

THE SELECTION AND RECRUITMENT PROCESS:

The following information is intended to assist Directorates in their selection and recruitment processes for appointments to ACT Government boards and committees and other specialist appointments.

Government policies to consider:

Directorates should be aware of the following ACT Government policies when considering appointments to boards and committees.

- ACT Government policy on boards and committees seeks to achieve and maintain 50 per cent representation of women on all government boards and committees.
- Consideration must also be given to increasing the representation of Aboriginal and Torres Strait Islanders, those from culturally and linguistically diverse backgrounds, people with a disability and representatives of community organisations.
- When considering new appointments, action officers should consult with the Office for Women, the Office of Multicultural, Aboriginal and Torres Strait Islander Affairs, and the Office for LGBTIQ Affairs to determine whether suitable candidates are available for consideration.

1. Developing the position description

When a vacancy is identified on a Board or Committee, a position description should be prepared which:

- defines the position and its duties;
- outlines what the position does and how it contributes to the core business and purpose of the entity;
- provides an overview of the board or committee;
- lists the main responsibilities of the position in order of importance;
- details the relevant skills, attributes and/or experience required by the position holder;
- outlines the relevant selection criteria;
- identifies requirements for performance indicators;
- specifies reporting obligations for the position; and
- includes key organisational values as inherent requirements of the position.

When developing a position description, input should be sourced from the Chair of the board or committee to understand the operating environment and current/emerging priorities. Consultation

in this manner can ensure that the role description adequately captures the necessary skills, experience and attributes required for the position.

2. Developing Selection Criteria

In writing selection criteria, the goal is to specify the skills, knowledge and behaviours that are required to achieve the objectives and accountabilities identified in the position description.

Where possible, boards and committees should use the better practice method of using four selection criteria and asking applicants to restrict their responses to two pages. This practice facilitates easy comparison of applicants for selection committees and ensures that applicants are articulating their skills, knowledge, behaviours and potential in a succinct manner.

3. Key terms in Selection Criteria:

Selection Criteria is used to assess both the suitability and relative strength of applicants, it ensures consistency in the selection process and allows effective comparison between candidates. Key terms to use when crafting selection criteria, include:

- **Background in:** usually relates to an educational qualification or an area of specialisation
- **Awareness of:** familiar with the matter without any detailed knowledge
- **Knowledge of:** familiarity gained from actual experience or learning
- **Understanding of:** more than knowledge, comprehension of the significance of a topic
- **Experience in:** practical skills acquired by performing the work, rather than theoretical knowledge or a belief in ability to perform the task
- **Ability to acquire:** demonstrate potential to acquire the skills, knowledge and abilities by comparing them to relevant tasks or responsibilities undertaken in previous positions or through study
- **Capacity to:** able or qualified to perform a task, may draw on transferable skills
- **Detailed/sound knowledge of:** thoroughly conversant with facts, principles and procedures and how to apply these to the job
- **Commitment to:** proven implementation and review of policies, principles and procedures
- **Demonstrated experience:** successfully performed the duty or used the skill in the past at the level required for the position. Actual experience rather than potential to perform the duty is required. **Note:** Using demonstrated experience precludes those who have not previously acquired experience working at the level you are recruiting to in a similar environment

For a detailed guide in developing selection criteria please refer to the [ACTPS Recruitment Guidelines](#).

4. Advertising the position

Where a minister or officer is responsible for nominating appointees, he or she should be consulted to determine how suitable candidates will be identified, for e.g. through public advertisement, ministerial nomination or other administrative processes.

It is preferable that a public Expression of Interest (EOI) process be conducted to attract a strong and diverse range of candidates. When advertising a position, consideration should be given to the recruitment channels most likely to attract desired applicants. It may be advantageous to utilise advertising channels such as online services (e.g. SEEK and Career One), social media or specialist publications. The target audience is an important factor when considering which advertising channel to use.

In some circumstances a mix of targeted and open approaches to attract or identify suitable candidates may be necessary. More targeted approaches include network referrals, use of established contacts with business and community groups, executive searches and existing talent pools.

Circumstances where open and competitive recruitment is not possible or appropriate must be explained by the responsible minister through Cabinet or in writing to the Chief Minister, before the appointment is finalised. Cabinet should be informed when these circumstances apply.

In some cases, an entity's terms of reference or constituting legislation will require appointees to be nominated from a particular group or organisation. These requirements must be followed.

For a detailed guide on how to advertise ACT Government positions, please refer to the [ACTPS Recruitment Guidelines](#).

5. Consideration on the term of appointment

Directorates should consider the length of appointments to ensure continuation of experience while providing opportunity to periodically refresh membership. This would include the use of staggered terms of appointment to avoid a situation where all appointments cease at the same time.