



The GEO Group Australia Pty Ltd.

RECRUITMENT & SELECTION

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Summary:	This Policy ensures that all recruitment, transfers and promotions are conducted in a systematic, fair and transparent manner, consistent with the principles of merit selection, natural justice and equal opportunity.
Related Policies:	
Related Forms:	Corporate Forms Group 4: Human Resources Sub-Group 1: Recruitment Selection and Remuneration
Attachments:	Appendix 1 – “Applying for Internal Vacancies” Guide Appendix 2 – Correctional Officer Recruitment Steps

CORPORATE POLICY

This Policy is underpinned by the values of The GEO Group Australia Pty Ltd and its application should reflect these values:

Integrity - We always act with integrity in everything we do – as individuals, in our centres and as a company.

Respect - We treat everyone with respect. (Our colleagues, clients, prisoners, partners and communities). We work in collaboration and respect everyone's opinion.

Accountable - We are accountable for our actions. We deliver what we promise. (To our clients, staff, prisoners, communities and shareholders.)

Agile - We respond to the needs of our clients, prisoners and communities.

Innovative - We continuously review to improve outcomes for our clients, employees and the people in our care, now and into the future.

The Company reserves the right to amend its policies from time to time. Company policies do not form part of an employee's contract of employment.

Not for Release to External Agencies, Prisoners or Inmates

Table of Contents

1. POLICY	3
2. COMMENCING THE RECRUITMENT	3
i) Preparing to Recruit	3
ii) Advertising.....	4
iii) Managing Applications	5
3. THE INTERVIEW STAGE	5
i) Selection Committee	5
ii) Shortlist For Interview.....	6
iii) Interviewing Candidates	6
4. CHECKING & VALIDATION	7
i) Vaccination Status.....	7
ii) Checking Credentials	7
iii) MADAAC Review / Approval	8
iv) Applicant Testing.....	8
v) Pre-Employment Checks.....	9
vi) False Information.....	10
5. SELECTION & APPOINTMENT.....	10
i) Selection.....	10
ii) Offer of Employment	11
iii) Unsuccessful Applicants.....	11
iv) Forms & Documents.....	12
6. SENIOR APPOINTMENTS.....	12
7. TRANSFERS.....	13
8. RECRUITMENT OF CORRECTIONAL OFFICERS.....	15
9. CASUAL TO PERMANENT (CORRECTIONAL OFFICERS).....	16
10. DIRECT APPOINTMENT	16
11. CHANGES TO CENTRE STAFFING PLAN.....	16
12. CONFLICT OF INTEREST	17
13. COMPLIANCE AND RISK MANAGEMENT	18
14. APPROVED.....	19
Appendix 1	20
“APPLYING FOR INTERNAL VACANCIES” GUIDE	20
Appendix 2	23
CORRECTIONAL OFFICER RECRUITMENT STEPS.....	23

1. POLICY

All recruitment, promotions and transfers will be conducted in a systematic, fair and transparent manner, consistent with the principles of merit-based selection, natural justice and equal employment opportunity. These principles will be applied consistently across the Company.

All employees have a responsibility to comply with this Policy. Employees who are found to have engaged in conduct in breach of this Policy may be subject to disciplinary action.

Notwithstanding the general terms of this Policy, the Managing Director retains the right to make a direct appointment to any role.

2. COMMENCING THE RECRUITMENT

i) Preparing to Recruit

When a position becomes vacant (or is anticipated to soon become vacant), the manager of the area (the 'recruiting manager') will:

- Discuss the vacancy with the appropriate member of the Senior Leadership Team ('SLT member') and confirm the need to fill the position.
- Work with the SLT member to update the Position Description, as required, using CF 4.1.20 Position Description template.
- Advise the Human Resources Manager of the (impending) requirement to fill the vacant position.
- Forward the updated Position Description (as agreed with the SLT member) to the Human Resources Manager for endorsement. Alternately, the recruiting manager will confirm that the Position Description has been reviewed and that no substantive amendment is appropriate.

The Human Resources Manager (or delegate) will:

- Obtain approval (and signature) for any revised Position Description from the General Manager.
- Arrange for a copy of any substantively-amended Position Description to be forwarded to the relevant jurisdiction's Contract Management Unit for advice, as appropriate, prior to the commencement of the recruitment.
- Confirm the vacancy against the approved Centre Staffing Plan and, as appropriate, confirm with the General Manager that he or she wishes to proceed to fill the vacancy.
- Meet with the recruiting manager, the SLT member and others, as appropriate, to discuss and agree the recruitment strategy for the vacancy.

The strategy may include consideration of remuneration (where appropriate), advertising content, advertising channels, advertising duration, utilisation of recruitment agencies, options for marketing the role, relocation support, sign on bonus, hybrid working environment etc.

Importantly, all recruitment expenditure must be approved prior to any

commitment, in accordance with established Company delegations, and use of external recruitment agencies must be approved by the General Manager (or by a Director).

In instances where international candidates are being targeted the advertising campaign must run for no less than 28 days and must be advertised on three platforms, including Workforce Australia (Note: GEO's vacancies page does not qualify). Prior to any such advertising or where it is anticipated that international candidates will apply for a local campaign, contact is to be made with the Senior Human Resources Manager prior to a campaign being launched. The Senior Human Resources Manager will review the advertising to determine if it meets Labour Market Testing requirements.

ii) Advertising

The Human Resources Manager may commence recruitment:

- When a signed document (committing the incumbent to leave the role) has been received by the Human Resources Manager, i.e. when the incumbent resigns, accepts another role or is directed to leave the role; or
- In the absence of a signed document, when the General Manager (or Director) has provided written approval to the Human Resources Manager to commence the recruitment.

In this situation, the General Manager will liaise with the Commercial Director, as appropriate, to ensure that the Centre Staffing Plan is not exceeded without proper approval.

The Centre Staffing Plan as well as the nature and anticipated duration of a role will determine whether a recruitment is for a permanent, fixed-term, fixed-task, part-time or casual position.

Recruitments will commence with the vacancy being advertised on the GEO Careers website, through the GEO recruitment management system; or, when approved by the General Manager (or by a Director), an external recruitment agency may be engaged to identify candidates (which may include testing, profiling and/or initial interviewing of candidates).

All positions, other than direct appointments, will be advertised internally (across the Company).

Positions will normally also be advertised externally. However, the General Manager may approve 'internal only' advertising if he/she believes that there are a number of well-qualified internal (potential) candidates and that external candidates are unlikely to be better-qualified for the role (than the internal candidates). The General Manager may delegate this responsibility to the Human Resources Manager in relation to recruitments up to the mid-level of the organisation.

In the context of the above clause, "qualified" means 'broadly qualified', including in relation to education, training, experience, performance and achievement. In addition, the appropriate Director may approve 'internal only' advertising.

Advertising conducted by GEO will be in the form of standard job-advertisement templates, issued by Head Office. The advertisement will normally include a brief description of the role, where to access further information (about the Company and the role), how to apply and when applications will close. Remuneration will not be

included in an advertisement, unless specifically approved by the General Manager (or by a Director).

iii) Managing Applications

Unless international candidates are being targeted the closing period for applications will normally be fourteen (14) days. Late applications may be accepted, at the discretion of the Human Resources Manager.

All employment applications and interviews are to be managed through the GEO recruitment management system.

Applicants will normally be required to complete the Corporate Online Application Form and to provide one or more of the following:

- a letter addressing the basis of their application;
- a current resume; and/or
- specific comments addressing the selection criteria for the role.

Individual Centres may have additional application requirements.

Some of the above requirements may not be appropriate in the case of recruitment being conducted by external agencies.

Internal (GEO) candidates are requested to advise their manager (of their intention to apply for a new position), prior to submitting an application.

3. THE INTERVIEW STAGE

i) Selection Committee

A Selection Committee will be established to undertake and/or coordinate the GEO interview process.

The composition of the Selection Committee, which will vary according to the technical requirements of the vacant position, will normally include:

- The manager to whom the vacant position reports (the recruiting manager);
- A member of the Human Resources team (or delegate); and
- Where considered beneficial, a third person who adds value to the interview process.

The composition of the Selection Committee should also take into account the following guidelines:

- The involvement of a Senior Leadership Team member will be considered on a case-by-case basis, particularly in relation to senior-level recruitments.
- In exceptional circumstances, the Human Resources Manager may delegate the role of the Human Resources member to another employee (or contractor) who has appropriate interview and selection experience and can provide appropriate guidance and support to the Committee.
- A chairperson (of the Committee) will be nominated, to coordinate and direct the activities of the Committee as required.
- The Committee will, where practical, be gender balanced.

The General Manager will approve the composition of Selection Committees; but may delegate this responsibility to the Human Resources Manager in relation to recruitments up to the mid-level of the organisation.

All interviews will be conducted by the Selection Committee. However, if applicant numbers are high and/or there are several positions to be filled, a number of interview panels may be established and utilized (under the direction and supervision of the Selection Committee).

An external agency, approved by the General Manager or Director, may be engaged to identify candidates (which may include testing, profiling and/or initial interviewing of candidates). These candidates may be proposed to GEO's Selection Committee for possible short-listing and interview.

ii) Shortlist For Interview

Shortlisting for interview will normally be undertaken by the members of the Selection Committee, coordinated by the Human Resources representative (or the person undertaking this role). Others may be involved in the shortlisting process (to provide relevant expertise), at the discretion of the Committee.

All applications received prior to the 'closing date for applications' will be considered for interview (which may include consideration by an external agency); and late applications may also be considered, at the discretion of the Human Resources Manager.

Candidates will be selected for interview in a systematic, fair and transparent manner, consistent with the principles of merit-based selection, natural justice and equal employment opportunity. The objective is to identify the best applicants for the role, based upon a comparative assessment of the applicants' abilities, skills, knowledge, qualifications and potential against the selection criteria (to the extent that such information is available at this stage).

