

POLICY: Recruiting the right employees is a crucial component of creating the workforce Cairns Port Authority (CPA) needs to achieve its organisational objectives. CPA is committed to maintaining a balance between external recruitment and offering development opportunities for staff.

DEFINITION: The purpose of this policy is to facilitate the recruitment, selection and appointment of appropriately skilled and qualified employees who can contribute positively to CPA's objectives, values and culture.

This policy should be read in conjunction with the CPA Certified Agreements and Remuneration Policy – Management Positions.

This policy applies to the recruitment and selection of all employees. This policy incorporates the principles of equal employment opportunity to ensure that the most capable person is selected for a position on the basis of merit and without regard to factors such as a person's sex (including pregnancy), sexual preference, transgender status, race, colour, ethnic or ethno-religious background, descent or national identity, marital status, disability, age, political conviction or religious belief.

All recruitment and selection processes are to be undertaken in accordance with CPA's Privacy Plan.

APPLICABILITY: All Employees

PROCEDURES/ GUIDELINES: CPA follows a four stage recruitment and selection process for tenure, fixed-term and acting staff appointments:

- i) Vacancy;
- ii) Applications and short-listing;
- iii) Selection; and
- iv) Appointment

i) Vacancy

A position description, including a statement of key accountabilities and selection criteria must be developed for a vacant position that is authorised to be filled. This is essential to inform candidates about CPA's expectations and is the key to making an objective selection based on merit against clearly defined requirements. Selection criteria should consist of the critical skills, knowledge, qualifications, experience and attributes required for competent performance.

All vacant positions will be advertised externally and internally to ensure it attracts the most appropriate pool of suitably qualified applicants and recognises the value of providing development opportunities for existing staff.

Internal advertising of vacancies will be via e-mail circulated to all staff, CPA's intranet and relevant notice boards. External advertising will be

designed in a way to reach the optimal pool of potential applicants. In most cases mainstream and web-based press will be chosen; in other cases, search firms, professional publications, or professional associations will be chosen.

ii) Applications and Short-listing

CPA seeks to treat all candidates equitably, with respect and courtesy. This includes acknowledging receipt of job applications and advising unsuccessful candidates as soon as possible once a short-list of candidates has been agreed.

For all advertised positions there will be a short-listing process where the selection panel members consider each of the applications in terms of the key selection criteria. Panel members will agree the reasons for which applicants have not been short-listed.

Selection panels members must seek to be objective and to maintain the equity and confidentiality of the selection process.

iii) Selection

The selection process seeks to identify the best candidate on merit. Selection panels must ensure there is no discrimination on grounds unrelated to the requirements of the position.

Interviews will be conducted with all short-listed applicants using structured behaviourally based questions which address the key selection criteria. Each selection criteria is scored accordingly by all panel members at the conclusion of the interview and an overall score for the applicant agreed.

Reference checking on preferred candidates is mandatory and is to be carried out by the Manager, to whom the position reports, or the Human Resources Department. Two verbal references are required as a minimum and a written record of the discussions is to be completed.

Reference checking for Senior Executive positions will include security and probity screening in accordance with the Governance Framework for Chief and Senior Executives in Government Owned Corporations.

Where relevant, evidence of certificates/qualifications must be obtained prior to any selection decision being made.

iv) Appointment

When all selection processes have been finalised, the selection panel will make a recommendation to appoint a suitable applicant. A written recommendation complete with all supporting documentation will be submitted to the relevant party for approval.

The Chief Executive Officer and Senior Executives will be appointed by the Board of Directors with the prior written approval of the shareholding

Ministers, to the position. Employment will be offered on a fixed term contract basis. The term of the contract will be for a maximum of three years with an option to extend for a further two year period. An executive on a fixed contract may be reappointed once under a new contract after the completion date of the initial contract. Employment Contracts will be based on the standard executive employment agreement template provided by the Office of Government Owned Corporations.

The Business Unit General Manager will approve the appointment of all employees in their respective business units. Employment will be offered in accordance with CPA's Certified Agreements.

Acting Appointments

Acting positions to senior executive positions may be approved by the Board. Acting appointments can not be approved for longer than six months without the prior written endorsement of the shareholding Ministers.

APPROVED BY: Board of Directors **DATE:** 28 March 2008

CUSTODIAN: Manager Employee and Public Relations

COMMENTS:

REVIEW DATE: