

Victoria Police Manual

General Category – Human Resource Management

Topic – Mobility of Employees

VPM Instruction

306-10 Transfer and promotion (unsworn)

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1. Policy

In accordance with public sector management and employment principles and minimum prescribed standards, employment processes must ensure that:

- decisions are based on merit
- transfer and promotion of employees is on the basis of relative efficiency in relation to the position involved
- all employees are treated fairly and reasonably
- equal employment opportunity is provided
- employees have a reasonable avenue of redress against unfair or unreasonable treatment.

2. References

- *Public Administration Act 2004*
- VPM 301-3 – Employment security checks
- VPM 303-1 – Remuneration policy
- VPM 306-9 – Mobility (VPS) – under development
- VPM 310-4 – Grievances
- Personnel delegation no. DU 2.1 – appointments - advertisement of vacancies
- Personnel delegation no. DU 2.2 – appointments – approve appointment

3. Definitions

KSC – means key selection criteria as contained in position description.

Merit – is defined as the extent to which each applicant has:

- the skills, knowledge, experience, past performance and other personal qualities relevant to the work
- demonstrated good conduct appropriate to public sector employment
- potential for further development in the agency.

Also refer to the general VPM Dictionary for definitions and acronyms

4. Requirements

Selection panel members and delegates are responsible for ensuring:

- selection criteria relevant to the work to be performed are bias free, documented and made available to all applicants
- all vacancies for executive and on-going employment are advertised except where an exemption from advertisement is granted in the following circumstances –
 - where the agency head certifies there is no breach of merit and equity
 - to employ members of disadvantaged groups declared by the Commissioner for Public Employment
 - where the agency head directs an employee be reassigned at level
- the applicant's skills, knowledge and abilities relevant to the work are fairly assessed
- selection methods are relevant to the work and their application is free from unlawful discrimination, patronage and nepotism
- decisions and processes provide procedural fairness
- decisions are documented and capable of review
- confidentiality is maintained
- selection process proceeds expeditiously

5. Vacancies

5.1 Initial action when a vacancy occurs

5.1.1 *Review the vacancy*

Nature of the position

A vacancy may occur as a result of a position creation or the promotion or resignation etc. of the former incumbent of the position. The Workplace Manager must consider initiating a suitable and effective selection process. Managers should consider the following, having regard to current Victoria Police policies (i.e. establishment control and occupancy management policy, remuneration policy):

- is the position required?
- is there budget capacity to fill the position at its current level and status (is part-time an option)?
- is the position operating effectively and efficiently in the current structure?
- what future policy or issues impact on the decision to advertise the vacancy? e.g. future reviews, restructure, industrial relations issues
- do the position accountabilities accurately reflect the role?

Type of position required

Workplace Managers should also consider the current and future demands of the work environment when determining the selection and/or appointment method. Determine if the position should be ongoing, fixed term, part time or casual. See section 5, VPM 301-1 (forms of employment) and VPM 302-4 (part time employment) for further information.

Establishment action

In all cases, the Establishment Action form [Form 1148] must be completed and submitted to the Department Manager who must either:

- concur with the content and e-mail to the Workforce Planning Division, HRD for further action
or
- contact the Divisional Manager and advise that the position will not be advertised and that resources may be redistributed from another area within Victoria Police. HRD coordinates this process.

5.1.2 *Review the position description*

The Workplace Manager should consider the following when reviewing the position description:

- do the position duties, qualifications and KSC accurately detail management's expectations of the position?
- will the KSC attract the widest, most suitable applicant field?
- are the reporting arrangements accurate?
- will the KSC allow an effective assessment of the relative skills and experience of applicants during the selection process?

5.1.3 *Variations to position description*

- Variations to the position description may impact upon the classification of the vacant position and/or other positions within the Victoria Police. A proposal to vary a position description must be discussed with the relevant personnel officer. They ensure the appropriate classification process occurs, including delegate's approval prior to advertisement.
- Variations to position descriptions must be approved by Organisation Alignment, HRD.

5.1.4 *Options for advertisement***General**

It is good management practice to give thought to the method of advertisement in order to attract the widest, most suitable applicant field. Advertisements must contain the following:

- appointments will generally be to the base of the VPS Grade
- position involves a security clearance, which will include fingerprinting.

Internal advertisement

Unless exempted under section 5.1.5, all ongoing vacancies must be advertised on the Victoria government careers website. In addition, a vacancy may be placed on staff notice boards, staff mess rooms etc.

External advertisement

- Where it is considered necessary to attract a wider field of applicants, a position may also be advertised in media such as newspapers (local, state or national publications).

- Search consultants or employment agencies may be an option for a wider or particularly specialised applicant field. However, agency costs should be considered before pursuing this option.
- Consider including in the advertisement some of the following marketable features of Victoria Police as an employer:
 - a large organisation with career opportunities
 - prominent community involvement
 - flexible working arrangements
 - gymnasium
 - salary packaging
 - central and regional locations

5.1.5 *Exemptions from advertisement*

Approval

The Chief Commissioner only has the power to exempt vacancies from advertisement provided they are satisfied that the minimum standards of the merit and equity principles are met. Where it is proposed of appointing to a vacancy without advertisement, a business case must be submitted through the Organisation Alignment Branch (OAB), HRD, to the Chief Commissioner for their decision.

Criteria

A vacancy may be considered exempt from advertisement if the circumstances meet one of the following criteria and the proposed appointee is assessed as clearly meeting all the requirements of the position:

- **progression is based on competence assessment (automatic progression)** – the position is in an occupational category where they are entitled to automatic progression through classification (e.g. Forensic Officers)
- **vacancy is due to reclassification** – the position has been formally reclassified due to a significant shift in work value; in a specialised area of work; the incumbent is recognised as satisfactorily discharging all the requirements of the position; and advertisement is unlikely to attract a more suitable applicant
- **vacancy is an identical vacancy** – the vacancy is identical to a vacancy, which has been advertised within the last three months
- **vacancy has been recently advertised** – the vacancy has been advertised within the last three months and attracted a limited qualified applicant field and/or has a history of recruitment difficulties
- **vacancy has specialised duties** – the vacancy has duties and qualification requirements that are of a specialised nature peculiar to the Department and the appointee is the only employee possessing the specialised qualifications
- **appointee has completed a traineeship** – the vacancy is at the level of VPS Grade and the individual has successfully completed a traineeship within the Department
- **fixed-term position which has become ongoing** – the individual has been merit selected for a temporary vacancy that was advertised external to Victoria Police and after being employed in the position for at least 12 months, the position becomes an ongoing vacancy
- **appointee is a member of a disadvantaged group** - disadvantaged groups are identified as people with disabilities, or Aboriginal and Torres Strait Islanders or young people aged 16-20 years who have successfully completed a youth traineeship.

5.1.6 Arranging advertisement of the vacancy

- The relevant personnel officer is to assist with the preparation of the advertisement and can suggest suitable methods of advertisement. All advertisements on both Victorian government careers website and the press must be coordinated through the Attraction and Cultural Development Division, HRD.
- For all advertisements the full salary range must be included. Whilst it is policy that applicants will be appointed at the minimum of the salary range applicable to the position, there may be instances where the base salary is unlikely to attract the desired applicant field. Refer to the remuneration policy VPM 303-1 for further details in regard to commencing salaries
- Closing dates for applications must be two weeks from date of advertisement. However, the delegate can approve a closing date of one week

5.1.7 Applications for the advertised vacancy

Responsibilities

- Applications will generally be directed to the relevant personnel officer.
- The personnel officer will on receipt, or as soon as possible after the applications closing date will acknowledge all applications. As soon as possible after the closing date, they will advise the delegate that the advertisement is formally closed and will provide the following:
 - an Applicant Details summary page
 - individual applications and resumes
 - security clearance forms (see VPM 301-3)

Late applications

- Late applications may be considered but are not automatically accepted. Individuals wishing to make a late application for an advertised vacancy must contact the personnel officer.
- As part of the deliberations, they will recommend to the delegate to reject or accept a late application depending on the circumstances. The delegate will consider the recommendation and whether an expression of interest was made prior to the closing date before following up with an application.

Withdrawal of application

- An individual must notify the personnel officer if they wish to withdraw their application for an advertised vacancy. The withdrawal must be in writing.
- The personnel officer must provide immediate advice of the withdrawal to the delegate who will advise the panel convenor.

