

RECRUITMENT and SELECTION POLICY

Policy Owner: Talent

Quality Areas: NQS 4 – Staffing Arrangement, NQS 7 – Governance and Leadership

Why this is
important

1.0 Introduction and Purpose:

At Guardian, recruitment and selection are critical to building a skilled, values-aligned workforce and maintaining a safe, high-quality environment for children. We are committed to attracting, selecting and retaining people whose behaviours, capabilities and values reflect our purpose and commitment to child safety.

The safety, wellbeing and best interests of children are the paramount consideration in all recruitment, selection and employment decisions. We will only engage and retain individuals who demonstrate their suitability and commitment to safeguarding children.

All recruitment and selection activities are conducted in a fair, transparent, equitable and merit-based manner, while meeting legislative, regulatory and child safety requirements.

2.0 Who does this policy apply to:

This policy applies to all persons engaged (or proposed to be engaged) to perform work with Guardian.

3.0 What is our Policy:

3.1 Safeguarding Children in Recruitment and Selection

Child safety is embedded throughout our recruitment and selection process. We maintain a zero-tolerance approach to child harm and apply child-safe recruitment practices to identify and engage individuals who demonstrate a strong commitment to safeguarding children.

3.2 Equal Employment Opportunity

We are committed to equal employment opportunities and a diverse workforce. Recruitment and selection decisions are fair, transparent, merit-based, and focused on each candidate's skills, qualifications, and suitability for the role.

3.3 Confidentiality and Data Protection

Information collected during recruitment is managed confidentially, used only for recruitment purposes, and stored securely in accordance with applicable privacy and data protection requirements.

4.0 Our Recruitment Procedures

4.1 Recruitment and Selection Process

The organisation follows a structured recruitment and selection process that promotes child safety, fairness, and compliance. The process includes workforce approval, advertising, screening, interviews, reference and background checks, and employment offers.

4.1.2 Job Requisition

All recruitment must commence with an approved Job Requisition to ensure workforce needs are identified, authorised, and aligned with operational requirements.

4.1.3 Position Descriptions

Position descriptions define the purpose, responsibilities, and expectations of each role. They identify child safety as a core responsibility, including compliance with mandatory reporting obligations, professional boundaries, and child safety legislation and policies.



4.1.4 Job Advertisements

Job advertisements communicate role requirements, organisational values, and our commitment to child safety. Advertisements state our commitment to being child safe, upholding children's rights, implementing the Child Safe Standards, and requiring a valid Working with Children Check (unless exempt). Candidates may be required to demonstrate their commitment to child safety through targeted application questions. Advertising methods are selected to attract suitable candidates based on role and location requirements.

4.1.5 Applications and Candidates

Applications are assessed against predetermined role requirements, including qualifications, skills, experience, and demonstrated commitment to child safety. Shortlisting considers potential concerns such as unexplained employment gaps, inconsistent work history, or frequent short-term roles, which are explored further through interviews and referee checks. Shortlisting decisions are documented to support transparency and accountability.

4.1.6 Interviews

Interviews assess candidates against role requirements and, where relevant, their suitability to work with children. Child-safe recruitment practices include behaviour-based and scenario questions that explore values, integrity, attitudes towards children, and understanding of child safety responsibilities. Where possible, interviews are conducted by more than one interviewer, and outcomes are documented and retained.

4.1.7 Selection Decision

Selection decisions are based on merit, interview performance, suitability for the role, and alignment with the organisation's commitment to child safety and equal employment opportunity.

4.1.8 Reference Checks

Reference checks must be completed for all preferred candidates and include at least two professional referees, with at least one from the candidate's current or most recent role. Referee checks include child safety-specific questions and enquiries about any concerns, disciplinary action, or behaviour relevant to working with children. Any exceptions must be approved in accordance with the Referee Check Policy. Records of all checks and outcomes are maintained.

4.1.9 Background Checks and Pre-Engagement Screening

Before commencing child-related work, candidates must hold and, where required, have a verified Working with Children Check. Pre-employment screening includes identity verification, qualification checks, and completion of a Suitability to Work Declaration. Additional screening may include checks of relevant registers, regulatory restrictions, teacher accreditation, and police checks where required. Any concerns regarding suitability to work with children are assessed and documented before a final employment decision is made.

4.1.10 Offer of Employment

Employment offers are made in writing and are conditional upon the satisfactory completion of all required employment and child safety screening checks.

