

Recruitment, Selection and Appointment Policy

Date policy was made

1 July 2021

Commencement date

1 July 2021

Purpose

Greyhound Racing NSW (**GRNSW**) aspires to have the best qualified candidate selected for employment based on an assessment of the candidate's merit.

This policy sets out GRNSW's process for recruiting candidates for employment.

This policy is designed to enable the effective selection of new employees and the equitable treatment of all candidates, with minimal recruitment expense.

Scope

This policy applies to the recruitment of all casual, fixed term and permanent (full and part time positions) and the use of volunteers, cadets and interns within GRNSW and subsidiaries (where appointing an employee of GRNSW).

Policy

Responsibilities

It is the responsibility of Executive, General Managers and Managers involved in the recruitment process to ensure adherence to the policy in selecting, assessing and hiring candidates.

It is the responsibility of the Head of People Culture and Training to:

- provide advice and oversee compliance with this policy;
- assist in the recruitment process enabling effective recruitment decisions; and
- liaise with external providers to represent the best interests of GRNSW; and
- provide 'on boarding' advice and guidance to the hiring manager.

The authority to recruit employees lies with the Chief Executive Officer, Chief Commercial Officer and the Head of People Culture and Training.

Recruitment Process

Approval to recruit

Prior to any recruitment activity or the use of any person(s) on a contracting basis, the hiring manager must complete and provide to the Head of People Culture and Training the Approval to Recruit Form. This form requires the approval of the CEO, Chief Commercial Officer, and Head of People Culture and Training.

Position Descriptions

Prior to a role being approved to recruit, a position description must exist for the vacancy, with a review completed to reflect any changes to the position.

If this is a new role and a position description does not exist, one should be developed by the hiring manager with approval for its use given by the Executive Leader and Head of People Culture and Training. The position description must include the following information:

- primary purpose of the position
- a list of key accountabilities
- a list of key challenges
- details of the internal and external relationships
- details of the position's delegation and decision making ability
- reporting line
- direct reports
- minimum qualifications, experience and skills
- desired leadership qualities and personal attributes

Design of selection process

Once approval has been obtained and the position description finalised, the selection process should be planned by the hiring manager, in consultation with the Head of People Culture and Training. Consideration in the process should be given to:

- expected number of candidates
- duration of the selection process
- urgency of filling the position
- seniority of the position
- number of interviews
- method or test or assessment (if being used)
- whether the position will be advertised internally or externally
- how the position will be advertised

Sourcing candidates

A position may be advertised either internally or externally, depending on the nature of the position and the requirements of GRNSW. It is expected that all roles are to be advertised internally.

There may be times when it is not appropriate to advertise internally. This may occur where there is a need for a specialist position with the immediate capabilities, and or where a role has been created and/or in confidence.

Use of external recruitment agencies

The engagement of external recruitment agencies must be approved by the CEO and Head of People Culture and Training using the Approval to Recruit Form. An agency will only be engaged once GRNSW has previously attempted to fill the position directly or where it is highly likely that attempts to fill the position directly would be unsuccessful.

The use of a particular external agency will be at the discretion of the Head of People Culture and Training following consultation with the CEO, hiring manager and executive team member. The Head of People Culture and Training is responsible for the negotiation of all terms of business with external recruitment firms.

Once an agency has been selected, the Head of People Culture and Training and the hiring manager will brief them and provide a copy of the position description, and any other



documents relevant to the recruitment of a suitable candidate. The agency will source candidates and provide resumes for short listing.

Advertising

Job advertisements (whether internal or external) will be prepared in consultation with the Head of People Culture and Training.

GRNSW may use a variety of different advertising methods, though it is preferable that online advertising be used as this approach will reduce costs and maximise exposure.

All advertisements must be approved by the Head of People Culture and Training, and comply with GRNSW's Appropriate Workplace Behaviour Policy.

Submission of applications

Job advertisements should provide the timeframe within which applications should be submitted. GRNSW will not accept applications outside that period unless special circumstances warrant such action

All GRNSW employees or persons performing work or services for GRNSW are required to disclose family and or personal relationship information where they submit an application on behalf of another person.

