These Guidelines aim to ensure a transparent, effective and merit-based recruitment approach that is compliant with Employment Direction No 17 (ED 17) and the *State Service Act 2000* and agreed SES mobility processes. It provides quick checklists for the key steps that should be undertaken when assessing offices and recruiting officers, whether Senior Executive (SES) or Equivalent Specialist. They should be read in conjunction with ED 17 for background.

As an overview, processes must be timely and aim to attract a full and diverse range of quality applicants, selection panels must be appropriate with conflicts declared and managed, and selection decisions well-reasoned.

The summary elements, explained in further detail throughout the document, are:

* Decisions about the future of a senior executive office will be made as soon as a Head of Agency (HoA) is aware that the office will be vacant.
* Redesign of offices should ensure the role continues to meet the agency’s needs, barriers to merit are removed, and the statement of duties (SOD) revised appropriately.
* SES recruitment will include actively promoting mobility opportunities to encourage diverse experiences and develop SES leadership and capability;
* SES mobility will provide a consistent, equitable and transparent process for SES officers at any level to express interest in mobility opportunities.
* Selection processes should be designed to attract the full range of potential applicants; where there is a small or non-diverse field of applicants, the HoA is to give full consideration to implementing more effective attraction processes.
* Selection panel chairs should be chosen based on the relevance of their role, skills and knowledge to the vacant office.
* All conflicts of interest, actual, perceived or potential, should be documented and effectively managed.
* The entire recruitment process should aim to be completed within 50 working days.
* All processes and decision-making, including mobility assessments, must be well documented at the appropriate management level.

**CHECKLISTS FOR SES RECRUITMENT AND APPOINTMENTS**

*NB: Where an action is specifically assigned to the HoA, it must be completed by the HoA and cannot be delegated.*

1. **OFFICE VACATED**

When a HoA becomes aware that an office is to be vacated on an ongoing basis (ie – not as the result of leave or temporary transfer), an agency is to:

* Determine whether that office will still be required in either the same or similar form, and for how long it will be required.
* If the office is not required, then the HoA must send, through the Department of Premier and Cabinet’s State Service Management Office (SSMO), a request for the Premier to abolish the office.
* If the office is required in the same or a similar form, the agency must undertake the following steps as a minimum. These steps must not be delayed where the duties are still being undertaken (eg – officer completing their notice period, another officer being temporarily assigned the duties etc):
  + Review the SOD immediately. A SOD must include the selection criteria reflecting the skills, knowledge and experience required for the role, and, for SES duties, be informed by the SES Leadership Capability Framework.
  + If the SOD will not change, briefly document how this was decided (eg - no changes in the structure, outcomes still current), with an email to SSMO that provides the SOD and a confirmation of HoA’s approval. However, if there have been any classification changes in SES offices or senior positions either above or below the vacancy, a new Mercer Assessment is required, even if it is confirmed overall duties are not to change.
  + If the SOD will change, the HoA must provide the SOD, a new Mercer Assessment, organisational chart, statement requesting ongoing SES or equivalent specialist classification and any other relevant information (as per Section 2) to SSMO.
  + If the duties have changed so significantly that they are not demonstrably the result of job redesign, SSMO may advise that the request must be for the creation of a new office rather than a review of classification review and redetermination.
* SSMO will determine or confirm classification and changes and advise the agency. Should a new office be required, SSMO will provide advice to the Premier accordingly.

1. **JOB ASSESSMENT**

On vacancy (Section 1) or on consecutive appointment (Section 6), an office must be examined in accordance with Sections 2 to 5 of ED 17. This process is critical before any selection process or offer of consecutive appointment to ensure currency of duties and outcomes required, correct reporting lines (both above and below) selection criteria and classification level. In some instances, the duties may be more appropriately classified under higher levels of relevant Awards.

Should a HOA consider that senior executive or equivalent specialist classification remains appropriate:

* If there are minor (or no) changes to the duties, Human Resources may provide the revised SOD and confirmation email described in Section 1 to SSMO, including a Mercer Assessment where there have been structural / reporting changes.

Examples of changes considered minor include a title change, terminology updated to reflect organisational, cultural or professional changes and clarification or editing of specific sections where the focus of the duties and the outcomes required are to remain the same; **or**

* If the changes are more substantial, review and determination of classification is delegated to the Director, SSMO. The following information is required for a determination:
  + SOD
  + Organisational chart showing direct reports, supervisory arrangements and all senior positions and offices with relationships to the office in question
  + Covering memorandum from the HoA outlining the details and impact of changes
  + New Mercer Assessment (refer to Attachment 1).

1. **MOBILITY**

Once a vacant office has been determined as remaining SES or Equivalent Specialist, or has been newly created as such, the agency must commence recruitment action within ***three months*** of that determination or creation. However before recruitment all offices other than equivalent specialists must progress through mobility if they are for longer than six months, unless exempted by the HOSS. If the vacancy is genuinely for six months or less, it is at the discretion of the HoA whether to open the role for mobility interest, or to fill using the provisions of ED 17 instead

* The vacant office will be uploaded to the My Mobility Portal within the jobs website / PageUp and include the Statement of Duties.
* The closing date for applications through mobility will be no earlier than five clear days from advertisement.
* Mobility opportunities are open to SES officers at any level, not only the level of the vacant office.
* At the discretion of the HoA, the office may also be advertised on the main and publicly available jobs website ([www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)) according to the requirements of ED 17, concurrently with mobility processes. SES officers should make their application through the My Mobility portal rather than the external jobs website.
* Applicants through the My Mobility portal are assessed first.
* During this mobility and advertising process, a HoA may select a permanent employee to undertake the duties for a maximum of six months until the office is filled. If this employee is from another agency, the employee’s HoA must also agree to the arrangement. Fixed term employees cannot be paid an MRDA and therefore should not be assigned SES duties.
* A HoA may also have an existing officer perform the duties of another office (with Head of the State Service (HoSS) approval for SES level 3 and 4) while recruitment is underway.
* For all of the above steps, all processes, assessments and selections must be documented, including management of any conflict of interest.

Where the vacancy is in an agency that is not part of the Heads of Agency Group, SSMO can assist with the mobility process.

1. **ADVERTISING /SELECTION PROCESS**

If there is no successful transfer through the mobility process, the selection process for a vacant office depends on the length and nature of a vacancy.

***Vacancies up to and including 12 months***These provisions are only to be used where the vacancy will genuinely not extend beyond 12 months (ie leave, transfer, or while the ongoing need for the office is still being considered but the duties are required in the meantime).

* The vacancy may be filled by a permanent employee (or an officer appointed at a lower SES level) chosen through an Expression of Interest (EOI) process.
* Agencies are to ensure that the EOI is well publicised and available to State Service employees/officers in that agency at a minimum, and ideally across all agencies. Where it is decided to restrict the advertising within the agency, reasons for doing so should be recorded.

***Vacancies over 12 months must be filled as follows***:

* Consider and document the appropriate recruitment strategy to attract a competitive and diverse field of applicants, and an appropriate process in which to make a selection. The strategy is to indicate timeframes and any funding requirements (eg executive recruitment company, advertising via mechanisms outside the usual practices).
* Choose selection panel members based on their skills, experience and roles as relevant to the selection process and their experience/training in selection processes. It is usual practice for the chair of the panel to be the direct line supervisor of the vacant office.
* If the agency wishes to advertise the vacant office at a salary above the base rate (market) then the HoA must provide a submission to the HoSS, through SSMO, for approval. Vacancies must have this approval before advertising the higher salary.
* Vacancies must be advertised on [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) at a minimum, and all applications acknowledged and recorded. Advertisements will provide details of the ‘short form’ process, an application package and a contact officer for more information about the role.
* The panel should shortlist a diverse field of applicants shortlisted where comparative merit permits, and must use inclusive recruitment practices.
* Panel members and other people closely involved with the selection process (scribe, recruitment consultants etc) are to declare any conflicts of interest, and the chair is to be satisfied that any conflicts are appropriately managed. If the chair is not satisfied that a conflict can be appropriately managed, then that selection panel member should leave the panel. Where the chair has a conflict with an applicant, unless it is a direct family member (in which case they should recuse themselves), the chair should implement strategies to manage the conflict and stay on the panel as chair. Appropriate documentation must be kept and form part of the final report. Processes must comply with the Policy: Managing Conflicts of Interest in Recruitment.
* Once the selection process has been undertaken, a detailed selection report (see below) is to be completed and signed by panel members and relevant delegates. The selection documentation must cover:
* Details of vacant office, including classification level and date the office became substantively vacant (or equivalent if short term backfilling arrangement)
* Panel members including reasons why they are appropriate to be on the panel (skills, knowledge, relevance to vacancy).
* Conflict of interest summary and strategies (refer to the Policy: Managing Conflicts of Interest in Recruitment)
* Vacancy advertising details
* Summary of selection process
* Non-shortlisted applicants – reasons for not shortlisting
* Short-listed applicants – assessment against each of the selection criteria, taking into account all information (application, resume, interview), together with an overview assessment of the applicants
* Comparative summary of the top ranking applicants where more than one applicant is suitable, incorporating referee reports
* Attached feedback provided by referees. Referee comments should be relevant to the selection criteria.
* Recommendation including any recommendations relating to commencing salary (noting that approval from the HoSS will be required for salary above the base).
* (Dated) signatures of selection panel members to approve the recommendation.
* Quality assurance clearance by HR (or moderation if undertaken) during selection process
* (Dated) approval by delegate.
* In approving a recommendation the delegate is to:
  + identify, document and manage any of their own conflicts of interest; and
  + be satisfied that the process has been complete and compliant, and that the recommendation is based on merit.
* The selection report and applications are to be retained in the agency’s records management system, in accordance with that agency’s records disposal schedule.
* Where a selection report is for an office at SES level 3 or level 4, the HoSS is the delegate for final approval and Cabinet notification cannot be finalised until this approval is received.

