

Policy: RECRUITMENT AND SELECTION POLICY	
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1. Introduction
<p>Policy Statement</p> <p>The purpose of this policy is to ensure well-managed operations, a performance culture and a workforce mix and profile appropriate to its business needs and sustainability, underpinned by the principles of merit, equity, and transparency.</p>
<p>Scope</p> <p>This policy applies to all individuals appointed by ARA Property /Indigenous Services in return for remuneration as per the modern awards or the employment agreement for the services rendered as per specific clauses.</p>
<p>Responsibility</p> <p>All people referred to in the scope are required to comply with this policy.</p>

2. Policy
<p>2.1 Merit</p> <p>Appointments will be based on merit assessed against the key selection criteria in the position description. In the instance where an approach is made to a potential applicant through a professional network after the position has been advertised, care must be taken to ensure that the applicant is being invited to apply for the advertised position and that every application will be treated on the same basis as all other applicants.</p>
<p>2.2 Equity</p> <p>All recruiting managers will practice the principles of equal opportunity and anti-discrimination consistently with interview panels having at least one representative of each gender. In the case of an indigenous role, an indigenous staff member will be part of the panel.</p>
<p>2.3 Confidentiality</p> <p>The confidentiality of the staff selection process must be maintained under all circumstances. Recruitment documentation must be securely stored for 6 months before being destroyed and applicant information must not be discussed outside of the interview panel. Such information will be used solely for the purpose of completing the recruitment and selection process. Breach of confidentiality will be considered to be a serious matter.</p>
<p>2.4 Conflict of Interest</p> <p>A person who has or has had a close personal relationship with an applicant, or who has had any other non-work related interest shall not take part in any aspect of the selection process as it could lead to a potential or actual conflict of interest.</p>

If such a situation becomes apparent after applications are received, individual must withdraw from the process at the earliest possible stage.

2.5 Compliance

All relevant checks, clearances, qualifications, certifications etc. must be received before the employment relationship commences. Police checks will be conducted every 5 years. If a negative history is received, ARA Property/Indigenous services reserves the right to terminate the recruitment process or the employment relationship as the case may be.

2.6 Appointments

ARA Property/Indigenous services reserves the right to make no appointment to positions which have been advertised, to invite persons to apply for advertised positions, to appoint by invitation or to make a direct appointment to a position without recourse to advertisement in order to meet business requirements and needs.

Under no circumstances should a person commence working at ARA Property/Indigenous services without a signed and accepted agreement/contract of employment and compliance clearances.

2.7 Grievances

Any grievance arising from the application of this policy shall be referred to the People and Compliance Manager and will be managed in accordance with the Complaints Procedure.

3. Definitions	
Contract of Employment	A contract under which an individual is employed in return for remuneration from ARA Property/Indigenous services. This contract gives ARA Property/Indigenous services a right of control over how the individual carries out the work.
Conflict of Interest	Conflicts of interest may arise in situations where a person's private arrangements, benefits, interests, personal circumstances or personal relationships could, or could be perceived to impinge on a person's ability to act impartially.
Equal opportunity	To promote and facilitate the progressive realisation of equality by eliminating discrimination, sexual harassment and victimisation from our workplace.
Anti-discrimination	To avoid discrimination on the basis of race, colour, sex, religion, political opinion, national extraction, social origin, age, medical record, criminal record, marital or relationship status, impairment, mental, intellectual or psychiatric disability, physical disability, nationality, sexual orientation, and trade union activity.

4. Related documents	
Related policies	EEO, harassment and discrimination policy Code of Conduct Termination Policy Employee Handbook
Forms	New Contract request Form

Recruitment and Selection

Overview

Our recruitment processes are designed to underpin and support the ARA Property/Indigenous services strategic objectives by attracting and retaining a high performing and productive and engaged workforce. It is vital to select high quality candidates, as poor selection decisions can impact financially, on productivity and/or on team performance and morale. The procedures contained within these guidelines support the recruitment and selection process and provide information and practical advice for recruiting managers and should be read in conjunction with the Recruitment and Selection Policy. These guidelines will cover:

- Prepare to recruit
- Advertising
- Selection
- Appointment
- Induction

Additional support:

- Recruitment checklist
- Interview Assist
- Reference Check Template
- Make an Offer template