6. Selection

6.1 Establishment of selection panel

6.1.1 *Appointment of panel*

- The delegate responsible for the appointment to the vacancy must appoint the selection panel convenor.
- The panel convenor must select the other panel members in consultation with the delegate.
- It is good management practice that the delegate should not be a panel member as this enhances actual and perceived independence, fairness and neutrality in the selection process.

6.1.2 *Composition of panel*

Requirements

The panel should:

- be selected to ensure Victoria Police diversity principles are met, e.g. where female applicants are interviewed a female panel member must be included on the selection panel
- consist of two or more members (including the panel convenor) depending on the applicant field
- be of an equivalent level or higher than the vacancy
- include an individual who is independent or neutral to the area and is familiar with effective selection processes e.g. a representative from another work area or a Human Resources representative.

Qualifications

- Panel convenors:
 - Must be an employee with direct management responsibilities for, or closely familiar with, the position which is vacant
 - are expected to have training and/or experience in selection techniques
 - are expected to have a knowledge of the essential skills and qualities expected of a person to effectively carry out the duties of the position and to convey this information to the other panel members.
- Panel member may be chosen on the basis of their:
 - training and/or experience in selection techniques
 - ability to contribute equally to the selection process
 - and/or
 - knowledge and/or understanding of the local area and the vacancy's responsibilities

6.2 Selection panel responsibilities

6.2.1 *Panel convenor*

Responsible for:

- the conduct and activities of the panel

- ensuring the principles and minimum standards for selecting on merit are followed
- constituting the selection panel in accordance with this policy
- ensuring all panel members are aware of the selection policy
- coordinating the shortlisting of applicants for interview
- ensuring that applicants are interviewed and assessed against the KSC
- ensuring the security checks and appropriate referee checks are conducted
- completing the selection report
- advising the shortlisted applicants of selection and offering post application feedback
- ensuring all remaining applicants receive advice of the selection decision
- ensuring the recommended applicant is appointed by the relevant delegate.

6.2.2 Panel members

Responsible for:

- examining the qualifications and KSC contained in the position description
- examining applications in detail
- confirming the qualifications of the applicants against the position requirements
- assessing the relative efficiency of each applicant against the KSC
- seeking to reach consensus regarding which applicant, if any, should be recommended for appointment

6.3 Selection process

6.3.1 Consideration of referred redeployees

- The Force Redeployment Group, HRD, has the role of identifying suitable employment opportunities for surplus employees and arranging appropriate referrals to vacant positions within Victoria Police and throughout the Victorian Public Service. All advertised vacancies are considered by the Force Redeployment Group for possible redeployee referral. Where there is referral, the selection panel must consider and formally assess the redeployee against the KSC prior to the other applicants.
- To determine suitability, the redeployee must be capable of performing the duties of the position, or would be capable of doing so with reasonable training. If suitability is unclear, the selection panel may recommend to the delegate to place a redeployee in the position for a development opportunity for a set duration of time. If a redeployee is found suitable, Force Redeployment Group require brief advice of the outcome of the selection. If unsuitable, a detailed report against the KSC is required before proceeding with the normal selection process
- Force Redeployment Group may refer a redeployee to a vacancy up until the delegate signs the final selection report.

6.3.2 Shortlisting applications

- The selection panel should discuss and decide on a method for shortlisting applications e.g. application against KSC and qualifications, telephone screening, etc.

- Individual panel members should then:
 - examine the quality and content of each application
 - examine the applicants skills/experience/qualifications in relation to the KSC
 - seek to reach a consensus with other panel members to determine shortlisted applicants
 - if further shortlisting is required, it is possible to use the applicant's nominated referees before interviewing.
- Panel members may seek advice from Equity & Conflict Resolution Unit, HRD, when applications are received from individuals with a disability.

6.3.3 Arranging interviews

The panel convenor should ensure:

- an appropriate venue is arranged. Select an area where there are no disruptions and the applicant and panel members will be comfortable
- interviews are scheduled
- applicants are advised of interview details including the location, identity of panel members, and if further testing (practical) is required
- shortlisted applicants receive reasonable warning of the interview. Three days is a reasonable time to allow applicants to prepare for interview

6.3.4 Preparation for interview

Prior to the interview process, the panel members should:

- formulate relevant questions to be used during the interview
- determine individual panel member's responsibilities
- determine interview format
- determine assessment/rating method of applicants (i.e. fully/partially/does not meet criteria: numerical)
- determine method of note taking.

