

GUIDELINES AND PROCEDURES

DOE GUIDELINES AND PROCEDURES: STAFF SELECTION

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1. INTRODUCTION

This document outlines the agency's procedures to ensure that Recruitment and Selection processes are fair and transparent, panels are consistent and impartial, and applicants are afforded natural justice. This document is based on the Northern Territory Public Sector (NTPS) whole of government Recruitment and Selection Framework.

2. DEFINITIONS

The **merit principle** is defined in the Public Sector Employment and Management Act ('the Act') as the capacity of the person to perform particular duties, having regard to the person's suitability:

- To perform the relevant duties;
- For employment in the relevant workplace; and
- For employment in the Public Sector.

A person's suitability is determined having regard to the person's knowledge, skills, qualifications, experience, and potential for future development.

Natural justice means that where a person may be adversely affected by an impending decision:

- The person must be informed of any adverse information that may be taken into account by the decision maker.
- The person must be given a reasonable opportunity to make submissions and provide evidence in response to the adverse information and in relation to the foreshadowed decision.
- The decision maker must consider the employee's submissions, prior to making an impartial decision.
- The decision maker must not have a personal interest in the outcome of the decision and he or she must make the decision in a fair and considered manner, based on a consideration of all relevant information

3. ROLES AND RESPONSIBILITIES

Workplace Manager

The workplace manager is required to:

- Ensure that the job description is current and accurately reflects the requirements of the job.
- Consult with stakeholders as appropriate in the development or review of the job description.

The Delegate

The delegate is the officer who approves the selection panel composition, is responsible for the decision, and has the power under the Act to employ, promote or transfer a person. The delegate must:

- Be familiar with the Staff Selection Policy and Guidelines and Procedures, and the Northern Territory Public Sector (NTPS) [Merit Selection Guide](#).
- Ensure that selection panel members have completed either the eLearning merit selection training or received Office of the Commissioner for Public Employment (OCPE) approved merit selection training.
- Ensure that the selection panel composition is appropriate for the job.
- Ensure that the selection panel process is based on merit and that natural justice is afforded, and sign the selection checklist to confirm this.

Panel Chair

Each panel chair is required to have attended OCPE offered or approved merit selection training and is also required to:

- Be an NTPS employee.
- Be familiar with the Staff Selection Policy and Guidelines and Procedures, and the NTPS [Merit Selection Guide](#).
- Understand and apply the merit principle and the principles of equal employment opportunity and natural justice.
- Understand or be capable of quickly acquiring an understanding of the requirements of the job.
- Ensure that the selection process is managed in a timely way. From the time a position closes for applications to the time the successful applicant is notified should be no more than six weeks. For a best practice timeframe, refer to the [Merit Selection Guide](#) (pages 22-23).
- Have no conflict of interest, real or apparent, arising from the selection process.
- Ensure that the selection panel process is based on merit and that natural justice is afforded, and sign the selection checklist to confirm this.
- Keep a written record of discussions regarding the consideration of applicants.
- At the end of the selection process, gather all working documents and notes of panel members and store them securely until the end of the appeal period.
- Take appropriate action within *eRecruit* to complete the selection process.
- Maintain confidentiality.

Panel Members

Each panel member is required to have attended OCPE approved merit selection training and is required to:

- Be familiar with the Staff Selection Policy, Guidelines and Procedures, and the NTPS [Merit Selection Guide](#).
- Understand and apply the merit principle and the principles of equal employment opportunity and natural justice.
- Understand or be capable of quickly acquiring an understanding of the requirements of the job.
- Have no conflict of interest, real or apparent, arising from the selection process.
- Participate in the process in a way that ensures the confidentiality, impartiality, fairness and timeliness of the merit selection process.
- Keep a written record of discussions regarding the consideration of applicants and provide all documents to the panel chair at the end of the selection process.
- Maintain confidentiality.

4. REFERENCE DOCUMENTS

Legislation

[Public Sector Employment and Management Act](#), in particular sections 5D, 29, 30, 33, 34, 34A, 35(7), 38B(1), 42(2), 59B

[Employment Instructions 1 and 3](#)

[NTPS Code of Conduct](#)

[Anti-Discrimination Act](#)

[Merit Selection Guide](#)

[Public Sector Instrument 21](#)

[NTPS Recruitment and Selection Policy](#)

[Filling a Vacancy](#)

5. GUIDELINES/PROCEDURES

The Job Description

Prior to advertising any vacancy, the job description must be reviewed to ensure that it is current, reflects the requirements of the job, and is consistent with expectations for the level of the position as set out in the [Capability and Leadership Framework](#), the [Teacher Performance and Development Framework](#), and the [Australian Professional Standards for Teachers](#).

In developing a job description the workplace manager is expected to consult with stakeholders so that they have an opportunity to provide input to the job requirements to the extent that is appropriate. Job descriptions should be written in broad terms to attract the best field of applicants, and not in a way that unnecessarily limits applicants.

The contact person identified on the job description must be available to respond to enquiries from prospective applicants in a timely way. It is not appropriate for the contact person identified on the job description to be a prospective applicant for the job. Any person who applies for a job should not be involved in the advertising, selection or appointment process for that job.

If the duties of a job description require significant change the position should be evaluated through the Job Evaluation System (JES). Minor changes can be made without need for evaluation.

Advertising of Vacancies

Merit selection applies to the filling of all vacancies, whether fixed period or ongoing.

If a vacancy is advertised, a selection panel must be formed and formed at the time of advertising, with the delegate approving the panel composition. Approval to fill a vacancy is obtained from the appropriate delegate. Prior to advertising a vacancy, the job description must be reviewed to ensure that it reflects the requirements of the job. Advertising of vacancies is placed through the Department of Corporate and Information Services (DCIS) via eRecruit.

Vacant jobs are filled as follows.

- Jobs that are ongoing or for a period of more than six months must be advertised via eRecruit through the formal recruitment process (NT Government *Employment Opportunities* website)
- Fixed period vacancies of six months or less can be filled without advertising in the following situations:
 - a) The vacancy has been identified as a genuine developmental opportunity for existing employees (higher duties);
 - b) The agency wishes to develop existing employees' experience and skills by working in other areas (temporary transfer or higher duties); or
 - c) The position is a renewal of an existing fixed period contract that was initially filled on a merit basis.

The reasons for not advertising the vacancy should be clearly communicated when seeking expressions of interest.

Where the same job or an identical job becomes vacant within six months of advertising, the Chief Executive or delegate may select another suitable applicant (if any) from the original recruitment action without advertising the new vacancy. Public Sector Instrument 21 refers. The selection is notified through the normal DCIS process.

AO1/AO2 Vacancies

All vacancies at the Administrative Officer 1 and 2 levels must be registered with [DCIS Entry Level Recruitment](#). A selection process is required for these applicants as DCIS does not assess applicants against particular jobs. Exceptions to this are short term appointments to replace staff on leave where the vacancy may be used for staff development purposes. Remote communities specified in Public Sector Instrument 16 are exempt and can appoint without registering the vacancy with DCIS Entry Level Recruitment.

Classroom Teacher Vacancies

For classroom teachers, the Human Resource Services division undertakes screening checks, and ensures that applicants have current registration through the Northern Territory [Teacher Registration Board](#) and working with children clearance through [SAFE NT](#). After the appropriate checks are completed, a teacher's application is made 'Eligible' in eRecruit. Once

applicants are cleared through this process they are interviewed by Principals or their delegate and recommended for appointment to vacancies in their school.

Selection of classroom teachers for ongoing employment, whether through external recruitment or transfer of an existing employee, is based on the merit principle (with the exception of remote transfers guaranteed under the Enterprise Agreement).

Composition of selection panels

The selection panel should be formed as soon as possible. Selection panel composition requires approval by the appropriate delegate in accordance with the [Human Resources Delegations](#). This should be the same delegate who will later consider the panel's recommendation to fill the position.

Panel composition must be entered into the *eRecruit* system to request advertising.

- For advertised vacancies a selection panel is to comprise at least three people and include at least one independent person from another agency or another work area in the agency.
- It is generally desirable to have a mixed-gender panel and, in some circumstances, to include a panel member from a particular cultural background if relevant to the job requirements.
- People not in the workplace including client and stakeholder groups may be included on a panel where their input is appropriate but they must be adequately briefed on the merit principle and NTPS merit selection requirements. Inclusion of client and stakeholder groups should not lead to a panel with more than four members.
- NTPS panel members should generally be at a level that is the same or higher than the advertised job.

The following special provisions apply in relation to panel composition for ongoing teaching positions, senior teaching positions and Principal positions.

Ongoing Classroom Teacher positions in schools

Panels for ongoing teacher positions in schools are required to comprise of at least three panel members and should generally be at a level that is the same or higher than the advertised job:

- The departmental representative, usually the Line Manager
- A school representative nominated and elected by the staff and;
- A HR representative

Senior Teacher positions

Panels for senior teacher positions in schools are required to comprise of at least three panel members and should generally be at a level that is the same or higher than the advertised job:

- The departmental representative, usually the Line Manager

- A school representative nominated and elected by the staff

Principal positions (Executive Contract Principal, Teaching Principal positions)

Panels for principal positions are required to include at least four panel members, and comprising of the following:

- The departmental representative, usually the Regional or Executive Director
- A school representative nominated and elected by the staff
- A nominee of the chair of the School Council
- A Principal endorsed by the Northern Territory Principal Association (NTPA).

In instances where this criteria is not possible, the staffing group can elect an external representative for the panel

Confidentiality

All panel members must maintain appropriate confidentiality throughout the selection process. It is inappropriate to seek or discuss information about applicants with anyone other than another panel member, relevant referees, and supervisors within the work area or the delegate. In individual panel reports and in other feedback to applicants, information about applicants must only be provided to other applicants to the extent required to provide meaningful comparative information about the selected applicant's merit for the position. Information about the selected applicant's work history, qualifications, experience and knowledge is not confidential and can be provided to unsuccessful applicants. However a selected applicant's name should not be disclosed until the person has confirmed that they accept the job.

Conflict of interest

If any panel member has a conflict of interest which might compromise (or be perceived to compromise) their ability to objectively assess an applicant, the conflict must be declared to the panel chair and other panel members / line manager / or director, whoever of these is most appropriate in the circumstances, to decide if the conflict of interest is significant enough to remove the person from the panel.

A conflict of interest is created where a person might have a personal (rather than work-related) interest in the outcome. Knowing a candidate is not of itself a conflict but this should also be declared to other panel members. If a panel member does impart their knowledge of an applicant to other members of the panel, the information is required to be treated as referee comment.

Consideration of unattached officers or redeployees

Where a person has been formally declared a redeployee pursuant to section 41 of the Act, the Chief Executive or Commissioner for Public Employment may direct that they be given priority consideration for a vacancy at the short-listing stage. Redeployees are assessed on

their ability to do the job with a reasonable period of training, rather than superiority on merit.

The agency's Strategic HR Committee monitors employees who are unattached or require placement and ensures that they are referred to the chair and given priority consideration for vacancies at the short-listing stage.

Executive Directors and Regional Directors monitor school employees who are unattached or require placement and ensure that they are given priority consideration for vacancies.

Where an unattached officer or redeployee is referred for consideration by a panel, if the employee is considered unsuitable for the vacancy, the panel must advise the Strategic HR Committee, or the Executive Director and Regional Director, of the reasons why before proceeding with the selection process. It is important to keep detailed written records of the decision-making process so that an independent review can see how the panel arrived at its decision.

If a panel is unclear about an applicant's status they should contact their HR Consultant for advice.

Reviewing the applications

The first stage of the short-listing process is to review applications to identify those applicants who appear to warrant further consideration and assessment.

Applications must be limited to a one-page summary sheet and an attached resume/cv which should set out qualifications, experience, skills, achievements, details of duties performed and levels of responsibility in previous jobs; and contact details for current and relevant referees.

Each panel member reads the applications and independently assesses each applicant's claims before the panel meets to decide which applicants, based on their relative merit, appear to warrant further consideration. All information submitted should be carefully reviewed in light of the selection criteria.

Panel members should not disregard an application simply because an applicant has not written their application in the usual format, or listed all selection criteria and addressed them individually. Applicants who have a good understanding of the job may address the requirements of the job well in a holistic way. However the onus is on the applicant to ensure that they have provided information that covers all essential requirements.

Where an application exceeds the number of pages permitted by these guidelines, the panel should consider whether the person appears to meet all of the essential selection criteria to a level that warrants further consideration and, if it does, contact the applicant to ask them to re-submit their application with the requested number of pages. Note that rejecting an application only on the basis that it was too long may mean that the best person for the job is not considered.

Panels may ask applicants at interview or in a separate conversation to clarify information in their application or provide more information to support their claims. It is the responsibility of each panel member to satisfy themselves that they have gathered sufficient evidence to decide whether an applicant should be short-listed. Comments from referees can assist a panel to decide whether to short-list an applicant.

There is no 'right' number of applicants on a short-list. If only one applicant appears to be suitable the panel should decide on the method of assessment and contact referees as part of this assessment. The selection report must indicate why the recommended applicant was chosen. Where known experienced and qualified applicants apply, care should be taken not to eliminate other applicants too early.

Some applicants write applications well, but this is not necessarily indicative of capacity to do the job which is best verified by thorough referee checking and other forms of assessment.

Finalising the short-list – referee contact

The purpose of contacting referees is to obtain detailed information about an applicant's capabilities and work performance, and to explore and verify information provided by applicants. The practice of contacting referees before taking other steps (such as an interview) is highly recommended. You may also need to contact the referee after the interview to test further aspects of the applicant's claims and abilities.

If a person's work history suggests that they may have the requisite knowledge and skills to do the job, referees should be contacted. This ensures that the panel has the opportunity to fully explore claims made in applications from those who can comment on the applicant's demonstrated professional performance.

If an applicant's work history and capacity to perform is known to the agency because they have acted in the job or similar jobs, the panel may decide what could be gained by interviewing the applicant. However, their suitability for the job against the selection criteria must always be verified by appropriate referees, and generally in such situations by two referees to ensure that it is not the opinion of a single referee alone that determines the selection.

The panel must contact at least one nominated referee and best practice is to contact two. However, the panel may contact as many referees as they consider necessary to verify the applicant's claims and gather information to assess their merit for the job.

Panel members may act as a referee for one or more applicants.

If an applicant objects to a relevant referee such as a current supervisor being contacted, the panel should assure the applicant that natural justice will be afforded. If a panel believes a referee to be crucial to their ability to make an informed decision, and the applicant can provide no other suitable referee, the panel should notify the applicant that their application is unlikely to progress further. Assessment will be made on the basis of the information that is provided.

Prior to commencing the selection process, individual panel members may have their own knowledge of an applicant's ability to do the job. Any information about applicants that is imparted to other panel members is to be treated as referee comment.

In the case of classroom teachers, referee comments are sought from principals and assistant principals nominated by the applicant on the basis that they are able to comment on their recent teaching experience. Where an applicant is unable to provide such evidence (for example due to extended maternity leave), assessment will be on the best available evidence that the circumstances permit. The agency may choose to seek comment from non-nominated referees where it is considered necessary to do so. However natural justice is applied in respect to referee comments for classroom teachers as outlined above for all referees.

The selection report must clearly demonstrate how applicants were short-listed and that merit in terms of knowledge, skills, qualifications and experience and potential was the basis for the decision. The names of referees contacted in relation to short-listed applicants should be included in the selection report along with a summary of the information provided.

Contacting applicants regarding the short-list

It is the responsibility of the panel to advise applicants of short-listing decisions. However, in the case of applicants in the agency and particularly those from the direct work area, the panel chair is expected to have a conversation with the applicant to let them know if they have not been short-listed and why.

All applicants will receive a letter at the end of the selection process to invite them to contact the chair for additional feedback. Note however, if a negative referee comment lead to a decision not to short-list an applicant, the comment must be put to the applicant for response and any information delivered in response must be provided to the panel before a final decision is made on the short-list. Refer to section on potentially adverse referee comments below.

The chair advises the short-listed applicants of the strategies that the panel will use to further assess their suitability for the job. The chair also informs short-listed applicants of the panel's membership to give them an opportunity to express any concern that they may have about conflict of interest or potential bias.

Where a panel decides that there are no suitable applicants the selection panel report must state that. The delegate will then consider other strategies to fill the vacancy or meet the business need.

Guide to discussions with referees

Before contacting referees, the panel is expected to develop specific questions about each applicant which focus on what they need to know to assess the skills, knowledge, experience and potential of the applicants in relation to the position.

It is not good practice to request comments from referees on a list of selection criteria. Speaking with referees is highly recommended where possible and ideally with the whole panel present. A record of key comments should be taken by members of the panel and

provided to any panel members who were unable to be present during the conversation. Where a panel member is not able to directly question a referee, they must provide input to the development of questions put to the referee and consider the responses before any decision is made.

A summary of referee comments should be made and confirmation of their accuracy obtained by either repeating the comments to them or providing them in writing, particularly if reply comments need to be sought from the applicant.

Where referees are well-placed to comment on the performance of more than one applicant they should be asked to provide comparative information about each of the applicants.

When contacting referees matters that should be discussed will generally include:

- The relationship of the referee to the applicant (e.g. the position they hold in relation to the applicant, and the period they have been in that position) to ensure that the referee is well placed to provide current and meaningful information about the applicant's suitability
- The specific requirements of the job, preferably providing a copy of the job description, and the attributes that the agency considers are of particular importance to do the job.
- The referee's assessment of the applicant's relevant knowledge, skills, experience and potential to do the job; this should be supported by specific examples.
- Information about the applicant's behaviours and interaction with others in the workplace.
- Informing the referee that comments which support the panel's view or which otherwise influence the panel's thinking will be incorporated into the individual report given to the applicant.
- Advising the referee - whether the referee is nominated by the applicant or not - that any adverse comments will be made available to the applicant so that they have an opportunity to respond prior to a decision being made. Referees who are NTPS employees are protected from liability in civil or criminal proceedings if a referee report is provided in good faith (s64A of the Act refers). If a referee wishes to make comments about an applicant 'off the record', the panel must advise the person that any potentially adverse comments they make will be recorded and provided to the applicant.
- Whether written performance assessments in relation the applicant exist within the NTPS context, the panel may require that copies are provided to them.

Potentially adverse referee comments

Where referee comments are negative, the applicant must be given an opportunity to respond to the comments before the panel makes its decision on whether to short-list the applicant. There is no requirement for the adverse information to be in writing; it would be appropriate for a panel to have a conversation with an applicant to advise them about seriously negative information received and to ask them to respond. In such situations the applicant may be asked if they can provide contact details for another suitable referee who might be able to comment on aspects of the candidate's suitability for the role. The panel report must include reference to the adverse referee comments as well as the applicant's response.

In accordance with the [NTPS Code of Conduct](#), employees have a duty to provide frank and accurate comment when giving references or making reports on other Public Sector employees or persons outside the Public Sector. All NTPS employees should be aware that current and possibly recent supervisors may be contacted by the panel as a matter of course, and that they are protected from liability in civil or criminal proceedings if they provide a potentially adverse referee report in good faith.

The nature of a referee's comments should not be a surprise to an applicant. Where a referee has supervised an applicant, feedback on areas for improvement should have been provided during performance development discussions.

The situation of well-performing incumbents

Proper application of the merit principle can mean that even a well-performing existing employee or incumbent can be unsuccessful in the face of a superior applicant. However, panels must be certain when deciding against a strong incumbent, that the preferred applicant is demonstrably superior. In such cases the panel must ensure that the evidence gathered is comparable and equivalent, and clearly supports the panel's recommendation.

Interviews

As a predictor of on the job performance, interviews are not as reliable as referee checks.

If an interview is conducted the panel must have a clear objective, i.e. to obtain further information or explore particular aspects of an applicant's claims which can only be gained by speaking directly with the applicant, ideally after first checking with referees to obtain as much information as possible.

