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# Merit Selection Procedure

The *Merit Selection Procedure for School Teachers*, which is located on the NSW Department of Education's website at [http://www.teach.nsw.edu.au/documents/sel\\_panelproc.pdf](http://www.teach.nsw.edu.au/documents/sel_panelproc.pdf), provides information on the selection process for:

- classroom teacher, executive and principal positions filled by an open merit process (i.e. advertisement);
- classroom teacher positions filled by a closed merit process of interested applicants from either the nominated transfer, approved to teach, graduate employment or service transfer lists.

These procedures will assist selection panel members and provide guidelines for teachers applying for positions through these processes. Specific instructions for the use of iworkfor.nsw in managing the selection process are available online at the teach.NSW e-Learning site which is located at <http://www.teach.nsw.edu.au/jobsnsw/elearning.htm>.

These procedures are to be read in conjunction with the *Selection Procedure for Teaching Service in NSW Public Schools*, which is located on the Department's website at <http://www.teach.nsw.edu.au/documents/procedures.pdf>.

This procedure was previously titled *Selection Procedures for School Teachers 2013*. This Procedure rescinds and replaces all previous versions.

The procedures have the following six parts:

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|---------------|---|
| <b>PART A</b> | Procedure for classroom teacher, executive and principal vacancies filled through open merit  |
| <b>PART B</b> | Procedure for classroom teacher vacancies filled by a closed merit process from interested applicants from either the nominated transfer, approved to teach, graduate employment, or service transfer lists |
| <b>PART C</b> | Appeals procedure   |
| <b>PART D</b> | Useful links  |
| <b>PART E</b> | Index   |
| <b>PART F</b> | Appendices  |

NOTE: Section 6: Consulting referees has been updated, effective 15 February 2023. Please refer to the department's website at <https://education.nsw.gov.au/about-us/careers-at-education/employment-opportunities/participate-on-a-selection-panel/consulting-referees>.

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## PART A

### Procedure for Classroom Teacher, Executive and Principal Vacancies Filled through Open Merit

The *Staffing Procedure for the Teaching Service in NSW Public Schools* (the Staffing Procedure) describes the requirements to recruit, promote and transfer Teaching Service staff in NSW public schools. Applications for and selection to positions on open merit are to be undertaken in accordance with the *Merit Selection Procedure*.

#### Section 1 Method of Filling a Vacancy

The principal confirms with Teacher Recruitment the permanent full-time or permanent part-time classroom teacher or executive vacancy. The Director, Public Schools NSW (PSNSW) confirms the principal vacancy with Teacher Recruitment.

The principal or Director PSNSW should not form a selection panel until they have received advice from Teacher Recruitment that this action may proceed.

Principals and Directors PSNSW are able to delegate the convener's role to a nominee whose position is at a level higher than the vacant position being advertised.

Where a relative, spouse or partner of the principal or director intends to apply for the vacant position, the principal or director must seek advice from the Director, Recruitment and Employment (or nominee) before forming a selection panel.

#### Section 2 Selection Panel

The principal forms the selection panel for classroom teacher and executive vacancies. The Director PSNSW forms the selection panel for principal vacancies.

#### TRAINING FOR SELECTION PANEL MEMBERS

All panel members must be trained in selection procedures. The training package is available at <http://www.teach.nsw.edu.au/jobsnsw/elearning.htm>. Training to use iworkfor.nsw is also available for conveners online at <http://www.teach.nsw.edu.au/jobsnsw/elearning.htm>.

The principal or Director PSNSW must arrange for any untrained panel member to be provided with training.

Panel members who have received training related to the *Selection Panel Procedures for School Teachers 2013* do not need to be retrained. However, these panel members must ensure they have read this updated Merit Selection Procedure.

Principals or Directors PSNSW can provide training. It is not appropriate, however, for principals or directors to train members of a selection panel for which they are the convener or are about to become the convener once a vacancy is known.

Training of selection panel members will be monitored.

#### INTERVIEWS

Interviews should be held outside school hours whenever possible and should minimise disruption to students.

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It is therefore expected that where videoconferencing is available in the school or nearby Department office location, it will be used by the selection panel and applicants to minimise disruption to schools and students.

The use of teleconferencing will also assist to minimise disruption.

The selection panel can use a combination of face to face and videoconference interviews, keeping in mind that one of the key matters to consider when determining the interview method is ensuring that no applicant is disadvantaged.

## **INFORMATION FOR SELECTION PANEL MEMBERS**

The panel convener should advise panel members that the selection process will be undertaken in accordance with this *Merit Selection Procedure*. As a minimum, the panel convener must provide each panel member with a copy of the *Responsibilities of Selection Panel Members* (see pages 10-11) and discuss its contents at the time of forming the selection panel.