Ensure sufficient time is allocated:

- to each interview including reasonable breaks between shortlisted applicants to re-read applications and to briefly discuss the applicant's performance at interview
- for practical testing and ensure an appropriate location is arranged for the applicant to carry out testing (if applicable)

6.3.5 Interview principles

Panel members should consider the following:

- an interview is a two-way conversation. It should not be intimidating nor an interrogation, but should be a meeting with a purpose
- interview questions are developed to be fair and consistent to each applicant
- ensure the interview questions assist in determining the most suitable applicant for the position taking into consideration the position requirements and the expected skills of applicant/s

- determine how each criterion should be met
- use open questions and hypothetical situations to allow the applicant the opportunity to provide adequate detail/information
- the applicant's potential. Does the applicant have the capacity to accept increasing responsibility or are they only competent to perform the requirements of the advertised position?
- the information supplied at interview should be consistent with the individual's written application.

6.3.6 Conduct of interviews

- Ask those applicants external to Victoria Police to produce the relevant identification and complete the forms for the security check. See VPM 301-3 for process.
- Introduce panel members.
- Provide an overview of the position's responsibilities and its location within Victoria Police (using an Organisational Chart).
- Review with each applicant the relevant details contained in their application.
- Question each applicant against the KSC.
- Provide each applicant with the opportunity to expand on their application and to demonstrate their suitability.
- Ensure each applicant is given the opportunity to provide any further information in support of their application which may not have been covered at interview.
- Allow Victoria Police applicants the opportunity to declare and comment on disciplinary matters (if applicable)
- Provide each applicant with the opportunity to ask questions of the panel.
- Confirm the applicant's referees.
- Conclude interview.
- Briefly discuss the interview with other panel members.
- Salary negotiations must not be conducted during the interview. If an applicant raises the issue of salary at the interview, they should be advised that the panel convenor will discuss salary issues with competitive applicants at a later date (see section 6.3.10).
- Notes taken by the panel must be retained by the panel convenor until the grievance period lapses.

6.3.7 Conduct of referee checks

- Referee reports are an important element in the selection process and must be obtained on all competitive applicants to clarify, confirm or counterbalance information already before the panel
- It may be necessary for a panel to extend their enquiries beyond the nominated referees in which case the panel convenor should generally consult the applicant prior to making contact.

- Referee reports may be sought verbally or in written form. To ensure effective referee feedback, the panel convenor should ensure the referee has been briefed or has a copy of the position description before conducting the referee check. A useful approach for referee checks is to structure questions against the KSC and then ask the referee to identify the applicant's strengths and weaknesses.
- On occasions where the nominated referee is a panel member, the same process should apply. However, it may be necessary to contact additional referees to ensure that the selection panel is provided with a balanced view in regard to referee checks.

6.3.8 *Selecting applicant*

- All applicants must be assessed against the KSC taking account of the organisation context and responsibilities of the vacant position to ascertain which applicant is most suitable.
- Panel members should individually assess each applicant against the KSC and establish their own order of merit. This ensures an independent view and opinion is established before discussing with the other panel members.
- Panel members should consider the following information when determining the most suitable applicant:
 - job application including resume/curriculum vitae
 - performance at interview (allow for nervousness)
 - work performance (including performance while on assignments)
 - efficiency and experience and/or qualification
 - results of practical testing if applicable (i.e. written etc)
 - work samples
 - referee comments
 - possible training needs to develop the applicant
 - potential for development/advancement
 - disciplinary matters (if applicable).
- Once a suitable applicant is determined and prior to any salary negotiation, the security check process must be completed. See VPM 301-3 for process.
- Liaison with PSC Probity Unit must also occur to determine if a disciplinary history exists for the selected Victoria Police applicant.
- Where none of the applicants is suitable, see section 6.3.9

6.3.9 *Where no applicant is suitable*

If none of the applicants are suitable for the position the delegate must decide whether to:

- review advertisement to attract a wider applicant field
- review the method of advertising to determine a more suitable method of advertising the vacancy
- supplement the field
- consider search consultants
- or
- as a last resort, review the position description.

