Recruitment Toolkit

Table of Contents

Version 1.0 – Version effective date: 17/12//2019

Version 1.0 – Version effective date: 17/12//2019

1   Introduction

This guide has been developed to assist TAFE SA managers to implement and administer structured, robust and consistent recruitment and selection processes to maximise the opportunity to attract, hire and retain competent and suitably qualified candidates. Outlined within this document are step-by-step processes to assist all staff and is designed to provide a clear and simple framework for providing effective recruitment processes, with maximum flexibility, to meet the strategic recruitment needs of TAFE SA.

In addition, this guide will assist Hiring Managers and Human Resource professionals to understand the principles of best practice recruitment and will provide advice on the key components of a successful recruitment and selection process. By following the suggested principles and processes in this guide, users will be following procedures which are based on merit principles and best practice recruitment. These procedures will support selection panels in attracting, identifying and hiring highly skilled candidates who possess the abilities, knowledge, behaviours, and experience relevant to the achievement of the desired outcomes of specific positions which underpins the business objectives of TAFE SA.

Professional human resource advice and support is available at all stages of the process, with links to useful information on sound recruitment practices.

2   Best Practice Recruitment

Best practice recruitment and selection principles underpin this guide to ensure:

- The right candidate is recruited, for the right role, at the right time;
- Processes are conducted in conjunction with relevant legislation, documentation and policies;
- Selection processes are based on merit and are inclusive and supportive of diversity in the workforce;
- Selection processes are free of discrimination, nepotism or patronage, bias, assumptions and stereotyping;
- Processes are transparent, and all applicants are treated in a consistent, fair and equitable manner;
- Each applicant's skills, abilities, knowledge and experience are assessed against the Role Descriptors/Job and Person Specification/Industry Addendum and/or Business Addendum;
- Professional and ethical conduct is upheld, and discretion and confidentiality are maintained;
- Candidates have a positive experience with TAFE SA regardless of the final outcome; and
- TAFE SA's employer branding and position in the market as an employer of choice is strengthened.

Best practice recruitment starts with workforce planning, which is a business planning process that aims to ensure there is sufficient and sustainable capability and capacity to deliver business objectives, now and into the future.

The following eight Public Sector recruitment principles apply to all TAFE SA recruitment and selection processes:

Version 1.0 – Version effective date: 17/12//2019

- Merit
- Mobility
- Ethics
- Diversity
- Fairness
- Flexibility
- Unlawful Discrimination
- Patronage or Nepotism

At TAFE SA, recruitment and selection is a shared responsibility between managers, selection panel members, human resources and relevant delegates and is broken up into four phases:

1. **Define:** decision to fill, role analysis and approvals;
2. **Attract:** recruitment and selection plan, methods to fill and attraction/advertisement;
3. **Select:** selection panel, shortlisting, selection process, pre-employment screening and selection decision; and
4. **Engage:** on-board.

Version 1.0 – Version effective date: 17/12//2019

3   Process overview

Stage	Details	Phase
Plan	• Decision to fill • Creation of a staff justification form • Approval of a staff justification form • Role Descriptor check/creation for new roles	**Define**
Develop an Effective Recruitment Strategy	• Check re-deployment list and internal transfers • Form selection panel • Determine the best strategy for advertising • Agree on service levels and the time frames for the recruitment process	
Attract	• Create the advertisement and post on relevant platforms • Proactive sourcing of candidates (social media, referrals, networking)	**Attract**
Shortlisting	• Receiving and acknowledging applications • Second round screening (if applicable) • Shortlisting panel review	**Select**
Selection	• Determine selection techniques for interviewing • Create interview questions • Scheduling interviews • Conduct interviews • Reference checking/employment screening/Visa check/Qualification Check • Evaluation of information • Panel reports/candidate rating • Delegate approval • Minority reports	
Negotiations	• Offer/negotiations • Candidate feedback	**Engage**
Post Selection	• Appeals, feedback, complaints and grievances • On-boarding and induction coordination • Recruitment strategy evaluation	

