Fast Facts 10 - Selection Panel and Appointment Process

As Line managers, you are in a unique position as you will recruit and select your own teams. In addition, you may be required to advise your team and coach them on the available options.

Please also see our Fact Sheet on Values Based Recruitment
https://qheps.health.qld.gov.au/metronorth/hr/recruitment/values-based-recruitment

The Values Based Recruitment Framework will guide and show you how to integrate Values Based Recruitment principles into your process to ensure you get the right person for the job.

Panel responsibilities

Selection panel
- Panels must be comprised of at least two members with a minimum of one external panel member. An external panel member must be from outside the employing branch or work area and may be from another specialty area, division, Hospital and Health Service (HHS) or Queensland Government agency. All members must understand the requirements of the role, and at least one member must have detailed knowledge.
- The panel chairperson must be trained in conducting recruitment and selection activities.
- Panel composition must be planned to reflect the role (e.g. identified or directly working with people from a non-English speaking background), applicants (e.g. equal employment opportunity target groups), or community in which the role serves (e.g. Aboriginal and Torres Strait Islander people). In these instances, one member of the panel must possess the attribute that is the basis for the role. This may require a specialist panel member from another government department/agency/community group selected for their knowledge of the skills required for the role.
- Panel members should be at a higher classification level than the vacancy. However, a panel member may be at the same or lower classification level if they are required to contribute specialist knowledge of the role to the panel.

Role of Chair
The panel chair is responsible for leading the selection process in an open and transparent way in accordance with policy and legislation. The chairperson must be a Queensland Health employee appointed by the appropriate delegate and be of a higher classification level than the vacancy. The chairperson cannot also be the delegate for appointment of the role. Refer to Section 1 of the Recruitment and selection policy for more detail.
**Prior knowledge of the applicant**
When one or more panel members have prior knowledge of applicants regarding their ability to meet the key attributes, panel members are to declare this to other panel members with due consideration of any real or perceived bias because of that person being part of the panel. The information is to be factual and able to be verified so that its influence in the selection recommendation is transparent. Natural justice must be afforded to the applicant, with any adverse information disclosed to the applicant for comment. Prior or current professional knowledge does not prevent a supervisor from participating on a panel and assessing a position within their control, or staff who work for them, when their knowledge of the applicant is gained through normal on-the-job activities.

**Moderation**
Moderation is a mandatory quality review process to support assessment decisions during the selection process. Moderation discussion is to be undertaken by the panel members to ensure a shared understanding of the requirements of the role, and is to be undertaken during shortlisting, and following the use of other selection techniques to ensure a level of consistency and reliability in the assessment of applicants. While panel members may differ in their assessment, wide variations are to be scrutinised and consensus reached on who best meets the requirements of the role.

**Potential conflict of interest**
- A conflict of interest occurs when the relationship between individuals breaches professional boundaries and is perceived to be a personal relationship. After discovering a conflict exists, real or perceived, the panel member with prior knowledge is to inform the chairperson or, if it is the chairperson, inform the appropriate delegate responsible for appointment and discuss whether their prior knowledge or relationship would preclude them from participating in the selection process. Any panel member with a personal relationship either current or past will excuse themselves from the panel to avoid allegations of perceived conflicts of interest.
- Delegates are also required to declare any potential conflicts of interest as part of the recruitment process.

**Diversity and reasonable adjustment**
It is the responsibility of the panel chairperson to ensure recruitment strategies support recruitment of a diverse workforce. Work environments must enable and not unreasonably prevent employment for people with a disability or impairment. Refer to the relevant Reasonable adjustment HR Policy G3 for further information.

**Selection strategy**
The selection panel must implement a selection strategy that directly relates to competencies and cultural behaviours required so that the most meritorious applicant is selected through a transparent and defendable approach. The selection strategy must be applied equally, consistently and fairly.

The panel is responsible for choosing a **minimum** of two selection techniques. Selection techniques must be tailored to the position to clearly assess the capability of applicants and their alignment to organisational values and may include:
- Phone screen
- Eligibility screen – using questions that are mandatory requirements for the role
- Written application/task
- CV/resume
- Referee reports (mandatory)
- Practical work-based demonstration
- Role plays
- Presentations
- Computer skills testing
- Work samples
- Interviews - behavioural based questions and situational Judgement Tests
- Psychometric testing (e.g. for senior roles)
- Assessment centres.

For more information, contact Education Coordinator, Ann Whalley on 5433 8282 or [ann.whalley@health.qld.gov.au](mailto:ann.whalley@health.qld.gov.au)
Values Based Recruitment is to attract the best talent to Metro North will form part of the broader initiative that makes Metro North a great place to work.