Preparing to recruit

1. Determine operational needs

The recruiting manager will determine how the position fits with their:

- team needs
- operational plans
- budgetary considerations
- wider ARA Property/Indigenous services objectives

2. Determine role requirements

- Identify position purpose, challenges, key relationships, decision making level, reporting lines of the position.
- Analyse how the job was performed before and make adjustments to how you wish for it to be performed in the future.
- Identify the skills, abilities and knowledge required of the position for the next 3 years, including leadership competencies if applicable.
- Identify prerequisites that are relevant to the role such as qualifications, experience, registrations, check clearances etc.
- Identify responsibilities, tasks and duties required of this role and how they will be organised and performed with consideration to the work environment.
- **Create key selection criteria which should:**
 - o be broad enough to consider a wide field of qualified and experienced candidates.
 - o specify qualifications, experience and any check clearances that are mandatory.
 - o identify the key competencies required to do the job including two critical leadership competencies where applicable.
 - o Provide a set of standards that all candidates can be measured against to make a

comparative assessment of the best candidate for the job.

- **Write or update the position description.**

3. Attraction objectives

Identify target candidate audience:

- Who do we want to attract?
- Why do we want to attract them?
- How can we best attract them - What can we offer them?

Advertising

A range of advertising options may be considered to determine the most effective option for the particular job, this includes local online job portal, print and social media.

1. First consideration

Consider the following appropriate options before advertising a position:

- Internal secondment
- Internal transfer
- Direct appointment by invitation

2. Request to advertise

- Send an email request for advertising to the People and Culture Administrator.
- Include updated position description.

3. Shortlist

Shortlisting will be done primarily by the recruiting manager on the Seek portal. In some instances the services of People and Corporate Services may be enlisted.

If an internal candidate is not shortlisted feedback should be provided by the recruiting manager prior to the interviews being held.

The recruiting manager organises an interview panel and schedules interviews with the shortlisted candidates.

Selection

1. Interview

- The recruiting manager is responsible for leading and note taking during the interview process. These notes will form the basis for feedback for the candidates at a later date.
- Candidates should be provided with at least 3 working days in order to organise their time to be available for interview.
- The interview duration will be the same except where special arrangements have been made to accommodate the reasonable adjustment needs of an applicant with a disability.
- Candidates should not be questioned in a way that implies, or could be taken to imply, unfair or discriminatory attitudes to the applicant's age; sex; marital/relationship status; sexual orientation; pregnancy; intersex status; carer/family responsibilities; impairment; disability; racial; industrial, political or trade union activity; or national extraction or social origin.
- Structured behavioural interview questions are one of the more valid and effective selection techniques, based on the assumption that past behaviour is the best predictor of future

behaviour. Behavioural question examples expand the interviewers understanding of a candidate's work history, experience, knowledge and motivation.

- Interview questions need to follow a format in which each applicant is asked the same core questions against the selection criteria. The interview panel may probe further in order to clarify and explore deeper into a candidates response.
- Besides the application and the interview process, other assessments that may be used to assess a candidate's suitability to the role are psychometric testing or work related simulations. These methods need to be designed to ensure that the information gathered is relevant to the key selection criteria determined for the position.
- Where qualifications, professional memberships and registrations, WWCC etc. are requirements of a position, the recruiting manager must sight the original documents and certify copies by signing and dating them.
- Request a copy of Interview Assist from People and Corporate Services for additional support.

2. Selection

- Making a selection from the candidate pool after interviews will be based on the key selection criteria and requirements of the role.
- The panel will mark each candidate for best fit with the role, with the team and with the values and culture of ARA Property/Indigenous services as a whole.
- The candidate with highest marks will be deemed the successful candidate. In the event that this candidate rejects an offer, the second candidate will be offered the role.
- The selection decision may not be finalised until referee checks are conducted and pre-employment checks and evidence of qualifications are provided.

Appointment

1. Making an offer

- The recruiting manager will conduct 2 referee checks for the successful candidate to clarify or confirm information already obtained from interview and to determine fit with ARA. It is not appropriate to approach persons other than the nominated referees without permission from the candidate. To do so would breach confidentiality and privacy legislation.
- When the reference checks are deemed satisfactory, the recruiting manager will make a verbal offer to the candidate subject to the clearance of pre-employment checks. This offer will include a mutually agreed upon start date and a salary rate.
- The recruiting manager will use the "Contract Request" email template to send these details to the People and Culture Administrator to request a contract be sent to the candidate when pre-employment checks are complete.

