1. **POLICY STATEMENT**

Red Cross is committed to recruiting and selecting the best people available for staff and volunteer positions. Selection decisions are made on the basis of merit and the principles of equity, fairness and transparency will apply in all recruitment and selection processes.

The principles that guide Red Cross recruitment and selection include:

- providing clear and effective recruitment and selection procedures with the appropriate flexibility to meet program and organisational needs
- ensuring our recruitment and selection processes are transparent and fair; and promote equal opportunity and diversity
- developing a diverse workforce and increasing Aboriginal and Torres Strait Islander staff and volunteer involvement
- managing legislative requirements and risk appropriately and ensuring that children and people in times of vulnerability, remain safe at all times with Red Cross
- ensuring staff and volunteers are made aware of opportunities for which we are conducting a recruitment and selection process
- conducting all recruitment and selection activities with due regard for applicant care, privacy and confidentiality of information
- ensuring that the seven Fundamental Principles are adhered to in all recruitment processes and selection decisions

2. **SCOPE**

This policy applies to the Red Cross staff and volunteers who undertake recruitment and selection processes to appoint staff or engage volunteers.
3. DEFINITIONS

‘hiring manager’  the manager responsible for the recruitment and selection process to appoint staff

‘local HR team’  refers to the state or territory HR team relevant to the hiring manager or volunteer coordinator

‘merit based’  decision based assessment which is free of discrimination and based on a person’s knowledge, skills, capabilities, qualifications, attitude, aptitude and values and other qualities relevant to the position and in accordance with equal opportunity legislation

‘recruitment activities’  the process of attracting and building an appropriate pool of applicants

‘Recruitment team’  the team of recruitment consultants responsible for supporting hiring managers with staff recruitment and selection activities

‘selection activities’  the process of assessing applicants for specific positions

Volunteering Australia National Standards  the Standards, published by Volunteering Australia, provide a framework for supporting the volunteer sector in Australia. They provide good practice guidance and benchmarks to help organisations attract, manage and retain volunteers and to help manage risk and safety in their work with volunteers

‘volunteer coordinator’  the position responsible for the recruitment and selection process to engage volunteers including managers and team leaders

4. RESPONSIBILITIES

4.1. Compliance with this policy

All people referred to in the scope are required to comply with this policy.
4.2 CEO sub delegations

The CEO Sub-delegations provide delegated authority from the CEO to a Red Cross staff member who occupies an identified position to undertake certain activities on behalf of Red Cross. The CEO Sub-Delegations document includes specific delegations in relation to Human Resources.

5. PROCEDURE

5.1 The procedural section of this policy is divided into two main sections detailing the organisation’s expectations for the staff recruitment process (5.2) and the volunteer recruitment process (5.3).

5.2 Staff recruitment process

5.2.1 Staff recruitment model

The Red Cross staff recruitment model is largely decentralised to hiring managers. Hiring managers are supported by the Recruitment team and the online recruitment system.

The Recruitment team have key responsibilities in the advertising and offer stages of the recruitment and selection process.

Recruitment and selection processes should be conducted efficiently and effectively with regard to the quality of hire, time to fill and cost to hire.

5.2.2 Identifying the need

Prior to commencing the recruitment and selection process, the hiring manager should review the need for the position in relation to strategic and annual operation plans, the diversity of staff profiles, current staffing and skills levels, and approved budgets. Local Human Resources (HR) teams can assist and advise hiring managers with workforce planning activities.

5.2.3 Position description

All positions must have an up-to-date position description using the approved Red Cross templates. The maintenance of position descriptions and ensuring they are reviewed prior to commencing a recruitment and selection process is
the hiring manager’s responsibility. The local HR team can assist and advise hiring managers and also coordinate the job evaluation process where required. Position descriptions must be easy to read, free of discrimination and not contain overly onerous selection criteria.

The position description is uploaded to the online recruitment requisition form.

5.2.4. Recruitment requisition and approval

Approval to fill new or replacement positions either on a maximum term or ongoing basis will be assessed in accordance with the Red Cross approval process reflected in the current online requisition form.

Hiring managers are responsible for ensuring an online requisition form is submitted and appropriately approved prior to commencing any activity to fill a position. The Recruitment team can assist and advise with online requisition forms.

The Recruitment team is automatically notified as soon as a requisition is approved and will contact the hiring manager to progress.

5.2.5. Advertising and sourcing

A member of the Recruitment team will contact the hiring manager to take a brief for filling the requisition and determine advertising requirements, channels and content.

Recruitment advertising must be arranged by the Recruitment team.

All positions are to be advertised at least internally. Internal advertising will be open for a minimum of seven days. Positions may also be advertised externally at the same time.

