



Recruitment, Selection and Appointment

PEO-PROC-23



This document applies to:

All Sites



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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 support our equity, diversity and inclusion strategy and comply with legislation; and
- 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, approved and evaluated 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 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*if less than 6 months in duration or following a secondment of 6 months preceeded with a selection process. 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

Talent Acquisition 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 SEEK Talent Pool searches
- Appointment by secondment
- Direct appointment
- Application by invitation
- Application by expression of interest
- Use of search or external approved panel agency

3.3.2 Advertising

The Talent Acquisition team is accountable for developing and executing advertising and sourcing campaigns. The Talent Acquisition team may partner with internal teams such as Corporate Affairs, to design specific 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 Talent Acquisition 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 Manager, Future Talent, Leadership & Capability.

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 Acquisition 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 Talent Acquisition. 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 optional cover letter should be submitted online via the PageUp portal. Hand delivered/emailed applications are generally not 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 on GenNet. 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 Manager in agreement with the relevant Talent Acquisition Advisor. As a minimum, the selection panel will consist of a People & Culture representative (typically Talent Acquisition but it may also be appropriate for People & Culture Advisors to perform this role), the Hiring Manager and a key stakeholder. Where there are internal candidates being interviewed, panel members must demonstrate impartiality.

3.4.4 Disclosing Conflict of Interest

In accordance with GOV-PROC-17 Procedure for Managing Conflicts of Interest for Employees and Contractors, the selection panel referred to in 3.4.3 above shall be required to declare any relationship to a candidate that may raise a concern regarding your impartiality in making a selection decision due to the relationship.

The conflict shall be recorded in a document by Talent Acquisition and may be accessed by Stanwell's legal team from time to time.

If the selection panel believes that it can administer the selection process, adequately accounting for any conflicts of interest or concerns regarding impartiality, it shall continue. If there is due concern, the selection panel will be revised accordingly so as to manage and provide a fair process.

3.4.5 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 Talent Acquisition based on the requirements of the position. The Hiring Manager will review and finalise a short list of candidates to progress through to phone screening, video screening or interview stages.
- An interview guide will be developed by Talent Acquisition in consultation with the Hiring Manager and used to ensure appropriate 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. AusCheck, 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 Talent Acquisition using Xref. Unauthorised reference checks or enquiries about an applicants' previous employment are not permitted, confidentiality must be maintained for all applicants both internal and external.
- Talent Acquisition will facilitate candidate-care activities to ensure familiarisation with the job, company and location as required.
- Once pre-employment assessment activities are satisfactory, the Talent Acquisition Advisor will brief the Hiring Manager in order to make a decision to appoint. An 'Offer Card' will be generated in PageUp by the Talent Acquisition Advisor in collaboration with the People and Culture Advisor, reflecting the terms and conditions agreed upon by the Hiring Manager. 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.

3.4.6 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 activity. Confidential information includes matters discussed or discovered during the recruitment and the selection process.

3.5 Appointments

3.5.1 Formal Offers of Employment

Once the Offer Card has been approved in PageUp with two-tier approval, offer documentation is prepared by the appropriate People & Culture Advisor in conjunction with the Talent Acquisition Advisor and if policy requires, Remuneration and Benefits Advisor. Offers must include all relevant information and be in accordance with the Alternative Employment Arrangement (AEA) Remuneration Policy and relevant enterprise agreement.

Offers are to be made electronically via PageUp by Talent Acquisition. 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 prior to commencement to assist with efficient onboarding.

3.5.5 Advising Unsuccessful Applicants

Unsuccessful applicants shall be notified after the advertisement has closed should they not make the longlist / or shortlist for interview via email using PageUp. All other candidates that have been interviewed will be notified at the earliest convenience or immediately after the successful candidate has accepted the offer of employment for the vacant position. Primarily this notification will be verbal, and / or through written advice via email. Unsuccessful internal applicants will be provided feedback from the Hiring Manager and Talent Acquisition Advisor as soon as possible.

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. The Talent Acquisition Team together with HR Reporting 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"> • Approve any unbudgeted positions or increase to the workforce plan.
Divisional EGM	<ul style="list-style-type: none"> • Approve recruitment requests consistent with the procedure; Approve unbudgeted positions or increase to the workforce plan; • Approve any corporate internal transfers; • Approve any direct appointment because of secondment; and • Approve offer recommendations.
Talent Acquisition Specialist	<ul style="list-style-type: none"> • Ensure all necessary processes, systems and procedures are in place to manage this procedure; • Ensure the consistent application of processes, systems and procedures; and • Ensure processes are current and changes communicated.
Talent Acquisition Team	<ul style="list-style-type: none"> • Actively facilitate recruitment processes and ensure that they meet Stanwell's resourcing requirements at that time; • Provide professional guidance and facilitate recruitment for hiring managers and panel members, employees and candidates; • Engage and liaise with recruitment agencies or third party labour suppliers; • Approve and coordinate the placement of any advertisements; and • Issue formal offers of employment and negotiate contract provisions in accordance with the above
Hiring Manager and Selection Panel Members	<ul style="list-style-type: none"> • Actively involve themselves in recruitment activities and maintain confidentiality throughout the process and thereafter; • Approve recruitment requests consistent with the procedure; • Support the application of the procedure and associated processes and systems; • Inform unsuccessful internal candidates at the earliest possible opportunity and provide improvement feedback if relevant. • Ensure new starter completes all the relevant inductions and on-boarding activities required; • and Approve offer recommendation.
P&C Advisors	<ul style="list-style-type: none"> • Support the application of the procedure and associated processes and systems; • Advise on terms and conditions of offer in conjunction with Remuneration & Benefits team; • Approve recruitment requests; • Endorse any secondment direct appointments; and • Prepare offer documentation and assist in facilitating any additional justification in accordance with the Remuneration Policy.

5.0 Review, Consultation and Communication

Review:

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

Consultation:

Nil

Communication/Requirements after Update:

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

6.0 References

- Environmental Protection Act & Regulation
- Health & Safety Act & Regulation
- GOC State Archives – Public Records Act
- People Leaders Guide to Position Profiles
- e-Recruitment User Guide for Managers
- e-Recruitment User Guide for Employees
- Recruitment Guide at Stanwell

Document No	Document Title
PEO-POL-11	Senior Executive – Recruitment Appointment and Remuneration
PEO-POL-22	Remuneration Policy for Alternative Employment Arrangement (AEA) Employees
PEO-PROC-73	Background and Probity Check Procedure
PEO-PROC-24	Internal Transfer and Secondment Procedure
PEO-PROC-49	Relocation Assistance Procedure
PEO-PROC-25	Employee Referral Incentive Procedure
T-1679	Template – Position Profile

7.0 Definitions

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

P&C	People and Culture
Position Assessment	An evaluation process in which a position profile is assessed to determine its level within the corresponding remuneration structure.
Selection Panel	The panel is responsible for assessing the relative merit of applicants for the vacant position.

8.0 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
		Desley Wood - 30.04.2024 - Document review due date extended from 26.02.2024 to 31.05.2024 as requested by Jayden Alexander to allow for current review to be completed by Dayle. Refer to 24/60229			
	04.06.2024	Review Due Date Extended: Document review due date extended from 31.05.2024 to 30.06.2024 as more time is needed to finalise the document before it can be rolled out and determine any changes to the procedure that are relevant to be captured. As per email request from Jayden Alexander, refer 24/78422.	Requested by Jayden Alexander Actioned by Shannon Scott		
5	22.07.2024	Updated role titles to Talent Acquisition, included selection methodology from Stanwell EDI Strategy, updated stakeholders to remove site manager and include in hiring manager and improve conflict of interest clause.	Dayle McCallum	Melissa Challinor	Brenda Carson