2. Pre-employment checks

- **National police check**
A police check taken within the last 5 years will be accepted when provided by the candidate. People and Corporate Services will complete a police check for the employee under exceptional basis
- International police check

If the candidate has lived overseas for over 3 months in the last 12 months, an international police check is required to be provided by the candidate.

- **WWCC**
Certain positions require a WWCC to be provided by the candidate prior to commencement of employment.
- **Right to work in Australia**
The successful candidate must provide evidence of their legal right to work in Australia (Passport or Birth Certificate).
- **Qualifications**

3. Appointment confirmation

- When all the checks and clearances are deemed satisfactory, the People and Culture Administrator will draw up a letter of offer and send to the candidate for online acceptance.
- When this acceptance is received, a full employee pack will be sent to the employee with the rest of the documentation enclosed.
- The recruiting manager will advise the unsuccessful candidates who were interviewed. A request may be made to the People and Culture Administrator to send all other candidates an unsuccessful notification. In the event that no candidate is successful, the People and Culture Administrator must still be informed in order to notify the candidates.
- An employee file will be created for the employee in People and Corporate Services to hold all the newly created documentation.
- This will initiate the onboarding process.

Onboarding

- The recruiting manager will be informed on email of the list of actions to be taken before the commencement of the new employee.
- Tools of trade, IT and security access will be prepared in time for the new arrival.
- Induction will be arranged within 14 days of commencement to meet with each department leaders and to understand overall business

RECRUITMENT CHECKLIST FOR RECRUITING MANAGER

Please tick to reflect completion of recruitment responsibilities – completed within 45 days.

Recruiting Manager:		
Pre-advertising:		
<input type="checkbox"/>	Day 1	Review/Update position description.
<input type="checkbox"/>	Day 2	Contact People and Culture Administrator for advertisement.
Pre-interview:		
<input type="checkbox"/>	Day18-20	Review applications - Shortlist candidates based on predetermined selection criteria.
<input type="checkbox"/>	Day 21	Develop interview questions based on the selection criteria.
<input type="checkbox"/>	Day 21	Arrange interviews: book rooms, dates and times, panel members and candidates.
Interview:		
<input type="checkbox"/>	Day 23-24	Allot relevant interview questions to each panel member.
<input type="checkbox"/>		Inform candidate on our mandatory pre-employment screening requirements.
<input type="checkbox"/>		Complete interviews and make a selection.
<input type="checkbox"/>		Compile notes in order to build recruitment records.
Post interview:		
<input type="checkbox"/>	Day 25	Inform preferred candidate of selection; seek referee details and certified copies of qualifications.
<input type="checkbox"/>	Day 25	Complete 2 reference checks for preferred candidate.
<input type="checkbox"/>	Day 26	Make a preliminary verbal Offer
<input type="checkbox"/>	Day 32	Scan and make available to People and Corporate Services the following documents: <ul style="list-style-type: none"> 1. <input type="checkbox"/> Completed reference checks 2. <input type="checkbox"/> Qualifications (certified) 3. <input type="checkbox"/> Certified copy of visa/Medicare/Australian birth certificate/WWCC
<input type="checkbox"/>	Day 32-42	Call successful candidate to inform them that the checks have cleared and a letter of offer will be sent to them within 48 hours.
<input type="checkbox"/>	Day 32-42	Complete email Request Contract template with offer details and send to People and Culture Administrator for actioning.
<input type="checkbox"/>	Day 43	Request unsuccessful candidates to be notified.
<input type="checkbox"/>	Day 43	File and maintain recruitment records for 1 year - please refer to the last page for details.
<input type="checkbox"/>	Day 90	Complete onsite induction and send completed checklist to HR.

