



Recruitment and Selection Manual

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Glossary

Acronyms and abbreviations

Acronym / abbreviation	Description
AOD	Alcohol and Other Drugs
APS	Australian Public Service
BM P&C	Branch Manager People and Culture
CASA	Civil Aviation Safety Authority
CFO	Chief Financial Officer
CLASS	CASA Learning Academy for Safe Skies
COI	Conflict of Interest
CEO/DAS	Chief Executive Officer/Director of Aviation Safety
EA	CASA Enterprise Agreement 2016 to 2019
EOI	Expression of Interest
FOI	Freedom of Information
P&C	People and Culture Branch
ROD	Review of Decision
SM1	Senior Manager Band 1
SM2	Senior Manager Band 2
SM3	Senior Manager Band 3

Definitions

Term	Definition
Horace	CASA intranet

Revision history

Amendments/revisions of this Manual are recorded below in order of most recent first.

Version No.	Date	Parts/Sections	Details
1.0	November 2016	All	First issue
2.0	January 2020	All	Complete re-write

Released under Freedom of Information

1 Purpose

The purpose of the Recruitment and Selection Manual (Manual) is to support the Civil Aviation Safety Authority (CASA) Recruitment and Selection Directive, as well as provide guidance to CASA managers and employees to ensure our recruitment and selection processes are efficient and competitive whilst also adhering to the principles of natural justice and procedural fairness. Merit-based assessments seek to mitigate discrimination, bias or favouritism, and recognise and utilise the diversity of the Australian community.

2 Authority for employment decisions

The Manual complies with the *Civil Aviation Act 1988*, CASA Recruitment and Selection Directive and the Enterprise Agreement (EA).

The Manual also complies with recruitment and selection legislation, including but not limited to:

- *Age Discrimination Act 2004*
- *Disability Discrimination Act 1995*
- *Fair Work Act 2009*
- *Sex Discrimination Act 1984*
- *Racial Discrimination Act 1975*
- *Privacy Act 1988*
- *Freedom of Information Act 1982*

3 CASA recruitment standards

All recruitment and selection activities and decisions are supported by the CASA values, capabilities and behaviours and adhere to the CASA Code of Conduct.

Planning a recruitment and selection exercise is critical to having the right people with the right capabilities in the right roles at the right time.

3.1 Merit-based recruitment

Merit-based recruitment assesses each applicant's skills, ability, and knowledge to perform the advertised role, without being discriminated against for their protected attributes. The assessment of merit must occur at each stage of the recruitment process.

Assessment of merit is based on the applicant's demonstrated ability to address the articulated selection criteria, which may include:

- qualifications, formal training, certification
- skills and competencies
- attributes and behaviours
- capability to produce outcomes at the level required.
- ability to contribute to team and organisational performance and desired culture

What are protected attributes?

- | | | |
|--------------------------------------|-------------|-----------------------|
| • family or carer's responsibilities | • age | • religion |
| • sexual orientation | • sex | • political opinion |
| • physical or mental disability | • race | • national extraction |
| • social origin | • colour | |
| • marital status | • pregnancy | |

as defined under the
Fair Work Act 2009

3.2 Privacy

Discussions regarding the recruitment process must not be disclosed outside the selection panel or the People and Culture (P&C) Branch. Panel members must maintain confidentiality in accordance with the Australian Privacy Principles which are contained in the *Privacy Act 1998*.

Applicant information will contain 'personal and sensitive' information (e.g. name, date of birth, address and referee information, etc.). It is important to recognise the sensitivity of information involved in recruitment and selection processes and is essential that this information is kept secure, both physically and electronically.

Selection panel members must operate on a need-to-know principle. This means that information is only disclosed where there is a genuine business requirement to do so and access to sensitive information is only provided to people with a need-to-know. The recruitment and selection processes should only be discussed between the selection panel members and the Recruitment Team. Any person enquiring about a recruitment process should be referred to the Recruitment Team.

3.3 Timeframes

Recruitment, selection and approval activities are required to be undertaken in a timely manner, to ensure vacancies are filled and CASA has the capabilities and capacity to fulfil its obligations. In order to achieve this, it is critical that:

- managers and employees invest time and resources into a recruitment and selection exercise
- recruitment and selection must be given priority, be properly considered, planned and resourced to ensure an efficient, effective, and quality outcome.