Version 1.0 – Version effective date: 17/12//2019

4   Responsibilities

Key steps and responsibilities to facilitate an effective recruitment process are as follows:

Effective Recruitment Process Steps and Key Responsibilities Matrix	Director	Hiring Manager	Human Resources	Chair Person	All Panel Members
Step One - Plan					
Decision to fill		x			
Creation of a staff justification form		x			
Approval of a staff justification form	x				
Role Descriptor check /determine role demands and requirements		x	x		
Step Two – Develop an Effective Recruitment Strategy					
Check re-deployment list and internal transfers			x		
Form selection panel and contact person		x	x		
Determine the best strategy for advertising		x	x		
Agree on service levels and the time frames for the recruitment process		x	x		
Step Three - Attract					
Create the advertisement and post on relevant platforms			x		
Proactive sourcing of candidates (social media, referrals, networking)		x	x		
Determine screening indicators/tools			x	x	x
Step Four - Shortlisting					
Receiving and acknowledging applications			x		
Second round screening (if applicable)			x	x	x
Shortlisting panel review				x	x
Step Five - Selection					
Determine selection techniques for interviewing and/or alternative selection tools		x	x	x	x
Create interview questions and/or apply selection tools		x	x	x	x
Scheduling interviews if applicable				x	x
Conduct interviews if applicable				x	x
Reference checking/employment screening/Visa checking			x	x	x
Evaluation of information				x	x
Panel reports/candidate rating				x	x
Minority reports				x	x
Delegate approval				x	
Step Six - Offer Negotiations					
Offer/negotiations		x		x	
Candidate feedback			x	x	
Step Seven - Post Selection					
Appeals, feedback, complaints and grievances			x	x	
On-boarding and induction coordination		x	x		
Recruitment strategy evaluation		x	x	x	x

Version 1.0 – Version effective date: 17/12//2019

5   PHASE 1 – DESIGN

5.1   Workforce planning

This process requires an understanding of the current workforce composition (i.e. the number of employees and roles within a business unit) and workforce management and development objectives (i.e. succession planning, talent management) to ensure that the necessary skills and capabilities will be available to deliver on current and future objectives. Good planning will assist to prevent poor recruitment practices that can lead to the costly mistake of selecting unsuitable applicants. The costs of poor selection decisions can be direct (e.g. advertising, remuneration) or indirect (e.g. under performance, lower team morale, decreased productivity).

5.2   Position analysis

Prior to undertaking a recruitment process, an analysis of position requirements should be undertaken by the hiring manager and HR to ensure that the position is aligned with organisational requirements. The Manager and HR need to determine;

- Does the Business Unit/Program require the position?
- Are funds available?
- Does the vacancy provide an opportunity to implement changes proposed within the workgroup's performance agreement?
- Is this in-line with business rationalisation?
- Can the position be used to achieve Equal Employment Opportunity and diversity objectives?
- Can the duties be re-distributed within existing resources?

5.3   Role Descriptors

Role Descriptors provide key information regarding the position outcomes, environmental requirements, key competencies, behavioural expectations and key selection criteria.

Selection criteria is the key area identified as being critical to the successful execution of the role. Criteria is specific to the type and level of the position, statements that describe the qualifications, knowledge, skills, abilities, organisational culture fit, and experience required in the position.

The hiring manager, in conjunction with the Human Resources appointed representative, should carefully consider the Role Descriptor and ensure there is a common understanding of the position.

You need to consider:
- Which characteristics will ensure success and why?
- What expertise is required to be successful in this role and why?
- What specific skills are required to carry out the duties of the position?
- What 'soft skills' do candidates need i.e. communication, time-management, negotiation etc. Ensure you are specific about how soft skills will be utilised. For instance, does 'communication skills' refer to talking on the phone to customers, writing reports for management, instructing technical operator, inter-culture skills or team work?
- What previous knowledge is preferred vs required?

- Distinguish between essential criteria (those that the person must satisfy to be able to do the job) and desirable criteria (those that will help to do the job).
- Assess whether formal qualifications are essential to performance of the job.

5.4   Approval process

Once a resourcing need has been identified (resignation, new position, business needs, workload demands etc.) approval is required to commence recruitment. Refer to the Delegations page to ensure appropriate approval process is followed.

