



16 DECEMBER 2019

Max Resic
Industrial Officer
Ambulance Employees Australia - Victoria
PO Box 343
NORTH MELBOURNE VIC 3051

By email: max.resic@unitedworkers.org.au

Dear Max

Re: AV Recruitment Procedures and VPSC Employment Standards

I refer to your correspondence dated 6 December 2019, regarding Ambulance Victoria's (AV) Recruitment Procedures and Victoria Public Sector Commission (VPSC) Employment Standards.

AV recruitment and selection activity is conducted in accordance with the VPSC and is consistent with the VPSC 'Best Practice Recruitment and Selection toolkit' (**Toolkit**). This has enabled AV to improve our selection practices across all of our recruitment processes, including the 6 principles you have referenced in your letter. These AV Recruitment practices have also been instrumental in identifying capability and potential in our workforce to ensure we have the right leaders to achieve AV's core objective to deliver outstanding health care to the Victorian community.

In identifying the most suitable applicants, we have adhered to section 62 of the Public Administration Act 2004 (**the Act**) and ensured that the VPSC employment principles have been upheld as follows:

Fair and Reasonable Treatment

During each of the bulk recruitment processes undertaken as part of the Operations Review, shortlisted applicants were required to undertake the same recruitment and selection process to ensure fairness and consistency. In addition, advertisements clearly outlined the steps of the recruitment and selection process, any eligibility criteria as well as providing a detailed position description. This information was readily accessible to all AV employees via the AV intranet.

It is important to highlight that the psychometric assessment component has not been used as a first step or as a sole "rule in/rule out" test and therefore not utilised erroneously. It has been used in combination, with clinical (first step) followed by targeted leadership psychometric assessment (second step), ensuring the same unbiased and objective questions are asked of all applicants.

We are also conscious that psychometric assessments are best administered and analysed by trained professionals which is why AV engages reputable independent third-party organisations to conduct the psychometric assessment. The VPSC also recommends that psychometric assessment techniques utilised in recruitment processes be incorporated into the selection decision.

Merit in Employment

Any recruitment activity that took place assessed applicants against the requirements of the position, which is an essential part of our merit-based approach. In the case of Team Manager recruitment and selection, all applicants received a joint email update from Michael Stephenson, Executive Director Clinical Operations and myself on 18 February 2019 stating;

Clinical Operations recruitment and selection processes are '*designed to ensure a fair and equitable way to determine an applicant's ability to demonstrate work-related capabilities required to perform the duties of the position and the capability to achieve outcomes related to the position*'; and importantly that '*this assessment is the primary consideration in making the selection decision through all parts of the process*'.

As you are aware, the VPSC further states for processes to be '*transparent and designed to identify a suitable field of qualified candidates*'. It was brought to our attention through feedback from our employees that applicants who had performed considerably as either a Team Manager or Area Manager didn't progress to the Assessment Centre. Thus, to assist in identifying a suitable field of qualified applicants, it was further communicated to all applicants that those who had upward relieved for a minimum period of two years within the last three years were invited to attend the Assessment Centre.

Further, the VPSC allows for limits on advertising on the basis there is justification. Accordingly, we were conscious of keeping application volumes within a manageable size i.e. hundreds rather than thousands as recommended in the Toolkit.

Reasonable Avenue of Redress

As with any competitive selection process undertaken I understand that missing out on a potential career opportunity can be disappointing for an individual. Our Recruitment and Selection team provide feedback to unsuccessful applicants that progressed to the Assessment Centre. AV is also expanding and continually promoting a variety of opportunities to our employees to challenge themselves, enhance their skills and further their careers with the aim of growing a capable workforce.

Should an employee be aggrieved in relation to a recruitment and selection process they have participated in, they may submit a grievance in accordance with the relevant enterprise agreement and Grievance Procedure PRO/PAC/001 to be handled in a timely manner.

Given AV's compliance with the VPSC best practice principles, we reject the claim that we have not adhered to section 62 of the Act and refute the need to refer our recruitment processes for review under section 63 of the Act. Furthermore, if there are any examples related to individual employees or specific recruitment process of concern, these issues should be raised with the Workplace Relations team for further investigation

If you have any queries in relation to this letter please contact James Davis, Advisor Workplace Relations on 9840 3574.

Yours sincerely



Rebecca Hodges
Executive Director People and Culture