RECRUITMENT, SELECTION AND APPOINTMENT OF STAFF (NON-MEDICAL) PROCEDURE

PROCEDURE ©

DOCUMENT SUMMARY/KEY POINTS
• This document provides information for Managers and Convenors regarding the recruitment, selection and appointment of staff including, Nursing, Allied Health, Research, Finance, Corporate, Diagnostic and Support Services for The Sydney Children's Hospitals Network (SCHN). • This procedure should be read in conjunction with NSW PD2023_024 Recruitment and Selection of Staff to the NSW Health Service

CHANGE SUMMARY
• 3.2 Options for filling vacancies has been updated. • Recruitment Committee process has been included. • Updated links to PD2023_024.
NB: at the time of publishing, NSW Health released PD2023_024. After reviewing PD2023_024, this document may undergo another review in the near future.

READ ACKNOWLEDGEMENT
• All managers and supervisors should read and acknowledge this procedure in conjunction with NSW PD2023_024 Recruitment and Selection of Staff to the NSW Health Service

Approved by:	SCHN Policy, Procedure and Guideline Committee		
Date Effective:	1st November 2023	Review Period: 3 years	
Team Leader:	Workforce Transactional Services Manager	Area/Dept: Workforce	

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1 Recruitment, Selection and Appointment

The Sydney Children's Hospitals Network is made up of five specialised children's health organisations:

- The Children's Hospital at Westmead (CHW) and Sydney Children's Hospital, Randwick (SCH) – the two major tertiary and quaternary children's hospitals in metropolitan Sydney

- Bear Cottage (BC), a specialist hospice for children with life-limiting conditions

- NSW Newborn and paediatric Emergency Transport Service (NETS)

- The Children's Court Clinic (CCC)

The SCHN recruitment, selection and appointment procedures comply with all relevant legislative, industrial and NSW Health Policy Directive PD2023_024 Recruitment and Selection of Staff to the NSW Health Service. Other relevant NSW Health policy documents referred to in PD2017_040 will also need to be considered during the recruitment, selection and appointment of staff, including (but not limited to) vaccination requirements, pre-employment employment checks and industrial awards.

Credentialing and defining the scope of practice is included in the selection and appointment process and is used to:

- Maintain the safety and quality of care that patients receive from health professionals.

- Support good clinical practice, ensure compliance with professional standards, and meet Audit and Accreditation requirements.

- Sustain the confidence of the public and the professions.

> Recruitment, selection and appointment procedures are non-discriminatory and are aligned with equal employment opportunity (EEO) principles as outlined in the Anti-Discrimination Act 1977 (NSW)

SCHN uses Recruitment and Onboarding System (ROB) which is a statewide NSW Health online electronic recruitment, selection and appointment system.

2 Definitions

Tier Managers – definition as per the SCHN Delegations Manual

New Position - refers to a position that is newly created and does not exist within the current organisational structure.

Identified Position – Aboriginal identity, cultural knowledge or connections are genuine occupational qualifications for the roles, and only Aboriginal people are eligible for appointment to them.

Targeted Position - Aboriginality is not essential to do the job. Instead, the position is targeted to Aboriginal people to improve their general employment opportunities/outcomes.

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3 Recruitment

Managers are responsible for the staffing needs in line with approved establishment and managing vacancies within their units/departments. When a vacancy occurs, Managers need to review their staffing requirements and approved staffing profile against service delivery needs and make adjustments as required.

Managers need to discuss proposed establishment/ staffing profile adjustments with Finance or relevant Clinical Finance Partners and their direct line manager, and seek endorsement where required. Managers may conclude that recruitment to fill a vacancy is no longer required.

The Staff Establishment StaffLink Position Mapping Procedure must be followed if there are changes to the staffing profile.

The following applies to any changes to the responsibilities and accountabilities of the former position description:

- If amendments are within the scope/classification of the position, then the Tier 4 Manager can make these changes.

- If amendments are outside the scope/classification of the position, such as an increase in accountabilities, then the Manager must follow the procedures outlined in the SCHN Grading, Re- grading and Reclassification Policy.

> For the purposes of this document, the term 'Managers' will be used to describe employees that are responsible for completing the recruitment, selection and appointment process and it will be presumed that they are operating as a Tier 4 Manager.