6   PHASE 2 – ATTRACT

6.2   Filling a position

Depending on the position requirements, term of engagement and specific circumstances, there are numerous options that a hiring manager can consider when filling a position.

6.2.1 Expression of interest (EOI) - internal to TAFE SA

An EOI process is where a position is advertised to TAFE SA employees only via a TDAY. Appointment via an EOI process is for a maximum period of 6 months. This process requires applicants to express their interest and respond to advertised selection criteria as per the Role Descriptor and provide a copy of their current resume. If there is potential for the role to be extended beyond the 6-month maximum, a full merit-based process via IWFSA is recommended.

If the role is for less than 3 months the position may be advertised within a workgroup and/or business unit only. If there is potential for the role to be extended beyond the 3 months, the role must be opened to all TAFE SA employees, or a full merit-based process via IWFSA and/or external advertising should be considered.

6.2.2 I Work for SA (IWFSA)

IWFSA is a job vacancy portal used across the South Australian Public Sector. In collaboration with the Hiring Manager, a Human Resources appointed person will be responsible for writing the advertisement content. The Human Resources appointed person will then post the advertisement onto IWFSA using the IWFSA template. Please note once a position has been uploaded, that there is a four-business day waiting period before a position will be made live. Per Commissioner's Determination 7 – this period is an opportunity for excess employees across the Public Sector to review these positions for skills match assessments.

6.2.3 SEEK

Seek is a recruitment platform widely used across the job market, suitable for sourcing a wide range of applicants. The use of the seek platform has an associated cost, please refer to you Human Resource Business Partner or Human Resource Advisor. In collaboration with the Hiring Manager, the Human Resources Business Partner will be responsible for writing the advertisement content. Please note that Seek content can vary from IWFSA content as long as the agreed selection criteria is clearly visible. The Human Resources appointed person will then post this onto the Seek Job board.

Version 1.0 – Version effective date: 17/12//2019

6.2.4 LinkedIn

LinkedIn is a large global platform which can be used to advertise positions. Through LinkedIn, adverts can be targeted to specific candidate groups. For costing and processes of a LinkedIn advert, please refer to you Human Resource Business Partner or Human Resource Advisor. Using your LinkedIn network as an advertising tool can attract both active and passive job seekers. At the time of advertising a role externally it is recommended that the advertisement be posted on LinkedIn and shared with your network and those of your colleagues

6.2.6 Written/print media adverts

Please refer to you Human Resource Business Partner or Human Resource Advisor. Any cost associated to print media is at the cost of the Business Unit.

7   PHASE 3 – SELECT

7.1   Panel composition requirement

A selection panels that consists of at least 2 and no more than 5 members is required for all appointments over 3 months. Best practice would suggest however, that a minimum of 3 panel members is highly recommended to offer another opinion should 2 panel members fail to reach the same recommendation.

A panel is not required for roles advertised within Business unit, that are for less than 3 months, however a manager must be able to demonstrate why one candidate was selected over another in the case of multiple applications.

All panellist must be trained in Equal Opportunity principals.

Selection panel composition is to include male and female representation where possible.

Selection panel composition is to include representation from someone outside the workgroup.

TAFE SA is committed to ensuring fair, equitable and inclusive recruitment processes. If disclosed by the applicant/s and/or deemed appropriate by the panel, it is recommended that an additional panellist from the designated culture/target group forms part of the selection panel.

7.2   Selection Panel requirements

The selection panel has the responsibility for assessing each applicant and recommending the best person for the position. The assessment is based on each applicant's abilities, aptitude, skills, qualifications, knowledge, experience (including community experience) and personal qualities relevant to carrying out the duties of the specified position.

Hiring Managers must ensure that a panel consists of people who understand the advertised role, merit principles, the processes associated with staff selection and apply a sound knowledge of equal employment opportunity principles. All panel members must be able to commit the necessary time and effort required and have undertaken panel selection training.