Online recruitment advertising channels are preferred. Advertising in print media is offered in exceptional circumstances where there is strong evidence to support the request. Print advertising is expensive, generally not effective, and not a contemporary approach to recruitment.

Advertising is not required for a position that is for less than three months duration and where a suitable applicant has been identified to fill the position.
All other aspects of the recruitment and selection process must be undertaken including interviewing and referee checking.

Advertising is not required for a maximum term to ongoing position where the current incumbent has successfully completed six months continuous service within the position and has demonstrated satisfactory performance. In this case, an informal interview does need to be conducted to ensure clarity of expectations for the ongoing position.

5.2.6. Use of recruitment agencies

Engagement of an external recruitment agency for search and selection services or to provide temporary staffing must have prior approval from the relevant National Leadership Team (NLT) member through the online requisition process.

The organisation’s preference is to fill positions directly. Due to the significant fees involved, the use of an external recruitment agency should only be approved in exceptional circumstances and the program will bear all costs associated.

Any recruitment process where an external consultant is involved will be coordinated by the Recruitment team. The consultant must be given clear instructions as to what may be said or conveyed to applicants on Red Cross’s behalf and must not use any discriminatory criteria.

The preferred applicant referred from an external recruitment agency must complete normal application requirements and checks prior to an offer from the Recruitment team being issued.

5.2.7. Applications and enquiries

A relevant person from the hiring area is responsible for handling enquiries for an advertised position. Telephone contact details are published within advertisements.

All applicants are encouraged to complete their application online which includes an application form and current CV. An option to provide a covering letter is also available. Applicants are not asked or required to provide written responses to the selection criteria.
The recruitment team will assist applicants with their online application and will make alternative arrangements with applicants who are unable to complete their application online.

5.2.8. Review and shortlisting applicants

The hiring manager is responsible for reviewing applications against the relevant selection criteria. Due consideration will be given to redeployees in accordance with the Redundancy, Redeployment and Retrenchment Policy (HR TRA 02). Due consideration will also be given to internal staff and volunteer applicants, as well as contributing strategic initiatives relating to the diversity of our workforce.

It is recommended that a maximum of five applicants are short listed for interview. The Recruitment team can provide advice and support with finalising the short list.

The program is responsible for contacting applicants to arrange interviews.

5.2.9. Selection interviews

To ensure fairness, transparency and equity, all applicants attending an interview will be assessed consistently against the relevant selection criteria.

Composition of the interview panel will generally be two to three people and will include the hiring manager and ideally more than one gender. It may be beneficial to have one panel member from outside the program to provide an independent assessment where required.

When interviewing for positions that have a focus on working with Aboriginal and Torres Strait Islander communities and/or programs, it is preferable that at least one Aboriginal or Torres Strait Islander person is on the panel - this could be a Red Cross person, someone from a local Aboriginal organisation or a respected community member.

Members of the interview panel are required to maintain proficiency in the Red Cross policies, guidelines, processes and techniques associated with recruitment and selection.
Interview questions will be behaviourally and technically based using the approved Red Cross interview guide template which incorporates child safe questions in accordance with the Child Protection Policy (Red Cross Board Policy Statement No.19). The interview questions will be tailored for each position.

The hiring manager is responsible for organising the selection interviews, panel composition and materials. The Recruitment team can provide assistance and support with panel composition and developing the interview guide.

The assessment of applicants will be documented and accurately record the deliberations of the interview panel, to allow for feedback to applicants and to provide evidence of due process.

5.2.10. Verbal referee checking

For external appointments, two satisfactory verbal referee checks with current / recent line managers must be completed by the hiring manager or a panel member. The details of the check must be recorded on the approved Red Cross Referee Check template.

For internal appointments, at least one satisfactory referee check must be completed with the applicant’s current line manager. If the hiring manager is also the referee, a less formal process may occur noting support for the appointment in the online applicant card.

For any position in which people are working with children or may come into contact with children, the referee is required to be asked the following two questions:

- Do you hold any concerns about the applicant in connection with working with or having contact with children?
- Have there been any proven complaints about the applicant in connection with working with or having contact with children?

5.2.11. Verbal offer approval

Red Cross is bound by both verbal and written offers of employment.
Prior to making a verbal offer, the hiring manager must obtain appropriate approval for the offer details. This includes uploading recruitment documentation (interview notes and referee checks) into the recruitment system.

The Recruitment team will assist hiring managers with the verbal offer approval process.

Where a proposed offer is in scope with the approved requisition, approval to proceed will sit with the relevant HR Business Partner or HR Manager. Where the proposed offer is out of scope of the approved requisition, additional approval levels are required.

