

4-P9 Recruitment and Onboarding Procedure



Version	Date	Author	Description of Change
1.0	November 2013	AEG	New policy / procedure
2.0	November 2014	AEG	Revised and updated policy terminology
3.0	January 2015	AEG	Revised and updated new process
4.0	February 2015	AEG	Update policy – Internal Applicant
5.0	June 2016	AEG	Revision
10.16	Oct 2016	AEG	Minor amendment
10.17	Oct 2017	AEG	Removal of manual forms, change of name, inclusion of all employees
10.18	Oct 2018	AEG	Annual review
10.19	Oct 2019	AEG	Scheduled review
2.21	Feb 2021	AEG	Added New Starter Setup
2.22	Feb 2022	AEG	Scheduled review
3.23	Mar 2023	AEG	Scheduled review

Links to Legislation:

Fair Work Act

Links to NQS:

QA 4 QA 7

Related Forms:

Related Processes:

6.1.01 Manage Centre-Based Recruitment
 6.1.06 Onboard New Employee
 6.2.01 Manage Induction and Probation

Policy Statement

The objective of this procedure is to articulate Affinity Education Group’s commitment to compliance with National Law and Regulations, including amendments, from the Education and Care Services National Regulations 2011 and the Education and Care Services National Regulations WA 2012 as well as Fair Work Act and other relevant Employee Relations legislation.

In order to commit to and live by the Affinity visions and values, Affinity Education Group aims to recruit staff of the highest calibre. The aims of the selection process are:

- to ensure that the right person is selected for the position,
- to ensure a credible, consistent, fair, open and accountable approach; and
- to ensure that applicants have a positive view of the organisation and its procedures.

The principles of equity, fairness and equal opportunity will be paramount during the recruitment and selection process. All those involved in the process, referred to as the selection committee, will act with professionalism and discretion and undertake training to obtain skills in selection processes. Candidates will be selected on professional judgment of merit against the selection criteria according to a combination of evidence including the candidate’s application, resume, experience, interview response, potential, referee input and overall fit with the Affinity Way.

The steps outlined in this procedure will guide managers, People and Culture and those involved in recruitment and selection to follow clear, ethical and equitable processes. This policy applies to the recruitment and onboarding of all Affinity employees and contractors.

Relevant Legislation

- Education and Care Services National Regulations 2011
- Education and Care Services National Regulations WA 2012
- Fair Work Act 2009
- Age Discrimination Act 2004 (Commonwealth)
- Disability Discrimination Act 1992 (Commonwealth)
- Human Rights and Equal Opportunities Commission Act 1986 (Commonwealth)
- Children’s Services Award 2010
- Education Services (Teachers) Award 2020
- Clerks – Private Sector Award 2020
- Privacy Act 1988 (Commonwealth)
- Racial Discrimination Act 1978 (Commonwealth)
- Sex Discrimination Act 1984 (Commonwealth)
- State and Territory Child Safety legislation
- Family Assistance Law

4-P9 Recruitment and Onboarding Procedure



Step One - Identification of a Position/ Vacancy

The Manager will identify the need for the position/ vacancy and review the requirements of the position/ vacancy with consideration to:

- Compliance and legislative requirement
- Budget
- Current and future requirements
- Adequacy and accuracy of position description
- Whether the position is approved and established

Note: This review may involve other managers within Affinity Education Group.

Step Two - Manager to request recruitment

The Manager will log onto PageUp and complete the *Request to Recruit* section to identify all of the necessary requirements including:

- Centre
- Position
- Room/age group, if possible
- Employment status – Permanent full-time, part-time, contract

CSO managers request to recruit via Talent Acquisition directly.

Step Three - Determine the most effective recruitment strategy to acquire a pool of candidates

Talent Acquisition will determine the best way to attract suitable candidates who will meet the needs of the business in accordance with the *Request to Recruit*. Examples of methods for acquiring a pool of candidates are:

- Internal staff promotion (preferred) – advertisement or redeployment
- Candidates from recent/previous recruitment activity
- Professional/ Sector organisations
- External advertising – online, newspaper
- Recruitment agencies/ job networks

Once determined the appropriate strategy will be undertaken.

