Recruitment and Selection Procedure HR-PR-03

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Policy	This document details the procedure to be used when recruiting and selecting talent into Ardex Australia Pty Ltd.
Rationale	To ensure compliance with the Workplace Relations Act 1996 and the Privacy Act 1988 and all other legislations.
Scope	This policy applies to all current and potential Ardex Australia Pty Ltd employees.
Exception	There are no exceptions to this policy.
Consequences of non-compliance	Potential financial and reputational damage. Potential litigation.
Note	This policy is provided for the information of Ardex Australia's employees and contract staff. For a certified, true paper copy of this policy, contact the **Human Resources Manager**.

EXPLANATORY STATEMENT

This document details Ardex's approach to Recruitment and Selection.

It details:
1. terms and definitions
2. our corporate policy
3. procedure for Recruitment and Selection
4. additional information
5. where to find further information

1. Terms and Definitions

Term	Definition
Recruiting Manager	Line Manager who has responsibility for recruiting and selecting the best possible candidate into their team.

2. Our Corporate Policy

Please refer to the Recruitment and Selection Policy.

3. Procedure

3.1   Clarifying the Recruitment Need

Prior to establishing the need for a new position or filling a vacant one, consideration should be given to the requirements of the role and the type of employment that may be suitable.

Other issues, which should be evaluated, include:
- use of existing resources
- use of appropriate technology
- structure within which the position falls

When considering the type of employment that is appropriate a number of options are available:
- permanent full time
- permanent part time
- fixed term
- secondment
- job share
- casual
- contractor / consultant
- temporary

Please refer to the Recruitment and Selection Policy for definitions and suitability of adopting these options.

3.2 Position Descriptions

If a position description exists, it should be reviewed and updated to reflect any changes to the responsibilities of the position.

If a position description does not exist, one should be developed prior to seeking approval to recruit.

All position descriptions should clearly outline the purpose of the position, key accountabilities, success indicators and the selection criteria including essential and desirable attributes of potential candidates.

These criteria should be used as the basis of selection, for screening applications, interviewing applicants and appointing a person to the role.

3.3 Approval to Recruit

Before the recruitment process commences, the recruiting Manager must obtain approval to fill the vacancy.

Approval to recruit should be sought from the Managing Director.

3.4 Sourcing Applicants

The recruiting Manager should develop an appropriate strategy with Human Resources to sources applicants.

3.4.1 Internal Career Advancement Opportunities

In order to provide existing staff with career development opportunities and to fully utilise the knowledge, skills and experience of staff, equal opportunity will be given to employees wishing to apply for internal vacancies.

If an individual would like to apply for a vacant role they must inform their line manager prior to applying for the role.

3.4.2 External Recruitment Agencies

Approval to recruit externally must be obtained from the Managing Director, prior to commencing the recruitment process.

3.4.3 Advertising

All positions will normally be advertised internally via Yammer and notification boards. However, there will be some circumstances when this is not appropriate, including (but not limited to) when:

- a person is returning from a secondment or project work
- a successor has been prepared to assume the position and is ready to do so

- there is an opportunity to redeploy an existing employee
- it has been determined that the required competencies do not currently exist within the organisation

3.4.4 Directly approaching individuals

In the event that directly approaching an individual is determined to be the most appropriate sourcing strategy the recruiting Manager should take into account the ethics of approaching employees of clients, suppliers or other business associates and should be aware that Ardex may be prohibited from recruiting employees from certain companies. The Line Manager has to discuss this option with their department Manager and Human Resources Manager before directly approaching an individual.

3.5 Acknowledging Applications

All candidates, including current employees, should receive written acknowledgment within 5 working days of the date the application was received. However, in cases where short-listing will take place within one week of receipt, the acknowledgment letter may be combined with notification to unsuccessful applicants.

If an external consultancy has been engaged, good business practice and the National Privacy Principles dictate that the acknowledgment will be prepared by the consultancy.

In cases where an external consultancy is not being used it is the responsibility of the Human Resources Manager to ensure that all applications receive an acknowledgement letter (email).

3.6 Shortlisting

The purpose of short-listing is to ensure that only suitable candidates who meet the essential selection criteria are considered for interview. Candidates who meet the essential selection criteria must not be disregarded on the basis of an irrelevant attribute. This constitutes discrimination and can result in legal action by the candidate.

Responsibility for shortlisting lies with the consultancy or the Human Resources Manager. Once the shortlist has been established, the interview process will commence.

Candidates who do not meet the essential selection criteria must be notified that they have been unsuccessful. Any records that have been collected from these applicants should be forwarded to the Human Resources Manager.

3.7 Interviewing Candidates

The recruiting Manager is responsible for meeting with Human Resources to determine the best strategy to conduct the interview process.

The number of "touch points" for the candidate should be kept to around four. This provides Ardex with a structured way to gain assurance of the functional/technical and soft skills suitability and also the cultural fit of the candidate.

3.8 Guidelines for Interview Processes

The following interview process should be followed for <u>roles less than $50,000 per annum</u>:

Interview Stage	Interviewer(s)	Interview Coverage
1st Interview	• Recruiting Manager	• Technical skills • Company, department and role outline • Assessment of suitability for role
2nd Interview	• Human Resources Manager • Peer of Recruiting Manager	• Soft skills • Motivational fit • Cultural fit
Psychological and Aptitude Assessment	• Human Resources	
Pre-employment medical and drug and	• Human Resources	* Only for the final shortlisted candidate prior to offering the role

A third interview should only be conducted if any areas of concern are identified in the second interview or psychometric assessment. If a third interview is required, it should be conducted by the recruiting Manager's Manager and specifically address the areas of concern.

The following interview process should be followed for <u>roles greater than $50,000 per annum</u>:

Interview Stage	Interviewer(s)	Interview Coverage
1st Interview	• Human Resources Manager • Peer of Recruiting Manager	• Soft skills • Motivational fit • Cultural fit
2nd Interview	• Recruiting Manager	• Technical skills • Company, department and role outline • Assessment of suitability for role
3rd Interview	• Recruiting Manager's Manager	• Strategic overview • Any areas of concern from previous interviews/ psychometric testing

Psychological and Aptitude Assessment	• Human Resources	
Pre-employment medical and drug and alcohol test	• Human Resources	* Only for the final shortlisted candidate prior to offering the role

Following the second interview only a preferred candidate should be progressed to the following stages. After the third interview a decision taking into account all of the information available should be made under the coordination of the recruiting Manager and with the assistance of the others involved in the interviewing process.

Where the applicant to be interviewed is a relative of the recruiting Manager or a member of the selection committee, or has another connection, which could result in a conflict of interest, that person must withdraw from the selection process and find an alternative interviewer.

Throughout the interviewing process the recruiting Managers should ensure that appropriate records are kept. Whatever decision is made, it should be clearly documented and based on specific selection criteria. Recruiting Managers should also be aware that notes on resumes, interview guides and other documents, may be accessed by the candidate under the National Privacy Principles. All records should be forwarded to HR at the end of the interview process.

3.9   Psychological and Aptitude Assessment
All new permanent staff members will be required to undertake psychological & aptitude assessments before a formal offer is made. Please note that the assessments are used in conjunction with the candidates resume, the interview and reference checking process in order to make a decision on the applicant.

3.10   Reference Checks

A minimum of two reference checks are to be completed on all internal and external applicants before the final selection decision is made.

Reference checks are an essential part of the selection process as they provide an opportunity to:

- verify the details of past employment
- check that the applicant has the required skills to perform the position
- validate behavioural information provided at interview
- verify whether a previous employer would re-hire
- test intangible factors such as integrity and values

Human Resources should conduct all reference checks. Referees who have managed the candidate in the past should provide references.

3.11   Pre-Employment Screening

As part of our risk management strategy, pre-employment screening is conducted for all permanent appointments. The level of pre-employment screening conducted is based on position type as follows;

Position Type	Screening Measures
Non-management	— Verification of employment history — Verification of educational qualifications — Reference checks — Eligibility to work in Australia check
Management	— Verification of employment history — Verification of educational qualifications — Banned and disqualified persons search — Reference checks — Eligibility to work in Australia check
Executive	— Verification of employment history — Verification of educational qualifications — Verification of professional affiliations — Officeholder/directorship search — Banned and disqualified persons search — Reference checks

Offers of employment are subject to satisfactory pre-employment screening.

3.12   Making the Offer

The offer should be made to the preferred candidate before unsuccessful applicants are advised of the selection decision. This enables an offer to be made to another suitable candidate if the preferred applicant declines the offer.

Initial job offers will in most cases be verbal to save time and delay. Once the candidate has accepted, Human Resources will forward a Contract of Employment to the candidate to be signed and returned to HR prior to commencement.

3.12.1 Offering Internal Applicants
In the case of internal applicants, the offer will only be made once the current Manager has been consulted so that a release date can be negotiated.

In the case that an internal applicant is successful, he/she must notify their current manager as soon as they have accepted the offer. The maximum notice period, to be decided between the managers and incumbent, will be 4 weeks.

3.12.2   Offering External Applicants

We use only reputable employment agencies to source labour. It is a requirement of the Agency to pay labour hire employees on assignment to ARDEX in accordance with the applicable Modern Award provisions to the Site in which they are working.

3.13   Notifying Unsuccessful Candidates (internal and external)

Either the consultancy or Human Resources will be responsible for notifying unsuccessful candidates and ensuring they receive a standard unsuccessful letter (email).

In addition, internal candidates should also receive constructive feedback from the recruiting Manager on the reasons why they were unsuccessful.

3.14   Timeline for Recruitment and Selection

Activity	Possible Range
Pre-recruitment planning	1 – 2 weeks
From receipt of authorised Recruitment to advertising	1 week (depending on chosen media)
Advertising period	1 – 2 weeks
Acknowledging applications	< 5 days from receipt
Short-listing	1 – 2 weeks
From short-listing to first interview date	1 – 2 weeks
From first interview to second interview date	1 – 2 weeks
Selection process	1 – 2 weeks
Psychological & Aptitude Assessment	1 – 2 days
Pre-employment screening	1 – 2 weeks
Pre-employment medical and drug & alcohol test	1 week
Reference checks	1 – 3 days
Verbal offer	1 – 2 days
From verbal acceptance to offer letter	1 – 3 days
Timeframe for candidate acceptance of offer letter	1 week
Letters to unsuccessful candidates	1 week after interview
Total (from start to written acceptance)	9 – 15 weeks

3.16   Monitoring the Process

Human Resources will monitor the time taken for the various stages of the recruitment and selection process to ensure a timely, cost efficient and effective result for the organisation.

4. Where to Find Further Information

Should you need assistance with this or any other human resources policy or procedure, please consult Human Resources.

Fabian Morgan
Managing Director