An effective recruitment process will not only achieve the right outcome, but also leave a positive impression on an applicant about CASA.

CASA seeks to achieve timely and efficient recruitment processes that rely on those involved to manage the recruitment processes effectively. It is expected that a recruitment process, from the date the advertisement closes to offer of employment, should take no more than five weeks, unless otherwise approved by the delegate. An indicative timeline from the date applications close is:

- shortlisting of candidates – **1 week**
- assessment of shortlisted candidates (e.g. interview, reference checks etc) – **3 weeks**
- completion of selection panel report (including liaison with the Recruitment Team and submission to the delegate) – **1 week**.

3.4 Panel conflict of interest

CASA values integrity throughout its recruitment processes, so in order to maintain a high level of confidence in the legitimacy of our merit-based selection processes, it is vital applicants are treated and assessed in the same manner, and that no applicants can be perceived to have received an unfair advantage in the process.

Selection panel members are required to advise of any private, professional or personal interests and relationships which may give rise to an actual, potential or perceived conflict of interest. A conflict of interest is not necessarily unethical or wrong; however, it must be properly identified and managed.

Relationships defined

A **professional relationship** may be a current or previous colleague, team member or someone who you directly supervise, mentor or for whom you are a referee.

A **personal relationship** may include a spousal relationship, family member or close friendship.

Private interests include your personal, professional or business interests as well as those of individuals or groups you are closely associated with. The benefit can be pecuniary or non-pecuniary and includes future as well as immediate gains.

It may be unavoidable for an employee who has a professional relationship with an applicant to be a selection panel member, however, fairness and transparency require that the circumstances be declared and, where necessary, appropriate steps taken to manage any actual or perceived conflict that may arise.

A Panel Conflict of Interest Declaration must be completed by each selection panel member, and the contact officer if not on the panel, prior to shortlisting.

There may be circumstances where it is not appropriate for someone to be a panel member. If managing a conflict of interest is not possible, it would be appropriate to withdraw, and an alternate panel member must be sourced.

The Panel Conflict Of Interest Declaration is available on [Horace](#).

3.5 Creating the selection panel

Selection panel members are responsible for ensuring the recruitment activity meets requirements outlined in this Manual, and all decisions are based on merit, are fair and defensible, and provide CASA with the best outcome.

Panel Chairs must adhere to the following requirements, unless otherwise approved by P&C.

- There must be a minimum of two people on a panel comprising one chair and one independent panel member from outside the business area, preferably a different division.
- To ensure diversity, there must be gender mix on all panels and consideration to include panel members with different experience or perspectives (this could be difference in culture, age, or from an identified diversity group)

- The Panel Chair must be, at a minimum, substantively one classification higher than the advertised vacancy.
- Panel members must be, at a minimum, the same classification as the advertised vacancy or a representative from P&C.
- Selection panel members must successfully complete the 'Recruitment at CASA' and 'Diversity and Inclusion' e-learning modules in CLASS prior to participating in a recruitment process. Applications will not be made available to the panel until all members have met this requirement and recruitment timeframes will not be adjusted.
- The delegate exercising approval of a recruitment process must not be a panel member.

The following are not mandatory but may be considered.

- To ensure independence, it may be appropriate to source a panel member from another government or industry agency.
- Panel members can be a subject matter expert with relevant technical expertise (i.e. an internal CASA employee, contractor or relevant industry organisation).

3.6 Reviewing the vacancy

Once a vacancy is identified, it is strongly recommended the business area contact P&C Branch. A Recruitment Adviser will liaise with Workforce Planning, Pay and Conditions Section and the hiring managers to discuss:

- options, other than conducting a recruitment process, to fill the vacancy
- the staffing establishment and other staffing data
- the approval processes
- the responsibilities, the role description and security clearance requirements of the role.

If it is deemed appropriate to advertise the vacancy and approval has been granted, further discussions about advertising and recruitment methodology will take place.

3.7 Types of vacancies

The type of vacancy often determines the appropriate type of recruitment activity.

It is important to review the role prior to undertaking recruitment activity to ensure the duties and classification are still correct, and the role is still required to meet current and future business needs.

All recruitment actions require approval. Please review Section 5 of this Manual for further information.

3.7.1 Ongoing (permanent) vacancy

A vacancy, that is looking to be filled on a permanent basis is usually the result of the departure of an employee from an existing permanent role (usually due to promotion, resignation or retirement).

