



Recruitment and Selection Policy

Our Philosophy

The Haigh's Group of Companies ('the Company') is an Equal Opportunity Employer, and has a standard and consistent approach to the recruitment and selection of employees in order to provide every suitably qualified person with an equal opportunity to obtain employment with the Company.

The Purpose of our Policy

The purpose of our Recruitment and Selection Policy is to ensure that any decisions taken to employ people

- are uniform across the Company
- fulfil legislative requirements
- are consistent with the Company's philosophy, and
- support our strategic goals

The best person for the vacant position will be selected based on merit. This consists of an assessment of their overall level of skill, knowledge, experience and relevant qualifications, in accordance with the requirements of the Position Description.

Recruitment and selection decisions based on irrelevant factors such as a person's sex, race, disability, age, sexuality or other personal biases or favouritism do not result in the best person being selected for the position and will not be condoned by the Company.

Any employee perpetrating, condoning or inciting discrimination or harassment in the recruitment or selection process will be counselled and in serious cases, disciplined or dismissed.

Recruitment

Recruitment is the process of defining our job needs and attracting candidates to fill job vacancies. A successful recruitment process is one which is well planned, specific in its desired outcomes and targeted to the appropriate pool of applicants.

When a vacancy arises, the manager/supervisor responsible for the position will discuss the recruitment proposal with the relevant senior manager. Decisions will then be made about the requirements of the position, the process for sourcing applicants and remuneration for the position.

Planning

It is important to determine if this is a short term vacancy (eg to cover leave or for seasonal increases in production), an ongoing position, full time or part time. The Company's strategic plans, future production schedules and current staffing mix will guide this decision.

Position Description

Every position must have a Position Description. This gives a summary of the job, a description of tasks, specifies to whom the position reports and conditions of employment. Attached to this is a Person Specification detailing the skills, qualifications and experience required to perform the job and whether these are essential or desirable criteria.

The manager/supervisor responsible for the vacant position will be responsible for: ensuring an accurate, up to date and documented Position Description exists for the vacant position. The Manager of People Development will provide assistance in the preparation of the Position Description and will approve the formal document.

Remuneration

The appropriate remuneration for the role should be determined prior to advertising. This may be a level in accordance with the Collective Agreement, market rates or negotiated package. Relativities with other positions within the Company will be taken into consideration. Remuneration must be approved by the Manager of People Development.

Advertising

Temporary vacancies

Internal expressions of interest should be sought for temporary vacancies (for positions other than entry level) exceeding 4 weeks. The advantages of this are

- equity of opportunity
- personal and skill development for the employee
- a broader skill base across the Company
- the opportunity for the Company to test the skills, abilities and aptitudes of existing employees prior to advertising permanent vacancies.

The Company may choose to use external job placement agencies to fill temporary vacancies.

Ongoing vacancies

All vacant positions (other than entry level) must be advertised internally. This process ensures that every employee is given the opportunity to be considered for transfer or promotion within the Company. For entry level positions, the Company will review the applications on file before determining if an advertisement is required. Applications from existing employees are assessed on their merits against the selection criteria.

The Company will make an assessment of the skills, experience and knowledge within the Company to determine if a position needs to be advertised externally. All management and specialist positions will be advertised both externally and internally.

The job advertisement must be written in clear, concise and non-discriminatory language. It must contain:

- > the title of the position;

- > a summary of the role;
- > information about what applicants must provide with their applications (eg. Curriculum Vitae);
- > advice about obtaining the relevant Position Description;
- > the closing date for receipt of applications;

Requests to place an external advertisement must be sent to the Manager of People Development. This ensures consistency in the wording and format of advertisements.

Selection

Wherever possible, recruitment and selection decisions will be made by a panel of at least two people. The manager/supervisor who is responsible for the new employee will select the panel. Where possible, both sexes must be represented on the panel, and at least one member must have a detailed knowledge of the requirements of the position.

The selection panel will be responsible for:

- > reviewing the Position Description and determining the essential and desirable criteria for the position, in consultation with the relevant manager/supervisor. The essential criteria are those factors that are crucial and compulsory to the performance of the position. Desirable criteria are those that will be beneficial to the applicant in performing the role. By determining the essential and desirable criteria of the position, the panel will have a standard for comparison of each applicant.
- > creating and documenting an interview plan and questions to be asked at the interview. The questions will be restricted to those that are relevant to the position. Questions that may indicate an intention to discriminate or harass will not be tolerated.
- > reviewing the applications that have been received and making a short list of those applicants whom appear to meet the essential criteria for the position. Prior to interviews being arranged, the short list is to be reviewed by the manager/supervisor responsible for the vacant position.
- > arranging suitable interview times with the short listed applicants.
- > notifying unsuccessful applicants by letter or other appropriate means.

Applications from ex-employees and family members will be considered on their merits against the selection criteria. Former employees who have had their employment terminated for misconduct or poor performance will not be short listed. Family members will not be placed in roles necessitating a reporting relationship with their kin.

Interviews

The selection panel will conduct the interviews. The format of the interview will be to:

- > provide details to the applicant about the position and the Company;
- > discuss the applicant's skills and experience as they relate to the position;
- > answer any questions the applicant may have.

The interview must include information for the applicant about the next steps in the selection process and the expected time frame for completion. Permission from the applicant to contact any nominated referees must be obtained during the interview. If pre-employment medical assessments, police checks or other selection tests (eg. psychological tests) are to be used, they must be explained to the applicant at the interview.

Second interviews must only be used if necessary to source additional information not available at the time of the initial interview. Offers or promises of employment **must not** be made “on the spot” at the interview.

Selection of Candidates and Offer of Employment

Following the interviews, the most suitable candidates must have their references checked, and if appropriate their work histories, qualifications and licences. The appropriate manager/supervisor will contact the nominated referees, after obtaining permission from the candidate. Appropriate information will be sought to assist in the selection process.

When the preferred candidate has been selected, and all tests interviews and reference checks have been completed and are satisfactory, the selection panel will advise the Manager of People Development. An offer of employment will be made in writing. The applicant will be required to sign the letter as acceptance of the offer of employment. Verbal offers will be made based on this document.

Recruitment and Selection Delegations

Function

Delegated to

Review and prepare Position Description

Manager / Supervisor to whom the position reports

Approve Position Description
Development

Manager to whom the position reports and Manager of People

Approve remuneration level
Development

Retail Manager) in conjunction with Manager of People
Supply Chain Manager)

Place external advertisement

Manager of People Development

Offer employment to candidate

Entry level positions

Store Managers
Retail Manager
Production Supervisor
Transport and Distribution Supervisor
Supply Chain Manager
Manager of People Development

All other positions

Retail Manager
Supply Chain Manager
Manager of People Development

Written offer of employment

Manager of People Development