Recruitment and Selection Procedure

Section 1 - Purpose

(1) The Diocese recognises the importance of recruiting and retaining quality employees and ensuring that recruitment, selection, and promotion processes and decisions are made in line with the principles of fairness, transparency and merit.

(2) This procedure supports Talent Attraction Policy and Fair Treatment Policy and outlines the requirements for managers, Hiring Managers, employees and candidates relating to recruitment, selection and appointment at the Diocese.

Section 2 - Scope

(3) This procedure applies to all recruitment, selection and appointments in the Diocese for:

a. Permanent positions;
b. Fixed Term (temporary) positions;
c. Casual positions;
d. Secondment opportunities including higher grade duties; and
e. if decreed by the Bishop it will apply to parishes.

(4) This policy does not apply to the placement of:

a. Student Placements. These are managed in accordance with the Student Placement (Tertiary) Procedure and any applicable agency processes.
b. Work experience.
c. Unpaid helpers and Volunteers. Volunteers are managed in accordance with the Volunteer Compliance Procedure and any applicable agency processes.
d. Contractors.
e. Clergy.

Section 3 - Responsibilities

ROLE	RESPONSIBILITIES
Director People & Culture	• Ensure consistent implementation and application of this procedure. • Support a culture that promotes principles of fairness, transparency and merit in recruitment processes and develop mechanisms to deliver appropriate training and coaching. • Facilitate and establish appropriate governance and review of this procedure including providing a talent management system. • Approve preferred supplier arrangements with recruitment and talent sourcing agencies, including Diocesan terms of engagement. • Approve preferred supplier arrangements for migration services.
Directors and Assistant Directors or equivalent	• Ensure consistent implementation and application of this procedure. • Plan for current and future workforce requirements, considering skills and capabilities needed, budgetary constraints, and growth. • Ensure fiscal responsibility in the use of external services that support talent attraction. • Support a culture that promotes principles of fairness, transparency and merit in recruitment processes and selection decisions • Collaborate with Finance to forecast future financial needs for workforce planning and talent management. • Approve the creation of new talent pool for hiring managers to use for filling vacancies.
Managers	• Participate in talent programs to attract highly capable candidates in collaboration with People & Culture. • Assess and plan for current and future workforce requirements, considering skills and capabilities needed, budgetary constraints, growth and service needs. • Support a culture that promotes principles of fairness, transparency and merit in recruitment processes and selection decisions.
Hiring Manager	• Ensure appropriate oversight, governance, and record management of recruitment and selection processes. • Where delegated, act as a decision maker for recruitment, selection and appointment decisions and make reasonable and unbiased decisions. • Execute recruitment and selection processes in a professional and timely manner. • Manage any actual, potential or perceived conflicts of interest. • Utilise applicable talent pool where available. • Approve, administer and accurately maintain relevant eligibility lists. • Provide timely and constructive feedback to unsuccessful and successful candidates on their application outcome or allocate to a suitable selection panel member to complete.
People & Culture	• Provide advice, coaching and training to managers, candidates and employees on matters related to recruitment, selection and appointment. • Monitor compliance of the Talent Attraction Policy and any associated procedures and guidelines in consultation with managers. • Coordinate processes to validate and assess employment clearances and checks. • Initial point of contact for external vendor relationships for all recruitment related suppliers. • Ensure employment documentation reflects approved selection decisions. • Develop and implement programs to attract highly capable candidates. • Administer and accurately document and maintain applicable talent pool. • Administer a fair and unbiased appeals process in a professional and timely manner.
Finance	• Provide advice and support to managers to ensure sufficient budget allocation for required staffing levels, as well as for the delivery of relevant recruitment, talent management and workforce planning initiatives.
Communications & Marketing	• Work collaboratively with managers and People & Culture, to identify and leverage potential marketing opportunities that positively promote the Diocese. • Develop targeted and impactful recruitment campaigns where required, that promote the Diocese as an employer.
Payroll	• Ensure payroll systems are updated and reflect the approved contract arrangement. • Maintain timely and accurate data. • Audit pays to ensure compliance with this procedure and relevant employment conditions and industrial instruments.
Selection Panel	• Progress and guide candidates promptly through the relevant recruitment processes. • Make fair and merit-based decisions on the appointment of the most suitable candidate. • Be appropriately prepared to be a selection panel member and notify any conflicts of interest. • Provide timely and constructive feedback to unsuccessful and successful candidates on their application outcome.