The panel should bear in mind that:

- Interviews should be structured to allow for an exchange of information.
- Good practice is to conduct the interview as a discussion which explores issues specific to the applicant and related to the job description and context of the role.
- The interview environment can be unsettling and stressful, and some applicants cope better than others with this.
- Interviews are not a test to see who responds best on the day.
- Good interview performance may not translate to good performance on-the-job.

Good interview questions designed to draw out a person's behaviour are strongly recommended. Some examples are:

- Tell us about a situation where you had to solve a difficult problem. What did you do? What was your thought process? What was the outcome and what do you wish you had done differently?
- What, in your opinion are the key ingredients in guiding and maintaining successful professional relationships? Give us examples of how you have made this work for you.
- What is the most difficult work decision that you've had to make? How did you arrive at your decision? What was the result?

Questions asked at interview do not need to be identical for each applicant, and are to focus on the additional information required to make a decision.

If the job description states that a qualification or some other specific requirement, such as Admission or Registration, is essential, it is the panel's responsibility to confirm that the applicants are properly qualified. However, it is the applicant's responsibility to have any overseas qualifications assessed.

The panel may discuss salary and conditions of employment with an applicant but no commitment is to be given in relation to entitlements over and above the standard. The panel may make a recommendation to the delegate in the selection report to support an applicant's request.

It is acceptable where necessary to conduct interviews by a combination of methods (face-to-face, telephone, videoconference etc.) depending on the location of the applicant and panel members.

It is recommended that notice of at least two working days is given for an interview unless other arrangements are negotiated with the applicant. Where expressions of interest are called for vacancies arising at short notice, this may not be practicable. It is recommended that questions be provided to the applicant in advance of the interview.

Other assessment methods

Assessment of merit can be done in any manner that is appropriate providing the panel is able to demonstrate that an applicant's knowledge, skill, qualifications and experience, and potential for future development were adequately considered and fairly assessed.

When considering other methods of assessment the panel must understand what the assessment is intended to measure, the value of using the assessment and its:

- Reliability and validity.
- Cost and time effectiveness.
- Cultural appropriateness.
- Fairness, including meeting any special needs of applicants with an impairment, and
- Relevance to the selection criteria.

Examples of assessment methods that a panel might employ are:

- Asking an applicant and/or their supervisor to provide a copy of written performance reports.
- Asking an applicant to provide examples of past work (non-confidential material) that would demonstrate their ability.
- Proposing a scenario or case study and asking an applicant to write a paper followed up with discussion or a presentation at interview.
- If presentation skills are a part of the job, requesting a presentation on a relevant responsibility of the job; give applicants generous advance notice of this as in most work settings there is reasonable time for a person to consider how they would act and to seek advice and carefully consider a matter.

- Applying some form of test which is relevant to the skills needed to do the job if this skill cannot be verified through work samples or referee reports; again, applicants should be given time to prepare.
- Psychometric or psychological assessment tools provided the assessments are managed by qualified persons. Where this is under consideration panels should first seek advice from their Human Resources Consultant.

The panel report and selection recommendation

When the panel is satisfied that they have enough information to make an informed and objective decision they should reach consensus on the selection outcome. If there is an applicant who has superior merit they should recommend their selection. Panel members should reach agreement as to whether there are other applicants who should be rated as suitable for selection should the most suitable applicant decline the offer.

Every essential selection criterion must be met in order for an applicant to be recommended to fill the vacancy as advertised. If no applicant meets all essential criteria, line managers will consider other options available e.g. to re-advertise or redesign the job.

The panel is expected to have an open and frank discussion and exchange of views about their individual evaluations. Where a panel cannot reach consensus about the best applicant, a minority report should be completed by the panel member(s) who disagree stating the reasons why, and this must be included as part of the selection panel report for consideration by the delegate.

The selection report is the official record of the selection process, demonstrating the process followed, summarising the panel's assessment of all applicants, and setting out the recommendation and the reasons for it. The report must be able to withstand external scrutiny as a record of a fair and impartial process.