7.3   Role of the Chairperson (Hiring Manager)

The main responsibilities as the **Panel Chairperson** are to:

Version 1.0 – Version effective date: 17/12//2019

- Coordinate the recruitment and selection process;
- Ensure that recruitment principles are applied and implemented;
- Ensure that recruitment and selection processes are conducted in a confidential, fair and ethical manner;
- Finalise a written panel report;
- Ensure interviewed applicants are verbally notified of the outcomes including provision of feedback and advise HR accordingly who will facilitate written notification.
- Oversee the whole process including keeping applicants informed of the progress of the selection process.
- Ensure all panel members are aware of their roles & responsibilities in relation to the recruitment and selection process
- Ensure all documentation in relation to the recruitment process including but not limited to; panel reports, shortlisting reports and reference checks are stored electronically as per Records Management policy.

7.4 Role of Panel Members

The role of the **Selection Panel** is to:
- Shortlist applicants against the essential requirements of the role description;
- Participate in determining the selection process;
- Evaluation of applications;
- Prepare the Panel Selection Report containing recommendations to the Chief Executive or delegate;
- Ensure the recruitment and selection process is conducted in accordance with the recruitment principles; and
- Ensure recruitment and selection processes are conducted in a confidential, fair and ethical manner.

7.5 Role of the Delegate
- The delegate is responsible for ensuring the selection process has been conducted appropriately.
- The delegate must ensure recommendations are based on merit and the panel report includes a full description outlining selection processes and justification on how recommendations were reached.
- If the delegate is not satisfied that the process has been conducted appropriately or does not agree with the panel's recommendation, then the delegate has a number of options to pursue for example:
  - Requesting the panel report be re-written and/or re-worded to accurately reflect the decision of the panel
  - Halting the selection process
  - Requesting further evidence
  - Discussing the decision with the panel
  - Forming a new panel and commencing the process from the beginning.

7.6 Role of Human Resources

Human Resources staff are responsible for providing training, offering advice and assistance to panels throughout the selection process. They are also responsible for a range of administrative processes associated with the selection process including:

Version 1.0 – Version effective date: 17/12//2019

- Initiating Pre-employment Declaration and Child Related Employment Screening Check
- Undertaking search on Eligibility for Re-employment Register
- Creating of contract for successful applicant
- Reviewing of panel reports in cases of appeal.

8 Shortlisting

The initial basis for shortlisting is to assess and verify the information contained within each candidate's application and relevance to the Role Descriptor. Contained in the Shortlisting Guidelines document you will find an example of a shortlisting grid which can be used to assess each individual's application in-line with the requirements of the role. The goal of shortlisting is to produce a list of suitability qualified candidates for consideration by the panel.

9 Selection process overview

The goal of the selection process is to appoint the applicant who is the best suited for the position based on skills, qualification/s and team fit. In order to assess and establish the candidate who matches the job requirements and organisational cultural fit, key selection criteria must be considered to create the basis for shortlisting and then selection.

10 Behavioural interviews

Hiring managers, and panel members, are responsible for creating interview questions specific to the role, with guidance from Human Resources if required. The goal is to gain understanding and examples of candidate skills, knowledge, abilities and culture fit for the position. Interview questions must be consistent across all applicants.

The aim of an interview is to assess the suitability of candidates in terms of their ability, experience, knowledge, and to provide a basis for comparison between each applicant to make a recommendation on who should progress to the next stage.

11 Alternative Selection Activities

Activity	Value
Behaviour-based Structured Interview (BSI)	Behaviour-based Structured Interviewing allows applicants to describe past achievements or experiences, which directly relate to essential criteria. Applicants could be offered 15-20 minutes to preview questions and make brief notes prior to the interview. This allows a more considered response and generally reflects more realistically the conditions of the workplace. This form of interview allows the applicant to describe situations where they have demonstrated the key behaviours, skills, knowledge and experience. This

Version 1.0 – Version effective date: 17/12//2019

	demonstrates their ability to relate this to their desired role and can identify whether they are qualified with the appropriate experience. This approach combines effectively with written skills tests, decision-making simulations, etc.
Scenario/Case Study (verbal or written response)	Designed to indicate logical thinking and lateral thinking skills, ability to prioritise, delegate, and to successfully deal with a simulated workplace situation, which may be complex or urgent.
Presentation (verbal)	Provides an indication of oral language skills, knowledge of contemporary thinking, ability to research and prepare material, capacity to extract salient points relevant to a particular audience, and the applicant's level of skill, training and experience in delivering information to an audience. Unless the role requires impromptu presentations, applicants are recommended to be given the scenario prior to the presentation.
Role-play	Is designed to reflect the applicant's level of skill in activities such as advanced telephone technique, dealing with difficult clients, resolving a conflict, etc. Recommended for use only where a significant component of the role centres on such a specific skill.
Skills Assessment Task/Competency Test	Indicates level of skill against testable criteria, ie. word-processing a document, interpreting a complex financial statement, planning a class, drafting a reply to a client complaint, preparing an executive summary, preparing a financial and physical resources business plan, etc.

11.1 Psychometric testing

Please refer to your HR Business Partner or HR Advisor to discuss options.

11.2 Referee checks

As per the recruitment policy, in line with the *Premier's Directions: Recruitment*, referee checks are a fundamental part of the selection process particularly when verifying information supplied in a written application or other parts of the selection process.

Use of referees:
- Referees may be contacted at any time throughout the selection process however, must relate to the requirements of the position.
- Panel members may be nominated as referees – as long as this is disclosed
- Follow up questions are allowed with referee checks and may not necessarily be the same for all applicants
- Summary of referee checking process to be included in the panel report.

Version 1.0 – Version effective date: 17/12//2019

11.3 Panel recommendation

Following the Panel's assessment of applicants (i.e. shortlisting, interview, referee checks etc.), the Panel is required to make a recommendation to the Delegate. A Panel Report is to be produced and signed by the panel for the Delegate's consideration.

The panel report provides an overview of the recruitment process and details of each applicant, including an assessment of each applicant's performance in the selection techniques, including reasoning to omit or proceed with their application. The panel report should provide the delegate an overview of the process and reasoning of the recommendation provided.

Please note that applicants can request an excerpt of the panel report relating to their application.

11.4 Employment checks

The ***Pre-Employment Declaration*** form issued by the Commissioner for Public Sector Employment must be completed by only those candidates who have progressed through to the interview stage of a recruitment process; or prospective employees where no selection processes are applicable, prior to an offer being made.

As per the *Premier's Directions: Recruitment,* with the exception of Expressions of Interest, a search must be completed on the ***Eligibility for Re-employment Register*** for candidates applying for a role, and appropriate consideration will be given to any information derived from the search relating to the candidate's previous employment with the South Australian public sector, prior to any offers being made.

As per the ***Working with Children Check Policy, a Working with Children Check*** is required to be completed by the successful applicant prior to commencement. An employee cannot commence work if this check has not cleared.

11.5 Appeal provisions

Appeal provisions are an industrial entitlement available to Public Sector employees following an unsuccessful outcome of a recruitment process. As outlined in the Recruitment Policy and application guidelines, there are specific timeframes and grounds that an unsuccessful applicant may appeal a decision. As a hiring manager, you should consider the impact of the appeal provision timelines on your recruitment process, which can vary from five business days, to seven calendar days.

12 PHASE 4 – ENGAGE

12.1 Employment contracts and paperwork

Human Resources is responsible for the creation of employment contracts and associated paperwork. Please refer to your Human Resources Business Partner or Human Resources Advisor for details of this process and timeframes.

12.2 Induction and Onboarding

The selected candidate(s) should be notified as soon as possible after the Chief Executive, or delegate, has approved the recommendation, to advise they are the recommended applicant (subject to applicable appeal periods).

Managers should refer to the onboarding checklist to identify the activities that must be completed prior to a new employee commencing employment within TAFE SA. Onboarding Checklist

The timeliness of the employment process will influence an employee's commencement date and also reflect on their perception of TAFE SA and SA Public Sector. This process includes sending the employment contract and other relevant paperwork to the employee and organising the employee's work station and computer access requirements. Effective employee induction processes are quintessential in forming a positive and productive introduction to TAFE SA and an understanding of the business and the employee's role within the organisation.

