



CS ENERGY PROCEDURE FOR RECRUITMENT AND SELECTION CS-HR-4

Responsible Officer: Human Resources Advisor
 Responsible Manager: Head of Human Resources
 Responsible Executive: Executive General Manager People and Safety

DOCUMENT HISTORY

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1 PURPOSE

To provide guidance to leaders who undertake recruitment and selection activities at CS Energy.

2 SCOPE

This procedure applies to all Recruitment and Selection activities at CS Energy.

3 RESPONSIBILITIES AND ACCOUNTABILITIES

3.1 Leaders

Leaders are responsible for:

- Ensuring recruitment and selection activities are fair, open and merit based through the application of equal opportunity and anti-discrimination principles;
- Treating applicants respectfully and professionally ensuring they are provided with a positive experience as per CS Energy's Values and Behaviours;
- Adopting recruitment strategies to attract diverse candidate pools to support CS Energy's commitment to inclusion and diversity; and
- Aligning recruitment activities with strategic workforce plans and labour budgets to ensure CS Energy has the necessary skills, knowledge and attributes to meet current and future business requirements.

4 ACTIONS

4.1 Review Business Requirements

Prior to making a decision to commence recruitment a review of existing job design and/or team, division



or organisation structure must be undertaken to consider:

- the operational requirements of the area;
- the ability to absorb tasks in the current team;
- whether capability or resources exist in the current team;
- whether the role is a permanent or fixed term role and full time, part time or casual; and
- if the role is in the approved CS Energy workforce plan and labour budget.

4.2 Approval to Recruit

An Approval to Recruit Form S0005 must be completed prior to commencement of recruitment:

- Chief Executive Officer and Head of HR approval is required for Executive appointments and direct reports to Executives;
- Direct report to the relevant Executive and Head of HR approval is required for roles in Corporate Office;
- General Manager Power Station approval is required for all site positions; and
- Any positions not in the current approved labour budget must be approved by the Chief Executive Officer via a business case.

Approval to recruit requires:

- An approved Role Purpose Statement;
- EBA and/or Hay Job Evaluation; and
- HR Business Partner endorsement.

4.3 Advertising

- Vacancies are to be advertised internally to all employees across the business for a reasonable period determined by the Hiring Manager in consultation with HR.
- Depending on the nature of the role or the urgency of the vacancy to be filled, internal advertising may run concurrently with external advertising.
- The exception to the requirement to advertise positions internally to all employees is where it can be justified that advertising be confined to the local site and area. Limited advertising is to be approved by HR.
- Where positions are to be advertised externally, advertising online (for example Seek job board) and on the CS Energy website are proven methods. Other advertising channels may be used to attract candidates for specialty roles or target candidates from diverse backgrounds. Please review the CS Energy Targeted Recruitment and Selection Procedure for further information.

4.4 Recruitment Agencies

Recruitment agencies for permanent positions may be used if the role is anticipated to be difficult to fill or specialist in nature. This will be approved by HR and the Hiring Manager. Prior to engaging an agency contact HR regarding preferred suppliers or potentially accessing government negotiated recruitment rates. For temporary or contract labour hire positions, please contact your HR Advisor to discuss the



CS Energy Contract Labour Hire panel and associated rates.

4.5 Selection Tools and Activities

4.5.1 Selection criteria

The HR representative and Hiring Manager will design objective selection criteria based on the person specification outlined in the Role Purpose Statement. This will be used to shortlist candidates, assess interview outcomes and provide candidates with feedback if they are not successful in obtaining the position.

4.5.2 Interviewing

- CS Energy endorses behavioural based interviewing techniques;
- The Hiring Manager will design interview questions and create an interview guide including questions regarding CS Energy Values and Behaviours and incorporating reference to Performance Standards (support is available from HR);
- Interview panels should consist of the Hiring Manager and an interested party (eg, peer, internal or external content expert, key stakeholder). HR representatives are also available to provide support on interview panels as required.
- The interview may include other forms of assessment that requires the demonstration of other skills outlined as selection criteria in the role purpose statement. This can include, but is not limited to, group exercises, presentations and practical technical assessments.

4.5.3 Psychometric and aptitude assessments

Psychometric assessments may be used to provide further insight into a candidate's suitability by assessing their cognitive ability and personality preferences. Psychometric Assessments are to be sourced from specialist service providers. HR representatives can provide advice regarding providers and the most appropriate test/s for the role. The Hiring Manager will be responsible for the costs associated with outsourced assessments.

