



AFP National Guideline on Selection for Vacant Roles

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1. Disclosure and compliance

This document is classified **UNCLASSIFIED** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on disclosure of information](#).

Compliance

This instrument is part of the AFP's professional standards framework. The [AFP Commissioner's Order on Professional Standards \(CO2\)](#) outlines the expectations for appointees to adhere to the requirements of the framework. Inappropriate departures from the provisions of this instrument may constitute a breach of AFP professional standards and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

2. Introduction

The purpose of this Guideline is to outline the policy principles and supporting administrative procedures governing AFP employee selection processes.

2.2 Application

This Guideline applies to all employees and should be read in conjunction with the *Australian Federal Police Act 1979*, the *Australian Federal Police Regulations 1979*, Commissioner's Order 1 and Commissioner's Order 7 and relevant industrial instruments.

The National Guideline on Selection for Vacant Roles replaces the previous National Guideline on Selection for Engagement, Assignment and Advancement.

3. Definitions

In this guideline, the following terms have the following meanings:

'Advancement' – means permanent progression by way of merit selection from one AFP Band to another AFP Band but does not include appointment to a senior executive employee role.

'Delegate' – means the Commissioner or a person delegated by the Commissioner to exercise employment powers under the Act and the Regulations, as prescribed by Commissioner's Order 1 or other specific instrument.

'Engagement' – includes permanent employment or employment for a fixed period.

'Independent Selection Advisory Panel' – means a panel formed under section 4 of Commissioner's Order 7 to recommend to the Delegate the most suitable applicant to fill a vacant role.

'the Act' – means the *Australian Federal Police Act 1979*.

4. AFP Employment Opportunities

4.1 Advertising of Vacant roles

Vacant roles will be advertised through an appropriate medium.

4.2 Expression of Interest

An Expression of Interest (EOI) is a truncated process utilising (where practicable) shorter applications, earlier closing dates or paper based assessment without reference to referees.

An EOI process may be used for filling a vacancy for:

- assignment of duties at level or on a higher duties basis for a period longer than six months and not exceeding 24 months; or
- permanent assignment of duties at level.

The general principles for an EOI process are as follows:

- the Delegate may determine an EOI is limited to employees within a geographic location;
- in accordance with the previous principle, in the interests of operational efficiency and effectiveness, the Independent Selection Advisory Panel (ISAP) is not required to consider applications from outside that geographic location;
- where the vacancy exceeds 12 months, a national EOI process is to be utilised; and
- if the substantive occupant of a temporarily vacated role is permanently assigned to other duties, or resigns their employment, the role shall be immediately treated as a vacant role. Procedures normally applying to the filling of vacant roles shall be commenced.

4.3 Anticipated Vacant roles

Vacant roles may be advertised on an 'anticipated' basis. This may occur where the need to fill a vacant role on a permanent basis may not have been determined at the time of advertising. This may include, but is not limited to, the following circumstances:

- the need to cater for an anticipated resignation or retirement;
- where a review of current structures may be imminent and a new role is expected to be created; or
- for short term or recurrent term deployments.

4.4 Direct Assignment

In addition to the normal selection provisions in Commissioner's Order 7, and without limiting the Commissioner's power under section 40H(1) of the Act, a Delegate may directly assign employees at their current band to a specific role, including in the following functions:

- International deployments or missions;
- the investigative capacity of Professional Standards; and
- Learning and Development roles related to skills training.

A Delegate may, in conjunction in with the National Manager Human Resources, determine a remuneration package applicable to these roles.

5. Eligibility to Apply for an Advertised Vacant Role

The Delegate may restrict eligibility to apply for AFP vacant roles on the grounds of cost or operational efficiency. Such roles shall be categorised as 'restricted roles' and are listed in Commissioner's Order 7 at Section 3.3.

