

# Business Procedure

## Recruitment, Selection and Appointment Document Number – PEO-PROC-23

This document applies to the following sites:

All Sites <input checked="" type="checkbox"/>
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## 1.0 Purpose

The objective of this procedure is to outline Stanwell’s approach to recruitment, selection and appointment, which aims to ensure:

- a fair and equitable approach to the attraction, recruitment, assessment and selection processes;
- selection processes are effective and efficient: transparent, professional and timely;
- selection processes are based on merit and comply with legislation; and
- a diverse workforce with the appointment of people who embody Stanwell’s Values as well as the skills and capabilities to fulfil Stanwell’s strategic objectives.

## 2.0 Scope

This procedure applies to all areas of Stanwell’s recruitment, selection and appointment activities except for Chief and Senior Executive recruitment. This is covered by the policy *Senior Executive - Recruitment Appointment and Remuneration*.

Recruitment, selection and appointment activities are defined as all instances of temporary/contract, fixed term and permanent recruitment activities not supplied by a major external contracting service provider or engineering panel (e.g. UGL, Aurecon, Hatch etc.).

## 3.0 Actions

### 3.1 Position Management

#### 3.1.1 Position Profiles

Each recruitment request must be submitted with a current and approved position profile in PageUp (e-Recruitment tool).

#### 3.1.2 Position Assessment and Remuneration

All roles progressing to recruitment are required to have a pre-determined remuneration outcome prior to the commencement of a recruitment process.

The relevant Enterprise Agreements (EAs), the Alternative Employment Arrangement (AEA) Remuneration Policy and any preserved transitioned remuneration policies will define the appropriate remuneration applicable to an individual under the new appointment.

#### 3.1.3 Engagement Terms

Prior to the commencement of a recruitment process, the Hiring Manager will need to determine the engagement terms. The following engagement terms may apply:

- Permanent Employment
- Fixed-Term Employment

- Contractor/Temporary Engagement (through third party labour supplier)

All engagement terms should be considered in conjunction with the workforce plan and organisation's strategic objectives.

## 3.2 Approval Process

People and Culture team endorsement and an appropriate approval process must be followed for all recruitment activity. See table:

	Permanent/Fixed Term	Temporary/Contractor	Unbudgeted Position
Site Roles up to Superintendent	Site Manager	Budget Holder	CEO
Site Leadership Team	GM Generation		
Site Manager	COO		
BLG	Divisional EGM		
Corporate Function	Relevant GM		

All requests must be lodged via PageUp.

The *Internal Transfer, Secondment and Mobility Procedure* should be read in conjunction with this policy to support any internal movements between positions, teams and sites.

### 3.2.1 Permanent and Fixed-Term Positions

For budgeted positions, a short justification is required to ensure appropriate consideration is given to the vacancy in its current form and the timing of the recruitment process.

Unbudgeted positions or increases to the workforce plan must be approved by the CEO and an appropriate approved memo should be attached to the Pageup request.

### 3.2.2 Contractor/Temporary Engagement (through third party labour supplier)

A Contractor/Temporary resource is short term labour, engaged to perform a specific set of tasks under the direction of a Stanwell Manager. They will be engaged through one of our panel partners.

All requests must be within budget and submitted via PageUp with details of the requirement, engagement term, proposed hourly rate (as determined by the relevant enterprise agreement, positions grade/points, budget parameters or market conditions) and a short justification.

For engagement of consultants or resources through the engineering panel, please contact Procurement. Stanwell does not support the use of sole traders/independent contractors.

### 3.2.3 Internal Transfer Opportunities

Subject to business needs, an opportunity may be provided to employees who wish to transfer between teams. The *Internal Transfer, Secondment and Mobility Procedure* prescribes the transfer process and eligibility criteria in detail.

### 3.2.4 Secondment Opportunities

Secondments are a temporary transfer to an alternate position within the organisation. The transfer is for a fixed period and at the conclusion of the secondment the appointee returns to

their substantive position, or an agreed alternative position. P&C Business Partners have full responsibility for the performance of this process. Secondment opportunities may include standard merit selection process; however secondments may also be confirmed via direct appointment if endorsed by the P&C Business Partner and approved by the relevant General Manager or Site Manager\*. The Internal Transfer, Secondment and Mobility Procedure details the secondment processes. (\*Please note that in some circumstances the 'Approval Process', as outlined in PEO-PROC-23 - Recruitment, Selection and Appointment, will override these criteria.)

### 3.2.5 Second Hat Opportunities

Second hat opportunities are positions performed in conjunction with the employee's primary/substantive role. All requests must be submitted via PageUp along with an approved position profile.

## 3.3 Targeted Attraction and Sourcing Parameters

### 3.3.1 Sourcing Strategy

Recruitment will work with the Hiring Manager to determine the most appropriate sourcing strategy for the resourcing requirement. The strategy will be determined after considering potential internal candidate pools, the urgency and specialist nature of the role, the position's location and the external employment market. Where a sufficient candidate pool can be generated internally, an internal recruitment process is appropriate. Where there is not a readily identifiable internal candidate pool, or it is deemed appropriate to test the external market, an external sourcing campaign will commence.

Sourcing strategies that may be considered include, but are not limited to:

- External advertising
- Internal advertising
- Proactive LinkedIn and Talent Pool searches
- Appointment by secondment
- Direct appointment
- Application by invitation
- Application by expression of interest
- Use of search or external agency

### 3.3.2 Advertising

The Recruitment team is responsible for developing and executing advertising and sourcing campaigns. Vacancies that require external sourcing will be published on the Stanwell website and may also appear in various online, print and social media forums. Internal sourcing positions will be advertised on GenNet. The Recruitment team is responsible for writing and booking all advertisements.

At a minimum, applications for advertised vacancies will close at least five (5) working days from the initial notification of an open position. Should a position need to be readvertised, it will also need to be closed at least 5 working days from the initial notification.

All print advertising requires the approval of the Talent and Recruitment Specialist.

### 3.3.3 Recruitment Agency or Third-Party Labour Supplier Engagement

Our Recruitment Agency panel members will provide assistance for engaging contractor/temporary resources. The Talent and Recruitment Specialist is responsible for engaging and managing the relationship with our panel partners on behalf of Stanwell. All contact with the agency/supplier must be coordinated through Recruitment. Hiring Managers are not authorised to accept terms of business, candidate resumes or applications on behalf of the organisation.

## 3.4 Recruitment Process

### 3.4.1 Applications

Applications, inclusive of a resume and cover letter should be submitted online. Hand delivered/emailed applications will generally not be accepted.

### 3.4.2 Employee Referral

Employees who nominate prospective applicants to vacant positions are required to notify the potential applicant of a current vacancy by selecting the 'Refer' icon at the bottom of the advertised vacancy. Should the prospective applicant wish to apply for the vacancy, they should submit their application for consideration via our website. The *Employee Referral Incentive Procedure* defines this process eligibility and scope of the payment scheme.

### 3.4.3 Selection Panel

The selection panel is established by the Hiring Manger in agreement with Recruitment. As a minimum, the selection panel will consist of a Recruitment representative, the Hiring Manger and a key stakeholder. Where there are internal candidates being interviewed, panel members must demonstrate impartiality.

### 3.4.4 Selection Process

To select a preferred candidate for a position, several activities may be undertaken following the advertising of a position:

- An initial long list of candidates will be established by Recruitment based on the requirements of the position. These candidates may progress to phone screening/video screening stages. The Hiring Manger will review and finalise a short list of candidates to progress through to interview.
- A behaviourally-based interview guide will be developed by Recruitment in consultation with the Hiring Manager and used to ensure merit selection principles are adhered to.
- Short listed candidates will undertake at least one panel interview.
- Preferred candidates will be required to undertake pre-employment assessment activities which may include psychological and technical assessments, work-based demonstrations, work sampling, medical examinations, probity checks (e.g. criminal check, eligibility to work in Australia, academic records, professional qualifications and work-related licenses). Additional job fit activities may also be undertaken at this point.
- Reference checks will be undertaken by Recruitment using the reference check template. Unauthorised reference checks or enquiries about an applicants' previous employment are not permitted due to legal reasons. Confidentiality must be maintained for all applicants both internal and external.
- Recruitment will facilitate candidate-care activities to ensure familiarisation with the job, company and location as required.
- A recommendation to appoint, supported by the appropriate documentation will be facilitated by Recruitment. All recommendations to appoint require two-tier approval.
- All Hiring Panel members should familiarise themselves with this procedure and where possible complete the *Unconscious Bias* on demand learning, prior to starting the hiring process.
- The recruitment procedure needs to be highly defensible against bias (i.e. ageism, sexism, racism, reference checking etc.) so it is important for the Hiring Panel to be conscious of commentary both verbal and written that may demonstrate such bias.

### 3.4.5 Privacy and Confidentiality

All enquiries and applications for vacancies from internal and external applicants shall be treated with the strictest confidentiality. Disclosure of information must only be made to parties

directly involved in the recruitment and merit activity. Confidential information includes matters discussed or discovered during the recruitment and the selection process.

### 3.4.6 Conflicts of Interest

Employees involved with the recruitment and selection process who have knowledge of a person(s) applying for a position are required to disclose the relationship to Recruitment. Recruitment will determine if there is a conflict of interest prior to the commencement of the selection process.

Recruitment will advise of a suitable course of action depending on the employee's previous interactions with the applicant(s) and the employee's anticipated level of involvement in the recruitment and selection process. In some situations, it may be appropriate for the employee to have no further involvement in the recruitment process.

## 3.5 Appointments

### 3.5.1 Formal Offers of Employment

Once approved, offers of employment are prepared by Recruitment. Offers must include all relevant information and be in accordance with the Alternative Employment Arrangement (AEA) Remuneration Policy and relevant enterprise agreement. The proposed remuneration package will be formulated by Recruitment, in consultation with Remuneration, Business Partner and the Hiring Manager.

Offers are to be made electronically via PageUp by Recruitment. Stanwell does not support the making of informal offers of employment. Offers of employment must not be discussed with candidates without an approval to appoint being formalised.

### 3.5.2 Relocation Assistance

Relocation assistance may be offered to current and new employees who relocate to take up employment with Stanwell. Details of the assistance offered should be outlined in the offer of employment and supported by the *Relocation Assistance Procedure* and/or relevant enterprise agreement conditions.

### 3.5.3 Internal Mobility Assistance

Mobility assistance may be offered to employees who are interested in accessing short-term development or secondment opportunities across Stanwell. The *Internal Transfer, Secondment and Mobility Procedure* outline the scope of the program.

### 3.5.4 Offer Acceptance

Formal acceptance of an offer of employment requires the online acceptance of the employment contract. The sighting of original documentation or certified copies of qualifications and/or licences is required for all successful applicants, with copies to be added to employee file on commencement.

### 3.5.5 Advising Unsuccessful Applicants

Unsuccessful candidates shall be notified after the advertisement has closed should they not make the longlist / or shortlist for interview via email. All other candidates that have been formally interviewed will be notified immediately after the successful candidate has accepted the offer of employment for the vacant position. Primarily this notification will be verbal, however sometimes written advice via email may also be used. Unsuccessful internal applicants will be provided feedback from the Hiring Manager and Recruiter prior to the appointment of the successful candidate.

### 3.5.6 Commencement of Employment

It is the Hiring Manager's responsibility to ensure all new starters complete the Corporate and site-specific induction programs. Recruitment will ensure that all key documentation is

completed as required in the on-boarding process e.g. acceptance letter, qualifications, licences, payroll details.

## 4.0 Responsibilities

Accountability	Requirement
Chief Executive Officer	<ul style="list-style-type: none"> <li>Approves any unbudgeted positions or increase to the workforce plan.</li> </ul>
Divisional EGM	<ul style="list-style-type: none"> <li>Approve recruitment requests inline with the procedure; Approve unbudgeted positions or increase to the workforce plan;</li> <li>Approve any corporate internal transfers;</li> <li>Approve any direct appointment as a result of secondment; and</li> <li>Approve offer recommendations.</li> </ul>
Talent and Recruitment Specialist	<ul style="list-style-type: none"> <li>Ensures all necessary processes, systems and procedures are in place to manage this procedure;</li> <li>Ensures the consistent application of processes, systems and procedures; and</li> <li>Ensures processes are current and changes communicated.</li> </ul>
Recruitment Team	<ul style="list-style-type: none"> <li>Actively facilitate recruitment processes and ensure that they meet the Stanwell's resourcing requirements at that time;</li> <li>Provide professional guidance and assistance to hiring managers and panel members, employees and candidates on recruitment needs;</li> <li>Engage and liaise with recruitment agencies or third party labour suppliers;</li> <li>Approves and coordinate the placement of any advertisements; and</li> <li>Issue formal offers of employment and negotiate contract provisions.</li> </ul>
Site Managers	<ul style="list-style-type: none"> <li>Approve recruitment requests inline with the procedure;</li> <li>Approve any internal transfers;</li> <li>Actively involve themselves in recruitment activities and maintain confidentiality throughout the process and thereafter;</li> <li>Support the application of the procedure and associated processes and systems; and</li> <li>Approve offer recommendations.</li> </ul>
Hiring Manager and Selection Panel Members	<ul style="list-style-type: none"> <li>Actively involve themselves in recruitment activities and maintain confidentiality throughout the process and thereafter;</li> <li>Approve recruitment requests inline with the procedure;</li> <li>Support the application of the procedure and associated processes and systems;</li> <li>Inform unsuccessful internal candidates and their managers at the earliest possible opportunity and suggest areas of development.</li> <li>Ensure new starter complete all the relevant inductions and on-boarding activities required;</li> <li>Actively involve themselves in the on-boarding of their new starter;</li> <li>Provide interview feedback; and</li> <li>Approve offer recommendation.</li> </ul>
P&C Business Partners	<ul style="list-style-type: none"> <li>Support the application of the procedure and associated processes and systems;</li> <li>Provide remuneration data for recruitment process;</li> <li>Approve recruitment requests; and</li> <li>Endorse any secondment direct appointments.</li> </ul>

## 5.0 Occupational Health and Safety Requirements

Throughout this procedure, the highest possible safety standards must be practised at all times.

- Shall comply with the Work Health and Safety Act 2011 and Regulation 2011

## 6.0 Environmental Requirements

Throughout this procedure, the highest possible environmental standards must always be practised.

All relevant Statutory Environmental Regulations must be adhered to.

- Shall comply with the Environmental Protection Act 1994 and Regulation 2008

## 7.0 Review and Consultation (Prior to Approval)

This Document is required to be reviewed, at a minimum, every three (3) years.

## 8.0 Communication Plan (After Approval)

This procedure is available electronically in TRIM and GenNet. Additional communication may be coordinated by the procedure owner.

## 9.0 References (Including Information Services)

Senior Executive – Recruitment Appointment and Remuneration  
 Remuneration Policy for Alternative Employment Arrangement (AEA) Employees  
 People Leaders Guide to Position Profiles  
 e-Recruitment User Guide for Managers  
 e-Recruitment User Guide for Employees  
 Background and Probity Check Procedure  
 Internal Transfer, Secondment and Mobility Procedure  
 Relocation Assistance Procedure  
 Employee Referral Incentive Procedure

## 10.0 Definitions

<b>AEA</b>	Alternative Employment Arrangement
<b>Contractor/Temporary resource</b>	These are positions held by our panel partner employees, who have been sourced through recruitment.
<b>Divisional EGM</b>	Divisional Executive General Manager.
<b>EA</b>	Enterprise Agreement
<b>Functional Lead</b>	Broader Leadership Group level
<b>P&amp;CBP</b>	P&C Business Partner
<b>Internal applicants</b>	Include all Stanwell permanent, , fixed term and
<b>Long List</b>	An initial process conducted by the Recruitment Advisor to exclude any unsuitable applicants prior to consideration by the Hiring Manger.
<b>PageUp</b>	The e-recruitment tool used at Stanwell for all recruitment and on-boarding activities
<b>P&amp;C</b>	People and Culture



<b>Position Assessment</b>	An evaluation process in which a position profile is assessed to determine its level within the corresponding remuneration structure.
<b>Selection Panel</b>	The panel is responsible for assessing the relative merit of applicants for the vacant position.

## 11.0 Revision History

Rev. No.	Rev. Date	Revision Description	Author	Endorse/Check	Approved By
0	14.03.2012	Procedure issued	Cassii Rusk		Jenny Gregg
1	23.07.2013	Procedure updated to incorporate changes to structure and approvals,	Michelle Newsome	Cassii Rusk	Jenny Gregg
2	21.05.2014	Updates to wording and link to other HR documents updated for One Stanwell Project	Rita Ho	Sophie Naughton	Cassii Rusk
3	25.05.2017	Procedure updated	Rita Ho	Cassii Rusk	Jenny Gregg
4	22.03.2021	Procedure review and update.	Peter Johnston	Sally Hamshaw	Glenn Smith