Step Four - Receive and review applications

Applications will be received via PageUp. These will be reviewed and a short list of possible candidates will be compiled. Candidates not short listed will be advised that they were unsuccessful.

Step Five - Assess and interview short listed candidates

The assessment methods should be consistently applied to all candidates for a vacancy and may include

- education/ training/skills
- experience
- work samples/ simulation

Following the collation of information from the various sources, including the candidate's application/ resume, Talent Acquisition will review all the information and determine a ranking of the candidates in consultation with relevant managers. The ranking will identify the candidates who meet the criteria and order of merit.

Phone interviews will be conducted by Talent Acquisition to identify the most suitable candidates. Talent Acquisition will advise the person requesting recruit of the outcomes of the phone interview to recommend those for a face to face interview. Times, dates and location for face to face interviews can be negotiated.

4-P9 Recruitment and Onboarding Procedure



For select management positions, the Chief Operations Officer and/or Chief People Officer shall be part of the interview and selection panel.

For any unsuccessful applicant after the interview stage, their application may be retained for 6 months and then destroyed.

Step Six – Preferred Candidate(s)

- Reference checks are compulsory for each preferred candidate and responses from referees must be documented via PageUp and rated.
- Consultation will occur between manager and talent Acquisition as necessary to determine the most suitable candidate.
- On determining the most suitable candidate, and as relevant to the role, the manager will conduct a verification on the police check/ WWCC or equivalent online via the relevant State/Territory authority for issuing the WWCC or equivalent to ensure validity of their check/card. (This point is not applicable in ACT.)
- According to Family Assistance Law, only suitable persons are able to provide child care services or be involved in managing the provision of child care services. This includes key personnel in centres and support staff involved in managing centres.
- The Manager will also confirm the validity and accuracy of the candidate's qualifications by cross-referencing it on the ACECQA site <http://www.acecqa.gov.au/educators-and-providers1/qualifications>
- If the qualification was issued overseas, it is the responsibility of the candidate to have this assessed for recognition in Australia. <http://www.acecqa.gov.au/Assessment-of-equivalent-early-childhood-educator-qualifications>
- The preferred candidate will provide the email addresses of two recent work-related references. The referees will complete the reference section on PageUp.

Step Seven - Verbal offer of employment to preferred candidate and discuss employment terms and conditions

The preferred candidate will be contacted by the manager or person requesting the recruit and offered the positions. During this conversation, the manager/ person requesting the recruit will discuss employment terms, conditions, rate of pay, start date and hours of employment and advise Talent Acquisition of the outcome.

Talent Acquisition will then generate an employment contract and will send to the candidate with the following attachments

- welcome letter
- preferred super fund form,
- tax file number declaration form,

The email will also contain the link and log in details for The Learning Hub to complete the New Starter Program
At this step, People and Culture will create an account for the new employee in the Learning Hub immediately

As relevant to the role, the following guide outlines WWCC requirement:

QLD

- Blue Card services must be advised when an employee changes employer, this is a mandatory requirement for holders of a Blue Card. To achieve this, the educator will need to complete a 'Blue Card Authorisation to Confirm a Valid Card/Application Form'. The Centre Manager will then scan the document to People and Culture and People and Culture will fax or post the form to Blue Card Services.
- Centre Manager upon application will need to verify the educators Blue Card online and provide evidence to People and Culture with the application form
- People and Culture to put each new educator for QLD on WWCC Tracking SS (update once per week with new users SS), once we receive the registration notification for the educators from Blue Card Services the WWCC Tracking SS will need to be updated

WA

- The WA Department of Child Protection must be notified when an employee changes employer. People and Culture will upload the new employees' information to: <http://www.checkwwc.wa.gov.au/checkwwc/Employers+and+Volunteer+Groups/Employer+Update+greater+5.htm>
- The below information must be used:

4-P9 Recruitment and Onboarding Procedure



- Centre/Organisation: Affinity Education Group
- Address: GPO Box 440 QLD 4001
- Contact Number: 07 3513 7700
- Organisation Contact: Linda Carroll
- Position: Chief People Officer
- Email: HR@affinityeducation.com.au
- Centre Manager upon application will need to verify the educators WWCC online and provide evidence to People and Culture with the application form.