These vacancies are usually filled through the engagement of an ongoing employee following a merit-based recruitment process (including the use of merit pools), or permanent transfers at level.

3.7.2 Non-ongoing (specified term) or temporary vacancy

Non-ongoing, or temporary vacancies are usually triggered by extended absences (to cover leave or backfilling after a transfer) or a short-term additional workload for a period of up to three years (i.e. for a project).

A non-ongoing vacancy can be filled for up to six months initially without the requirement to undertake a competitive selection process. At a minimum, the business area delegate must be satisfied that the person selected has the capabilities to perform the duties of the role.

Such engagements may be extended to a maximum period of three years where the CEO/DAS is satisfied that:

- there is a continuing need for the duties to be performed
- the employee is performing the duties satisfactorily, and
- it is still appropriate for the duties to be non-ongoing and the extension will contribute to efficient and effective organisational performance.

These arrangements cannot be extended beyond three years. If there is additional work beyond this time, another recruitment process must be undertaken.

It is recommended that specified term vacancies greater than (or likely to be greater than) 12 months be advertised internally. All CASA ongoing and non-ongoing employees are eligible to apply; however, contractors are ineligible to apply.

3.8 Options to fill a vacancy

There are a number of options available to fill a vacancy including;

- redeployment of excess, or potentially excess, employees (this is a requirement)
- using a current merit pool (this is a requirement)
- acting arrangements / higher duties
- conducting an internal expression of interest process
- accessing employment registers
- external recruitment and selection
- using a recruitment agency
- secondments/transfers

Hiring managers should contact the Recruitment Team to request assistance to determine the appropriate option in consultation with the Workforce Planning Team.

3.8.1 Using merit pools

Following a merit-based recruitment process, suitable applicants are placed in a merit pool. Merit pools are valid for 12 months from the date applications close.

If a role has been advertised as a non-ongoing and ongoing vacancy, a candidate engaged on a temporary basis from a merit pool may be converted to an ongoing employee within three years from the date applications close.

Merit pools minimise the cost and resource impost of undertaking a full recruitment activity to fill each vacancy as they are available to any business area that has a similar vacancy. Merit pools create efficiencies and hiring managers are required to consider candidates in merit pools prior to going to external recruitment.

Where there are multiple eligible candidates in a merit pool, the business area is required to provide their justification for the selection of the preferred candidate for delegate approval.

Delegate approval is required to engage a candidate from a merit pool.

3.8.2 Expression of interest (EOI)

Under the [EA](#), vacancies of greater than six months involving temporary reassignment of duties may be advertised internally. An EOI is an internal process used to fill a non-ongoing vacancy and results in a transfer at level or higher duties and may be used for permanent transfers at level. Although it is an internal process, it is still important to conduct a fair and transparent process and record decisions. This is managed by the business area and requires, as a minimum, an email to the recruiting manager's branch or executive manager briefly outlining the process undertaken, consideration of candidates and the reasons for the recruiting manager's decision. The branch or executive manager will need to approve the recommendation of the recruiting manager.

Prior to offering a CASA employee a temporary or permanent movement, there must be a conversation between the acquiring and losing managers to discuss the opportunity, including operational requirements, the duration, and a release date.

EOIs cannot result in an offer of promotion.

3.8.3 Employment registers

Employment registers can be used to fill non-ongoing vacancies.

Candidates must be assessed through a process that is fair, transparent, and defensible in accordance with this Manual and the Recruitment and Selection directive.

3.8.4 External merit-based recruitment and selection process

Externally advertised merit-based recruitment processes are usually used to fill ongoing vacancies, and may be used to fill a non-ongoing vacancy.

Candidates must be assessed through a merit process that is fair, transparent, and defensible in accordance with this Manual and the Recruitment and Selection directive.

3.8.5 Bulk Recruitment process

This process is managed by P&C utilising subject matter experts and representatives from across CASA. It follows an external merit-based process and the methodology, using a range of assessment approaches, is determined at the time of the process being established. This process is highly successful at creating merit pools to address a supply chain for capability and skills sets that are in high demand. There are opportunities for efficiencies and economies of scale when using a bulk recruitment process.

3.9 Creating a new role

At times there may be the need to create a new role(s). Reasons can include a restructure within the business area; change of business requirements leading to a change of work level; or long-term additional workload requiring an increase to staffing levels.