Internal candidates (i.e. current GEO employees) will be invited to attend an interview if they meet the selection criteria and have a satisfactory performance and attendance record.

It may be appropriate, in the circumstances of a particular vacancy, to nominate additions and/or deletions to the selection criteria applying to internal candidates. For example, a nominated minimum period of GEO service (or service in a certain area of the business) may be applied in addition to or in lieu of one or more of the normal selection criteria. Any such amendment to selection criteria (for internal candidates) will be clearly identified in all internal advertising for the role.

In the event that an internal candidate does not meet the requirements for interview, they will be contacted by a member of the Selection Committee, advised of the situation and offered the opportunity to receive feedback (which will be provided by a member of the Selection Committee, as appropriate).

iii) Interviewing Candidates

Prior to GEO interviews, Human Resources will work with the Selection Committee to develop an Interview Guide for the position being recruited. The Interview Guide will consist of a series of behaviour-based questions, focussing on the requirements set out in the Position Description and, in particular, the selection criteria for the role.

The Selection Committee will follow the Interview Guide during each interview, ensuring that a response has been noted in relation to each question. However, it is not necessary to ask all questions, if the candidate has sufficiently addressed a question in a previous answer. Selection Committee interview notes will be retained with each candidate's application, to assist in the provision of feedback as required.

The objective of the interview is to identify the best applicant overall, based upon a comparative assessment of the applicants' abilities, skills, knowledge, qualifications and potential against the selection criteria.

When invited to attend for interview, candidates will be advised of the date, time and location of the interview and of any special arrangements/requirements regarding entry to a correctional facility.

There are additional requirements for candidates applying for the position of Correctional Officer, which are addressed in Section 8, Recruitment of Correctional Officers, below.

4. CHECKING & VALIDATION

i) Vaccination Status

The Human Resources Manager or delegate will ensure that candidates have had any mandatory vaccinations as required by law, GEO's Client or Company policy.

In an event where the candidate does not meet such requirements they will not be engaged until such time that they become vaccinated.

Where a candidate has an approved medical contraindication certificate, the candidate must provide evidence from a suitable Medical Practitioner.

ii) Checking Credentials

The Human Resources Manager or delegate will ensure that preferred candidates for the following positions hold the required credentials and that they are checked with the appropriate professional body.

Position	Professional Body
Legal Manager	<u>The Law Society</u>
Psychologist Provisional Psychologist Occupational Therapist Dentist Medical Practitioner Nurse Pharmacist	<u>Australian Health Practitioner Regulation Agency (APHRA)</u> www.ahpra.gov.au
Social Worker	<u>Australian Association of Social Workers (AASW)</u> www.aasw.asn.au

Counsellor Psychotherapist	<u>Australian Register of Counsellors and Psychotherapists</u> (ARCAP) www.arcapregister.com.au
Accountant	Contact Chartered Accountants Australia and NZ 1300 137 322
Overseer Trade Officer Electrician Plumber Other professions that require a trade qualification	www.licensedtrades.com.au

All tertiary qualifications and any other qualifications and/or registrations (for preferred candidates) must be verified.

All qualifications and current registrations must be sighted, by a member of the Human Resources team or the Selection Committee, and a copy taken. A note must be made on the copy that the original was sighted, the notation signed and dated and the copy then placed with the candidate's application (and, ultimately, onto their personnel file in the case of the successful candidate).

If originals cannot be sighted, then copies verified as true and accurate by a Justice of the Peace must be sighted; and a copy retained in the manner set out above.

iii) MADAAC Review / Approval

In addition to checking credentials, the Human Resources Manager or delegate must also ensure that all recruitment documentation for medical and dental practitioners is reviewed by the GEO Medical and Dental Appointment and Advisory Committee (MADAAC) and their appointment recommended in writing by the MADAAC prior to an offer of employment being made. This includes temporary, permanent and contracted staff.

The following policy documents are relevant to medical credentialing:

- HS 2.03 Medical, Dental and Nurse Practitioner Credentialing.
- HS 2.04 Terms of Reference – Medical and Dental Appointment Advisory Committee.

iv) Applicant Testing

Where appropriate, aptitude and/or psychological testing will be arranged for candidates.

v) Pre-Employment Checks

Once one or more preferred candidates have been identified, the Human Resources Manager or delegate will ensure that, at a minimum, the following pre-employment checks have been / are conducted:

- Reference checks. Refer to notes #1 and #2 below.
- Criminal history / background check. Refer to note #3 below.
- Right to work in Australia. Refer to note #4 below.
- Psychometric testing (as appropriate).
- Pre-employment medical assessment (as appropriate). Refer to note #5 below.

Note #1: Reference Checks – External Candidates

Two formal reference checks will be undertaken to validate relevant parts of the candidate's employment history, achievements, work performance and qualifications. Corporate Forms CF 4.1.01A Telephone Reference Check or CF 4.1.01B Email Reference Check may be used for this purpose.

Supervisors and/or managers to whom the person has recently reported (for a meaningful period of time) are the most appropriate people to provide these references. The candidate must be asked to provide the name, position, work relationship and contact telephone number for such referees; and every effort should be made to secure these checks.

It is noted that, whether such people are available or not, the essential requirement is that referees have a depth of experience with the candidate, are independent of the candidate and can reasonably be relied upon to provide objective insight into the candidate's performance relating to the role. It is most important that the candidate has been validated in this manner.

Note #2: Reference Checks – Internal Candidates (including Transfers)

At least one formal reference check will be undertaken to validate the candidate's experience and performance whilst working for GEO. A supervisor or manager to whom the person has recently reported (for a meaningful period of time) is the most appropriate person to provide this reference.

Note #3: Criminal History / Background Check

The Human Resources Manager must ensure that all potential employees, contractors and volunteers are security checked and cleared (including the approval of the Commissioner, as appropriate); and that any information gathered in the background screening process is protected and for OFFICE USE ONLY.

In some cases, at the discretion of the Commercial Director, a dispensation may be sought with the jurisdiction for the potential employee to complete an onsite orientation and training under conditional circumstances until the required security clearance has been provided.

Note #4: Right to Work in Australia

Right to Work in Australia should be verified for all preferred candidates, where it is clearly not evident that they are an Australian Citizen.

Where it is identified that a candidate holds a visa allowing them to work in Australia, the duration of the visa and the extent of work rights must be verified. The candidate may be able to provide this information, e.g. by providing access to the relevant visa documentation. Otherwise the situation must be verified via the Visa Entitlement Verification Online Service.

The Human Resources Manager will also ensure that appropriate ongoing checks are undertaken to ensure that the right to work in Australia is maintained. These checks will be undertaken on a six (6) monthly basis (or as otherwise determined by the Human Resources Manager).

Note #5: Pre-Employment Medical Assessment

Candidates who will be required to undertake duties requiring manual handling and/or dexterity of movement as part of their role (including, as appropriate, Correctional Officers, Activities Officers, Health staff, Maintenance Officers, Catering Officers, etc.) are required to undertake a pre-employment medical / functional assessment, which will include drug and alcohol testing.

Other candidates do not need to complete a medical / functional assessment, unless there is a concern in relation to the health and fitness of the candidate.

If there are specific physical (or other) requirements necessary to successfully undertake the requirements of a position, it is appropriate to assess applicants against these requirements. The requirements are to be included in the selection criterion in the Position Description for the role.

vi) False Information

Should it become apparent at any stage of the selection process that an applicant has deliberately (and materially) falsified information considered to be a part of their application (whether the information has been provided in a written form or verbally), the prima facie position is that the application will proceed no further and that the applicant will not be employed.

The final decision in any such matter will be made by the Human Resources Manager. Depending upon the complexity of the situation, the Human Resources Manager will take advice from the General Manager and/or the GEO Legal Manager before a final decision is made.

5. SELECTION & APPOINTMENT

i) Selection

The Selection Committee will review each of the interviewed candidates (including all recruitment documentation) and, unless no applicant is considered suitable, will make a recommendation for appointment to the General Manager.

The Selection Committee will recommend the person considered to be the best applicant for the role, based on a comparative assessment of the applicants' abilities, skills, knowledge, qualifications and potential against the selection criteria as well as all referee reports. Committee members will ensure that they retain notes and evidence, as required, to support their decision.

When the General Manager has approved the Selection Committee's

recommendation, the Human Resources Manager or delegate will prepare the CF 4.1.02A Personnel Action Change Form and any supporting documentation required to secure approval for the appointment; and approval will be facilitated (in accordance with Corporate Policy HR 2.07 Personnel Action Change) at the earliest possible time.

The Human Resources Manager will take all appropriate steps to ensure that under no circumstances is any form of offer (of employment, promotion or transfer) to be made (or implied) to any candidate prior to:

- The completion of all pre-employment checks, including the receipt of satisfactory results; and
- The receipt of an approved CF 4.1.02A Personnel Action Change Form for the appointment.

If a selection decision is to be made contrary to the Selection Committee's recommendation, it must be documented in a manner that clearly explains the decision-making process and the reasons why the candidate has been preferred for the role.

ii) Offer of Employment

When all pre-employment checks have been completed and the appropriate approvals have been confirmed, a verbal offer of employment (or transfer or promotion) will normally be made by the Human Resources Manager or delegate.

This will be followed by a written offer of employment (or transfer or promotion), using the Corporate approved form of letter offer / contract of employment. The written offer will be issued under the signature of the General Manager or delegate (or a Director) by the Human Resources Manager or delegate.

The letter of appointment, transfer or promotion will include a signed copy of the Position Description; and all external offers of employment must include a six (6) month qualifying period. A copy of the offer will be held on file by Human Resources.

Under no circumstances will any employee make (or imply in any way) an offer of employment, transfer or promotion to any person unless authorised to do so. Such authorisation arises only when the relevant Personnel Action Change Form has received all of the required approvals; and is exercisable only by a Director, General Manager, Human Resources Manager or a person specifically delegated by one of these people. A breach of this requirement may result in disciplinary action.

A candidate (or employee) wishing to accept or decline an offer of employment (transfer or promotion) must do so in writing within five (5) working days after receipt of the offer. If the decision of the first-preferred candidate is to decline the position, this allows the next-preferred candidate (if deemed suitable) to receive approval and be made an offer within a reasonable period of time.

In the event that a recruitment is unsuccessful, consideration will be given to recommencing the recruitment at an appropriate time. The new strategy for (recommencing) the recruitment should be discussed and agreed with the General Manager (or Director) or delegate.

iii) Unsuccessful Applicants

Once written acceptance of an offer of employment (or transfer or promotion) has been received, the Human Resources Manager or delegate will arrange for all other

candidates to be advised that they have been unsuccessful. Normally this will be done by email. In the case of applications which have been made directly to GEO, candidates will also be advised that their application will be retained on file for six (6) months. Notifications should, where possible, occur within five (5) days of the position being formally accepted in writing.

The option to receive feedback will be offered to unsuccessful internal candidates. If requested, feedback will be provided by a member of the Selection Committee in the manner determined by the Committee.

Where a request for feedback is received from an external applicant, the feedback will be provided by the Human Resources Manager or delegate.

iv) Forms & Documents

At the conclusion of the recruitment process, Human Resources will collate all recruitment-related documentation into an employee file for the new employee, ensuring that it is stored in TRIM.

All other documentation related to the recruitment will be retained for at least six (6) months from the date of appointment of a successful candidate. All documents of a confidential nature will, at the appropriate time, be destroyed in a secure manner.

Prior to or immediately upon commencement, Human Resources/Payroll will arrange for all appropriate employment documentation to be issued to the (new) employee (as set out in Corporate Form CF 4.1.14A Induction Package Checklist). The Human Resources Manager or delegate will ensure that forms are signed/completed in a timely manner and filed on the employee's personnel file.

6. SENIOR APPOINTMENTS

The Selection Committee for a Senior Leadership Team position will comprise the General Manager, Functional Director and a Human Resources representative.

The appointment of Senior Leadership Team positions will be approved by the Functional Director, the Director Correctional Services and the relevant jurisdictional Commissioner (as required).

The Selection Committee for the position of General Manager will comprise the Managing Director, the Director Correctional Services and, as appropriate, one or more other Directors (as determined by the Managing Director).

The appointment of a General Manager will be approved by the Managing Director, the Director Correctional Services, the Commercial Director and the relevant jurisdictional Commissioner (as required).

The appointment of a Director will be recommended by the Managing Director and approved by the Senior Vice President, The GEO Group, Inc.

In addition, senior leadership appointments may be subject to an independent probity check. Where this is required, the probity check will be completed prior to seeking the relevant jurisdictional Commissioner's approval.

7. TRANSFERS

To a Different Work Location / Centre

In this section of the Policy, a request for transfer is when an employee is seeking to move to a new position, at the same level, in a different work location / Centre.

Other than in exceptional circumstances, an employee will become eligible to apply for (or request) a transfer upon the successful completion of 12 months' continuous service.

An employee wishing to transfer to another position may apply for an advertised vacancy, in which case the employee will be treated as an internal applicant (in accordance with the procedures set out in this Policy). An employee intending to make such an application is requested to advise their manager of their intention to apply.

Should there be no currently-advertised vacancy, the employee may consult with their Human Resources Manager. The Human Resources Manager at the employee's 'home' Centre will ascertain the employee's aspirations in relation to the transfer, including:

- The preferred timing.
- The preferred role and whether the employee would be willing to accept an alternate role for which they may be qualified.
- The preferred type of employment (e.g. full-time) and whether the employee would be willing to accept an alternate type of employment (e.g. part-time and/or casual).

The home-Centre Human Resources Manager will then contact the Human Resources Manager at the 'destination' Centre and refer the enquiry to them.

The destination-Centre will then determine whether a transfer can be offered, as follows:

- The Human Resources Manager will initiate consideration, with the appropriate Senior Leadership Team (SLT) member and the General Manager (as appropriate) as to whether a suitable position is available.
- The Human Resources Manager or delegate will liaise with the home-Centre to obtain copies of:
 - recent performance appraisals;
 - training record;
 - attendance record and, where relevant, record of availability;
 - documentation related to any performance issues, behaviour issues or disciplinary matters; and
 - appropriate registration (if required) e.g. nurses, doctors and psychologists, and accreditation to practice in the State in which they are to be employed.
- If there is a position available which may be suitable, the Human Resources Manager and the appropriate SLT member will determine the eligibility for interview of the employee (based on all of the information available).

Whilst this decision will always be based on the particular circumstances of the application at hand, the following may be taken as an indication of the considerations which will be applied when a transfer is requested:

- Re selection criteria: Does the employee reasonably meet the selection criteria for the role?
 - Re performance: Does the employee have a record of satisfactory performance in all aspects of their employment?
 - Re training record: Does the employee have a satisfactory record of completing required training on time (including refresher training, Certificate modules, etc.)?
 - Re attendance record and, where relevant, record of availability: Is the employee's record satisfactory in all respects?
 - Re disciplinary record: Does the employee have a satisfactory behaviour and discipline record? (Whilst this aspect will always be considered according to the specific circumstances of the case at hand, the general rule is that "the more serious and/or recent the (disciplinary) matter, the more likely it is to have an impact on the application for transfer".)
 - Re professional registration and/or accreditation, if required: Does the employee have the required registration/accreditation for the role?
- If a decision is taken to interview the employee, a Selection Committee will be established and an interview will be conducted.
 - If the Selection Committee is satisfied in relation to the applicant's abilities, skills, knowledge, qualifications and potential against the selection criteria, a recommendation for transfer will be made to the General Manager.

From this point the transfer will be managed in accordance with relevant sections of this Policy (Section 4: Checking & Validation and Section 5: Selection & Appointment). All checks and approvals required for the role will be undertaken / obtained.

In the case of a successful application for transfer, the destination-Centre will liaise and cooperate with the home-Centre in undertaking the necessary steps to facilitate the transfer.

Where the application for transfer has not been successful, the destination-Centre will liaise and cooperate with the home-Centre in offering and providing feedback to the employee, as appropriate.

Where a transfer involves a senior operational management position, the requirements of Section 6, Senior Appointments, will apply, as appropriate. In particular, the approval of the Commissioner must be obtained (where applicable) prior to any offer being made.

Relocation Assistance

Relocation assistance is not normally available in situations where a transfer is applied for or requested.

Transfer Within the Same Work Location / Centre

A transfer involving an employee seeking to move to a new position, at the same level, in a different section of the same Centre will be managed (by the Human Resources Manager) in essentially the same manner (and in accordance with the same principles) as set out above; except to the extent that the Human Resources Manager will have the discretion to delete or amend those aspects of the process which are clearly designed to assist the consideration of decision-makers who are not familiar with the employee seeking the transfer.

Promotions

Promotions will be addressed in the normal manner of recruitment. That is, via the normal process of recruitment or via direct appointment.

8. RECRUITMENT OF CORRECTIONAL OFFICERS

In addition to the general provisions of this Policy, there are a number of additional requirements which apply when undertaking recruitment of Correctional Officers.

The flow chart set out at Appendix 2: CORRECTIONAL OFFICER RECRUITMENT STEPS provides an overview of the recruitment and selection process for Correctional Officers.

The additional steps (in the recruitment process for Correctional Officers) relate primarily to the use of *Safe Select* resources and GEO aptitude testing.

In summary, this involves the administration of profiling and aptitude testing for all short-listed candidates, the use of a pre-interview questionnaire (Applicant Personal History Form) and the use of *Safe Select*'s Interview Guide. These resources, which must be administered by accredited persons, form an important part of the overall consideration in relation to each interviewed candidate.

Important requirements in relation to the use of the *Safe Select* process are:

- The process will be facilitated and supported by the Human Resources Manager or delegate(s).
- Candidates identified as High Risk in the results of the *Safe Select* testing are to be clearly flagged and generally should not be progressed through to the GEO interview stage, unless specifically approved by the General Manager.
- *Safe Select* Comprehensive Reports will be obtained for each candidate selected for interview. The Report will be obtained prior to the interview.
- All relevant candidate documentation (including the candidate's application and the *Safe Select* Comprehensive Report) will be provided to (and reviewed by) the Interview Committee/Panel prior to the scheduled interview.

The documentation will be provided to the Interview Committee/Panel well in advance of the interview (three days before, if possible).

The Committee/Panel will also be provided with a *Safe Select* Interview Guide well in advance of their first interview, for the purpose of refreshing their familiarity with the document.

- Candidates attending for interview will complete 'Safe Select – Applicant's Personal History Form' prior to their interview.
- Candidates attending for interview will be interviewed using the *Safe Select* Interview Guide.
- In cases where the Selection Committee wishes to recommend (for employment) a candidate flagged by the *Safe Select* testing as 'High Risk', a risk assessment is to be undertaken.

If, following consideration of the risk assessment, the Selection Committee wishes to proceed with the appointment, the risk assessment will be drawn to the attention of the General Manager prior to requesting the General Manager to approve the Personnel Action Change Form for the appointment.

The General Manager will confer with the Director Correctional Services, as appropriate, in relation to the advisability of proceeding with the appointment.

Information in relation to the detailed methodology, resources and general advice are available in the Safe Select Manual, via the Safe Select online portal and also from Head Office Human Resources.

Candidates who are unsuccessful at any stage of the process will be advised that their application has been unsuccessful, in line with the general provisions of this Policy.

9. CASUAL TO PERMANENT (CORRECTIONAL OFFICERS)

Changes to the employment status of correctional officers (from casual to permanent) will be determined via an Eligibility List or a competitive selection process. The Eligibility List will be revised at six monthly intervals by the Human Resources Manager (or delegate) working with the Operations Manager (or delegate).

To establish eligibility for permanent appointment, the following criteria will apply:

- Merit;
- Availability for work as a casual – attendance record;
- Progress towards Certificate 3;
- Interview process (if required);
- Length of service with the company; and
- Previous relevant experience.

