



Australian Government
National Indigenous
Australians Agency



NIAA

Recruitment Policy

March 2022

Released under the FOI Act by the National Indigenous Australians Agency (NIAA)

Working with Aboriginal and Torres Strait Islander peoples

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Released under the FOI Act by the National Indigenous Australians Agency (NIAA)

Purpose

1. The purpose of this policy is to outline requirements for all NIAA staff to ensure recruitment and selection processes:
 - comply with legislative requirements and uphold the NIAA Values and Behaviours;
 - are consistent, impartial, fair and transparent; and
 - contribute to the Agency's vision and purpose.

Aim

2. The NIAA aims to attract, select and retain the best possible candidates for the Agency in a timely and cost-effective manner.
3. The NIAA is committed to improving the representation and development of Aboriginal and/or Torres Strait Islander peoples in the Agency, and in the Australian Public Service more broadly.
4. This policy will support NIAA to build and maintain a reputation as an employer of choice through professional and respectful engagement with all stakeholders.

Scope

5. This policy applies to all NIAA employees and panel members involved in selection processes for roles within the NIAA.

Delegations

6. The CEO has exercised authority to delegate certain powers under the Act relating to recruitment and selection activities within the Human Resources Delegations document.

Principles

7. All recruitment and selection decisions must be based on merit and comply with the *Public Service Act 1999* (the PS Act), *Public Service Regulations 1999* (the Regulations), and the *APS Commissioner's Directions 2022* (the Commissioner's Directions).
8. Recruitment and selection processes must be fair, equitable, and consistent with anti-discrimination legislation such as *Workplace Gender Equality Act 2012*, *the Sex Discrimination Act 1984*, *the Disability Discrimination Act 1992* and *the Racial Discrimination Act 1975*.

9. Roles are well defined and clearly articulate the required attributes for success.
10. Recruitment plans are finalised prior to advertising to ensure that offers are able to be made as soon as possible after the close of advertising.
11. Members of selection panels and delegates must declare any conflicts of interest. Further policy guidance is provided at paragraphs 50-56.
12. All positions within NIAA are classified and advertised as 'identified positions'. Further information is provided in the Identified Measures section below. Affirmative Measures (Indigenous Employment) may also be used by business areas as a recruitment strategy to increase representation within this cohort.
13. To promote NIAA as an equal opportunity employer, all positions will be advertised under the APSC RecruitAbility scheme. Affirmative Measures (Disability Employment) may also be used by business areas as a recruitment strategy to increase representation within this cohort.
14. NIAA Values and Behaviours and the NIAA Leadership Expectations will be integrated into every recruitment process and will influence the assessment of candidates' suitability for a position in the Agency.

Approval to advertise

15. To advertise a position in e-recruit and commence a recruitment process, the hiring manager will require approval from their relevant Group Manager.

Merit

16. If the intended outcome of a recruitment process is an ongoing engagement or a promotion, a competitive merit based selection process open to all eligible members of the community via APS Jobs must be conducted.
17. A recruitment decision relating to ongoing engagement or promotion must be based on a competitive merit selection process as set out in section 10A(2) of the PS Act, which says that a decision relating to engagement or promotion is based on merit if:
 - a) all eligible members of the community are given a reasonable opportunity to apply to perform the relevant duties;
 - b) an assessment is made of the relative suitability of the candidate/s to perform the relevant duties, using a competitive selection process;
 - c) the assessment is based on the relationship between a candidate's work-related qualities and the work-related qualities genuinely required to perform the relevant duties;

- d) the assessment focuses on the relative capacity of the candidate/s to achieve outcomes related to the relevant duties; and
 - e) the assessment is the primary consideration in making the decision.
18. Recruitment decisions relating to non-ongoing engagements or short term expressions of interest should wherever possible follow the requirements outlined at b) to e) of paragraph 17 above.

Selection panels

19. All selection panels must include:
- a) gender diversity;
 - b) an independent panel member from outside the Group. This can also be someone from a different agency; and
- unless there are exceptional circumstances approved by the Chief Operating Officer, at least one panel member must identify as an Aboriginal or Torres Strait Islander person
20. If, due to exceptional circumstances it is not practical for an Aboriginal or Torres Strait Islander person to be a panel member, the panel must be able to demonstrate a high level of cultural awareness and competency.
21. All NIAA staff must have completed panel training within the previous 12 months before being a member of a panel.
22. The chairperson of the selection panel must be, at a minimum, substantively one classification level above the advertised position's classification level. For example, if the role being filled is an APS 6 classification, the chairperson must be a substantive EL1 or above.
23. All other selection panel members must be at a minimum, the same substantive classification as the advertised vacancy.
24. The panel will ensure they demonstrate and apply the NIAA Values and Behaviours, APS Values and procedural fairness throughout the recruitment process to ensure decisions are free from bias.
25. Prior to making a recruitment decision, the delegate must be satisfied that the selected candidate is the best available person to undertake the role. All recruitment decisions will be recorded in the NIAA Selection Report Template for consideration by the delegate.
26. It is expected that the selection panel will provide feedback to all candidates on request and particularly to candidates who have been interviewed. This allows for a demonstration of transparency in the selection process and provides an opportunity for candidates to evaluate and understand their performance in the selection process.
27. Managers should be mindful of the need for panel members to have reasonable time to focus on the recruitment process and may need to adjust workloads accordingly.

Identified Measures

28. The Agency is committed to improving employment outcomes for Aboriginal and Torres Strait Islander peoples, and ensuring that the diversity of the APS workforce reflects that of the Australian community.
29. All selection processes will include identified criteria and the Agency encourages the use of the affirmative measures contained in the Commissioner's Directions.

It is expected that all staff (including engagements where a selection process is not undertaken) within NIAA demonstrate at a minimum an understanding of the issues affecting Aboriginal and/or Torres Strait Islander peoples, and have an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander peoples.

Selection criteria

30. All NIAA selection processes must include identified criteria to reflect the skills and capabilities required for the vacancy.
31. Selection criteria describe the personal qualities, skills, abilities, knowledge and qualifications (if any) a person needs to perform the role effectively.
32. Selection criteria does not need to be specifically or individually addressed by candidates, but should be used by the panel to ensure a consistent method of assessing and comparing applicants.

Internal recruitment

33. Movement and mobility of employees across NIAA is encouraged to support strategic and operational objectives and priorities. Internal staff movement is an effective workforce management strategy and is considered an effective way to develop and deploy individual and departmental critical capability while maintaining staff engagement and a positive work culture.
34. While expressions of interest are encouraged wherever possible, where internal vacancies are expected to be available for less than three months, the business area may choose to assign duties without a competitive process.
35. Where internal vacancies are expected to be filled for greater than three months, a centrally coordinated Agency wide EOI will be advertised. Such processes will be open to all ongoing NIAA employees.
36. Third party contractors or staff engaged through labour hire arrangements are not eligible to apply for internally advertised opportunities.

37. Non-ongoing staff may seek approval from their existing SES Band 1 manager on a case by case basis to apply for internal opportunities.
38. Where an ongoing or temporary assignment involves a move between two Branches, the respective Branch Heads will discuss an acceptable release date, and in doing so, will consider the best interests of the NIAA and the employee. The two areas involved in negotiating a release date will remain as flexible as possible.

External recruitment

39. Prior to advertising any external opportunities, hiring managers must have written approval from both the Finance Manager and the relevant SES Band 2.
40. All externally advertised positions will be open for applications for a minimum of two weeks and will be published on the APSJobs website.
41. All advertisements should clearly articulate the opportunity type, duties required and location of the immediate (and expected) vacancies to ensure appropriate use of merit pools.
42. Candidates must be Australian citizens at the time of application to be eligible for employment with NIAA. Applications from non-Australian citizens will not be considered.

Documenting the selection process

43. Panels are required to prepare a selection report, using the departmental template, which records the selection process and makes a recommendation to the delegate about the preferred candidate(s).

Offers and engagement

44. NIAA complies with government security policy by ensuring that ahead of commencement, all engagements into the Agency undergo pre-employment security screening that may include the requirement to obtain and maintain a national security clearance. If the candidate is unable to fulfil the pre-employment screening or security clearance requirements they will not be eligible to commence within the Agency.
45. If the successful candidate's APS salary is above the top of the range for their classification, NIAA will maintain the candidate's salary until pay parity is reached.
46. It is expected that the selection committee will provide feedback to all candidates on request and particularly to candidates who have been interviewed. This allows for a demonstration of

transparency in the selection process and provides an opportunity for candidates to evaluate their performance in the selection process.

Use of merit lists

47. A candidate who is found suitable in a selection process, can be engaged or promoted for a vacancy or similar vacancy within 18 months of the relevant selection process being notified in APS Jobs.
48. A vacancy can be considered to be a similar vacancy if all of the following apply:
 - I. it is the same category of employment (ongoing or non-ongoing);
 - II. it comprises similar duties;
 - III. it is at the same classification, or corresponding classification under the *Parliamentary Service ACT 1999*; and
 - IV. it is to be performed in a similar location.

Conflicts of interest

49. Members of selection panels and delegates must declare any conflict of interest (either real, perceived or potential) that may influence or create a perception that it influenced an outcome in a recruitment and selection process.
50. Some conflicts of interest may seem small or inconsequential, but can undermine the outcome of a process and are to be disclosed as soon as practicable to enable the delegate or chairperson to consider how best to manage the conflict.
51. The concept of perception is broader than actual bias and may apply to either a positive or negative perception of bias. All staff involved in selection processes should consider whether it is likely that a reasonable person may perceive that the process is biased or compromised.
52. A conflict can include the private, professional or business interests of a person, or the individuals or groups with whom they have a close association, such as relatives or friends.
53. Conflicts of interest may arise from:
 - A family or kinship relationship;
 - a current or former personal relationship or friendship;
 - a previous working relationship or managerial relationship;
 - relationship involving social activity outside of work; and/or
 - other relevant circumstances.

