

## Document Profile

<b>Title:</b>	Recruitment and Selection
<b>Type:</b>	Policy
<b>Division:</b>	Human Resources
<b>BU/Dept</b>	All
<b>Branch:</b>	National
<b>Intended For:</b>	Managers / Recruitment
<b>Versions</b>	1. V2017.01 2. V2020.02

## Purpose

Star Aviation (Star) prides itself on its comprehensive recruitment process designed to select the best possible candidates and fulfil client needs through attraction of the right applicants. We are an Equal Opportunity Employer and have a standard and consistent approach to the recruitment and selection of employees in order to provide every suitably qualified person with an equal opportunity to obtain employment with the Company.

Recruitment is carried out in line with AS 4811-2006 (Australian Standard for Employment Screening). The purpose of our Recruitment and Selection Policy is to ensure that any decisions taken to employ people

- are uniform across the Company
- fulfil legislative requirements
- are consistent with the Company's philosophy and values, and
- support our strategic vision and goals

Star is committed to recruiting all employees fairly, transparently and on the basis of merit so that the best candidate is hired for the position in accordance with the requirements of the Position Description. Star may decline to offer a candidate employment because the candidate is unsuitable for the position. Star may also decline to offer a candidate employment due to a matter disclosed by background checks, outcome of a Drug and Alcohol assessment, or where a person is unable to perform the requirements of a position.

Recruitment and selection decisions based on irrelevant factors such as a person's sex, race, disability, age, sexuality or other personal biases or favouritism will not be condoned by Star, except where a specific program is in place to address diversity, graduate hiring, or other special needs.

Any employee perpetrating, condoning or inciting discrimination or harassment in the recruitment or selection process will be counselled and in serious cases, disciplined or dismissed. This policy has been ratified by Star's Management Group.

## Scope

This policy applies to both internal and external vacancies for all full-time, part-time employees and casual roles within Star, but excludes temporary assignments.

Star management reserves the right to vary the scope of the policy at any time.

## Roles and Responsibilities

The Recruitment Team is responsible for:

- liaising with and supporting the hiring manager during the recruitment and selection process
- managing the process of sourcing, advertising, screening and short-listing candidates
- engaging recruitment agencies if required
- managing reference and background checks
- determining where psychometric testing is needed
- managing the candidate offer
- managing all candidate communications including advice and feedback to unsuccessful candidates
- generating a letter of offer and sending to the hiring manager for signature
- generating a contract of employment on receiving the candidate's acceptance

The Hiring Manager is responsible for:

- working with the Recruitment Team during the recruitment and selection process to ensure the Recruitment Team have a clear understanding of the skills, experience, knowledge and qualifications required for the position
- ensuring the position is allocated in the workforce plan, has a position description, has been evaluated and sized from a remuneration perspective
- approving the advertisement and the short list
- establishing an interview panel
- selecting the successful candidate
- providing feedback to and debriefing the Recruitment Team at the completion of the process
- approving the letter of offer generated by the Recruitment Team

## Associated Definitions

<b>Hiring Manager</b>	The hiring manager is the manager/supervisor of the position that is being recruited to or company nominated representative
<b>Continuing Employment</b>	Employment on a full or part-time basis with no specified end date.
<b>Fixed Term Employment</b>	Employment on a full or part-time basis for a specified term or ascertainable period.
<b>Non-Continuous Labour</b>	Nature of work is temporary to fill a temporary gap in labour requirements for a specific time period. These may be contractors or casuals.
<b>Continuous Employment (Full Time)</b>	An employee who receives full weekly wages and conditions. An award, enterprise agreement or a contract of employment, sets the number of hours worked by a full-time employee.
<b>Continuous Employment (Part Time)</b>	An employee who works a regular number of hours each week but fewer hours than a full-time employee works. A part-time employee receives the flat hourly equivalent of the normal full-time rate. A part-time employee generally receives all, or most, of the benefits of a full-time employee but on a proportional or "pro-rata" basis.
<b>Casual Employment</b>	A person engaged by the hour and paid on an hourly basis that includes a loading related to the relevant industrial instrument for which a casual employee is not eligible.
<b>Induction</b>	The introduction of new employees to their new job, work section, work colleagues and the organisation as a whole.