3.1 Vacancy Identified

Managers are responsible for the staffing needs and vacancies in the wards/departments/unit. The different types of vacancies that can be identified are:

3.1.1 Replacement positions

    a)   Permanent appointment

    b)   Temporary appointment (including Secondments, Transfers and Internal Advertising)

    c)   Casual appointment

For replacement positions, the Manager needs to obtain approval to proceed with recruitment from their respective Tier 3 Manager.

3.1.2 New positions

New positions need to be approved and created prior to raising an Approval to Fill (ATF).

    a)   Permanent appointment

    b)   Temporary appointment (including Secondments, Transfers and Internal Advertising)

    c)   Casual appointment

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For new positions, the Manager must obtain Chief Executive Approval (Tier 1) and grading confirmation from Workforce Services in line with the SCHN Grading, Regrading and Reclassification Policy prior to commencing recruitment. Evidence of approval must be attached the Approval to Fill (ATF) – this can be in the form an approved CE brief.

3.1.3   Linking recruitment to the SCHN Indigenous Employment and Workforce Development Strategy

In accordance with the SCHN Indigenous Employment and Workforce Development Strategy, every effort should be made to identify or target all new and existing positions that are approved for recruitment to jointly assist in increasing the representation of Aboriginal staff across the Network, to help improve the diversity of our workforce and to enhance our service delivery for Aboriginal patients and families/carer's. This approach is also in accordance with the NSW Premier's priorities to drive public sector diversity.

Refer to the NSW Health Stepping Up Website for resources to support strategies for the recruitment and employment of Aboriginal people.

Refer to *Recruiting Aboriginal people into the NSW Health Service* of the Recruitment and Selection Policy PD2023_024 for best practice guidelines and additional references for recruiting Aboriginal employees.

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3.2 Options for filling vacancies

(interim arrangements until the review of PD2023_024 has been completed.)

The table below aims to provide additional clarification on the options that can be considered when filling a vacancy and is to be read in conjunction with *Options for Filling Vacancies in the NSW Health Service* in the [Recruitment and Selection of Staff to the NSW Health Service.](#) Note, other direct appointments not listed below into vacancies greater than 13 weeks require Chief Executive approval.

A fair, transparent and consistent process in line with EEO requirements must be undertaken at all times.

Option	Description	Advertising	Endorsement prior to Recruitment Committee (RC) Approval	System
1. Secondment at level or above level [Recruitment and Selection of Staff to the NSW Health Service](#)	Secondment may be an option to fill vacancies temporarily for up to 2 years. The manager must assess the suitability of the applicant for the position and all relevant mandatory checks and verification must take place before any offer of employment. Secondment requests must be acceptable to SCHN, the individual department involved or affected and the employee. When considering the release of the employee for secondment, managers must consider the impact on their department's ability to deliver services during the period of secondment, eg the ability to effectively fill the substantive position and any consequential effects arising from such a decision. A staff member may be seconded to a position for up to 2 years only. (A need to extend beyond 2 years should trigger a review of whether the position should be permanent.)	The hiring manager will consider whether there is sufficiently qualified or appropriate employees to fill the role. To ensure fairness and equal access to the secondment opportunity, the following should be considered: • Secondments at above level for up to 13 weeks should be processed as Higher Grade Duties unless advertised or internal expression of interest OR • Advertising through ROB OR • Expression of interest (EOI) OR • A combination of advertising and an EOI On an exceptional case by case basis, direct appointments can be requested by documenting the circumstances and submitting the request to the Recruitment committee. The suitability of the preferred candidate is required to be assessed through the normal process such as response to questions, interview etc.	• Tier 3 Manager for positions up to Tier 4. • Tier 2 Directors for positions higher than or equal to Tier 3.	ROB EOI with appointment and onboarding to be processed in ROB StaffLink eForm for Higher Grade Duties
2. Higher Grade Duties up to 13 weeks	Employees may be called upon to relieve or act in a position of higher classification for continuous period of at least 5 working days and up to maximum of 13 weeks.	No advertising requirements for Higher Grade Duties as they are under 13 weeks. Hiring manager may consider an internal EOI. Note: Higher Grade Duties over 13 weeks are to be in line with the [SCHN Recruitment Committee Processes](#)	• Tier 2 Directors • No RC approval required	StaffLink eForms