ROLE	RESPONSIBILITIES
Candidates	• Provide complete and accurate information in a timely manner as part of the application and recruitment process. • Participate in selection activities with honesty and integrity.

Section 4 - Recruitment Planning and Preparation

(5) The Hiring Manager must carefully consider and access the following prior to commencing recruitment:

a. If there is an ongoing requirement for the position to be filled.
b. If the position is temporary in nature, the length of time that the position is required.
c. The position structure supports and meets the requirements of services offered, including identifying any change management that may need to occur in consultation with People & Culture.
d. Available funding and any budgetary implications in consultation with Finance.
e. The employment basis of the position including but not limited to:
    i. Permanent;
    ii. Fixed term;
    iii. Casual;
    iv. Full Time; or
    v. Part Time.
f. The position capabilities, skills and requirements are documented including:
    i. The position description is current and appropriately classified and graded. Where a position description is new or changed, consultation must occur with People and Culture.
g. If a priest reference or formation conversation is required for the position and at what stage, it must be provided by a candidate such as:
    i. Upon initial application.
    ii. Prior to interview attendance.
    iii. Post interview.
h. Which selection criteria are required to be addressed by candidates as part of their application and if an additional covering letter is required.
    i. The position sourcing decisions are documented where the following apply:
        - For Catholic Schools, whether the position is identified as being eligible for a recruitment incentive in accordance with the Schools Recruitment Incentive Procedure.
        - If the position requires alternative merit-based selection approaches to assist the recruitment of under-represented groups in accordance with the Talent Attraction Policy.

(6) The Hiring Manager must seek appropriate approval to commence a process to fill a vacancy in accordance with the Delegations of Authority Policy and associated delegation schedules once it has been identified that a position requires resourcing.

Section 5 - Fair Treatment and Participation (inclusion)

(7) The Hiring Manager must ensure all recruitment and selection processes are managed in accordance with the principles in the Talent Attraction Policy.

a. The Hiring Manager must make every effort to implement any reasonable adjustments to accommodate candidates who disclose a disability, cultural consideration or other need that requires support during the recruitment and selection process.

(8) The Hiring Manager may implement merit-based selection approaches in consultation with People and Culture to attract and encourage individuals from under-represented groups such as:

a. Where there is a genuine position requirement an exemption in accordance with legislation may be obtained for 'Identified' and 'targeted' positions to support the participation and employment of Aboriginal and Torres Strait Islander individuals. The Hiring Manager in collaboration with People and Culture must ensure exemptions are confirmed or applied for as required.
b. Increasing gender representation in a specific occupational group, management or leadership position where a gap has been identified.

Section 6 - Sourcing and Advertising

Sourcing

(9) The Hiring Manager should identify the appropriate sourcing options for the position such as:

a. Internal and/or external advertising.
b. Sourcing through Diocesan recruitment campaigns such as annual recruitment in Catholic Schools.
c. Direct Appointment.
d. Whether there are any suitable employees eligible for placement through alternate channels such as:
    i. Redeployment.
    ii. Temporary to permanent.
    iii. Casual conversion
e. Succession planning and career development opportunities for employees.
f. Any other reasonable sourcing and advertising channel as deemed suitable by the Diocese.

Direct Appointment

(10) A direct appointment (other than those related to a permanent increase in hours for existing employees or any existing employee eligible due to legislation, an industrial instrument or Diocese policy/procedure) may be for a fixed period of up to 24 weeks.

(11) A direct appointment does not need to follow the standard recruitment process as detailed in this procedure however, any action must maintain the principles of the Talent Attraction Policy and apply other relevant clauses of this procedure.

(12) The Diocese may only consider direct appointment where the Hiring Manager has appropriately assessed the candidate, undertaken sufficient screening of the candidate and documented in writing the process undertaken and appropriate justification for the selection decision. One of the following circumstances would need to apply for a direct appointment:

a. The candidate is in a suitable talent pool;
b. The candidate is on a suitable eligibility list;
c. Vacant hours within the same position of an existing part-time employee have become available.
d. The vacant position is highly specialised or requires unique skills.

e. There is urgent necessity to fill the vacancy.