## Policy

The Recruitment Team must be involved in all recruitment and selection activities, however in limited circumstances part of the process may be managed by a Hiring Manager keeping recruitment in the loop.

*Star Aviation aims to:*

- Locate and attract the most suitable candidate for the position allowing Star to generate a sustainable competitive advantage in the Aviation industry.
- Maintain the principle of open competition on the basis of merit to identify and appoint the most preferred candidate.
- Incorporate/adopt equal opportunity for all candidates.
- Represent in its employee profile the community it operates within.
- Ensure that selection procedures are efficient and effective.
- Ensure the process is transparent, whilst balancing the need for applicant confidentiality.
- Ensure effective candidate care throughout the recruitment process.
- Integrate resourcing with workforce planning, ensuring resource capabilities in the right place at the right time.

All stages of the recruitment and selection process will conform to the provisions of various Acts of Parliament:

- Anti-Discrimination Act 1997 (NSW)
- Discrimination Act 1991 (ACT)
- Equal Opportunity Act 1995 (Victoria)
- Anti-Discrimination Act 1991 (QLD)
- Privacy Act 1988 (Commonwealth)
- Fair Work Act 2009 (National)
- National Employment Standards 2010
- Workplace Diversity

## Guidelines

Our selection process commences with the design and implementation of robust recruitment strategies that align closely with our clients' needs. Star will fill positions with a combination of newly hired recruits and internal hires as part of our commitment to career progression. Star may also consider transitioning some existing staff as long as they show the right skills and abilities.

- Recruitment will be conducted in accordance with relevant legislation.
- Our recruitment process aims to provide clear and simple guidelines to ensure a fair and transparent process whilst maintaining maximum effectiveness to meet our recruitment needs.
- The decision to recruit will occur following an evaluation of the need for the role against the relevant business plans and budget.
- Applicants will be treated with appropriate respect throughout the recruitment process, provided with information about the vacancy to assist them in making an informed decision.

## Advertising

Star promotes a recruitment approach that encourages internal and external advertising of roles. However, it is recognised that there are some instances when it is in Star's interest to limit the breadth of advertising or approve a role as an exception to advertising entirely.

Variations to the standard process can only be made where it is clear that, because of the special circumstances, application of the variation would not breach the principles of merit and equity.

Star will source candidates through the Star Recruitment Team. Channels include internal advertising via STAR, the candidate database, advertising on the Star website and job boards, referrals and via other direct sourcing options.

### Recruitment Agencies

Agencies may be engaged if the skills required are specialist in nature. Engagement with recruitment agencies can only be initiated by the Recruitment Team. All agencies engaged must have executed a STAR Recruitment / Labour Hire Agreement as approved by the People and Culture Manager to ensure that the correct documentation is put in place to govern the engagement.

Agency usage will require business justification, including, risks/impacts to the business operations if an agency is not approved and insight into what alternative sourcing strategies are available outside of engaging an agency.

### Internal Candidates

Star encourages the filling of vacant positions by moving employees internally provided they have the skills, knowledge, experience and qualifications to perform the role. STAR will generally advertise positions externally but may limit advertising of a position to internal applicants only, where it is demonstrated a genuine internal labour market exists that would deliver appropriately skilled candidates.

All internal candidates are required to go through a face-to-face interview and 2 reference checks with the current/previous supervisors. For internal Star employees applying for the role, the same recruitment process will apply. An existing Star employee may have initial discussions with the Hiring Manager/Human Resources to ascertain details about the role. The employee must inform their Supervisor/Manager before they can formally lodge an application and be considered for the role.

In some circumstances appointments may be made without internal advertising, generally this will be if the positions require highly specialised expertise or experience. This will be determined at the company's discretion.

### Selection Process

The selection process will be designed to assess applicants against the relevant Position Description's skills and technical capability.