54. A declared conflict of interest (and steps taken to manage it) must be documented and noted in the recruitment selection report.
55. Where a panel member, chair or delegate is likely to be a referee for an applicant, referee reports should be finalised prior to reviewing any other applications.

Definitions

Affirmative Measures (Disability)	<p>The disability employment affirmative measure set out in section 27 of the Commissioner’s Directions can be applied to any ongoing, non-ongoing or casual APS vacancy, regardless of the duties, including those at Senior Executive Service level. It is not restricted to jobs with a disability-related function. It may be applied to individual vacancies or bulk rounds, such as graduate recruitment rounds.</p> <p>Positions advertised as Affirmative Measures (Disability) are restricted to applications from candidates with a disability or a particular type of disability.</p>
Affirmative Measures (Indigenous)	<p>Positions advertised as Affirmative Measures (Indigenous) are restricted to applications from candidates who meet the following criteria:</p> <ul style="list-style-type: none"> • are of Aboriginal and/or Torres Strait Islander descent; and • who identify as Aboriginal and/or Torres Strait Islander; and • who are accepted by their community as being Aboriginal and/or Torres Strait Islander.
APSJobs	<p>The external website which publishes all APS vacancies. Formally known as the APS Gazette.</p>
Identified position	<p>An identified position is a vacancy with specific selection criteria/job requirements that signify that the role has a strong involvement in issues relating to Aboriginal and/or Torres Strait Islander peoples. Typically, these roles will involve the development of policies or programs targeted at Aboriginal and/or Torres Strait Islander peoples, or which involve direct interaction with Aboriginal and/or Torres Strait Islander communities. Identified positions are open to all eligible members of the public and are not restricted to Aboriginal and/or Torres Strait Islander candidates.</p> <p>All positions in NIAA are classified as identified positions.</p>
Non-ongoing employee	<p>Refers to an employee who is employed under the PS Act for a specified term or a specified task.</p>

Contractor	Refers to an employee undertaking short term work under a labour hire or other contractual arrangement not covered by the PS Act.
RecruitAbility	RecruitAbility is an APS wide strategy which aims to attract and develop applicants with disability and also facilitate cultural changes in selection panels and agency recruitment. Candidates who opt into RecruitAbility and meet the minimum requirements of the advertised role, will progress to the next round of the selection process.

Related Documents

56. This policy should be read in conjunction with:
- the *Public Service Act 1999*
 - the *Public Service Regulations 1999*
 - the *Australian Public Service Commissioner's Directions 2022*
 - the *Fair Work Act 2009*
 - the *Public Service Classification Rules 2000*
 - the *Parliamentary Service ACT 1999*
 - APS Redeployment Policy
 - NIAA Human Resources Delegations
 - APS Work Level Standards
 - NIAA recruitment guidelines published on the intranet

Contacts

57. Enquires about this policy should be directed to [NIAA Recruitment](#).

Review Rights

58. In accordance with section 33 of the PS Act and Part 5 of the Regulations, an employee is entitled to request an internal review of certain decisions/actions that relate to their employment, noting that not all decisions/actions are reviewable under the Act and the Regulations. The request for primary review must be made within 120 days of the decision being made or the action occurring.

Revision History

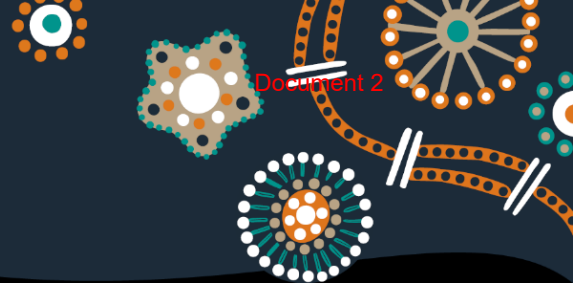
Date	Version	Description	Author	Approved by
November 2020	0.2	Draft	NIAA Recruitment	
January 2021	1.0	Final	NIAA Recruitment	Executive board
April 2021	1.1	Final (minor amendments)	NIAA Recruitment	COO
March 2022	1.2	Final (updates from revised Commissioner's Directions)	NIAA Recruitment	



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Document 2

Recruitment Policy

Working with Aboriginal and Torres Strait Islander peoples

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Document information

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Approved by: Rachael Jackson, Chief Operating Officer on 11/07/2024

Revision history

Date	Version	Author	Comments	Approved by
January 2021	1.0	Final	NIAA Recruitment	Executive board
April 2021	1.1	Final (minor amendments)	NIAA Recruitment	COO
March 2022	1.2	Final (updates from revised Commissioner's Directions)	NIAA Recruitment	CPO
July 2024	2.0	Updated to reflect new Enterprise Agreement and legislative changes	NIAA Recruitment	COO

Related documents

Document name	Location
APS Employment Principles	Employment Principles Australian Public Service Commission (apsc.gov.au)
APS Work Level Standards	Work level standards: APS Level and Executive Level classifications Australian Public Service Commission (apsc.gov.au)
Australian Public Service Commissioner's Directions 2022	Federal Register of Legislation - Australian Public Service Commissioner's Directions 2022
Conflict of Interest Policy	Final NIAA Conflict of Interest Policy - Aug 2022
NIAA CEO's Human Resources Delegations Instrument	HR Delegations
Fair Work Act 1999	Federal Register of Legislation - Fair Work Act 2009
Public Service Act 1999	https://www.legislation.gov.au/C2004A00538/latest/text
Public Service Regulations 2023	Federal Register of Legislation - Public Service Regulations 2023
Public Service Classification Rules 2000	Federal Register of Legislation - Public Service Classification Rules 2000
Privacy Act 1988	Federal Register of Legislation - Privacy Act 1988
Review of Action Procedures	NIAA Review of Action Procedure

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1. Purpose

- 1.1. The purpose of this policy is to outline requirements for NIAA staff to ensure all recruitment and selection processes:
 - comply with legislative requirements and uphold the NIAA values and behaviours,
 - are consistent, impartial, fair and transparent, and
 - contribute to the NIAA's vision and purpose.

2. Aims

- 2.1. To attract, select and retain the best possible candidates for the Agency in a timely and cost-effective manner.
- 2.2. To support the NIAA to build and maintain a reputation as an employer of choice through professional and respectful engagement with all stakeholders.
- 2.3. To recruit a workforce that reflects the community which we serve. The NIAA is committed to implementing workforce strategies that improve the representation, retention, and professional development of Aboriginal and/or Torres Strait Islander peoples, people with disability, and people from culturally and linguistically diverse backgrounds in the Agency, and in the Australian Public Service (APS) more broadly. The NIAA is committed to whole of government diversity strategies and measures including the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24](#), [APS Disability Employment Strategy 2020-25](#) and the [APS Culturally and Linguistically Diverse Employment Strategy and Action Plan](#).

3. Scope

- 3.1. This policy applies to all NIAA employees and panel members involved in recruitment selection processes for roles within the Agency.
- 3.2. This policy does not apply to the engagement of third party contractors or staff engaged through labour hire arrangements. However, wherever possible, the principles and aims of this policy should be applied to those engagements.

4. Delegations

- 4.1. The CEO has delegated certain powers under the *Public Service Act 1999* (the PS Act) within the [NIAA Human Resources Delegations instrument](#) (HR Delegations). The HR Delegations may be updated from time to time. In general, this policy does not indicate who has authority to make relevant decisions and the HR Delegations should be checked.



5. Principles

- 5.1. Section 10A of the PS Act and clause 95 and 97 of the EA reflect that the APS is a career-based public service. The NIAA, in making its engagement decisions, recognises that the usual basis for engagement is as an ongoing APS employee. The NIAA will proactively comply with casual conversion provisions and outlined in the FW Act, including regularly reviewing casual and non-ongoing arrangements to support ongoing employment as the usual form of employment.
- 5.2. All recruitment and selection decisions must be based on merit and comply with the PS Act, *Public Service Regulations 2023* (the Regulations), and the *Australian Public Service Commissioner's Directions 2022* (the Commissioner's Directions).
- 5.3. Recruitment and selection processes must be fair, equitable and consistent with anti-discrimination legislation such as the *Workplace Gender Equality Act 2012*, the *Sex Discrimination Act 1984*, the *Disability Discrimination Act 1992* and the *Racial Discrimination Act 1975*.
- 5.4. All positions within the NIAA are classified and advertised as 'Identified positions'. Further information is provided in paragraphs 10.3 to 10.5 below.
- 5.5. To promote the NIAA as an equal opportunity employer, all externally advertised positions will be advertised under the APSC RecruitAbility scheme.
- 5.6. RecruitAbility is an APS wide strategy which aims to attract and develop applicants with disability and also facilitate cultural changes in selection panels and Agency recruitment. Candidates who opt into RecruitAbility and meet the minimum requirements of the advertised role, will progress to the next round of the selection process.
- 5.7. The NIAA's values and behaviours and the NIAA's leadership expectations will be integrated into every recruitment process. Candidates must be able to demonstrate suitability to meet these expectations.
- 5.8. Recruitment and selection processes should be prioritised and completed in a timely manner to enable prompt offers to preferred candidates.
- 5.9. Recruitment panels should focus on cultural safety, inclusion and candidate care, ensuring that candidates have a positive experience regardless of the outcome.

6. Approval to advertise

- 6.1. To advertise a position in eRecruit and commence a recruitment process, the hiring manager must obtain written approval from the relevant delegate, and ensure workforce planning has been considered, including appropriate budget and staffing levels.