(13) A direct appointment may exceed the standard fixed period (including permanent appointment) for an existing employee where required under legislation, an industrial instrument (such as an Enterprise Agreement) or an applicable Diocese policy or procedure.

Direct Appointment Permanent Increase in Hours (Existing Employee's Only)

(14) A Hiring Manager may directly appoint an existing permanent employee to permanently increase their hours, where vacant hours in an identical position to that held by the employee becomes available.

(15) An Expression of Interest (EOI) within the department or school should be used at a minimum, to advertise the vacant permanent hours available.

(16) The Diocese may only consider a permanent increase in hours direct appointment where the Hiring Manager has appropriately assessed the candidate and documented in writing the process undertaken and appropriate justification for the selection decision, ensuring it is in the best interest of the agency to do so.

Talent Pools

(17) The creation of new talent pools is at the discretion of the Directors and Assistant Directors or equivalent and for the purpose of filling vacancies. Each agency is encouraged to utilise a suitable talent pool to fill vacancies.

(18) Where a Hiring Manager chooses to select a candidate from a talent pool, they must clearly document appropriate justification for the selection decision.

(19) Candidates are eligible to remain in a talent pool for a maximum period of two (2) years or until all candidates have been utilised, whichever occurs sooner.

Eligibility List

(20) Hiring Managers may create an eligibility list following an advertised vacancy where they have filled the vacancy and can reasonably foresee a future need for appointing a candidate.

(21) Candidates who are found to be eligible for appointment by the selection panel may be placed on an eligibility list or where appropriate a talent pool.

(22) The Hiring Manager must document on the Panel Summary Feedback Form any candidate that is considered suitable for an eligibility list.

(23) Eligibility Lists are only available for a maximum period of six (6) months post notification to the candidate of being placed on the eligibility list or until all candidates have been utilised whichever occurs sooner.

Expression of Interest (EOI)

(24) An expression of interest(EOI) is an alternative sourcing option that provides employees the opportunity to demonstrate interest in a vacant position. EOI's are typically used for temporary appointments or direct appointment permanent increase in hours (as detailed above) for existing employees.

(25) The Diocese may use an EOI process to fill casual positions, with these processes managed centrally by each agency.

(26) An EOI does not need to follow the standard recruitment process as detailed in this procedure. However, regardless of the process followed, all recruitment and selection activities must maintain the principles of the Talent Attraction Policy and comply with Pre-screening Employment Checks and Clearances (as detailed below).

(27) The Diocese will only progress an EOI appointment where the Hiring Manager has appropriately assessed the candidate, has undertaken sufficient screening of the candidate and has documented appropriate justification for the selection decision.

Advertising

(28) Generally, all vacant positions should be advertised for a minimum of three (3) days using the following approach:

Type of Vacancies	Duration of Position	Advertising Type
Permanent	Ongoing	Internal and/or external
Permanent Increase in Hours	Ongoing	Internal/EOI or direct appointment
Fixed Term	More than 24 weeks	Internal and/or external
Fixed Term	Less than 24 weeks	Internal/EOI or direct appointment
Casual	As required	Internal/external/EOI

(29) People & Culture must coordinate all advertising in consultation with the Hiring Manager to ensure positions are appropriately advertised via approved Diocese systems and methods.

(30) Advertising via social media must consider the Social Media Guidelines and FAQs.

(31) For Catholic Schools, where a position is identified as being eligible for a recruitment incentive in accordance with the Schools Recruitment Incentive Procedure, this should be detailed in the advertisement.

Advertising Type

(32) Internal advertising is any advertising that occurs with the intent of reaching candidates already employed at the Diocese in any agency.

(33) EOI advertising is generally internal advertising that occurs with the intent of attracting a candidate from a defined group.

(34) External advertising is any advertising that occurs on a platform with the intent of reaching candidates currently not employed at the Diocese.

Section 7 - Selection

(35) Where a selection panel is convened all shortlisting and selection decisions must be merit-based and made in conjunction with other relevant clauses in this procedure.

(36) All applications must be assessed in accordance with the pre-identified selection criteria.

(37) The selection process should be structured and may include but is not limited to:

a. Application and screening;
b. Interviews;
c. Assessment tools;
d. Preferred candidate recommendation;
e. Reference checks;
f. Selection decision;
g. Offer and Appointment.

Section 8 - Selection Panels

(38) Where a selection panel forms part of the recruitment and selection process, the Hiring Manager is responsible for:

a. Establishing the selection panel and documenting the composition of the selection panel via the Diocese people management system (mnpeople);
b. Ensuring that each panel member is suitably prepared to participate in the selection process in a fair, unbiased and consistent manner;
c. Consulting with any relevant specialists, stakeholders or internal customers to support and provide input in the selection of appropriately skilled and culturally aligned candidates, for example in Catholic Schools, Aboriginal Education and English as an Additional Language or Dialect (EALD) positions.

(39) Each selection panel must have a minimum of two representatives.

(40) Selection Panels may vary in size and composition depending on the position and level being recruited. For example, a selection panel may include:

a. Hiring Manager/Selection Panel Chair;
b. Other leaders of the Diocese;
c. Relevant subject matter experts, internal customer(s), or school community member;
d. Clergy;
e. Appropriate team members of the recruited vacancy.

(41) Where an external individual such as but not limited to a school community member is on a selection panel, their responsibilities in the selection panel may differ at the discretion of the Diocese to ensure a balanced, fair and confidential process is maintained. This may include not participating in candidate shortlisting but partaking in other selection activities such as interviews.

(42) Selection Panels should aim to reflect appropriate gender and cultural diversity and must include appropriate representation for positions:

a. Identified or targeted for Aboriginal or Torres Strait Islander individuals.
b. Where there is a requirement for religious qualifications and/or experience.

(43) The Hiring Manager will generally be the Selection Panel Chair; however, the Hiring Manager may delegate another appropriate employee as a Selection Panel Chair.

(44) The Selection Panel Chair is responsible for managing any identified conflict of interest in accordance with the Conflict of Interest Policy and this procedure.

Section 9 - Conflicts of Interest

(45) Any individual on the selection panel must disclose any potential, perceived or actual conflict of interest in accordance with the Conflict of Interest Policy.

(46) A candidate may raise in writing to the Selection Panel Chair if they identify a conflict of interest, or concern with a selection panel member that may result in unfair treatment. Where the conflict of interest is about the Selection Panel Chair, the candidate can seek advice from the next level up manager or People and Culture.

Section 10 - Application and Screening

(47) Candidates must submit a completed application that addresses the requirements outlined in the job advertisement or EOI. Applications should be made via the approved Diocese people management system (mnpeople).

(48) All applications received must be reviewed against the selection criteria.

(49) The selection panel should determine a short list of candidates and determine which candidates do not adequately meet or address the selection criteria. People & Culture may assist the selection panel to undertake shortlisting.

(50) Candidates are required to provide evidence of qualifications or professional registration where required by the position.

(51) The Selection Panel Chair should determine the selection and assessment process to be used for all candidates and may include:

a. Phone screening;
b. Interviews; and
c. Additional assessments.

(52) During the selection process, all candidates must be assessed for their understanding and commitment to the safeguarding of children and vulnerable people in accordance with the Safeguarding Framework Policy.

(53) The Selection Panel Chair has the discretion to accept or decline late applications.

Additional Assessments

(54) Candidates may be asked to complete additional assessments that are relevant to the role. These may include:

a. Technical tests;
b. Skills assessments;
c. Presentations;
d. Psychometric testing; and
e. Situational exercises designed to evaluate the candidate's ability to perform key tasks.

(55) Where additional assessments are utilised, the results must be used as part of the overall evaluation to ensure a fair and objective process.

Section 11 - Interview Process

(56) Interviews provide an opportunity to evaluate candidates skills, experience, and suitability for the role through targeted questions and discussion.

(57) Interviews must be attended by all identified selection panel members. Where a panel member is replaced by another individual, this should be documented.

(58) Candidates should be provided with reasonable notice of a minimum of 24 hours (or lesser period if agreed) of a request to attend an interview, with the notification to include the:

a. Time and date of interview;
b. Location of the interview, either in-person or virtually. The Diocese prefers in-person participation for interviews; and
c. Selection Panel member details, such as name and position title of any panel members, and any preparation required by the candidate.

