

Recruitment & Selection Policy

Objective/Intent

The Diocese is an equal employment opportunity employer and this policy is designed to ensure that all recruitment and selection in the Diocese is undertaken in a fair and just manner. The Diocese and its Parishes will emphasise its commitment to the safeguarding of children and adults at risk in all aspects of its advertising, screening and recruitment processes.

Background

The recruitment and employment process provides an opportunity to find and employ “the right person” and to create a relationship which will allow for the growth and development of the diocese and employee as well as protect each other if something goes wrong.

Properly done, it is one of the most time consuming and demanding processes. However the investment of resources in the recruitment and selection of employees can produce outstanding outcomes.

Past diocesan recruitment and selection practices have been undertaken on a formal and informal basis.

These factors have necessitated a review of the current practices and establishment of this policy.

Policy

The recruitment and selection of diocesan employees shall follow the Office for Employment Relations (formerly Australian Catholic Council for Employment Relations) guidelines.

These include but are not limited to;

- Job analysis
- Approval process to appoint employees
- Preparing/reviewing a detailed position description
- Advertising and calling for written applications and resumes
- Establish an interview panel of two or more people
- Application screening and short listing
- Preparing appropriate interview questions
- Thorough interviewing
- Reference checking
- Screening and testing if appropriate
- Selection of successful candidate is by consensus and subject to ratification by the Bishop
- Written appointment letter/offer including conditions of employment authorised by the Bishop or Financial Administrator.

See Appendix - Recruitment, Induction and Appraisal Procedure Guide

All full time or part time positions, be they new positions or existing positions, shall be advertised externally in appropriate media to attract the broadest range of candidates. All job descriptions shall be approved by the Bishop, or Parish Administrator in the case of Parish recruitment, prior to conducting interviews. Remuneration should be discussed with the Financial Administrator prior to commencement of the recruitment and selection process. Confidentiality of all applicants is paramount and internal applicants shall be treated the same as external applicants. No offer or representation shall be made to the preferred candidate until all employee screening, e.g. reference checks and criminal history checks, or working with children clearances have been completed.

Appendix – Recruitment, Induction and Appraisal Procedure Guide

Recruitment Process

- **Task Analysis** is the first step in the recruitment of employees and is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. You need as much information as possible to put together a position description, which is the result of the job analysis.

It is important to also analyse the time required to perform the duties identified and whether there is capacity to pay the new employee. Other cost considerations include personal leave, annual and long service leave.

- An **approval process to appoint employees** is essential to ensure offers are not made informally without due consideration of the need for the position, ability to fund the position or by adhering to the necessary legislative requirements.

Once the analysis is completed approval needs to be sought from Bishop, or in the case of the parish, the Parish Finance Committee and Parish Council.

- **Position descriptions** are written statements that describe the duties, responsibilities, required qualifications and reporting relationship of the position. They are based on the objective information obtained through the task analysis.

They also include information about knowledge and skills needed, and relationships with other positions including who the person would report to.

Position descriptions provide the employee with an understanding of their role and the standard of performance that is expected.

A Position Description includes:

Heading information

Job title

Reporting relationship (Does not necessarily need to be the Parish Priest. Could be PFC or PPC chairperson)

Type of employment - Full-time, Part-time (F-T equivalent) or casual

Summary of the job

List key responsibilities

Description of tasks

Duties and responsibilities

Identify tasks that comprise 90-95 percent of the work done

List these duties under the headings of Do and Respond as shown on position description template.

- **Advertising and calling for written applications and resumes.** Create an advertisement for the position using the following key elements

Job title (E.g. Parish Secretary)

Salary

Employment type (full-time, part-time, casual)

Summary of the role

Closing date for applications

Details of a contact person

Instructions of how to apply

How to obtain the position description

(Ensure the advertisement complies with current legislation. Ask the Diocesan office to check your advertisement)

Think about where you will place the advertisement. For example, the parish bulletin, the local newspaper, parish website.

- **Establishing an interview panel of two to three people** offers the advantage of greater perspective, less bias and the ability to see how well candidates fit in according to the skills required. It also provides an opportunity to see how well the candidate responds to more than one person asking questions.
- **Application screening and short listing** is undertaken by going through each of the applications received for the position to identify which applications best meet the criteria required for the position. Depending on how many applications are received the aim would be to reduce your list of interviewees to four or five candidates. The key points to consider when deciding who to include in the shortlist are:
 - Do they have the “must have” skills/qualifications/experience?
 - Do they seem motivated to work for the Diocese/Parish?
 - Does the candidate seem to fit with the culture of the church?
 - Are all panel interviewers in agreement with those selected?
- It is important to **prepare appropriate interview questions** and decide who will be the main interviewer and who will ask each question. A **thorough interview** gives both the interviewers and the candidate the opportunity to exchange information to determine whether they are a good match for the position as well as for the Diocese/Parish.

Interviews are usually broken down into stages. This may include an introduction by the main interviewer, some small talk, information gathering, questions and answers and wrapping up.

Be consistent when asking candidates questions. Each candidate should be asked the same questions.

- **Reference checking** is done once you have completed the interview process and have a clearer idea of who you think would be the best candidates for the position. You must know the relationship between the candidate and the referee so you can judge the relevance of their feedback and how it will relate to the position.

Ask the referee questions such as:

- How long did they work together and what was the nature of the working relationship (colleague, manager)?
- What was the candidate's title?
- What was the focus of the role as well as the main duties and responsibilities?
- Can you please talk about the strengths of the candidate?
- What was the reason for this person to leave the company/business?
- Would you hire this person again?
- Do you have any other comments that you would like to add?

- **Screening and testing if appropriate** would be done at this stage or might be part of the interview process and may include:
 - Typing (words per minute) test*
 - Use of computer applications to verify knowledge*
 - Police clearance*
 - WWC Check*
- The **selection of the successful candidate** is done during a meeting of the panel to discuss the outcome of the interviews. There should be general agreement on the successful candidate. At this point the panel may wish to note the next best candidate. Formal consent should be sought from the Bishop or the Parish Administrator before advising the successful candidate.
- Once formal consent is received it would be appropriate to advise the successful candidate by a follow up meeting at which you can provide the **written appointment letter/offer** which must include the **Catholic Diocese of Bunbury Conditions of Employment**. Ensure the

letter is authorised by the Bishop or, in the case of a parish, that the letter has been checked by the Financial Administrator before being signed by the Parish Administrator.

When acceptance of the offer is received other candidates for the position should be advised in writing that their application was unsuccessful.

If the offer is not accepted the panel should meet/discuss further to judge the next best candidate and make the offer to that candidate or start the process again if there were no other suitable candidates.

Induction

A workplace induction should cover practical information about organisational procedures.

- Introduce them to colleagues or leaders of the Parish (PPC & PFC)

- Take them on a tour of the office pointing out important areas such as toilets, fire escapes, lunch room and their work area. Include a tour of the church and parish centre, school and any areas they might need to access in their role.

- Provide them with a copy of Integrity in the Service of the Church and explain the Diocese Safeguarding Program. The Safeguarding Officer may be able to assist in providing further information.

- Provide them with parish policies such as Work Health & Safety, Safeguarding, Electronic Communication etc.

- Provide them with necessary passwords to enable them to carry out their duties.

- Explain when they will be paid and what their leave entitlements are.

- Explain their duties and have some work for them to do.

- Make sure there is equipment to carry out their duties.

- Let the employee know who will be carrying out the performance review.

- Receive all paperwork (Tax File Number, Superannuation and Bank Account details)

- Ask if they have any questions.

Probationary Period

The Diocese/Parish must clearly set performance and learning goals to pass the probationary period.

Determine who will be the appointed supervisor of the employee and who will undertake the performance reviews.

Holding regular meetings with the employee will have a number of purposes.

- Provide opportunity for the employee to raise any questions about their role.

- Provide feedback in an effort to ensure the employee is performing to the required standard.

- Gain insight into the attitude and personality of the employee and make a judgement about how they fit in the role.

- Take early action if the employee is not suitable for the role.

Review the conduct and performance six weeks after the employee's commencement date. Inform the employee whether there are any issues of concern and what action will need to be taken to address the issues.

During the probationary period do not make promises or comments that give the employee a view they are likely to continue in the position. Encouragement can be given but not promises of continued employment. This could provide an argument for unfair dismissal should you decide to terminate their employment.

Make sure you provide enough meaningful work during the probationary period and closely monitor the employee for performance and how they fit into the role.

The supervisor will need to arrange a second review of the employee's conduct and performance no later than two weeks before the end of the qualifying period (six months from commencement). Diarise this date well in advance so it is not forgotten.

If there are attitudinal concerns about the probationary employee these are unlikely to change. Usually, performance can always improve but attitude and personality rarely do and serious consideration needs to be given as to whether their employment should be terminated.

Performance Appraisals

Performance appraisals should be carried out at regular intervals, usually every 12 months. Most employees look forward to performance appraisals and the feedback they receive.

Performance appraisals involve meeting with the employee to discuss work performance in relation to the execution of their role and responsibilities and the employee's contribution to the parish.

Performance can be evaluated against the employee's position description. Reward productive employees with praise and encouragement. Set objectives for the future. Assess training needs of the employee. Identify areas for improvement.

Refer to the Diocesan Performance Appraisal Policy.