New roles may be created on an ongoing or temporary basis. Approval is required from Finance Branch in addition to the recruitment delegate approval. This should first be discussed with the Recruitment Advisor in consultation with Workforce Planning, Pay and Conditions Section.

3.10 Reclassifying a role

There may be times when it is appropriate to reclassify a role. Reasons can include a change to the functions delivered by CASA, a restructure within a business area or change of business requirements leading to a change of work level. P&C must be consulted as soon as a potential change is identified and assist the business area with the role assessment, including the use of CASA's work level standards.

This should first be discussed with the Recruitment Advisor in consultation with Workforce Planning, Pay and Conditions Section. The approach taken will depend on individual circumstances.

4 Planning

Once it has been determined that a vacancy will be filled through a recruitment activity, the business area will be responsible for creating a recruitment plan, noting the expectation that the process will be finalised within five weeks of the advertisement closing, unless otherwise approved by the delegate. No recruitment process can proceed without approval.

4.1 Seeking approval

Delegate approval is required for all recruitment actions, and if the action includes creating or reclassifying a role, Finance Branch approval is also required.

To seek approval to fill a vacancy through external advertisement, internal EOI, accessing employment registers, or accessing a merit pool, a Recruitment and Budget Variation Request (BVR) form must be completed incorporating a business case outlining the need to recruit and additional funding required, if applicable. The form is to be submitted to the Recruitment Team. If it incorporates a BVR, the form will also go through the Resource Planning and Reporting Section of Finance Branch.

To engage a recruitment agency the hiring manager will need to liaise with Contracts & Procurement Section in Finance Branch.

A request to recruit form is available on Horace.

4.2 Recruitment plan

The recruitment plan template can be used by the selection panel to plan, document, and track the recruitment process to meet recruitment milestones within the required timeframes. The plan documents each stage of the process and the amount of (recommended) time to complete each stage.

The recruitment plan template is available on Horace.

4.3 Selecting a contact officer

The contact officer will be responsible for responding to enquiries regarding the vacancy, usually during the advertising period. The contact officer can be a selection panel member, or another employee with appropriate knowledge of the role. The contact officer must not be an applicant in the process.

The contact officer needs to be available for the period of time the vacancy is advertised. Advice provided should be consistent and cover the role, function and structure of the business area and the work-related qualities expected of the successful applicant.

The contact officer must not discourage an applicant from applying, provide incorrect information, or give a suggestion of a pre-determined selection outcome.

The contact officer should raise questions they are unable to answer with the panel chair or seek advice from the Recruitment Team.

4.2 Developing the selection methodology

The traditional method of assessing a written application and resume, followed by an interview, while generally a robust methodology, may not be the most suitable way to assess applicants. A Recruitment Advisor will work with the selection panel to design the most suitable attraction and selection methodology.

At least two assessment methods must be incorporated into the process and applicants should be advised of the selection methodology and provided enough time to prepare.

The list below provides example of options that may be utilised during different stages of a recruitment process.

Written application	Applicants will be asked to respond to specific requirements of a role and/or provide a statement (generally one page or other specified length suitable to assess applicant suitability).
Resume / CV	Applicants are required to submit a current resume / CV.
Face-to-face interview	Face-to-face interviews are a common assessment method. Applicants are asked questions to further demonstrate their suitability for the advertised role.
Work sample assessment	Applicants may be asked to present samples of previous work relevant to the role.
Oral presentations	Oral presentations may be used for particular vacancies to assess an applicant's communication skills and other competencies.
Skill-testing	Skill-testing can be a valuable tool to determine an applicant's level of skill and expertise. For example, writing or numeric exercises, problem solving activities or technical exercises.
Psychometric assessment	Psychometric assessments are on occasion used to measure intellectual or aptitude and personality traits and may be used to provide a behavioural profile of an applicant and assist in identifying development opportunities.
Assessment centres	Assessment centres combine multiple activities such as role plays, skill testing, interviews, group exercises, and behaviour assessment/psychometric testing.

Other assessment activities will depend on the roles to be filled.

5 Attracting and sourcing potential applicants

5.1 Building great teams

It is critical that CASA has the capability and capacity to meet the current and emerging challenges in aviation safety regulation and modern workplaces.

Diverse workplaces achieve better business outcomes by utilising different skills, perspectives and experience to deliver innovative and fit for purpose solutions. It is important that we attract, recruit and retain a workforce with the broadest range of experience, knowledge and capability to deliver our vision of *'Safe skies for all'*.

