair & equitable**.
- ▶ Considers the selection **recommendation**.
- ▶ Approves the panels recommendation or takes other action as appropriate.
- ▶ Operates in a manner that minimises the likelihood of appeals & internal reviews.
- ▶ The **Delegate can override** the panel recommendation but must provide their reasons to support their decision.
- ▶ The Delegate should notify the Hiring Manager of their decision.

DELEGATE APPROVAL - WHAT COMES NEXT?

- ▶ Once the panel recommendation has been approved by the Delegate, the **Chairperson** can then **contact the first ranked applicant** and offer the position to them.
- ▶ If the first ranked **applicant declines**, written confirmation must be given to the Delegate to seek approval for the next ranked applicant.

OFFER ACCEPTED VERBALLY

New starters receive an email which includes documentation requests for:

- * National Police Check (needs to be completed and returned ASAP).

- * HP credentialing and Occupational Medicine Unit (OMU) prescreening process.

- * **Orientation** for new starters – must be booked via Capabiliti.

NB. Police checks may be sought by applicants from an accredited ACIC organisation to speed up the new starter process

FEEDBACK TO APPLICANTS

- ▶ It is imperative that as soon as the Delegate has approved the selection report and the successful applicant has accepted the offer, that **unsuccessful internal** applicants are advised.
- ▶ Offers of employment and unsuccessful **notifications are emailed** to applicant directly through TALEO.
- ▶ Feedback is available to **any applicant** who seeks it, and should be offered to everyone.
- ▶ Gives applicants the opportunity to discuss their **strengths & weaknesses** & to identify development needs.

FEEDBACK – DO'S & DON'TS

DO:

- ▶ Commence feedback on a positive note.
- ▶ Keep the process fair & transparent.
- ▶ Provide accurate & focussed feedback.

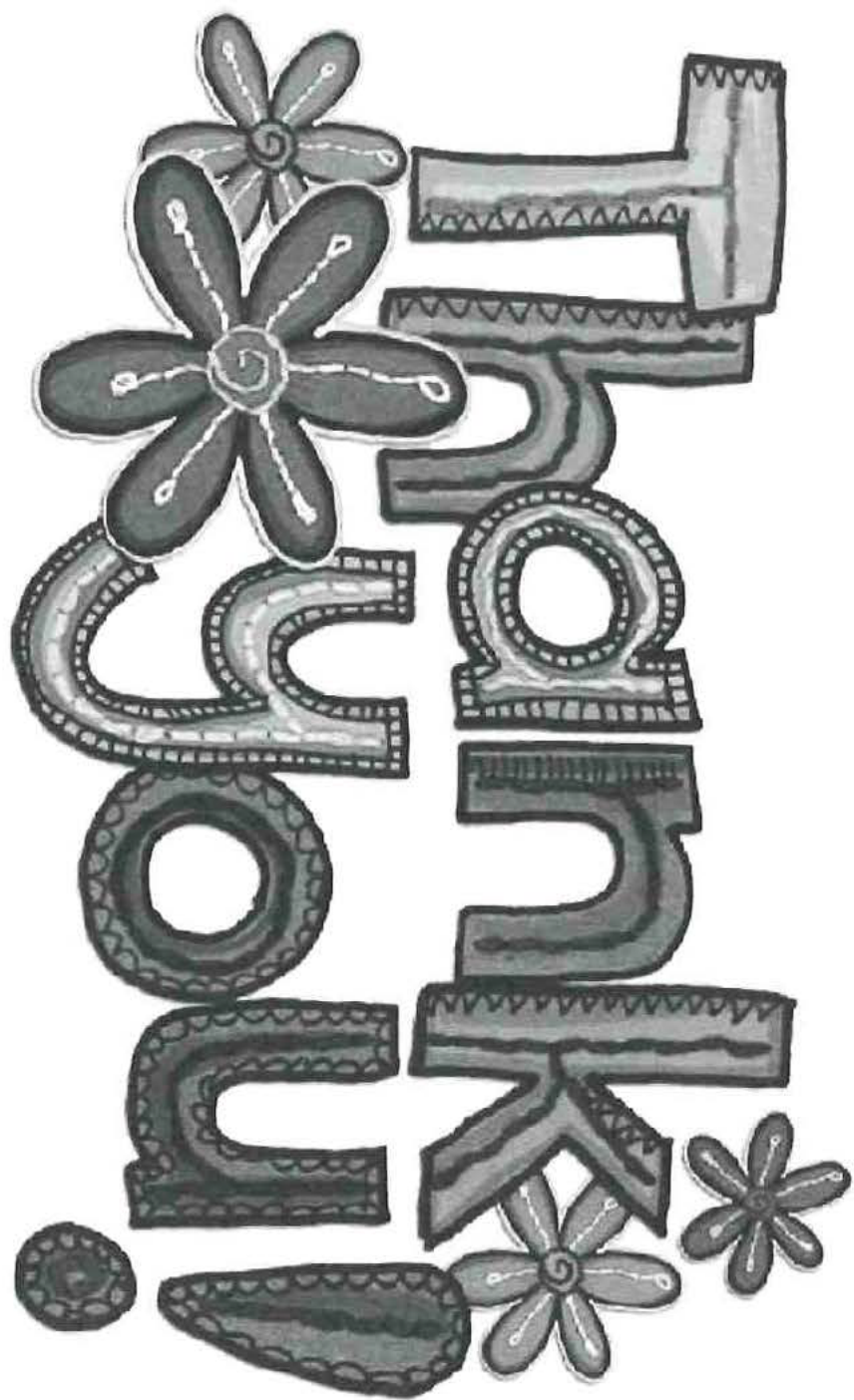
DON'T:

- ▶ Enter into arguments about the outcome decision.
- ▶ Debate the referee's report.
- ▶ Discuss the individual's work performance as it does not relate to the selection process.
- ▶ Discuss any other applicants.

RESOURCES

Forms and resources are available on the CHS Hub

- Employment Resources/Jobs and Recruitment.
- ▶ Public Sector Management Act 1994
- ▶ Public Sector Management Standards 2016
- ▶ CHS Delegations Manual
- ▶ ACT PS Recruitment Guidelines
- ▶ Recruitment Documents:
 - Rating Scale
 - Selection Report



Please complete the Evaluation Form before you leave.