VIC

- It is a requirement that an employee updates the Department of Justice Victoria of their new employer's details. The employee must go to: <http://www.workingwithchildren.vic.gov.au/home/cardholders/update+your+details/index.html>
- The below information must be used:
 - Centre/Organisation: Affinity Education Group
 - Address: GPO Box 440 QLD 4001
 - Contact Number: 07 3513 7700
 - Organisation Contact: Linda Carroll
 - Position: Chief People Officer
 - Email: HR@affinityeducation.com.au
- Affinity Education Group will receive an Assessment Notice when the employee has completed the above process.
- Centre Manager upon application will need to verify the educators WWCC online and provide evidence to People and Culture with the application form.
- People and Culture once per week will add all new VIC employees to the WWCC Tracking SS, People and Culture will then need to update the SS when we receive the Assessment Notices and follow up once per month on educators who we have not received an Assessment Notice for.

ACT

- The Office of Regulatory Services must be advised when an employee changes employer, this is a mandatory requirement for holders of a Working with Children Check. To achieve this, the educator will need to complete a 'Working With Vulnerable People Change of Personal Details Form' and forward this to People and Culture. People and Culture will then fax, email or post the form to ACT WWVP

NT

- SAFE NT must be advised when an employee changes employer, this is a mandatory requirement for holders of an Ochre Card.
- People and Culture will update the employees details on: <https://forms.pfes.nt.gov.au/safent/Default.aspx>
- The below information must be used:
 - Centre/Organisation: Affinity Education Group
 - Address: GPO Box 440 QLD 4001
 - Contact Number: 07 3513 7700
 - Organisation Contact: Linda Carroll
 - Position: Chief People Officer
 - Email: HR@affinityeducation.com.au
- Centre Manager upon application will need to verify the educators WWCC online and provide evidence to People and Culture with the application form.

NSW

- It is a requirement that the NSW Government is notified when an employee changes employer. The Centre Manager when a new employee commences must log onto: <https://wwcheck.ccpnsw.gov.au/Employers/Login>

4-P9 Recruitment and Onboarding Procedure



Username: AffinityEd

Password: Affinity#1

- The Centre Manager must provide a copy of the verification notification to People and Culture as confirmation of the above when sending through the Employee Application Form.

Please note: The Department of Education and Training must be notified within 7 days of any person who has had their WWCC, or equivalent, refused, amended or cancelled.

Step Eight – People and Culture confirms appointment

People and Culture will confirm correct documentation has been received and will email the centre to advise that the employee can now be rostered from their hire date. The new employee will be set up with the New Starter Program in the Learning Hub.

People and Culture will request an Affinity email address be set up by 1ICT, if relevant. An email will be sent to **New Starter Setup** email group to trigger account setup in relevant systems according to the role.

Arrangement will be made by the Line Manager for the provision of necessary tools for the new CSO employee according to their role such as:

- | | | |
|-------------------|--------------|-------------------|
| • Keys/Swipe card | • PC/Monitor | • Email signature |
| • Phone | • Keyboard | • Credit card |
| • Laptop | • Mouse | • Wifi dongle |
| • Docking Station | • Workspace | |

Step Nine - Arrange appointment and commence induction process

The new employee must complete New Starter Program prior to commencement. If not complete and the employee must be rostered, the manager can assign time on the first day/s to complete this. A site induction must be conducted on or prior to commencing work and recorded in the Learning Hub.

The Manager will confirm with the new employee their regular pattern of work and rostered hours and how to view future published rosters.