1. **APPOINTMENTS**

The following process must be used for all appointments, including consecutive appointments, noting that:

* For SES level 1 and level 2 and equivalent specialists – a HoA has delegation to appoint.
* For SES level 3 and level 4 – Only the HoSS can sign an Instrument of Appointment. The selection report must be approved by the HoSS before any offer is made to the applicant.

The following steps are then to apply:

* Cabinet is notified of the intention of the delegate to appoint – this notification comes from the employing agency.
* Successful applicants must start of the base salary level unless otherwise approved by the HoSS. Requests for applicants to start above the base or to apply a market allowance must be directed to the HoSS via the SSMO.
* The current approved Instrument of Appointment must be used, and for SES level 3 or level 4 appointments, the HoSS must sign on behalf of the Crown as above. Requests for signature should be forwarded via SSMO and include the date the appointment was noted by Cabinet.
* Where an agency proposes a change to an Instrument, this must be done through the Solicitor-General’s Office via SSMO and provide reasons for the proposed change.
* Appointments must be notified in the staff movements section of the Gazette within three months of appointment.

1. **CONSECUTIVE APPOINTMENTS**

The HoA must consider ongoing arrangements for an office and the appointed officer *prior* to the notification period for consecutive appointment. These considerations should be around whether the office is still required in its current form, whether changes around the office mean it should most appropriately be reclassified and whether the officer would benefit from mobility, taking performance into account. The outcome of these deliberations would then inform whether or not an appointment will be offered, in the required timeframe (six to three months prior to the expiration of an Instrument of Appointment).

This should consist of (at a minimum):

* Review the SOD and incorporate any changes required, particularly where other SES offices or senior positions that affect the work of the Office may have been reclassified.
* If there are to be no changes to the SOD, briefly document how this was confirmed (no changes in the structure, outcomes still current), with a Minute/File Note to be signed off by the HoA.
* Considering whether the officer would benefit from a mobility opportunity and raise where appropriate at the next Heads of Agency Group meeting (or, for Authorities who do not attend that meeting, raise with the HoSS as soon as possible).
* If there are changes to the SOD, provide a new Mercer Assessment, organisational chart and other supporting information to SSMO so a classification can be determined before the officer needs to be advised of the offer (or otherwise) of a consecutive appointment.
* If SSMO determines there is no change to classification, the relevant delegate may offer the officer a consecutive appointment under the terms of their Instrument and ED 17.
* If the Office is reclassified (up or down the SES scale), the officer is to be made available for all possible mobility opportunities as a ‘surplus’ officer.

1. **OFFICE RECLASSIFIED DURING OFFICER’S INSTRUMENT OF APPOINTMENT**

There may be some circumstances where an office needs to be reclassified part way through an officer’s Instrument of Appointment. The request for change of classification will require a Mercer Assessment (refer to Attachment 1) and be supported by a business case and documentation in accordance with Section 2 of these Guidelines. If the HoA intends for the appointed officer to perform the higher classified duties, the HoA must provide a documented rationale as to the benefit of having the appointed officer perform the reclassified duties for the remainder of their Instrument.

Should this not be sufficiently compelling, the HoSS may direct the HoA to advertise the reclassified office, either through EOI or the jobs website, and it would then be the agency’s responsibility to find other duties for the existing officer should they not be the recommended applicant.

**Attachment 1: Job Evaluation Record (Mercer)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Position | |  | | | | |
| Group / Business Unit | |  | | | | |
| Organisation | |  | | | | |
| Commentary on Basis for Evaluation | | | | | | Evaluation |
| EXPERTISE | Knowledge & Experience | |  | | |  |
| Breadth *(Hierarchy rule)* | |  | | |  |
| Interpersonal Skills | |  | | |  |
| **EXPERTISE POINTS** | | | | | |  |  |  | | --- | --- | --- | | Min | Mid | Max |   TOTAL |
| JUDGEMENT | Job Environment *(Hierarchy rule)* | |  | | |  |
| Reasoning | |  | | |  |
| **JUDGEMENT POINTS** | | | | | TOTAL |
| ACCOUNTABILITY | Independence & Influence | |  | | |  |
| Impact *(Hierarchy rule if same type)* | | * Direct | Value | |  |
| * Indirect | Type | |
| * Advice | | |
| * Service | | |
| Involvement | |  | | |  |
| **ACCOUNTABILITY POINTS** | | | | | | |  |  |  | | --- | --- | --- | | Min | Mid | Max |   TOTAL |
| **TOTAL POINTS** | | | | | | TOTAL |
| Feasibility Check \_\_ System Check \_\_ Organisational Consistency \_\_ | | | | | | |
| Classification/Grade | | | Consistent with SES level \_\_ | | | |
| Evaluator | | |  | | Date: | |