An employee is not permitted to commence work until a properly executed written employment contract is in place, as well as any other pre-employment documentation including but not limited to: VISA check and CRESC check.

Further information on induction and onboarding can be found in the Induction Policy and on the TAFE SA intranet site: Induction and Onboarding

12.3 Probation
All employees new to the Public Sector are subject to a probation period. The probationary period provides the opportunity for managers to assess whether or not the recruitment process has resulted in a successful outcome for TAFE SA and for the individual. The probation clause will be clearly outlined in the employment contract. Refer to the relevant industrial agreement to identify the applicable probation period or speak to your HR Business Partner/HR Advisor.

12.4 Other resources
- Child Protection and Criminal History checks LINK
- Classification Management LINK
- Acts, Awards and Regulations LINK
- Public Sector Recruitment Guideline LINK

13 Appendix – forms and templates
All forms and templates are available on SharePoint LINK or via your HRBP or HRA

13.1 Application guidelines – Education
Lecturer Application Guidelines

13.2 Application guidelines – Salaried
Salaried Application Guidelines

13.3 Role Descriptor – HPI's
HPI Role Descriptor

Version 1.0 – Version effective date: 17/12//2019

13.4 Shortlisting matrix template
*excerpt only, please see your Human Resources Business Partner or Advisor for full document

Position: Portfolio Coordinator				
Application #				
	1	2	3	4
Applicant Name				
	Name 1	Name 2	Name 3	Name 4
CV and Cover Letter				
Provide comments/feedback if applicable	Comments:	Comments:	Comments:	Comments:
Key - Selection Criteria rating: 3 = Answered completely with examples; 2 = Adequate response; 1 = Partly answered; 0 = Not addressed				
[Key Selection Criteria 1]	Rating: Comments:	Rating: Comments:	Rating: Comments:	Rating: Comments:
[Key Selection Criteria 2]	Rating: Comments:	Rating: Comments:	Rating: Comments:	Rating: Comments:
[Key Selection Criteria 3]	Rating: Comments:	Rating: Comments:	Rating: Comments:	Rating: Comments:
[Key Selection Criteria 4]	Rating: Comments:	Rating: Comments:	Rating: Comments:	Rating: Comments:

Version 1.0 – Version effective date: 17/12//2019

13.5 Interview questions template
*excerpt only, please see your Human Resources Business Partner or Advisor for full document

Contextual Information			
Hiring Manager Name:		Candidate Name:	
Interview Date:		Position Title:	`

Information Regarding the Opportunity	
Take time during the interview to fully describe the position and the organisation, allowing the candidate to ask questions as needed.	
Information to Provide Candidate	**Notes on Candidate Response**
• Organisational culture • Day-to-day experiences of the job • Rewards of the job • Development and future career opportunities • Roles the position will interact with	

Resume Review	
Prior to the interview, review the candidate's resume and document questions regarding the candidate's experience and skills that you would like to clarify or discuss (e.g., reasons for leaving past jobs, gaps in employment experience, technical skills, promotions earned, leadership opportunities).	
Question	**Notes on Candidate Response**

Opening Questions	
These questions are designed to gather basic information about the candidate and warm the candidate up. It will also demonstrate if the candidate has done their research about the role and/or TAFESA	
Question	**Notes on Candidate Response**
Tell me a little about yourself	

Version 1.0 – Version effective date: 17/12//2019

13.6 Referee check template
*excerpt only, please see your Human Resources Business Partner or Advisor for full document

tafeSA · **Government of South Australia**

REFERENCE CHECK

Candidate Name:	
Position Applied for:	
Referee Name:	
Referee Role:	
Organisation:	
Date:	

Scoring Matrix:

