



Recruitment & Selection Policy

1. Purpose

- 1.1 Recruiting and selecting suitable employees who exhibit the necessary level of skills and ability is integral to the success of Connect: Inner West Community Transport Group Inc ('CONNECT').
- 1.2 This Recruitment and Selection Policy ('Policy') seeks to provide guidance and assistance to all managers and supervisors who are involved in the recruitment, selection and promotion of employees at CONNECT. It outlines the principles and procedures that are to be followed in the recruitment and selection process. This Policy aims to ensure that recruitment standards are consistent, appropriate and free from discrimination or bias.

2. Commencement of Policy

- 2.1 This Policy will commence from 3 October 2025. It replaces all other recruitment and selection policies of CONNECT (whether written or not).

3. Application of the Policy

- 3.1 This Policy applies to all employees of CONNECT.
- 3.2 This Policy does not form part of any employee's contract of employment.

4. Merit principle applies

- 4.1 When recruiting and promoting staff, CONNECT aims to ensure that the best person for the job is chosen in each case.
- 4.2 CONNECT seeks to ensure that recruitment and selection decisions are based purely on the principle of merit. This means that persons will be selected on the basis of whether they have the right skills, qualifications, suitability and other talents that are required for the position.
- 4.3 Decisions to recruit or promote employees that unlawfully discriminate against a person based on their sex, race, disability, age, sexuality, pregnancy, family responsibilities etc, or due to personal biases or favouritism, do not result in the best person being chosen and should not occur.
- 4.4 Each workplace-decision-maker who has a role in the recruitment of employees or in selection for promotion should do their utmost to ensure that the merit principle is applied in every case.

5. Equal Employment Opportunity

- 5.1 CONNECT is an equal employment opportunity employer (EEO) and aims to ensure that all applicants for selection or promotion are not unlawfully discriminated against on any of the protected attributes contained in equal opportunity laws.
- 5.2 This means that no form of unlawful discrimination should take place in job advertisements, job interviews or the selection process.

6. The process of recruitment and selection

Internal Advertising

- 6.1 Positions that become vacant at CONNECT may be advertised internally.
- 6.2 Current employees may be encouraged to apply for suitable positions as they arise. Each application will be assessed on its merits, based on the essential and desirable criteria required for the position. This may mean that internal applicants do not qualify for job interviews.
- 6.3 Any decisions regarding promotion will also be made on the basis of merit.

External Advertising

- 6.4 External advertising or recruitment agencies or direct approach may be used as deemed appropriate by CONNECT. All external advertising or agency costs must be approved by the General Manager.
- 6.5 Reference checking of external applicants should occur at the appropriate time.

Job Advertisement Format and Content

- 6.6 The job advertisement should be written in clear, non-discriminatory language.
- 6.7 The advertisement must contain the title of the job and a list of duties and key results areas. The advertisement should both outline the essential criteria of the job and indicate that applicants are required to address all of these criteria. Desirable criteria can also be included.
- 6.8 Advertisements should also specify what information the applicant should include with their application (eg. resume, academic record, licence etc), and whether application forms are required to be completed. Information about how application forms can be obtained should be included, and application forms should be sent out when requested.
- 6.9 The name of a contact person should be provided, as well as a closing date for applications. The advertisement should state that CONNECT is an equal opportunity employer.

7. The selection panel

- 7.1 Wherever possible, recruitment decisions should be made by a panel of at least two people.
- 7.2 The membership of the panel will be determined by the General Manager. At least one member of the panel should have a detailed knowledge of the requirements of the job — preferably, the position's supervisor.

8. The essential and desirable criteria

- 8.1 The selection panel will review the job description of the position in question and make sure that it is current and accurate. The level of remuneration attached to the position should also be reviewed. The panel will then, in consultation with the relevant manager, determine the essential and desirable criteria for the job.
- 8.2 The essential criteria are those criteria which are necessary for the performance of the job. The desirable criteria are those criteria that will assist the applicant perform the job, and provide them with a competitive advantage over other candidates. By determining the essential and desirable criteria for the position, the panel will have a standard with which they will be able to compare each candidate. It is important that each candidate is judged according to criteria that is objective and based on merit, and which is applied in a consistent manner.

9. The short list

- 9.1 The selection panel should review all of the applications and make a short list of those applicants who best meet the essential criteria for the position.
- 9.2 Arrangements should be made for interviewing those applicants who are short listed as soon as possible.

10. The job interview

- 10.1 The selection panel should consider and prepare a list of the questions that will be asked of the candidates at the interview. These questions should only relate to matters that are relevant to the position. Questions which are based on, or relate to, a person's protected attributes which unlawfully discriminate, or indicate an intention to discriminate should not be asked — this includes questions that may constitute sexual harassment (for more information, see the Anti-Discrimination & Equal Employment Opportunity).
- 10.2 Panel members should ask comparable questions of all applicants, as biases and unfair assumptions can affect, or can be perceived as affecting recruitment and selection decision making.
- 10.3 Panel members should document each applicant's responses and the reasons for short listing and selecting the chosen applicants.
- 10.4 The panel should meet and agree on the successful applicant, who should be notified of the decision in writing. Unsuccessful applicants should also be notified of the result. The Management Committee may offer feedback to unsuccessful applicants.

General comments in the interview

- 10.5 In the course of the interview the candidate should be notified of the following matters (where applicable):
 - a) that employment would be subject to a probationary period of 3 months; or
 - b) that employment is offered on a fixed term basis; or
 - c) that employment is offered on a fixed-project basis.
- 10.6 The panel should avoid making any pre-contractual representations to the candidates regarding the position (eg - prospects of bonuses or promotion), if these claims are in any way misleading or incorrect.

11. Reasonable adjustment

- 11.1 Where a job applicant has a medical condition but is in all other respects the best person for the job, CONNECT will endeavour to make reasonable adjustments to the position so that the person is nevertheless able to perform the job. For example, this may involve reasonable adjustments to the workstation. Reasonable adjustments will be afforded to successful applicants unless this would cause unjustifiable hardship to CONNECT.

12. Privacy

- 12.1 CONNECT respects and complies with its obligations under privacy legislation and any applicable privacy policy.
- 12.2 Consequently, any personal information gathered about applicants that does not become an employee record relating to the successful candidate will be destroyed at the conclusion of the selection process, unless the candidate has provided CONNECT with his or her permission or consent to retain the record.

13. Reference checking

- 13.1 Any staff member that carries out a reference check in relation to a prospective or existing employee should note the following:
 - a) The referee should be informed that the information they convey, due to privacy laws, will be accessible to the prospective employee/existing employee and also may be discussed with the candidate. As a general rule, the referee's opinions should not be directly relayed to the candidate. The purpose of obtaining a referee's opinion is to confirm representations a candidate has provided relating to their experience, qualifications or general suitability for the position.

- b) Only disseminate material/information provided by the referee to those directly involved in the recruitment process.
- c) Questions posed to the referee should be prepared and written down prior to the referee being contacted, and should only relate to the requirements of the position.
- d) Questions may include the following query – “Given the opportunity, would you re-employ [name of candidate]?”

14. Variations

14.1 *CONNECT reserves the right to vary, replace or terminate this policy from time to time.*

Policy version and revision information		
Version	Date Issued	Date for review
4	3 October 2025	2 October 2028
Policy Maintained by:	Brett Andrews – General Manager	
Policy Authorised by:	Connect Board – Approved 3 October 2025	