5.2 Advertising strategies

The recommended minimum advertising period is two weeks. It is sometimes appropriate that vacancies be advertised as ongoing and non-ongoing to allow business areas the flexibility if a non-ongoing vacancy is likely to become an ongoing vacancy at the same classification level, however it is important to advertise a vacancy appropriately to ensure applicants are not given a false expectation of ongoing employment if there is no likelihood of that occurring.

A Recruitment Advisor will assist to identify the appropriate option(s) to notify the vacancy and will depend on the type of vacancy and the target audience you are looking to reach and attract. Options include, but are not limited to:

- CASA website
- APSJobs website
- SEEK
- LinkedIn
- aviation bodies and networks (e.g. Technical Working Groups, Aviation Safety Advisor Panel, Australian Airports Association, etc.)
- professional associations (e.g. Australian College of Aerospace Medicine, Engineers Australia, Australian Human Resources Institute, etc)
- print media
- social media platforms (such as Twitter and Facebook)
- diversity sector organisations and suppliers
- recruitment agencies
- referral
- career expos
- university platforms

5.3 Affirmative measures recruitment

Under affirmative measures CASA may identify a vacancy as being open exclusively to a group of people who face, or have faced, entrenched discrimination so they can have similar access to opportunities as others in the community and address the under-representation of these groups in CASA.

Advertising requirements and merit-based assessment are the same as all recruitment actions.

6 Financial approvals

Costs associated with assessments are, in most cases, met by the business area. Costs must be approved by the appropriate finance approving officer prior to confirming the selection methodology, this will help determine the available options.

7 Assessing applicants

This section outlines a typical recruitment process. A Recruitment Advisor will provide detail about alternative assessment activities during the planning stage.

7.1 Shortlisting

Following the advertising closing date, applications and resumes will be available via the online recruitment system for the selection panel to review. Selection panel members must successfully complete the 'Recruitment at CASA' and 'Diversity and Inclusion' e-learning modules in the CLASS learning management system prior to participating in a recruitment process. Applications will not be made available to the panel until all members have met this requirement and recruitment timeframes will not be adjusted.

Late applications can be accepted at the discretion of the panel chair and/or Recruitment Team.

It is recommended panel members assess applications and resumes individually prior to discussing as a group. Assessment must be based on the advertised requirements and relevant experience, competencies and capabilities and what the applicant's experience will bring to the role and/or team.

Panel members should progress an applicant if they agree there is enough evidence to warrant further consideration through interview (or an alternate assessment method).

It is recommended to interview all suitable applicants per role where possible, as this provides more flexibility to create merit pools for future vacancies.

Comments for each applicant, including those not progressing to the next stage, are to be recorded using the 'Applicant Assessment' template to provide sufficient justification for non-selection. Comments also support the Panel Chair when providing feedback to unsuccessful applicants.

The 'Applicant Assessment' template is available on Horace.

7.1.1 Notifying unsuccessful applicants

Once the shortlist has been finalised, the panel can notify applicants regarding the next stage.

- In most circumstances, unsuccessful applicants will be notified, via the eRecruitment system, before the next stage of the process occurs. This is managed by the Recruitment Advisor.
- It is recommended the selection panel verbally advise internal applicants prior to the formal email being sent via the eRecruitment system.

- If requested, feedback should be provided or scheduled for a suitable time. It is reasonable that this occur at the completion of the recruitment process.

7.2 Assessment planning and scheduling

Unless otherwise agreed, selection panels are responsible for organising and scheduling assessment activities. The table below provides recommendations and a Recruitment Advisor can provide further assistance as requested.

The way a recruitment process is undertaken can be a key determining factor in a candidates' view of our organisation. To ensure all candidates form a positive perception of CASA, it is important to keep open communication channels with candidates by providing prompt and informed advice, be well prepared and organised, and take every step possible to make candidates comfortable and able to perform at their best.

Table 1 – Assessment preparation

Interview questions	<p>It is recommended three or four questions are asked during an interview assessment. Interview questions are usually behavioural, skills-based, or situational (or a mixture).</p> <p>The interview questions must address the skills and duties required for the role and allow the applicant to demonstrate their suitability for the role.</p> <p>During the interview, prompting questions are appropriate. However, excessive prompting should be taken into consideration when making the final assessment of the applicant.</p> <p>Sample interview questions are available on request from the Recruitment Advisor who can also provide advice and guidance.</p>
Other assessments	<p>If there will be other assessments (e.g. written assessment, presentation based on a scenario, or presentation of previous work), ensure the candidate is informed and provided with enough time, space and, if applicable, presentation tools so they have the best opportunity to perform to their ability.</p>
Creating the schedule	<p>The time needed to effectively assess a candidate will vary depending on the role and the assessment activities.</p> <p>It is common to allow 30-45 minutes for each interview and 10-15 minutes for deliberation time following each interview.</p> <p>Other options and considerations may include:</p> <ul style="list-style-type: none"> • scheduling other assessments • providing the interview questions prior (e.g. 10 – 15 minutes) to the interview to allow the applicant to gather their thoughts.

Booking meeting rooms	<p>It is recommended a suitably sized meeting room is booked. A large meeting room can be quite daunting for an applicant.</p> <p>Please refer to the intranet for a list of meeting rooms and booking instructions.</p>
Scribes	<p>A scribe can be engaged to:</p> <ul style="list-style-type: none"> • schedule interviews • record candidate and panel comments at shortlisting or interview • compile the selection panel report <p>Unless otherwise approved, the scribe will be paid for by the business area.</p> <p>The scribe should be advised by the Panel Chair exactly what their role will entail during the recruitment and selection process.</p> <p>Please contact the Recruitment Advisor to engage a scribe through the approved panel.</p>
Notifying applicants	<p>Applicants should be notified at least 48 hours prior to the interview.</p> <p>It is best practice to call applicants to discuss the interview and confirm the details via email.</p> <p>When speaking with the applicant, you should always check whether there are adjustments that would assist the candidate during the assessment(s) and take appropriate action – eg easy wheelchair access, Auslan interpreters, and allocating more time for a candidate with a speech impediment.</p> <p>Ensure the applicant is advised of transport and parking options for the office location, and who they should contact on arrival.</p>
Setting up the assessment room(s)	<p>CASA aims to ensure candidates feel comfortable at all times during their assessment/interview to enable them to perform at their best. The following may assist when setting up rooms.</p> <ul style="list-style-type: none"> • Water and glasses accessible on the table. • Room is clean, tidy and presentable, including clearing any whiteboards. • Suitable waiting area for candidates, taking into consideration internal applicants. • Sign or notice outside the interview room requesting CASA staff to keep noise outside the meeting room to a minimum.

	<ul style="list-style-type: none"> Avoid having all three panel members facing the applicant. If possible, try to have one panel member on the end of the table.
Skype/phone interviews	If an applicant is not able to attend in person, there may be other options, such as Skype, video conference from another CASA office and phone interviews.
Rescheduling assessments	Rescheduling interviews is at the discretion of the panel chair.
On the assessment day	<p>Organise someone to meet the applicant(s) and escort them to the meeting room and provide any pre-assessment activities.</p> <p>The panel chair will introduce the panel members, welcome the applicant, and explain the assessment process.</p> <p>Following all the assessment activities, ensure someone is available to escort the applicant(s) out of the building.</p>

7.3 Assessing applicants

The panel's main purpose in a recruitment process is to consider whether applicants can perform the 'inherent or essential requirements' of the role. The focus must remain on the candidate's ability to demonstrate how they meet the selection criteria, and role requirements.

The panel needs to create the best opportunity for the candidate to demonstrate they are the most suitable candidates for the role, which can be achieved through clearly articulated relevant questions, suitable scenarios or work trials and allowing sufficient time for each question or activity. The methodology on how to achieve the best assessment will need to be considered in relation to the specific role.

The panel member needs to allow sufficient time to prepare for each assessment and to have time to reflect and discuss their assessment with the other panel members. Assessment tools are available on Horace to assist with the selection and to document the rationale for the assessment ratings.

It is the panel's responsibility to ensure it has enough information to assess each candidate against the requirements of the role. This may mean asking additional questions at interview or rephrasing questions.

7.4 Assessing applicants with disability

The panel's main purpose in a recruitment process is to consider whether applicants can perform the 'inherent or essential requirements' of the role.

Applicants may advise of their disability in the application form. Others may choose to advise of their disability prior to interview to ensure they have an equal opportunity during the shortlisting stage.

Selection panels must make reasonable allowances during the recruitment process for applicants who identify as having disability.