## **COMPOSITION OF SELECTION PANELS**

**The selection panel for classroom teacher positions is:**

- Principal or nominee at a level higher than classroom teacher (convener)
- Teacher representative elected by and from the Teaching Service staff at the school

The principal will arrange a meeting(s), with adequate notice, of teaching staff (casual, temporary and permanent part-time and full-time teachers) to elect a teacher or teachers to participate as a teacher representative on selection panels. At this meeting, teachers will be able to nominate themselves for election. The voting method will also be determined at the meeting and could include a vote taken by a show of hands or through a secret ballot. Where a secret ballot is chosen, how to manage the ballot will also be determined at the meeting.

Teachers do not need to have completed selection panel training to be eligible to nominate for the role of teacher representative, however they must complete the training before participating in a selection panel. Once nominations have occurred, the principal will arrange for a vote to be taken in accordance with the method chosen.

Teachers may be elected for a specific selection panel, to participate in panels throughout the year, or as a group of teachers who may be called on to participate in a panel as required. Schools are able to elect panel members from different learning areas so that subject or specific expertise can be recognised and used on panels if considered appropriate. (See page 8 if a teacher representative has not been elected or is not available.)

- The School Parents and Citizens' Association will be given the option to participate. If the School Parents and Citizens' Association wishes to participate, it will be asked to nominate its representative within 10 working days

The parent representative is to be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative is to be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted and given the option to nominate a representative.

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- Where applicable (see page 7), a representative of the local Aboriginal Education Consultative Group (AECG), or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community will be given the option to participate. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community wishes to participate, they will be asked to nominate its representative within 10 working days.

There should be a gender balance, where possible.

**The selection panel for executive positions is:**

- Principal or nominee at a level higher than the executive position being filled (convener)
- Teacher representative elected by and from the Teaching Service staff at the school

The principal will arrange a meeting(s), with adequate notice, of teaching staff (casual, temporary and permanent part-time and full-time teachers) to elect a teacher or teachers to participate as a teacher representative on selection panels. At this meeting teachers will be able to nominate themselves for election. The voting method will also be determined at the meeting and could include a vote by a show of hands or through a secret ballot. Where a secret ballot is chosen, how to manage the ballot will also be determined at the meeting.

Teachers do not need to have completed selection panel training to be eligible to nominate for the role of teacher representative, however they must complete training before participating in a selection panel.

Once nominations have occurred, the principal will arrange for a vote to be taken in accordance with the method chosen.

Teachers may be elected for a specific selection panel, to participate in panels throughout the year, or as a group of teachers who may be called on to participate in a panel as required. Schools are able to elect panel members from different learning areas so that subject or specific expertise can be recognised and used on panels if considered appropriate. (See page 8 if a teacher representative has not been elected or is not available.)

- School Parents and Citizens' Association representative

The parent representative is to be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative is to be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted for a representative. If it wishes to participate, the Parents and Citizens' Association will be asked to nominate its representative within 10 working days.

- Panel member nominated by the Director PSNSW at the same or higher level as the vacant position

While this panel member would normally be an executive from within the school, the Director PSNSW has the discretion to nominate an executive or consultant from outside the school where this is considered appropriate.

- Where applicable (see page 7), a representative of the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities

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and/or local ethnic community wishes to participate, they will be asked to nominate its representative within 10 working days.

There must be at least one male and one female on the panel.

**The selection panel for principal positions is:**

- Director PSNSW or nominee who is at a higher level to the position being filled (convener)
- Teacher representative elected by and from the Teaching Service staff at the school

The principal will arrange a meeting(s), with adequate notice, of teaching staff (casual, temporary and permanent part-time and full-time teachers) to elect a teacher or teachers to participate as a teacher representative on selection panels. At this meeting teachers will be able to nominate themselves for election. The voting method will also be determined at the meeting and could include a vote by a show of hands or through a secret ballot. Where a secret ballot is chosen, how to manage the ballot will also be determined at the meeting.

Teachers do not need to have completed selection panel training to be eligible to nominate for the role of teacher representative, however they must complete training before participating in a selection panel.

Once nominations have occurred, the principal will arrange for a vote to be taken in accordance with the method chosen.

Teachers may be elected for a specific selection panel, to participate in panels throughout the year or as a group of teachers who may be called on to participate in a panel as required. Schools are able to elect panel members from different learning areas so that subject or specific expertise can be recognised and used on panels if considered appropriate. (See page 8 if a teacher representative has not been elected or is not available.)

- School Parents and Citizens' Association representative  
The parent representative is to be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative is to be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted for a representative.
- Another principal at the same or higher level, nominated by the Director, Recruitment and Employment, in consultation with the NSW Secondary Principals' Council or the NSW Primary Principals' Association  
The principal will be from a different principal network to the school in which the vacancy exists. The Director, Recruitment and Employment has the delegation to modify this if travel time would be greater than two hours.
- Where applicable (see page 7), a representative of the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community wishes to participate, it will be asked to nominate its representative within 10 working days.