The candidate selection and assessment process will usually be administered individually but STAR also has a robust high volume process for sites that demand significant headcount in a relatively short period of time. Our Assessment Centre process has been tried, tested and continually improved over time and it only differs from the normal process in that candidates attend an Assessment Centre in which they are collectively briefed and tested. Every applicant goes through an individual personal interview.

- Interviews conducted will generally be based on behavioural-based questioning specific to the competencies required and documented within the position description.
- using psychometric tests as necessary
- A minimum of two reference checks are to be conducted for all internal and external appointments. Suitable referees must have directly supervised or managed the applicant, they cannot be family members, colleagues or friends. In extreme cases where no suitable referee can be sourced, the People and Culture Manager has the delegation to determine whom reference checks can be conducted with.

- Subject to the position applied for, applicants may be required to attend a Pre-Employment Medical (PEM) at a Star authorised Medical Provider and required to pass the test.
- All applicants must demonstrate the appropriate legal right to work within Australia prior to being offered any employment with Star.
- For any Star frontline roles, applicants will be required to provide proof of their holding of any required current licences and qualifications.
- Employees will be selected on the basis of merit and suitability to the role and no weighting will be made for applicants related or known to existing employees.
- All verbal offers of employment are to be made by the Recruitment Team either directly to the successful applicant or via the recruitment agency if applicable.
- All offers of employment are formalised in writing by means of a Welcome Pack which includes a Letter of Offer, Position Description, Employee Handbook, Superannuation information, Payroll documents and company benefit schemes.

Please be aware that if the manager allows an 'employee' to start when there is no signed contract in place there may be:

- potential breaches of the Fair Work Act - failure to have a contract in place and agreed by all parties setting out their terms of employment-including conditions etc
  - potential breaches of STAR - failure to have relevant checks undertaken prior to commencing in the role
  - potential under the new WHS legislation that came into place on 1 January 2012 for the decision maker (the Delegate) to be fined and/or face legal prosecution if the 'employee' suffers any injury and or an aggravation to a pre-existing condition in a Star workplace – in addition, the organisation can also be taken to court and fined.
- All appointments will be subject to a 6 month qualifying period mapped to the National Employment Standards (NES), during which time assessments will be made of work performance before confirming continuation of employment. The authority to override this requirement must be obtained by the People & Culture Manager.
  - All new hires employed at a branch or corporate office will complete the company induction program to provide them with an opportunity to clarify employment conditions and introduce them to the company's policies and procedures. A signed completed induction form will form a part of the employee's record. Frontline employees will be asked to review the Employee Handbook and attend site induction to ensure compliance of all policies and employment conditions.
  - As part of the recruitment process, personal documentation will be held in accordance with the relevant legislation requirements.

## Disclosure

Star ensures that all information collected from persons will be considered private and confidential and not disclosed without the prior knowledge or consent from the individual or legal representative. All employee or candidate information is stored as per our privacy policy.

## Procedures

Procedural guidelines to assist managers and supervisors with the implementation of this policy are contained in the associated recruitment and selection processes. Recruitment and selection processes are intended to provide guidance for managers, supervisors, recruitment team and other staff involved in the recruitment and selection process.

The recruitment and selection process is not meant to constrain stakeholders involved in recruitment and selection from applying common sense and judgement, consistent with this policy, that is necessarily involved in best practice implementation. Stakeholders may depart from the guidance provided they ensure the process they follow is both fair and defensible.

Further advice on the implementation of this policy may be obtained from Human Resources.

### **Effectiveness of this Policy**

To allow Star to effectively review the performance of this policy, the following performance indicator(s) serve as a guideline:

- Feedback, including consultation with Managers and Employees
- % fill rate-time to appoint from commencement of recruitment process to letter of offer generated
- % Employee-initiated turnover of staff with one year or less of service namely – 30, 60, 90 days
- Number of staff from identified equity groups employed

### **Additional Information**

It is important to note that the terms set out in this policy may be changed from time to time at the discretion of Star, subject to any legal or statutory obligations.

In addition, this policy and associated procedures do not form a part of a contract of employment with Star.

