



STAR
group

GROUP GUIDELINE

RECRUITMENT GUIDELINES

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INTRODUCTION

Purpose

This guideline aims to assist management to promote a standard process in the recruitment and selection of Star Group workforce to determine the most suitable candidate for an approved position in accordance with applicable laws.

This guideline aims to promote best practice from the outset of the employment relationship commencing with recruitment and selection process.

Scope

This procedure applies to all Star Group of Companies businesses and divisions.

Anti-Discrimination and Equal Opportunity Considerations

Star Group shall select potential employees irrespective of race, colour, sex, religion or marital status. Selection will be based on candidate's qualifications, experience and suitability for the position available.

Star Group will endeavour, through the recruitment guidelines, to shortlist candidates according to qualifications, skills, experience and attributes which fit the criteria for the position.

Related Documents

SG-5C-POL-007 – Diversity Policy

SG-5C-POL-012 – Recruitment Policy

Above documents set out Star Group's commitment to workplace diversity and equal opportunity for all workplace participants.

RESPONSIBILITIES

The following summarise the key roles and responsibilities detailed within this guidelines:

Management

- To be abreast with recruitment process and ensure that the most suitable candidate is selected based on principles in guidelines.
- Monitor recruitment activity and ensure that these guidelines meet requirements.
- Hiring Manager to identify and consult with Directors and Chief Financial Officer to establish job viability and requirements for department or division.
- To ensure that recruitment process is followed and approvals through requisition has been obtained.
- Hiring manager in conjunction with Human Resources Department to develop job description and advertising campaign.

Human Resources

- Human Resources department to approve advertising campaign and organising posting of advertisement.
- Human Resources department to support hiring manager during the recruitment process according to the recruitment guidelines.
- Human Resources department to keep track of recruitment activities and ensure consistency in the process is being applied across the organisation.
- Human Resources to monitor and ensure that guidelines are referred to and process is followed accordingly.

RECRUITMENT PROCESS

The following process in the below table explains the stages in recruitment which applies for any recruitment activity within Star Group, whether salary or wage, the process is the same as follows:

| Recruitment Stage | Description |
|--|--|
| <p>Vacancy created</p> | <p>Vacancy created via:</p> <ul style="list-style-type: none"> ▪ Termination ▪ Promotion ▪ Transfer ▪ Secondment ▪ Regrade or ▪ Rotation |
| <p>1. Internal Consideration</p> | <p>Vacancy is identified by division or department and is discussed with Human Resources and Directors on how to fill the vacancy (e.g. restructure, transfer, rotation, redeploy or recruit).</p> |
| <p>2. Labour Requisition</p> | <p>Department must complete a requisition to proceed with recruitment process. Once requisition is completed and approved it must be forward to Human Resources. Note – Human Resources:</p> <ul style="list-style-type: none"> ▪ must receive job description for the position ▪ must comply with headcount targets ▪ appropriate approval must be gained; and ▪ job requirements must already be identified. |
| <p>3. Selection Criteria/process</p> | <p>Once requisition is approved the department and Human Resources need to determine selection process (e.g. Interview guide, assessments, tests and other requirements for the selection of the most suitable candidate).</p> |
| <p>4. Advertising – Internal and External</p> | <p>Internal advertising must be endorsed by the department</p> <p>Note: If no adequate internal applicants are received, permission must be sought from division head for external recruitment. If endorsement is received then advertising can occur externally through different media sources.</p> |

| Recruitment Stage | Description |
|---|--|
| <p>5. Review Applications and shortlist</p> | <p>Review and shortlist applications.</p> <p>Ensure applicants have provided all relevant documentation (copies of qualifications, licences, certificates and any other critical documents) with the application/ resume.</p> <p>This may include phone screening applicants if required before interviewing.</p> |
| <p>6. Interview Applicants</p> | <p>Hiring Manager in conjunction with Human Resources:</p> <ul style="list-style-type: none"> ▪ Arrange interviews with the short listed applicants; ▪ Conduct interviews. Where possible, use interview guides; ▪ Arrange for second interview, if required; ▪ Notify and provide feedback to candidates who were not successful in interview stage. |
| <p>7. Review and assess further selection criteria of Applicants</p> | <p>Review candidates and ensure all other assessments and selection criteria have been reviewed and covered. This may include:</p> <ul style="list-style-type: none"> ▪ Conducting reference checks, if required; ▪ Ensure all applicants have provided relevant documentation that is required for the position; ▪ All documentation and qualifications, certificates and licences have been reviewed; ▪ Other assessments or tests have been conducted, if required, for example pre-employment health assessment. |
| <p>8. Select preferred candidate</p> | <p>Based on all information the Hiring Manager in conjunction with Human Resources and any other stakeholders involved in interview stage will make selection decision for preferred candidate.</p> <p>Unsuccessful candidates at this stage will be notified and may be provided with feedback.</p> <p>Confirm details of selected candidate such as commencement date, remuneration and benefits to be offered.</p> |

| Recruitment Stage | | Description |
|-------------------|----------------------------|---|
| 9. | Job offer | Hiring Manager makes verbal offer to the selected/ preferred candidate. If preferred candidate accepts verbally then appointment or offer letter will be drafted and signed by the Hire Manager. Offer letter will be distributed with required documentation and new starter pack. |
| 10. | On boarding process | On-boarding process commences with new starter which includes payroll documentation and employee engagement. |

Note: Appendix A of this guideline explains the recruitment process and who is responsible for each stage of recruitment process. Appendix A is a matrix of responsibility in relation to recruitment process.

IDENTIFICATION OF RECRUITMENT NEEDS

Position Identification

Hiring Manager must determine if there are gaps in their division and if new vacancies are requires to be filled by labour. To do this, the Hiring Manager must:

- Examine current business needs and the business goals of the division to identify labour workforce levels to support operational requirements.
- Understand what sort of hours and employment duration will be required to meet the business and operational needs.
- Understand activities and tasks that the workforce and new labour will be required to perform. Be clear on what skills are needed and what competencies the workforce should have; and
- Outline the results the division is aiming to achieve with new employees.

Position Authorisation

Hiring Manager establishes the position required and consults with Authorising Manager as to the positions viability. Once the requirements have been discussed and agreed, then the Hiring Manager must complete Requisition Approval Form. Only when a position is approved by the Authorising Manager can it proceed. Requisition Form is to be completed for all positions to keep record and plan recruitment activities within Star Group.

Positive Remuneration Budget

Hiring Manager is to establish a Remuneration Budget which is to be approved by the Authorising Manager. The remuneration budget is to set out the parameters for the base salary which will be inclusive of additional benefits (e.g. car allowance, company vehicle, phone, site uplift etc.).

Job Description

Job description is to be developed by the Hiring Manager in conjunction with Human Resources. This is a critical document required during requisition approval and before advertising the position. It highlights and explains the requirements for the position and what are the expected outcomes. The job description identifies the duties and responsibilities of the position and what competencies and skills are required to perform the duties and responsibilities.

Job descriptions form the basis of the advertisement and selection criteria.

Advertising

Once approval of requisition has occurred then advertising may occur if identified. All recruitment advertising will be managed by Human Resources to ensure that:

- All Equal Opportunity requirements are met,
- Cost is efficiently managed;
- Consistent approach to advertisements;
- Targeted approach to advertisements is occurring;
- Company identity requirements are maintained

Advertisements must be generic in wording, for example using words which no gender, such as 'person', applicant, 'incumbent' to promote and meet the principles of Equal Opportunity.

Advertising may occur both internally and externally depending on the selection criteria as discussed with Human Resources.

RECRUITMENT MEDIUM

Internal Appointments

Wherever possible, Star Group will endeavour to try and fill vacancies by utilising employees who have the most suitable experience, qualifications and potential for the position involved. The employing division should firstly assess the suitability of the skills, qualifications and experience of the employees within their division before seeking other employees within Star Group.

Internal Advertisement

Once Hiring Manager has assessed the suitability of the skills, qualifications and experience of the employees within Star Group they will consider internal advertising which will occur through Human Resources. Internal advertising would come through multiple platforms.

External Recruitment

External recruitment would normally occur only if there is no suitable candidate available within Star Group. External recruitment may also occur if it is considered appropriate to test the external labour market simultaneously with an internal recruitment.

The type of external advertising and approach to the external labour market will be dependent on the selection criteria as discussed with Human Resources.

External advertising will be organised and managed through Human Resources.

Recruitment Consultants and Agencies

External recruitment consultants and employment agencies may be used for specific external recruiting assignments and requirements. To ensure consistency of approach, contact with consultants and agencies will be via Human Resources at all times.

No managers should be engaging with external recruitment consultants and agencies directly without Human Resources and must ensure that all enquiries from recruitment consultants and agencies are put through to Human Resources initially.

