

PROVINCE WIDE POLICY Australian Province of the Society of Jesus

Recruitment and Employment

Section	Our People
Policy Number	OPE.01.00.00
Application	Australian Province of the Society of Jesus
Endorsing Body	Ministries Commission
Last Endorsed	New document
Next Review	12 months from approval and every 2 years thereafter
Version	1.0
Written By	Province Director of Professional Standards
Approved By	Fr Brian F. McCoy SJ - Provincial

1. POLICY STATEMENT

Consistent with the Province's <u>Code of Conduct</u> and the Society of Jesus' Instruction on the Administration of Goods (**IAG**), this Province wide Policy demonstrates our commitment to upholding the highest standards of professional and personal conduct, providing child-safe environments and articulating 'our way of proceeding' in the stewardship of the assets and ministries entrusted to our care.

The Province is committed to the recruitment and employment of suitable staff in a fair, consistent and lawful manner. The Province's objective is to reinforce child safety at every stage of the recruitment process, thereby not only helping to identify the most suitable people to work with children, but also to deter unsuitable people from applying to work in Province ministries.

2. PURPOSE

To articulate the principles and minimum requirements that must be met in the recruitment and employment of suitable staff to comply with the Australian Childhood Foundation's Safeguarding Children Program.

This Policy applies to the recruitment and employment of any person to a role which is financially remunerated within any incorporated or unincorporated ministry in the Province, and includes prospective employees, contractors and consultants.

This Policy does not apply to the appointment of a Jesuit to a role within the Province, nor to the appointment of a Director to a Board or Council. However, the position description, identity checking and working with children check requirements do apply. The Provincial's approval is required for proposals to fill vacant Head of Ministry positions.

3. KEY REQUIREMENTS

The Province's commitment is supported by these key requirements with each ministry maintaining evidence of meeting these requirements:

- <u>Code of Conduct and Ministry's Commitment Statement to Safeguarding Children and Young People</u> – adherence to the Code and Statement in professional and personal conduct;
- <u>Legal obligations</u> compliance with child safety, industrial, work health and safety, reportable conduct, anti-discrimination, privacy and record keeping obligations;

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- <u>Screening and monitoring</u> use of pre-employment checks including Working with Children Check (WWCC), Police and Referee Checks, along with regular monitoring; and
- <u>Education and training</u> communicate and embed awareness of the key requirements, including the creation and maintenance of appropriate records.

4. ACTIONS TO ACHIEVE IMPLEMENTATION OF THIS POLICY

Heads of Ministries are responsible for implementing this Policy and its requirements. The active involvement and commitment of a ministry's leadership team is essential to ensure the effective application of this Policy.

Ministries **must** have recruitment and employment procedures, accessible for all staff, on an intranet or appropriate management system, to support this Policy.

Ministry recruitment and employment procedures **must** contain all elements as detailed in appendices 1 through 8 covering:

- Position Descriptions;
- Advertising and Applications;
- Commitment to Child Safety;
- Interviews;
- Pre-employment Disclosure Declarations;
- Working with Children Checks;
- National Criminal History Record Checks;
- International Criminal History Record Checks;
- Monitoring Compliance with WWCC & Criminal History Checks;
- Identity Checks;
- Reference Checks;
- Qualification and Registration Checks
- Short-Term and External Providers/Appointments Including Contractors and Consultants;
- Senior Positions;
- Minors;
- Compliance with Legal Obligations;
- Security and Accuracy of Confidential Employment Information; and
- Provision of Education and Training.

5. MONITOR AND REVIEW OF POLICY

This Policy will be monitored for compliance and effectiveness by the Director of Professional Standards. This Policy will be reviewed after 12 months from approval and at least every two years thereafter, in consultation with Jesuits, Partners in Mission and other stakeholders involved in recruitment and employment matters.

The Ministries Commission will endorse changes to this Policy prior to approval by the Provincial. Policy changes will be communicated to Jesuits, Partners in Mission and other stakeholders.

Interim reviews will occur at any time as required in response to either feedback or changes in legislation / IAG, policy or practices to ensure the information is current, useful and easy to understand.

Any Jesuit, Partner in Mission or Contractor who requires assistance in understanding this Policy should in the first instance contact their Head of Ministry. Further questions, comments or concerns in regard

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to this Policy or its application should then be directed to the Province's Director of Professional Standards.

6. **DEFINITIONS**

Name	Description
Australian Childhood Foundation (ACF)	Engaged by the Province to conduct an accreditation program for all Province Ministries. The accreditation program systematically builds the capacity of organisations to keep children safe from abuse and exploitation by staff, volunteers or other relevant related individuals. Further information can be found on the ACF website: <u>https://www.childhood.org.au/</u>
Briefing on Safeguarding Children & Young People (SCYP)	Means an explanation (as it relates to the particular role) of the Ministry's commitment to safeguarding children, its expectations in relation to behaviour with children and young people and its child abuse reporting policy & procedures.
Chair	A person who has been appointed by the Provincial (including appointments made through entities such as Jesuit Education Australia) to be the Chair of a governing body that has governance responsibility over a particular Jesuit ministry.
Child(ren)	Any person under 18 years of age who is engaged in a Province ministry or any person enrolled as a student at a Jesuit school.
Child Abuse	Means the following conduct in relation to a Child: bullying; emotional abuse; harassment; neglect; physical abuse; sexual abuse; or spiritual abuse.
Code of Conduct	The Province-approved document which sets out what personal and professional standards mean for the Province, the Province's primary obligations and the associated behaviour that are expected of all Jesuits, Partners in Mission and Contractors, and how to report inappropriate behaviour. See: <u>https://jesuit.org.au/wp-content/uploads/Code-of-Conduct.pdf</u>
Contractor	Means a person who is not an employee but is engaged under an independent service contract to complete a specific job or project within a specified time frame for an agreed price. The Code of Conduct applies to Contractors who are permitted to be unsupervised while on ministry grounds e.g. engaged using a tender process and formal induction.
Delegate	Covers the positions of delegates for Social Ministries, Jesuit and Ignatian Spirituality, Jesuit Life and Formation, Pastoral and Diocesan Ministries, Communication Ministries, and the Chair of Jesuit Education Australia and Education Ministries. These delegates are part of the Ministries Commission which functions as the Provincial's executive management team (see definition below).
Direct Contact	Means providing activities or services to children and young people as a core part of the role.
Head of Ministry	Means the person who has day to day operational responsibility for a ministry, such as a Chief Executive Officer, Director or Principal.
Instruction on the Administration of Goods	Is an instruction issued by the Roman Jesuit Curia which provides rules and advice to help in the appropriate management of 'the goods proper' of the Society of Jesus, management of goods entrusted to the Society and the management of goods belonging to others where necessary. It also provides general administrative norms.
Involved Role	Means a role which requires the person to have any unsupervised, direct contact with children or supervised, direct or secondary contact with children on an ongoing intermittent or ongoing basis (medium or high-risk roles as per matrix in Appendix 2).
Jesuit	Means any Priest or Brother member of the Society of Jesus or someone in formation for those roles (e.g. a novice or a scholastic).
Ministries Commission	Functions as the Provincial's executive management team, meeting regularly to review and plan the work of the Australian Province. Comprises the Socius, Delegates for Pastoral and Diocesan Ministries, Social Ministries, Jesuit and Ignatian Spirituality, Jesuit and Life Formation, Education Ministries and Chair of Jesuit Education Australia,