The Eligibility List will be prepared using a scoring template to calculate a total score. The minimum score required for eligibility is 80 points from a possible 100 points. The scoring template will be prepared by the Human Resources Manager and scores will be assigned against each criteria listed above.

The Human Resources Manager will be responsible for establishing which casual employees have exceeded the 80 points minimum for eligibility and for generating the Eligibility List for endorsement by the General Manager.

10. DIRECT APPOINTMENT

Notwithstanding the general terms of this Policy, the Managing Director retains the right to make a direct appointment or to approve a recommendation for a candidate's direct appointment.

A recommendation to directly appoint a candidate will be in the form of a written submission from the Centre General Manager (or a Director) to the Managing Director.

11. CHANGES TO CENTRE STAFFING PLAN

The Centre Staffing Plan is approved in the Centre's budget for the relevant budget period. Changes to this Plan within the budgeted period, or even from period to period, can only be approved by the Managing Director.

In the event that a Centre General Manager agrees to pursue a change to the approved Centre Staffing Plan, this may be considered as part of the annual budget

review process or, in exceptional circumstances, at other times. The process for seeking a change to the Plan is as follows:

- The appropriate SLT member will complete Corporate Form CF 4.1.06 Staffing Plan Amendment Form, which requires the formulation of a business case in support of the proposed change.
- The Centre Finance & Administration Manager will ensure that a comprehensive business case has been prepared and will verify the accuracy of the submission.
- The Centre General Manager will, as appropriate, endorse the proposal; and then forward the completed Form CF 4.1.06 and any supporting documentation to the relevant Functional Director.
- The Functional Director will review the documentation received, satisfy him/herself of the accuracy and legitimacy of the proposal, consult with the Directors' Team (in relation to the proposed changes) and seek the support of the Team for the proposal.
- The Functional Director will then take the proposal (i.e. Corporate Form CF 4.1.06 Staffing Plan Amendment Form) to the Managing Director for approval.

Where the Staffing Plan Amendment Form is authorised by the Managing Director, the form and supporting documentation (including any approvals from The GEO Group, Inc.) will be forwarded to the Commercial Director, the Financial Controller, the Centre General Manager and the Centre Finance & Administration Manager.

The Centre Finance & Administration Manager will ensure that the approved Staffing Plan amendment is incorporated into the original approved Centre Staffing Plan (or subsequent approved version) and that a copy of the updated Staffing Plan is emailed to the Commercial Director, the Financial Controller, the appropriate (functional) Director, the National Human Resources Coordinator and the Centre Human Resources Manager. It may also be appropriate to advise the jurisdictional client.

12. CONFLICT OF INTEREST

Corporate Policy HR 1.08 Conflict of Interest states the Company is committed to preventing adverse consequences that can arise from conflicts of interest (real, potential or perceived) as well as the appearance of favouritism, undue influence or impropriety.

The Policy sets out relevant standards and provides guidance on how to manage conflicts of interest. The Policy requires that GEO employees:

- Disclose all conflicts of interests.

Importantly, the interests of the employee are viewed as including the interests of the employee's family, friends and close associates. This means that any decision made, action taken or influence exercised by an employee in the interests of a family member, a friend or a close associate (whether the interest is actual, possible or perceived) is likely to be regarded as having been exercised by the employee in their own interest. Therefore, disclosure of any such conflicts of interest (whether actual, possible or perceived) is also required.
- Cooperate with their managers and/or other employees to ensure that conflicts of interest are properly managed.

- Not allow personal interests to affect the way they carry out their duties.
- Protect the reputation of GEO (and their own reputation) by considering how a conflict of interest situation might be perceived.

The processes and decisions involved in Recruitment and Selection can constitute an area of particular challenge with respect to conflict of interest; and more so with respect to potential or perceived conflicts of interest.

Any employee involved in Recruitment and Selection with concerns in relation to conflicts of interest should refer to the detail of Corporate Policy HR 1.08 Conflict of Interest and/or seek advice from their manager or the Human Resources Manager.

Executive Directors and SLT Members

The appointment, transfer or promotion of a candidate or an employee who is a family member, a friend or a close associate of an Executive Team member or a Centre Senior Leadership Team member must be approved by the Director, Governance and Continuous Improvement prior to the appointment, transfer or promotion being made.

The Company will also make every effort to avoid reporting-relationships that may create a conflict of interest, real or perceived.

13. COMPLIANCE AND RISK MANAGEMENT

The Commercial Director is responsible for implementing, monitoring and reviewing this Policy.

This Policy is to be reviewed as required and recorded in the Corporate Policies & Procedures Register in GEO Tracker, Documentation.

14. APPROVED

A handwritten signature in black ink, appearing to read 'Bezuidenhout', with a long horizontal line extending from the bottom of the signature.

Pieter Bezuidenhout
Managing Director

Attachments:

Appendix 1 – “Applying for Internal Vacancies” Guide

Appendix 2 – Correctional Officer Recruitment Steps

APPENDIX 1

“APPLYING FOR INTERNAL VACANCIES” GUIDE**Step 1 – Addressing the Key Selection Criteria**

When The GEO Group Australia Pty Ltd advertises a position, we have already analysed it and developed a list of its duties and the selection criteria. This is the Position Description and you should obtain a copy of it and decide whether or not the position suits you and your skills and abilities, prior to applying for the position. The Position Description summarises the following information:

- Position identification;
- Purpose of position;
- Organisational environment;
- Primary duties and responsibilities;
- Primary delegations and accountabilities; and
- Selection Criteria.

If you decide the position suits you and you want to apply for the job, the Position Description will be of assistance to you as you write your application. Be sure to include in your application how you have contributed to **Better Corrections, Safer Communities** and GEO's Values.

What we want to know is how well you and your skills and abilities match the description of the ideal job holder (i.e. the Selection Criteria). A Selection Committee as indicated in this Policy, is given the responsibility for selecting the successful applicant and the first time that they learn about you is from your application.

As the selection criterion constitutes the primary basis for selection, **your application should address all of the selection criteria**. The wording of each criterion tells you the ideal level of knowledge, skills etc. needed for the job, for example:

- “Knowledge”, “demonstrated or “proven ability” means that you possess the knowledge or have successfully performed the activity or used the skill in the past. Preferably you should have actual experience rather than just potential.
- “Thorough”, “detailed”, “good”, “sound”, or “high level” gives an indication that advanced skill, and knowledge or ability is required.

In order to assist the Selection Committee to readily identify which criterion is being addressed, it is suggested that each criterion is headed and answered quite separately. Be concise and succinct. One page per criterion is preferable.

The following statements are provided as a guide to assist you to develop your application.

Initial statement on why you meet the criteria

“I possess a high level in...”

“My role demands that I...”

Supporting statement

“In my position of...I have....”

“Examples / Evidence of knowledge include...”.

Supporting evidence or achievements to validate your experience

“The attached statement from...”

“I have improved...”

“Feedback I have received indicated...”.

Concluding assertion to reinforce why and how you meet the criterion

“I believe that through this I have gained...”

“This demonstrates.....”.

Use “I” statements where possible – the Selection Committee is interested in what YOU have done and provide examples how you achieved what the selection criterion requires. It is not enough to simply say that you can do something – you need to back up your assertions with examples of how you have done it previously, the tasks you undertook and the outcome achieved.

The following frameworks are provided to assist you to decide what to include in your supporting statements (indicated above).

STAR

Situation	What was the situation of the example?
Task	What tasks were involved – what was achieved?
Activities	What activities did you do?
Results	What happened as a result – was your work approved, supported, accepted, implemented, and successful?

CCO

Content	What you did, what was happening, the events.
Context	Your responsibility – were you in charge? Responsible for certain tasks? Part of a team that was responsible?
Outcome	What happened as a result – was your work approved? Adopted? Successful? What differences did you make?

Additional Questions to ask yourself – Have I ever ...

- Improved things or made things easier or better?
- Resolved a panic problem or situation?
- Introduced something for the first time, such as procedures, technology, training, new ideas?
- Taken the initiative in confronting problems, opportunities, and challenges?
- Created, developed or designed a program, procedure, plan service product?
- Identified the need for a plan, program, product, service, and procedure?
- Prepared original reports, papers or documents?
- Participated in any direct or indirect technical contributions?

- Implemented directly or indirectly any administrative or procedural recommendations?
- Actively participated in a major management decision or organisational change?

Step 2 – Other Selection Techniques (where applicable)

For certain positions, some form of testing other than work sample testing, may be used. These may include tests to assess certain aptitudes or abilities; or to test for managerial skills or abilities where appropriate. If these types of tests are used, they will be run by qualified people and will have been chosen because they assist in identifying the best person for the job.

Step 3 – The Interview

The interview, by the Selection Committee, is a way of finding more out about you and your ability to do the job for which you have applied. During the interview you will only be asked questions relevant to the Position Description.

Mostly you will be asked two types of questions:

- Behavioural questions asking for examples of how you have handled things in the past.
- Situational questions asking how you would handle a particular situation.

We suggest that you prepare for the interview by reading the Position Description again and think about the sorts of questions you could expect to be asked and the answers you can give to demonstrate your suitability for the job. Again, make sure you have examples of situations relating to each of the selection criteria that you can outline at the interview.

For some jobs, you may be asked to actually perform some part of the job – this is a work sample test. If work sampling is to be part of the interview you will be given time to prepare for it.

Step 4 – Feedback

Feedback is available to all applicants upon request. Regardless of the outcome, the Chair of the Selection Committee can be contacted to give you personal feedback.

Remember, a feedback session is your opportunity to hear about how the Selection Committee viewed your application. It is not an opportunity to debate the Committee's findings.

APPENDIX 2

CORRECTIONAL OFFICER RECRUITMENT STEPS

The flow chart below provides an overview of the recruitment and selection process for Correctional Officers. Order of some steps may vary from Centre to Centre.