Shortlisting candidates

All applications received by GRNSW should be responded to using GRNSW's "Application acknowledgement email" template.

Within 2 weeks of the advertisements closing date, all candidates should be assessed against the nominated selection criteria to determine who will progress to the next stage in the selection process.

Once a shortlist has been completed, suitable dates and times for interviews should be confirmed including who will be conducting them.

Unsuccessful candidates should be advised as soon as reasonably practicable. The template "Unsuccessful candidate email" should be used when notifying applicants that they have not been shortlisted for interview.

If an external agency has been engaged, the agency will undertake shortlisting of the candidates on GRNSW's behalf.

Interviewing candidates

Interviews are held to assess the merits of shortlisted candidates.

The interview process should be standard across all interviews. A good interview process should involve:

- sufficient notice of the interview time given to candidates so they may prepare or arrange an alternative time to be available. A minimum of 3 working days is recommended;
- standard interview questions designed to elicit information addressing the selection criteria; and
- careful and accurate records for both unsuccessful and successful candidates

The interview should focus on the following main topics:

- qualifications;
- work experience;
- skills such as communication, collaboration, delegation or leadership; and

- suitability with GRNSW's culture and team fit.

It is important not to make assumptions about a candidate's ability or use stereotypes to determine suitability for a position. The interview panel must comply with GRNSW's Appropriate Workplace Behaviour Policy when asking questions of a candidate.

The interview panel must take all reasonable steps to avoid conflict of interests. Where a member of the interview panel has a relationship or connection with a candidate which may give rise to a conflict or the appearance of a conflict, the panel member must not take part in the interview or selection process. If a conflict only becomes apparent during the interview, this must be disclosed to the other members of the interview panel and to the Head of People Culture and Training. The Head of People Culture and Training will determine what measures should be implemented to address this conflict in a fair and reasonable manner. This may include reconvening the interview to another time with a different interviewing panel; or the conflicted panel member excusing themselves from the interview and taking no further part in the interview or selection process.

Where the hiring manager has a family or personal relationship with the candidate or becomes aware of a potential conflict within GRNSW, the manager must disclose this to the Head of People Culture and Training, and should exclude themselves from the recruitment activity unless approved to continue by the Head of People Culture and Training.

Psychometric and other tests

Psychometric, aptitude, general ability and others tests may be undertaken to determine a candidate's suitability for a position. Such assessments are required for General Manager level and above.

Reference checks

Reference checks are to be completed on all internal and external candidates before an offer of employment is made. Reference checks are an essential part of the selection process as they provide an opportunity to:

- substantiate information provided in the selection process;
- check the applicant has the required skills and ability to perform the position;
- validate behavioural information;
- verify whether the past employer would re-hire; and
- obtain any other information considered relevant to the selection decision.

A minimum of 2 verbal references must be undertaken.

Referees should not be contacted without the candidate's consent. Where a candidate requests that GRNSW not contact a particular person, their request will be respected although the reason for such a request should be adequately investigated with the candidate if appropriate.

Medical assessments

Medical assessments will only be conducted for certain roles. The assessment will be conducted to ensure that the candidate is able to meet the inherent requirements of the job without risk to their health and safety or the health and safety of third parties.

GRNSW will pay for the cost of the medical assessment undertaken for this purpose.



If a medical assessment is required for a position, an offer of employment must not be made (including provisionally) until the candidate's fitness for the inherent requirements of the position has been assessed

Medical information that is not relevant to the person's ability to perform the role must not be taken into account.

GRNSW may require additional assessments depending on the role. Where appropriate, GRNSW will endeavour to provide reasonable notice when additional assessments are required.

GRNSW will nominate the assessing doctor, who will be provided with (amongst other things) details of the inherent requirements of the position. The assessing doctor should be instructed to only assess and report on the applicant's ability to satisfy the inherent requirements of the position.

The candidate may request that a different assessing doctor be used. GRNSW will consider all reasonable requests but, ultimately, GRNSW has sole discretion to nominate an assessing doctor.