6.3.10 *Negotiating salary*

- After the initial selection preference is determined, the panel convenor should personally advise the preferred applicant that they are being considered for the position (not has been selected) and discuss a possible commencing salary.
- Where the preferred applicant is internal to the Victorian Public Service, the provisions of the remuneration policy apply (VPM 303-1). Salary on transfer from one position to another position in the same VPS Grade, will generally be at the employee's current salary.
- Where the preferred applicant is an external appointment, the initial offer should be the minimum of the salary range applicable to the position.
- If the preferred applicant accepts the commencing salary rate offered, the selection recommendation can proceed to the delegate for consideration/endorsement.
- If the preferred applicant is unwilling to accept the position at the commencing salary rate offered, the panel convenor should negotiate the minimum commencing salary rate that the preferred applicant will accept and the justification for such rate (refer to VPM 303-1) for details. No commitment to a commencing salary rate above the minimum must be given by the panel convenor.
- In these circumstances, the panel convenor should then discuss the available options with the delegate. If it is considered that there is a market value case to pay a commencing salary above the minimum prescribed for the relevant VPS, a business case outlining the justification for that action must be prepared for endorsement by the Department Manager and forwarded to the Director, HRD for consideration.
- Alternatively, the delegate and the panel convenor may consider that:
 - the higher commencing salary sought by the selected applicant is not justified from a work value and/or budget perspective and accordingly the preferred applicant is considered to have rejected the job offer
 - the position should be offered to the next most suitable applicant. In this case, the process outlined above must be followed for the alternative applicant.

6.3.11 *Preparation of selection report*

The panel convenor must prepare a selection report including:

- date of advertisement
- position title, location and number
- details of panel members
- background on advertising process
- process of shortlisting the applicant field
- details of skills and experience against each KSC of applicants who were interviewed
- details of each applicant's interview and assessment against the KSC including the results of practical testing if applicable
- referee reports for the most competitive applicants
- selection decision.

6.3.12 *Signing of selection report*

- All panel members must sign and date the selection report confirming their support of the selection recommendation.
- If a panel member does not support the selection decision, they should submit a separate report containing their reason for dissenting.
- The panel convenor must forward the report to the delegate for endorsement of the recommendation

6.3.13 *Approval of selection*

- Delegate must review the selection panel's report and be satisfied that the selection has been made in accordance with policy before endorsing the recommendation. This is not the formal approval for appointment. Formal appointment will not occur until the grievance period concludes.
- In cases where the delegate does not support the selection recommendation, they may:
 - direct the selection panel to review their decision
 - establish a new selection panel
 - re-advertise the position.

6.4 *Advising of selection*

6.4.1 *Advising shortlisted applicants*

- The panel convenor must verbally advise the shortlisted applicants of the selection decision and offer post interview feedback to the unsuccessful applicants.
- The feedback should be provided on the applicant's written application, performance at interview; individual strengths and weakness and where future improvements can be made.
- The panel convenor should be prepared to provide post application feedback at the point of advising the applicant of the selection decision. Post application feedback can be provided at a meeting, over the telephone, or by way of the selection report comments.

6.4.2 *Advising all applicants*

- When the selection report is endorsed by the delegate, the report must be forwarded to the personnel officer who will advise all applicants in writing of the selection.
- Internal applicants within the Victorian Public Service must be advised of their right to lodge a grievance if they believe the selection process was deficient and the date by which any grievance must be lodged.
- Applicants should be advised as soon as possible after the delegate endorses the selection panel's recommendation. The date of advice to applicants is the commencement date for the grievance period.

7. Appointment

7.1 Formal approval

- Where no grievance is lodged, or where a grievance is lodged but dismissed, the delegate must take action to formally approve the appointment.
- The delegate must endorse the selection report with the approval and effective date of appointment.
- The effective date of appointment is the date upon which the appointee will commence duty in the position. The appointee will only be entitled to receive the new salary rate from the date they commence duty in the position.

7.2 Finalisation

The delegate must then return the selection file to the personnel officer for appropriate action, which will include:

- filing selection report on position file
- retention of all other applications for the position in question for six months
- ongoing communication with the appointee regarding commencing date, fixed term contract (if applicable), formal job offer, forms to be completed etc.