The new employee will enter personal details – bank account details, qualification, WWCC – into ESS.

Additional considerations to recruitment and selection

A) Conflict of Interest

No selection committee member may be a close relative or personal friend of a candidate. Selection committee members are to declare any conflict of interest before or during the process and, if necessary, withdraw from the committee.

B) Selection for Fixed-term Appointments

Selection for a fixed-term position for a period of less than one year's duration may be made by the Line Manager in consultation with other members of the selection committee. Such appointments must be approved by a Senior People and Culture representative.

C) Appointment by Invitation

In exceptional circumstances, a case may be made by or to the Board to appoint without advertising by invitation. In those circumstances, the case and the candidate must be considered by no less than two Senior Managers.

D) Interstate or Overseas Applicants

Where an applicant for a position is travelling from interstate or overseas to attend an interview, travel and accommodation arrangements may be required. All costs must be borne by the Division. Partial costs refund may be considered.

4-P9 Recruitment and Onboarding Procedure



The cost of the following may be considered:

- An airfare equal to the actual cost or the maximum economy class airfare (whichever is the lower);
- One night's accommodation;
- Meals for one day; and
- Taxi fares to and from the airport

E) Confidentiality

The proceedings of the selection committee, including all documents and correspondence considered by the committee, are for the information of members only and must always be regarded as confidential. These matters **Onboarding** remain confidential although the results of the committee's recommendation may be made public. Panel members must refrain from discussing any aspect of the appointment with non-panel members.

F) Internal Applicants

Affinity Education encourages career growth and development for current employees. Your current manager should be advised of your intention to apply for an advertised role.

Internal applicant is defined by a person currently employed with Affinity who is no longer on probation.

G) Selection Committees

For staff selection committees there is normally a minimum of two, preferably three, people on the panel. In special circumstances a panel may comprise four or more members. For all management positions, the Chief Operations Officer shall be part of the interview and selection panel.

H) Referee

During the interview stage, Talent Acquisition will ask the candidate to provide at least two references to which they have reported to in previous positions. The candidate's referee will enter their responses to the referee questions into PageUp. These will be considered by Talent Acquisition prior to making a final decision to employ the candidate.

I) Probation Standards

The probation period for the successful applicant six months. The successful applicant may have displayed, during the selection interview and/or during other elements of the selection process, the need for the development of certain work-related skills. It may be necessary to supplement the probationary requirements after the staff member has commenced duty.

J) Making the Decision

While a vote is not usual to decide who the successful candidate will be, Committees should aim to reach consensus. If a vote is necessary to determine a decision, then a majority of votes of members present will decide, provided that the number of votes in the majority is not less than half of the number of members required for a quorum. Ultimately, the Chief Operations Officer's decision is seen as the final decision on recruitment and selection issues.

K) Selection Committee Recommendation

The People and Culture team will keep records of:

- The search process
- Applicants who were interviewed
- Reference checks
- Probation period and probation criteria
- The committee member nominated to provide feedback to internal applicants
- Compliance requirements (gender balance, trained selection committee members, conflict of interest and confidentiality)

The recommendation form must be signed by all committee members. It must also be completed when no appointment is made.

Unsuccessful applications will be kept for a period of six months, after which they will be destroyed.

4-P9 Recruitment and Onboarding Procedure



L) Acceptance

Acceptance of an offer is usually indicated by the appointee signing a copy of the contract. A new employee may not commence duties before receiving and responding in writing to a written letter of offer.

M) Feedback

The Selection Panel member delegated to conduct the feedback (usually Talent Acquisition), or the direct supervisor, is normally responsible for feedback to unsuccessful internal applicants. Unsuccessful external applicants may be provided with feedback upon request.

Feedback encourages and further develops applicants. This process is most effective if carried out as soon as possible after the selection process. It provides an opportunity to discuss how the applicant was assessed against the selection criteria and:

- the written application and curriculum vitae;
- the interview (preparation, presentation, ability to articulate);
- career plans (the types of positions for which the person should be applying);
- personal development needs.