Name	Description
	Communication Ministries, Director of Professional Standards and Director of Finance and Special Projects.
Ministry	A Province owned and/or governed organisation at which a Jesuit, Partner in Mission or Contractor works. As parishes are governed by the relevant diocese they are excluded from this definition.
No Direct Service or Secondary Contact	Means work is conducted in areas where children and young people are not usually present; contact with children and young people is incidental to the role and those children and young people with whom they have incidental contact are supervised by other Partners in Mission or Contractors.
Ongoing	Long term, permanent, full-time or part-time.
Partner in Mission	Means a lay person involved in the Australian Province of the Society of Jesus and its Ministries as: an employee; a member of a Board or Council; a volunteer; or a consultant.
Provincial	The member of the Society of Jesus, as appointed by the Superior General, holding the office of Major Superior of the Province or, in the case of absence or indisposition, the acting Provincial or, in the event of the office of the Provincial being vacant at any time, the member of the Society of Jesus for the time being performing the duties of Provincial.
Secondary Contact	Means performing ancillary or administrative functions in a Ministry that provides services for children and young people and where children and young people are present.
Short Term	Means one-off, temporary, less than 2 weeks.
Supervised	Means where a Partner in Mission or Contractor's contact with children and young people is directly supervised by another Partner in Mission or Contractor and hence do not have primary responsibility for children and young people.
Unsupervised	Means where a Partner in Mission or Contractor's contact with children and young people is not directly supervised by another Partner in Mission or Contractor and hence they have responsibility for care of children and young people. This includes roles having responsibility for management of direct contact personnel and management of personal records of children and young people.
Working with Children Check	Each state and territory in Australia have a scheme dedicated to screening people who are seeking to engage in child-related work. Commonly known as Working with Children Checks (WWCC), these schemes check a person's records, such as their criminal history, to assess whether they would pose a risk to children if permitted to engage in child- related work. The equivalent check in Queensland is known as a 'Blue Card'. In the ACT, the equivalent check is known as the Working with Vulnerable People registration.

7. VERSION CONTROL AND CHANGE HISTORY

Version	Approved Date	Approved By	Short Description for Development or Review	Review Completed by	Consultation Process
1.0	26/09/19	Provincial	New document	N/A	N/A

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APPENDIX 1 – MANDATORY RECRUITMENT AND EMPLOYMENT PROCEDURE REQUIREMENTS

Position Descriptions

All roles within a Ministry must have a position description.¹ Position descriptions are used to evaluate whether the employee can assume or at least respect the objectives and orientations of the ministry, and generally if the person can work as part of a team on behalf of the goals of the ministry.²

For all Involved Roles³, position descriptions must include the following at a minimum:⁴

- core functions and requirements associated with the role in relation to safeguarding children and young people from abuse and neglect;
- the specific duties and responsibilities associated with their role in relation to safeguarding children and young people from abuse and neglect;
- the accountability and reporting structure associated with their role in relation to safeguarding children and young people from abuse and neglect;
- reference to the requirements in the Code of Conduct concerning behaviour toward children and young people;
- Working with Children Check (or equivalent) / National Criminal History Record Check requirements and the requirement to sign an acknowledgement of commitment to the Code of Conduct.

(See sample position description at Appendix 3)

Advertising & Applications

Ensure all positions are advertised internally and, where applicable, externally.

In exceptional circumstances where the Head of Ministry wishes not to proceed with advertising internally or externally, approval of the governing Board or the Province Office (in the case of unincorporated ministries) must firstly be sought.

Exceptions to externally advertise for a role may include when:

- a vacant position is being considered as part of a redeployment process;
- a recruitment agency is contracted to conduct a search to fill a role, in which case advertising is normally undertaken by the recruitment agency; and
- the Head of Ministry approves restricting advertising to within their ministry for positions of responsibility (internally restricted positions shall be open only to current Partners in Mission of that ministry).

All advertisements (internally, externally or undertaken by a recruitment agency) must contain the following statement, or where space is at a premium, an abbreviated form of the statement:⁵

⁵ Safeguarding Children Program Standard 3.1

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¹ Safeguarding Children Program Standard 2.4

² Instruction on the Administration of Goods [417]

³ To assist in determining the status of a role, refer to the Recruitment & Screening Matrix at Appendix 2

⁴ Safeguarding Children Program Standard 2.1

[Ministry name] is committed to protecting children and young people from harm. We require all applicants to undergo an extensive screening process prior to appointment.

As part of an application form, it is recommended that ministries require applicants to complete a declaration of prior conduct. This declaration requires the applicant to state whether or not the applicant:

- has had any disciplinary action taken against them by an employer (e.g. received a warning or had their employment terminated) in relation to any inappropriate or unprofessional conduct;
- has been the subject of an allegation of inappropriate or unprofessional conduct, which has been substantiated by an employer or other body; and
- has been found guilty of a criminal offence or is currently facing criminal charges.

(See 'Interviews' section below for guidance on dealing with a 'yes' response in the declaration of prior conduct.)

While use of the declaration of prior conduct is highly recommended, ministries should not rely on the expectation that an applicant will complete the declaration honestly. It is therefore recommended that applicants be required to provide consent for the ministry to contact previous employers.

Commitment to Child Safety

The Ministry's Statement of Commitment to Safeguarding Children and Young People is supplied to all applicants at the same time as the position description and application documentation, prior to interview.⁶

Interviews

In line with the declaration in the application form, it is strongly recommended that applicants be asked whether they:

- have had any disciplinary action taken against them by an employer (e.g. received a warning or had their employment terminated) in relation to any inappropriate or unprofessional conduct;
- have been the subject of an allegation of inappropriate or unprofessional conduct, which has been substantiated by an employer or other body; and
- have been found guilty of a criminal offence or are currently facing criminal charges.

If the applicant answers 'yes' to any of the above questions (either in the interview or the application form) or if they seem hesitant in their response to any of the questions, further information should be sought. An applicant who provides a 'yes' response should not automatically be excluded, however the circumstances should be considered very carefully before making a decision regarding the application. Seeking the advice of the Province's Director of Professional Standards is an appropriate course to take.

All applicants for an Involved Role are required to attend at least one face-to-face interview.⁷

During face-to-face interviews the Ministry will examine (at a minimum) the following issues relating to the applicant's suitability to work with children and young people:

- the applicant's beliefs and values in relation to the treatment of children and young people;
- the applicant's professional experience, qualifications and competence;
- the applicant's reasons for leaving previous positions involving work with children and young people;

⁶ Safeguarding Children Program Standard 3.1

⁷ Safeguarding Children Program Standard 3.1

- any potential concerns the Ministry may have with the applicant's resume or work history, such as gaps in their work history, frequent job changes, inability to nominate precise start or end dates for previous roles; and
- the applicant's general awareness and understanding of child protection issues.

In undertaking an interview with any applicant for an Involved Role, the Ministry uses set interview questions. The Ministry documents an applicant's responses and, if they are the successful applicant, the Ministry adds that documentation to their personnel file.

As part of the face-to-face interview the Ministry highlights its commitment to protecting children and young people from abuse and explains its screening requirements and their purpose.

(See sample interview questions and sample interview template at Appendix 4)

Pre-employment Disclosure Declarations

The person responsible for recruiting for any role must ensure applicants appropriately complete a preemployment disclosure declaration.

(See sample pre-employment disclosure declaration at Appendix 5)

Working with Children Checks

The person responsible for recruiting for any role must sight the applicable Working with Children Check documentation and record relevant details using the Ministry's Working with Children Check recording procedure. If an applicant does not possess a Working with Children Check, the applicant must obtain a Working with Children Check prior to commencing employment.

Ministries will not employ a person who is deemed a prohibited person based on Working with Children Check legislation in its state or territory.

It is a serious breach of the Recruitment & Employment Policy if an individual, who has convictions that would make them ineligible to be granted a Working with Children Check clearance, gains employment to work with children or young people. It is also a serious breach if an individual continues in their employment if they have been charged or convicted of a crime that would make them ineligible to be granted a Working with Children Check clearance.

All staff within the Ministry are advised they must report, before their recruitment and during their employment, any criminal conviction or charge that indicates they present a potential risk to the children or young people in the Ministry.

National Criminal History Record Checks

Where a Working with Children Check is not applicable Ministries must require preferred applicants to undergo a 'national criminal history record check' (also known as a 'police check'). Ministries must require applicants to complete an application form and provide consent for the check to be undertaken on behalf of the Ministry.

Ministries must advise applicants that, unless their criminal history suggests that they may pose a risk to children and young people, a criminal history does not automatically preclude them from obtaining employment. If information on their criminal history is relevant to the Ministry's employment decision, the Ministry provides the applicant with an opportunity to respond to the contents of their criminal history check (if they wish to do so).

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In such cases, the person within the Ministry who is responsible for recruiting for the position is to document the matter and refer it to the Head of Ministry or their nominee for assessment of the applicant's suitability in accordance with the requirements of the role for which they have applied.

The police check must be retained in the successful applicant's personnel file.

No applicant is to be offered a position until after completion of their Working with Children Check or national criminal history record check. When this is not possible, the Ministry will appoint the person contingent upon them receiving a satisfactory check. The person is to be subject to additional supervision until the check procedures are completed.

International Criminal History Record Checks

Any applicant who has resided in an overseas country for 12 months or more in the last ten years should contact the relevant overseas police force to obtain an official criminal or police record check.

Some countries will not release information regarding an individual for personal or third party purposes. Where police records checks cannot be made, referee checks must be conducted with at least two individuals who personally knew the individual while they were residing in the other country.

The applicant must be informed that referees will be asked whether they have knowledge or information concerning the applicant, which would adversely affect the applicant from performing the job, including any relevant criminal offences. The credentials of persons acting as referees must be verified and can include previous employers, government officials and family members.

Overseas applicants should not commence employment until this process is satisfactorily completed and this decision should be approved by the Head of Ministry or their nominee.

Monitoring Compliance with WWCC & Criminal History Checks

The Ministry must ensure all Partners in Mission undergo a periodic Working with Children Check or a 'national criminal history record' check to confirm they do not have criminal charges and/or convictions that would pose a particular risk to children or young people.

(See sample working with children check tracking template at Appendix 6)

Identity Checks

If 'proof of identity' documents aren't sighted as part of the Working with Children Check or Criminal History Check process, the identity of each short-listed applicant for any role is confirmed by sighting original 'proof of identity' documents presented by the applicant. Once the documents are sighted, the Ministry must record the details on a 'proof of identity' form. On completion of the recruitment process, the Ministry must add the successful applicant's 'proof of identity' form to their personnel file.

If a variation is required in relation to proof of identity requirements, such as an applicant being unable to provide specific documentation, the Head of Ministry is advised, and their decision documented.

(See sample proof of identity form at Appendix 7)

Reference Checks

The Ministry must conduct a minimum of two reference checks for all shortlisted applicants as a means to gather additional information about the applicant's suitability to work in the role for which they have applied.

Applicants being considered for appointment should, in the first instance, be asked to provide contact details for two professional referees who can provide information relating to the applicant's suitability to work with children. Professional referees:

• should include a representative of the applicant's current or most recent employer

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• must have had a direct managerial relationship with the applicant and so be capable of commenting knowledgeably in relation to the applicant, and ideally have been the applicant's supervisor or line manager.

Personal referees must not be used without the permission of the Head of Ministry or their nominee. If there is no option but to include a personal referee, then that referee:

- should not be related to the applicant
- should have known the applicant for at least 12 months
- must be able to vouch for the applicant's reputation and character.

In addition to speaking with professional referees, it is recommended written consent be sought allowing the ministry to make inquiries with the applicant's current and previous employers (who may not be listed as referees) about the applicant's employment history. This should be part of the application form. If an applicant refuses to provide consent, it is important to discuss this at the interview stage (if the applicant is otherwise deemed suitable for interview). The applicant may have an acceptable reason for not providing consent. In other situations, the ministry may not be sufficiently satisfied to proceed with the applicant's application without having spoken to the current/previous employers.

The referee checks undertaken by the Ministry must involve directly contacting the referee. Written character references are not sufficient unless also followed up and verified through direct contact.

Difficulty in contacting referees, such as those based overseas, or those who have left an organisation, is not justification for accepting lower standards of scrutiny.

Ministries must record details of their discussions with referees in relation to the suitability of an applicant to work with children. The Ministry must use standard 'referee questions' to guide their discussion with a referee. A completed 'reference check' form is to be filed in a successful applicant's personnel file prior to the applicant commencing work.

It is not appropriate to approach persons other than the nominated referees without permission from the applicant. To do so would breach confidentiality and one or more of the Australian Privacy Principles as set out in the *Privacy Act 1998*.

(See sample reference check record at Appendix 8)

Qualification and Registration Checks

The Ministry will check all educational or vocational qualifications, or professional registration for all shortlisted applicants.

Short-Term and External Providers/Appointments Including Contractors and Consultants

Where Ministries make use of the services of personnel for short periods of time or through external providers/appointees, it must adhere with the requirements under the legislation that applies in its state or territory with respect to Working with Children Checks.

Where such checks are not undertaken, it is imperative that those working in the Ministry are supported, closely supervised and monitored while they work – in line with the Ministry's commitment and procedures to safeguard children and young people at all times.

Recruitment, screening and induction requirements for short-term and external providers/appointees are dependent on their level of interaction with children and young people both in terms of the level of unsupervised contact they may have and the duration of contact. The matrix at Appendix 2 is a guide to recruitment and screening requirements.

Senior Positions

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For senior positions, there is a requirement to actively support the faith and Ignatian ethos of the ministry and the values of the Society of Jesus. It is a requirement for a person who is employed in a senior position to have openness and generosity to undertaking Ignatian Formation as expected of leaders in all Jesuit Ministries.

Minors

For minors who work with children and young people in a ministry, the ministry needs to comply with any Working with Children Check legislation that applies and undertakes such checks for all minors working with children and young people in the ministry. In addition, those minors are required to be subject to more comprehensive screening during recruitment interviews, reference checks and on-thejob supervision.

Compliance with Legal Obligations

Compliance with industrial, work health and safety, anti-discrimination, privacy and record keeping obligations. Care should be taken that legislation is followed related to contractual obligations to employees.

Security and Accuracy of Confidential Employment Information

Ensure that a reliable process exists to check that information (including data and administrative records) regarding successful applicants is accurate and complete. Implement a process for the destruction of records and personal information regarding unsuccessful applicants.

Provision of Education and Training

Provide information, education and training to communicate and embed awareness of recruitment procedures and any changes to those procedures e.g. document and disseminate information through team discussions, hard copy documentation posted on dedicated notice boards, internet and intranet.

Ensure recruitment and employment requirements are communicated to interested parties such as external recruitment agents/labour suppliers through inclusion of the ministry's requirements in contractual documents, information to visitors and induction processes.

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	Frequency and duration of contact						
	Nature of contact	Short-term	Ongoing intermittent	Ongoing			
lirect contact	Unsupervised, direct contact	Example: Emergency relief teacher, coach, educator, carer, mentor, counsellor, weekend camp leader, chaperone	Example: Specialist teacher, coach, educator in skills program run every term	Example: Teacher, coach, educator, carer, mentor, counsellor, program worker/leader			
Degree of unsupervised direct contact	Supervised, direct or secondary contact	Example: Student teacher, administration & reception, event support	Example: Maintenance contractor, administration & reception	Example: Work experience, kitchen staff, administration & reception in ministry with children			
Degree of	Supervised, no direct or secondary contact	Example: auditor, building contractor in non-child related areas	Example: Maintenance contractor, finance, book keeper, administration in non-child related ministry	Example: Personnel in non- child related ministries, after hours cleaners			

APPENDIX 2 – RECRUITMENT & SCREENING MATRIX

Risk Management Requirements	wwcc*	Interview with SCYP questions	Reference with SYCP questions	Briefing on SCYP	Signed Code of Conduct	SCYP Course
Minimal	Y	Ν	Ν	Y	Y	Ν
Low	Υ	Ν	Ν	Y	Y	Y
Medium	Υ	Y	Y	Y	Y	Y
High	Y	Y	Y	Y	Y	Y

*Always refer to appropriate legislation regarding WWCC requirements.

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APPENDIX 3 – SAMPLE POSITION DESCRIPTION

Position Description

[x insert Ministry Name x]

Position Title:	[x insert position title x]
Department:	[x insert department title x]
Location:	[x insert location x]

1.1.1 Ministry / Department / Program Overview

[E.g. Information regarding the ministry / department / program the role sits within eg School description including the number of students, mission statement, facilities, number of personnel etc]

2.1.1 **Position Summary**

Core functions:	[x insert a brief overview of the position focusing on overarching purpose or objective of role x]
Classification / Grade:	[x insert position classification x]
Employment Status:	[x insert employment status x]
Qualifications:	[x list minimum qualifications required x]

3.1.1 Key Accountabilities / Reporting Structure

Position reports to:	[x insert position title of relevant manager/s x]
Direct reports:	[x insert position title/s of direct reports x]

4.1.1 Key Duties and Responsibilities

[x insert description of the person's specific duties and responsibilities associated with the role x]

5.1.1 Safeguarding Children and Young People

Our organisation takes child protection seriously, and as an [employee] of [x insert name of ministry x], you are required to meet the behaviour standards outlined in our Code of Conduct. You will have received a

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copy of the Code of Conduct as part of your induction *[x or note how the copy will be provided x]*. You can also access a copy of the Code of Conduct *[x note how the document may be accessed x]*.

Therefore as a part of your duties and responsibilities, you are also required to:

- provide a welcoming and safe environment for children and young people
- promote the safety and wellbeing of children and young people to whom we provide services
- ensure that your interactions with children and young people are positive and safe
- provide adequate care and supervision of children and young people in your charge
- act as a positive role model for children and young people
- report any suspicions, concerns, allegations or disclosures of alleged abuse to management
- maintain valid 'working with children' documentation
- undergo periodic 'national criminal history record' checks
- report to management any criminal charges or convictions you receive during the course of your employment/volunteering that may indicate a possible risk to children and young people.

6.1.1 Conditions of Employment

[insert any employment conditions]

The successful applicant will be subject to a Working with Children Check and Criminal History Records Check where applicable.

Our organisation undertakes several screening processes to ensure the appropriate protection of children in its care. This includes reference checks, identity check, qualification checks and professional registration checks.

7.1.1 Acknowledgement

I acknowledge that I have read and understood the requirements of this position.

Name:	 	
Signature:	 	
Date:		

Issued/revised by [x insert name and title of person who issued/revised the statement x]

Date [x insert date issued x]

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APPENDIX 4 – SAMPLE INTERVIEW QUESTIONS & SAMPLE INTERVIEW TEMPLATE

Recruitment Interview Questions

[x insert Ministry Name x]

[the following is a list of sample interview questions for applicants for Involved Roles. To develop a complete interview template, you need to add questions that address other areas relevant to the role and duties for which you are recruiting (an example of this is provided in the latter part of this document)]

You must <u>at a minimum</u> ask the following as part of the interview process:

- Can you please tell us about your beliefs and values in relation to working with children and young people?
- Can you please tell us about your awareness and understanding of child protection?
- Can you please tell us about your professional experience, competencies and qualifications in relation to working with children and young people?
- Can you please tell us why you left your previous position?

Additional optional questions [you may wish to use these when the position being recruited works predominantly with children or young people]

- What do you find most rewarding about working with children and young people?
- What do you find most challenging about working with children and young people?
- How would you handle a child who is behaving in a manner that is disruptive in a group setting?
- How do you think your peers, supervisors and referees would describe the way you work with children and young people?
- Are there any children whom you would not wish to work with and, if so, why?
- How would you deal with a child or young person who is acting aggressively?
- Have you ever lost your temper working with children or young people? What was the trigger for this? What was the outcome?
- How would you respond to a child or young person who disclosed they were being subjected to abuse?
- A parent of a child attending your service wants someone from the ministry to care for their child out of hours. What would be your response to this request?
- What would you do if you thought another staff member or volunteer was harming a child or young person?
- What would you do if you thought a child or young person was being abused at home?
- Can you tell us about children or young people you have found challenging to work with? What strategies do you use to handle challenging behaviour?
- How would you handle a child who appears sad and refuses to participate in activities?
- Have you ever had any disciplinary action taken against you in relation to your working with children and young people?

Recruitment Interview Template

The interview panel should prepare this pro-forma to suit the position that has been advertised. Questions marked with a '**' are mandatory when recruiting individuals for a position which works with children, and their answers must be recorded on this form.

**NAME OF APPLICANT:		
**DATE:	TIN	ME:
**INTERVIEWERS:		
(minimum 2 persons)		
**NOTES MADE BY:		

8.1.1 1. INTRODUCTION & WELCOME

Here you may like to introduce the interviewers, and provide an overview of the vacant position and its key responsibilities and expectations. You may also like to explain the structure of the ministry and how their potential role fits into the structure.

9.1.1 2. INTERVIEW QUESTIONS

Types of questions may be:

MOTIVATION & EXPECTATIONS

Tell us a little bit about yourself and why you applied for this position?

Q. What do you know about our ministry?

Q. What kind of skills, knowledge and experience can you bring to this role?

PAST EXPERIENCES / POSITIONS

Q. Can you tell us how your past experience equips you to do this job? (Suggestion: use the resume to confirm details for each position including dates of employment, position responsibilities, relevant skills and reasons for leaving each position. Ensure to take note of any anomalies in the applicant's resume that they are unable to account for).

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** Can you please tell us why you left your previous position? NB: This is a mandatory safeguarding question

10.1.1 ** SAFEGUARDING-RELATED

Here we encourage you to inform the applicant that your ministry is a safeguarding one, which may be introduced as:

"Our ministry is committed to being one which safeguards children and young people from abuse and neglect by our staff or volunteers. We undertake a number of activities and steps to achieve this, including a thorough screening process to try to prevent inappropriate individuals from joining the ministry. As a part of this, we'd like to ask you a few questions which consider your appropriateness to work with children and young people"

** Can you please tell us about your beliefs and values in relation to working with children and young people? NB: This is a mandatory safeguarding question

** Can you please tell us about your awareness and understanding of child protection? *NB: This is a mandatory safeguarding question*

** Can you please tell us about your professional experience, competencies and qualifications in relation to working with children and young people? *NB: This is a mandatory safeguarding question*

TECHNICAL AND BEHAVIOURAL QUESTIONS RELATING TO THE ROLE

Here you may wish to ask further technical or behavioural questions relating to the applicant's capacity to fulfil the role. If the role involves working with children and/or young people, then further questions (such as those from the list below) are recommended to be asked about how they relate to children and/or young people.

Questions	Notes
Can you tell us about your experience in relation to working with children and young people?	
What do you find most rewarding about working with children and young people?	
What do you find most challenging about working with children and young people?	
How would you handle a child who is behaving in a manner that is disruptive in a group setting?	
How do you think your peers, supervisors and referees would describe the way you work with children and young people?	

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11.1.1 3. REFEREES

If asking for referee details, ensure to take their name, contact details, and relationship with the applicant. Please note that for positions working with children, there must be two professional referees, and they must have direct knowledge of the applicant's suitability to work with children / young people.

12.1.1 4. QUESTIONS FROM THE APPLICANT

You may have other questions for the applicant, such as in relation to: Availability/Start date Salary Expectations Any other questions they have

13.1.1 5. END THE INTERVIEW

Lastly, you may like to explain to the applicant when and how they will be notified of the outcome of the interview.

****6. INTERVIEWER'S NOTES / RECOMMENDATIONS**

Ensure to have a place for noting in writing general comments, including any concerns or issues with the applicant. It is important to note these to ensure that anyone else who may get involved in the process is aware of them and can take them into consideration. In particular, concerns about the applicant may also be reason for discontinuing the applicant from being considered, something that needs to be followed up with the applicant, or something to be followed up through a reference or other screening checks.

