



Recruitment of Club Staff

This document is to provide guidance to Clubs SA Members on steps they can take in the recruitment process.

A Club must ensure equity and fairness in the recruitment process by ensuring that procedures that do not discriminate or disadvantage any potential candidate are followed.

Club Management must ensure that appropriate recruitment practices are implemented at all times.

1. VACANCIES

There are a number of reasons why a workplace vacancy may occur, including –

- A person leaving due to resignation, retirement, end of contract, etc.
- Reclassification of the position or creation of a new position.

The recruitment process should be started early where a vacancy can be anticipated so that the position does not remain unfilled while a replacement person for the position has been found.

2. EXIT INTERVIEWS

The recruitment process can place a heavy workload and use of resources, especially where the position requires specific knowledge and qualifications. Additionally, the time involved in the recruitment of a replacement and for the person to achieve full productivity and competence can also cause problems within the time period in question.

Where a vacancy has occurred due to the resignation of an incumbent, the employee should be interviewed to determine their reasons for leaving, and whether any issues causing the employee to resign can be resolved. In many cases, underlying issues may be able to be addressed and the need to replace the person averted. The exit interview should be fully documented and placed on the relevant employee's history file.

Results of exit interviews can also highlight functions within the position that may be better carried out by other positions, or additional skills or qualifications that may be required to successfully carry out the functions of the position.

3. REVIEW OF THE POSITION

The overall workplace should be assessed to determine whether –

- The position needs to be filled in its present form, or
- The position can be redesigned to allow other workplace modifications, or
- The position can be abolished and the duties formerly associated with the position can be reallocated.

4. REVIEW OF THE DUTY STATEMENT

If the position is to be retained, the duty statement should be reviewed and, if necessary, revised to reflect any changes that can be applied to the role. A duty statement should outline the duties of the position that the occupant is to perform in a concise and accurate manner.

5. SELECTION CRITERIA

The selection criteria should illustrate skills, experience and qualifications that are required to effectively carry out the duties of the vacancy. Selection criteria may either be *essential or desirable*, and should be specifically related to the duties to be performed. Six to eight criteria is the general rule.

Selection criteria should adhere to the following guidelines –

- Be assessable through applications, interviews or referee reports.
- Be measurable (e.g. use terms such as “demonstrated initiative” or “acceptance of responsibility” rather than attitude).
- Should be aware of the principles of workplace diversity and anti-discrimination.

The selection criteria should be developed from the duty statement and the application checklist made up from the following details –

- Employment history and experience relevant to the position.
- Education and training relevant to the position and any qualifications gained.
- Certificates and licences required for the position, and
- Recent references (character and employment).

Selection criteria should include the following (as appropriate) –

- “Relevant skills, personal qualities and abilities” - the skills, personal qualities and abilities necessary for the performance of particular duties (in some cases, it may be more appropriate to include “the capacity to develop” the skills and abilities).
- “Previous work experience” – should also allow any relevant experience (unpaid or voluntary) to be taken into account.
- “Relevant knowledge” – the knowledge necessary to carry out the duties of the position (specific knowledge can be less critical where it can be learnt in a reasonable time or where reference guides are available) and,
- “Essential qualifications or training” - a qualification can be considered “essential” only if it has been prescribed (i.e. the task cannot be performed unless the candidate holds the qualification. Most qualifications are “desirable”)

6. ADVERTISING THE POSITION

(a) Advertising the position

A decision based on the perceived expertise within the current workforce, must be made as to whether the position should be advertised –

- Internally only, or
- Internally and externally simultaneously.

The purpose of the advertisement is to access the broadest field of potential applicants for the position, and the type of media used should reflect the anticipated difficulty (if any) in filling the position (e.g. local newspaper, major city newspaper etc.) Other forms of media may be included if they are capable of targeting a specific class of employee required.

Advertisements for positions can include the following –

- The position title.
- The core duties of the position.
- Any particular qualifications or experience.
- The terms of the employment (including remuneration).
- Availability of application package and/or selection criteria (if applicable).
- Contact person.
- Closing date for lodgement of applications (generally 2 weeks) after the advertisement.

(b) Role/Position description

The role or position description generally includes details of functions that are to be carried out within the position and should include relevant “inherent requirements” of the successful applicant. However, care must be taken in framing specific inherent requirements to ensure that discrimination laws are not breached. Where inherent requirements are critical to the successful undertaking of the specific duties in the role of the position, these should be specified, together with details as to how these will be assessed (e.g., medical examination, possibly aptitude and psychological tests, etc.).

7. STATUTORY REQUIREMENTS

A Club has obligations under anti-discrimination legislation to not exclude an applicant solely on grounds of race, colour, sex, sexual preference, age disability, marital status, pregnancy, potential pregnancy, family responsibilities, political opinion, religion, or social origin.

8. EVALUATION OF APPLICANTS

(a) Shortlisting

Applicants are assessed according to their ability to meet the essential selection criteria. Failure to meet even one of the essential selection criteria is generally sufficient to exclude the applicant from further consideration. All applicants who successfully meet the selection criteria can then be further tested for suitability through the interview process.

(b) Interviews

Candidates are now examined by either Club representative(s) or an external panel such as a Recruitment company with a Club representative to discuss selection criteria requirements in depth. Subjects that could be covered at interview are –

- Knowledge and experience of the Hospitality Industry in general and any experience in related fields
- Relevant technological knowledge (where required) of the industry.

- Their interest in the position and reasons for applying.

Subjects that should **NOT** be raised at interview include family and domestic circumstances, religion, politics, disabilities (unless these have a bearing on the position), any other personal matters, availability to travel, and for overtime or shiftwork (unless required by the position).

(c) Post-Interview checklist

Topics that should be considered –

- Referee reports and character references.
- Relevant background checks (note – care must be taken to **NOT** apply checks that are disallowed by anti-discrimination legislation unless required due to the nature of the position), and if necessary, medical examination (note – should be relevant to the position).

Further interviews may sometimes be necessary where there is difficulty in reaching a final decision about a candidate, or two or more candidates are considered equally suitable.

(d) Referees

Written and/or verbal references are an important part of the selection process, and should be obtained on all competitive candidates or the preferred candidate to clarify, confirm or counterbalance information about the applicant. A list of questions may be prepared beforehand for the referee, who should be asked to provide factual information in support of the judgement offered.

Referees are generally protected from liability for defamation provided that they make their comments in good faith and have used reasonable diligence to avoid making false or misleading statements