The panel's role is to select the best applicant and explain why they are the most suitable. It is not to provide performance feedback to every applicant. For this reason, any reports to non-selected applicants will be about the reasons for selecting the successful applicant. The panel will not be required to write individual reports about each shortlisted applicant. The successful applicants report does need to adequately explain the reasons based on merit for the assessment of the applicant.

Approval process

The panel prepares and signs the selection panel report.

The panel chair signs the selection checklist to verify that the process has been conducted in accordance with the Staff Selection Policy and Guidelines and Procedures, and the [NTPS Merit Selection Guide](#).

The report and the selection checklist are submitted to the delegate for signature and decision. Where the line manager for the position is not the delegate, the panel may submit

the report to the delegate through the line manager who is required to sign the selection checklist and note the panel's recommendation.

The delegate may approve or not approve the panel recommendation. The delegate must satisfy themselves that the process has been adequate and that the recommendation is supported by the evidence. The delegate must critically analyse the process and recommendation, and consult with the chair (and the line manager if necessary) on any procedural matters that require attention before a decision can be made on the panel recommendation. If the delegate accepts the recommendation, they are required to sign the selection checklist to confirm that the selection process has been conducted in accordance with DoE requirements and the NTPS Merit Selection Guide; and they approve the panel's recommendation. At the completion of this process the delegate must return the documents to the chair.

If the delegate does not accept the recommendation, he or she signs the selection checklist and signs the panel report to indicate that the recommendation is not approved. The delegate then discusses the decision with the panel chair and the appropriate workplace manager. Unless the decision is to form a new selection panel, the report and checklist should be returned to the chair to notify applicants. In such circumstances it is recommended that expert advice is sought from the appropriate HR Consultant.

The selection outcome is to remain confidential until the delegate has approved the panel's recommendation, even if the recommendation is that there are no suitable applicants.

Notification of Applicants

The chair is responsible for speaking to the successful applicant to advise them of the outcome before speaking to other short-listed applicants. This is because the successful applicant may choose to decline the position at this time. The chair should request that the successful applicant maintain confidentiality until other short-listed applicants are advised.

If the successful applicant declines the position, the chair is to advise the delegate who will decide whether to offer the position to the second-ranked applicant (where there is one).

The chair is responsible for submitting the approved selection panel report to DCIS through the *eRecruit* system in a timely manner, within six weeks of the closing date, so that the process can be finalised.

Providing feedback to applicants

After writing the general selection report, the selection panel will prepare a short summary of the merit (work history and experience, education and qualifications, skill, knowledge, potential) of the selected applicant explaining the reasons why the panel has concluded they are the most suitable.

All applicants will continue to receive, as they always have, a letter from DCIS Recruitment, advising them of the name of the selected applicant. In addition, that letter will provide all applicants with the short written summary of the applicant's merit.

The reason for this is to assist unsuccessful applicants to better understand the reasons for the selection decision, and to provide a basis for 'self-comparison' with the selected applicant.

Release arrangements

Fixed period vacancies

As a general guide, applicants who have won temporary promotions or transfers are released within two weeks unless there are extenuating circumstances. Release should be negotiated between managers/directors, not with the successful applicant.

However Chief Executives may decide not to release employees for fixed period vacancies for business reasons, for example;

- Where the release would significantly impact on the workplace's ability to deliver services;
- If release would adversely affect other recruitment actions in the work unit; or
- If the employee is part way through a probation period, inability or discipline process.

Release of employees should be done in a timely way having regard to the business needs of agencies, handover requirements, development needs of the employee, and potential detriment to the employee in delaying release.

Where an employee is aggrieved by a decision in relation to their release, they may request a review of their grievance in accordance with the agency's [Grievance Management policy](#).

Ongoing vacancies

As a general guide, managers should negotiate release of applicants who have won ongoing promotions no later than two weeks after the closure of the promotion appeal period where applicable. If there is an appeal, it is recommended that the employee not be released to take up their new position until the appeal has been determined. For further information on release of applicants, refer to the [Commissioner's Guideline: Filling Vacancies](#).