4.6 Pre-employment Checking

The following pre-employment checks are to be completed depending on the position's responsibilities and level within the organisation. Roles that are authorised to deal in derivatives or who are in a position to influence transactions must complete specific checks as outlined in the CS Energy Anti-Money Laundering and Counter-Terrorism Financing Program Guideline (CS-LEGAL-06).

4.6.1 Reference checking

The Hiring Manager will conduct a minimum of two reference checks. Reference checking is used to validate selection findings on the preferred candidate/s. It is preferable that the referees are current managers of the candidate or the most recent previous managers available. Reference Check Form S1947 can be customised by Hiring Managers to incorporate specific questions on technical ability and behavioural attributes based on data collected during the recruitment process.

4.6.2 Health Assessments

Preferred candidate/s may be required to undergo a medical/health examination to assess whether or not they are able to perform the physical requirements of the role without an unacceptable level of risk to themselves or others. Refer to CS Energy Procedure CS-OHS-10 for Pre-Employment Health



Assessments.

4.6.3 Criminal History

In consultation with the HR representative, the Hiring Manager is to conduct a risk assessment to determine whether a particular position requires a criminal history check. The criteria for determining whether a check is required should be on the basis of (1) opportunity (largely unsupervised), (2) nature of the role that allows significant harm to be created and (3) significance of any exposure (e.g. funds, contracts and major projects). National Police Certificates are mandatory for all Executive General Manager positions.

4.6.4 Compliance requirements

To ensure compliance requirements are met, an actual sighting of original licences and qualifications is required to validate candidate data. Where the position requires the appointee to act as a Financial Services Responsible Officer/Representative, a number of specific additional selection criteria must be met prior to appointment. These criteria are specified in the position's Role Purpose Statement.

4.6.5 Visa requirements

CS Energy acknowledges that to address labour and skill shortages it may from time to time source labour internationally to meet its business and operational objectives. In this case an appropriate working Visa is required. HR will facilitate this process.

4.7 Recommendation to Appoint

The final selection decision is determined by the integration of material observed and gathered throughout the recruitment process including pre-employment checking information.

The Recommendation to Appoint form is to be used to summarise selection findings. It is to be completed by the Hiring Manager with the assistance of HR when required. The final selection decision is approved as follows:

- All Recommendation to Appoint forms for Executive appointments and direct reports to Executives are to be approved by the Chief Executive Officer and Head of HR.
- Direct report to the Executive of the relevant division and Head of HR approval is required for roles in the Corporate Office.
- General Manager Power Station approval is required for all site positions.
- HR Business Partner endorsement is required for all recommendations to appoint.

4.8 Unsuccessful Applicants

CS Energy provides feedback to unsuccessful applicants, when requested. Such feedback is to be based on the selection criteria used as the basis for the role and delivered tactfully and respectfully by the Hiring Manager. Support is available from HR. Should a candidate make an allegation of impropriety this will be investigated and additional feedback provided on a discretionary basis. In this case, the



following process is to be followed. Refer Appendix 1.

5 DEFINITIONS

Term	Definition
Hiring Manager	The immediate supervisor/manager of the position to be filled

6 REFERENCES

Reference No	Reference Title	Author
B/D/12/18467	Standard - CS-HR-2 - Equal Employment Opportunity (EEO) and Appropriate Workplace Behaviour	CS Energy
B/D/11/30938	Procedure - CS-OHS-10 - Pre-Employment Health Assessments	CS Energy
B/D/12/9297	Form - S0005 - Approval to Recruit - Callide / Kogan Creek / Wivenhoe Positions	CS Energy
B/D/13/37018	Form - S1947 - Reference Check	CS Energy
B/D/11/32135	Form - S1961 - Recommendation to Appoint - Brisbane Office	CS Energy
B/D/12/18305	Form - S1892 - Recommendation to Appoint - Callide / Kogan Creek / Wivenhoe	CS Energy



7 RECORDS MANAGEMENT

In order to maintain continual improvement, suitability, safety and effectiveness of the organisation, CS Energy's registered documents will be reviewed on a two yearly basis or at intervals specified by legislative or regulatory requirements. Review of controlled documents should occur where it has been identified that there are changes in technology, legislation, standards, regulation or where experience identifies the need for alteration to the content. Registered documents should also be reviewed following an incident, change management process, modification or where directed as part of a risk assessment process.

CS Energy must ensure that records are retained according to accountability, legal, administrative, financial, commercial and operational requirements and expectations. In compliance with records retention and disposal, all documentation created in relation to CS Energy business must be retained in line with minimum retention periods as detailed in legal retention and disposal schedules.



8 ATTACHMENTS

8.1 Attachment 1 – Candidate Feedback Process – Additional Information