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3. Temporary Employment Under 13 Weeks, (exclude secondments)	The process contained PD2023_024 does not generally apply to short term vacancies under 13 weeks. However, the hiring manager must assess the suitability of the applicant for the position and all relevant mandatory checks and verification must take place before any offer of employment.	No advertising requirements for temporary employment under 13 weeks. Hiring manager may consider an internal expression of interest. Note: appointments of existing employees at above grade should be processed as Higher Grade Duties up to 13 weeks.	• Tier 3 Manager for positions up to Tier 4. • Tier 2 Directors for positions higher than or equal to Tier 3.	ROB as direct appointments StaffLink eForm for Higher Grade Duties
4. Non-Nursing up to and including Health Manager Level 2 or equivalent Conversion of Exempt employment (as per Health Industry Status of employment (State) Award)	Conversion of Exempt employment to ongoing employment can be considered if: • The ongoing employment is at the same classification and hours, and • The employee has been appointed in that Exempt employment for a period of at least 12 months and review position description is current; and • Must have undergone a merit based selection process after advertising; and • Up to date appraisal indicating that the employee has the experience, standard of work performance and capabilities to be assigned in the ongoing employment, and • Up to date mandatory training, and • No excessive ADOs (if applicable) or leave *Note: On an exceptional case by case basis, conversion of ongoing employment above Health Manager Level 2 can be requested by documenting the circumstances and submitting the request to the Recruitment committee.*	No advertising requirements OR EOI if more than one occupant meets the criteria	• Tier 3 Manager for positions up to Tier 4. • Tier 2 Directors for positions higher than or equal to Tier 3.	ROB as direct appointments
5. Non-Nursing up to and including Health Manager Level 2 or equivalent Increase in hours for greater than 13 weeks or permanent	Increase in hours of an employee can be considered if: • The increased hours are at the same classification, and • Hiring manager to provide reasons as to why an internal EOI is not required, and • Up to date appraisal indicating that the employee has the experience, standard of work performance and capabilities to be assigned the increase in hours, and • Up to date mandatory training, and • No excessive ADOs (if applicable) or leave Note: On an exceptional case by case basis, increase in hours for Health Manager Level 3 and above can be requested by documenting the circumstances and submitting the request to the Recruitment committee.	No advertising requirements OR EOI if more than one occupant meets the criteria	• Tier 3 Manager for positions up to Tier 4. • Tier 2 Directors for positions higher than or equal to Tier 3.	ROB as direct appointments

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6. Nursing Conversion of temporary employment to ongoing employment at-level	**Registered Nurse, Enrolled Nurse, Assistant in Nursing and Clinical Nurse Specialist Grade 1** • The ongoing employment is at the same classification (and within the same sub-specialty for Clinical Nurse Specialist Grade 1) , and • Must have undergone a merit based selection process, and • Up to date appraisal indicating that the employee has the experience, standard of work performance and capabilities to be assigned in the ongoing employment, and • Up to date mandatory training, and • No excessive ADOs (if applicable) or leave Note: On an exceptional case by case basis, conversion of ongoing employment above Clinical Nurse Specialist Grade 1 can be requested by documenting the circumstances and submitting the request to the Recruitment committee.	No advertising requirements	Tier 3 Manager following consultation with Nurse Manager Workforce	ROB as direct appointments
7. Nursing Conversion from casual to permanent or increase in hours in line with the Award provision	**Registered Nurse, Enrolled Nurse, Assistant in Nursing and Clinical Nurse Specialist Grade 1** Subject to the requirements of Clause 29 of the Public Health System Nurses and Midwives (State) Award being met : • A casual nurse who has worked on a regular and systematic basis during a continuous period of six months, may request to convert to permanent employment. • *A permanent part time employee may elect to increase their contracted hours to reflect the average of the actual hours worked per fortnight in the preceding 12 month period (except in circumstances where the part time engagement has been specifically for the purpose of temporarily backfilling a position where the substantive occupant has been on extended leave).* • A permanent part time employee may elect to convert to full time status.	No advertising requirements	Tier 3 Manager following consultation with Nurse Manager Workforce	ROB as direct appointments
8. Nursing above Clinical Nurse Specialist Grade 1- Increase in hours for greater than 13 weeks or permanent increase in hours	**Above Clinical Nurse Specialist Grade 1** On an exceptional case by case basis, the CPD with support from the site Director of Nursing can request an increase in hours to the Recruitment Committee if: • The employee must have undergone an initial merit-based selection process after advertising, and • The increased hours are at the same classification, and • The Hiring manager to provide reasons as to why an internal EOI is not required, and • Up to date appraisal indicating that the employee has the experience, standard of work performance and capabilities to be assigned the increase in hours, and	No advertising requirements	• Tier 3 Manager for positions up to Tier 4. • Nurse Manager Workforce • Site Director of Nursing • Tier 2 Directors for positions higher than or equal to Tier 3.	ROB as direct appointments

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	Up to date mandatory training, and No excessive ADOs (if applicable) or leave			
9. Temporary Maternity Leave Reduced Hours	When an employee returns from maternity leave on reduced hours, request to extend the maternity leave relief backfill employee on the remaining vacant hours subject to: Must have undergone a merit based selection process after advertising, and The maternity leave relief backfill employee is able to work the required hours; and The reduced hour arrangements between the substantive and relief employees must meet service needs; and Up to date appraisal indicating that the employee has the experience, standard of work performance and capabilities to be assigned in the ongoing employment, and Up to date mandatory training, and No excessive ADOs (if applicable) or leave	No advertising requirements If the request to extend does not meet the requirements under "Description", advertise the temporary vacant hours in line with the relevant policies and procedures	Tier 3 Manager for positions up to Tier 4. Tier 2 Directors for positions higher than or equal to Tier 3.	ROB as contract extension or advertising for the vacant remaining hours

3.3   Advertising Requirements

After considering all options to fill and where advertising is appropriate, SCHN must open the vacancy to competitive merit selection and advertise all vacancies for positions over 13 weeks through the NSW Health Career Portal as a minimum.

Note:

- As a general rule, advertise a position across NSW Health as a minimum, if it has a salary equivalent to or higher than Health Manager Level 4, and if it is to be filled permanently or temporarily for 12 months or more.

- Advertisements must meet any specific legislative or Award requirements (e.g. security industry legislative requirement to list master license number for security positions; reference to relevant legislation for advertisements targeted to 'eligible persons' under the Government Sector Employment Rule 26, or a particular EEO group under the NSW Anti-Discrimination Act 1977).

- Advertisements for permanent positions may, at the NSW Health organisations' discretion, indicate that applicants holding visas with working rights may be considered for temporary appointment (up to the expiry date of their visa) where no suitable applicant for permanent appointment is identified.

3.4   Approval to Fill (ATF)

Once the type of vacancy is identified, Managers need to raise an ATF via the Recruitment and Onboarding system (ROB).

Managers need to ensure that they have the required information, including available approved FTE, a StaffLink Position number and an uploaded position description, to complete the ATF data fields as required in ROB. Refer to the ROB Quick Reference Guides for instructions on how to raise an ATF.

Managers are advised to contact the SCHN Workforce Transactional Services Team on SCHN-Recruitment@health.nsw.gov.au for any queries relating to the "Approval to Fill" (ATF) process.

SCHN staff will be able to access ROB using their StaffLink login details

3.5   Position Description Template in ROB

Prior to commencing the ATF process, Managers will need to determine the following:

- A Position Description (PD) exists in the ROB PD library and whether changes are required.

  o   If there are no changes or minor changes that do not affect the scope or the grading of the position, proceed to create the ATF. The updated PD is sent to SCHN-Recruitment@health.nsw.gov.au. The SCHN Recruitment Team will update the ROB PD library.

  o   Changes that affect the scope or the grading of the position will require grading by Workforce Services. Once grading has been confirmed, the PD together with the

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grading outcome is sent to SCHN-Recruitment@health.nsw.gov.au. The SCHN Recruitment Team will update the ROB PD library.

- If a PD does not exist in the ROB PD library, a PD will need to be developed or transferred to ROB format using the PD Template available on the ROB intranet page. New PDs will require grading by Workforce Services. Once grading has been confirmed, the PD together with the grading outcome is sent to SCHN-Recruitment@health.nsw.gov.au. The SCHN Recruitment Team will upload this into the ROB PD library.