There must be at least one male and one female on the panel.

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## **Additional selection panel members**

The Director, Recruitment and Employment (or nominee) **may approve** the inclusion of an additional panel member where there are specific needs relevant to the position or where the position is for a special education teacher or a school counsellor.

The Director, Recruitment and Employment (or nominee) **will approve** the inclusion of an additional panel member in schools with significant Aboriginal enrolments or in schools with significant enrolments with a language background other than English. Under these circumstances, the following guidelines apply.

### ***Schools with significant Aboriginal enrolments (20% of enrolments or 20 or more students)***

In schools classified as having significant Aboriginal enrolments or where the position requires an understanding of, and sensitivity to, the needs of Aboriginal students, the selection panel will include an additional panel member who is a representative of the local AECG or the local Aboriginal or Torres Strait Islander community or communities.

**Note:** The additional panel member must be an additional person on the selection panel rather than an existing panel member also representing the local AECG or the local Aboriginal or Torres Strait Islander community or communities.

The selection of the Aboriginal panel member will usually involve consultation with the local AECG or, where such a group does not exist, with the local Aboriginal or Torres Strait Islander community or communities. The Aboriginal Community Liaison Officer(s) may be able to assist in arranging for the nomination of a suitable person.

### ***Schools with significant language background other than English enrolments (60% of enrolments)***

In schools classified as having significant enrolments with a language background other than English, or where the position requires an understanding of, and sensitivity to, the needs of students from a language background other than English, the selection panel will include an additional panel member who represents the local ethnic community or communities.

**Note:** The additional panel member must be an additional person on the selection panel rather than an existing panel member also representing the local ethnic community or communities.

The selection of such a person will usually involve consultation with the local ethnic community or communities.

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## COMPOSITION OF SELECTION PANELS WHERE A TEACHER REPRESENTATIVE HAS NOT BEEN ELECTED OR IS NOT AVAILABLE

Where teachers at the school have decided not to elect a teacher representative, or where a teacher representative is not available, the selection process may proceed with the following selection panel composition.

**Note:** The section on Additional Selection Panel Members on page 7 still applies in these situations.

### Classroom teacher positions

There must be at least a two person panel:

- Principal or nominee (convener)
- A representative of the School Parents and Citizens' Association

The parent representative is to be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative is to be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted to nominate a representative.

**Note:** If the School Parents and Citizens' Association is unable to participate, the Director PSNSW, or his or her nominee who will be a member of the Teaching Service, will be a member of the panel.

- Where applicable, a representative of the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community will be given the option to participate. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community wishes to participate, it will be asked to nominate its representative within 10 working days.

There should be a gender balance where possible.

### Executive positions

- Principal or nominee (convener)
- School Parents and Citizens' Association representative

The parent representative is to be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative is to be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted to nominate a representative.

- Panel member nominated by the Director PSNSW at the same or higher level as the vacant position

While this panel member would normally be an executive from within the school, the Director PSNSW has the discretion to nominate an executive or consultant from outside the school where this is considered appropriate.



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- Where applicable, a representative of the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community wishes to participate, it will be asked to nominate its representative within 10 working days.

There must be at least one male and one female on the panel.

### **Principal positions**

- Director PSNSW or nominee (convener)
- School Parents and Citizens' Association representative  
The parent representative must be a parent or community representative nominated by the school parent organisation, and if one exists, endorsed by the president of the school council. In schools with no school council, the parent representative must be a parent or community representative nominated by the school parent organisation. Where there is no school parent organisation, the Federation of Parents and Citizens' Associations should be contacted for a representative.
- Another principal at the same or higher level, nominated by the Director, Recruitment and Employment in consultation with the NSW Secondary Principals' Council or NSW Primary Principals' Association  
The principal will be from a different principal network to the school in which the vacancy exists. The Director, Recruitment and Employment has the delegation to modify this if travel time would be greater than two hours.
- Where applicable, a representative of the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community. If the local AECG, or where such a group does not exist, the Local Aboriginal or Torres Strait Islander community or communities and/or local ethnic community wishes to participate, it will be asked to nominate its representative within 10 working days.

There must be at least one male and one female on the panel.

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## Section 3 Responsibilities of Selection Panel Members

The role of the selection panel is to recommend the most suitable applicant to fill the vacant position. The panel's recommendation will be based on the extent to which each applicant's skills, knowledge and experience meet the general (if applicable) and specific selection criteria for the position, after assessing information from all stages of the selection process, ie. written application, referees' comments and interview.