7. Merit

- 7.1. As set out in section 10A(2) of the PS Act, a decision relating to engagement or promotion is based on merit if all of the following apply:
 - all eligible members of the community are given a reasonable opportunity to apply to perform the relevant duties

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- an assessment is made of the relative suitability of the candidate/s to perform the relevant duties, using a competitive selection process
 - the assessment is based on the relationship between a candidate's work-related qualities and the work-related qualities genuinely required to perform the relevant duties
 - the assessment focuses on the relative capacity of the candidate/s to achieve outcomes related to the relevant duties
 - the assessment is the primary consideration in making the decision.
- 7.2. Recruitment decisions relating to non-ongoing engagements or short-term expressions of interest should, wherever possible, follow the requirements outlined at paragraph 7.1 above.

8. Selection process

- 8.1. If a vacancy is to be filled on an ongoing basis, the role must be advertised externally (on APS Jobs) to allow all eligible members of the community to apply through a competitive merit based selection process.
- 8.2. A recruitment decision relating to ongoing engagement or promotion must be based on a competitive merit selection process. A selection process meets this requirement if all of the following apply:
- the aim and purpose of the selection process is determined in advance
 - information about the selection process is readily available to candidates
 - the selection process is applied fairly in relation to each eligible candidate, and
 - the selection process is appropriately documented.

9. Selection panels

- 9.1. All panel members are required to:
- disclose conflicts of interest
 - apply the NIAA values and behaviours
 - have awareness of the impact of unconscious and other biases, and
 - ensure procedural fairness.
- 9.2. All panel members must have completed the NIAA specific panel training within the previous 24 months before being a panel member.
- 9.3. It is expected that the panel will provide constructive feedback to all candidates upon request and particularly to candidates who have been interviewed. This allows for a demonstration of transparency in the selection process and provides an opportunity for candidates to evaluate and understand their performance in the selection process.
- 9.4. Recruitment processes will be actively prioritised by all panel members to make the process as timely as possible. Managers should be mindful of the need for panel members to have reasonable time to focus on the recruitment process and may need to adjust workloads accordingly.

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Externally advertised roles

- 9.5. Selection panels for externally advertised recruitment processes must include all of the following (unless there are exceptional circumstances approved by the Corporate Group Manager):
- gender diversity,
 - an independent panel member from outside the Group. This can also be someone from a different agency, and
 - at least one panel member must identify as an Aboriginal and/or Torres Strait Islander person.
- 9.6. The chairperson of the selection panel must be, at a minimum, substantively one classification level above the advertised position's classification level. For example, if the role being filled is an APS 6 classification, the chairperson must be a substantive (i.e. not acting) EL1 or above.
- 9.7. All other selection panel members must be at a minimum, the same substantive classification as the advertised vacancy.
- 9.8. For Affirmative Measure (Disability) recruitment processes, the panel must have at least one member who identifies as a person with disability.
- 9.9. For Affirmative Measure (Aboriginal and Torres Strait Islander Employment) recruitment processes, panels should consider if the process would benefit from having more than one panel member who identifies as Aboriginal and/or Torres Strait Islander in addition to the requirements outlined in paragraph 9.5 above.
- 9.10. Internal selection processes (EOIs) require a minimum of two panel members. The expectations outlined in paragraph 9.5 should be adhered to wherever possible.

10. Identified and Affirmative Measures positions

- 10.1. The NIAA is committed to improving employment outcomes for Aboriginal and/or Torres Strait Islander peoples and ensuring that the diversity of the APS workforce reflects that of the Australian community.
- 10.2. All NIAA positions are Identified positions. The NIAA encourages the use of the affirmative measures provisions contained in the Commissioner's Directions, where appropriate.

Identified positions

- 10.3. An Identified position is a role with specific selection criteria/job requirements. Typically, these roles will involve the development of policies or programs for Aboriginal and/or Torres Strait Islander peoples and communities, or involve direct interaction with Aboriginal and/or Torres Strait Islander peoples and communities. Identified positions are open to all eligible members of the public and are not restricted to Aboriginal and/or Torres Strait Islander candidates
- 10.4. All NIAA selection processes will include the Identified criteria at paragraph 10.5 below. Depending on the role, further demonstration of cultural capabilities may be required.
- 10.5. All NIAA employees are (regardless of whether they join the NIAA through a selection process, transfer, redeployment or other means) expected to:
- 10.6. demonstrate an understanding of the matters affecting Aboriginal and/or Torres Strait Islander peoples, and



- have an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander peoples.

Affirmative Measures

- 10.7. For Affirmative Measure (Aboriginal and Torres Strait Islander Employment) recruitment processes, candidates must provide evidence of Indigenous heritage as part of the recruitment process. Suitable evidence of Indigenous heritage may include a:
- letter signed and executed by the Chairperson of an incorporated Indigenous organisation confirming the candidate is recognised as an Aboriginal and/or Torres Strait Islander person
 - confirmation of Aboriginal and/or Torres Strait Islander descent form executed by an Indigenous organisation, or
 - statutory declaration made by the candidate or a member of an Indigenous Service Provider confirming the candidate is recognised as an Aboriginal and/or Torres Strait Islander person.
- 10.8. Positions advertised as Affirmative Measure (disability) will be restricted to people with a disability. This measure may be used on any role, regardless of the duties, including those at Senior Executive Service level. It is not restricted to jobs with a disability-related function. It may be applied to individual vacancies or bulk rounds.
- 10.9. For Affirmative Measure (Disability) recruitment processes, candidates must provide medical evidence of being a person with disability as part of the recruitment process. Suitable evidence of a disability may include a:
- certificate or letter from a registered medical practitioner
 - letter from a Disability Employment Services or Jobactive provider, or
 - letter from a secondary or tertiary institution disability services unit in relation to a recent student.

11. Assessment criteria

- 11.1. Assessment criteria describes the work-related qualities, skills, abilities, knowledge and qualifications (if any) a person needs to perform the role effectively.
- 11.2. Assessment criteria do not need to be specifically or individually addressed by candidates, but the panel should use to ensure a consistent method of assessing and comparing applicants throughout the recruitment process.
- 11.3. As outlined in paragraphs 10.3 to 10.5 above, all NIAA selection processes must include Identified criteria to reflect an understanding of the matters affecting Aboriginal and Torres Strait Islander peoples, and proven culturally appropriate engagement and communication skills required for the vacancy. Candidates must be rated suitable in this criteria to be suitable overall for the role.

12. Internal recruitment and EOs

- 12.1. The Agency encourages the movement and mobility of employees within the NIAA to support its strategic and operational objectives and priorities. Internal staff movement is an effective workforce management



strategy and an effective way to develop and deploy individual and agency critical capability while maintaining staff engagement and a positive work culture.

- 12.2. A centrally coordinated Agency wide EOI must be advertised for any internal vacancy expected to be filled for greater than six months, either at level or on higher duties. For vacancies expected to be less than six months, while a full process is not required, managers are encouraged to notify staff as broadly as possible of the opportunity and seek expressions of interest wherever possible.
- 12.3. Internally advertised opportunities should be open to ongoing NIAA employees only.
- 12.4. Non-ongoing staff may seek approval from their existing SES Band 1 manager on a case-by-case basis to apply for internal opportunities.
- 12.5. Third party contractors or staff engaged through labour hire arrangements are not eligible to apply for internally advertised opportunities.
- 12.6. While EOIs are encouraged wherever possible, where internal vacancies are expected to be available for less than six months, the business area may choose to assign duties without completing an agency wide expression of interest recruitment process.
- 12.7. Where a proposed ongoing or temporary assignment involves a move between two branches / regions, the respective SES Band 1s will discuss the details of the possible movement and in doing so, will consider the best interests of the NIAA and the employee.

13. External recruitment

- 13.1. Unless there are exceptional circumstances, all externally advertised positions must:
 - be open for applications for a minimum period of two weeks,
 - must be published on the APSJobs website, and
 - must seek at least one referee comment to confirm suitability before making an offer (exemption may only be approved by the Chief People Officer in exceptional circumstances).
- 13.2. All advertisements should clearly articulate the opportunity type (e.g. ongoing or non-ongoing), duties required and location of the immediate (and expected) vacancies to ensure appropriate use of merit pools.

14. Documenting the selection process

- 14.1. Panels must prepare a selection report, using the NIAA's template, which records the selection process and makes a recommendation to the delegate about the preferred candidate/s.
- 14.2. Panel members are responsible for ensuring any records from recruitment processes are securely stored with access restricted on a need-to-know basis. Further information on privacy and record keeping is outlined in paragraphs 78 to 81 below.
- 14.3. Prior to making a recruitment decision, the delegate must be satisfied that the selected candidate/s are the best available person/s to undertake the role. All recruitment decisions and recommendations will be documented in the NIAA Selection Report Template for consideration by the delegate.



15. Offers of employment and conditions of engagement

- 15.1. As outlined at paragraph 13.1 above, referee comments must be sought before making an offer of employment.
- 15.2. APS employment offers can only be made in accordance with the externally advertised employment type (e.g. ongoing or non-ongoing).
- 15.3. Salary offers on engagement must be in line with the NIAA Enterprise Agreement and the Remuneration and Allowances Policy.
- 15.4. Under section 22(6) of the PS Act, engagement of an APS employee may be subject to conditions notified to the employee, including conditions dealing with probation, citizenship and security clearances.
- 15.5. Where the NIAA requires an employee to relocate in order to accept an offer, the employee will be provided with reasonable financial relocation assistance. Further information is available in the Relocations Policy.

16. Probation

- 16.1. The NIAA complies with section 44 of the Commissioner's Directions by ensuring all APS employees (other than casual employees) are engaged on probation. A waiver may apply where reasonable circumstances justify it. More information is available in the NIAA Probation Policy.