4	Excellent
3	Good
2	Fair
1	Needs Improvement
0	Poor

Introduction	
Hi, my name is **<Your name> from TAFE SA** and I am calling to conduct a reference check for **<name of applicant>** who is being considered for a role of <title of role>. Your details have been provided to us by **<applicants name>** and I would like to first check that you are prepared to provide a reference?	**Yes** **No**
Is now a good time for you? If not, when is a convenient time for me to call you back?	**Proceed** **Call Back**
Please note, this reference will be used in the overall evaluation of the applicant and may affect if they are selected for the role. The information you provide may be disclosed to the applicant if requested. Are you happy to proceed?	**Yes** **No**
<Briefly explain role applies for and responsibilities>	

Version 1.0 – Version effective date: 17/12//2019

13.7 Panel report template
*excerpt only, Full document available HERE

|

Staff Selection Panel Report

Date: *(insert date)*

File Reference: *(insert vacancy number)*

To the Delegate: *(insert name and title)*

Selection Panel Report for the position of *(position title, classification and business unit)* located at the TAFE SA (insert campus).

The above-mentioned position was advertised as a *(tenure status)* position in the *(publication)* on *(date advertised)*. The closing date for *(vacancy no)* was *(date)*.

1.   Applications were received and examined by a selection panel comprising:

      Chairperson   *(name)*
      Panellist   *(name)*
      Panellist   *(name)*
      Panellist   *(name)*

2.   Applications were received from:

      (List names of applicants and organisation where they are currently employed as well as any applicants who withdrew from the process).

3.   The selection techniques used against the essential minimum requirements for the shortlisting process were:

      (Application)
      (Name selection technique if applicable)

4.   The panel considered all applications for the position of *(insert position title)* and elected to interview *(insert number shortlisted)* candidates.

      The panel agreed that the other applicants did not sufficiently demonstrate to the panel that they had met the essential minimum requirements to warrant shortlisting. Specific details regarding those applicants are as follows:

      (Insert applicants' names and organisations where they are currently employed and briefly state reasons justifying panel decision why they were not shortlisted)

5.   The following applicants were selected to attend the second stage of the selection process:

      (Insert shortlisted applicants' names and organisation)

6.   Selection activities were conducted on *(insert date of activity)* and comments regarding the ability of each applicant to meet the selection criteria of the job and person specification are detailed below:

      (Always list the preferred applicant first followed by the other applicants, on separate pages, in order of preference and to enable the delegate to compare the applicants in a logical order, set out as follows):

Version 1.0 – Version effective date: 17/12//2019

RECOMMENDED APPLICANT - 1st PREFERENCE

1st paragraph — *Detail present position and any relevant previous positions held including any qualifications if an essential requirement of the position.*

2nd paragraph — *Describe the interview performance in each selection activity and indicate degree to which each applicant met the essential minimum and the desirable requirements outlined in the person specification.*

3rd paragraph — *Add any confirmatory evidence from referee statements and/or work reports.*

4th paragraph — *Include recommendations on how the applicant may be able to improve their performance.*

5th paragraph — *Summary conclusion as to why applicant was recommended (include application, interview and other selection techniques used).*

RECOMMENDED APPLICANT – 2nd PREFERENCE *(and 3rd PREFERENCE or NOT RECOMMENDED – whichever the case may be)*

Same as paragraphs 1 – 5 above.

6th paragraph — *Summary conclusion as to why applicant was unsuccessful including a brief comparison with the successful nominee.*

7. **Conclusion**

The panel agreed that *(insert successful applicant's name)* met the requirements of the position. *(Applicant's name)* meets the criteria to a greater extent than any other applicants *(specify and make comparisons)*.

8. **Recommendation**

The panel recommends that *(insert successful applicant's name)* be nominated for the position of *(insert position title)*. *(Optional statement:* If the preferred applicant does not accept the position the panel recommends that *(insert second preference for the position or make a recommendation that* the position be re-advertised if there are no other suitable applicants)*.

(insert name)
CHAIRPERSON

(insert name)
EO REPRESENTATIVE

(insert name)
SUBJECT REP

(insert name)
PANNELIST

(insert name)
APPROVED / NOT APPROVED   **DELEGATE** ____/____/___

(Note: The recommendation must be on the same page as the panellists' and delegate's signatures. Any minority report should be attached to the panel report).

Version 1.0 – Version effective date: 17/12//2019