- **The confidentiality of all stages of the selection process must be observed during and after the selection process.** Panel members must not divulge information about the process or any applicant to anyone outside the selection panel. Panel members must not retain **any** documents or electronic material relating to any aspect of the application and selection process. The panel convener is the only person to provide feedback and retain documents. Any enquiries made to panel members must be redirected to the panel convener
- Panel conveners will ask all panel members to declare the extent of any prior personal knowledge of, involvement with, or interest in, any of the applicants before undertaking the short listing process. The panel convener will also make a self-declaration. The panel convener must clearly indicate through iworkfor.nsw that all panel members are aware of the correct procedures and they have declared any personal knowledge of, or interest in, any of the applicants:
  - It is critical for all selection panel members to undertake the declaration process before commencing the short listing process: This ensures all applicants are treated fairly and on their merits. Prior knowledge of an applicant does not necessarily exclude participation in the selection process
  - If any panel member does declare an interest in an applicant, then the selection panel needs to make **an assessment** of whether the panel member has undue positive or negative views about the applicant such that those views would unduly influence that panel member in the selection panel deliberations
  - Where a relative, spouse or partner of any panel member is applying for the position, the panel convener must seek advice from Teacher Recruitment before proceeding
  - If any panel member believes that another panel member, including the panel convener, has a conflict of interest which could prejudice the outcome, this must be referred immediately to the Director, Recruitment and Employment (or nominee) who will decide whether the membership of the selection panel should be changed
- It is important that each panel member is involved at all stages of the selection process. If a panel member is unable to be involved in any part of the process, the panel member should notify the panel convener immediately. If no alternative time can be arranged, advice should be sought from Teacher Recruitment. However, when contacting referees before the short list for interview is decided, it is acceptable for the panel convener and at least one other member of the selection panel, nominated by the selection panel, to jointly contact referees. In this situation, the referees' comments would be reported to the full panel before the short list for interview is decided
- All applicants must be treated with respect and assessed in an impartial and thorough manner. This includes observing the principles of Equal Employment Opportunity (EEO) in all aspects of the selection process. Information about the principles of EEO can be obtained by attending a selection procedures training course or from the Department's [Workforce Diversity Plan](#). The roles of EEO group members on selection panels will be monitored. It is important that appropriate EEO group members participate in the selection process to reflect specific job requirements and specific community needs

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- As all applicants are different it will be necessary to verify, test and explore different aspects of the selection criteria for each applicant. Whilst all questions must be consistent, fair and based on the selection criteria, it is appropriate and in many cases expected that applicants and referees will be asked different questions to clarify different aspects of the selection criteria
  - Each panel member is an equal participant in discussion, assessment and decision making. This should be reflected in the associated selection panel documentation completed through iworkfor.nsw. Comments made in the selection process outcomes must be **specific** and **clearly differentiate** between the applicants in terms of the selection criteria for the position
  - The panel convener must confirm on the selection process outcomes submitted to Teacher Recruitment through iworkfor.nsw that all panel members endorse the comments submitted and that they understand the confidentiality requirements of the selection process
  - Where appropriate, the convener may need to indicate that a minority report(s) is being submitted:
    - A minority report(s) may be submitted by any panel member(s). The report can be submitted online through iworkfor.nsw. A minority report(s) must be submitted **at the same time** as the selection process outcomes. There may be more than one minority report
    - The minority report(s) should include the reasons for a dissenting viewpoint in relation to the **selection criteria**, together with the name of the preferred applicant and the reasons for supporting that applicant based on the selection criteria. The Director, Recruitment and Employment (or nominee) will review all documents available and determine the course of action.

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## Section 4 Preparing the Open Merit Advertisement

All panel members will participate in writing the advertisement for the vacant position.

The advertisement should accurately describe the role of the position to ensure the interest of the broadest range of eligible applicants.

The advertisement will be submitted through [iworkfor.nsw](http://iworkfor.nsw) and include the following information.

### POSITION AND ADVERTISEMENT DETAILS

Details of school and position title, eg. classroom teacher; deputy principal primary; head teacher English. The advertisement number and the requisition number will be provided by Teacher Recruitment.

### VACANCY INFORMATION

Details of the specific selection criteria and the position information are included in this section of the advertisement. Whilst there is no restriction on length, the position information should be concise and care should be taken to ensure the number of selection criteria is realistic.

The **specific selection criteria** will be determined by the selection panel based on the particular needs and focus of the vacant position. Refer to Section 5: Selection Criteria, pages 13-15.

The **position information** should begin with the school name and student enrolment details, for example Aboriginal and Torres Strait Islander and/or non-English speaking background student numbers where significant, and include a concise outline of relevant features of the school and position. These may include:

- school size and composition
- special focus programs
- the school's priorities
- accessibility for people with disabilities eg. ramps or other special facilities.

### CONTACT INFORMATION

This section includes the name and telephone number of the officer to whom enquiries about the position should be directed (this can be the panel convener) and the panel convener's position and location.

If the panel convener is not the enquiry officer, to ensure consistency the nominated officer must be briefed on the information to be provided to intending applicants.

The enquiry officer should be available and able to provide the following details, where appropriate, to prospective applicants:

- the size of the school
- its distinctive features
- patterns of enrolment.