INTERVIEW ASSIST

This Interview Assist contains all that is required to conduct a comprehensive interview process. It will take the recruiting manager through each step of the interview process and requires that each section is completed in full in order to maintain complete recruitment records. This Interview Assist contains:

- FAQs
- Interview Shortlist
- Interview Schedule
- Interview Format Guide
- Interview
- Suggested Behavioural Questions

FAQs:

1. Why should I book interviews early?

Candidates must be given a minimum of 3 days' notice before an interview so that they can prepare for the interview as well as schedule their time. Meeting rooms must be booked in advance with suitable timeframes to avoid circumstances where candidates could possibly overlap in their interviews.

2. What is interview etiquette?

All phones must be switched off or muted during interviews.

All paperwork not pertaining to the candidate being interviewed must be put away to maintain confidentiality.

3. I prefer to just listen instead of wasting time taking notes during an interview. Is that okay?

It is extremely important to maintain excellent documentation through scrupulous note-keeping during the interview process. In the event there is an appeal against the outcome of the recruitment process, it will be your interview notes that explain why the successful candidate was chosen for the job. Therefore, the lack of diligent note taking will put the organisation at considerable risk of litigation.

4. Can I ask the candidate whether they are married or how old they are as this role requires someone very focused on their work?

Any reference to attributes of age or marital status could lead to a discrimination claim by the candidate. For further information on discrimination please visit: <http://www.fairwork.gov.au/resources/fact-sheets/workplace-rights/pages/unlawful-workplace-discrimination-fact-sheet.aspx>

5. I have 4 vacancies in my work area and filling these roles is now a matter of urgency so I would prefer to employ anybody who applies for the positions immediately. Is that okay?

If checks and balances are not part of recruitment and selection, the process will fail in its very purpose which in turn will lead to performance issues in the future that will have to be managed. Selection practices must be robust and good fit with the role, the team and the wider organisation is very important when making an employment decision.

6. Can I end an interview early if a candidate is clearly not suitable?

It is only advisable when both parties mutually come to an understanding early in the interview that the candidate's aspirations do not match with the position or the organisation. Please ensure that your interview notes clearly detail candidate responses and panel comments.

SHORTLIST TEMPLATE

When reviewing applications, it is important to make note of:

- Contact details
- Education levels, dates gained and at which institutions.
- Professional courses completed.
- Previous jobs, which organisations, tenures, scale of responsibilities, achievements, any gaps in employment.
- Experience that directly relates to the role being recruited to.

SELECTION CRITERIA	APPLICANT						
Qualifications / Licensing							
Experience							
Skills/ Abilities/ Knowledge							
SHORTLIST *							

*If an internal candidate is not shortlisted, a personal call to the candidate with feedback regarding the unsuccessful application is required.

Completed by	
Signature	
Date	

INTERVIEW FORMAT

1. Introduce each panel member to the candidate.
2. Provide water and glasses if possible.
3. Describe the interview sequence and the time that will be needed.
4. Indicate that notes will be taken.
5. Each panel member will take turns to ask questions, the answers to be rated separately by each panel member.
6. Identify and match the candidate's interest and abilities in line with the position before discussing the position itself.
7. Interview questions are to focus on key selection criteria and key performance targets as per the position description. Some important points to explore are:
 - the level of the candidate's interest in the position and why.
 - ability to perform the role and how the candidate expects to tackle the new role.
 - how much notice the candidate will need to give.
 - expected remuneration.
8. Describe role and reason for vacancy.
9. Allow time for the candidate to ask questions.
10. Collect relevant documentation from candidate, eg. Qualifications, accreditation verification.
11. Clearly explain ARA Property/Indigenous Services requirement for pre-employment screening:
 - ARA Property/Indigenous Services has an ongoing process for assessing the currency of screening for all staff and screening may also be undertaken as part of any internal movement within the organisation.
 - Applicants are obliged to fully and frankly disclose relevant information and the consequences for non-disclosure would be withdrawal of the application from the recruitment process.
 - Requirement for a police consent form with 100 points proof of ID.
12. Business cards are to be kept handy so that the candidate has a point of contact should the need arise after the interview.
13. At the end of the interview, it is important to describe the next steps to the candidate including approximately when and how they will be contacted with an interview outcome.
14. Escort the candidate to the exit.

