

DEPARTMENT FOR EDUCATION AND CHILD DEVELOPMENT
OFFICE FOR RESOURCES, OPERATIONS AND ASSURANCE

Selection Training

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Presenters

- Department for Education and Child Development (DECD)
- Australian Education Union (AEU)

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Is your mobile phone off (or on silent)?

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Acknowledgement of Country

We acknowledge and respect the traditional custodians whose ancestral lands we are meeting upon today. We acknowledge the deep feelings of attachment and relationship of Aboriginal peoples to country. We also pay respects to the cultural authority of Aboriginal people visiting from other areas of South Australia or Australia present here.



Purpose

To ensure that you are familiar with the principles of merit and the processes used by DECD to appoint the best person for the job.



Types of vacancies covered by this training

- All advertised vacancies of more than 12 months.
- All advertised vacancies of up to and including 12 months (short term).
- Advertised teacher vacancies in schools and preschools (local selection).
- Ancillary staff vacancies ie. AEWs, SSOs, ECWs, GSEs, ACEOs, ACEMs.



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The Education Context

- 10% of teachers indicate that they will consider applying for leadership positions in the next 3 years.
- 50% of current deputy principals report that they will not be applying for principal vacancies within the next 3 years.
- 9.7% of leaders are employed in a part-time capacity

The average age of:

- Preschool Directors = 48
- Principals = 53
- Deputy Principals = 51

Average age data source: HR Workforce Management – Leadership Summary Profile, June 2013




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Discussion:

What does merit mean to you?




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Definition of Merit (PS Act 2009)

- (a) the extent to which each of the applicants has abilities, aptitude, skills, qualifications, knowledge, experience (including community experience) and personal qualities relevant to the carrying out of the duties in question; and
- (b) if relevant:
 - (i) the manner in which each of the applicants carried out any previous employment or occupational duties or functions; and
 - (ii) the extent to which each of the applicants has potential for development.




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Discussion:

What are the benefits of selection on merit?



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Costs of not employing merit

- Greater staff turnover due to poor fit, increased workload and potential for workplace conflict.
- Impact on educational outcomes for students.
- Poor quality services.
- Damage to image and reputation of agency and/or applicant.
- Damage to morale and culture of organisation.
- Cost: **e.g.**

Band A-4 (PCO4) @ \$113,082	ASO3 @ \$58,843 x 35 years
x 5 years = \$565,410	= \$2,059,505
+ oncosts of 24.4% (\$137,960)	+ oncosts of 24.4% (\$502,519)
= \$703,370	= \$2,562,024



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The Basis of Merit:

The requirement to appoint on merit is underpinned by :

- *Public Sector Act 2009*
- *Education Act 1972*
- *Children's Services Act 1985*
- *Equal Opportunity Act 1984 (SA)*
- *Race Discrimination Act 1975 (Commonwealth)*
- *Disability Discrimination Act 1992 (Commonwealth)*
- *Sex Discrimination Act 1984 (Commonwealth)*
- Code of Ethics for the SA Public Sector



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EO Act:

- Age
- Gender
- Race
- Sexuality
- Marital Status
- Pregnancy
- Disability
- Carer Responsibility
- Identity of partner or spouse
- Breastfeeding
- Relationship with a child
- Religious appearance or dress




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Ethical Dilemma: Activity (in groups)

- An applicant discloses, during interview for a full-time position, that they can't work on Fridays due to carer responsibility.
- One applicant at interview is clearly pregnant and will obviously be taking maternity leave (for a short term position).




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Good Practice Guide:

- Merit
- Ethical behaviour and decision making
- No Unlawful Discrimination
- Embracing Diversity
- No Patronage or Nepotism (real or perceived)
- Fairness and Equity
- Natural Justice and Procedural Fairness
- Professional conduct - Integrity, Respect, Accountability




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Activity (in groups)

Discuss the following scenario and identify any issues or problems

A unit sought to fill a vacancy. Before the panel convened, Daniel, the unit manager and chairperson of the selection panel, told his line manager Val, that his partner would be applying for the job. He offered to withdraw from the panel. Val wanted Daniel to remain on the panel because she believed his knowledge of the role was important.

She discussed the issues with Daniel. She dismissed his concern because of her confidence in the personal integrity of all the panel members including Daniel.

Daniel's partner was successful in winning the position.



Policy Structure:

3 tiered structure:

- Policy
 - Procedure
 - Instructions
- Web based
Downloadable
Specific to needs



Eligibility:

- All school/preschool leadership vacancies are open for application.
- It is the responsibility of the Chairperson to check eligibility to apply.
- Principal and PAC determine the advertising of short term (= < 12 months) school/preschool leadership vacancies.



Job and Person Specifications:

- Principal/PSD/ACEO/teachers J&P generic
- All others developed by site (in consultation with PAC).
- Recommend maximum six essential criteria
- WHS criteria is now mandatory in all job descriptions.



Selection Panels:

- Are formed according to policy.
- Include a range of representatives with varying expertise and knowledge about the vacancy and/or the site.
- Are responsible for measuring relevant skills, abilities, knowledge, experience and qualifications of applicants.
- Are responsible for making fair, accurate and defensible decisions.



Panel Composition:

The composition of panels may vary slightly according to the vacancy advertised and the appointing Act and may include all or some of the following:

- At least three members (two for short term vacancies and local selection)
- Gender representation (unless exceptional circumstances)
- Line management representation
- Independent peer panellist
- Staff and/or AEU representative
- Governing Council and/or Community representative
- Other key stakeholders on approval

(refer Merit Instruction 3a & 3b)



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What are the responsibilities of panellists?

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Written Application:

A written application is a key requirement in a selection process and includes:

- a written statement (application)
- a Curriculum Vitae

(of approximately 1500 words each).

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Disclosure of Information:

Applicants are required to disclose information regarding conduct related to:

- Current formal unsatisfactory performance
- Unsatisfactory performance process resulting in an imposed sanction
- Disciplinary process that has resulted or is likely to result in disciplinary action.

Merit Instruction 9

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Group Discussion

An applicant discloses information regarding conduct and/or performance issues

How should the panel explore and manage disclosures regarding an applicant's conduct or performance issues?

Merit Instruction 9



Teacher Vacancies - Local Selection

- Underpinned by merit.
- Panel composition.
- Application package.
- Unnamed Referee.
- No feedback.
- For further information refer to '*Procedures for the recruitment and selection of teaching staff in schools*' 2013.



Ancillary Services Vacancies – Merit Selection

Ancillary Services include:

- SSO vacancies
- ECW vacancies
- GSE vacancies
- Store person vacancies
- Selection panels are required to follow the DECD Merit Selection Policy and Procedures
- For further information refer to '*Policy & Procedures for the recruitment and selection of ancillary staff in schools and preschools*' 2013.



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First Panel Meeting




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The Panel has a responsibility to:

- discuss the J&P and seek advice if necessary
- ensure familiarity with the context of the position
- develop common understandings of ways in which an applicant might demonstrate that they meet the requirements of the job and person specification.




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Defining Common Understandings

Evidence of ability is generally established through behavioural descriptions and outcomes (not just assertions) that allow a panel to assess an applicant's demonstrated:

- Personal Skills/ Abilities
- Knowledge
- Experience.

As they relate to the essential criteria.

N.B: Experience may be gained in areas other than paid employment .




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Activity:

In groups look at Criterion 1
“establishing effective working relationships with a range of people and groups”

- What evidence might you reasonably expect to find in an application and/or CV that would demonstrate ways in which an applicant meets this criterion to a sufficiently high level?
- Brainstorm and agree on possible indicators for this criterion.
- List the agreed indicators.



After Common Understandings

- Declare the context of any personal knowledge of and or relationship with any applicant.
- Establish possible conflict of interest and act as appropriate.
- Prior knowledge (“What you think you know!”) - Act as appropriate.



Shortlisting



Shortlisting

- Shortlisting is based on principles of merit
- Applicants are shortlisted on the basis of the degree to which they meet the essential criteria.
- A panel may make a number of initial shortlists before determining the final list of applicants for further consideration.
- Shortlisting is a method of giving further consideration



Shortlisting of Incumbents & Same or Similar Applicants

Where an applicant holds or has acted in a same or similar position to that of the vacancy:

- for a reasonable length of time
- where there have been no serious performance issues raised and
- a reasonable application has been submitted,

they should be considered as meeting the essential criteria for the position.

- Incumbent = should be short listed
- Same/similar = should be initially short listed.



Shortlisting of Aboriginal & Torres Strait Islander Applicants

- All applicants who identify as Aboriginal or Torres Strait Islander will be initially shortlisted.
- contact at least one referee for the applicant
 - to confirm skills, knowledge and experience and
 - to establish the capacity and potential to achieve the position outcomes.
- Constructive, informative feedback must be provided.



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Activity - Shortlisting

Three written applications have met the essential criteria to a high degree (90%) and two applications have met the criteria to a lesser degree (60%), including the incumbent.

Should the panel shortlist the other two applicants at this stage?

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Referees - Group discussion:

Referees have a responsibility to provide fair, unbiased and accurate comment on applicants.

What is the purpose for contacting a referee?

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Purpose for contacting referees

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Rules for contacting referees

- Mandatory to contact a referee for all recommended applicants.
- Strongly recommended for all shortlisted applicants.
- Document reasons for not contacting shortlisted applicants.
- Applicants who are not in a substantive position may nominate a line manager from the previous 18 months.



Referees

- Current line manager must be a named referee unless an Exemption letter is provided.
- Un-named referees may be contacted if necessary (refer to Merit Instruction 7).
- A panellist may act as a referee for an applicant.
- It is *advisable* for all panel members to be present for referee comments (minimum of two).



Referee Activity:

What would you do if a referee:

- Gives an extremely positive or poor report
- Is unable to provide any relevant information
- Shares disciplinary/underperformance information
- Asks for extra time to respond
- Is unable to be contacted

Is it okay for the panel to ask different question to different referees?



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Interviews




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Group Discussion

What is the purpose for
interviewing applicants?




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Provides an opportunity for the panel to:

- ask direct questions regarding the applicant's abilities
- clarify/verify assertions made in the application
- gain information not provided in the application
- further explore an applicant's ability to undertake the role
- To recognise and record evidence
- to assist the panel in making an informed assessment and decision based on merit

Provides an opportunity for the applicant to:

- Showcase their abilities
- add more information
- fully participate in the selection process
- ask questions about the job




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Interview Activity:

How should the panel address the following:

- Applicant appears nervous and/or distressed during an interview
- Applicant does not appear to understand the question
- Applicant does not sufficiently answer the question
- Applicant cancels scheduled interview due to illness

Should you strictly ask the same question of all the applicants?




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Ranking & Making a Recommendation

Panels make recommendations - Delegate has authority to appoint.

- Only recommend those applicants who are able to do the job.
- Panels may use and agree on ranking methodologies.
- Panellists rank applicants independently then discuss differences.
- Desirables can be used to distinguish between applicants who meet the essential criteria equally.
- The panel must attempt to reach consensus on the applicant/s to be recommended and the order in which they will be ranked.
- Consensus is desired (If not – a Minority Report is an option).
- All decisions must be defensible.




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Group Discussion

The majority of the panel agree to nominate applicant, Ms Jones as the first recommended. However, one panellist disagrees and thinks that applicant, Mr Smith should be first recommended.

How can the panel resolve this dilemma?

- A. The chairperson must convince the dissenting panellist to change his/her mind
- B. Identify and discuss the points of difference
- C. Revisit, Ms Jones' and Mr Smith's applications in their entirety
- D. Contact more referees
- E. Re-interview
- F. Refer to the desirable criteria
- G. Contact the Ethical Conduct Unit for advice
- H. Submit a Minority Report




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Nomination

When recommendation approved...

- Chairperson contacts first recommended applicant and informs them of recommendation.
- Name of the first recommended applicant is provided to **all** applicants prior to internal review (appeal) and appointment.
- **All** applicants receive this notification, including non shortlisted applicants.



The Panel Report

- Should include comprehensive detail about the applications, selection process and information relied upon for decision making.
- Is used by the Delegate for consideration and approval of panel recommendations.
- Is used to provide applicants' feedback where requested.
- Is used in the investigation of any reviews or legal proceedings.
- Should not be signed without first reading and agreeing.
- Should not be signed if you are submitting a minority report.



Documentation

When a recommendation has been made:

- Panel report completed, signed and submitted to delegate for approval.
- All documents, including panellist notes given to Chairperson who keeps them for a period of 12 months – at the site and on VSP.



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Panel Report Activity:

Shortlisting comment:

*'The panel felt that this applicant did not meet the criteria.
Not shortlisted'*

Discuss:




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Feedback




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Feedback Activity:

- Who's responsibility is it to provide an applicant feedback?
- What factors should be taken into consideration when providing face to face feedback to an applicant?
- What value is there in giving feedback to applicants?




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Feedback Process

- Feedback is to be provided by the Chairperson to Applicants on request (especially during 7-day internal review period).
- Feedback to be limited to relevant extract of panel report.
- Feedback is still available for up to 8 weeks after the process.
- Sometimes face to face feedback is appropriate.
- No feedback available on local selection processes.



Request for Review

- A request for review must be lodged within seven (7) calendar days of receipt of notification of panel recommendation.
- Lodgement of request for review via prescribed form.
- No review on relative merit of applicants.
- Applicants are advised to contact the Ethical Conduct Unit for information and advice.
- The selection process is placed on hold pending outcome of internal review



Internal Reviews: Education Act

“significant breach of process”

- Only available for all vacancies of more than 12 months (including local selection).
- No internal review for short term vacancies.
- Where no provision for internal review exists a complaint may be lodged.
- Limited access to external review for promotional positions.



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Reviews - Public Sector Act

“significant breach of process”

- Available for all vacancies filled by a merit selection process.
- May request internal review or external review (PSGRC).
- Will impact on time frames for short term vacancies.




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Merit is an idealistic process that can be flawed by human nature

Meegan Barron. Teacher/Director




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Certification

- Participants will receive a confirmation email From PLINK (Professional Learning Link) for this training - within approximately one week.
- Instructions provided to complete a feedback sheet and print your certificate – please note the date of training and keep your certificate.
- For technical issues accessing PLINK email decd.plink@sa.gov.au.




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Resources

- **Merit Selection- Policy, Procedure and Merit Instructions**
<https://myintranet.learnlink.sa.edu.au/hr/recruitment/merit-selection-and-panel-processes/merit-selection>
- **Recruitment Good Practice Guide**
<https://myintranet.learnlink.sa.edu.au/library/document-library/guideline/hr/working-in-decd/recruitment-good-practice-guide.pdf>



Advice is available from:

- **ECU:** Phone: 8226 1342 (for all panellists)
decd.ecu@sa.gov.au
- **AEU:** Phone 8272 1399 (for all financial members)



PANEL COMPOSITION: ED ACT & CS ACT VACANCIES

	Vacancies of more than 12 months				Short term Vacancies				Local Selection	
ED Act CS Act	Principal/ Preschool Director	Other Leadership	ACEM/ACEO	SSO/GSE/ ECW	Principal (2 terms or less)	Principal (more than 2 terms and up to and including 12 months)	Preschool Director up to and including 12 months	Other Leadership, SSO, GSE, ECW and ACEM/ACEO short term vacancies of up to and including 12 months	Teacher Vacancies	
Management Representative	Education Director or nominee	Principal or nominee	<ul style="list-style-type: none"> • ACEM vacancy - Regional Director or nominee • ACEO vacancy - Principal/ACEM or nominee 	Principal or nominee	Education Director or nominee	Education Director or nominee	Education Director or nominee	Principal or nominee	School <hr/> Principal or nominee	Preschool <hr/> Director or nominee
Staff Representative	AEU rep nominated by President, AEU	AEU rep nominated by President, AEU	Aboriginal or Torres Strait Islander Staff or Community rep – nominated by staff/community	<ul style="list-style-type: none"> • Non-teaching staff rep elected by non-teaching staff; and • Teaching staff rep nominated by teaching staff 	Staff rep elected by staff at the site	AEU rep nominated by President, AEU	Preschool Staff rep elected by staff at the site or region	Staff rep elected by staff at the site	AEU rep elected by financial AEU members on staff	AEU rep nominated by President, AEU
External Representative (Peer Panellist)	Peer Panellist nominated by Ethical Conduct Unit	Peer Panellist nominated by Regional Office	Peer Panellist nominated by Ethical Conduct Unit	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	
Governing Council Representative	Governing Council rep nominated by Governing Council at site	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	Governing Council rep nominated by Governing Council at site	* Requires a panel variation	* Requires a panel variation	* Requires a panel variation	
Gender Representation Requirements	Recommended – provided by peer panellist	Recommended – provided by peer panellist	Recommended – provided by peer panellist	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	

* Refer to Merit Instruction 3a for information on submitting a panel variation – exceptional circumstances required



COMPARISON OF LOCAL SELECTION PROCESSES AND MERIT SELECTION PROCESSES

(To be read in conjunction with *Recruitment and Selection of Teaching Staff in the School Sector Policy*)

		Merit Selection
Panel Composition	<ul style="list-style-type: none"> Principal or nominee as Chairperson (Merit Selection trained) AEU rep elected by AEU members at the site. (Merit/Local Selection Trained) <p>For schools with significant enrolments of students who are Aboriginal or Torres Strait Islander, from non English speaking backgrounds or with disabilities the selection panel will, wherever possible, contain at least one person with recognised expertise in relation to the educational needs of these students. When it is not possible to directly include this expertise on the panel, the panel may wish to seek expert advice and input during the selection process.</p> <p>NB: <i>Wherever possible gender balance will be maintained on the panel. Panels should reflect the gender makeup of the site.</i></p>	<p>Teacher Leader/Seconded Teachers</p> <ul style="list-style-type: none"> Chairperson (Principal/nominee) Peer Panellist nominated by ECU (formerly ESMPU) AEU Representative nominated by President AEU Governing Council representative (principal and PSD panels only). All panellists except for Governing Council nominee must be trained. <p>NB: <i>Gender Representation is mandatory on all externally advertised positions unless there are exceptional circumstances where permission to not include a male must be sought.</i></p>
Application	<ul style="list-style-type: none"> The following selection criteria, considered in the context of the position descriptor (subject/skill codes and position context statement) and contained in a 1 page statement, form the basis of the selection process. <p>Relationships:</p> <ul style="list-style-type: none"> ability to establish and maintain effective relationships. <p>Student Learning:</p> <ul style="list-style-type: none"> an understanding of how students learn and the ability to facilitate student learning through inclusive and effective methodologies. <p>Curriculum:</p> <ul style="list-style-type: none"> knowledge of current curriculum in the relevant area. <p>Safe Work Practices:</p> <ul style="list-style-type: none"> a commitment to safe work practices and a safe work environment. <p>NB: where the position has not been advertised and it is being filled from a 'run' of teachers requiring placement and who match the described vacancy (PTR or ETR) the panel will be considering applications written with no particular school context available to applicants. Panels must ensure that they are not discriminating against these applicants because they have not addressed the particular context of your site. Remember they do not know where their application may be sent.</p> <p>Where a position has been advertised it would be reasonable to expect that applicants who have applied for this specific position would address the context of the school within the above selection criteria.</p>	<ul style="list-style-type: none"> Principals/PSD – write to a generic J&P. Others vary according to position and location. Applications address the maximum 8 criteria in the J&P in the areas of <ul style="list-style-type: none"> Personal Skills and Abilities Knowledge Experience Written application and CV of 1500 words each. <p>NB: Applicants who apply for positions write to the context of the position as they have made an independent decision to apply for that particular site.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>PTR = Permanent Teacher Register- The Permanent Teacher Register contains permanent teachers who do not hold an on-going appointment at a site and require a placement. (eg end of tenure)</p> <p>ETR =The Employable Teacher Register contains qualified and registered teachers who are not currently permanent DECD teachers and who are seeking temporary or permanent employment as teachers with DECD and who meet minimum DECS employment criteria.</p> <p>See policy for more detail</p> </div>
Interview	<ul style="list-style-type: none"> Interviews may be held but are not mandatory. Where short listed applicants are identified for interview they should be given sufficient notice prior to the interview and be a minimum of 2 working days notice. The Local Selection Panel will determine the method of interview. In consultation with final shortlisted applicants a range of interview methods may be used. 	<ul style="list-style-type: none"> Interviews may be held but are not mandatory. In extenuating circumstances changes to the format of interview may be negotiated between applicant and chairperson.

COMPARISON OF LOCAL SELECTION PROCESSES AND MERIT SELECTION PROCESSES

(To be read in conjunction with *Recruitment and Selection of Teaching Staff in the School Sector Policy*)

		Merit Selection
	<ul style="list-style-type: none"> All costs associated with the interview will be met by the school which has advertised the position in consultation with the applicant and the Principal of the applicant's school. 	
Referee Checks (Including un-named referee checks)	<ul style="list-style-type: none"> Mandatory for all shortlisted applicants. The applicant's current Principal and Line Manager will be referees and will be identified through the application process as well as applicant nominated referee(s). At times it may be necessary for panel members to extend their inquiries to other referees not named by the applicant in order to ensure the information is comprehensive and accurate. These people are 'un-named' referees. The panel cannot contact an un-named referee without the consent of the applicant. The applicant will be contacted by a member of the Local Selection Panel. They will be informed of the broad areas, relevant to the position descriptor or selection criteria, about which the panel wishes to seek further information and given the opportunity to suggest further referees. 	<ul style="list-style-type: none"> Mandatory for all recommended applicants. At times it may be necessary for panel members to extend their inquiries to other referees not named by the applicant in order to ensure the information is comprehensive and accurate. These people are 'un-named' referees; Prior to contacting the un-named referee the panel must inform the applicant who has the opportunity to raise any objection to this and to name an alternative referee for the panels consideration. The panel must consider the objection raised by the applicant but, if they still believe that they need to contact the un-named referee they may do so.
Internal Review Process	<ul style="list-style-type: none"> After delegate approval of recommendation all applicants are informed of the name of the first recommended applicant. Applicants for externally advertised vacancies with tenure of greater than 12 months may lodge a request for internal review against serious irregularities in the selection process which may have affected the outcome. No review is available on the relative merit of applicants. Requests for an internal review must be lodged within 7 calendar days of receipt of recommendation. As with any selection process provision also exists for the lodging of a complaint with the Executive Director, Human Resources and Workforce Development. 	<ul style="list-style-type: none"> After delegate approval of recommendation all applicants are informed of the name of the first recommended applicant. Applicants for externally advertised vacancies with tenure of greater than 12 months may lodge a request for an internal review against serious irregularities in the selection process which may have affected the outcome. No review is available on the relative merit of applicants. Requests for an internal review must be lodged within 7 calendar days of receipt of recommendation. As with any selection process provision also exists for the lodging of a complaint with the Executive Director, Human Resources and Workforce Development.
Feedback	<ul style="list-style-type: none"> No feedback available to applicants. 	<ul style="list-style-type: none"> Applicants may request feedback from the Chairperson of the selection panel from the time of notification of recommendation and up to no later than 8 weeks after receiving notification. If requested during the review period the relevant section of the panel report must be supplied.

COMPARISON OF MERIT SELECTION PROCESSES FOR EDUCATION ACT, PS ACT AND CHILDREN'S SERVICES ACT

	Children's Services Act	Education Act	Public Sector Act
<p>Panel Composition</p> <p><i>NB: Gender Representation is mandatory on all externally advertised positions other than in exceptional circumstances.</i></p>	<p>Director</p> <ul style="list-style-type: none"> • Chairperson • Peer Panellist nominated by ESMPU • AEU Representative nominated by President AEU • Governing Council Representative 	<p>Teachers/Seconded Teachers</p> <ul style="list-style-type: none"> • Chairperson (Principal/nominee) • Peer Panellist nominated by ESMPU/Regional Office • AEU Representative nominated by President AEU • Governing Council representative (principal panels only). • All panellists except for Governing Council nominee must be trained. <p>SSO</p> <ul style="list-style-type: none"> • The principal or nominee as chairperson. • A non-teaching staff member elected by the non-teaching staff. • A teacher elected by the teaching staff. • All panellists must be merit selection panellist trained. <p>ACEO</p> <p>The panel is established by the Aboriginal Community Education Manager or principal and comprises:</p> <ul style="list-style-type: none"> • A trained chairperson (Aboriginal Community Education Manager or principal/nominee). • A trained peer panellist appointed by the ESMPU • A client (a community or staff representative as negotiated by the chairperson). 	<ul style="list-style-type: none"> • No fixed panel composition. • Normally three and no more than five people. • Trained chairperson. • Trained peer panellist who is not from the same work group (nominated by Corporate HR) • Third member could be from same work group or another work group or represent the client group. If a DECS employee must be trained. • Merit Instruction 3b
<p>Application (Merit Instruction 5)</p>	<ul style="list-style-type: none"> • The required length of a written application should generally not exceed 1,500 words (plus a CV). • The CV should generally be no more than 1,500 words in length. 		
<p>Appeal/Review Process</p>	<ul style="list-style-type: none"> • For positions of more than 12 months applicants may lodge a request for an internal review of the selection process. • Requests for review must be lodged on the proscribed form within one week of receipt of notification of nomination. • (Merit Instruction 8a) 		<ul style="list-style-type: none"> • Eligible PS Act employees may lodge a request for internal review with the ED HR&WD or externally with the tribunal within one week of receipt notification of the nomination. • (Merit Instruction 8b)
<p>Job and Person Specification</p>	<p>Generic</p>	<ul style="list-style-type: none"> • Principal – generic. • Others vary according to position and location. 	<ul style="list-style-type: none"> • Vary according to position.
<p>Referee Checks</p>	<ul style="list-style-type: none"> • Mandatory for all recommended applicants. 		

PANEL COMPOSITION: CORPORATE/REGIONAL VACANCIES

Corporate vacancies	Public Sector Act Vacancies of more than 12 months or where short term may be converted to ongoing	Public Sector Act Vacancies of up to and including 12 months	Education Act (101b positions) Vacancies of more than 12 months	Education Act (101b positions) Vacancies of up to and including 12 months	Education Act External Leadership (seconded teacher positions) Vacancies of more than 12 months	Education Act External Leadership (seconded teacher positions) Vacancies of up to and including 12 months
Chairperson	Line Manager/nominee	Line Manager/nominee	Line Manager/nominee	Line Manager/nominee	Line Manager/nominee	Line Manager/nominee
Staff Nominee	Employee representative	Employee representative	Employee representative	Employee representative	AEU rep nom by President AEU	Employee representative
External Nominee	Peer Panellist nominated by ED, HR&WD through Corp HR	n/a	Peer Panellist nominated by ED, HR&WD through ESMPU	n/a	Peer Panellist nominated by ED, HR&WD through ESMPU	n/a
Gender Representation Requirements	Yes, when externally advertised - often provided by Peer Panellist	Recommended wherever possible	Yes, when externally advertised - often provided by Peer Panellist	Recommended wherever possible	Yes, when externally advertised - often provided by Peer Panellist	Recommended but not mandatory
Optional panel member	Where deemed necessary	n/a	Where deemed necessary. The inclusion of a AEU rep is at the discretion of the Chairperson	n/a	Where deemed necessary	n/a