17. Pre-employment screening and security

- 17.1. The NIAA complies with government security policy by ensuring that, ahead of commencement, all engagements into the Agency undergo pre-employment security screening that will include the requirement to obtain and maintain a national security clearance. If the candidate is unable to fulfil the pre-employment screening or security clearance requirements they will not be eligible to commence within the Agency.

18. Citizenship

- 18.1. Unless waived by the delegate listed in the HR Delegations Instrument, prospective employees must be Australian citizens to be eligible for employment with the NIAA.

19. Engagement of non-ongoing employees

- 19.1. The usual basis for employment in the NIAA is as an ongoing employee. However, there may be circumstances where a delegate may decide to engage an individual on a non-ongoing or casual basis for:
 - a specified term
 - the duration of a specified task, or
 - irregular or intermittent (casual) duties.



- 19.2. The NIAA delegate must be reasonably satisfied that engaging a non-ongoing employee (other than a casual employee) would not contravene section 333E of the *Fair Work Act 2009* (FW Act). Section 333E of the FW Act limits fixed term arrangements to 2 years or 2 contract terms, whichever is less.
- 19.3. There are limited exemptions that may allow extensions to fixed term contracts beyond the 2 years / 2 terms limit, when necessary and appropriate. These circumstances include:
- performing a distinct and identifiable task involving specialised skills, such as a Royal Commission or Taskforce, where work is designed not to be ongoing with a specified end date
 - apprentices and trainees
 - undertaking essential work during a peak demand period (natural disaster responses)
 - temporarily replacing another employee on long leave (such as workers compensation or maternity leave)
 - the NIAA has issued a written offer of ongoing employment, but the person prefers to be engaged as a non-ongoing employee, or
 - engaging a State or Territory government employee under an agreement between the NIAA and the State or Territory government agency.
- 19.4. Contact the Recruitment Team for advice on engaging a non-ongoing employee.

20. Use of merit pools / lists

- 20.1. The NIAA can engage or promote a candidate who is found suitable in a selection process, and placed in a merit pool or list for a vacancy or similar vacancy **within 18 months of the relevant selection process being advertised on APS Jobs**.
- 20.2. Prior to making an offer using a merit pool / list, the delegate must ensure there has been an assessment of the Identified criteria outlined at paragraph 10.5.
- 20.3. A vacancy can be considered to be a *similar vacancy* if all of the following apply:
- the same category of employment (ongoing or non-ongoing)
 - the work-related qualities required by a person to perform the duties are similar
 - it is at the same classification (or a corresponding Parliamentary Service classification or classification made between the Director-General of the relevant intelligence agency and the Commissioner, and
 - for duties to be performed in a similar location.

21. Conflicts of interest

- 21.1. Members of selection panels and delegates must declare, any conflict of interest (either real, perceived or potential) that may influence (or create a perception that it influenced) an outcome in a recruitment and selection process ahead of assessment of candidates.



- 21.2. Some conflicts of interest may seem small or inconsequential, but can undermine the outcome of a process. All staff involved in a selection process must disclose a conflict of interest to the delegate or chairperson as soon as practicable, to enable the delegate or chairperson to consider how best to manage the conflict. The delegate or chairperson may agree to steps to manage the conflict of interest, which may include removing the staff member from the recruitment process.
- 21.3. The concept of perception is broader than actual bias, and may apply to either a positive or negative perception of bias. All staff involved in selection processes should consider if it is likely a reasonable person may perceive that the process is biased or compromised.
- 21.4. A conflict can include the private, professional or business interests of a person, or the individuals or groups with whom they have a close association, such as relatives or friends.
- 21.5. Conflicts of interest may arise from:
- a family or kinship relationship
 - a current or former personal relationship or friendship
 - a previous working relationship or managerial relationship
 - relationship involving social activity outside of work, or
 - other relevant circumstances.
- 21.6. All conflicts of interest (and steps taken to manage them) must be documented and noted in the NIAA Selection Report.
- 21.7. Where a panel member, chair or delegate is likely to be a referee for an applicant, their referee report must be finalised prior to reviewing any other applications.

22. Privacy and record keeping

- 22.1. The *Privacy Act 1988* applies to personal information of candidates. Candidates must be informed that the NIAA may handle their personal information to determine eligibility and suitability for employment, including referee checks, criminal history checks and employment suitability assessments (as relevant). This may be done as part of the advertisement and/or job pack.
- 22.2. Prior to sharing a merit pool / list, the panel member, chair or delegate must ensure they have obtained the candidate's permission to do so. The NIAA may obtain this permission during the selection process, or when candidates are asked if they agree to be included in a merit pool. If a candidate advises they do not want their details shared, that candidate's information must be removed before sharing the merit pool.
- 22.3. Panel members must ensure any records from a recruitment process are securely stored with access restricted on a need-to-know basis.
- 22.4. After the recruitment process has been completed, panel members must ensure all recruitment records are appropriately filed, and destroy any copies they hold under the NIAA normal administrative practice policies.



23. Review Rights

23.1. In accordance with section 33 of the PS Act and Part 5 of the Regulations, an employee is entitled to request an internal review of certain decisions and actions that relate to their employment. Not all decisions or actions are reviewable under the Act and the Regulations. The request for primary review must be made within 120 days of the decision being made or the action occurring.

24. Contacts

24.1. Enquires about this policy should be directed to [NIAA Recruitment](#) or [Corporate support](#).

OFFICIAL





Australian Government
National Indigenous
Australians Agency



NIAA

Conflict of Interest Policy

August 2022

Released under the FOI Act by the National Indigenous Australians Agency (NIAA)

Working with Aboriginal and Torres Strait Islander peoples

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Released under the FOI Act by the National Indigenous Australians Agency (NIAA)

1. Statement of Commitment

- 1.1 The National Indigenous Australians Agency (NIAA) is committed to ensuring the integrity of the Australian Public Service (APS), and to having robust processes in place to ensure that the personal interests of NIAA staff do not conflict with their public duties.
- 1.2 Through good governance, these conflicts can be identified and appropriately resolved, or prevented.
- 1.3 All NIAA staff must take reasonable steps to identify and manage any conflict of interest (real, potential or apparent) in connection with their APS employment.
- 1.4 The APS Code of Conduct (the Code), as set out in Section 13(7) of the [Public Service Act 1999](#), requires that all employees:
 - a) take reasonable steps to avoid any conflict of interest (real, potential or apparent) in connection with their APS employment
 - b) disclose details of any material personal interest in connection with their APS employment.
- 1.5 These obligations also correspond to the general duty of officials to disclose interests, as set out under Section 29 of the [Public Governance, Performance and Accountability Act 2013](#).

2. Purpose

- 2.1 The purpose of this policy is to outline requirements for NIAA staff and managers to:
 - identify and disclose relevant personal interests that could lead to a real, potential or apparent conflict of interest
 - manage real, potential or apparent conflicts of interest that arise in connection with their NIAA employment.
- 2.2 Acknowledging you may have a personal interest is good practice as it helps the NIAA maintain its reputation as a trusted entity and protects staff from any accusations of bias.

3. Scope

- 3.1 This policy applies to all NIAA staff. For the purposes of this policy, NIAA staff includes:
 - ongoing employees
 - non-ongoing employees
 - Senior Executive Staff (SES)
 - Statutory appointments

- paid Board Members
- contractors.

Grant Funded Service Providers

- 3.2 This policy does not apply to service providers receiving NIAA grant funding (grantees).
- 3.3 Grantees must declare any conflicts of interest in their grant funding application and comply with conflict of interest requirements in the Indigenous Advancement Strategy Head Agreement and/or Project Schedule.

Recruitment Process Declarations

- 3.4 The SES and Non-SES Recruitment documentation provides advice to all panel members who are undertaking a recruitment selection process and outlines the process for disclosing a conflict of interest. If you have questions around this process or require the necessary documents, please email recruitment@niaa.gov.au.

SES Declarations

- 3.5 Information pertaining to SES declarations is outlined in the [SES Employees](#) section of this policy.

4. Definitions and Responsibilities

Conflict of Interest

- 4.1 A conflict of interest occurs when your personal interests conflict with your responsibility to fulfil the requirements of your role. The term ‘personal interests’ does not need to be your own interest, but may also arise from the interests of your family, friends, or other organisations you are involved with.
- 4.2 These conflicts can sometimes cause problems because they present a risk that you will make a decision based on, or affected by, these external influences, rather than in the best interests of NIAA and the APS.
- 4.3 If a reasonable person (properly informed about the nature of your personal interests) could form the view that your personal interests could influence your decisions, you should disclose that personal interest. Conflicts of interest vary depending upon the nature of a person’s interest:
- Personal interests – these can arise from relationships with family members, friends, colleagues, other organisations competing for the same grants or opportunities and even adversaries (people with whom the person is in an interpersonal conflict with). They may include associations with sporting, social or cultural groups and can even include personal opinions, prejudices and attitudes.

- Financial interests – these tend to be monetary, and most often relate to money, property ownership, outside employment, prior or future employment, directorships, shareholdings, or private businesses.

4.4 Conflicts of interest can be real, potential or apparent:

- A real conflict of interest arises where there is a direct conflict between a person's responsibilities and their personal or financial interests.
- A potential or apparent (also known as a perceived conflict of interest) conflict of interest occurs where a reasonable observer could form the view that the personal or financial interest could improperly influence the performance of public duties and can include the perception that the decision could have been influenced. The appearance of a conflict can be just as damaging to public confidence and trust as a real conflict.