It should be noted that the Network has standard PDs for many jobs (e.g., Nursing positions). Please check with your senior manager to see if a standard PD should be used. Any changes to nursing position descriptions require approval from the Site Director of Nursing.

3.6   Approval to Recruit

SCHN has established a Recruitment Committee to review and approve all requests to fill positions in line with the SCHN Recruitment Committee Process.

3.7   Advertising

3.7.1   Internal Advertising

Internal advertising refers to advertising within SCHN and/or NSW Health. These advertisements will appear on the SCHN Career Portal and/or NSW Health Career Portal.

3.7.2   External Advertising

These advertisements will appear on the External NSW Health Career Portal and /or SCHN Career Portal and/or NSW Health Career Portal. All external advertisements will also appear in I Work for NSW (NSW Government) as an automatic feed from ROB.

Additional advertisement placements may include Koori Mail for targeted/identified positions and Seek (if requested by the Manager). Workforce Transactional Services will cover the costs of advertisements placed in the above media. However, for Seek, Workforce Transactional Services will cover the costs of the first advertisement only. If the position needs to be re-advertised or the advertisement length is extended the department will be required to provide the relevant cost centre that the cost of the advert will be allocated to.

3.7.3   Additional Advertising Placements

Targeted advertising placements may be required for specialty occupations or a specific audience. The details of these requests should be entered in the advertising section of the ATF within ROB. SCHN Recruitment Team will provide the Manager with a cost estimate for approval.

The cost of print media and use of executive search/recruitment consultants needs to be carefully considered. All print media and executive search/recruitment agency requests need to go to the Tier 2 Manager for approval.

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3.7.4 Re-advertising

If an advertised position does not attract a response or applications received are unsuitable, the position may need to be re-advertised. The Manager is encouraged to contact Workforce Transactional Services Team to consider changes in the text, advertising medium and/or location of the advertisement. A new ATF is required with a comment in the advertising section advising the re-advertisement details and the relevant requisition number. The ATF does not require re-approval for re-advertising.

Please advise Workforce Transactional Services Team if the following statement is to be included in the re-advertisement: "This is a re-advertised position. Previous applicants need not reapply."

3.7.5 Recruitment Consultants/Companies

The use of recruitment companies or executive search hire companies to manage any recruitment activity is restricted. The Director of Workforce (or Delegate) in conjunction with the relevant tier 2 Director has delegation to engage recruitment or executive search companies as required.

3.7.6 Use of Overseas Recruitment Agencies

Once SCHN has exhausted efforts to recruit locally, clinical staff may be recruited from overseas. When recruiting from overseas, SCHN may either:

•   manage the recruitment of overseas Health Professionals in-house; or

•   engage a member of the Panel of Overseas Recruitment Agencies to place and/or screen suitable applicants from overseas. This will require Tier 2 approval.

In exceptional circumstances, approval may be sought by the Ministry to utilize an agency other than a panel member. Please refer to <u>Panel of Overseas Recruitment Agencies</u> for further information

4   Selection

4.1   Selection Panel

The Convenor is responsible for establishing the selection panel and managing the selection process in accordance with the NSW Health's <u>PD2023_024 Recruitment and Selection of Staff to the NSW Health Service</u>. The Convenor should exercise appropriate discretion when establishing selection panels, in particular where possible ensuring gender representation for above base grade positions (e.g. Clinical Nurse Specialist Grade 2 and above, Administrative Officer Level 4 and above, Allied Health Level 3 and above, Health Managers etc).

At a minimum, the Convenor must have completed selection training or refresher training in the last 3 years. All panel members who are staff of NSW Health must have completed the full Respecting the Difference training. Panel member external to health should be asked to complete the online component as a minimum.

External panel members who require access to ROB, will need to contact the help desk 1300 679 367 (select option 9).

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Each panel member must complete the [Selection Panel Code of Conduct Form](#) and declare any real or potential conflict of interest as soon as they become aware of it. The completed forms are to be uploaded into ROB.

4.2   Interview Process

The selection panel must agree on the applicant/s to be culled and may use the Convenor Culling Shortlist Form ([Appendix](#)) to document reasons and upload into ROB. If an agreement cannot be reached, the Convenor may make the final decision and note the alternative views in the recommendation report within ROB.

