



Case Study One

A public sector human services agency obtained a partial exemption for 12 months from the 'Open and Competitive' components of the Recruitment, Selection and Appointment Standard applicable to a range of identified occupational groups.

The rationale for the exemption was to assist the agency to meet Government objectives supported by budgetary funding increases to appoint a large number of permanent staff to address critical staff shortages within a 12 month period.

The Department of the Premier and Cabinet approved a 12 month exemption from the application of Approved Procedure 3 and made available redeployment clearance for a number of the affected occupational groups. Attraction and Retention benefits were also approved by the Department of Consumer and Employment Protection.

The agency submission set out compelling circumstances requiring the exemption, such as government support, budgetary increases, critical staff shortages, risks to the delivery of essential services and attraction and retention challenges.

The exemption request detailed the perceived impediments and issues associated with applying the Standard in full and the proposed selection methods if an exemption was granted, including how merit, equity and probity would be achieved. For example, innovative advertising, use of appointment pools, review of work-related requirements, increased fixed term contract arrangements, the establishment of a dedicated recruitment team, and the implementation of evaluation processes.

Case Study Two

The Director of Equal Opportunity in Public Employment applied for and received approval for an exemption from the Secondment and Acting Standards for a 12 month period to allow candidates to be appointed to the pilot Women in Management Secondment program.

The Women in Management program was developed in response to an agreed government priority to increase the promotion of women into senior management within the public sector and targeted primarily women working in the public sector at Level 7 and 8.

The partial exemption covered all secondment and acting transactions occurring within the pilot program for a 12 month period and involved the creation of vacancies and the execution of secondment processes.

The proposal indicated that merit, equity and probity would be achieved through a matching process that considered individual goals and the needs of the different participating agencies.

The partial exemption allowed applicants nominated by the 12 participating agencies to be seconded under the terms and conditions of the Women in Management Secondment Program.

The exemption applied only during the pilot phase of the program and to secondments directly relevant to the program itself. It did not apply for backfilling of positions of subsequent vacancies created by participation in the program, or in the event the program was fully implemented throughout the sector.

The exemption request met the appropriate conditions for approval as it was an across government initiative, identified the agencies and occupational groupings the exemption would apply to, covered the achievement of merit, equity and probity and was not related to a lack of proper planning or to address poor human resource practices.

Case Study Three

An exemption was approved from the Recruitment, Selection and Appointment Standard to allow offers of employment to be made to approximately 300 existing permanent staff of two private sector health facilities being purchased by the Western Australian Government.

The agency's exemption application contained ministerial correspondence setting out the contractual arrangements including purchasing agreements and the commitments made to employ existing permanent staff.

The exemption application provided a commitment to the achievement of merit, equity and probity in the process including adherence to the agency's necessary employment pre-requisites such as police clearances and citizenship requirements. The agency's application provided a list of the names and position details of those permanent employees who were offered and accepted employment with the agency.

The exemption approved was confined to the employment of existing permanent staff and required any positions not filled from staff of the purchased facilities to be subject to normal merit selection processes, consistent with the Recruitment, Selection and Appointment Standard.

The agency's exemption request met the appropriate conditions for approval to be given for an exemption from the Recruitment, Selection and Appointment Standard as the request provided a compelling case to show it would be to the detriment of public sector effectiveness and efficiency to apply the whole or part of the Standard, was based on a major government initiative, identified the parts of the agency and occupational groups the exemption would apply to, covered a commitment to the achievement of merit, equity and probity and was not related to a lack of proper planning or to address poor human resource practices.

Case Study Four

A public sector agency was granted a partial exemption from the 'Open and Competitive' component of the Recruitment, Selection and Appointment Standard to facilitate the reappointment of a public service officer on a fixed term contract for a three year period.

The exemption approved was applicable to the re-engagement of a fixed term public service officer, classified at Level 8, who had been working overseas for five years on behalf of the public sector undertaking trade and investment related responsibilities.

The agency exemption request detailed the requirement for the position to be maintained on a non-permanent basis and the parallel importance of ensuring continuity of service in maintaining key relationships with various public and private overseas sectors involving sensitive cultural issues.

The agency exemption request indicated that the initial fixed term appointment was the result of a merit selection process that included national and international advertising and stated that, if approved, all other facets of the Recruitment, Selection and Appointment Standards would continue to apply.

The exemption was granted for no more than six months and applied only to the reappointment of the public service officer identified in the specified overseas position.

The exemption request met the appropriate conditions for approval as it was based on unique circumstances, identified the part of the agency and the position the exemption would apply to, covered the achievement of merit, equity and probity and was not related to a lack of proper planning or to address poor human resource practices.

Case Study Five

Targeting Diversity within the Recruitment, Selection and Appointment Standard

The Recruitment, Selection and Appointment Standard provides public sector agencies with sufficient flexibility to target individuals or groups which may be under-represented in the public sector workforce to apply and compete for vacancies and to include diversity into the selection decision making.

The rationale for this approach may be to assist the agency providing a workforce able to deliver services to diverse customers and which is representative of the community at all levels of public employment.

The public sector has identified People with Disabilities (PWD) as a diversity group that is under represented in the workforce. Within the constructs of the Recruitment, Selection and Appointment Standard agencies can apply innovative recruitment practices, to specifically target people with a disability to apply and compete for vacancies.

The following illustrates how a public sector agency have advertised and used the Recruitment, Selection and Appointment Standard to facilitate an innovative approach to recruitment of PWD:

The agency targeted PWD under s.66R of the *Equal Opportunity Act 1984* and used the following text when advertising for the position. "*We are seeking to increase the diversity of our workforce to better meet the differing needs of our customers and to improve equal opportunity for our employees. People with disabilities are encouraged to apply.*"

The following are examples of mechanisms available to agencies to help facilitate the employment of PWD:

The agency may seek an exemption from Department of the Premier and Cabinet to the requirements under Approved Procedure 4 implementing a supported work team arrangement, whereby a group of two to four employees who have an impairment are employed to undertake a specific range of clerical and/or administrative tasks under the guidance of a supervisor that is provided by a Disability Employment Network.

The agency can also seek exemptions from the Department of the Premier and Cabinet for candidates with impairment to sit the Public Sector Recruitment Test (PSRT), such as Visual Impairment. Cases are assessed on merit and provisions can also be made to modify the minimum requirements of the PSRT enabling employees with Physical and Mental impairments to complete the test. Subject to meeting the minimum requirements of the PSR, candidates can be registered with the Entry Level Employment Program.

In the interests of upholding the principles of merit, equity and probity agency outcomes included in the final selection decision were identified prior to the selection process and were supported in organisational policies and plans.

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