Only AFP employees or other specific categories of persons (as identified) shall be eligible to apply for 'restricted roles'. Other specific categories include:

- former members of the AFP, subject to the AFP National Guideline on the Engagement of Former Members;
- a former member who resigned on or after the AFP Act amendments effective from 2 July 2000 and, where the resignation was:

- a. for child rearing purposes and the person resigned after taking at least twelve weeks maternity or parental leave; and
- b. the resignation took place within two years of the date of birth of the child for which the maternity or parental leave was granted; and
- c. the opportunity for ongoing employment was advertised internally or placed on the AFP external Website within five years of the date of birth of the child for which the maternity or parental leave was granted; or
- a former member who resigned on or after the AFP Act amendments effective from 2 July 2000 and, where the resignation was for the purposes of a 'career break' from AFP employment, within five years of the commencement of that break; or
- police officers from other police jurisdictions in respect of AFP team member roles in accordance with the AFP National Guideline on Lateral Recruitment.

Where a vacant role is advertised and marked with the symbol ✨, this denotes a 'restricted role'. The category of restriction is to be described next to the symbol.

6. Former Commonwealth Employees including Former AFP Employees

Consistent with Federal Government policy, persons who have received a redundancy payment from the AFP or another Commonwealth employer are subject to restrictions in respect of ongoing employment with the AFP.

Where a vacant role is advertised and a person who has received a redundancy benefit from the AFP or another Commonwealth employer applies for the vacant role, and twelve (12) months has not passed since the person's previous employment ended, then the person is ineligible to be engaged for ongoing employment with the AFP.

The Delegate may consider the engagement of a person in this category for a fixed period if their employment is considered to be essential for AFP operations having regard to the nature of the duties to be performed and the skills, experience or qualifications of the person.

7. Corporate Approved Role Description and Selection Criteria

All AFP roles are to be identified by common (generic) role descriptions. Each role description must outline the scope and responsibilities critical to the performance of the role. Role descriptions must also contain the selection criteria and the demonstrated work related qualities genuinely required to perform the role.

Examples of work-related qualities that may be taken into account by an ISAP in making an assessment are:

- demonstrated capabilities;
- mandatory knowledge, skills and attributes;
- qualifications, training and the established competencies (ie, the minimum standards) required to perform the vacant role;
- standard of work performance;
- capacity to produce outcomes from effective performance at the level required;
- relevant personal qualities; and
- ability to contribute to team performance.

The role description will also specify whether a role requires the exercise of police powers.

All selection criteria are assessed equally within the selection process unless otherwise approved by the Delegate and indicated at time of advertising.

8. Applications

Applications shall be lodged with the nominated contact officer, normally a member of the ISAP.

The ISAP will consider all eligible applications received for the advertised vacant role.

The 'Information for Applicants' advice shall specify the format of an application and the related minimum requirements. An ISAP may decline to consider any applications that do not meet the specified requirements.

9. Closing Dates

The closing date for applications for vacant roles will be fourteen (14) calendar days from the date of notification of the vacant role, or another date specified by the Delegate. Any publication of a vacant role in any forum (other than an 'EOI') should include this closing date requirement.

Late applications will not generally be accepted. Any request for submission of a late application, or request for extension of closing date, shall be referred to the Delegate for decision.

Any submission for an extension should include details of verifiable extenuating circumstances which form the basis for the request for the acceptance of the late application.

10. Selection Methodologies

Subject to Commissioner's Order 7, an ISAP employing selection methodologies, is to use the Rating Scale attached as Annexure A. The Rating Scale is not to be translated to any numerical or other form.

Shortlisting

The ISAP shall, having regard to the role description and skill requirements for the vacant role, prepare a Neutral Assessment Standard and assess all eligible applications in accordance with the Selection and Advancement Principles. The Neutral Assessment Standard is a selection tool to be used in a standardised way to determine whether applicants did not meet, meets or exceeds expectations. The outcome of the ISAP shortlisting assessment will determine whether an applicant proceeds to the next stage of the selection process. The ISAP or the Delegate may seek to consult with each other at the shortlisting stage.