Pre-screening interviews (short structured phone interviews) can be undertaken to further shortlist applicants to be called for face-to-face interviews.

The Convenor liaises with the panel to schedule the interviews and develop interview questions and/or selection testing criteria. These questions/selection testing criteria must be aligned with the selection criteria of the position to ensure a fair basis for comparing applicant responses.

4.2.1   Interview notification and arrangements

The Convenor (or delegate) is responsible for notifying short-listed applicants of the interview details. At least 3 working days' notice for the interview should be given to the applicants, unless mutually agreed to convene sooner.

Interview notification can be sent through ROB or contacted via telephone or email. If sending voice mail or email, it is preferable that the Convenor receives confirmation from the applicant whether they will or will not be attending the scheduled interview.

The following information should be included when contacting applicants:

- Position title
- Date
- Time
- Venue
- Requirements (ORIGINALS) – such as qualifications/licenses/registration, 100 points of identification documents, evidence of citizenship or right to work in Australia.
- Selection Panel Members
- Any testing that will be required/conducted such as typing proficiency, presentations.
- Determine if special conditions are required for the interview for physical impairments such as wheelchair access or signing for hearing impaired persons.

If the applicant is unable to attend the interview on the date/time provided it is for the Convenor to decide if they can accommodate other dates and times that would be suitable. There may be times where it may not be possible to make these accommodations, and the Convenor and Selection Panel will need to determine if another applicant should be selected for an interview.

Telephone or video conference interviews may be suitable for rural, intrastate, interstate or international applicants where no other options are available. Alternative arrangements must be made with these applicants to produce original documentation for certification.

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4.2.2   Interview Questions

Interview questions must be relevant to selection criteria. The following types of questions can be useful during an interview:

- **Open-ended questions** are questions that require a response of more than one word or phrase and allow the applicant/respondent to provide an unrestrained or free response in their own words. These questions usually begin with 'how', 'what', 'why', 'where', 'when' and so on. Open- ended questions are usually perceived as less threatening; however, they can be time-consuming. Examples include: Why have you applied for this position? What experience have you had?

  Experiential questions ask an applicant to respond giving an example from their own experience and demonstrate what they did in a situation. An example 'please tell the panel about a situation where you had to use your influencing skills'.

- **Close-ended questions** are restrictive and can be answered with 'yes' or 'no' or other one word or one phrase responses. They are useful in verifying facts, however they may result in incomplete responses, can be leading or misleading, and result in incorrect assumptions/conclusions. Examples include, Do you have a driver's licence. Do you need more clarification? Does this help you? Have you had experience with this?

  Scenario questions are those where a person is given a situation and asked what they would do. The problem is that these can often give text book answers and may not demonstrate what a person may actually do in that situation.

- **Probing questions** are usually follow-up questions and are used when answers are vague or ambiguous or when more specific information is required from the respondent.

  Examples include:

  - *What exactly did you mean by ……?*
  - *Could you tell me more about ……… please?*
  - *And what happened after that?*
  - *Could you give me an example of when you did   ?*

- **Questions to avoid** include discriminatory questions (directly or indirectly relate to age, gender, disability, sexual orientation, race, ethnicity or personal carer or family responsibilities), leading questions (lead the applicant to the desired or correct answer), double-barrelled questions that give a menu of options or questions not relating to the selection criteria.

4.2.3   Other interview questions/techniques

Other interview techniques can be used in conjunction with interview questions to ensure that the Selection Panel has sufficient information to determine the preferred applicant(s).

Other selection criteria that can be utilised include brief role plays or scenario testing where you ask the applicant to show you how they would solve a particular problem, resolve a tricky work situation, or improve some aspect of work. Selection testing is another objective way to determine an applicant's suitability for a position. It measures job-related knowledge, skills, abilities, and attributes.

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Selection testing may include:

- Typing speed and accuracy

- IT systems testing

- Dictaphone transcribing

- Role playing/scenario testing

- Presentations

- Psychometric Assessments

4.2.4 Documenting the interview

The Convenor must ensure the following are uploaded into ROB:

1. ORIGINAL documents (Australian work rights/ identification, qualifications, licences, vaccination records etc) are sighted and copied.

2. Panel member interview notes and outcomes

3. Reference checks (uploaded manually or generated online)

4.2.5 Verifying credentials ('credentialing')

It is the responsibility of the Convenor to ensure prospective employees have the necessary qualifications, licenses, registrations, skills and experience to perform their scope of practice. The Convenor must verify ORIGINAL documentation of qualifications/licenses/registration against ORIGINAL proof of identity documentation. It is preferable that these documents must be sighted at the time of interview, photocopied and certified (signed and dated) as a "true and accurate copy of the original".

If the applicant is unable to provide original documentation at the time of interview, other arrangements can be made between the Convenor and the applicant. Online verification through ROB will be required once originals are sighted.

Refer to the [SCHN Credentialing and Defining the Scope of Practice Policy](#) for further details, including the professions that are registered under the National Registration Scheme.

Practitioners in these professions must register with their National Board, meet national professional standards and be qualified to be able to practice. **There may be conditions or special requirements associated with a practitioner's registration**.

NOTE: No offers of employment can be made until the applicant's credentials are verified with ORIGINAL documents. If the credentials cannot be verified, resulting in the applicant's inability to meet the selection criteria, the applicant should be deemed 'unsuccessful' and notified accordingly.

4.2.6 Defining the scope of practice

The Selection Panel is required to assess the preferred applicant's ability to fulfil the scope of the practice as detailed in the position description. The assessment outcome is documented in the Recommendation Report within ROB.

If the applicant is assessed as 'competent', the applicant is able to fulfil the scope of practice of the position.

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Selection Panels should not be deterred from recommending the appointment of an applicant/s that has/have potential and requires development of specified skills as assessed in defining the scope of practice.

If the applicant is assessed as meeting the selection criteria but requires further development, a learning and development plan is developed by the Manager in consultation with the applicant. The development plan will form part of the probationary review.

4.2.7   Determining Preferred Applicant/s and Eligibility List

The Selection Panel must analyse all assessment information and identify the most suitable applicant for the position based on the selection criteria. Referee checks must be conducted on the preferred applicant/s in line with [PD2023_024 Recruitment and Selection of Staff to the NSW Health Service](#), before finalising their recommendation.

The Selection Panel may create an eligibility list of applicants deemed highly suitable for the position, ranked in order of merit. Eligibility lists should only include the most meritorious applicants that are deemed suitable for appointment. Referee checks are not required prior to placing applicants on an eligibility list.

4.2.8   Making Recommendations

Once referee checks have been completed, the Convenor liaises with the Selection Panel and completes the recommendation report within ROB. The recommendation report is sent through to the panel members and the Delegated Authorising Officer (DAO) for approval in ROB. The DAO must be satisfied that the selection process has followed NSW Health policy and that the recommended applicant/s is the most meritorious for the position. DAOs are dependent on the level of the position being recruited and must be a minimum Tier 3 manager.

When the Selection Panel cannot reach consensus on the preferred applicant, a report needs to be written by the Selection Panel member(s) detailing on the reasons why the Panel member(s) disagree, and the report needs to be based on the selection criteria or alleged unfairness in the selection process.

The Selection Panel Convenor is to provide all documentation, including the report to the DAO. Once the documentation has been reviewed, the DAO has the following options:

- Accept one of the appointment recommendations (document reasons for the decision)

- Direct the Selection Panel to reconvene with a view to reaching an agreement

- Direct that further testing, interviewing or referee checks be conducted

- Direct that a new Selection Panel be established

- Approve re-advertising of the position, where all applicants are advised that their applications will be put forward for consideration

- Direct Workforce Transactional Services Team to conduct a review of the process and provide a report with recommendations.

- If the DAO does not agree with the recommendations from the above mentioned report, discussion may be held with the Tier 2 Manager (Chief Executive if DAO is a Tier 2 Manager) to make the final decision regarding appointment.

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5   Appointment

5.1   Mandatory Checks, Verifications and Related Assessments

Before any offer of employment, Convenors must verify all information provided by the recommended applicant/s and complete, or confirm as current, all mandatory employment checks relevant to the position, in line with relevant policies. The Mandatory Checks and Verifications Checklist is available in PD2023_024 Recruitment and Selection of Staff to the NSW Health Service. However, recommended applicants can be advised that they have proceeded to the final stage of the selection process.