To minimise cost and to continue the focus on developing current employees, recruitment consultants and agencies are only pursued after all other alternatives have been exhausted.

The Hiring Manager, in concurrence with Human Resources, must authorise the use of external consultants and agencies and all expenses will be charged to the division. Star Group has preferred recruitment consultants & agencies which will be managed by Human Resources. Human Resources will have a register of preferred suppliers. The consultants and agencies listed on the register have had their agreed fees terms and conditions approved and authorised by a Director.

Approval of fees and terms and conditions can only be granted by a Director.

REVIEW AND SHORTLIST OF APPLICATIONS

Application Forms

- On receipt of applicants resume a 'Star Application Form' may be forwarded to the applicant to be completed and returned with copies of Licences and Certificates pertaining to the position advertised if required for an interview.
- Review of licences, qualifications, certifications and immigration documentation should occur during and after interview process and have copies to check that they are correct and accurate.
- Review information provided to determine accuracy. This maybe done after interview through a reference check from referees provided by the applicant
- Make sure that all documents required for selection process have been received to determine if specific requirements are missing.

Review selection against criteria

Before a selection can be made, the hiring managers and supervisors with support of HR department must ensure that applicants are suitable against the criteria required for the position and also the gone through a consistent, non-discriminatory and lawful method to review all candidates against each other.

Hiring Managers must ensure that all applicants have the required licences, qualifications and certificates to perform the duties and responsibilities of the position.

Right to Work in Australia

As a legal requirement all employees must be able to working legally in Australia. For this to occur Star Group must ensure that there is evidence provided by applicants to demonstrate that they can legally work in Australia and residential status.

Evidence

Evidence of Australian residential status will be required from all applicants. It is essential to ensure that the persons on 'temporary Visas' either as students or visitors are not prohibited from taking employment as a condition of their entry to Australia.

All applicants and prospective employees are required to provide proof of residency status and Australian work rights. It is mandatory for employers to take a copy of ONE of the following original documents or alternatively a notarised copy of the original document must be presented by the applicants for copying:

- Australian passport or
- New Zealand passport
- Australian Citizenship certificate, accompanied by a photo ID
- Australian Birth Certificate, accompanied by a Photo ID
- A foreign passport with an Australian Visa or
- A foreign passport with a New Zealand Visa

A copy of the document must be attached to the resume and any payroll documentation before employment offer is made.

Alternative Evidence

If the applicant cannot produce a copy of ONE of the required documents as evidence, then the employer must request the applicant to complete a Consent for VEVO search form and submit to Human Resources for further check.

Rejection of Application

Should an applicant refuse a consent for VEVO search or other evidence is not forthcoming, the application should be rejects. This is to ensure that:

- Star Group is not in breach of any legislative requirements ie. The Immigration Act, and
- The successful candidate is able to fulfil all the requirements of the job, such as that required in a permanent position.

INTERVIEWS

Hiring Managers and interviewers should ensure the following when interviewing applicants:

- All applicants are interviewed in the same way, using the same objective selection criteria.
- Questions that are asked to applicants are relevant to the position and the individual's performance in their work experience.
- Applicants are aware of the requirements of the job e.g. Shift work, hours of work, working environment, tasks involved and anything else that should be made aware.
- Information is provided in the same way to all applicants to ensure that each and every applicant is treated fairly.

Interviewers should **NOT**

- Make assumptions about applicants and ensure any decisions made about an applicant is on the basis of a person's ability to do the job and not on an assumed characteristic stereotype. This requires active consideration of the candidate's prior knowledge, skills, formal qualifications, licences and employment history.
- Make unsubstantiated personal assumptions when deciding on the most appropriate candidate eg. "she'll leave straight after we've spent a lot of effort training her".
- Ask women questions or make statements that would not ask or say to a man
- Ask questions about:
 - Marital status (or plans)
 - Child care arrangements
 - Birthplace, racial or ethical origin
 - Length of residency in Australia (however an employer may ask for evidence that the applicant can work legally in Australia)
 - Partner's employment or salary
 - Political beliefs/ affiliations,
 - Sexual preference or sexuality

The information gained from these questions is not relevant to the applicant's ability to do the job, and if asked, may lead to a complaint on the grounds of discrimination.

When interviewing a disabled applicant, the applicant can be asked to suggest specific modifications which would allow effective performance. Previous experience and personal understanding of the extent of the disability are relevant. Questions may be asked relating to clarification of effective performance, eg. Access, workplace design, equipment modification, work schedule re-structuring. If barriers are identified, wherever possible, Star Group will strive to overcome these barriers.

To ensure fair treatment to all candidates, interviews should be:

- Carried out by two or more interviewers where possible
- In line with Star Group's Equal Employment Opportunity in the Workplace Policy
- Discussed between the employing department and Human Resources prior to interviews being conducted, in order to agree on location, time, structure and attendance.

Human Resources will prepare interview guides when required and as needed. The guide will be on specific behavioural information. Guides must be requested by hiring department if required.

REFERENCE CHECKS

As a selection process, to assess that applicants are suitable against the criteria required for the position, it is recommended that reference checks are conducted.

It is recommended that a minimum of two reference checks are conducted for senior positions and critical positions to ensure that applicants have worked in the organisations they have mentioned in their application.

Reference checks should only be conducted with referees provided or agreed by the applicant.

Any questions on the process of reference checks or using the Reference Check Form then contact Human Resources who can assist.

HEALTH ASSESSMENTS FOR EMPLOYMENT

Star Group conducts health assessments in a manner which complies with legislation and best practice in:

- Work Health and Safety and Equal Employment Opportunity, and
- Disability Discrimination.

Health assessment may occur:

- Before recruitment, or
- After recruitment.

Pre-placement Health Employment Assessments

The pre-placement employment health assessment is conducted for the following reasons:

- To confirm that a person is capable of performing the essential requirements of the job
- To ensure that any medical conditions will not be adversely affected by the job.
- To ensure that any medical conditions will not adversely affect the health and safety of the person or other people.
- To assist the placement of the person in the most suitable position
- To enable the company to assess what reasonable adjustments may be made to allow a person to perform a job more effectively and safely.

Guidelines on Health Assessments

A health assessment should be undertaken before a job offer is made and is applicable for all applicants who are being considered for employment at Star Group. Pre-placement health assessments should:

- be part of the overall assessment for suitability of applicants for employment
- always be tailored to the specific requirements of the position, and
- consist of the following:
 - Questions about individual's health, where relevant for the job
 - A physical examination
 - Test e.g. Audiometry

Outcome

Medical details are kept confidential. The following may result from a pre-placement employment health assessment:

- Health and safety staff report back to Human Resources and provided to manager on whether an individual is:
 - Fit for the job
 - Fort for the job with appropriate adjustments, or
 - Unfit for the job
- An individual may not be offered employment of:

- They do not meet the inherent requirements of the job or are deemed unfit for the job (even given reasonable adjustments, or
- The job is likely to aggravate a health problem, or
- The applicant's medical condition may make the workplace unsafe for the individual or other employees.

Post-recruitment Health Assessment

Post-recruitment health assessments may occur and is covered under Star Group's Health and Safety policy and guidelines.

Star Group will be compliant with legislation, standards and Codes of practice which apply in the various States and Territories in relation to conducting and managing health assessments.

OFFER AND COMMENCEMENT OF EMPLOYMENT

Employment conditions will be written upon completion of recruitment selection process and the agreement of remuneration. An offer of employment will be drafted by Human Resources, after consultation and approval from the employing department.

Approval Authority

Offers of employment must only be made after approved recruitment and selection processes have been completed. Human Resources will prepare the letter once notified and will organise it to be signed by the appropriate manager.

If the remuneration package surpasses the Remuneration Budget approved on the Requisition Form, then further approval is to be sought from the Authorising Manager. The Requisition Form has an additional section to seek such approval.

Letter of Offer

All appointments will be finalised by Letters of Offer signed by appropriate manager and accepted in writing by the appointee.

Once offer is accepted by appointee then on-boarding and induction process will commence with appointee who will be starting with the company or new division.

On-Boarding Process

On-boarding process commences once the employee has accepted the position. It is the hiring manager or supervisor's responsibility to ensure that on-boarding process occurs and is done consistently for each new employee in their division.

The on-boarding process includes but not limited to:

- All paperwork for payroll and compliance been completed, returned by new staff member and processed;
- All required inductions organised and completed before going onto client sites;
- New employee is made to feel welcomed and has been introduced to new team and work environment;
- Relevant equipment and IT systems access has been organised in advance before commencement date and ready for first day;
- Relevant Star Group staff notified of new staff member;
- Relevant clients have been notified of new staff member that they will be in contact with them and ensure that greet and meet has been organised.

TEMPORARY AND CONTRACTOR LABOUR HIRE

Star Group may engage in temporary and contractor labour hire to support the operations and labour requirements of the business. This applies to all temporary labour contracts, including:

- Casual employees
- Fixed term/ project specific employees
- Contractors
- Agency temporary labour

| Term | Definition/Explanation |
|---|---|
| Casual employee | <ul style="list-style-type: none"> ▪ Employed and paid by Star Group directly on casual basis. ▪ No accumulation of personal/annual leave, etc. ▪ Employed on hourly basis in accordance with applicable Award or Enterprise Agreement. ▪ Paid casual loading on rate of pay. ▪ Can't exceed 4 weeks in a row on full-time ordinary hours. |
| Fixed-Term or project specific employees | <ul style="list-style-type: none"> ▪ Employed and paid by Star Group directly for a specific period and defined. ▪ All Statutory Entitlements apply. ▪ Employment contract can't exceed more than 12 months. |
| Temporary labour | <ul style="list-style-type: none"> ▪ Engaged through a Labour hire agency or recruitment consultant. They are employed by the agency or consultant. Star Group will be invoiced by agency or consultant. This includes labour for projects. |
| Contractor | <ul style="list-style-type: none"> ▪ Contracted and paid directly by Star Group. ▪ Contractor is a business with an CAN or Business Number (for sole trader). ▪ May provide a service and/or labour. |

All issues pertaining to the labour-hire of temporaries – e.g. Hourly rates, duration, extension or termination of the contract of service, should be communicated in writing only between the Hiring Manager, Human Resources and in turn the employment agency.

Note: The employment contract is between the temporary labour hire personnel and the agency, not the temporary labour hire personnel and Star Group.

All engagement with employment or labour hire agencies must be organised through Human Resources and not directly engaged unless notified and contractual terms have been reviewed and assessed.

Temporary labour through contractors and agency is engaged when:

1. In relation to unusual and/or emergency situations, or
2. where the appointment of a permanent employee is inappropriate

Examples:

- During short-term workload and peaks in projects
- Where a permanent employee is on extended such as long service leave or parental leave

APPRENTICES

Apprentices are critical to growing talent and retaining knowledge for the business.

Star Group will source apprentices through Group Training Organisations and will be engaged once the need has been identified and approved by hiring manager.

Group Training Organisations will be engaged through Human Resources Department.

Once the need for an apprentice has been identified by a hiring manager, then Human Resources department will contact the Group Training Organisation (GTO) and ensure that all requirements for selection have been met by the GTO before agreeing to accept commencement of apprentice.

Once an apprentice commences then their details need to be provided to payroll to register the apprentice's participation with Star Group.

WORK EXPERIENCE

Work experience – Secondary Student

Star Group facilitates work experience where practicable to give students an opportunity to experience the workplace environment. Work Experience is organised by the sponsoring division who takes responsibility for organising and monitoring the student. Prior to the work experience student commencing:

- The student’s activities need to be organised, and
- An employee from the sponsoring department needs to be nominated for overseeing their activities.

Secondary students undertaking work experience usually only require short-term placements of 1 to 4 weeks’ duration.

The table below describes the process for placing Secondary School students on Work Experience placements

| Stage | Description |
|----------|---|
| 1 | Work Experience Arrangements Form, which can also be obtained from the school, needs to be completed by: <ul style="list-style-type: none"> ▪ The student ▪ Their parents or guardian ▪ The principal, and ▪ Star Group’s sponsoring division |
| 2 | A copy of the completed form needs to be sent to HR department and filed in a centralised work experience file. |
| 3 | The original form needs to be kept by the sponsoring division. |

With Work Experience for Secondary Students, the following Workers Compensation provisions apply:

- Workers Compensation coverage is administered by the Government Education Department
- Important: As a precaution, anyone who is supervising a work experience student should ensure the Work Experience Arrangement form is completed correctly and signed where indicated by the sponsoring division.

The sponsoring division is responsible for the safety of the student. Prior to the student commencing their placement, the sponsoring division must give the student:

- Appropriate safety instructions/ training, and
- Safety equipment and ensure they have PPE if required

Work Experience – TAFE and University Student

Star Group facilitates work experience where practicable to give students an opportunity to experience the workplace environment. Work Experience is organised by the sponsoring division who takes responsibility for organising and monitoring the student. Prior to the work experience student commencing:

- The student’s activities need to be organised, and
- An employee from the sponsoring department needs to be nominated for overseeing their activities.

TAFE and university students undertaking work experience usually require the following types of placements:

- Work experience year of 48 week’s duration or
- Work placement of 12 weeks duration

The table below describes the process for placing TAFE and University students on work experience placements:

| Stage | Description |
|-------|---|
| 1 | <ul style="list-style-type: none"> ▪ Student initiates a practical placement by forwarding a formal written request to the appropriate manager detailing their objectives, skills and qualifications e.g. a resume. ▪ Also explain what the work experience is for and if it is a study/ subject requirement. |
| 2 | <p>A Practical Placement Agreement must be obtained from the College or University. This needs to be completed by:</p> <ul style="list-style-type: none"> ▪ The institute ▪ The student ▪ Their parent or guardian, if under 18 years of age; and ▪ Star Group sponsoring department. <p>Note: The Practical Placement Agreement will vary according to the specific College or University.</p> |
| 3 | <p>A copy of the completed form needs to be sent to HR department and filed in a centralised work experience file.</p> |
| 4 | <p>Check if College or University will be sponsoring student and will be covering liability for Workers Compensation.</p> |

Star Group is liable for Workers Compensation payments if the student is not covered under College or University arrangements.

This means that the student will need to be covered under an employment contract and remunerated. The sponsoring division must determine if they will employ the student under fixed-term agreement for Workers Compensation provisions. If this is the case the sponsoring division must contact Human Resources department to draft up Letter of Offer and ensure recruitment process is followed.

The sponsoring division is responsible for the safety of the student. Prior to the student commencing their placement, the sponsoring division must give the student:

- Appropriate safety instructions/ training, and
- Safety equipment and ensure they have PPE if required

Please contact Human Resources Department (HR) to discuss individual circumstances or recruitment needs

APPENDIX A – RECRUITMENT PROCESS OVERVIEW

| | Step 1: Internal considerations | Step 2: Labour Requisition | Step 3: Selection criteria | Step 4: Advertising | Step 5: Shortlist applications | Step 6: Conduct Interviews | Step 7: Review and assess selection | Step 8: Hire Selection Decided | Step 9: Job Offer | Step 10: On-boarding |
|---------------------------------|--|---|---|---|---|--|---|---|--|---|
| Hiring Manager (HM) | HM Identify vacancy and required needs for recruitment. HM develop Job Description for position. | Raise Labour Requisition for all positions and ensure Job Description is included for approval. | Review all selection criteria and recruitment process. | Draft and review advertisement for position. Determine internal or external advertising. | HM Reviews applications – selects those that meet minimum criteria. Shortlist and organise interviews. | Conduct interviews and review by giving DM/DR update on process. Arrange second interview if required. | Ensure candidates have all qualifications and credentials. Copies of documents received. Conduct reference checks when required. | With support of DM, DR and HR review candidates & make hire selection. | HM to make verbal offer once medical is clear and passed. | Prepare for on-boarding. Process. Organise PPE, equipment and supplies for commencement and inductions required. Notify relevant internal stakeholders. |
| Human Resources Department (HR) | | | Receive approved requisition for all positions and works with HM on selection criteria. | Work with HM and draft advertisement if required. Post advertisement as agreed on media platforms. Review best advertisement options. | HR and HM work through shortlist. HR to support HM and organise interviews. If required, assist with phone screening. | HR to provide interview guides and provide assistance on interview process. Organise second interview if required. | Support HM to check that all qualifications and credentials are accurate and have copies. Assist with reference checks when required. | Once advised by HM, book pre-employment medical & all other assessments and testing is completed. | HR to draft Letter of Offer (LOO) once HM advises. | HR issues LOO & Starter Pack to candidate. Notifies relevant stakeholders to assist with on-boarding. |
| Divisional Manager (DM) | | DM reviews and approves requisition for position. Process does not proceed without DR approval. | | | | HM updates and has DM/DR part of interviews if required for position. | | | | |
| Chief Financial Officer (CFO) | HM consult with CFO & Director on Job Viability and budget for salary positions. | | | | | | | | | |
| Directors (DIR) | HM consults with CFO & DR on Job Viability for salary positions. Approve Remuneration Budget. | DR reviews and approves request for salary position. HM not to proceed without approval. | | | | HM updates and has DM/DR part of interviews if required for position. | | | HM updates DR on selection and final approval for offer to be made for position. | |