Staff Responsibilities

- 4.5 APS employees have a right to participate in online society, just as they have rights as citizens of Australia to engage in community life. APS employees are entitled to private lives, personal views and political opinions. However, it is the responsibility of staff to consider and disclose any 'material' personal or financial interests that may influence, or could be perceived to influence, their actions.
- 4.6 To be 'material' an interest needs to be of a type that can give rise to a real or potential conflict of interest. Personal or financial interests do not automatically give rise to a conflict of interest unless there is a real or sensible possibility of conflict and not simply a remote possibility of conflict. If in doubt, staff are encouraged to declare the personal interest to ensure that the possibility of a conflict is appropriately managed and mitigated.
- 4.7 The Code requires employees to take reasonable steps to avoid any conflict of interest (real, potential or apparent) in connection with their employment and to disclose details of any material interest in connection with their employment.

Assessing the Materiality of a Conflict of Interest

- 4.8 NIAA staff should consider their interests outside of work and undertake an assessment as part of their role as an Australian Public Servant.
- 4.9 Factors that may need to be weighed in assessing the materiality of the conflict of interest include:
- a) The type or size of the employee's personal interest, real or apparent
 - b) The nature or significance of the particular decision or activity being carried out by the Agency
 - c) The extent to which the employee's personal interest could affect, or be affected by, the Agency's decision or activity

- d) The nature or extent of the employee's current or intended involvement in the Agency's decision or activity.
- 4.10 [Attachment A](#) can assist NIAA staff in recognising if they have a material interest which should be disclosed. NIAA staff can complete this checklist to assess the materiality of any conflicts and determine whether to disclose and are encouraged to seek the support of their manager in assessing and managing any risk.

Non-Disclosure

- 4.11 A failure to disclose real, potential or apparent material interests may constitute a breach of the Code.
- 4.12 A breach of the Code can result in one or more sanctions under section 15(1) of the *Public Service Act 1999*, up to and including termination of employment.

5. Disclosing Conflicts of Interest

- 5.1 A checklist is provided at [Attachment A](#) to assist staff and managers in determining whether a real, potential or apparent conflict of interest exists, may arise or needs to be disclosed.
- 5.2 There is no standard list of items that must be disclosed however, staff are encouraged to think broadly about potential for conflicts and if they would consider them material interests.
- 5.3 Disclosing and appropriately managing a material interest provides staff with a record of actions and an independent management plan to ensure that decisions are transparent, fair and free from inappropriate influence.
- 5.4 Examples of personal and financial interests that may lead to conflicts of interest are provided at [Attachment B](#).

Non-SES Staff

- 5.5 Staff have an obligation to disclose material interests as soon as a real or potential conflict of interest arises and/or there is a change in circumstances which may alter the assessment of a previous disclosure.
- 5.6 Staff with a material interest must submit a Declaration of Interest form through FUSION within 14 days of becoming aware of the interest. Conflict of interest declarations must be formally revisited by managers and staff during the Engage on a Page process. This is outlined further in the [Managing Conflict of Interest Declarations](#) section of this policy.
- 5.7 When submitting the declaration, staff must consider all aspects of their role, including duties which are performed intermittently. This may include involvement in the assessment of grant funding applications, occasional delegate approvals or other decisions around grant funding.

- 5.8 If a staff member becomes aware of a material interest when provided with a task, the staff member must discuss potential management strategies with their manager upon receiving the task and resubmit their declaration via FUSION within 14 days.
- 5.9 The declaration requires employees to state any private interests, both financial and personal that could present a real or potential conflict which directly impact their role. Once the form is submitted, it will progress to the employee's manager and Branch Manager for approval.
- 5.10 Declarations should be assessed by managers on a case-by-case basis and are not intended to prevent employees from undertaking interests outside the workplace, but to ensure that any potential risk is mitigated, and any potential or real conflict is proactively managed.
- 5.11 If a staff member moves to a new position within the Agency or has a new manager, it is the responsibility of the staff member to inform their new manager of any conflict of interest declarations to allow the conflict to be managed appropriately.

SES Employees

- 5.12 Upon commencement with the NIAA, all SES employees are required to submit the NIAA Annual Disclosure and Declaration Process form to declare any real, potential or apparent conflicts of interest.
- 5.13 All SES employees are further required to submit a new NIAA Annual Disclosure and Declaration Process form in March each year and in circumstances where there is a change in:
- their responsibilities – for example the issues or subjects on which they are required to make decisions or give advice; or
 - personal circumstances that could impact upon decision-making or advice given on behalf of the NIAA.
- 5.14 The NIAA Recruitment Team manage this process on behalf of the NIAA. If you have questions around these arrangements or require advice, please email recruitment@niaa.gov.au.

6. Managing Conflicts of Interest

- 6.1 Where material conflicts of interest arise, they should be managed to appropriately mitigate the risk of a conflict influencing a staff member's actions while minimising disruptions to usual duties as much as possible.
- 6.2 There are numerous strategies to manage and mitigate against conflicts of interest and the manager and/or Branch Manager will determine the most appropriate way to mitigate the risk whilst reducing the impact on normal business operations.

Putting Strategies in Place

6.3 Risk mitigation is essential to managing conflicts of interest and the strategy put in place to manage the risk should be determined on a case by case basis. Factors that need to be considered when putting a strategy in place include:

- the type, size or currency of the personal or financial interest, real or potential:
For example: if an employee volunteered with an organisation three years ago that receives NIAA grant funding and has had no further involvement, the risk of the personal interest being a material interest and affecting their current duties may be quite low. If an employee currently volunteers with an organisation and the organisation is providing services to the NIAA, strategies would need to be considered to manage any potential conflict appropriately.
- the significance of the activity or task being carried out by the staff member or the Agency or the intended involvement of the employee in a decision:
For example: if an employee's family member is an Executive in an organisation receiving NIAA grant funding, it would be inappropriate for the employee to make decisions relating to grant funding or contractual requirements. However, the employee may be able to be involved in other more general work unrelated to the management of the grant, where there is no prospect of a material conflict arising.
- the extent to which the personal or financial interest could affect, or be affected by, the Agency's decision:
For example: if the staff member owns shares in a company which is being considered in a procurement process, their access to information submitted by competitors may increase the likelihood of their company being successful in attaining a lucrative procurement contract. In this instance, it would be inappropriate for the person to have access to information or be involved in discussions regarding that procurement process. However, the person could still be involved in assisting with other unrelated procurement processes underway in the work area.

6.4 Strategies to assist with managing conflicts of interest may include:

- ensuring the person's involvement in matters that present a conflict are removed, monitored or limited where removal is not possible (depending on the nature of the conflict)
- restricting or eliminating the staff member's involvement in related work discussions which may impact decision-making processes
- limiting the person's access to relevant information
- requesting an independent third party review the integrity of work that is connected with the conflict
- changing the scope of the work so that the staff member has no involvement with the conflict
- redistributing work to other staff in the team
- discussing the possibility of relinquishing the interest through disposal of assets,

shareholdings or ceasing their involvement with the private interests.

- 6.5 Where the conflict of interest cannot be managed and/or an effective risk mitigation strategy cannot be put in place, the person must:
- not undertake work activity that has generated the conflict
 - cease any work underway directly related to the conflict
 - in rare circumstances, consider changing roles within the Agency.

Ongoing Monitoring

- 6.6 Staff are responsible for ensuring their Declaration of Interest form is up to date and notifying their manager of any changes to their circumstances to allow their manager to effectively monitor all material conflicts of interest.
- 6.7 Once a conflict of interest has been declared, the staff member and their manager must regularly monitor the risk mitigation strategies put in place to ensure they still address the issue/s. This could involve adding additional restrictions where a conflict increases or removing restrictions where the person ceases the personal or financial interest.
- 6.8 Although strategies should be monitored regularly, managers and staff will be prompted to have a discussion during the Engage on a Page process and capture this in the Engage on a Page document. Further information regarding the [Engage on a Page](#) process can be found on the NIAA Intranet.
- 6.9 If a new conflict of interest has been identified through the Engage on a Page discussion or the staff member's situation has changed, the staff member should complete a new Declaration of Interest form and submit it via FUSION.

Record Keeping and Privacy

- 6.10 As per the *Privacy Act 1988* and the [Australian Privacy Principles \(APPs\)](#), conflict of interest declarations are considered 'sensitive information' and must be treated with the strictest confidence. NIAA staff who have access to information concerning personal or financial interests must ensure they adhere to the collection, use and disclosure requirements in the APPs, the *Archives Act 1983* and NIAA information security policies.
- 6.11 Only select staff with a clear need to access the information are provided with access to view Declaration of Interest forms submitted through FUSION. Copies of completed declaration forms are maintained on an employee's personnel file.
- 6.12 Staff and managers are responsible for documenting discussions around conflicts of interest, strategies put in place to manage conflicts and maintaining this information in line with the requirements in the APPs.

7. Engaging in Outside Employment

- 7.1 Outside employment includes paid or unpaid work such as, but not limited to:
- running a business (including as a sole-trader)
 - assisting charities, educational or not-for-profit organisations
 - maintaining a professional practice
 - acting as a tax agent
 - sitting on a Board of a company or organisation
 - holding a Director position in a company or organisation.
- 7.2 The main risk of staff engaging in outside employment is that it may create a real or potential conflict of interest. This could affect the person's ability to perform their duties or perform effectively in their role at the NIAA.
- 7.3 Requests to engage in outside employment should be assessed on a case-by-case basis with staff generally permitted to engage in outside employment where it does not:
- present a real, potential or apparent conflict in connection to their NIAA employment
 - affect the person's ability to perform their NIAA duties.
- 7.4 Staff must seek approval from their Branch Manager prior to engaging in any outside employment by using the Application to Engage in Outside Employment form on the Service Portal. This includes staff on leave, regardless of the leave period or leave type.
- 7.5 Section 5.9.4 of the [APS Values and Code of Conduct in Practice](#), states that 'outside employment that would not otherwise be appropriate is not made acceptable by being undertaken during a period of leave, whether the leave is unpaid or paid.'
- 7.6 Approval to undertake outside employment can be withdrawn if a conflict of interest subsequently arises and cannot be appropriately managed.

8. Further Information & Resources

- 8.1 If you require assistance with managing general conflicts of interest, engaging in outside employment or are seeking advice in relation to this policy, please contact the Performance and Wellbeing Team at niaabehaviourandperformanceteam@niaa.gov.au.
- 8.2 If you require assistance with conflicts relating to grant funding applications, please email **s47E(d)**.
- 8.3 The Australian Public Service Commission (APSC) offer an Ethics Advisory Service to APS employees who wish to discuss and seek advice on ethical issues that occur in the workplace. Further information can be found on the [APSC Integrity webpage](#).

8.4 For further information around accepting gifts and benefits, please view the [NIAA Gifts and Benefits Policy](#).

8.5 Further publications are available on the APSC website including:

- [APS Values and Code of Conduct in Practice](#)
- [APS Code of Conduct](#)
- [APS Values](#)
- [Employment Principles](#)

9. Revision History

Date	Version	Description	Author	Approved by
November 2021	1.0	Draft	NIAA Performance & Wellbeing	
August 2022	1.1	Processes updated to reflect FUSION Col declarations	NIAA Performance & Wellbeing	s22

Attachment A – Checklist for Assessing Conflict of Interests

This checklist can assist NIAA staff in recognizing if they have a material interest which should be disclosed. NIAA staff can complete this checklist to assess the materiality of any conflicts and determine whether to disclose and seek the support of their manager in assessing and managing any risk.

If NIAA staff have a material interest to declare, they must discuss it with their manager and complete the Conflict of Interest Declaration form through FUSION. Once completed, the New Conflict Declaration form will be forwarded to their manager and Branch Manager for approval. A copy of the form will be placed on their personnel file.

	Yes	No
Do you have a family/private business or partnership that may have dealings with NIAA? This may include both for-profit and not-for-profit organisations?		
Are you associated with any trusts or nominee companies that may have dealings or other interactions with NIAA?		
Do you undertake outside employment (paid or volunteer)?		
Do you sit on a Board or provide any services to an organisation, such as secretariat duties or other paid/unpaid duties that may have dealings or other interactions with NIAA?		
If you or your family members directly own shares (including holding companies and subsidiary companies), do you have duties requiring decisions on contracts with, or concessions for, that company where that may have dealings or other interactions with NIAA?		
Have you or any member of your family received any gifts (in money or otherwise) from a person, company or body that is likely to be directly affected by the work you undertake in NIAA?		
Are you responsible for any procurement or contract management where you have a close personal relationship with the supplier/s? Relationships may be business or personal (family, social, cultural).		
Do you have a relationship with an employee of a law firm that is appearing against NIAA in a matter or is having work awarded to them by NIAA?		
Do you have supervisory responsibility over an employee with whom you have a close personal relationship?		

Attachment B - Examples of Conflicts of Interest

There is no exhaustive list of items that must be disclosed however some examples of real, potential or apparent conflicts of interest relevant to NIAA employees may include, but are not limited to:

Description	Example
Personal Interests	
Family or other personal relationships have an interest in a government matter an employee is working on.	<ul style="list-style-type: none"> • An employee's family member owns a business that receives NIAA grant funding. This may include both for-profit and not-for-profit organisations. • An employee is involved in the decision to award an NIAA grant to a community group or service provider to which the employee, a family member or other close associate belongs. • An employee or their family or friend is a Director of a company that could be significantly affected by decisions being considered in the employee's area of work. • An employee is involved in assessing tenders from companies in which the employee or a member of the employee's family has a financial interest. • An employee is assisting an organisation with an application for NIAA grant funding.
A close friend or social associate applies for a job or procurement contract where an employee is on the assessment panel.	<ul style="list-style-type: none"> • An employee is on a recruitment selection panel presiding over a position and they have (or had previously) a personal relationship with an applicant. • An employee attends an event hosted by a potential applicant. • An employee accepts a gift or benefit from a potential applicant.
Close personal relationships (including romantic) in the workplace where there is potential for interaction.	<ul style="list-style-type: none"> • An employee's spouse works in a different team but there is a possibility they may interact professionally due to the nature of their work areas. This may give rise to concerns about favouritism or preferential treatment.
An affiliation with for-profit and not-for-profit organisations. These include sporting bodies, social or cultural groups, clubs and associations.	<ul style="list-style-type: none"> • An employee has close ties with, or may undertake volunteer work, with a not-for-profit organisation or group that receive NIAA grant funding. • An employee (or their family or close associate) is a Director or Board Member of an organisation receiving NIAA grant funding.
An affiliation with political parties, lobbyists groups or professional organisations. This is particularly the case for organisations that conflict with an employee's Agency duties.	<ul style="list-style-type: none"> • An employee is a member of a political party, regularly engaging in campaign events. • An employee is a member of a lobby group while working in a related area in the NIAA. • An employee is close friends and meets regularly with registered political parties or registered lobbyists. This may include membership or volunteering for a party or group.

<p>Nomination or standing for public office or other relevant position.</p>	<ul style="list-style-type: none"> • An employee decides to run in an election. • An employee is elected to a body where a conflict may arise (for example, a board or council with involvement in Indigenous issues).
<p>Personal history with another State or Territory Department or organisation.</p>	<ul style="list-style-type: none"> • An employee has left a previous position with an organisation and has some responsibility for a government initiative that that organisation is seeking to participate in.
<p>Financial Interests</p>	
<p>A secondary employment commitment, particularly those that relate to the functions of the Agency.</p>	<ul style="list-style-type: none"> • An employee undertakes outside work for a business that has a contract with the NIAA or is likely to seek such a contract. • An employee runs a business which impacts their ability to perform their duties.
<p>Significant financial and economic interests in an entity that has dealings with the Agency.</p>	<ul style="list-style-type: none"> • An employee holds shares or is a Director in a family company that could be significantly affected by policy changes being considered in the employee’s area of work. • An employee is a shareholder of a company that could be positively impacted by a procurement process being undertaken in the employee’s work area. • An employee holds shares in a company which is applying for or receiving NIAA grant funding.
<p>Accepted gifts, benefits, hospitality from private businesses and potential contractors.</p>	<ul style="list-style-type: none"> • An employee accepts a free lunch or other gifts from a company who is looking to provide services to the NIAA.



Conflict of Interest Declaration Form (COI)

This form must be completed by ALL panel members prior to commencing shortlisting to declare any real, perceived or potential conflicts of interest (COI) for internally or externally advertised processes. This form must be completed even in the event there are no conflicts of interest to declare.

Declaring a COI ensures that the Panel and Delegate are aware of any conflicts so they can be managed appropriately. A COI could include, but is not limited to:

- A relationship with a candidate (professional or personal - including friends, family, social or cultural) both past or present.
- You, or a person who you have a relationship with, directly or indirectly benefiting from a selection outcome.

JOB DETAILS	
Job Reference number:	
Job Title:	
Group/Branch:	

PANEL MEMBER DETAILS	
Name:	
Classification:	
Role in Selection Process:	



Conflict of Interest Details

Please indicate:

- I do not have any conflicts to declare – please arrange for your delegate to approve; or
- I have conflicts to declare – please complete the details below, advise of a proposed method for managing the conflict & arrange for your delegate to approve.

Who and what is the nature of the conflict of interest? <i>Please list the candidate/s name and the nature of the conflict below.</i>	
Name of Candidate:	Nature of Conflict:

How do you propose to manage the conflict of interest? <i>Detail below the steps you are going to take to ensure that the conflict of interest is managed. For example:</i>
<ul style="list-style-type: none"> • Allow other panel members to lead the assessment and deliberation of candidates mentioned above • Remove yourself from assessing the individual applicant (e.g. family member).

Delegate Approval

The delegate for the selection process must endorse the COI declaration for each panel member prior to the selection process progressing. This is to ensure the conflict/s identified above can and are managed appropriately by the panel.

DELEGATE DETAILS	
Full Name:	
Date:	
Signature:	
Comments:	

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Conflict of Interest (COI) Declaration Form

This form must be completed by **all panel members and approved by the delegate** prior to commencing shortlisting for externally advertised recruitment processes. It ensures transparency and integrity by identifying and managing any real or perceived conflicts of interest.

If a panel member or the delegate is listed as a referee for a candidate, a referee report must be completed before reviewing any applications.

For more information, you can review the [Conflict of Interest Policy](#).

Job Details

Job Reference Number	NIAA/2025/XXX
Job Title	
Group/Branch	

Panel Member Details

Name	
Classification	
Role in Selection Process	i.e. independent panel member, panel chair, panel member
Signature	(electronic signatures are acceptable)
Date	

Definitions

Conflicts of interest to consider include (but are not limited to):

Real Conflicts of Interest	Perceived Conflicts of Interest
<p>Definition: Direct conflict between a person's responsibilities and their personal or financial interests.</p> <ul style="list-style-type: none"> Family or personal relationship with a candidate Financial interest relating to either a candidate or the selection outcome. 	<p>Definition: A view could be formed that the personal or financial interest could improperly influence the performance of public duties including perception that the decision has influenced.</p> <ul style="list-style-type: none"> Current or previous working relationship with a candidate Professional interactions with a candidate.



Conflict of Interest Declaration

Please select one:

- I **do not** have any conflicts of interest to declare.
- I **have** a conflict of interest to declare (real or perceived). **Complete the section below.**

Details of Conflict

Name of Candidate	Nature of Conflict

Proposed Management Strategy

Please outline how the conflict will be managed. Examples include:

- Allowing other panel members to lead the assessment and deliberation of the candidate.
- Removing yourself from assessing the candidate.

Delegate Approval (SES Band 1 and above)

The delegate is the SES Band 1 or above from the area of the vacancy being filled.