Prior to appointment into a new position, endorsement of the position must be obtained from the SCHN Grading, Regrading, Reclassification Committee (GRRC)

The SCHN Recruitment Team have the final responsibility to confirm that all required actions (including all checks and verifications) have been completed before any offer of employment.

Where there is a need to activate the emergency appointment provisions in the Employment Checks Policy due to an incomplete National Criminal Record Check or Working With Children Check, a conditional offer may be made in the first instance, subject to the requirements of the policy being met and the approval of the relevant Tier 3 Manager

Convenors are only authorised to offer award salaries and conditions of employment within the approved grading of the position and in line with SCHN Delegation Manual. The relevant Tier 3 (or above) Manager's approval is required for salary offers within Health Services Manager classifications. Any offers outside of these constraints will not be honoured by the SCHN.

The Convenor should discuss any salary offers made above base level (except where someone is transferring within NSW Health) with the SCHN Recruitment Team before making an offer.

5.1.1   Relocation Expenses

In some cases, SCHN may provide relocation expenses to successful interstate or international applicants, which requires approval of the Tier 2 Manager. The relevant Manager would negotiate with the applicant as to what expenses will be covered and process the agreed payments within their budget.

Coverage of relocation expenses are not automatically payable and are subject to a case-by-case review. Details of an agreement must be included in the Contract of Employment.

5.1.2   Visa Nomination

To be eligible for permanent appointment to a position in NSW Health, an applicant must have Australian citizenship or permanent Australian residency. Therefore, where a position is to be filled on a permanent basis, applicants must provide proof of either Australian citizenship or permanent Australian residency before an offer of permanent employment is made.

A person who is not an Australian citizen or permanent resident is only eligible for temporary employment for a period not longer than the duration of their current visa.

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SCHN may only consider sponsorship of a suitable overseas applicant for permanent or temporary residency if the Manager has taken all reasonable steps to establish through labour market testing that there are no suitable Australian citizens / permanent residents for the vacancy. Nursing visa nominations require approval from Tier 2 Network Director of Nursing, Midwives and Education and all other visa nominations require Tier 3 Manager approval.

5.2   Offer, Acceptance and Onboarding

The offer and acceptance process is managed electronically through ROB. Once the successful applicant accepts the offer, they will be invited to complete the relevant onboarding tasks through the Career Portal. The completion of all onboarding tasks is mandatory for timely creation/updating of StaffLink records and providing relevant systems and facility access. New staff to the NSW Health service will be provided with a StaffLink assignment number.

5.3   Probation

A probation period of three (3) months is set for new staff to the NSW Health Service. This means that a probation period will not apply to existing NSW Health Service staff regardless of whether their new role is in the same Health organisation or elsewhere in NSW Health.

People re-entering the NSW Health Service after an absence of two years or more will be considered as new staff.

Managers should set expectations, monitor, provide support, and take action if the new staff member's performance fails to meet expectations during and at the end of the probation period. Refer to the Public Service Commission's Managing for Performance - Guide for Managers for further guidance on probation reviews.

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Appendix: Recruitment Resources

Recruitment resources are located on the **SCHN intranet General Recruitment page**:
https://intranet.schn.health.nsw.gov.au/recruitment-careers/2-general-recruitment

5.4   SCHN Position Description Template

- https://intranet.schn.health.nsw.gov.au/files/attachments/6291/rob-pd-template-05052023.docx

5.5   Selection Panel Code of Conduct

- https://intranet.schn.health.nsw.gov.au/files/attachments/6291/selection-panel-code-conduct_0.pdf

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5.6   Convenor Culling Shortlist Form

REQ #		Position Title	

Candidate Name	Declaration - Conflict of Interest?	Cull/Shortlist comments	Outcome	
			For Interview	**Unsuccessful**
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐

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	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐
	☐ **No** ☐ **Yes, please describe:**		☐	☐

Convenor Statement

As the Convenor of this recruitment action, I declare that I have:

- Collated and recorded all input from panel members

- Reviewed all applications and selection criteria responses together with the panel

- Applied merit selection principles in accordance with Recruitment and Selection of Staff of the NSW Health Service Policy (PD2023_024)

- Identified the most suitable applicants for interview based on the information they have provided

- Have declared any conflict of interest present with the applications received

Convenor Name: …………………..………   Convenor Signature…………………………   Date…………………

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