All applicants who contact the enquiry officer should be provided with the same documents electronically. As a minimum, these applicants must be provided with the school plan and annual school report. If these documents are posted on the school's website, it may be appropriate to refer applicants to that site. Reference to the school's website and the link could be included in the **special notes** section of the advertisement.

Applicants should be reminded to refer to the *Staffing Procedure for the Teaching Service in NSW Public Schools* and the *Merit Selection Procedure* for information about the selection process. Both documents are available on the Department's [website](#).

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## Section 5 Selection Criteria

The selection criteria for classroom teacher positions will consist of the specific selection criteria for the vacant position. Applicants for classroom teacher positions must address the specific selection criteria for the position in their application.

The selection criteria for vacant executive and principal positions will consist of the:

- general selection criteria for the position, and
- specific selection criteria for the position.

Applicants for executive and principal positions must address both the general selection criteria and the specific selection criteria for the position in their application.

### 1 GENERAL SELECTION CRITERIA

#### Executive positions

The following six general selection criteria are deemed essential for all executive positions in schools. The general selection criteria are not listed in priority order. The degree to which applicants are expected to demonstrate their ability to meet each criterion and the relative importance of the criteria will vary depending upon the level of position sought.

**Applicants for executive positions must demonstrate the capacity to provide successful educational leadership. This must be demonstrated through:**

- Successful teaching experience with capacity to initiate improvement in teaching, learning and classroom practice
- Knowledge of curriculum, assessment and student welfare with the ability to lead and design quality, inclusive teaching and learning programs
- Educational leadership skills to build the capacity and manage the performance of individuals and teams
- Well developed communication and interpersonal skills with the capacity to build relationships and engage students, staff and parents
- Ability to plan and manage resources effectively and equitably to support teaching and learning
- Knowledge of and commitment to the Department's Aboriginal education policies.

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## Principal positions

The following six general selection criteria are deemed essential for all principal positions in schools. The general selection criteria are not listed in priority order.

**Applicants for principal positions need to show evidence of successful educational leadership. This must be demonstrated through:**

- High level educational leadership with the skills to lead and manage a complex public school focused on the delivery of high quality education
- Ability to lead and manage rigorous and inclusive whole school teaching and learning programs
- High level communication and interpersonal skills with the capacity to build positive relationships and engage all levels of the school and educational community
- Ability to lead and manage the development and performance of staff to improve teaching and learning
- Ability to plan systems and manage resources effectively and equitably to enhance teaching and learning
- Capacity to lead staff in implementing the Department's Aboriginal education policies and to ensure quality outcomes for Aboriginal people.

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## 2 SPECIFIC SELECTION CRITERIA

The selection panel should determine the specific selection criteria for the vacant position. Specific selection criteria are necessary to ensure that the applicant is able to undertake the responsibilities of the particular position.

The general selection criteria for the position should be carefully considered by the selection panel when they are determining the specific selection criteria for executive or principal positions.

Specific selection criteria should:

- begin with the words “*In addition to the general selection criteria...*” for executive and principal positions;
- add to the general selection criteria and not repeat the same skills and knowledge requirements;
- include the subject/teaching areas as applicable;
- include only those requirements that are inherent to the skills and knowledge that are essential to do the job so that applicants are not disadvantaged and the most suitable applicant is selected. Criteria considered desirable, that are not needed to do the job, or that are minor aspects of the job, should not be included in the specific selection criteria;
- be written in plain English that is clear, concise and easy to understand. The use of jargon and acronyms should be avoided;
- be written in concise phrases or sentences. Ambiguous phrases that are open to interpretation should not be used as these can be a source of potential bias and can make it difficult to distinguish clearly between the applicants;
- be examined to ensure that they are not too specifically or narrowly worded, resulting in teachers who may be capable of performing well in the position not being able to demonstrate fully their skills and experiences;
- be examined to ensure there is no discrimination. Some specific selection criteria may be indirectly discriminatory. For example, “lengthy or extensive experience” can translate as seniority. Often people are capable of becoming proficient in an area through interest and commitment in a shorter time or have gained valuable experience outside the school, for example, voluntary work, community involvement, and previous fields of employment; and
- adhere to all EEO principles. This includes examining specific selection criteria carefully to ensure that they comply with EEO principles and do not discriminate against any members of any group. In the case of people with disabilities the principles of reasonable adjustment apply. This involves the modification of the workplace or job design which allows people with physical disabilities to apply for jobs, perform their jobs effectively and participate fully in all activities associated with employment.

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## Section 6 Consulting Referees

### RESPONSIBILITIES OF APPLICANTS

Applicants that are current permanent employees of the Department **are required** to advise their principal, Director PSNSW, state office director or senior manager that they are submitting an application.