Contracts of Employment

By law, Affinity Education Group is required to provide all staff members with a contract of employment. The various industrial instruments to which the organisation is either respondent or party to, may impose additional requirements to which Affinity Education Group must adhere.

Procedure

Contracts of employment must be prepared for all potential new staff and current staff who are being offered a different position or different terms and conditions in relation to their current position.

To be valid, a contract of employment must be:

- signed by Human Resources or another senior manager (as appropriate) for all contracts of employment; and
- formally accepted in writing by the successful applicant before he or she commences work at Affinity Education Group.

Note: The only offer that is binding upon Affinity Education Group is the formal written one signed by Human Resources or another authorised senior manager.

Information to be provided to Continuing and Fixed-Term staff in contracts of employment

Upon engagement, Affinity Education Group shall provide to continuing and fixed-term staff members contracts of employment which stipulate the type of employment in relation to the engagement. The contract of employment will also include details relevant to the engagement including:

- the date of commencement of employment;
- the salary of the staff member on the commencement of the employment;
- the hours or the fraction of full-time hours to be worked;
- the name of the supervisor of the position;
- the performance standards required;
- the duties of the position;
- any severance which may be payable on termination of the contract;
- for any staff member subject to probationary employment, the length and terms of the probation; and
- other main conditions of employment, or the documentary, or other recorded sources from which such conditions derive, and from which the duties and reporting relationships to apply upon appointment can be ascertained

In addition to the information supplied above, the contract of employment of a fixed-term staff member shall indicate:

- the circumstances under which the fixed-term contract has been decided for that appointment (specific task or project, research, externally funded or other types of fixed-term employment); and
- the term of the employment (i.e. the start and finishing dates) or, in lieu of a finishing date, the circumstances upon which the employment will cease.

4-P9 Recruitment and Onboarding Procedure



Information to be provided to casual staff in contracts of employment

Prior to commencement, Affinity Education Group shall provide to casual staff members contracts of employment which stipulate the type of employment in relation to that engagement. The contract of employment will also include details relevant to that engagement, including:

- the duties required;
- the number of hours expected to be worked;
- the rate of pay in relation to the duties required; and
- a statement that any additional duties required during the term of employment will be paid.

Performance-Based Contracts

Certain senior staff may be employed on performance-based contracts. Performance based contracts set out key performance criteria or targets which the staff members must meet within defined timeframes or under defined circumstances and may prevail over part or all of the procedures related to unsatisfactory performance, misconduct, serious misconduct and termination of employment.

Offers of performance-based contracts

Performance-based contracts may be offered to persons who are to be employed as or who are employed as professional staff at Senior Management level.

Nature of performance-based contracts

A performance-based contract may be offered on a continuing or fixed-term basis.

Termination of employment

Performance based contracts of employment may only be terminated pursuant to the serious misconduct, unsatisfactory performance or redundancy procedures outlined in the performance-based contract. If these procedures are not outlined in the Performance-based contract, then the Affinity Education Group policies will apply.

References

- Education and Care Services National Regulations 2011
- Education and Care Services National Regulations WA 2012
- Fair Work Act 2009
- Age Discrimination Act 2004 (Commonwealth)
- Disability Discrimination Act 1992 (Commonwealth)
- Human Rights and Equal Opportunities Commission Act 1986 (Commonwealth)
- Children's Services Award 2010
- Education Services (Teachers) Award 2020
- Clerks – Private Sector Award 2020
- Privacy Act 1988 (Commonwealth)
- Racial Discrimination Act 1978 (Commonwealth)
- Sex Discrimination Act 1984 (Commonwealth)
- State and Territory Child Safety legislation
- Family Assistance Law

Policy Written by: Affinity Education Group	Position: Affinity Education Group	Date: Mar 2023
Approved by: Affinity Education Group	Approved Date: Mar 2023	Next review date: Mar 2024

Educators to sign: