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Selection Reports

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This guide should be used in conjunction with the *Right Job, Right Person! Recruitment and Selection Framework*, in particular Stage 3 – Select.

1 INTRODUCTION

This guide has been developed to assist the selection panel chairperson when they are writing the selection report.

Key Stakeholders

- Selection panel members
- Selection panel chairperson
- Human Resources and Workplace Safety
- Delegate
- Applicants

2 WHAT IS THE PURPOSE OF A SELECTION REPORT?

The selection report is the official record of the selection process. The main purpose of the selection report is to convey the panel's recommendation, and provide enough information for the delegate to make an informed and fair recruitment decision. The final decision to select an applicant or take other action rests with the delegate.

The selection report should also be used when providing feedback to individual candidates who request post-selection feedback.

The selection report must demonstrate with rigour how the selection panel used an evidenced base selection process to arrive at its conclusion, and will be used in the case of a review.

3 WHAT SHOULD YOU INCLUDE IN A SELECTION REPORT?

Documents to be attached to the selection report include:

- referee checks
- a copy of the interview questions (interview guide and selection options matrix)
- the short-listing grid
- any other evidence gathered which supports the recommendation (e.g. work sample tests).

4 IMPORTANT THINGS TO CONSIDER WHEN WRITING A SELECTION REPORT

There is no obligation to appoint. If the selection panel believes that there isn't a suitable high quality candidate for the vacancy, then it can and should elect to start the process again in line with the *Right Job, Right Person! Recruitment and Selection Framework*. In this instance a Selection Report must still be submitted to Strategic Staffing and Recruitment.

Rating candidates is a constructive and worthwhile process. This will ensure that if your preferred candidate declines the offer of employment, you can make an employment offer to the next suitable candidate. Take care when rating candidates as suitable or unsuitable by making sure your rating is supported by, and reflective of, the evidence you have gathered from all areas of the recruitment process, that is the application, interview, testing and/or referees.

All candidates are entitled to feedback on their performance in the selection process, and want good feedback on the selection process. Make sure the selection report is able to support this feedback.

5 GUIDE TO WRITING A SELECTION REPORT

When completing the 'Reason for Decision' you must provide the rationale for the decision in the context of the selection criteria for the role(s). Panels should be mindful that they are not the decision makers and are making a recommendation to a delegate. The minimum requirement outlined by the Office of the State Service Commissioner is that where selection is made between applicants, it must show why the recommended applicant(s) is/are preferred. It must also show (where appropriate), any steps that have been taken to accommodate applicants with special needs.

The report must clearly present the reasons for the panel's conclusions in terms of the selection criteria and the extent to which each applicant satisfies them. **The report does not need to be lengthy**, but it should accurately reflect the process carried out by the panel and make clear the reasons for the recommendation. In a review situation a report may be subject to close scrutiny. Panels must give due consideration to the full range of information made available during the selection process.

Reports should highlight the evidence that marks the difference between applicants. This can be done by providing examples of relevant experience, skills and achievements or highlighting areas where candidates are less strong. This is more meaningful to the delegate than merely restating the criteria with a descriptor.

If the panel is unable to reach consensus on a recommended applicant, dissenting members should prepare a minority report stating the reason(s) for the difference of opinion. Please contact your Recruitment Liaison Officer for advice on preparing a minority report.

The panels must be prepared to provide feedback to candidates, as such it is important to maintain good records. Panels must not rate applicants as 'unsuitable' if they are merely less suitable for the role. Processes must be fair and provide honest feedback to applicants to assist with future selection processes and development.

Panels only need to rank, or make comparative comments on those candidates who are considered to be suitable to the position.

Options for completing this section and outlining decision rationale:

<u>Option 1:</u>
Provide a summary of the overall conclusion identifying the strengths and weaknesses, and the claims of applicants in contention. Summarise with <u>brief</u> comments on all the candidates short listed, highlighting any recommendations for counselling or development. Refer to Example - Appendix A.

<u>Option 2:</u>
Prepare individual assessment reports on each candidate, along with a comparative summary of top ranked candidates. When considering this option, you need to balance this with the additional time this will add to the timing of a selection process. The advantage is that it enables panels to provide this additional feedback to candidates, and more information in an appeal or grievance situation. Individual reports should be in the context of the selection criteria and should show the strengths or weaknesses of an applicant's experience and abilities against the criteria. Examples should be used to qualify statements wherever possible or alternatively be supported by referee comments. Refer to Example - Appendix B.

Option 3:
Use of a matrix style assessment. Care needs to be taken if using rating scales. Ratings need to be clearly articulated and understood by panel members. They need to be well structured and documented to ensure that the delegate also understands the basis of the recommendation and that it will hold up to any scrutiny. Refer to Example - Appendix C.

Bulk campaigns:
When documenting outcomes for large scale campaigns, you are encouraged to discuss your approach with your Human Resources management team and Recruitment Advertising.

Referee Reports:
Referee comments should be obtained in accordance with the Referee Checks *guide*. Referee reports should be forwarded to the delegate along with the selection report.

Selection Panel Recommendation

This section is used for the panel or action officer to make a recommendation to the delegate. It must cover details of the recommendation, and any changed or special filling requirements. Where fixed-term or casual, please designate the period of employment.

If covering multiple vacancies in the one process, you must nominate a job number against each recommended applicant.

Probation: Probation is applied to all permanent appointments in the State Service. The period of probation for permanent employees is at the discretion of Head of Agency's but must be a minimum of one month and no more than six months from the date of appointment.

Re-advertising: Where a recommendation is made to re-advertise, consideration should be given to reasons for not filling and whether the statement of duties and marketing strategies need to be modified. Please contact Strategic Staffing and Recruitment for assistance with revising marketing strategies.

6 RESOURCES

- *Right Job, Right Person! Recruitment and Selection Framework* Stage 1 - Define
- *Right Job, Right Person! Recruitment and Selection Framework* Stage 3 - Select
- Selection Report Template
- State Service Principles (*State Service Act 2000* – Section 7 (1) and (2)
- Commissioner's Direction No. 1
- Commissioner's Direction No. 10
- Post-selection Feedback and Advising Applicants of Recruitment Outcomes
- Referee Checks
- Salary for New Appointments
- Pre-employment Conditions - Undertaking Checks
- Selection Checklist

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Selection Checklist (Documentation to be attached to Selection Report)	
Referee Reports attached. NB: The minimum requirement is that a referee report is obtained for the recommended applicant(s).	☐
Selection option tools used during the selection process. (Including but not limited to Interview Questions, Work Sample Tests, shortlisting grid and/or other selection tools)	☐
Proof of identity confirmed? How was it confirmed? (Copy attached)	☐
Qualifications confirmed and attached? (Where applicable to the role, qualifications that is essential to employment in the role and is approved in the statement of duties.)	☐
Practicing/Registration certificates confirmed and attached? (Where applicable to the role, that is essential to employment in the role and is approved in the statement of duties)	☐
Citizenship / Residency / Visa Status/Sponsorship confirmed and attached? (If an overseas applicant, a copy of the Work Visa / Permanent Residency must be provided.	☐
Candidate advised of pre-employment check requirements and authorisation obtained?	☐
Signed authorisation form forwarded to Human Resources and Workplace safety for the check to be completed. (Note: applicants must not commence employment until pre-employment check has been completed, the Chairperson will be advised of outcome by HR)	☐
For Medical Appointments Only . . .	
Application submitted to the Credentialing Committee?	☐
Clinical Privelages Recommendation . . . _____ **Period of Clinical Privileges . . .** **from ..... / ..... / ..... to ..... / ..... / .....**	
Is the role a Conjoint Appointment with the University of Tasmania?	**Yes/No**

Appendix A:

Provide a summary of the overall conclusion, identifying the strengths, weaknesses and claims of the applicants in contention. Summarise comments on all candidates shortlisted.

Example …

The following summary outlines the overall conclusion of the selection panel and identifies the evidence gathered which supports each short-listed candidates claim against the selection criteria. Evidence to support the selection was gathered from written applications, structured interviews using behaviourally based questions, work sample testing and referee reports.

Summary of Candidate 1- Fred Smith

Fred was able to meet the selection criteria to a very high standard. Fred was also able to demonstrate through his written application, interview and through the work sample tests undertaken, his skills, knowledge and ability in general HR practices and procedures, and in particular his skills and experience in the specialised area of recruitment.

Repeat the process above for each candidate.

NOTES:

This example details the overall conclusion, identifying the strengths and weaknesses, and the claims of the candidates in contention. This should be written in an essay style, clearly articulating the evidence and findings of the selection process. The rationale includes the overall conclusion of the selection panel and the ability of each candidate to meet the selection criteria.

Appendix B:

Individual assessment Reports on each candidate along with a comparative summary of top ranked candidates.

Example …

The following assessment by the selection panel summarises the capacity of all candidates in meeting the selection criteria. Written applications, information gained during the interview and referee reports were all considered in reaching these conclusions.

Summary of Candidate 1- Fred Smith

Fred Smith has been employed in the area of Human Resources and Workplace Safety at DHHS for 10 years. Fred has held a number of roles including Pay Officer, Recruitment Officer and HR Advisor.

Fred was able to demonstrate through his written application, interview and through the work sample tests undertaken, his skills, knowledge and ability in general HR practices and procedures, and in particular his skills and experience in the specialised area of recruitment. Fred Smith was able to demonstrate his ability to meet all of the selection criteria to a very high standard.

Repeat the process above for each candidate.

Comparative Summary of Candidates

Example of successful candidate and candidates deemed appointable and ranked…

While both Fred and Mary have extensive knowledge and skill in HR practices and procedures, it is believed that Fred's knowledge and understanding in context to recruitment strategy makes him the preferred candidate. In saying this, it is also believed that Mary has a sound knowledge base of generalist HR practices and procedures and the ability to quickly obtain knowledge of the practices and procedures associated with recruitment, which would place her as appointable and the second ranked candidate.

Example of an applicant able to meet some selection criteria but not appointable…

Simon was able to meet the majority of the selection criteria to a satisfactory standard, but was not considered by the panel as appointable to the role at this time. Simon was able to demonstrate a basic understanding of HR practices and procedures, but was not able to demonstrate the depth of knowledge or skill required to undertake the specific recruitment duties associated with this role. It was felt that some targeted workplace training, or even some training courses, such as Recruitment 101, would assist Simon in developing the required skills to undertake this role.

Appendix B continued …

Example of a candidate unable to meet the selection criteria and not suitable for appointment…

Sharon was not able to demonstrate her ability to meet the majority of the selection criteria to a satisfactory standard and was not considered appointable. Sharon has a basic understanding of HR practices, but little real experience in this industry. Sharon would benefit from further exposure and experience in the industry at entry level, to assist her gain the required specialist knowledge required of this role.

Upon review of all information obtained through written applications, interviews, work sample tests and referee reports, the panel determined that Fred Smith would be suitable for appointment and Mary Jones would be ranked as second candidate and appointable should Fred Smith decline the job offer.

NOTES:

- **<u>Candidates</u> - Start by providing a brief summary of the candidates previous employment history or any relevant work experience. This will provide the delegate with an understanding of the candidate's knowledge, experience and skills in relation to the role. Then summarise how well and to what level the candidate meets the selection criteria. Also detail how any other evidence gathered supported the candidate's ability to meet the selection criteria, for example referee reports or work sample tests.**

- **<u>Summary</u> - Summarise your findings and detail your decision to appoint the successful candidate. This is also the section to detail any other ranked candidates or any candidates who met the selection criteria but were not deemed appointable or why a candidate was not deemed appointable.**

Appendix C:

Matrix Style Assessment

Example …

The scoring matrix for candidates is shown below:

- *Score of 0 – criteria not demonstrated*
- *Score of 1 – inadequate experience*
- *Score of 3 – meets minimum criteria*
- *Score of 5 – excellent relevant experience*

Applicant	Selection Criterion 1	Selection Criterion 2	Selection Criterion 3	Selection Criterion 4	Selection Criterion 5	Selection Criterion 6	Total (out of 30)
Fred Smith	4	4	5	5	4	5	27
Mary Jones	4	4	5	4	3	4	24

Summary of Candidate 1 – Fred Smith

Fred was able to demonstrate through his written application, interview and through the work sample tests undertaken, his skills, knowledge and ability in general HR practices and procedures, and in particular his skills and experience in the specialised area of recruitment. Fred Smith was able to demonstrate his ability to meet all of the selection criteria to a very high standard. Fred's referee was able to support his claims in terms of his skills, knowledge and experience in the HR industry. Fred's referee was also able to support his ability in the speciality area of recruitment.

Repeat the process as above for each candidate.

Comparative Summary of Candidates

The consensus view of the panel was that both candidates were suitable to be appointed to the role. It was felt that the considerable recruitment experience of Fred Smith was of significant advantage to this role.

In taking the above into account, the final recommendation of the panel was that Fred Smith be appointed to the role and that Mary Jones be appointed to the role should Fred Smith decline the job offer.

NOTES:

- **Candidates - Provide a brief summary of the candidate's ability to meet the selection criteria. Detail any strengths or areas for improvement. This will assist in post-selection counselling. Provide a brief report (3 – 6 lines) on how the**

Appendix C continued …

candidate demonstrated their ability to meet the selection criteria. Include information received from the referee. Repeat the process as above for each candidate.

- **<u>Summary</u> - Summarise your findings and detail your decision to appoint the successful candidate. This is also the section to detail any other ranked candidates or any candidates who met the selection criteria but were not deemed appointable or why a candidate was not deemed appointable.**