(59) Interview questions must be structured, consistent, and aligned with the selection criteria to ensure fairness and comparability. Additional relevant questions may be asked depending on candidate responses to clarify information provided and to gain a deeper understanding of the candidates knowledge and experience.

(60) All candidates must be given equal opportunity to respond to the interview questions to allow the candidate to demonstrate their skills, experience, and suitability for a position.

(61) The selection panel members assessment of candidate responses must be merit-based. Responses to all interview questions should be appropriately documented during the interview.

(62) The selection panel must record a summary of the interview process outcome at the conclusion of the interviews. The Selection Panel Chair is responsible for accurately completing the Selection Panel Summary.

Section 12 - Preferred Candidate

(63) The selection panel should determine if there is a preferred candidate or candidates following the interview by considering the responses provided at interview alongside other selection activities such as the application and any additional assessments.

(64) The selection panel may identify candidates that could be suitable for a talent pool or eligibility list.

(65) Relevant pre-screening employment checks and reference checks must be conducted for any preferred candidates.

(66) The selection panel should strive to reach a unanimous merit-based decision on the preferred candidate or candidates and document reasons for determination of a candidates suitability on the Selection Panel Summary.

Section 13 - Pre-screening Employment Checks and Clearances

(67) The Diocese must ensure suitability of candidates is assessed and that all mandatory checks and clearances required for the position are gained. People & Culture must conduct the relevant pre-screening employment checks and clearances which may include but is not limited to:

a. Health assessments;
b. Criminal record checks;
c. Working with Children Check;
d. National Disability Insurance Scheme (NDIS) worker check;
e. Verification of qualifications, registrations and professional accreditation.

(68) The Diocese is committed to Child Safety Standards for recruitment of child related positions. Additional checks will be undertaken as part of our compliance with Child Safety Standards. This will include:

a. Declaration by the candidate that they are not a prohibited person;
b. Checking the prohibited persons register held by the NSW Early Childhood Education and Care Regulatory Authority; and
c. Any additional requirements as detailed within the Child Safe guidelines.

(69) Depending on circumstances additional information may be requested of candidates to address any potential risks identified by the Diocese.

(70) Pre-screening checks and clearances should be conducted, satisfactorily evaluated and completed prior to offer for employees and candidates.

a. Where any concerns or risks are identified and are unable to be appropriately addressed, it may not be suitable to proceed with the candidates application. The Selection Panel Chair must consult with People & Culture in this circumstance.
b. A conditional appointment may be considered in accordance with the relevant clause in this procedure (detailed below).

(71) Those engaged at the Diocese must have appropriate working rights including:

a. Be an Australian Citizen or permanent resident; or
b. Have valid working visa rights which are appropriate to the nature of their engagement at the Diocese, and in line with any regulatory or legislative requirements such as the Department of Home Affairs.

Section 14 - Reference Checks

(72) The purpose of conducting reference checks is to verify the information provided by the candidate, assess their competencies in a professional setting, and gather additional perspectives on their skills, experience, and work-related behaviour.

(73) The Selection Panel Chair should undertake at least two reference checks prior to recommending a candidate to offer. Additional reference checks may be sought prior to finalising the selection decision.

(74) Candidates must provide contact details of professional work-related references when requested and at least one must be a current or recent direct manager.

(75) Reference checks must be conducted utilising consistent questions and documented via the approved Diocese system.

(76) All information obtained through reference checks must remain confidential and be used solely for the purpose of objectively assessing the candidate's suitability for the role.

(77) A Priest reference may be required as part of the selection process if deemed necessary during the pre-recruitment stage.

(78) Where references indicate concerns or where risks are identified, it may not be suitable to proceed with the preferred candidate's application. The Selection Panel Chair must consult with People & Culture in this circumstance.

Reference Checks and Internal Candidates of the Diocese

(79) At the discretion of the Selection Panel Chair, reference checks may be waived for internal Diocese candidates where prior competency and performance have been suitably assessed and demonstrated. This must be appropriately documented.

(80) The Hiring Manager or Selection Panel Chair as appropriate must conduct a Suitability Assessment in lieu of completing reference checks for internal Diocese candidates.