Values are motivational goals that influence behaviour. They have a significant bearing on the ways in which health care is delivered and how patients experience healthcare services. Organisations whose workforces are aligned with values identified with delivering high quality services in any industry are known to be more effective and benefit from higher levels of engagement, job satisfaction, discretionary effort and performance.

Metro North has chosen relevant competencies from the Lominger™ Capability Framework that integrate well to align to each of our values providing a clear understanding of how staff demonstrate that value. There are also example behaviours that are typical of each competency to clearly communicate the appropriate behaviours that align to those values. For example, in regard to the value of ‘Compassion’, the underpinning Lominger™ competencies are:

- Patient / Client Focus
- Demonstrates Self-Awareness
- Manages Ambiguity
- Being Resilient

Some examples of typical behaviours of someone working in mid-career roles in Metro North for each of these competencies are:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Typical Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient / Client Focus</td>
<td>• Demonstrates awareness of patient journey and expectations</td>
</tr>
<tr>
<td></td>
<td>• Genuinely cares about people</td>
</tr>
<tr>
<td></td>
<td>• Takes remedial action when patient / client expectations are not met</td>
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<tr>
<td></td>
<td>• Demonstrates sympathy to the plight of others less fortunate</td>
</tr>
<tr>
<td>Demonstrates Self-Awareness</td>
<td>• Reflects on own mistakes</td>
</tr>
<tr>
<td></td>
<td>• Understands own contribution to patient / client experience</td>
</tr>
<tr>
<td>Manages Ambiguity</td>
<td>• Remains confident and safe in the face of uncertainty</td>
</tr>
<tr>
<td></td>
<td>• Deals effectively with unusual situations and seeks help when necessary</td>
</tr>
<tr>
<td>Being Resilient</td>
<td>• Welcomes and learns from feedback</td>
</tr>
<tr>
<td></td>
<td>• Seeks help in high pressure situations</td>
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</table>

Please click for a comprehensive list of behaviours that are typical of all competencies that underpin each of our five values in early career roles or mid-career / middle management roles or senior management / executive level roles in Metro North.

What does the whole VBR process look like?
Values Based Recruiting is one stage of the values based employment journey with the aim of attracting, recruiting and retaining the right staff. More broadly, it sits within the ‘Attraction to On-Boarding’ stage of a person’s employment where values are tested at multiple assessment points:

1. Values Based Attraction involves implementing many strategies to attract candidates to work at Metro North by:
   - Including the Metro North values in our vacancy advertising processes along with information about what this looks like in our workplaces.
   - Describing what it’s like to work at Metro North, what we do and how our patient care is driven by our values.
   - Asking candidates to demonstrate how their values align with those of Metro North within their job

2. Values Based Recruitment incorporates essentially two activities:
   1. Screening:
      - Using values based shortlisting criteria and other screening tools to assess a candidate’s values to and decide whether to progress them to the next stage of the recruitment process; and
   2. Selection:
      - Using selection tools, methods and approaches to assess values with a view to finding the most meritorious candidate(s) (see “What else do we need to test for” section below); and
      - Verifying the selection decision using a values based referee report.

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3. On-boarding/Orientation

The Metro North On-boarding and Orientation programs are being revised to adopt a values based approach to further enhance new team members’ understanding of our values and what these look like when observed in the Metro North workplace. A six-week survey is being designed and each local facility/service/stream orientation will align to the overall VBR strategy.

Assessment process

- The panel is to determine the form of assessment and set the standards for all assessment related activities. Qualitative or quantitative methods of assessment may be used. When assessing applicants, the panel must take into account each applicant’s personal qualities and behaviours and, if relevant, potential against the key attributes.

- While panel members may differ in their assessment, wide variations are to be scrutinised and consensus reached on who best meets the requirements of the role. Where a clear recommendation and decision cannot be reached, the selection information must be reviewed and additional selection techniques used to separate applicants.

How do we really test a person’s “Values”?

There are several selection techniques that will help reveal a candidate’s values and behaviours. These fall primarily into two categories:
1. Situational Judgement Tests (SJT’s)
2. Behaviour Based Questions

Situational Judgement Tests: are essentially scenario based questions where the candidate is asked to explain what they would do in the situation. The theory behind this approach that validates the outcome, is that when someone is asked “what would you do?” or “how have you approached this situation in the past?” previous behaviour is thought to be an accurate indicator of future performance and behaviour.

If you wanted to test compassion, teamwork and respect you would present:

**Situation:**
You are working in Cancer Care services when a seven-year-old girl asks you if her mother (one of your patients) is going to die. Her mother, who is terminally ill, is within earshot of the conversation. The clinic in which you are working is extremely busy at this time with consultations running late and patients becoming disgruntled with delays. On top of this, because of staff sickness, you are on your eighth shift straight and are extremely tired. The colleague with whom you are working on this shift is new to Metro North and is still learning about how services within this clinic are delivered.

**Questions:**
1. **What would you say to the daughter in this situation and how would you handle it effectively? (Compassion)**
   **Answers:**
   - Taking time to listen to the daughter and talk to her about her concerns
   - Observant of non-verbal clues in the daughter and the mother
   - Recognises fatigue and implements strategies to manage its effects
   - Going the extra mile to make a difference to the patient journey
   - Maintains a positive outlook despite adversity

2. **How would you compensate for the ‘newness’ of your colleague? (Teamwork)**
   **Answers:**
   - Collaborates with other team members to get the work of the clinic done
   - Compensates for activities the colleague can’t do while training on the run
   - Shares a common goal with all team members

3. **What strategies would you use to help mitigate your fatigue and minimise its effects on your colleagues and service delivery to your patients? (Respect)**

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answers: Communicates effectively – listens attentively to others / adjusts own message to suit audience
• Considers cultural and ethical factors in any decision making or communications with patients / family members
• Demonstrates patience and humility with new colleagues.

at this stage, more questions can be asked to further test the candidate’s behaviours in this situation, for example, “if this happened to you again, what would you do differently?” or “what would you learn from this situation and how would you ensure you performed better the next time?”

how do i as a recruiting manager develop an effective sjt scenario question?
1. think about the context / environment of the role you are recruiting
   a. is it a busy environment / does it need to work in stressful situations / does it require collaboration across multi-disciplinary teams?
   b. does it require extraordinary compassion / resilience / innovative approaches to complex problems etc.?
   c. are you looking to influence culture change or standards of practice?

2. think about the level of the role:
   a. is it an operational or early career level role with well documented processes and procedures?
   b. does it require an executive level of abstract thinking and complex problem solving?
   c. does it manage stakeholders in other organisations or does it deal uniquely with local level colleagues?

3. from this, determine which of the metro north values and underpinning competencies are critical to the role and design an appropriate workplace scenario (similar to the example provided for cancer care services) to test those values. from the scenario, design the appropriate questions for each of the values you want to test.

4. develop the ideal responses that you would be seeking from your candidates.

5. put your candidates through the scenario and ask further probing questions as appropriate / evaluate the merit of your candidates accordingly.

behaviour based questions
behaviour based questions are questions that test a candidate’s behaviour in less complex situations than the scenario used above. the advantage of behaviour based questions is that you can use one or two questions to test each of the values without having to design a comprehensive scenario.

for example, to test a candidate’s ability to demonstrate compassionate behaviour in their everyday work, a question might be:

question: some situations with patients require us to express ideas or opinions in a very careful / tactful / sensitive way. tell the panel about a time when you were successful with this particular skill.

some ideal responses might include:
• making sure i don’t use jargon or language the patient may not understand
• giving the patient a range of options to better care for themselves so they can still feel in control of their own health
• involving other family members in the conversation where appropriate etc

you can design your own behaviour based questions according to the context / environment / level of the role you are recruiting. there is also a comprehensive list of example values based interview questions that you can use to test for candidates’ behaviours. to get an idea of the sorts of behaviours you should be looking for in your ideal candidate(s), take a look at the example behaviours for each of our values for early career, middle career and senior / executive career roles in metro north.

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During your selection process, using SJT’s or behaviour / values-based interview questions will help you understand:

- Whether your candidates’ priorities and values align with those of your work unit / Metro North
- What candidates prioritise in the workplace
- What drives their behaviours when they are at work

Red flags – when using these techniques, what do I need to keep any eye out for?

- **Candidates can’t support their arguments.** During job interviews, most candidates will claim they are “good team players” or have a “strong work ethic.” But if they can’t give you examples of how they’ve done this or proved these values in the past (or how they would do in the future), they might be simply floating buzzwords to impress you.

- **Their values don’t match the position’s requirements.** Candidates whose responses are anathema to our Metro North values might initially appear interesting in terms of ‘fresh blood’ for your team but are unlikely to perform ideally in a sustained way in the role.

- **They seem inflexible.** New team members could (try to) adjust to your team’s way of working, as long as they’re willing to do so. If, however, they have strong opinions that don’t match our core values, that’s a red flag for future collaboration and likely to culminate in intensive performance support.

- **They show signs of arrogance.** Being negative toward criticism and/or demonstrating a bossy attitude are indicators of people who prioritise their own values over others’. These people might not comply with Metro North policies or our Code of Conduct in the long run and end up creating or contributing to a toxic workplace.

**Referee checking – The final Test** —To help you verify your panel’s assessment of your candidates’ merit, use the [values based referee report template](#) will enable you as the recruiting manager to gain further information for your candidates’ referees.

The following requirements for referee checking are in addition to the requirements outlined in **PSC Directive 15/13 – Recruitment and Selection:**

**Use of referee reports**

- At least one referee check is to be completed for the preferred applicant, however medical roles require a minimum of two checks which must be conducted by the medical superintendent, or appropriate delegate.
- Referee checks are to be completed for all appointments regardless of the nature or duration of the appointment (e.g. includes all permanent and temporary appointments for any period of time).
- Referees are to be informed that their comments will be made available to the applicant if requested.
- When appointing from an order of merit, a referee check is required prior to an appointment offer to ensure referee reports are current at the time of a recommendation for appointment.

**Selection report**

The selection report provides all essential information to the appropriate delegate to make a decision on the recommendation of the panel. The report is to clearly indicate whether applicants are meritorious or not. The selection report provides the appropriate delegate with:

- confirmation by the panel that the selection report and the recruitment and selection process have been undertaken in accordance with this policy and the relevant industrial instruments
- the method of shortlisting and a qualitative summary statement of each shortlisted applicant against the key attributes, and/or comparative statement when more than one applicant
- an order of merit of suitable applicants for appointment where applicable (do not include applicants on the order of merit who are not suitable for appointment)
- a recommendation for an external appointee to a pay point within a classification as determined by the panel (refer section 12.2 of this policy)
- confirmation and evidence that appropriate referee, identification, qualification checks, criminal history checks, visa status and other required pre-employment checks have been completed.
- A copy of all applications, including CV/resumes, role description, referee report/s and other relevant selection documents are to be provided to the appropriate delegate for review as necessary.

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Pre-Appointment

- **Delegate Responsibilities** - The appropriate delegate must ensure decisions made regarding a selection, particularly when there is contention, are documented clearly, including any reasoning used in making the decision.

- **Early retirement (ER), voluntary separation program (VSP) and voluntary redundancy (VR) status checks** - It is recommended that the chairperson ask the question directly to the applicant, or check the application form. For VSP & VR refer to PSC Directive 16/16 – Early Retirement, Redundancy and Retrenchment.

- **Proof of identity** - original or certified copies of three documents (Current passport or Birth Certificate and Divers licence, ID Proof of age card. Plus Medicare card, utility bill, health care /pension card, working with children check (Blue card).

- **Employment screening – only for the preferred candidate.** Appointment approval and offers of employment must not be made until the appropriate employment screening checks are completed. New staff must not commence employment until all clearances have been received. (General criminal history check, vaccination check

Appointment – Consecutive non-entry level temporary appointments are not to exceed 12 months unless the role has been externally advertised.

Verbal appointment notification - Until the appropriate delegate approves the panel recommendation and pre-employment checks are completed, no offer can be made to any applicant. After the appropriate delegate has approved the panel's recommendation, the chair or representative can liaise with the recommended applicant to advise that the appropriate delegate has approved the selection and that they are the preferred applicant

Other notifications After shortlisting, the panel may advise non-shortlisted candidates via e-mail that they were unsuccessful and that their application is no longer being considered.

- Applicants who progressed past the shortlisting stage must first be verbally advised that they were unsuccessful prior to any written notification, and prior to all unsuccessful applicants receiving formal written notification after the process.

- When applicable, an appeal period of 21 days commences from the date that the appointment is published in the relevant publication. Eligible unsuccessful applicants are to have an opportunity to appeal the appointment. The selection process is not complete until the appeal period and any subsequent appeal processes are concluded.

- All senior executive and senior officer appointments from an advertised vacancy and all appealable non-entry-level temporary appointments must be published in the Health Services Bulletin (all QH /HHS roles), or the Queensland Government Gazette (public service roles only) when applicable. Refer to the PSC Directive – 02/14 Appeals and your local recruitment services unit for further information.

Appointment Offer

- All new employees must accept an offer of appointment prior to commencing duty.

- Existing employees must accept an offer of appointment for permanent appointments; however, an employee movement form is deemed the offer and acceptance for a temporary engagement / secondment.

- Preferred applicants will have seven calendar days from the date of receiving the offer to accept.

Queensland Health standard appointment letters, including relevant terms and conditions of employment, must be used for all offers of employment across all streams of employment within Queensland Health. Local additional information regarding the specific occupation and the work unit may be included in the offer of appointment package. Appointment letters must also state the appropriate pay rate according to award conditions, the delegate approved pay point recommendation (refer section 12.2 of this policy) and where relevant include details of the probationary period.

- Where probation is for a period longer than three months, it is essential the applicant’s formal acceptance is received prior to their commencement.

- Acceptance of offer does not apply to casual or secondment engagements.

Post Appointment

Selection feedback – applicants must be advised that they can request feedback from a panel member. Factual, constructive and sensitive feedback must be provided in a timely manner to any application who seeks feedback. Information such as the identity of the other applicants and personal information is not disclosed by the panel. Documentation and confidentiality – All documentation must be held by the local recruitment services unit for at least three years.

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