It is recommended all applicants are asked if they require adjustment when scheduling their interview, even if they do not advise of any disability in the application form.

If an applicant advises of their disability, it is appropriate to ask if there are any adjustment(s) that may be required to complete the inherent requirements of the job.

If a person with disability cannot perform the inherent requirements of a job because of the disability, the employer must consider how the person with disability could be provided with reasonable adjustments to help them do the job.

Australian Human Rights Commission website

CASA adheres to the requirements of the *Disability Discrimination Act 1992* and the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

Under no circumstances may the recruitment panel ask how the applicant acquired their disability, or how their disability may impact their ability to perform in their role.

During the interview, there are a few tips to remember:

- speak directly to the applicant, even if there is an interpreter
- use the same techniques you usually would unless otherwise asked – normal tone and voice level
- allow sufficient time for an applicant to respond to questions
- focus on the person, not the disability.

7.5 Referee reports

The purpose of a referee report is to validate the findings of the panel during the selection process.

As part of the application form, applicants are asked to provide details of two referees. One should be their current supervisor. A recent supervisor is also suitable, if the applicant has only been in their current role for a short period.

Panel members who are nominated as a referee by an applicant in the process, must provide a completed written referee report to the Recruitment Advisor prior to viewing any applications. To ensure this can occur it is advised the panel chair speaks with internal staff at the time of the job opening for applications to determine if any panel members will be nominated as a referee. If a referee report is not completed prior to viewing applications, the applicant will need to nominate an alternate referee.

Prior to contacting an applicant's referees, the panel chair should advise the applicant and seek their approval. Not doing this may have serious implications for the applicant. This can be done at the end of the assessment activity.

Applicants must be provided with the opportunity to provide comment against adverse referee comments. When collecting a referee report, please advise the referee you will:

- send the completed report to them to verify their comments
- provide the applicant with a copy of the report if requested.

At least one referee report must be collected by the panel chair for applicant(s) who are likely to be rated suitable and placed in a merit pool.

There may be a circumstance where the panel wishes to include an applicant in a merit pool but they are not the preferred candidate for the role and the applicant is uncomfortable having their referees contacted unless they are the preferred candidate. If circumstances change

within the life of the merit pool the Panel Chair can collect a referee report later and seek approval from the Delegate to amend the merit pool.

The referee report templates are available on Horace.

8 Selecting applicants

8.1 Selection panel report

The selection panel report is an official record of the recruitment process. The report provides the delegate with a summary of evidence to support the recommendation being made by the selection panel.

The selection process is not finalised until the report has been approved by the delegate. Any conditional or verbal offer of employment must not be made until after the report has been approved by the Delegate.

The Panel must provide a summary of evidence to support its recommendation. The Selection Report documents the selection process and provides evidence on why the selected applicant(s) have been assessed as best suited to fulfil the requirements of the role that may include, but are not limited to:

- overall rating of each shortlisted applicant
- behavioural assessment (if applicable)
- an overview of the assessment process and methodology
- details of the vacancy (e.g. where advertised, dates of advertisement, etc.)

The selection panel report template is available on Horace.

8.2 Secondary considerations

Merit is the primary consideration in making employment decisions in CASA. Following a merit-based selection process, if relative strengths of applicants in a merit pool or order of merit are considered equal, secondary considerations may be considered. This may include for example, the applicant's ability to commence by a particular date (if this was made clear at the time of advertising), willingness to relocate, or the ability to meet other reasonable requirements. Secondary considerations may only be applied to differentiate between applicants that are considered equivalent.

8.3 Creating Merit pools

Applicants are to be rated suitable or unsuitable, rather than ranking in number order as per a merit list. Applicants rated suitable but not offered a role will be placed in a merit pool and are able to be offered a similar vacancy at level.

9 Delegate

9.1 Approval

The Delegate is the approval authority for Selection Panel reports. Delegations are outlined in [Horace](#).

The Selection Panel Report must be approved by the Delegate before any verbal offer is made. Future offers from the merit list / pool must be approved separately by the Delegate.

9.2 Notifying applicants

In most recruitment processes, the steps below should be followed once the selection panel report has been signed by the delegate.

1. Chairperson advises the successful applicant(s) and makes a verbal offer and negotiate a start date making sure the applicant aware that the verbal offer is conditional, pending pre-employment checks.
2. The Recruitment Team sends the successful applicant(s) a conditional offer with the necessary pre-employment checks.
3. Chairperson advises merit pool applicant(s) and unsuccessful applicant(s).
4. Feedback to internal applicants should be provided verbally.