The delegate must:

- review the list of candidates who applied.
- review and endorse each panel member’s COI declaration before shortlisting commences.
- declare if they have any real or perceived conflicts of interest in relation to any candidates who applied.

Note: If you have a **real conflict of interest**, you must remove yourself from the process and a higher-level delegate (e.g. relevant Group Manager or Deputy CEO) must be appointed.

Delegate Conflict of Interest Declaration

Please select one:

- I **do not** have any conflicts of interest.
- I **have** a **perceived** conflict of interest. **Please detail in the section below.**

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If you have any questions on declaring or managing conflicts of interest, please contact the [Recruitment Team](#) for advice.

Delegate Acknowledgement

As the authorised delegate:

- I endorse the panel members COI declaration.
- I do not have a real conflict of interest with any candidate.
- I have declared any perceived conflicts of interest.

Full Name	
Signature	
Date	
Comments:	



Working with Aboriginal and Torres Strait Islander peoples

Selection Report

Non-SES

Vacancy Details

Job Reference Number:	NIAA/2023/XXX
Job Title:	
Group / Branch / Section:	
Location(s):	
Advertised Classification/s:	
Advertising Period:	
Number of Applications Received:	
Number of Candidates Shortlisted for Interview/Further Assessment:	
Scribe Provider and Name (if used):	
Was this role advertised as an Affirmative Measure Position?:	

Selection Panel Recommendations

The panel recommends the following candidates be placed in the merit pool at the following classification and locations;

APSX Classification: Location	APSX Classification: Location

Panel Approvals

As a panel member for this process:

- ✓ I confirm I have completed the required NIAA recruitment training ahead of participation on the panel.
- ✓ I confirm I have completed a Conflict of Interest (COI) form and it was signed by the delegate prior to assessing any candidates.
- ✓ I confirm that I have reviewed the selection report including any attachments and the panel recommendations.
- ✓ I agree with the panel’s recommendations and that the process has been fair and transparent.

Please note: All NIAA selection panels must include:

- Gender diversity;
- An independent panel member from outside the Group. This can also be someone from a different agency; and
- At least one panel member must identify as an Aboriginal and/or Torres Strait Islander person (unless there are exceptional circumstances approved by the Chief Operating Officer).

The chairperson of the selection panel must be at a minimum, substantively one classification level above the advertised position’s classification level. For example, if the role being filled is an APS 6 classification, the chairperson must be a substantive EL1 or above. All other selection panel members must be at a minimum, the same substantive classification as the advertised vacancy.

Chair of Panel	
Name:	
Group:	
Classification:	
Signature:	
Date:	

Panel Member 1	
Name:	
Group:	
Classification:	
Signature:	
Date:	

Independent Panel Member	
Name:	
Group:	
Classification:	
Signature:	
Date:	

RECRUITMENT TEAM REVIEW

As a representative of the Recruitment Team:

- ✓ I confirm that I have reviewed the selection report including any attachments and the panel recommendations.
- ✓ I confirm that the selection process appears to meet principles of merit.
- ✓ I confirm that the panel’s recommendations are supported by the selection report, and the process appears to be fair and transparent.

Recruitment Team	
Recruitment Officer Name:	
Signature:	
Date:	
Comments:	

DELEGATE APPROVAL

As the Delegate for this process, I agree with the panel’s recommendations and that the process is fair and transparent. I confirm that I have reviewed the panel recommendations and the attachments listed below:

- ✓ Conflict of Interest (COI) Declaration Forms for all panel members have been signed and attached **(Attachment A)**
- ✓ Shortlisting assessment report **(Attachment B)**
- ✓ Referee reports **(Attachment C)** (If applicable)
- ✓ Candidate Pack **(Attachment D)** (If applicable)

Delegate Details	
Name:	
Signature:	
Date:	
Classification:	
Comments:	

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RATING SCALE AND DEFINITION

Overall Suitability

All candidates that progressed to interview/further assessment **must** be included in the comparative table below with individual ratings assigned against the selection criteria and provided with an overall rating of either **Suitable** or **Not Suitable**.

Please note that all candidates rated as Suitable, will be included in the merit pool & are eligible to be offered a position at the classification level, over a 12 month period (from when the role was advertised). If you do not feel comfortable with a candidate who has been deemed "Suitable" as being eligible to receive an offer, you may need to re-assess their overall suitability at the classification.

Interview Ratings

The Rating Scale below is to reflect the candidate’s interview/further assessment performance against the assessment criteria. All NIAA selection processes will include an Identified selection criteria (option 1, 2 or 3) that assesses candidate’s cultural competency in relation to understanding and awareness of Aboriginal and Torres Strait Islander matters.

It is expected that all potential NIAA engagements into or within NIAA demonstrate at a minimum an understanding of the issues affecting Aboriginal and/or Torres Strait Islander people, and have an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander people. This means that candidates rated as overall Suitable must also have been found Suitable against the cultural competency selection criteria. An individual rating of Requires Development or Not Suitable for the cultural competency criteria would result in an overall assessment of ‘Not Suitable; for the candidate.

Please note that if a candidate receives more than two ‘RD’ ratings against the individual selection criteria (with the exception of the Identified / Cultural Competency which is outlined above), then they are not to be considered as suitable.

Rating Scale and Definition:

Suitable	‘S’ - The candidate demonstrates the minimum suitability requirements for the role. They possess the skills, knowledge, experience and qualifications to perform the role. They are a good fit for the role and the workplace, would be able to perform the role at an acceptable level with minimal supervision, and have a demonstrated history of relevant achievement and performance.
Requires Development	‘RD’ - The candidate demonstrates some skills, knowledge and experience to perform the role and has the real potential to develop within a short period of time.
Not Suitable	‘NS’ - The candidate does not demonstrate, or does not have the real potential to develop within a short period of time, the required motivation, skills, knowledge, experience and qualifications to perform the role. They are not a good fit for the role or the workplace, would not be able to perform the role at an acceptable level with minimal supervision, and do not have a demonstrated history of relevant achievement and performance.

COMPARATIVE ASSESSMENT

Comparative Assessment						
Rating Scale for individual selection criteria: Suitable / Requires Development / Not Suitable						
Candidate Name	Assessment Criteria					Overall Suitability
	<i>Criteria 1</i>	<i>Criteria 2</i>	<i>Criteria 3</i>	<i>Criteria 4</i>	<i>Criteria 5</i>	Suitable / Not Suitable

- List withdrawn applicants here

INDIVIDUAL ASSESSMENTS

Suitable Candidates

Candidate Name:

Recommendation:

Not Suitable Candidates

Candidate name:

Recommendation:

INTERVIEW QUESTIONS

Question 1.

Question 2.

Question 3.

Question 4.

Attachment A

Conflict of Interest (COI) Declaration Forms

Attachment B

Shortlisting Assessment Report

Attachment C

Referee Reports

Attachment D

Candidate Pack



Working with Aboriginal and Torres Strait Islander peoples

OFFICIAL: SENSITIVE

Selection Report

NIAA/2024/XXX (AMI/AMD) – [Job title]

VACANCY DETAILS	
Job Reference Number	NIAA/2026/XXX
Job Title	
Group / Branch / Section	
Location(s)	
Advertised Classification(s)	
Number of Applications Received	
Number of Candidates Shortlisted for Interview/Further Assessment	
Number of Candidates Withdrawn	
Scribe Provider and Name (if used)	
Was this Role Advertised as an Affirmative Measures Position	Yes/No If Yes - Indigenous/Disability

Selection Panel Recommendations

The panel recommends the following candidates be offered a position at the following classification(s), locations and streams (where applicable): **(delete table if not applicable)**

XX Classification:	XX Classification: (delete column if not applicable)
John Smith (Policy, Canberra)	

The panel recommends the following candidates be placed in the merit pool at the following classification(s), locations and streams (where applicable): **(delete table if not applicable)**

XX(e.g.APS5) Classification:	XX Classification: (delete column if not applicable)
Jane Grey (Program Management, Brisbane)	

**If candidates found suitable for multiple classifications, please indicate by putting their name under each individual classification column.*

OFFICIAL: SENSITIVE



Panel Approvals

Please note: All NIAA selection panels must include:

- Gender diversity;
- An independent panel member from outside the Group. This can also be someone from a different agency; and
- At least one panel member must identify as an Aboriginal and/or Torres Strait Islander person (unless there are exceptional circumstances approved by the Corporate Group Manager).

The chairperson of the selection panel must be at a minimum, substantively one classification level above the advertised position’s classification level. For example, if the role being filled is an APS 6 classification, the chairperson must be a substantive EL1 or above. All other selection panel members must be at a minimum, the same substantive classification as the advertised vacancy.

Chair of the Panel

As a panel member for this process:

- ✓ I confirm I have completed the required NIAA recruitment training ahead of participation on the panel.
- ✓ I confirm I have completed a Conflict of Interest (COI) form and it was signed by the delegate prior to assessing any candidates.
- ✓ I confirm that I have reviewed the selection report including any attachments and the panel recommendations.
- ✓ I agree with the panel’s recommendations and that the process has been fair and transparent.

Full Name:		Group:	
		Classification:	
Signature:		Date:	Click or tap to enter a date.

Panel Member

As a panel member for this process:

- ✓ I confirm I have completed the required NIAA recruitment training ahead of participation on the panel.
- ✓ I confirm I have completed a Conflict of Interest (COI) form and it was signed by the delegate prior to assessing any candidates.
- ✓ I confirm that I have reviewed the selection report including any attachments and the panel recommendations.
- ✓ I agree with the panel’s recommendations and that the process has been fair and transparent.

Full Name:		Group:	
		Classification:	
Signature:		Date:	Click or tap to enter a date.

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Panel Member

As a panel member for this process:

- ✓ I confirm I have completed the required NIAA recruitment training ahead of participation on the panel.
- ✓ I confirm I have completed a Conflict of Interest (COI) form and it was signed by the delegate prior to assessing any candidates.
- ✓ I confirm that I have reviewed the selection report including any attachments and the panel recommendations.
- ✓ I agree with the panel's recommendations and that the process has been fair and transparent.

Full Name:		Group:	
		Classification:	
Signature:		Date:	Click or tap to enter a date.

Recruitment Team Review

Recruitment Team Review

As a representative of the Recruitment Team:

- ✓ I confirm that I have reviewed the selection report for completeness including any attachments.
- ✓ I confirm that the selection panel composition is compliant with the NIAA recruitment Policy.
- ✓ I confirm that the selection report has been prepared in compliance with the relevant legislation, and the process appears to be fair and transparent.

Name		Classification:	
Signature:		Date:	Click or tap to enter a date.
Comments:			

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Delegate Approval

DELEGATE APPROVAL

- APS level 1- APS level 4 recruitment processes – Executive Level 2 and above
- APS level 5 – Executive Level 2 recruitment processes – SES B1 and above

As the Delegate for this recruitment process, I agree with the panel's recommendations and that the process is fair and transparent.

I confirm that I have reviewed and considered the selection report and the attachments listed below:

- ✓ Conflict of Interest (COI) Declaration Forms for all panel members have been delegate signed and attached **(Attachment A)**
- ✓ Shortlisting assessment report **(Attachment B)**
- ✓ Referee reports **(Attachment C)**
- ✓ Candidate Pack **(Attachment D)**
- ✓ Required Evidence **(Attachment E)** (If applicable) – Affirmative Measure Indigenous and Affirmative Measure Disability Positions only.

Comments:

Name:

Classification:

Signature:

Date:

Click or tap to enter a date.

Rating Scale and Definition

Overall Suitability

All candidates that progressed to interview/further assessment must be included in the comparative table below with individual ratings assigned against the selection criteria and provided with an overall rating of either **Suitable** or **Not Suitable**.

Please note that all candidates rated as Suitable, will be included in the merit pool and are eligible to be offered a position at the classification level, over a 18 month period (from when the role was advertised). If you do not support a candidate who has been deemed "Suitable" as being eligible to receive an offer, you may need to re-assess their overall suitability at the classification.

Interview Ratings

The Rating Scale below is to reflect the candidate's interview/further assessment performance against the assessment criteria. All NIAA selection processes will include an Identified selection criteria that assesses candidate's cultural competency in relation to understanding and awareness of Aboriginal and Torres Strait Islander matters.

It is expected that all potential NIAA engagements into or within NIAA demonstrate at a minimum an understanding of the issues affecting Aboriginal and/or Torres Strait Islander people, and have an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander people. This means that candidates rated as overall Suitable must also have been found Suitable against the cultural competency selection



criteria. An individual rating of Requires Development or Not Suitable for the cultural competency criteria would result in an overall assessment of 'Not Suitable' for the candidate.

Please note that candidates should be able to suitably demonstrate capability for at least 60% of the criteria being assessed. This means if a candidate receives more than two (40%) 'RD' ratings or any 'NS' ratings against the individual selection criteria (with the exception of the Identified / Cultural Competency which is outlined above), then they are considered Not Suitable.

Use of this document

RED text is for customisation and filling by the panel/scribe. **PURPLE text** is intended as guidance and should be deleted prior to the report being finalised.



Comparative Assessment

Individual Criteria Assessment		Overall Suitability Assessment	
Suitable	'S' - The candidate demonstrates the skills, knowledge, experience and qualifications to perform the role. They are a good fit for the role and the workplace, would be able to perform the role at an acceptable level with minimal supervision, and have a demonstrated history of relevant achievement and performance.	Suitable	The candidate demonstrates, or has the real potential to develop within a short period of time, the required motivation, skills, knowledge, experience and qualifications to perform the role. They are a good fit for the role and the workplace, would be able to perform the role at an acceptable level with minimal supervision, and have a demonstrated history of relevant achievement and performance
Requires Development	'RD' - The candidate demonstrates some skills, knowledge and experience to reform the role and has the real potential to develop within a short period of time.	Not Suitable	The candidate does not demonstrate, or does not have the real potential to develop within a short period of time, the required motivation, skills, knowledge, experience and qualifications to perform the role. They are not a good fit for the role or the workplace, would not be able to perform the role at an acceptable level with minimal supervision, and do not have a demonstrated history of relevant achievement and performance.
Not Suitable	'NS' - The candidate does not demonstrate, or does not have the real potential to develop within a short period of time, the required motivation, skills, knowledge, experience and qualifications to perform the role. They are not a good fit for the role or the workplace, would not be able to perform the role at an acceptable level with minimal supervision, and do not have a demonstrated history of relevant achievement and performance.		

Candidate Name (listed in alphabetical order)	Assessment Criteria				Overall Suitability	
	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Cultural Capability	Suitable / Not Suitable

Withdrew: Please list any candidates that have withdrawn following shortlisting.



Individual Assessments - Suitable Candidates

A detailed assessment summary of each candidate and an overview of their overall performance throughout the recruitment process is required to form an Individual Assessment. This includes an assessment of the candidate's one page pitch and CV/resume, performance at interview/further assessment, referee reports and any further assessments such as work sample (if undertaken). The individual assessment of each candidate should include analysis of the candidate's performance against the selection criteria and an assessment of their strengths and areas for development. It is critical that the individual write ups are detailed and defensible, to ensure we have sufficient information should an appeal be lodged. Please note individual assessments can be requested by the candidate for feedback purposes and panels should ensure the content contained within is accurate and appropriate for developmental purposes. Assessments should be in alphabetical order.

Candidate name: **XX**

Recommendation	Suitable Position Level and Title
Overall Assessment	e.g. Overall, the Panel agreed that the combination of XX written application, performance at interview and referee check demonstrated suitable claims against the required selection criteria. The Panel assessed XX as Suitable at the EL1 Classification and recommend they have the required capability, skills and experience for ...

What to include in an Individual Assessment:

1. Provide brief summary on the candidate's current/recent role and experience/skills transferable to the advertised role.
2. Provide a brief summary on how the candidate presented at interview (*<Candidate Name> presented as a capable and invested candidate at interview, impressing the Panel with clear and concise responses that enhanced their strong written pitch.*)
3. For **each question** provide a paragraph that addresses the following:
 - a. Summary of the example the candidate used (e.g. *Mr Jones described a time when he ...*)
 - b. A summary of the panels assessment (e.g. *the panel agreed that this response suitably demonstrated Ms Hodge's stakeholder engagement, OR the that Ms Hodge's response required development and could have been improved...*)
 - c. Could the candidate have improved the answer in any way? (e.g. *Mrs Smith could have improved her response by using the STAR method to clearly outline their role and responsibility in the scenario*)
4. If there was further assessment i.e. work sample test, you will need to write a paragraph outlining that assessment.
5. A summary of Referee comments e.g. *Referee comments strongly support <Candidate Name> application and the panel's assessment of their suitability, identifying his/her strategic mind, well-considered and thought-out work and ability to develop relationships as key strengths.*



Individual Assessments - Not Suitable Candidates

Candidate name: **XX**

Recommendation	Not Suitable Position Level and Title
Overall Assessment	e.g. Overall, the Panel agreed that while XXX is clearly experienced, especially around community governance, it was not articulated well at interview. The Panel assessed his Cultural Competency, Personal Drive and Productive Working Relationship, as Suitable. XXX is encouraged to use more specific examples to demonstrate his Strategic Thinking and ability to Achieve Results and review the STAR interview technique for future interviews. The Panel assessed XXX as Not Suitable for the role of... XXX ...on this occasion.

What to include in an Individual Assessment:

1. Provide brief summary on the candidate's current/recent role and experience/skills transferable to the advertised role.
2. Provide a brief summary on how the candidate presented at interview (*<Candidate Name> presented as a capable and invested candidate at interview, impressing the Panel with clear and concise responses that enhanced their strong written pitch.*)
3. For **each question** provide a paragraph that addresses the following:
 - d. Summary of the example the candidate used (e.g. *Mr Jones described a time when he ...*)
 - e. A summary of the panels assessment (e.g. *the panel agreed that this response suitably demonstrated Ms Hodge's stakeholder engagement, OR the that Ms Hodge's response required development and could have been improved...*)
 - f. Could the candidate have improved the answer in any way? (e.g. *Mrs Smith could have improved her response by using the STAR method to clearly outline their role and responsibility in the scenario*)
4. If there was further assessment i.e. work sample test, you will need to write a paragraph outlining that assessment.
5. Provide a summary of why referee comments were/were not sought. (e.g. *Referee comments were not sought for <Candidate Name> due to their competitiveness in the recruitment round.*)



Interview Questions

Selection Criteria	Interview Question
Outline for each question which criteria is being assessed	Question 1:
	Question 2:
	Question 3:
	Question 4:
	Question 5:

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Attachment A - Conflict of Interest (COI) Declaration Forms

Attachment B - Shortlisting Assessment Report

Attachment C - Referee Reports

Attachment D - Candidate Pack

Attachment E - Required Evidence **(delete if not applicable)**

If applicable to your vacancy, please attach/insert the relevant evidence from candidates outlining their Evidence of Aboriginal or Torres Strait Islander status (Affirmative Measure – Indigenous) or Evidence of disability (Affirmative Measure – Disability) here (noting this information is recommended to be obtained by the panel as part of the further assessment process). *Please note this is only applicable for vacancies advertised as an Affirmative Measures Role.*

Note from the panel: This information was uploaded by all candidates at the time of application and was available to, and reviewed by, all panel members during the shortlisting process. This information can be found in the packaged application files in eRecruit.