Section 15 - Selection Decision

(81) The Selection Panel Chair must evaluate candidates objectively, considering all relevant selection criteria, assessment results and reference checks. The Selection Panel Chair must advise People & Culture of the selection decision.

(82) The Selection Panel Chair must ensure they hold the appropriate delegated authority to approve an appointment in accordance with the Delegations of Authority Policy and associated delegation schedules or obtain approval from an authorised delegate.

(83) Selection decisions for the following positions must obtain endorsement from the Bishop and approval in accordance with the Delegations of Authority Policy and associated delegation schedules prior to an offer being made:

a. Catholic Schools Executive positions (School Principals);
b. Directors of Agencies;
c. Directors of Shared Services;
d. Any other members of the Diocesan Leadership Group (DLG).

Section 16 - Offer and Appointment

(84) The Selection Panel Chair is responsible for ensuring the terms and conditions of the appointment outlined in the contract of employment is in accordance with relevant and applicable provisions detailed in:

a. Enterprise Agreements.
b. Modern Award.
c. Legislation or legal requirements.

(85) Any other applicable information relating to the offer of employment should be provided with the contract of employment such as but not limited to:

a. Incentive package details;
b. Fixed Term Contract Information Statement;
c. Fair Work Information Statement;
d. Casual Employment Information Statement.

(86) People & Culture must issue the contract of employment authorised by the Selection Panel Chair or appropriate delegate via the Diocese people management system (mnpeople) to the candidate identified in the selection decision.

(87) The candidate must electronically accept or decline the contract of employment and return to People & Culture in a timely manner.

(88) A candidate must not commence work at the Diocese without a formal accepted contract of employment and submitted evidence of any applicable pre-screening employment checks and clearances.

Conditional Appointment

(89) Where applicable pre-screening employment checks and clearances have not been completed and where there

are pressing requirements, the Diocese at its discretion may allow a candidate to commence in a role on a conditional basis.

(90) The Selection Panel Chair must consult with People & Culture where a conditional appointment is being considered and must undertake a risk assessment.

(91) The Selection Panel Chair is responsible for ensuring the candidate or employee has been satisfactorily assessed for any mandatory checks and clearances required of the role and mandatory checks and clearances are appropriately completed with evidence provided following commencement of employment. The completion of these mandatory requirements must be finalised within an appropriate timeframe and within four (4) weeks of commencement.

(92) While a candidate is working under a conditional contract of employment, the Hiring Manager is to ensure that appropriate supervision and risk management strategies are in place.

(93) Failure to satisfy any conditional requirements or any delay beyond four (4) weeks may result in termination of employment and should be managed in accordance with the Workplace Investigation and Disciplinary Procedure.

Section 17 - Secondments (Includes Higher-Grade Duties)

(94) The Diocese is supportive of internal secondments including providing higher grade duties to retain and develop existing employees' skills and experience.

(95) Any secondment must be in accordance with the relevant industrial agreement and in conjunction with other relevant clauses of this procedure.

(96) A secondment may be offered for a fixed period of up to two (2) years.

(97) Higher duties arrangements are generally for short term appointments such as but not limited to covering short periods of leave.

(98) A seconded employee may be:

a. Recalled to their substantive position prior to the secondment end date in accordance with the standard notice period detailed in the employment contract.
b. Required to resign from or relinquish their substantive position if the secondment period exceeds two (2) years.

Section 18 - Positive Engagement

(99) The Selection Panel Chair is responsible for:

a. Creating a positive experience during the recruitment and selection process for candidates and employees and ensuring all interactions are consistent with the Code of Conduct and Talent Attraction Policy.
b. Providing candidates timely communication and notification about the outcome of their application.
c. Giving constructive feedback to candidates where appropriate and requested.

Section 19 - Candidate Information

(100) Employees and candidates must provide accurate, truthful, and complete information at all stages of a recruitment and selection process. This includes but is not limited to:

a. Information related to qualifications.
b. Skills and work experience.
c. Personal background.
d. Any other applicable information requested by the Diocese.