SUGGESTED BEHAVIOURAL INTERVIEW QUESTIONS

Motivational fit	Is able to articulate job and work environment preferences. Has an understanding for the role and why it has been applied for. Has goals for the future that is aligned with growing with the role. Demonstrates 'job fit', 'organisation fit' and 'location fit'.
	<ul style="list-style-type: none"> ▪ Tell me about a time when your career has made you most satisfied or dissatisfied. Why? ▪ How do you feel that your skills, knowledge, experience and attributes make you a good fit for this role? ▪ What motivated you to apply for the role? ▪ Why are you leaving your current role?
Verbal communication	Uses language, tone and format to suit the target audience and effectively paint a professional image of self. Communicates complex concepts and issues in a positive, assertive and friendly delivery style.
	<ul style="list-style-type: none"> ▪ Give an example of an initial meeting with an important business contact. How did you break the ice? ▪ How do you go about building an ongoing positive business relationship?
Conflict Resolution	Demonstrates awareness of environment and insight into positive and negative outcomes. Employs tact, diplomacy and respect while identifying key issues and finding ways to mutually develop strategies to address them.
	<ul style="list-style-type: none"> ▪ Describe a situation where another person has verbally attacked you. What did you do? ▪ Have you ever been in a situation where you had to settle an argument between two people you knew? What did you do? What was the result? ▪ Have you handled a difficult situation with a co-worker? How? ▪ Have you handled a difficult situation with a team leader? How? ▪ Have you handled a difficult situation with another department? How? ▪ Have you handled a difficult situation with a client or vendor? How?
Resilience / Coping with Pressure	Works effectively under continuous high pressure with resilience and professionalism.
	<ul style="list-style-type: none"> ▪ Tell me about the last time you received criticism during feedback. How did you handle it? ▪ Describe an unpopular decision or change you made and how you handled implementing it. ▪ What do you do when your schedule is interrupted? Give an example of how you handle it. ▪ What kinds of job activities do you find most demanding or tiring? ▪ Give an example of a goal you reached and tell me how you achieved it. ▪ Tell me about a time you worked on multiple projects. How did you prioritise?
Teamwork	Works cooperatively, proactively and loyally within team and with other groups, committing and taking responsibility for team effectiveness as well as learning from mistakes. Shares information, successes and challenges with equal enthusiasm. Promotes cooperation and a friendly team climate.

<ul style="list-style-type: none"> ▪ Have you been in a team/group with an unproductive person? How did you handle the situation? ▪ Have you ever had to convince a team to work on an overly difficult project? How did you do it? ▪ What do you do if you disagree with a co-worker on a work decision? ▪ Share an example of how you were able to motivate employees or co-workers. 	
Negotiation	Crafts outcomes that seeks to maximise opportunities by utilising own negotiating skills that will provide maximum value towards business goals.
<ul style="list-style-type: none"> ▪ Tell me about a time when you had to negotiate with someone. <ul style="list-style-type: none"> - How did you prepare for it? - What was the result? - What was the most difficult part? 	
Responsibility / Accountability	Understands the professional obligation to accept a degree of accountability for actions and decisions made in line of work responsibilities
<ul style="list-style-type: none"> ▪ What accountabilities do you have in your role? Tell me about a time when you exceeded these accountabilities. Why did you do that? ▪ Have you ever made a mistake? How did you handle it? 	
Analytical thinking	Is able to quickly evaluate information, identify pertinent issues, isolate problem areas and assess the broader implications of conclusions.
<ul style="list-style-type: none"> ▪ Can you think of a complex problem where the cause was not easily identifiable? How did you resolve it? ▪ How do you decide what information is important and how to use it to advantage? ▪ Give an example of an occasion when you used logic to solve a problem. ▪ How do you learn about a process? 	
Client focus	Ability to identify what is most important to clients and provide a quality service that contributes to achievement of team and organisational goals.
<ul style="list-style-type: none"> ▪ Can you give me an example of how you handled a problem with a client? Give an example. ▪ What have you done to improve relations with your clients? ▪ Give me an example of how you go about establishing rapport with a client. What have you done to gain their confidence? 	
Problem solving	Is able to articulate perspectives on problem solving techniques and demonstrate experience in isolating the problem and shaping it towards issue resolution.
<ul style="list-style-type: none"> ▪ Have you ever been caught unaware by a problem or obstacle that you had not foreseen? What happened? ▪ When was the last time something came up in a meeting that was not covered in the plan? What did you do? What were the results of your judgment? ▪ Tell me about a time when you did something completely different from the plan and/or assignment. Why? What happened? 	

<p>Decision Making</p>	<p>Includes others in the decision making process as appropriate, makes the most suitable decisions and ensures team understanding. Formulates clear decision criteria, evaluates options by considering implications and consequences and chooses an effective option.</p>
<ul style="list-style-type: none"> ▪ Describe the most significant decision you had to make in the last 6 months. Tell me about the alternatives you considered. ▪ How do you involve your manager and/or others when you make a decision? ▪ Describe a time when you had to evaluate a number of options to arrive at a decision. Who did you consult with and why? ▪ What kind of decision have you made where you had responsibility but not authority to implement a project? ▪ Tell me about a 'snap' decision you made that worked out badly. What did you do? 	
<p>Building Relationships</p>	<p>Establish maintains and protects effective relationships with employees, customers and suppliers, as appropriate. Develops and maintains effective working relationships with all stakeholders. Honours commitments made in an accurate and timely manner. Engenders and maintains integrity. Develops own and others' ideas and facilitates agreement.</p>
<ul style="list-style-type: none"> ▪ Give me an example of when you have developed relationships with people even when they have not been easy to get along with. How did you handle this? What was the outcome? ▪ What do you do if you disagree with your boss? ▪ Can you give me an example of when it has been difficult to please the customer as well as your employer? What did you do to manage this? What was the result? ▪ How do you go about forming relationships with your colleagues, managers, and peers? ▪ Tell me about a time when you felt someone on your team was not contributing fully to their work. How did you approach them? What was the outcome, in terms of the relationship and initiative? 	
<p>Initiative</p>	<p>Shows the proactive ability to seize opportunities and find ways to act on them.</p>
<ul style="list-style-type: none"> ▪ Describe a time when you took a new job that required a much different set of skills, and how you went about learning your new job. ▪ Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome? ▪ You are asked to step in your boss' shoes for a couple of months as he is under the weather, how would you go about it? ▪ Tell me about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result? ▪ Tell me about a time when your initiative caused a change to occur. ▪ What has been the best idea you have come up with during your professional career? 	

Attention to detail	Demonstrates the ability to complete tasks accurately, covering minute details that may otherwise be overlooked.
<ul style="list-style-type: none"> ▪ What process do you use to check that you have the right details from a customer? ▪ Give me an example of a time you discovered an error that been overlooked by a colleague. What did you do? What was the outcome? ▪ Tell me about a time that you were confused by a customer’s request. What steps did you take to clarify things? 	

Empathy	Has a genuine need to help those in need. Demonstrates caring, compassion and initiative in assisting others without expectations of rewards.
<ul style="list-style-type: none"> ▪ Give me an example of when you were given special recognition or acknowledgement for your contributions to the disadvantaged. ▪ Describe a situation when you were criticized for being too concerned about the difficulties of others. ▪ Give me an example of when you identified with someone else’s difficulties at work. 	

Leading & Empowering Others	Provides inspiring guidance, developing others to generate performance consistent with organisational values and goals. Empowers people to act in the belief that they make a difference and holds them accountable for their actions though clear expectations and direction. Leads by example.
<ul style="list-style-type: none"> ▪ It is often said that a leader must ‘walk the talk’. Please give an example of how you have led your team by example. ▪ What has been your greatest leadership achievement in a professional environment? Talk through the steps you took to reach it. ▪ What have been the greatest obstacles you have faced in building/growing a team? ▪ In your current position what do you believe are the primary barriers to full empowerment? What are you doing about these barriers? 	

Leading through Vision & Values	Builds a common sense of purpose and shared direction that aims to promote the organisation’s visions, goals and objectives towards options for implementation and establishes clear messages about what needs to be achieved.
<ul style="list-style-type: none"> ▪ What examples are there recently where you have had to describe your vision of the future shape of the team, department or organisation? ▪ How does your team contribute to the overall goal of the organisation? ▪ Have you had to defend your vision of the future or persuade others of its validity? Give me an example. ▪ How far is your vision of the future reflected in your business planning, budgeting, financial controls, investments etc.? 	