9.3 Feedback

It is recommended feedback is provided on request and scheduled for a suitable time. Post assessment feedback is an important component of an effective recruitment process and is considered best practice. It helps applicants understand the reasons for decisions and contributes to how CASA is perceived – internally and externally.

Key points to remember when providing feedback:

- prepare for feedback sessions by reviewing the selection panel report and any relevant notes
- set aside enough uninterrupted time and a venue that ensures privacy
- thank the applicant for the time taken to prepare their application and attending the interview
- discuss the applicant's assessment in terms of qualifications/skills/experience, highlight positive aspects and allow opportunity for the applicant to ask questions
- provide them with the comments from the panel report
- never discuss the performance of other applicants.

Inadequate feedback may lead to perceptions that a process or decision has not been based on merit.

The *Freedom of Information Act 1982* (FOI Act) gives applicants a right to obtain their personal information. If requested, an applicant can be provided with the comments written about them and referee reports collected.

9.4 Pre-employment conflict of interest

Prior to a formal written offer of employment with CASA, preferred candidates must advise and take reasonable steps to avoid any conflict of interest. A pre-employment conflict of interest form must be completed by applicants. Declared conflicts of interest of must be reviewed and a management plan approved by.

A management plan must be implemented for routine perceived or actual conflicts of interest, such as Frequent Flyer memberships or ownership of shares. This management plan will need to be approved by a senior (e.g. Group, Executive or Branch) manager of the hiring area. Non-routine declarations will be referred to the Legal, International and Regulatory Affairs Division for advice and risk management treatments.

9.5 Entry-level pre-employment screening check

As a minimum, prior to a formal written offer of employment, all new employees must successfully undergo an entry-level security check which involves completing a National Police Check.

The Recruitment Team will manage this process and advise the hiring manager once complete. The hiring manager will then be able to advise the new employee and confirm the start date.

Active Baseline or Negative Vetting clearances will be accepted in lieu of an Entry-Level check if the clearance is less than two years old.

9.6 Security clearances

Some CASA roles have a requirement for the occupant to hold Baseline, Negative Vetting 1 or Negative Vetting 2 security clearance. Security clearance information is published in the Applicant Information Pack.

Security clearances are issued and managed by the Australian Government Security Vetting Agency (AGSVA).

If a clearance is required and the successful applicant(s) holds a security clearance, their clearance must be confirmed by AGSVA prior to commencing.

If the applicant does not have a current security clearance, then the request is sent to the CASA Agency Security Advisor who will notify the AGSVA to initiate the process. Please refer to the Security Vetting Manual published on Horace for further information.

9.7 Pre-employment alcohol and other drug (AOD) testing

For roles marked as Safety Sensitive, AOD testing is required to meet our regulatory obligations under the *Civil Aviation Safety Regulations 1998*.

The applicant will be contacted directly by the provider to schedule the test. The results will be forwarded to CASA's Workplace Health and Wellbeing Advisor who will notify the Recruitment Advisor when complete. Information on this requirement is provided to the successful candidates in their letter of offer.

10 Formal offer

Following the successful completion of all pre-employment checks and clearances a formal letter of offer can be provided.

The Recruitment Advisor will email the signed offer to the candidate along with the New Starter Kit and onboarding information.

If the successful applicant is a current CASA employee, the commencement date will be agreed by the applicant, current manager, and acquiring manager, but will normally not exceed four weeks from the date of acceptance of the offer.

11 Review of Actions and/or Decisions

Under the Review of Actions and/or Decisions Directive, a CASA employee directly affected by a merit-based selection actions and/or decision outcome, resulting in an internal promotion for Corporate Service (CS) Level 1-3 roles may request the process and/or decision to be reviewed. A possible outcome may be the promotion decision is overturned.

Selection processes resulting in an internal promotion for CS Level 4 and 5 and equivalent technical classifications are also reviewable if a request is received by a CASA employee directly affected by the action or decision, however the promotion decision cannot be overturned.

12 Direct Appointment

In exceptional circumstances the CEO/DAS may appoint a person to any role without the need for a selection process where they are satisfied that the person has the capabilities to perform the duties of the role.

Released under Freedom of Information

Appendix 1 – Recruitment workflow