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APPENDIX 5 – SAMPLE PRE-EMPLOYMENT DISCLOSURE DECLARATION

Commonwealth of Australia STATUTORY DECLARATION Statutory Declarations Act 1959

[MINISTRY NAME]

PRE-EMPLOYMENT DISCLOSURE DECLARATION

It is an inherent requirement of the advertised position and any on-going employment you are offered and accept that you are a person suitable to perform the role, which may involve child-connected work. Each of the following questions are relevant to the organisation's understanding and assessment of your likely ability to carry out the inherent requirements of the advertised position.

You must answer each question truthfully. Failure to complete this form will invalidate the progression of your application for employment. Should any inaccuracy be later revealed or discovered during your employment, you will be subject to disciplinary action up to and including termination of employment.

You must sign this form in the presence of a person authorised to witness statutory declarations (see page 4 for details).

In response to the questions below, I make the following declarations voluntarily under the *Statutory Declarations Act* 1959:

1. Have you read and understood the job application to the position for which you have applied?

NO [] YES []

2. Pursuant to applicable workers compensation legislation* in the State where you are employed, it is requested that you disclose any pre-existing injuries and diseases suffered by you, of which you are aware, and which could be affected by the employment in the position for which you have applied.

[] I declare that I am aware of the following pre-existing injuries and/or diseases: Insert Text

OR

[] I have no such pre-existing injury or disease*

* If you fail to disclose a pre-existing condition, this could make you ineligible to receive workers compensation benefits in the State in which you are employed if you wilfully and falsely represented at the time of commencing employment that you did not suffer from a

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pre-existing injury or illness. We will rely upon any failure to disclose in accordance with the provisions of the legislation as grounds for denying compensation. Answers to the above question will be used for the purposes of workers compensation legislation only.

3. Have you (excluding			sed from any previous employment for any reason
NO []	YES [], if yes, please provide details.
Insert Text			
employer (e.g. receive	d a warı	ciplinary action of any form taken against you by an ning or had your employment terminated) in relation to nal conduct?
NO []	YES [], if yes, please provide details.
Insert Text			
5. Have you o body?	ever had a	ny subs	tantiated finding made against you by any regulatory
NO []	YES [], if yes, please provide details.
Insert Text			
6. Have you employer o		-	to any investigations relating to your conduct by an
NO []	YES [], if yes, please provide details.

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Insert Text			
	•	(but not convicted) of a you currently facing cri	n criminal offence, or found guilty iminal charges?
NO TO ALL]	YES TO SOME / ALL [], if yes, please provide details.
Insert Text			
employer for any r	eason? In		t upon departure from a former on, you are not required to breach
NO TO ALL]	YES TO SOME / ALL [], if yes, please provide details.
Insert Text			
to perform the inl	nerent req	uirements of the posit	ich you feel may affect your ability ion (including your suitability to ot sure about, but would prefer to
NO []	YES [], if yes, please provide d	etails.
Insert Text			

1. Do you consent to us contacting the appropriate person at any or all of your former employers (including any retired person who at the relevant time may have been employed by a former employer) to confirm the accuracy of your answers and to ask about your suitability for employment?

NO[] YES[] N/A[]

APPLICANT DECLARATION

- 1. I declare that the information contained in this form is complete, truthful and accurate to the best of my knowledge and no information concerning my past conduct or employment history has been withheld. I understand that deliberate inaccuracies or omission will result in non-acceptance of my application for employment. I also understand that should any inaccuracy be later revealed or discovered during employment, I will be subject to disciplinary action up to and including termination of employment.
- 2. I understand that any willfully incorrect or misleading answer or material which relates to any of the questions in this form may make me ineligible for employment or if I become employed, liable to disciplinary action which may include dismissal.
- 3. I declare that there have been no substantiated allegations of professional misconduct against me or any criminal convictions which I have not disclosed.
- 4. I declare I am not and have not been bankrupt, I have not taken the benefit of any law for the relief of bankrupt debtors, I have not compounded with creditors, and I have not assigned property for the benefit of my creditors.
- 5. If I am applying for a position as a prospective employee, I understand that applicants may be required to undergo background screening and a National Police Record Check. I consent to such screening and checks in connection with my application for employment.
- 6. If I am applying for a position as a prospective employee, I consent to the prospective employer making enquiries of any or all previous employers in connection to the information and answers I have provided in this form to verify the accuracy of the information in this application form and to confirm my ability to carry out the inherent requirements of the position including my suitability to work with children.
- 7. I understand that personnel of the employer assessing my application for employment reserve the right to approach referees other than those nominated by me.
- 8. I understand and accept that my appointment to this position requires compliance with the organisation's child safety policies. I have read and understand the Province Code of Conduct.

Place Day Month and year	Declared at	
	on day of	2017
Signature of person before whom the declaration is made (see over)		

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Full name,	
qualification	
and address	
of person	
before	
whom the	
declaration	
is made (in	
printed	
letters)	

Note 1 A person who intentionally makes a false statement in a statutory declaration is guilty of an offence, the punishment for which is imprisonment for a term of 4 years — see section 11 of the *Statutory Declarations Act 1959*. *Note 2* Chapter 2 of the *Criminal Code* applies to all offences against the *Statutory Declarations Act 1959* — see section 5A of the *Statutory Declarations Act 1959*.

A statutory declaration under the Statutory Declarations Act 1959 may be made before-

(1) a person who is currently licensed or registered under a law to practise in one of the following occupations:

Chiropractor	Dentist	Legal practitioner	Psychologist
Medical practitioner	Nurse	Optometrist	Trade marks attorney
Patent attorney	Pharmacist	Physiotherapist	Veterinary surgeon

(2) a person who is enrolled on the roll of the Supreme Court of a State or Territory, or the High Court of Australia, as a legal practitioner (however described); or

(3) a person who is in the following list:

Agent of the Australian Postal Corporation who is in charge of an office supplying postal services to the public

Australian Consular Officer or Australian Diplomatic Officer (within the meaning of the *Consular Fees* Act 1955)

Bailiff

Bank officer with 5 or more continuous years of service

Building society officer with 5 or more years of continuous service

Chief executive officer of a Commonwealth court

Clerk of a court

Commissioner for Affidavits

Commissioner for Declarations

Credit union officer with 5 or more years of continuous service

Employee of the Australian Trade Commission who is:

(a) in a country or place outside Australia; and

(b) authorised under paragraph 3 (d) of the Consular Fees Act 1955; and

(c) exercising his or her function in that place

Employee of the Commonwealth who is:

(a) in a country or place outside Australia; and

(b) authorised under paragraph 3 (c) of the Consular Fees Act 1955; and

(c) exercising his or her function in that place

Fellow of the National Tax Accountants' Association

Finance company officer with 5 or more years of continuous service

Holder of a statutory office not specified in another item in this list

Judge of a court

Justice of the Peace

Magistrate

Marriage celebrant registered under Subdivision C of Division 1 of Part IV of the *Marriage Act* 1961

Master of a court

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Member of Chartered Secretaries Australia

Member of Engineers Australia, other than at the grade of student

Member of the Association of Taxation and Management Accountants

Member of the Australasian Institute of Mining and Metallurgy

Member of the Australian Defence Force who is:

(a) an officer; or

- (b) a non-commissioned officer within the meaning of the *Defence Force Discipline Act* 1982 with 5 or more years of continuous service; or
- (c) a warrant officer within the meaning of that Act

Member of the Institute of Chartered Accountants in Australia, the Australian Society of Certified Practising Accountants or the National Institute of Accountants

Member of:

- (a) the Parliament of the Commonwealth; or
- (b) the Parliament of a State; or
- (c) a Territory legislature; or
- (d) a local government authority of a State or Territory

Minister of religion registered under Subdivision A of Division 1 of Part IV of the *Marriage Act* 1961

Notary public

Permanent employee of the Australian Postal Corporation with 5 or more years of continuous service who is employed in an office supplying postal services to the public

Permanent employee of:

- (a) the Commonwealth or a Commonwealth authority; or
- (b) a State or Territory or a State or Territory authority; or
- (c) a local government authority;

with 5 or more years of continuous service who is not specified in another item in this list

Person before whom a statutory declaration may be made under the law of the State or Territory in which the declaration is made

Police officer

Registrar, or Deputy Registrar, of a court

Senior Executive Service employee of:

- (a) the Commonwealth or a Commonwealth authority; or
- (b) a State or Territory or a State or Territory authority

Sheriff

Sheriff's officer

Teacher employed on a full-time basis at a school or tertiary education institution

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COLLECTION OF INFORMATION NOTICE

- 1. If you are completing this declaration as part of an application for employment, you will be providing our Selection Panel with personal information. Likewise, completion of this declaration during employment will constitute the provision of personal information to us.
- 2. If you provide us with personal information, for example, your name and address or information contained on your resume, we will collect the information in order to assess your application for employment. We may keep this information on file if your application is unsuccessful in case another position becomes available.
- 3. Our Privacy Policy is accessible via our website, or by request from Human Resources. The policy contains details about the Australian Privacy Principles (APPs) and how you may seek access to personal information collected about you. However, there may be occasions when access is denied. Such occasions would include where access would have an unreasonable impact on the privacy of others or where exemptions apply under privacy legislation.
- 4. We may disclose your personal information to any part of our organisation where you are placed for work and to support vendors that provide services around staff administration systems, but will not disclose this information to other third parties without your consent, where such consent has not already been given in this declaration.
- 5. We may store personal information in the 'cloud', which may mean that it resides on servers which are situated outside Australia. We use the services of a third party online provider which may be accessible by you. We have made reasonable efforts to be satisfied about the security of any personal information stored outside Australia as not all countries are bound by laws which provide the same level of protection for personal information provided by the APPs.
- 6. We may be required to collect personal information about you in accordance with applicable laws.
- 7. Where personal and sensitive information is retained by us by a cloud service provider to facilitate HR and staff administrative support, this information will be stored on servers within Australia.
- 8. If you provide us with the personal information of others, we encourage you to inform them that you are disclosing that information to us and why, that they can access that information if they wish and that we do not usually disclose the information to third parties.

If you are employed by us, the personal information that we collect about you will become part of your employee record and will be handled in accordance with the law. Employee records are exempt by privacy laws.

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Working with Children Check Tracking

MINSTRY NAME WWCC Verification and	l Expiry						
Employee Full Name	Date of Birth	WWC Number	Start Date	Verification Date	Verification Outcome	Expiry Date	Employee or Contractor
John Smith	4/10/1894	App - 000007	7/07/2013	2/07/2013	Cleared	2/07/2018	Employee

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APPENDIX 7 – SAMPLE PROOF OF IDENTITY FORM

Proof of identity

Applicant details

Full name:	
Address:	
Postcode:	
Telephone	
Mobile:	
Date of Birth:	
Has the person been known by any other names? If so, list those names:	

1.1.1 Identity requirements:

One suitable form of documentation from each of categories A, B and C. Or

Three documents from Category B and one document from Category C.

2.1.1 Category A documents:

Documentation provided must be original and current (not expired). Match photograph and signature on each document against the applicant.

Document	Reference Number
Australian passport	
Foreign passport	
Australian state or territory driver licence	
'Working with children' check card	
Australian state or territory firearms licence	

3.1.1 Category B documents:

Documentation provided must be original and current (not expired). Match residential address against that provided by the applicant.

Document	Reference Number
Australian birth certificate	
Travel document with same characteristics as a passport plus current Australian visa	
Certificate of evidence of Australian resident status	

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Australian citizenship certificate	
Department of Veteran's Affairs card	
Centrelink card (containing a reference number)	
Australian tertiary institution identification card	
Private security individual operator licence	
Medicare card	
Change of name certificate issued by a state or territory registry of births,	
deaths and marriages	
Marriage certificate issued by a state or territory government agency	
Financial institution credit or account card	
Taxation assessment notice	
Motor vehicle registration certificate	
Superannuation account statement	
Any document from Category A not already produced to meet the	
requirements of that category	

4.1.1 **Category C documents**

Documentation provided must be original and current (not expired). Match residential address against that provided by the applicant.

Document	Reference Number
Utilities notice (water, electricity, gas or telephone account)	
Rental contract or receipt issued by landlord, agent or owner	
Bank statement for a current account	
Electoral enrolment for current address	

5.1.1 Declaration

١, hereby confirm that the identity documents recorded above were provided by the applicant and witnessed by myself.

Name:	
Position:	
Signature:	
Date:	

Document: Recruitment Proof of Identity Form	Reference Number
Approved:	[x insert date of approval x)
To be reviewed:	[x insert date to be reviewed x]

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APPENDIX 8 – SAMPLE REFERENCE CHECK RECORD

Reference Check Template

The reference checker should prepare this pro-forma to suit the position that has been advertised. Questions marked with a '**' are mandatory when recruiting individuals for a position which works with children, and their answers must be recorded on this form.