Information divulged in a medical examination remains private and confidential subject to the medical assessor advising GRNSW (including providing any written report) in respect of the candidate's fitness to perform the inherent requirements of the position.

If the medical assessor indicates that the candidate is not fit to perform the inherent requirements of the position, prior to any action being taken, the outcome must be discussed with the candidate and consideration must be given to:

Any further information that the candidate identified as being relevant to the determination of their fitness to perform the inherent requirements of the position; and

Any reasonable adjustments (within the meaning of applicable anti-discrimination legislation) that may be made in order to enable the candidate to perform the inherent requirements of the position. The Head of People Culture and Training must participate in all such discussions and approve all decisions regarding such candidates.

Background checks

GRNSW requires that the candidate undergoes a security check, police check, working with children check or any other background check deemed reasonable or necessary in the circumstances. Where it is determined by GRNSW that a background check should be undertaken, then an offer of employment must not be made or inferred until the candidate has passed the applicable background check(s).

Eligibility to work in Australia

Prior to any offer of employment being made, candidates may be required to show proof of their eligibility to work in Australia by providing a work visa, proof of citizenship, or residency status documents. Documents to be provided must be originals, not copies.

Making an offer to a successful candidate

Following the completion of all requirements associated with the recruitment process (reference checks & additional tests) and where the Head of People Culture and Training has given written approval to proceed, only then will the candidate be contacted and offered the position. The initial job offer will in most cases be verbal to save time and delay. Once the



candidate has accepted the verbal offer, all unsuccessful candidates should be notified. GRNSW has discretion as to whether it will provide feedback to a job candidate on their performance during the interview selection process.

Offers of employment should only be made to the preferred candidate before unsuccessful candidates are advised of the selection decision. This enables an offer to be made to another suitable candidate if the preferred candidate declines the offer. In the case of internal candidates, the offer will only be made once the current manager has been consulted so that a release date can be given.

Once the initial verbal offer has been accepted, a letter of offer and contract of employment should be prepared and sent to the successful candidate. GRNSW's standard forms should be used and signed by the CEO.

Appointment of the successful candidate

The Head of People Culture and Training is responsible for ensuring all elements of the recruitment process is in full satisfaction prior to a formal offer being made. Once satisfied, the Head of People Culture and Training will request a contract of employment (or contractor agreement) and associated paperwork ('Employment Pack') from Legal Counsel consistent with the information provided in the Approval to Recruit Form, and as provided by the Head of People Culture and Training.

Legal Counsel will develop all documentation for the Chief Executive Officer to approve and sign. On return from the CEO, Legal Counsel will authorise the Hiring Manager to send the documentation to the successful candidate, ensuring inclusion of the email to Legal Counsel and the Head of People Culture and Training.

The hiring manager is to ensure the successful candidate returns all necessary documentation with the required timeframe (the letter of offer), and ensue where complications arise, the Head of People Culture and Training is advised accordingly. Prior to the commencement of the employee, the hiring manager must ensure all documentation has been returned by the employee and the necessary departments provide with such (Payroll, HR).

Prior to the commencement of the employee, one week prior, the hiring manager will contact the soon to commence employee and provide an overview of their 'on boarding' to GRNSW. The hiring manager and the Head of People Culture and Training will develop a bespoke on boarding process that will provide for a robust and effective initiation into GRNSW.

UNSOLICITED APPLICATIONS

Unsolicited applications for employment (including submission of resumes and letters seeking employment) are to be forwarded to the Head of People Culture and Training for review. If the candidate appears suitable to fill an available position, the applicant should be contacted and added to the candidate pool.

Key related documents

GRNSW Employee Code of Conduct

GRNSW Appropriate Workplace Behaviour

GRNSW Approval to Recruit Form



Amendments to, and operation of, this policy

GRNSW reserves the right to amend this policy at any time. This policy does not operate contractually and is not intended to be contractual in nature.

Policy information

Effective dates

Date policy was made: 1 July 2021 **Commencement date of this version:** 1 July 2021

Policy details

Date for review: As needed
Policy owner: Head of People Culture and Training

Revision history

Version	Date	Description
1.01	1 July 2021	Head of People Culture and Training