Paper Based Selection

The selection process may proceed, and a recommendation made for the filling of a vacant role, without conducting interviews. In such instances, selection is based on the ISAP assessment of the quality of the applications and having regard to referee comments. Paper based selection is not to proceed in the absence of sufficient supporting referee comments for all shortlisted

applicants.

Interview Based Selection

Following shortlisting, the ISAP may schedule interviews for those applicants assessed to have the strongest claims to a vacant role.

Referee Comments

Where a ISAP seeks referee comments the following principles should be observed:

- a. the comments may be either oral or written, however if oral, a full account of the comments shall be documented for the Delegate's information.
- b. generally, one of the referees should be the applicant's current supervisor.
- c. where any adverse comments are made by a referee, the applicant should be given an opportunity to respond to those comments, particularly if those referee comments have the potential to influence the ISAP's recommendations.
- d. where the ISAP notes some inconsistency with the referee's rating and the text or supporting comment provided, the ISAP may seek further comment from the referee or moderate the referee's rating to reflect the rating. Where a rating is moderated, the ISAP shall outline its reasons.
- e. an ISAP may seek comment from any other relevant source. In doing so, an ISAP shall apply the principles above.

Order of Merit

A Delegate may not reorder an Order of Merit. However, a Delegate may set an Order of Merit aside or place a condition on a selection decision. Where this occurs, the Delegate shall document the reasons for this decision.

Workforce Requirements

No applicant will be advanced or assigned to an advertised vacant role, unless the Delegate is satisfied that the recommended applicant has met the mandatory professional standards workforce requirements and there are no adverse performance or conduct issues.

Conditional Advancement Decision

The Delegate is required to take account of any other additional information which may have been brought to their attention and which may otherwise impact on the recommendation proceeding, for example:

- advice from Professional Standards that the recommended applicant is subject to investigation or an employment suitability process;
- unsatisfactory performance matters not known to the ISAP;
- where an applicant has sought review of the ISAP selection process; or
- where the nominated most suitable applicant is considered by the ISAP to require further skills development to confirm their capacity to perform fully the duties of the advertised vacant role.

Dependent upon the individual circumstances, the Delegate may declare an advancement 'conditional'. The Delegate will outline in writing to the nominated applicant the basis for the 'conditional' advancement and those conditions which need to be met (including an appropriate

timeframe – generally up to six months) before the selection process can be resolved. Where a 'conditional advancement' is based on the identified need for further skills development, this is to be detailed in the nominated applicant's Performance and Development Agreement with appropriate Objectives, taskings, measurements and timings.

Where a 'conditional advancement' is agreed to by the nominated applicant, the employee shall be temporarily advanced to the vacant role for the period of the conditional advancement.

Failure by the nominated applicant to meet the conditions established by the Delegate will result in the applicant reverting to their substantive role/Band and the Delegate activating the Order of Merit or readvertising if no Order of Merit exists.

11. Selection Costs

Costs associated with the participation of members of the ISAP or applicants are to be borne by the relevant business area.

12. Feedback to Applicants

An ISAP shall, on request, provide feedback to an applicant. Feedback shall be provided to all applicants, including those applicants excluded from the interview process through the shortlisting process, after the selection process has been completed and the Delegate has made a decision on the ISAP report and recommendation.

13. Date of Effect of Advancement and Assignment

An applicant's advancement will be effective 14 calendar days from the date the Delegate indicates in writing approval of the ISAP recommendations. On this date the applicant is entitled to receive any salary progression attaching to the advancement.

On advancement to a band level, the successful applicant may request the Delegate to consider a higher starting incremental salary point that recognises at least 12 months of higher duties at the same or higher band level within the preceding 24 months to the advancement.

Exceptions to the above include:

- if the applicant is performing the duties of the vacant role to which they have been advanced on higher duties, the effective date shall be the date the Delegate approves in writing the ISAP recommendations;
- if the applicant is returning from Overseas Liaison Officer duties which are covered by the Terms and Conditions for overseas duty, the effective date of advancement shall be the date the applicant is to commence duty in the new role; or
- if the applicant is returning from a International Deployment Group (IDG) mission or external policing duties, the effective date of advancement is the next available working date after any overseas accrued leave commitment is exhausted.