False or Misleading Information

(101) If an employee or candidate is found to have intentionally provided inaccurate, false or misleading information at any stage of the recruitment and selection process, has not disclosed relevant misconduct, or whose conduct pre-commencement is determined to have breached the behavioural expectations or requirements of the Code of Conduct, the Diocese reserves the right to take corrective actions, which may include but not limited to:

a. Termination of employment in accordance with the Workplace Investigation and Disciplinary Procedure.
b. Withdrawal of an employment offer or application.

(102) In cases of suspected provision of inaccurate, false or misleading information, People & Culture may undertake a review of the process including all information provided by the candidate to inform the appropriate course of action to be taken.

Section 20 - Recruitment Agencies

(103) Recruitment agencies may be engaged to support the sourcing of candidates if:

a. Diocese internal sourcing options have been unable to identify a suitable candidate.
b. Recruiting Diocesan Executive, specialised, critical or hard-to-fill positions and other sourcing options are not considered suitable in the circumstances.

(104) The Diocese may limit which recruitment agencies can be engaged. Where there is no preferred supplier arrangement in place, terms of engagement must be approved by the Director People & Culture.

(105) A Hiring Manager must consult with People & Culture prior to contacting a recruitment agency or engaging in initial discussions with a recruitment agency.

(106) The Hiring Manager is responsible for:

a. Understanding the recruitment agency terms and conditions and considering any impacts prior to proceeding.
b. Consulting with Finance to ensure sufficient existing budget and obtaining appropriate approval in accordance with the Delegations of Authority Policy and the associated delegation schedules.
c. Completing the Recruitment Agency Engagement Form, providing the completed form to People & Culture and consulting with People & Culture as required for the duration of the recruitment agency engagement period.

Section 21 - Confidentiality, Privacy and Documentation

(107) Selection panel members employed by the Diocese must maintain the confidentiality of the selection process in accordance with their employment and contractual obligations.

(108) The Selection Panel Chair must ensure that external panel members such as school community members or industry representatives must complete a confidentiality agreement prior to receiving any applicant information.

(109) The Diocese is committed to documenting recruitment, selection and appointment processes and decisions via the Diocese people management system (mnpeople) or document management system as required.

(110) Any information collected as part of a recruitment process must be managed in accordance with the relevant legislation and the Privacy Policy as amended from time to time.

Section 22 - Work, Health and Safety

(111) Recruitment and selection processes must consider work health and safety risks and comply with work, health and safety requirements and responsibilities including the Work Health and Safety Policy.

Section 23 - Consequences of Breaching this Procedure

(112) Any worker found to be in breach of this procedure may be subject to disciplinary action, including where a serious breach occurs, dismissal.

Section 24 - Notations

(113) If there is any inconsistency between a procedure document in existence before the commencement of this procedure, and a procedure document developed after the commencement of this procedure, the later applies to the extent of the inconsistency.

Section 25 - Document Review

(114) This procedure will be reviewed when there is a legislative change, organisational change, delegations change, technology change or at least every 3 years to ensure it continues to be current and effective.

Status and Details

Status	Current
Effective Date	16th December 2025
Review Date	16th December 2028
Approval Authority	Director People & Culture
Approval Date	12th November 2025
Expiry Date	To Be Advised
Unit Head	Eve Youman Director People & Culture
Enquiries Contact	Eve Youman Director People & Culture People and Culture

Glossary Terms and Definitions

"Conflict of interest" - Also known as a conflict of duty refers to situations where a conflict arises between a public or professional duty and a private interest or duty owed to another organisation or group (including volunteering). This conflict could influence the performance of official duties and responsibilities. Such conflict generally involves opposing principles or incompatible wishes or needs. Conflicts of interests can be: • Actual - involves direct conflict between your current duties and responsibilities and existing private interests; or • Potential - where a person has a private interest that could interfere with the performance of their official duties and responsibilities in the future; or • Reasonably perceived - where a reasonable person could perceive that your private interests are, or are likely to, improperly influence the performance of your duties, irrespective of whether this is the fact.

"Unpaid helpers" - A term used to capture the spectrum of people who provide services and support to the many ministries and activities of the Diocese without remuneration. There are a number of classifications for unpaid helpers to assist in differentiating the degrees of engagement and oversight that are applied. There are three classifications of unpaid helpers who are not considered 'diocesan workers': • Incidental Helper; • Parishioner Helper; and • Visitor. There are three classifications of 'volunteers' in the Diocese who are considered 'diocesan workers' and, unless otherwise stipulated in specific sections or paragraphs, to which this Framework applies: • Volunteer (Close family member); • Volunteer (General); and • Volunteer (Spiritual Officer).

