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Australian Government  
Civil Aviation Safety Authority



# Recruitment and Selection Manual

December 2023

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### Acknowledgement of country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and the places to which we travel for work. We also acknowledge the Traditional Custodians' continuing connection to land, water and community. We pay our respects to Elders, past and present.

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This document contains guidance material intended to assist CASA officers, delegates and the aviation industry in understanding the operation of the aviation legislation. However, you should not rely on this document as a legal reference. Refer to the civil aviation legislation including the Civil Aviation Act 1988 (Cth), its related regulations and any other legislative instruments—to ascertain the requirements of, and the obligations imposed by or under, the law.

## Preface

As an Australian government authority, CASA must ensure that the decisions we make, and the processes by which we make them, are effective, efficient, fair, timely, transparent, properly documented and otherwise comply with the requirements of the law. At the same time, we are committed to ensuring that all of our actions are consistent with the principles reflected in our Regulatory Philosophy.

Most of the regulatory decisions CASA makes are such that conformity with authoritative policy and established procedures will lead to the achievement of these outcomes. Frequently, however, CASA decision-makers will encounter situations in which the strict application of policy may not be appropriate. In such cases, striking a proper balance between the need for consistency and a corresponding need for flexibility, the responsible exercise of discretion is required.

In conjunction with a clear understanding of the considerations mentioned above, and a thorough knowledge of the relevant provisions of the civil aviation legislation, adherence to the procedures described in this manual will help to guide and inform the decisions you make, with a view to better ensuring the achievement of optimal outcomes in the interest of safety and fairness alike.

Chief Executive Officer and  
Director of Aviation Safety

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## Glossary

### Acronyms and abbreviations

Acronym / abbreviation	Descriptions
CASA	Civil Aviation Safety Authority
AOD	Alcohol and Other Drugs
CLASS	CASA Learning Academy for Safe Skies
COI	Conflict of Interest
EA	CASA Enterprise Agreement
EOI	Expression of Interest
FOI	Freedom of Information
ROD	Review of Decision
SM1	Senior Manager Band 1
SM2	Senior Manager Band 2

### Definitions

Term	Definition
Delegate	CASA's delegate for the recruitment action as defined in the <a href="#">Employment and Management of Staff Delegation</a> .
Candidate	A person who has applied for a role with CASA
CLASS	CASA's learning management system
Horace	CASA's intranet

## Revision history

Revisions to this Standard Operating Procedure are recorded below in order of most recent first.

Version no	Date	Parts / sections	Details
7.0	December 2023	4.1.2 Non-ongoing (specified term) or temporary vacancy changes	Updated to reflect new legislation
6.0	November 2022	Sections 6.1 Privacy and 7.2 Affirmative measures and other minor changes Various	Updated to further clarify process and requirements. Updates to reflect the change in name of People Branch to People and Capability Branch
5.0	April 2022	All	Updated to remove duplication, refine process and address internal audit findings regarding record keeping
4.0	January 2022	Section 8.1 Conflict of Interest and Section 8.2 Shortlisting	Updated sections to include instructions on refined processes
3.0	September 2021	All	Full revision to mitigate risk and provide clarity
2.0	January 2020	All	Complete re-write
1.0	November 2016	All	First issue

# 1. Purpose

The Recruitment and Selection Manual (Manual) supports the CASA Recruitment and Selection Directive. It guides CASA managers and employees on how to recruit and select staff in a fair, efficient, and competitive way whilst adhering to the principles of natural justice. Merit-based assessments reduce discrimination, bias, or favouritism while valuing and recognising 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*

The delegate for approval of recruitment actions is defined in the [Employment and Management of CASA Staff Delegation](#).

## 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.

Recruitment in CASA is the responsibility of individual business areas, with policy advice and technical support provided by the Recruitment Team as necessary. Planning a recruitment process is critical to having the right people with the right capabilities in the right roles at the right time.

To ensure CASA is an employer of choice and secures the best candidates your recruitment activity must be prioritised as your most important function.

### 1.1 [Merit-based](#) recruitment

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

#### What are protected attributes?

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"><li>• family or carer's responsibilities</li><li>• sexual orientation</li><li>• physical or mental disability</li><li>• social origin</li><li>• Marital status</li></ul> | <ul style="list-style-type: none"><li>• age</li><li>• sex</li><li>• race</li><li>• colour</li><li>• pregnancy</li></ul> | <ul style="list-style-type: none"><li>• religion</li><li>• political opinion</li><li>• national extraction</li></ul> |
|--|---|--|

as defined under the  
*Fair Work Act 2009*



The selection panel should be flexible and open minded about the ways in which capabilities can be demonstrated and assessed. Candidates may not express their capabilities using the language you are used to, look for transferable skills, and if the candidate has the relative capacity to achieve the outcomes related to the duties of the position.

## 4. Reviewing the vacancy

### 4.1 Types of vacancies

#### 4.1.1 Ongoing (permanent) vacancy

Ongoing vacancies are created when ongoing staff leave CASA or permanently transfer to a different role within CASA where an ongoing need for the functions to be performed remains, and also new functional requirements occurring that are of a continuing nature.

#### 4.1.2 Non-ongoing (specified term)

Non-ongoing, or temporary vacancies are used to cover extended absences (to cover leave or backfilling after a transfer) or a short-term or fixed term additional workload (e.g., for a project).

CASA cannot employ an employee on a fixed term contract that:

- Is for 2 or more years (including extensions)
- Is extended more than once, or
- Is a new contract:
  - That is for the same or substantially similar role as the previous contract
  - With substantial continuity of the employment relationship between the end of the previous contract and the new contract, and either:
    - The total period of the contracts is 2 or more years
    - The new contract can be renewed or extended, or
    - Previous contract was extended.

There are certain exceptions that will allow fixed term contracts beyond the above limits when genuinely necessary and appropriate. These include:

- performing a discrete task for a fixed period,
- apprentices and trainees,
- undertaking essential work during a surge period (e.g., election),
- temporarily replacing another employee on long leave (such as workers compensation leave), or
- earning above the high-income threshold (this threshold will change with CPI).

#### 4.1.3 Temporary vacancy

Where a staff member will be placed on higher duties for a period of less than six months, a competitive selection process is not required. The business area delegate must be satisfied the person selected has the capabilities required for the role, and if involving a transfer from another business area, the agreement of the relevant losing Branch Manager.

Where the temporary reassignment will be for more than six months, an internal expression of interest (EOI) is recommended to demonstrate a fair and transparent merit process.

If there are no suitable internal candidates, or where the vacancy will require an external candidate, this can be filled on a non-ongoing basis.

For opportunities where the candidate is new to CASA, the delegate must be satisfied that the person selected has the capabilities and qualifications to perform the role.

Where a temporary vacancy of greater than 18 months requires an external placement, this will be filled through a merit-based recruitment process.

## 4.2 Options to fill a vacancy

The options available to fill a vacancy include:

- redeployment of excess, or potentially excess, employees
- using a current merit pool (available through Recruitment)
- acting arrangements / higher duties, including on a rotational basis
- conducting an internal expression of interest process
- external recruitment and selection
- using a recruitment agency, and/or
- secondments/transfers.

Where there is excess, or potentially excess, employees at the same classification as the vacancy, they must be considered for the role first. Recruitment will notify if this is the case.

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

### 4.2.1 Using merit pools

Following a merit-based recruitment process, suitable candidates are placed in a merit pool. Merit pools are valid for 18 months from the date applications close. A merit pool can be used where a vacancy arises that is similar in nature and the same classification as the advertised vacancy. The vacancy must also exist in a similar location of the original advertisement.

Merit pools create efficiencies and hiring managers are required to consider candidates in merit pools prior to going to external recruitment. When using a merit pool, priority should be given to affirmative measures merit pools to contribute to the achievement of our diversity employment targets so long as merit remains the primary consideration.

Merit is the primary consideration and candidates that are rated higher in the merit pool must be offered positions in the first instance.

If a role has been advertised as a non-ongoing and ongoing vacancy, a candidate engaged on a non-ongoing basis from a merit pool may be converted to an ongoing employee while the merit pool is still active.

If a merit pool was established for a non-ongoing vacancy, the merit pool can only be used to fill non ongoing vacancies. However, a merit pool that was established to fill a permanent vacancy, can be used to fill future non ongoing vacancies.

In line with the filling of any vacancy, delegate approval is required to engage a candidate from a merit pool.

### 4.2.2 Expression of interest (EOI)

Consistent with clause 22.1 of the EA, the delegate may transfer employees to a job at the same

level on either a permanent or temporary basis for the purpose of operational efficiency, development of the employee, for equal employment opportunity reasons, for placement of a surplus employee or as the result of a selection exercise.

Vacancies greater than six months may be advertised internally to provide opportunities to all CASA staff. Vacancies six months or less in duration are 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 hiring manager's decision. The branch or executive manager as delegate will need to approve the recommendation of the hiring manager.

Where the selected employee is moving across from another Branch or Division, prior to making an offer, a release date must be negotiated with the losing manager. Both managers should consider CASA's broader operational requirements and the potential need for the losing manager to source a replacement. There may be circumstances where it is not operationally possible to release an employee for an acting opportunity (e.g., critical roles).

For temporary vacancies that become permanent vacancies, an external recruitment round must be advertised to fill the position.

## 5. 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 [Request to Recruit form](#) must be completed including why there is a need to recruit and, if applicable, any additional funding required. The form is to be submitted along with the reviewed candidate pack to the Recruitment Team.

The [Request to Recruit form](#) is available on Horace. Once the form is generated, People and Capability Branch will create a recruitment file in RMS accessible by the Recruitment Team, the delegate, and the panel Chair. The panel chair is responsible for ensuring all documents relating to the process including the selection report (with all listed attachments), referee reports etc. are saved in the RMS file. Please note if an approved selection exercise results in a nil outcome (e.g., all preferred candidates decline the role), this must be documented in writing and saved in the RMS file.

All recruitment related costs are met by the hiring manager(s) initiating the request.

By approving the [Request to Recruit](#) the delegate is agreeing to all costs associated with the requested advertising channels beyond APSjobs, ATSI Jobs and The Field, such as LinkedIn, Seek, executive search, scribes, recruitment agencies etc.

## 6. Planning

Once it has been determined that a vacancy will be filled through a recruitment activity, the business area will be responsible for updating and, drafting the candidate pack and creating a recruitment plan, noting the expectation that the process is to be finalised within five weeks of the applications being released to the panel, unless otherwise approved by the delegate. No recruitment process can proceed without appropriate delegate approval and an up-to-date candidate pack attached.

The recruitment process should take priority and be carefully planned to meet the 5-week KPI timeframe as outlined in the CASA Recruitment and Selection Directive.

Consideration must be given to all panel members current workload and leave arrangements to

ensure the 5-week Recruitment KPI can be met.

Composition of the panel should be considered by the delegate when approving the Request to Recruit form to ensure it meets the CASA requirements.

## 6.1 Privacy

Information regarding the candidates in a recruitment process must not be disclosed outside the selection panel, delegate or the recruitment team within People and Capability Branch. Panel members must maintain confidentiality in accordance with the Australian Privacy Principles which are contained in the *Privacy Act 1988*, particularly [Australian Privacy Principle Six relating to the use and disclosure of personal information](#). The [Recruitment Privacy Notice](#) details to candidates how their information will be stored and used.

Candidate 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.

Also, information about an employee's health (including about a disability), racial or ethnic origin is 'sensitive information' for the purposes of the *Privacy Act 1988*. Sensitive information has a higher level of protection and the person's consent is required to be obtained and included in CASA's e-recruit system through the Online recruitment privacy policy notice | Civil Aviation Safety Authority so that the information can be collected and used in accordance with the Australian Privacy Principles.

Any person enquiring about a recruitment process should be referred to the contact officer.

## 6.2 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. To achieve this, it is critical that recruitment is prioritised, properly planned and resourced to ensure a timely, efficient, effective, and quality outcome.

It is expected that a recruitment process should be completed within five weeks, from the date the applications are released to the selection panel through to delegate approval, unless otherwise approved by the delegate. An indicative timeline 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**.

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

## 6.3 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 candidates. A member of the Recruitment Team from People and Capability Branch is available to work with the selection panel to design the most suitable attraction and selection methodology.

The list below provides example of selection methodology options for consideration:

Written application	Candidates will be asked to respond to specific requirements of a role and/or provide a one- or two-page statement or 'pitch'.
Resume / CV	Candidates are required to submit a current resume.
Interview	Face-to-face interviews (in person or virtual) are a common assessment method. Candidates are asked questions to further demonstrate their suitability for the advertised role. These interviews may be in person, via Microsoft Teams, video conferencing, or telephone as circumstances demand.
Work sample assessment	Candidates 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 a candidate's communication skills and other competencies.
Skill-testing	Skill-testing can be a valuable tool to determine a candidate'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 a candidate 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.

## 7. Attracting and sourcing potential candidates

### 7.1 Advertising

The recommended minimum advertising period is two weeks.

A member of the Recruitment Team in People and Capability Branch will assist to identify the appropriate option(s) to notify the vacancy and will depend on the type of vacancy and the target audience CASA is looking to reach and attract. All permanent vacancies must be advertised in APSjobs and other options include, but are not limited to:

- CASA 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, and/or
- university platforms.

## 7.2 Affirmative measures recruitment

Unless there are exceptional circumstances agreed by the delegate through the Request to Recruit form, CASA advertises all roles as *'Affirmative Measures – Aboriginal or Torres Strait Islander and/or Disability'* ('affirmative measures') in parallel to a general process.

The purpose of affirmative measures is to assist Aboriginal or Torres Strait Islander candidates or people with disability to overcome employment barriers, to increase their representation in the Commonwealth and to ensure the CASA workforce accurately reflects the community it serves. Recruiting using affirmative measures follows the same process for recruiting any employee, with engagement and promotion decisions based on merit.

The delegate may also decide to advertise a vacancy exclusively under affirmative measures, without conducting a general process.

### 7.2.1 Eligibility of candidates

To be eligible to apply for a vacancy under affirmative measures, candidates must be able to demonstrate that they:

1. are of Aboriginal and/or Torres Strait Islander descent, and
2. identify as Aboriginal and/or Torres Strait Islander, and
3. are accepted by their community as being Aboriginal and/or Torres Strait Islander  
or
4. Identify with a disability as defined by the Australian Bureau of Statistics' definition at Appendix 1.

### 7.2.2 Evidence of eligibility

Candidates who are shortlisted to progress past the application stage will be required to provide evidence to support their application. Once shortlisting is finalised, and prior to commencing the next stage of the process, the Chairperson is required to contact the Recruitment Team who will seek relevant information from the candidate and advise the Chairperson of their eligibility or otherwise. Suitable evidence of a disability may be:

- Certificate or letter from a registered medical practitioner
- Letter from a Disability Employment Service or jobactive provider

- Letter from a secondary or tertiary institution disability services unit in relation to a recent student.

Evidence of a disability does not need to include information about the type of disability.

Suitable evidence of Aboriginal or Torres Strait Islander status may include;

- a letter signed by the Chairperson of an incorporated Indigenous organisation confirming that the candidate is recognised as an Aboriginal and/or Torres Strait Islander person, or
- a confirmation of Aboriginal and/or Torres Strait Islander descent document executed by an Indigenous organisation.

Resources are available on the [Australian Institute of Aboriginal and Torres Strait Islander Studies website](#)- to assist candidates.

In exceptional circumstances, the Delegate may consider accepting a statutory declaration from the candidate if they cannot provide any of the above documents.

### 7.2.3 Guidance for panels

Affirmative measures and general processes are to be conducted concurrently to the general stream. This means:

- advertising requirements and merit-based assessment are the same as all recruitment actions
- the same panel can assess candidates from both the affirmative measures and general processes. When recruiting under affirmative measures, it is strongly encouraged that where practicable, at least one panel member identifies as Aboriginal or Torres Strait Islander or as a person with disability. Members can be sourced from CASA's networks or from another Commonwealth entity
- candidates that apply under affirmative measures must be assessed in isolation for progression to the next stage of the recruitment process and before candidates that apply through the general advertisement
- affirmative measures candidates that meet the minimum (mandatory) requirements for the position must be progressed to the next stage of the recruitment process
- a single selection panel report can be prepared as long as any merit pools created from the affirmative measures and/or general process are clearly separated, and

where concurrent merit pools are established, merited candidates applying under affirmative measures should be considered before candidates who have applied under the general process so long as merit remains the primary consideration. For example, if a merited candidate receives a higher ranking in the general process compared to a merited candidate applying under affirmative measures, the delegate may decide to first offer the vacancy to the merited candidate under the All affirmative measures opportunities will be advertised through ATSI Jobs and The Field. These advertising costs are centrally funded by People and Capability Branch.

## 7.3 Role of 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.

When using an affirmative measure process either for Indigenous candidates or disability candidates, it is preferred but not mandatory that at least one panel member be from the relevant diversity group. The diversity team can assist in sourcing panel members via the respective CASA Networks.

All CASA 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. It is advisable that this be completed on an annual basis to ensure knowledge is kept current.

A selection panel must consist of the following, unless otherwise approved by the Delegate.

- A minimum of two people comprising a chair and an independent member from outside the Division.
- A gender mix of at least one female member
- Panel Chair to be at least one classification higher than the advertised vacancy and an ongoing employee, or a substantive Senior Manager.
- Other panel members to be at either at the same classification as the advertised vacancy or higher. Where using more than two panel members, the third can be from outside CASA, such as an industry expert or from another Commonwealth entity.
- With the exception of the CEO/DAS, the delegate exercising approval of a recruitment process is unable to be a panel member due to the conflict that this would create between the two roles.

Independent panel members must be involved in the selection process and be satisfied that the panel's assessment is based on each candidate's written claims and resume, and no additional information that may be known by the other panel members is considered. This is vital to ensuring every process is free of bias, and all candidates are assessed equally.

## 7.4 Role of the contact officer

The contact officer is responsible for responding to enquiries regarding the vacancy during the advertising period. The contact officer can be the panel chair, a panel member, or another employee with appropriate knowledge to respond to queries regarding the role. The contact officer must not be a candidate in the process.

The contact officer must not discourage a candidate 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.

# 8. Assessing candidates

## 8.1 Panel conflict of interest

CASA values integrity throughout its recruitment processes, so it is vital candidates are treated and assessed in the same manner, and that no candidates receive, or can be perceived to have received, an unfair advantage in the process. Selection panel members are required to declare any private, professional or personal interests and relationships with candidates or other panel members 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.

A [Conflict of Interest Declaration \(COI\)](#) must be completed by each panel member, prior to shortlisting applications. The completed COI is to be sent direct to the panel chair to manage in



line with this manual and the *Conflict of Interest – CEO Instruction* and will form part of the final selection panel report to the delegate for record keeping purposes. If the panel chair also identifies a potential conflict with a candidate or candidate(s), the panel chair will need to escalate this to the delegate of that process prior to shortlisting.

Panels will have access to applications through ESS shortly after a job advertisement closes to enable these declarations to be made.

Panel chairs will manage conflicts in line with the Manual and the *Conflict of Interest – CEO Instruction*.

### **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 refereee.

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 a candidate 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.

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. If two panel members have been nominated by a candidate as referees, to ensure transparency and to remove any perception on the integrity of the process, the candidate will be notified and may nominate an alternate referee, or one member will need to be replaced with an alternate, impartial, panel member.

## 8.2 Shortlisting

Following submission of conflict-of-interest management plans, and the submission of all referee reports from panel members, applications and resumes shortlisting may commence.

Selection panel members must successfully complete the 'Recruitment at CASA for Panel Members and Delegates' in the CLASS learning management system prior to participating in a recruitment process. If it is more than 12 months and you are required to be on a selection panel, this training must be undertaken again. Applications should not be assessed until all members have met this requirement.

Panel members are to 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 candidate's experience will bring to the role and/or team.

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

Comments for each candidate, including those not progressing to the next stage, are to be recorded using the [Selection Report template](#) as these comments will form part of the final report. Comments are important as they support the panel chair in providing feedback to unsuccessful candidates.

## 8.2.1 Notifying non-shortlisted candidates

Once the shortlist has been completed, the selection panel chair is required to verbally advise internal candidates not progressing.

The panel should then provide the shortlisting report to Recruitment. Formal notification to all unsuccessful candidates will be sent via the eRecruitment system.

## 8.3 Assessment planning and scheduling

Unless otherwise agreed, selection panels are responsible for organised and scheduling assessment activities. The table below provides recommendations.

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 and should be a mix of behavioural, skills-based, or situational.</p> <p>The interview questions must address the skills and duties required for the role and allow the candidate 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 suitability of the candidate.</p> <p>Sample interview questions are available on request from the Recruitment team 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"><li>• scheduling other assessments</li><li>• providing the interview questions prior (e.g., 10 – 15 minutes) to the interview to allow the candidate to gather their thoughts.</li></ul>

Booking meeting rooms	<p>It is recommended a suitably sized meeting room is booked. A large meeting room can be quite daunting for a candidate.</p> <p>Please refer to Horace 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"> <li>• schedule interviews</li> <li>• record candidate and panel comments at shortlisting or interview</li> <li>• compile the selection panel report.</li> </ul> <p>The scribe will be paid for by the business area. The appropriate finance approving officer must approve the financial commitment prior to the engagement of a scribe. The engagement of a scribe is the responsibility of the business area who are engaging their services.</p> <p>The scribe should be advised by the panel chair on their role for the recruitment and selection process.</p>
Notifying candidates	<p>Candidates should be notified at least 48 hours prior to the interview.</p> <p>It is better practice to call candidates to discuss the interview and confirm the details via email.</p> <p>When speaking with the candidate, you should always check whether there are <a href="#">adjustments</a> (refer Interview Checklist) that would assist the candidate during the assessment(s) and take appropriate action – e.g., easy wheelchair access, <a href="#">Auslan interpreters</a>, and allocating more time for a candidate with a speech impediment. Ensure the candidate 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 always feel comfortable 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"> <li>• Water and glasses accessible on the table.</li> <li>• Room is clean, tidy and presentable, including clearing any whiteboards.</li> <li>• Suitable waiting area for candidates, taking into consideration internal candidates.</li> <li>• Sign or notice outside the interview room requesting CASA staff to keep noise outside the meeting room to a minimum.</li> <li>• Avoid having all three panel members facing the candidate. If possible, try to have one panel member on the end of the table.</li> </ul>
Microsoft Teams/phone interviews	<p>If a candidate is not able to attend in person, there may be other options, such as Microsoft Teams, video conference from another CASA office and phone interviews. The panel chair will introduce the panel members, welcome the candidate, and explain the assessment process.</p>

face-to-face interviews	<p>Organise someone to meet the candidate(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 candidate, and explain the assessment process.</p> <p>Following all the assessment activities, ensure someone is available to escort the candidate(s) out of the building.</p>
Rescheduling assessments	Rescheduling assessments is at the discretion of the panel chair.

## 8.4 Assessing candidates

The panel's main purpose in a recruitment process is to consider whether candidates 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 role requirements.

The panel needs to create the best opportunity for the candidate to demonstrate they are the most suitable candidate 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.

Each panel member needs to allow sufficient time to prepare for every 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.

## 8.5 Assessing candidates with disability

Candidates 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 candidates who identify as living with a disability.

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

If a candidate 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.

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 selection panel ask how the candidate acquired their disability,

*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

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 candidate, 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 a candidate to respond to questions, and
- focus on the person, not the disability.

## 8.6 Referee reports

The purpose of a referee report is to validate the findings of the panel during the selection process. Referee reports can be obtained during any stage of the process.

As part of the application form, candidates are asked to provide details of two referees. If a Selection panel chooses to obtain referee reports, they should clarify the candidate's referee contact details and any potential sensitivities prior to contacting them. This can be done during the interview, if appropriate.

Generally, where a candidate is found suitable, referee comments are sought from their current supervisor/manager. A recent supervisor is also suitable, if the candidate has only been in their current role for a short period or there are sensitivities associated with nominating their current employer. Panel members may contact additional referees with the candidate's permission.

Panel members who are nominated as a referee by a candidate in the process, must provide a completed written referee report to the Recruitment Team in People and Capability Branch 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 candidate will need to nominate an alternate referee. If two panel members have been nominated as a referee by a candidate, to ensure transparency and to remove any perception on the integrity of the process, the candidate will be notified and may nominate an alternate referee or one of these members must be replaced with an alternate panel member.

The delegate exercising approval of a recruitment process must not be a referee of any candidate.

Prior to contacting a candidate's referees, the panel chair where reasonably practicable should advise the candidate and seek their approval. Not doing this may have serious implications for the candidate. This can be done at interview, at which time the candidate's nominated referees can be confirmed.

Candidates should be provided with the opportunity to provide comment against adverse referee comments. The candidate should be given the option to nominate an alternate referee and have the original report removed. Should the candidate request an alternate referee, and request the original report be removed, the first report cannot be taken into consideration in the selection exercise, and unconscious bias must be avoided.

When collecting a referee report, please advise the referee you will:

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

At least one referee report must be collected by the panel chair for candidate(s) who are likely to be rated suitable and placed in a merit pool. A referee report must be obtained prior to any offer of employment being made.

The referee report templates are available on Horace.

## 9. Selecting candidates

### 9.1 Selection panel report

The selection panel report is an official record of the recruitment process and provides the delegate with a summary of evidence to support the recommendation being made by the selection panel. Importantly, the report may also be used in a complaint process or requested under Freedom of Information.

The selection panel must provide sufficient information to enable the delegate to make an informed decision regarding the selection process. The selection panel report documents the selection process and provides evidence on why the selected candidate(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 candidate
- 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.

The panel must provide the final report direct to the Recruitment Team who will undertake a quality assurance process. Once this is completed, Recruitment will send the report direct to the delegate for consideration. This is not actioned by the Panel.

### 9.2 Secondary considerations

Merit is the primary consideration in making employment decisions in CASA. Following a merit-based selection process, if relative strengths of candidates in a merit pool are considered equal, secondary considerations may be considered. This may include for example, priorities within CASA such as diversity and inclusion targets, the candidate'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 candidates that are considered equivalent.

### 9.3 Creating Merit pools

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

### 9.4 Delegate Approval

The delegate is the approval authority for selection panel reports. Delegations are outlined in Horace. Recruitment will provide the report direct to the delegate once a quality assurance process has been undertaken, together with recommendations.

Where the delegate approves the report that is different to the recommendations provided by recruitment, the delegate must clearly document the reasons for this before any verbal offer is made. Future offers from the merit pool are considered a new recruitment process and be approved separately by the delegate.

## 9.5 Notifying candidates

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

- The panel chair advises the successful candidate(s) and makes a verbal offer making sure the candidate is aware that the verbal offer is conditional, pending pre-employment checks. If they are an existing CASA employee, and the selection decision is at level, the panel chair should first liaise with the successful candidate's manager for visibility and to initiate negotiations regarding a start date. In these instances, it would be expected that at least two weeks' notice is provided to facilitate a transition between roles consistent with the provisions in the CASA Enterprise Agreement. If there is disagreement regarding the release of staff at level, the matter should be escalated to the respective Executive Managers to determine the high work priority for release.
- The Recruitment Team sends the successful candidate(s) an offer with the necessary pre-employment checks.
- The panel chair advises internal merit pool candidate(s) and interviewed unsuccessful candidate(s) and is prepared to offer feedback.
- Feedback to internal candidates should be provided verbally.
- The recruitment team will notify unsuccessful candidates.

## 9.6 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 candidates 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 candidate for the time taken to prepare their application and attending the interview.
- discuss the candidate's assessment in terms of qualifications/skills/experience, highlight positive aspects and allow opportunity for the candidate to ask questions.
- provide them with the comments from the panel report.
- never discuss the performance of other candidates.

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 candidates a right to obtain their personal information. If requested, a candidate can be provided with the comments written about them and referee reports collected.

## 9.7 Pre-employment conflict of interest

Prior to commencing 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 candidates. Declared conflicts of interest must be reviewed and a management plan prepared.

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., 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.

## 9.8 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. However, active Baseline or Negative Vetting clearances will be accepted in lieu of an entry-level security check if the clearance is less than two years old.

The Recruitment Team will manage this process and advise the hiring manager once complete.

## 9.9 Security clearances

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

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

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

If the candidate does not have a current security clearance, the Recruitment Team will forward the request 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.

## 9.10 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 Recruitment Team will advise the candidate that they will be required to contact 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 offer.

# 10. Offer

The panel chair will negotiate a start date with the selected candidate and a letter of offer will be provided by the Recruitment team. The letter of offer is conditional on the successful completion of all pre-employment checks and clearances.

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

If the successful candidate is a current CASA employee, the commencement date will be agreed



by the candidate, 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 action 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.

Direct appointments can be considered to facilitate the movement between the APS and CASA where the person is at the equivalent classification level. Business areas must seek advice from Recruitment before requesting CEO/DAS consideration.

# Appendices

## Appendix 1 – Definition of Disability

The definition of 'disability' for employment-related purposes (other than discrimination) in CASA is based on the Australian Bureau of Statistics' Survey of Disability, Ageing and Carers.

Persons are considered to have a disability if they have a limitation, restriction, or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities. This includes:

### Sensory

- loss of sight (not corrected by glasses or contact lenses)
- loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- speech difficulties.

### Intellectual

- difficulty learning or understanding things.

### Physical

- shortness of breath or breathing difficulties that restrict everyday activities
- blackouts, seizures or loss of consciousness
- chronic or recurrent pain or discomfort that restricts everyday activities
- incomplete use of arms or fingers
- difficulty gripping or holding things
- incomplete use of feet or legs
- restriction in physical activities or in doing physical work
- disfigurement or deformity.

### Psychosocial

- nervous or emotional condition that restricts everyday activities
- mental illness or condition requiring help or supervision
- memory problems or periods of confusion that restrict everyday activities
- social or behavioral difficulties that restrict everyday activities.

### Head injury, stroke or acquired brain injury

- head injury, stroke or other acquired brain injury, with long-term effects that restrict everyday activities.

### Other

- receiving treatment or medication for any other long-term conditions or ailments and still restricted in everyday activities
- any other long-term conditions resulting in a restriction in everyday activities

## Appendix 2 – Recruitment workflow