<p>Time Management</p>	<p>Demonstrates an ability to manage time and priorities. Displays assertiveness, composure and emotional stability.</p>
<ul style="list-style-type: none"> ▪ Describe a time when you had to make a difficult choice between your personal and professional life. ▪ Describe a situation when you demonstrated initiative and took action without waiting for direction. 	
<p>Strategic Direction</p>	<p>Charts the long-term course of business by anticipating trends and events in the business and evaluating key options, capabilities, threats and opportunities.</p>
<ul style="list-style-type: none"> ▪ Tell me about one of the most innovative strategies you have used to ensure the future business direction of your area of responsibility? ▪ Tell me about a recent major corporate strategy you developed. In hindsight, what do you know see to be the strengths and weaknesses of that strategy? ▪ What strategies have you used to ensure the long-term success of your current/previous organisation? What was the outcome? ▪ Give me an example of a time when you have experienced difficulty gaining commitment from key stakeholders for strategies. What did you do? ▪ What changes in the market conditions have caused you to look at and evaluate your strategies? Give me an example. ▪ Tell me about a meeting you have had to chair recently where you knew consensus of opinion was against you on a strategic issue. What did you do? What was the outcome? 	

REFERENCE CHECK

Applicant: _____ **Date:** _____

Position applied for: _____

Referee's details: _____ **Title:** _____

General questions	
What is the nature of your relationship with the candidate?	
<ul style="list-style-type: none"> In what capacity is/was the candidate employed by your business? 	
How long did the candidate work with the business?	
What kind of duties and responsibilities does/did the candidate have?	
What the candidate's reason for leaving?	
how would you describe the candidate overall? How would the candidate's team describe him/her? What about his/her peers?	
What were his/her main achievements during this role?	
How did the candidate ensure that he/she delivered his/her outcomes? Did the candidate go over and above, and if so, what did he/she do?	
How well did the candidate handle pressure?	
How would you describe the candidate's reliability and dependability?	

<p>What was one of the candidate's most memorable accomplishments while working with you?</p>	
<p>What type of work environment do you think the candidate would be most likely to thrive in, and why?</p>	
<p>How does he/she go about motivating his/her team or others workers to build / maintain the culture</p>	
<p>What would you say are his/her most impressive personal qualities?</p>	
<p>What would you say are the applicant's strengths?</p>	
<p>Everyone has areas to improve upon. Can you explain any setbacks he/she had and how you managed them?</p>	
<p>Have you had any concerns with their performance?</p> <p>If yes, please explain when these issues were identified? When were they discussed with the individual? What work are their doing to improve and what progress has been made?</p>	
<p>Can you comment on the applicant's:</p> <ul style="list-style-type: none"> - reliability - Integrity - Achieving outcomes - professionalism - People Management - Problem solving - Multi-tasking - Patience - Conflict Management Skills - Courage 	
In closing	
<p>Would you re-employ the applicant? Why/why not?</p>	

Do you have any final comments?	
Thank you for taking the time to provide feedback.	

RESULT

Candidate's Suitability:	LOW <input type="checkbox"/>	MEDIUM <input type="checkbox"/>	HIGH <input type="checkbox"/>
Should the candidate be appointed to the role?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	

REFERENCE CHECK COMPLETED BY:

(Insert name & signature)	Date / /
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TEMPLATE

Dear **[First Name]**,

Congratulations, I am pleased to inform you that you are the preferred candidate for the position of **[Position Title]**, subject to the clearance of mandatory pre-employment screening. These include reference checks, a national police check, and if you have resided overseas for a continuous 3-month period or more in the last 2 years you will be required to procure an international police check from the relevant country.

The next step in our process would be for you to complete the enclosed paperwork and return them to us as soon as possible. You are required to complete and certify where required:

- Certified copies of qualifications
- Certified copy of Australian birth certificate /visa/evidence of work rights within Australia
- Certified copy of the Working With Children's Check (if applicable)
- Certified copy of an International Police Check

As soon as our pre-employment checks are completed satisfactorily, we will endeavour to contact you to determine a mutually convenient commencement date.

In the meantime, if you have any questions, please do not hesitate to contact me on **[Ph. No.]**.

Yours sincerely,

[Manager]

[Position Title]

ARA Property/ Indigenous Services