"Misconduct" - Misconduct is improper behaviour in the workplace that is inconsistent with employee obligations or duties. Misconduct may or may not be deliberate. Examples of misconduct may include, but are not limited to: • Failure to comply with legislation, a policy, procedure, or reasonable directive of the Diocese. • Failure to comply with professional obligations. • Acting outside of delegation and/or responsibility of position. • Disclosing confidentiality inappropriately, or misuse of confidential information. • Unauthorised absences and/or repeated lateness. • Dishonest practices. • Behaviour that a reasonable person would not view as appropriate the workplace, such as swearing at colleagues or clients. • Matters that impact an employee's ability to perform the inherent requirements of their role such as not holding, or letting lapse the required licences, clearances, registrations or qualifications to perform the role. Medical related matters will typically be managed in accordance with the Fitness for Work Policy and associated procedures. • A pattern of behaviours when taken together amount to misconduct.

"Merit-based" - Decisions made in a fair and transparent process based on an individual's ability to perform the duties and responsibilities of a position, measured through their qualifications, skills, experience, performance and demonstrated potential.

"Student Placement" - A student placement refers to a vocational placement that is: • undertaken with an employer for which a person is not entitled to be paid any remuneration; and • undertaken as a requirement of a tertiary education or training course, subject or module; and • delivered by an Educational Institution.

"Work experience" - A process where a student may wish to gain relevant employment experience however there is not a recognised formal requirement as part of the student's course or training.

"Talent Pool" - Refers to a group of prospective candidates who have applied for a vacancy or a specifically advertised talent pool and who have been assessed as suitable to be considered for future positions that align with their skills and qualifications. Talent pools can provide Agencies with readily available, suitably qualified and experienced candidates.

"Secondment" - The temporary transfer of a permanent employee to another position within the Diocese. At the end of the secondment, the employee returns to their substantive position, unless they have resigned from or relinquished that role.

"Eligibility list" - Refers to a list of prospective candidates who have applied for a particular vacancy and were assessed as suitable for the role but were not the preferred candidate. The eligibility list may be called upon to source suitable/ a preferred candidate for future equivalent permanent or temporary positions.

"Expression of Interest" - An expression of interest (EOI) is typically used as an internal sourcing option for employees to express interest in a position or for additional hours in their current position/s. EOI's may also be used for external sourcing of candidates such as for Catholic Schools casual recruitment.

"Direct Appointment" - A direct appointment is an alternative sourcing option that typically reduces or removes some steps of a standard recruitment process to allow for timely and efficient appointment in relevant circumstances. In most cases the direct appointment is for a fixed period.

"Selection Panel" - A group of individuals, often comprising two or more people, responsible for assessing candidate applications and for making fair and merit-based decisions in identifying suitable candidates.

"Candidate" - An individual who is being considered for a position within the Diocese. A candidate may already be an employee of the Diocese.

"Higher Grade Duty" - A type of secondment (a temporary arrangement) where an employee relieves or acts in a higher-level position for a specified period. The employee is generally eligible to additional pay whilst undertaking the duties.

"Redeployment" - The process of transferring an employee to a suitable alternate role within the Diocese, typically due to restructuring, redundancy, medical incapacity or changes in operational needs.

"School community member" - A member of the school community is an invited guest to the selection panel and may have differing responsibilities as part of the selection panel as defined in the procedure and any applicable guidelines.

"Contract of Employment" - An employment contract is an agreement between an employer and employee that sets out terms and conditions of employment.

"Priest reference" - A Priest reference generally involves a discussion with a candidate by the Priest or is delegated by the Priest to an appropriate clergy member to conduct. The reference is documented in a standard template to understand a candidates: • Faith commitment • Community involvement • Attitudes and dispositions for the role

"Formation Conversation" - Formation encourages the growth of the whole person which nurtures their way of

being in the world, their communion with God, themselves, others and creation and invites all to a greater calling as missionary disciples in the service of others.