Should a losing area not be able to release an applicant on the 14 day period elapsing, the losing area may negotiate with the applicant's gaining area an alternate release date, within a reasonable time frame. In these circumstances the 14 day effective advancement date remains, with the losing area accepting responsibility for payment of any salary increase.

Where the applicant is not released to take up their advancement within 12 months of the Delegate's decision due to organisational or operational priorities in the losing area, the Delegate may advise in writing of the exercise of their discretion to effect the consequential advancement of another applicant under the Order of Merit principles. However, the original applicant will retain their advancement. The consequential advancement will occur 14 days following receipt of the applicant's notification in writing of their acceptance of the advancement. Where the applicant is posted overseas at the time of advancement, the exception rule outlined above will apply.

Where an applicant is successful for advancement and is also successful for deployment to an overseas post or an IDG mission, and has not yet been deployed overseas, the Delegate, when making the decision to advance will consider whether or not it is appropriate to release that person to the overseas role. Such a decision shall be undertaken in consultation with the relevant National Manager and in accordance with organisational priorities. Should the applicant proceed on the overseas deployment or IDG mission, the Delegate may progress to advance the next person on the Order of Merit.

Annexure A - Rating Scale - Assessment Table for Individual Assessment

Scale	Description	Indicators of Performance
E	<p>Excellent The applicant possesses exceptionally well developed and relevant skills and abilities, and the appropriate personal qualities in relation to this criterion. Their performance is outstanding. (To be used only in cases where exceptional skills have been demonstrated against this criterion).</p>	<p>Is able to perform at high level without direct guidance for one or more of the following reasons:</p> <ul style="list-style-type: none"> • excellent job knowledge; • exceptionally reliable; • considerable demonstrated ability in problem solving and the application of change; • appears to instinctively and effectively deal with all matters relating to the position.
FC	<p>Fully Competent The applicant possesses highly developed and relevant skills and abilities and would perform consistently well against this criterion.</p>	<p>Would require little guidance to achieve good results, for one or more of the following reasons:</p> <ul style="list-style-type: none"> • would be reliable and responsible; • well developed (sound) job knowledge; • would be able to suggest and initiate improvements; • would be well able to deal with all of the routine and most of the complex matters relating to the position.
C	<p>Competent</p>	<p>Would require routine guidance to</p>

	<p>The applicant possesses relevant skills, knowledge and abilities. They would be generally effective against this criterion.</p>	<p>perform at an acceptable level for one or more of the following reasons:</p> <ul style="list-style-type: none"> • reasonable/good job knowledge; • makes few errors; • generally reliable; • would require guidance for more complex situations; • would carry responsibility but would not seek it; • would deal with all routine matters involving the position.
RD	<p>Requires Development The applicant possesses some skills, knowledge and abilities relevant to the criterion, but is limited on others. S/he would be able to temporarily perform the duties of the position with close guidance, but would require further training and development to meet the standard required for this criterion.</p>	<p>Would require close guidance to perform at an acceptable level for one or more of the following reasons:</p> <ul style="list-style-type: none"> • only basic/general job knowledge; • could follow directions but would require frequent checking/follow-up; • would deal with most routine matters involving the position; • inconsistency with work performance.
US	<p>Unsatisfactory (Below Standard) The applicant is unable to demonstrate that s/he possesses the adequate skills, knowledge and abilities in relation to the criterion. S/he would not be suitable to perform the duties of the position relevant to this criterion, even on a temporary basis.</p>	<p>Would be unable to perform the duties and would require constant guidance for one or more of the following reasons:</p> <ul style="list-style-type: none"> • limited job knowledge; • makes frequent errors; • poor work output; • would have difficulty carrying responsibility or solving problems; • would have difficulty dealing with routine matters involving the position.
NA	<p>Not assessed Where the ISAP was unable to determine whether the applicant met the selection criterion from the information provided; or referee comments were insufficient to make an assessment.</p>	