4.1.11 Agency Staff

Where agency staff are engaged, the organisation seeks assurance regarding the agency's recruitment and screening processes and independently verifies Working with Children Checks and prohibited-person requirements.

4.1.12 Volunteers

Volunteers undertaking child-related work must hold a current Working with Children Check and undergo reasonable enquiries to assess their child-safe values and suitability, including reference checks where appropriate.

4.2 Managing Negative Notices, Disqualified Persons and Interim Bars



Individuals who are disqualified, interim barred, or issued with a negative notice must not undertake child-related work. Where the organisation becomes aware of such a status, the individual will be immediately removed from child-related work and the relevant Regulatory Authority notified as required. Employees must promptly notify the Approved Provider of any relevant changes to their clearance, accreditation, or registration status.

4.3 Induction (Child-Safe Onboarding)

All staff, agency workers, and volunteers engaged in child-related roles complete a child-safe induction covering legislative obligations, the Code of Conduct, child protection requirements, mandatory reporting, professional boundaries, supervision, and risk management. New and inexperienced workers receive appropriate support, supervision, and mentoring.

4.4 Training and Ongoing Professional Learning

Workers must complete and maintain required child safety and child protection training. Ongoing training reinforces the recognition and response to harm, neglect, grooming, mandatory reporting obligations, professional boundaries, and safe interactions with children.

4.5 Ongoing Child-Safe Employment Practices and Performance Development

The organisation maintains ongoing suitability checks, monitors Working with Children Check status, and removes any person from child-related work where required. Child safety is embedded in performance development through supervision, feedback, professional learning, and the prompt management of any concerns.

4.6 Confidentiality, Privacy and Data Protection

Recruitment, screening, induction, and training information is managed confidentially, used only for legitimate employment purposes, and securely stored in accordance with privacy and child safety requirements.

4.7 Record Keeping

The organisation maintains accurate and secure records of recruitment, screening, Working with Children Check verification, reasonable enquiries, training, and actions taken in response to any concerns. Recruitment decisions and assessment outcomes are documented to support transparency, accountability, and compliance.

4.8 Reporting concerns (candidate and recruitment process concerns)

If a candidate believes they have been subjected to unfair treatment or discrimination during recruitment and selection, they are encouraged to report concerns to the Head of Talent, and reports will be handled confidentially and investigated promptly and impartially.

5.0 Roles and Responsibilities

5.1 Approved Provider will: Maintain responsibility for maintaining clear policies and accountability across the organisation for safe recruitment practices and child safety obligations. Head of Talent / Talent function oversees the recruitment process, including managing candidate concerns about discrimination or unfair treatment and ensuring reports are treated confidentially and investigated promptly and impartially. Ensuring that a thorough induction system is in place with support tools and documents to ensure that all new team members understand their roles and responsibilities. Hiring managers / Centre leadership teams are responsible for applying the recruitment process, interviewing and recommending selection outcomes based on merit and suitability, including child safety suitability.

5.2 Centre Manager / Nominated Supervisor will: Ensure that the selection and recruitment selection is stopped and advice is sought from People and Culture if a team member documents on their Suitability to Work Declaration that they have a previous offence, are prohibited to work or detail investigations or previous behaviours that would be deemed unacceptable. Apply the recruitment process, interviewing and recommending selection outcomes based on merit and suitability, including child safety suitability. Ensure that they download and retain with the employment documents the interview guide that is used with the potential team member

5.3 Team Members will: Uphold child safety responsibilities, including recognising risks of harm and reporting concerns promptly, and complying with relevant child safety obligations as set out in role requirements, induction and ongoing training.

6.0 Definitions

Bias: Bias is a natural inclination for or against an idea, object, group, or individual. It is often learned and is highly dependent on variables like a person’s socioeconomic status, race, ethnicity, educational background, etc.

Equal Opportunity: the right to be treated without discrimination, especially on the grounds of race, sex, age, or disability.

7.0 Tools and Resources

<p>The most important documents I need are:</p> <ul style="list-style-type: none"> Interview guides Recruitment portal, guides and FAQ's 	<p>Other supporting documents will include:</p> <ul style="list-style-type: none"> Visa Sponsorship Additional information and resources about recruiting at your centre
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9.0 Sources

- [Privacy Act 1988](#)
- [Fair Work Act 2009](#)
- [Age Discrimination Act 2004](#)

Policy owner	Chief People & Culture Office		Content author	Head of Talent	
Date published	1/7/2026	Document version	V2.0	Revision due date	1/7/2028
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