



Torquay Bowls Club

18 - Recruitment Policy

Responsible Department - BOM
Date Approved - March 2024
Next Review 2 years

Introduction

The aim is to secure good people who want to be part of the club and will add value

Scope

Select by correct methods the correct person for the role to be filled

Definition

Selection process for a person to a position of employment within the Torquay Bowls Club

Manager responsibility

To work with the board to engage the best person to employ for any role to be filled

Purpose

Recruiting and retaining innovative and committed employees is crucial to achieving Torquay Bowls Club (TBC) business strategy/ strategic plan. Our plans for the future are ambitious, so it is essential that we attract energetic people who fit our dynamic culture.

We need to be confident that we have the right processes and procedures in place to ensure that future generations of the Club employees possess high personal and professional standards and share our values and aspirations.

Therefore, during the interview we need to be smart about identifying individuals with excellent skills, team players with the desire to motivate others, and only those with the highest professional standards. It is important that we present a consistent view of the Club to incoming candidates.

Authorisation

Prior to the recruitment process being put into action, authorisation to recruit, for permanent employees, **must be** sought from the Board. For all recruitment activity within or out of budget, approval must be granted by the TBC Board

Position Documents

Before the recruitment process is commenced, a Position Description should be established along with roles and responsibilities.

Remuneration

Remuneration for all positions should be decided prior to the recruitment process taking into account any benchmarking information. It is important that remuneration is discussed and approved with the Board prior to advertising the role.

Internal Appointments

No employee can be prevented from applying for a position within the Club, but is required to notify their Manager of their application.

Positions will be advertised internally and externally.

External Recruitment

Option 1 – seek or alternative recruitment website

The vacant position may be posted on external recruitment websites.

Option 2 – Newspaper advertisement

For all positions the vacant position may be advertised in national / local newspaper.

Option 3 – External recruitment agency

In the event of senior or specialist technical positions the Board and or Manager may elect to outsource the recruitment process by approaching a recruitment agency.

Option 4 – Multi Options

Should the occasion arise, multi options may be chosen by the Board/Manager, e.g seek and newspaper advertising.

Selection of Appointee

It is the Board/Manager's responsibility to shortlist all applications of candidates for interview. This short-listing process should be on the basis of competencies only. These shortlisted candidates will then be given to the Board/Manager for interview.

Interview Panel

The panel should consist of the responsible manager, HR or an employee/committee member competent in interviewing process and procedures and an independent (where appropriate) employee/Board or Bowls Board member.

Interview Process

Develop interview guide that ensure questions enable the applicant to demonstrate competencies and behavioural skills, abilities and attitudes that contribute to job performance. Competencies demonstrate not only what someone did, but how and why they did it. It is important to focus on competencies during the interview because **past and current behaviour is the best indicator of future performance.**

The competencies required will vary, dependent on the role and level of the position. You need to choose which competencies should be explored during the interview.

It is important to consider a candidate's *potential* for developing skills if they are not immediately apparent.

Following is a list of example core competencies that may be applicable to a position, these however will vary and should be developed in accordance with the requirements of the role. During an interview you should ask questions that relate to the specific requirements of the role.

- **Breadth of Vision**
- **Building Relationships**
- **Business Acumen**
- **Customer Focus**
- **Drive for Success**
- **Flexibility**
- **Holding People Accountable**
- **Influencing Others**
- **Initiative**
- **Integrity**
- **Leadership**
- **Talent Development**
- **Teamwork**

All questions must comply with the relevant Legislation both Equal Opportunity and Discrimination.

Be aware of illegal questioning. Remember if your question has no relevance to the position or the skills required you **MUST** not ask it. If you are unsure, IE You would feel uncomfortable in answering the question, then do not ask.

There is a range of compliance issues that must be considered when conducting an interview.

Selection discrimination in Australia is illegal on the basis of:

- Race
- Colour
- Sex
- Age
- Physical or mental disability (Cannot perform the inherent requirements of the role)
- Marital status
- Family responsibilities
- Religious beliefs or activities

- Pregnancy or possible pregnancy
- Political beliefs or activities
- National extraction or social origin
- Physical features
- Industrial activity
- Career status
- Lawful sexual activity or sexual orientation
- Breastfeeding in public
- Gender identity

Rejection Letter (No interview)

Once applicants are shortlisted for interview all unsuccessful applicants must be notified as soon as practicable.

Rejection After Interview

All unsuccessful candidates that were interviewed will be notified in writing, following the acceptance of the written offer made to the successful candidate. In addition, it is desirable that the Manager advises unsuccessful 2nd interview applicants by phone of the outcome.

Reference Checks

Reference checks are an important part of the recruitment process and should only be carried out with the candidate's permission. This should be established with the candidate during the interview process.

Written references can be used, however, these should be verified by checking with the author to ensure they are authentic.

The referee should be advised of the role the candidate is being considered for and what the key requirements are so their opinion can be objectively based.

Through this process it must be ensured that all information is objective and complies with the Club's policy on equal employment opportunity and anti-discrimination.

Reference Check document should be used which has details on what questions should be asked and this form should be kept on file.

Reference checks are made to assess the candidate's suitability for the role and the benefit of conducting them after the initial interview is that the interviewer can discuss any areas of concern with the referee.

Qualifications should also be verified. If it is found that the person is not qualified this must be treated as an attempt to mislead the employer.

Any negative answers from a referee must be substantiated with an explanation and examples. A record of the conversation must be noted and kept on file.

Pre-employment Medical Examinations

Pre-employment medical examinations **must/should be undertaken prior to any offer of employment for all candidates.**

Candidates cannot be rejected on the basis of a medical unless the medical problem impacts negatively on their ability to undertake the role.

Letter of Appointment / Employment Contract

Upon the candidate accepting position and passing reference checks and any pre-employment check (medical / police), a letter of appointment and employment contract is to be sent out to candidate for signature. The Board/ Secretary/ General Manager are responsible for the issuing of this letter and contract. **All documentation must be signed by the candidate and returned to Board / Secretary/General Manager prior to commencement date.**