Applicants applying for advertised classroom teacher, executive or principal positions must include the names and contact details of **three referees** in their application:

- for applicants in classroom teacher and executive positions, the first referee must be the applicant's current principal
- for applicants in principal positions, the first referee must be the applicant's current Director, PSNSW
- for applicants in non-school based positions, the first referee must be the applicant's current Director, PSNSW, state office director or senior manager
- for external applicants, the first referee should be the applicant's current (or most recent) supervisor.

**Note:** Teachers who are applying for advertised positions, and who are not currently permanently employed by the Department, may not be able to have a principal as a referee. However, where a teacher is engaged in or has completed a temporary teaching engagement, it may be possible to have a principal as a referee.

### RESPONSIBILITIES OF SELECTION PANEL MEMBERS

As part of the short listing process, the selection panel will contact two referees for applicants for classroom teacher, executive or principal positions who are being actively considered by the selection panel to proceed to interview.

The panel convener and at least one other panel member nominated by the selection panel will contact referees. If fewer than all panel members are present when the two referees are contacted, care must be taken to report referee comments to the other panel members before the decision to short list applicants for interview is made by the full panel.

One of the referees contacted must be the applicant's current principal, Director, PSNSW, state office director, senior manager or current (or most recent) supervisor as outlined above, depending on the applicant's current position.

In seeking advice from the applicant's current principal, Director, PSNSW, state office director, senior manager or current (or most recent) supervisor, the panel convener will confirm that the applicant's supervisor:

- is aware that an application has been submitted
- can verify the accuracy of the application's contents
- can confirm that the applicant is performing his or her duties satisfactorily.

As all applicants are different, it will be necessary to verify, test and explore different issues with regard to the selection criteria for each applicant with their referees. Whilst all questions must be consistent, fair and based on the selection criteria, it is appropriate and in many cases expected that referees will be asked different questions to clarify different aspects of the selection criteria.

Following contact with the first two referees, the selection panel can assess whether an applicant is short listed for interview.



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After the interviews have taken place, the selection panel must also contact **the third referee of the proposed recommended applicant and those being considered for inclusion on the eligibility list.**

The selection panel must provide a summary of two referees' comments on the short list outcomes and, for recommended and eligible applicants, the third referee's comments on the selection process outcomes on iworkfor.nsw.

### **RESPONSIBILITIES OF REFEREES**

The function of referees is to provide advice to the selection panel on the applicant's professional competence for specific positions.

Referees have an obligation to provide accurate advice to the questions asked in relation to the selection criteria by panel members about applicants. To do otherwise may breach the Department's Code of Conduct.

The applicant's current principal, Director PSNSW, state office director, senior manager or current (or most recent) supervisor depending on the applicant's current position (refer to page 16), will need to confirm with the selection panel that the applicant is performing his or her duties satisfactorily.

When certifying that the teacher is performing his or her duties satisfactorily, the applicant's current principal, Director, PSNSW, state office director or senior manager will endorse the application if they have indicated the teacher is performing satisfactorily on the Teacher, Executive, Principal or Non School Based Teaching Service Officer Performance and Development Plan, and there have been no performance problems raised since that time.

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## Section 7 Short Listing

The selection process should be completed within seven working days after the closing date and time of the job posting.

### SHORT LISTING PROCESS

Before short listing, the panel convener must ensure that all applications have been downloaded from [iworkfor.nsw](http://iworkfor.nsw).

The selection panel must consider all applications received by the closing date.

All panel members must be involved in short listing applicants after the closing date and time for the receipt of applications. Short listing must be based only on the selection criteria, information provided by applicants in their application, and comments provided by the two referees contacted as part of the short listing process. (see Section 6: Consulting referees, pages 16–17.)

Applicants should be excluded from further stages of the selection process if they:

- do not satisfy the selection criteria
- do not show evidence that their skills and knowledge are competitive with other applicants.

Once short listing is complete, Teacher Recruitment must verify the eligibility of each short listed applicant for the position.

The panel convener completes the short list outcomes through [iworkfor.nsw](http://iworkfor.nsw) and submits the outcomes to Teacher Recruitment to confirm eligibility of the applicants to be interviewed. The panel convener must confirm on the short list outcomes that all selection panel members are aware of the correct short listing procedures, have participated in the short listing process, and have declared any personal knowledge of, involvement with, or interest in, any of the applicants.

Panel conveners must not contact applicants until Teacher Recruitment confirms the eligibility of applicants shortlisted for interview.

### CONFIRMING ELIGIBILITY OF SHORT LISTED APPLICANTS

When determining eligibility for advertised **classroom teacher positions**, Teacher Recruitment will consider if the applicant:

- is eligible for approval to teach in the NSW Department of Education (if not currently permanently employed by the Department)
- meets any academic requirements for the position
- is performing his or her duties satisfactorily.

When determining eligibility for advertised **executive or principal positions**, Teacher Recruitment will consider if the applicant:

- meets any academic requirements for the position
- is performing his or her duties satisfactorily.