5.2.12. Formal offer

Contracts of employment are prepared by the Recruitment team using the approved templates. All successful appointees are required to accept their offer online prior to commencement. The online offer includes acceptance of the Red Cross Code of Conduct and the Child Protection Code of Conduct.

Hard copy offers will be prepared and sent by the Recruitment team where applicants are unable to complete an online acceptance.

Variation to the standard terms and conditions of employment contracts can only be approved by Human Resources. The formal offer process is managed by the Recruitment team.

A probationary period applies to all new appointments to all ongoing and maximum term positions in accordance with the Probation Policy (HR ENG 03).

5.2.13. Offer checks

All prospective staff are subject to the completion of a satisfactory police check in accordance with the Police Check Policy (HR ATT 04). Proof of entitlement to work in Australia must also be provided and where applicable, a working with children check undertaken, prior to commencement.

As a condition of employment, prospective staff may be requested to provide proof of qualifications or other pre-employment screening that Red Cross is legally or otherwise obliged to undertake.

Offer checks are managed by the Recruitment team.
5.2.14. Onboarding

The Recruitment team will arrange commencement paperwork, national induction program attendance and access to the online portal to complete onboarding tasks and online learning.

The program is responsible for arranging access, equipment and a local induction.

5.2.15. Unsuccessful notification

All interviewed applicants must be informed of the outcome of the interview verbally.

All internal applicants who are not short listed for interview must be informed of the outcome of their application verbally. It is the responsibility of the hiring manager to provide this feedback.

The Recruitment team will notify non-interviewed applicants of the outcome of their application by email through the recruitment system.

5.2.16. Direct appointment

In exceptional circumstances, Red Cross reserves the right to appoint by invitation an applicant who demonstrates the ability to meet or exceed the required capabilities. This is subject to approval by the Recruitment Manager.

5.2.17. No appointment

Red Cross reserves the right not to make an appointment if there are no suitable applicants, or if circumstances change making it inappropriate to offer a contract of employment, or to withdraw any vacant position.

5.2.18. Recognition of prior service

If a successful appointee is a current staff member of the Australian Red Cross Blood Service (ARCBS), personal leave, annual leave and long service leave entitlements will be transferred, as will recognition of service for any other staff benefits.
In these cases, the applicant will be entitled to recognition of prior service provided that they commenced employment within three months at termination with the ARCBS or Red Cross movement partner, ICRC or Federation.

Red Cross will also reinstate personal leave and service history for Red Cross staff who have resigned and then recommence employment with Red Cross within three months.

5.3. Volunteer recruitment process

5.3.1. Volunteer recruitment model

The Red Cross volunteer recruitment model is largely decentralised to volunteer coordinators. Volunteer coordinators are supported by the local HR teams and the online recruitment system.

Local HR teams have key responsibilities in the advertising and engagement stages of the recruitment and selection process.

Recruitment and selection processes should be conducted efficiently, effectively and with regard to the Volunteering Australia National Standards.

5.3.2. Identifying the need for volunteers

The local HR team can assist and advise volunteer coordinators with workforce planning activities.

Prior to commencing the recruitment and selection process, the volunteer coordinator should review the need for the volunteer, the diversity profile of current volunteers, as well as current and future requirements. Specific consideration should be given to ensuring that a proposed volunteer position is not a substitute for paid work.

5.3.3. Position description and recruitment requisition

All positions must have an up-to-date position description using the approved Red Cross templates. Maintaining position descriptions and ensuring they are reviewed prior to commencing a recruitment and selection process is the volunteer coordinator’s responsibility. Local HR teams can assist and advise
volunteer coordinators. Position descriptions must be easy to read, free of discrimination and not contain overly onerous selection criteria.

Volunteer coordinators are responsible for ensuring an online requisition form is created to record and track recruitment and selection activities. There is no formal approval process associated with volunteer recruitment. Local HR teams can assist with raising online requisition forms.

5.3.4. Advertising and promoting volunteer opportunities

Local HR teams will work with volunteer coordinators to determine targeted advertising requirements, advertising channels and content required to promote volunteer opportunities. Recruitment advertising must be arranged by the local HR team.

All volunteer opportunities are advertised and promoted internally. Positions may also be advertised and promoted externally at the same time.

Online recruitment advertising channels are preferred. Advertising in print media is offered in exceptional circumstances where there is strong evidence to support the request. Volunteer coordinators are encouraged to share opportunities with their networks.

In addition to targeted volunteer recruitment, volunteer coordinators should consider general enquiries and expressions of interest received by the organisation.

5.3.5. Volunteer applications and enquiries

Volunteer coordinators are responsible for handling enquiries for volunteer positions. Telephone contact details are published within advertisements.

All volunteer applicants are encouraged to complete their application online. Local HR teams will assist applicants with their online application and will make alternative arrangements with applicants who are unable to complete their application online.

5.3.6. Assessing volunteer applicants
The volunteer coordinator is responsible for reviewing applications against the relevant selection criteria.

All potential volunteers must be interviewed as part of the selection process to assess their suitability, availability and motivation. Interviews may be undertaken either face to face or by phone where appropriate. To ensure fairness, transparency and equity, all potential volunteers attending an interview will be assessed consistently against the selection criteria for the position.

When interviewing for positions that have a focus on working with Aboriginal and Torres Strait Islander communities and/or programs, it is preferable that an Aboriginal or Torres Strait Islander person is present – this could be a Red Cross person, someone from a local Aboriginal organisation or a respected community member.

Volunteer coordinators are required to maintain proficiency in the Red Cross policies, guidelines, processes and techniques associated with recruitment and selection.

Interview questions will be tailored for each volunteer position and may contain a combination of behaviourally based questions as well as questions relating to motivation and availability or other relevant areas. The approved Red Cross interview guide template which incorporates child safe questions in accordance with the Child Protection Policy (Red Cross Board Policy Statement No. 19) is to be used.

The assessment of applicants will be documented and accurately record the process, to allow for feedback to applicants and to provide evidence of due process.

5.3.7. Referee checking

Referee checks are required for volunteer positions that work with or that may come into contact with children; volunteers working with Aboriginal and Torres Strait Islander communities; or those programs working with people experiencing vulnerability.

For all other positions, the Executive Director and Program Manager will conduct a risk assessment at the state and territory level to determine if referee checks...
are required based on the two criteria listed below in accordance with the Child Protection Policy (Red Cross Board Policy Statement No.19):

- where a volunteer will be working with children directly, or working with the personal or contact details of children, or
- where a volunteer is working unsupervised with other highly vulnerable people and that work is conducted outside of an institutional setting.

Referee checks will only be required where the results of the risk assessment warrant the check. The Executive Director and Program Manager are responsible for informing HR of positions where the referee checks are required.

For relevant volunteer positions, one satisfactory referee check is required, preferably with a professional or community referee. The details of the check must be recorded on the approved Red Cross Referee Check template.

For any position in which people are working with children or may come into contact with children, the referee is required to be asked the following two questions:

- Do you hold any concerns about the applicant in connection with working with or having contact with children?
- Have there been any proven complaints about the applicant in connection with working with or having contact with children?

5.3.8. Volunteer checks

All prospective volunteers are subject to the completion of a satisfactory police check in accordance with the Police Check Policy (HR ATT 04). Where applicable, a working with children check must also be provided prior to commencement.

Prospective volunteers may be requested to provide proof of qualifications or other licences that Red Cross is legally or otherwise obliged to undertake.

Checks for volunteers are managed by the local HR team. They can also assist volunteer coordinators to upload recruitment documentation (interview notes and referee checks) into the recruitment system.

5.3.9. Volunteer engagement
Welcome packs are prepared by HR teams using the approved Red Cross templates. All new volunteers are required to accept their offer of engagement online prior to volunteering. The online offer includes acceptance of the Red Cross Code of Conduct and the Child Protection Code of Conduct.

Hard copy welcome packs will be prepared and sent by local HR teams where applicants are unable to complete an online acceptance.

5.3.10. Onboarding volunteers

The local HR team will arrange commencement paperwork and access to the online portal to complete onboarding tasks and online learning.

Volunteer coordinators are responsible for arranging access and equipment appropriate for the volunteer position as well as local orientation and training.

5.3.11. Unsuccessful notification

All interviewed applicants must be informed of the outcome of the interview by phone. It is the responsibility of the volunteer coordinator to provide this feedback.

HR teams will notify non-interviewed applicants of the outcome of their application by email through the recruitment system.

Where appropriate, unsuccessful volunteer applicants should be informed of and/or referred to other potential volunteer opportunities either within Red Cross or externally.

6. All information relating to the recruitment and selection of both staff and volunteers will remain confidential to those involved in the process.

7. RELATED DOCUMENTS

- HR PLA 01 – Human Resources Framework
- HR PLA 02 – Human Resources Policies Overview
- HR ATT 02 – Sponsorship of Overseas Candidates Policy
- HR ATT 03 – Staff Referral Policy
8. FEEDBACK

As part of our commitment to continuous improvement, all HR policies are refreshed every two years on 1 July. The next scheduled review for this policy is 1 July 2017. This policy will continue to be in effect until the refreshed policy has been approved. Additionally, policies will be updated throughout the year as required.

Your comments and suggestions are welcome. Please direct any feedback to hrfeedback@redcross.org.au