**Candidate's Name:	**Date of check:
**Referee's Name:	**Position:
**Company Name:	Contact No:

1. INTRODUCTION

[Here you may like to introduce yourself (name and position). Eg. "Your name has been provided by the applicant to act as a referee for their application for employment." You then may like to provide the referee a brief outline of the position the candidate has applied for and the duties and responsibilities of the position].

[You then may inform the referee of the implications of the check, E.g. "The information you give may be used to assess the potential employment of the candidate. Are you happy to proceed and act as a referee? Further do you understand and accept that any comments I note may be accessed by the candidate under the Privacy Act]?

[If they are unhappy to proceed or do not accept the implications of the check, do not continue the check.]

2. REFEREE'S RELATIONSHIP WITH THE APPLICANT

**Dates of Employment:	Commenced:	**Current/Finished:
**Applicant's position / role:		
**Referee's relationship to applicant:	E.g. Supervisor, Performance Manager, Friend, Colleague	
**How long has the referee known the applicant for?		

** SAFEGUARDING REQUIREMENTS OF REFEREE'S RELATIONSHIP

[If the role being applied for involves responsibility over children or young people, the organisation's safeguarding accreditation stipulates certain requirements of the referee. These are that they must have knowledge of the applicant's suitability to work with children; and must be associated with the applicant's professional life (rather than personal).

The questions below guide meeting these requirements.]

**Please circle Yes / No to the following questions if the applicant is applying for a role which has responsibility for children and / or young people:

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- **The referee has a professional relationship with the applicant: Yes / No
- **The referee has knowledge of the applicant's suitability to work with children: Yes / No

**If any of the answers are no, please either seek an alternative referee, or provide an explanation below for why the reference check is proceeding.

3. QUESTIONS ABOUT APPLICANT CANDIDATE KEY DUTIES / RESPONSIBILITIES

[These may be tailored to the types of skills required in the role you are hiring for – some examples are:]

Q. What were the candidate's main duties / responsibilities in their role?

Q. Was the candidate required to supervise or be responsible for children and / or young people?

CANDIDATE'S PERFORMANCE

[These may be tailored to the type of performance you are keen to see in the role you are hiring for – some examples are:]

Q. What were the candidate's key strengths?

Q. Were there any areas where the candidate's performance did not meet the position requirements?

Q. What level of supervision did the candidate require?

Q. How would you describe the candidate's ability to work as part of a team?

Q. How did the candidate manage under pressure and / or stress?

Q. What was their work ethic like (punctuality, reliability, honesty)?

Q. Did the candidate demonstrate a willingness to follow procedures and policies?

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Q. Would you employ them again?

**SAFEGUARDING CHILDREN AND YOUNG PEOPLE QUESTIONS

[Here we encourage you to inform the referee that your organisation is a safeguarding organisation and that this requires certain reference check questions to be asked. This could be worded as:

"Our organisation is committed to being an organisation which safeguards children and young people from abuse and neglect by our staff or volunteers. We undertake a number of activities and steps to achieve this, including a thorough screening process to try to prevent inappropriate individuals from joining our organisation. As a part of this, we'd like to ask you a few questions which consider this candidate's appropriateness to work with children and young people"]

**Q. Do you have any concerns about the applicant's capability (e.g. appropriate skills, knowledge) to work with children or young people?

**Q. Do you have any concerns about the applicant's suitability (e.g. appropriate demeanour, values, reliability) to work with children or young people?

**Q. Have there been any incidents, findings, allegations or disciplinary action against the applicant in relation to allegations of inappropriate behaviour with respect to children or young people?

[Additional questions relating to children can also be asked here. See Reference Check Questions Additional Questions at beginning of template for suggestions].

4. END THE INTERVIEW

[You may wish to finish the reference check by giving the referee the opportunity to make any further comments].

Q. Based on the description of the position for which the candidate has applied, is there anything else you would like to tell me about the candidate that may affect their ability to effectively undertake the role?

Q. Are there any other comments you'd like to make?

[Advise referee that this concludes the reference check and thank them for their time.]

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**5. SUMMARY OF OTHER REFEREE OBSERVATIONS

Ensure to have a place for noting a summary of any other observations made by the referee, including any concerns or issues with the applicant. It is important to note these to ensure that anyone else who may get involved in the process is aware of them and can take them into consideration. In particular, concerns about the applicant may also be reason for discontinuing the applicant from being considered, something that needs to be followed up with the applicant, or something to be followed up through an additional reference or other screening checks.

Reference Check Questions

[x insert Ministry Name x]

[When developing this list of questions for use in your organisation's recruitment procedures, you may wish to draw from the following sample questions for applicants for 'involved' positions. To develop a complete questionnaire you need to add other questions relevant to the role and duties for which you are recruiting.]

You must <u>at a minimum</u> ask the following as part of the referee check process:

- What is the nature and duration of your professional relationship with the applicant? (including verification of information in resume or provided by applicant i.e. applicant's position title, dates and duration of employment, main duties and responsibilities, assessment of performance in that role, experience working with children and/or young people)
- Do you have any concerns about the applicant's capability (e.g. appropriate skills, knowledge) to work with children or young people?
- Do you have any concerns about the applicant's suitability (e.g. appropriate demeanour, values, reliability) to work with children or young people?
- Have there been any incidents, findings, allegations or disciplinary action against the applicant in relation to allegations of inappropriate behaviour with respect to children or young people?

Additional Optional Questions [Recommended for use when the position the position being recruited works predominantly with children or young people]:

- How would you describe the applicant's strengths in working with children or young people?
- How would you describe the applicant's weaknesses in working with children or young people?
- Would you tell me how the applicant relates to children or young people?
- Are there any challenges that the applicant would face in working and engaging with children or young people?
- Are there any age groups that the applicant may not be suited to work with?
- Does the applicant use an appropriate language and tone of voice with children or young people?
- Have you observed the applicant disciplining a child or young people? What strategies did he/she use?
- Can you tell me about a situation when the applicant had to handle a child or young person who was angry and lashing out physically?
- How did the applicant relate to that child/young person's parents?
- Do you have knowledge of the applicant understanding of reporting procedures in relation to concerns about a child or young person's welfare?
- Does the applicant become angry easily?
- How does the applicant respond when children or young people are demanding, challenging or provocative?
- Do you know of any instances where the applicant has acted outside the boundaries of his/her role?
- Would you employ the applicant again?

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