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When determining eligibility of **external applicants** for advertised **executive or principal positions**, Teacher Recruitment will consider if the applicant:

- has the qualifications to be eligible for approval to teach in the NSW Department of Education
- meets any eligibility requirements for the position (eg head teacher positions).

Information about **eligibility to teach in NSW public schools** is located on the Department's website at <https://www.det.nsw.edu.au/employment/teachnsw/teacherqual.htm>

Information about eligibility requirements to apply for **head teacher positions** in NSW public schools is located in the [Head Teacher Eligibility Requirements Policy](#) on the Department's website.

To be appointed as a **principal of a high school** or a **principal of a central school**, it is regarded as essential that the applicant has a degree from a recognised university, or qualifications considered to be equivalent.

In addition to the eligibility requirements for classroom teacher, executive and principal positions outlined above, all Teachers in NSW public schools must hold qualifications that meet the requirements of the [Board of Studies, Teaching and Educational Standards \(BOSTES\)](#) and the provisions of the Crown Employees (Teachers in Schools and Related Employees) Salaries and Conditions Award 2014 or its successor.

Teachers must demonstrate a level of professional expertise consistent with the [BOSTES Australian Professional Standards for Teachers](#) and hold accreditation with BOSTES as required.

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## Section 8 Interview Process

### CONTACTING APPLICANTS AFTER SHORT LISTING

Once Teacher Recruitment has confirmed the eligibility of applicants short listed for interview, the panel convener contacts the eligible applicants and invites them to proceed to interview.

The panel convener must provide applicants with notice of their interview in line with the table below as a minimum timeframe.

Shortlist and Notify of Interview	Earliest Interview
Thursday	The following Tuesday
Friday	The following Wednesday
Monday	The following Thursday
Tuesday	The following Friday
Wednesday	The following Monday

Before contacting applicants short listed for interview, the selection panel must:

- **decide the allocation of time for each interview**

The time allocated should be consistent for each applicant, but may vary according to the nature of the position. The most common interview length within the NSW Department of Education is around 30 minutes.

Enough time should be allowed between interviews for panel discussion and taking notes. It is the panel convener's responsibility to ensure that interviews do not run over time.

- **decide how the interviews will be conducted**

Interviews should be held outside school hours whenever possible and should minimise disruption to students.

Where videoconferencing is available in the school or at a nearby Department office, it should be used by the selection panel and applicant to minimise disruption to schools and students.

Teleconferencing can also be used to help minimise disruption.

The panel can use a combination of teleconference, videoconference and face to face interviews, keeping in mind that one of the key matters to consider when determining interview methods is ensuring that no applicant is disadvantaged.

When contacting applicants who successfully gain an interview, the panel convener should provide the following information:

- position title and school
- type of interview to be held
- date and time of interview. For videoconference and telephone interviews, the panel convener should confirm that the selection panel will contact the applicant at the interview time
- location of interview, providing specific directions where necessary
- composition of the selection panel and the names of panel members.

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## PREPARATION FOR INTERVIEWS

The purpose of the interview is to verify, test and explore different aspects of the selection criteria for each applicant.

Panel members must remember that the interview is only one factor in determining the most suitable applicant for the position. The selection panel will make its recommendation based on the extent to which each applicant meets the selection criteria for the position after assessing information from **all stages of the selection process including the application, referees' comments and interview.**

### Physical environment

Arrange a suitable venue for the face to face, videoconference or telephone interviews.

Local Department offices will be able to advise of appropriate videoconferencing facilities. The panel convener should ensure that appropriate support is provided to set up videoconferencing arrangements if required.

The location should be quiet and arrangements made to ensure the interview is uninterrupted. An appropriate sign on the door to alert unexpected visitors that an interview is taking place and a reminder to panel members to switch off mobile phones will assist.

### Questions

Questions must be based on the selection criteria and should explore each applicant's skills and knowledge and how these could be used in the position.

For executive and principal positions, the questions should explore aspects of both the general and specific selection criteria.

As all applicants are different it will be necessary to verify, test and explore different aspects of the selection criteria for each applicant. Whilst all questions must be fair and based on the selection criteria, it is appropriate and in many cases expected that applicants will be asked different questions to clarify different aspects of the selection criteria.

### Interview techniques – adherence to EEO principles

While it is acceptable and appropriate to ask applicants different questions, the panel convener must ensure there is no unfair questioning or assessment of applicants in any part of the process.

An applicant should **not** be asked about a partner, partner's employment or salary, children, dependants or child care arrangements, credit status, age, home ownership status, marital status, sexuality, pregnancy, race, ethnic or ethno-religious background, political party affiliation, trade union membership, or other matters not relevant to the selection criteria.

The panel convener must suspend the selection process in cases where there is any suggestion of malpractice, prejudice or unfair questioning. Such cases are to be reported in detail immediately to the Director, Recruitment and Employment (or nominee).

