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This Policy applies to all staff globally and to external recruitment consultants appointed to act on Tourism Australia's behalf.

1. RECRUITMENT

1.1. Staff Recruitment

Tourism Australia (TA) aims to recruit and select the best possible talent, in the most cost effective and timely manner. This ultimately contributes to TA's strategic goals (Tourism 2020) and helps to ensure continuous improvement in capability and delivery. Tourism Australia will recruit based on merit and in compliance with all relevant legislation. TA is committed to recruitment and selection processes that are open, competitive and based on merit.

1.1.1. *Approval to recruit*

Approval to fill a new role, or a replacement position will be assessed in accordance with TA's approval process, which is outlined in the "Online Recruitment Approval Form" (accessible on TA's intranet myTA).

Hiring Managers include eligible managers whom are seeking to recruit staff. The Hiring Manager is the person responsible for ensuring an "Online Recruitment Approval Form" is submitted and approved prior to commencing any activity to fill a position.

1.1.2. Advertising

As a general rule, all recruitment for existing or newly created positions should be advertised internally. However, to reduce red tape and provide flexibility, advertising is not required for a position that is for less than six months duration, or in circumstances of internal promotions. All advertising whether internal or external must be within TA's brand guidelines. The People & Culture team will agree on a specific recruitment strategy with the Hiring Manager, which may include:

- External advertising channels
- Sourcing methods, costing and screening
- Timeline for the recruitment process

Print advertising will only be used in exceptional circumstances where there is strong evidence to support the request. Print advertising is costly, rarely effective, and not a modern or innovative recruitment method. The EGM of the Business Unit will make the final decision in whether print advertising will be adopted for advertising of a role.

Where a recruitment agency is used, People & Culture will seek quotes from agencies and the agency chosen must offer a solution that is cost effective and suits the recruiting timeframe. External recruitment costs must be covered by the relevant business unit. All negotiations pertaining to the Terms and Conditions will be negotiated by People & Culture.

1.1.3. Applications

Applications will be received through TA's online RMS (recruitment management system) and subsequently reviewed against the selection criteria by People & Culture, unless otherwise agreed. All applicants will receive an automated acknowledgement of their applications.

When applying for internal roles, existing employees are required to notify their current supervising manager prior to submitting an application.

Internal applicants will be given full consideration but are not guaranteed an interview. Those who are not considered suitable will be offered feedback from the recruiting manager.

1.1.4. Interviews

All interviews will be conducted by a panel which will ordinarily comprise two or more people, including the recruiting manager and a People & Culture representative. People and Culture will provide support to the recruiting manager, to ensure the best fit for the role, team and organisation.

Psychometric testing may be used (either before or after the interview) to assess candidates against the key selection criteria and Tourism Australia's TAway organizational values (United, Innovative, Commercial, Positive, Genuine).

A minimum of two reference checks for the preferred candidate must be conducted, unless the candidate is an existing employee and has previously had the relevant reference checks.

1.1.5. Offers of employment

Formal offers of employment will only be made by People & Culture to ensure compliance with appropriate industrial instruments and other employment obligations including satisfactory completion of reference checks, screening, proof of identity and eligibility to work. In the instance, the remuneration package is above the approved the salary, the EGM of the Business Unit and GM, People & Culture must provide approval before the offer of employment is made.

Where internal candidates are under consideration, the Hiring Manager must consult the current manager.

1.2. Non-staff recruitment

Tourism Australia may hire temporary agency-based staff to achieve desired outcomes on certain projects or peak periods of work. A temporary agency employee is an individual who, as an employee or contractor of an agency, is engaged by Tourism Australia for a defined project, term or for the performance of a specified task. Such agency employees are not paid through the Tourism Australia payroll as they are the employees/contractors of the agency whose services are contracted to Tourism Australia. A job description or equivalent document that outlines the key duties and deliverables of the assignment will be provided to the temporary staff via the agency.

To engage such temporary staff, the Hiring Manager must complete the Online "Recruitment Approval Form" located on TA's intranet myTA. The following actions must be followed when recruiting temporary staff:

1. A Hiring Manager wishing to recruit temporary staff must recruit from a selection of preferred suppliers where the value of the recruitment is equal to A\$25,000 (or local equivalent). The Hiring Manager must consult with the People & Culture team to determine the most appropriate preferred supplier(s).
2. If none of the preferred suppliers are suitable or available (such as in the case of Tourism Australia's regional offices), the Hiring Manager will be advised by the People & Culture team to obtain three quotes in accordance with the *Commonwealth Procurement Rules*. The quote that best captures the needs of the office with respect to value for money, price, timeliness, and role requirements will be chosen.

3. Where the cost of the recruitment is below AU\$25,000 (or local equivalent), the Hiring Manager may select a recruitment agency that can best fulfil the needs of the office, with sign-off from the People & Culture Team. Any preference for hire direct from the labour market without the use of a recruitment agency must in all instances be assessed for appropriateness by the People & Culture team.
4. In any case, the Hiring Manager must have regard to the Value-for-Money and Procurement Principles specified in the *Procurement Policy* in engaging any temporary staff.

1.3. Pre-employment screening

To protect Tourism Australia's assets and reputation, and in line with Tourism Australia's Fraud Control Plan, Police and qualification checks must be obtained for individuals recruited to or acting in the following positions, prior to commencement:

- Employees Bands 5 and above
- Corporate Services Managers/ Business Support Managers in-region
- Financial management roles in the Finance and Procurement teams
- IT management roles in the Information Technology Team
- Any person with access to sensitive information or systems as part of their ordinary role.

In all cases, permission to obtain a Police check must be granted by the individual prior to Tourism Australia initiating this process. Tourism Australia reserves the right to terminate or withdraw offers of employment where individuals do not satisfy the pre-employment screening requirements.

In the Japan office, employees may be required to undergo a medical examination at the time of appointment to their role. The medical examination may occur once the person has been appointed to the position on probation, however it should be stated within any communication to the employee that appointment will be confirmed at the end of the probation period on satisfactory performance. The results of the medical exam must be referred to the People & Culture Team, however the actual forms/records will remain with the examining practitioner.

For all offices except Japan, a medical examination is not compulsory; however, prospective employees will be required to advise Tourism Australia of any pre-existing medical condition that may impact upon their ability to effectively perform all of the duties required of the role. Where an applicant advises of a pre-existing medical condition that may be relevant to the duties of the role, they should undertake a medical exam at Tourism Australia's expense.

1.4. Previously redundant employees

Applicants who have previously received redundancy benefits from Tourism Australia may not be re-engaged, either directly or through a third-party entity, for a period of 6 months

from the date of the redundancy (the **Exclusion Period**).

Where exceptional circumstances apply, employees may be only reengaged within the Exclusion Period on a fixed-term basis for less than six months. Applications to reengage must be approved by the General Manager, People & Culture.

2. JOB DESCRIPTION AND EVALUATION

Employees will be provided with accurate and meaningful job descriptions. To be fair and consistent, job descriptions are evaluated using the Hay Group Methodology as described below and, subsequently, prepared to the standards prescribed in this Policy.

2.1. Methodology

The Hay Group Methodology uses a point-based system to evaluate what Band a particular position falls into. Only People & Culture personnel who are trained in the application of the Hay Group Methodology are authorised to evaluate positions.

- Band 1 – up to 227 points
- Band 2 – 228 to 313 points
- Band 3 – 314 to 438 points
- Band 4 – 439 to 613 points
- Band 5 – 614 to 879 points
- Band 6 – 880 to 1055 points
- Band 7 – over 1055 points

Recruiting managers are responsible for preparing job descriptions and obtaining approvals from the relevant Band 7 managers. Once approvals have been obtained, job descriptions must be provided to People & Culture for evaluation and co-approval. People & Culture maintains a record of all approved job descriptions.

2.2. Job Description Format

All job descriptions used in Tourism Australia must comply with the following format:

2.2.1. Header

The following table appears at the top of page one to provide an overview of the job.

POSITION TITLE:	<i>Name of the job (i.e. Partnership Manager, In Region)</i>
BUSINESS UNIT:	<i>Where the job is located</i>
CLASSIFICATION:	<i>The approved Band of the role</i>

2.2.2. Position purpose

This section must contain a succinct statement on the overall purpose or function of the position. Details of the position should be included in the following sections to reduce

duplication of information.

2.2.3. Interactions

This section must contain information on who the incumbent will need to frequently interact with, covering who the employee:

- Reports to: The position that manages this role
- Works with: Other roles this position frequently interacts with (several rows may be needed to describe)
- Has as a direct report/s: Any roles that report into the incumbent role.

2.2.4. Key accountabilities

This section must contain information on outputs required of the job, focusing on end results, not duties or activities. This section should have a maximum of 10 crucial points.

2.2.5. Knowledge, skills and experience

This section must contain information on the attributes and knowledge required for competent performance in the role. These should relate to the needs of the position and not an individual's particular background or expertise. Technical, operational/procedural knowledge, and management and communication capabilities required for the job should be included.

Knowledge

This section must contain information on the qualifications or relevant training the incumbent needs to perform the job. This will include language skills, MS Office, other software, or tertiary qualifications.

Skills

This section must contain information on skills required for the job. There are two categories of skills, as follows:

- Proven Ability: The incumbent must be able to demonstrate that based on prior experience, they possess the skills needed for success in the role.
- Ability: The incumbent does not possess the desired skills but can demonstrate their capacity to perform them.

Experience

This section must contain information on experience required for the job. There are two categories of experience, as follows:

- Demonstrated Experience: The experience the incumbent will need to have in performed previously order to perform this role successfully.
- Desired Experience: The experience that would be useful for the incumbent to have

performed previously but are not necessary for the incumbent's success in this role.

2.2.6. Delegations specific to the role

Delegations refer to the powers granted to certain Bands to enter into commitments on behalf of Tourism Australia. For example, the powers to sign contracts, pay invoices, approve travel expenditure and hire staff. Delegation attaches to Bands, and occasionally to particular roles. This section must state any delegations specific to the role as opposed to the Band.

2.2.7. Indicators of role success

This section must contain information on the key areas on which the success of the incumbent is likely to be judged. These are general rather than specific in nature and should be used as a guide only.

3. MAGGIE WHITE STUDENTS & GRADUATES PROGRAM

Tourism Australia encourages students and graduates who are passionate about marketing to participate in our internship, cadetship and graduate programs. Students and recent graduates will be given an opportunity to work alongside experienced industry professionals to gain insights and pivotal skills in the tourism and marketing sector.

The programs provide opportunities for students and recent graduates in the following studies and career interests:

- Tourism
- Business
- Marketing
- Communications
- Research (marketing based)

Application dates vary according to each individual program. Please see below for specific program application dates and information.

3.1. Internship Placements

Tourism Australia offers internships to undergraduate and postgraduate university students who are required to undertake a work experience placement as part of their course curriculum.

The duration of the internship should be for no longer than the maximum period as required by the student's course. During their placements, interns will be given practical experience relevant to their study in a dynamic and progressive work environment.

Internships are available at Tourism Australia in business units that align with the student's course units, enabling them to gain professional workplace skills and an increased understanding of work principles related to their study.

3.1.1. Insurance requirements

Before commencing a placement, evidence of current, adequate insurance in the form and amounts required by Tourism Australia must be provided through the education institution in which the student is enrolled.

3.1.2. Application date

Applications are welcome throughout the year.

3.2. Professional Cadetships

Tourism Australia provides opportunities for students who are studying Marketing, Business or Communications related disciplines, or who have qualifications in these fields, through our Professional Cadetship Program.

The Cadetship is a unique and rewarding program which provides candidates with practical training in, and the opportunity to develop skills relevant to, Tourism, Marketing, Communications and Research (marketing based). We are looking for applicants who are motivated, have good communication and leadership skills.

The Cadetship is open to graduates who need to fulfil 12 months' work in industry as part of their course requirement, as well as recent graduates with a qualification.

3.2.1. Insurance requirements

Before commencing a placement, evidence of current, adequate insurance in the form and amounts required by Tourism Australia must be provided through the education institution in which the student is enrolled.

3.2.2. Application date

Applications are welcome throughout the year.

3.3. Indigenous Cadetships

The Indigenous Cadetship is an initiative which provides assistance and work placement opportunities for Aboriginal and Torres Strait Islander students.

It's a great opportunity for undergraduate students currently enrolled in a full time degree to work on exciting projects in a supportive and collaborative work environment. Cadets will be offered career development opportunities and on-the-job training with real responsibility from day one.

Our Indigenous Cadetship program is offered in conjunction with the Department of Employment's Indigenous Cadetship Support Program (ICS). The first step in applying for a cadetship is to register with ICS. This can be done online through the [ICS Website](#).

3.3.1. Insurance requirements

Before commencing a placement, evidence of current, adequate insurance in the form and amounts required by Tourism Australia must be provided through the education institution in which the student is enrolled.

3.3.2. Application date

Applications are welcome throughout the year.

3.4. Graduate Program

Tourism Australia's Graduate Program provides students with the opportunity to obtain valuable practical experience with a leading global marketing organisation. Our program provides exceptional training within a supportive and collaborative environment. The program is offered on a one-year paid fixed term engagement. There will be an intake of two graduates per year depending on business needs.

Graduates need to be committed to their own development and determined to make the most of the learning opportunities Tourism Australia offers.

Tourism Australia encourages Aboriginal and Torres Strait Islanders with relevant university qualifications and those nearing graduation to apply for a position in the Graduate Program.

3.4.1. Application date

Applications open in November and close in December of every year.

3.4.2. Application Procedure

Applicants should submit a cover letter and resume outlining their areas of interest, work experiences and accomplishments together with a statement of the experience they hope to gain from the placement, with details of the course requirements leading to the placement.

Tourism Australia advertises in the following online channels:

- [Tourism Australia's corporate website](#)
- [Tourism Australia's LinkedIn careers page](#)
- [Grad Connection](#)

3.4.3. Recruitment process

Although the exact timeline, number of steps and assessment process may vary, the standard recruitment process for most of the positions in our Program is as follows:

- a) Apply online through the different channels TA advertise in – upload your resume, cover letter, current academic transcript, and current right to work documents (valid passport, or birth certificate and valid driver’s license).
- b) Once you have applied, you will then be invited to complete an online aptitude test.
- c) Once you have completed and passed the test, you will then be contacted for a phone interview. This interview will assist us to establish whether you meet our minimum requirements.
- d) Following this, we will review all candidates that have successfully passed the test and phone interview, and if you have the right skillset and would be a good fit for one of our positions, they will then invite you to attend a first interview.
- e) If after the first interview, you’re shortlisted for a role you will either be a) (For a graduate) invited to a panel interview, or b) (For an intern) you will offered a placement within one of our business units, which is relevant to your area of study and our business requirements at the time.
- f) Graduates will then be offered a role in one of our business units.

DEFINITIONS

N/A

RELEVANT LEGISLATION

Australia

Age Discrimination Act 2004 (Cth)

Disability Discrimination Act 1992 (Cth)

Disability Discrimination and Other Human Rights Legislation Amendment Act 2009 (Cth)

Fair Work Act 2009 (Cth)

Human Rights and Equal Opportunity Commission Act 1986 (Cth)

Public Governance Performance Accountability Act 2013 (Cth)

Racial Discrimination Act 1975 (Cth)

Sex Discrimination Act 1984 (Cth)

FORMS

N/A