### Preliminary briefing session (on the day of the interviews)

The panel convener should:

- remind panel members of their responsibilities to adhere to EEO principles and to maintain **confidentiality** of the selection process
- remind panel members of the requirements of the position and the selection criteria
- discuss factors such as body language, voice projection, confidence of manner and questioning styles. It is important to realise that the personal style of some applicants will be influenced by factors such as culture and gender

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- ensure the interview space and furniture are well organised
  - check that all phones are turned off or disconnected.

## **CONDUCTING INTERVIEWS**

The panel convener will:

- introduce themselves and the other panel members
- outline the procedure for the interview, including the approximate length of the interview and that the applicant will be given time before the end of the interview to provide additional information if time is available
- indicate that the panel members will be taking notes during the interview
- ensure each interview keeps to the scheduled timeframe.

The panel convener should encourage the applicant to seek clarification during the interview if required.

The interview should be conducted in a relaxed atmosphere. The body language of the panel members should display an open, welcoming attitude and indicate interest in the applicants' responses at all times. Positive body language from panel members encourages applicants to give their best responses.

The panel convener should ensure that:

- all panel members treat all applicants fairly and consistently, including applicants from the same school as the panel convener
- applicants are informed if the interviews are running late. Whilst every effort to keep within time should be made, delays are sometimes unavoidable. These delays may make an applicant more anxious. Panel members should be sensitive to this issue
- the special needs of any applicant are met eg. a person with disability
- disruptions do not occur.

**For telephone interviews**, the panel convener should:

- ensure all panel members are present during each telephone interview and can hear and assess the applicant's answers by using a hands-free telephone
- seek assurance from the applicant, immediately before the interview, that they are alone for the duration of the interview.

**For videoconference interviews**, the panel convener should:

- ensure that all panel members are present during each videoconference interview and can hear and see the applicant
- ensure that the applicant can hear and see all the panel members
- seek assurance from the applicant, immediately before the interview, that they are alone for the duration of the interview.

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## Section 9 Post Interview Procedure

Sufficient time must be provided at the end of the interviews for panel members to deliberate on the interviews held, review referees' comments and applications, make their recommendations and complete the selection process outcomes on iworkfor.nsw.

For advertised positions, after all interviews, the selection panel must contact the third referee of the **proposed recommended applicant and those being considered for inclusion on the eligibility list.**

The assessment discussions must focus on the capacity of each interviewed applicant to undertake the responsibilities of the position **in terms of the selection criteria** and must be limited to issues relevant to the position. Irrelevant or private personal information about an applicant is not to be discussed.

The selection panel should ensure that information from all stages of the selection process is considered in the assessment discussions, that is, the application, referees' comments and interview.

If photocopies of applications were provided to panel members, the panel convener is responsible for collecting and destroying these copies after all interviews are complete. It is also important to ensure that the panel convener collects all notes from panel members at the end of the interviews. Where electronic copies of material were distributed to panel members, the panel convener must ensure that panel members understand their responsibility to delete copies of all material relating to the application and selection process.

The panel convener must keep all original documents, including applications, selection panel notes and other related material in a secure place for 12 months following the completion of the selection process, before being destroyed. The panel convener may choose to scan these documents into the iworkfor.nsw requisition instead of keeping hard copies at the school or office location.

### PREPARING THE SELECTION PROCESS OUTCOMES

The selection panel completes the selection process outcomes through iworkfor.nsw. This includes information about the *recommended applicant*, the *eligibility list*, and *applicants not recommended for appointment*.

The selection process outcomes need to be supported by documentation relating to the selection criteria and the various decisions and recommendations of the selection panel, as well as evidence for determining any appeals.

**It is essential that the selection process outcomes are developed by the entire selection panel.**

The panel convener should record the collective view of the selection panel about the selection criteria to provide positive and developmental feedback to the applicants.

### Recommended and Eligible Applicants

The selection process outcomes include reasons for recommending an applicant. Where the selection panel has considered all applicants in terms of the selection criteria and cannot recommend any applicant for appointment, this should be stated through the request contribution function attached to the requisition on iworkfor.nsw.

**The selection panel must only place an applicant on the eligibility list if they consider that the applicant meets all the selection criteria at the level required for the position.**

Applicants placed on the eligibility list could be offered the position, in order of their placement on the list, if the position becomes vacant during the 12 month life of the eligibility list.

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## **Minority Reports**

If there is a dissenting member(s), that dissent should be recorded. A minority report(s) may be submitted from any panel member. This must be done through iworkfor.nsw **at the same time that the selection process outcome is submitted.**

The minority report(s) must include the name(s) of those panel members dissenting and should include the reasons for the dissenting view point in relation to the **selection criteria**, together with the name of the preferred applicant and the reasons for supporting this applicant based on the selection criteria. The Director, Recruitment and Employment (or nominee) will review all documents available and determine the course of action.

## **Inability to reach a decision**

If the selection panel, after exhaustive deliberations on the merits of the applicants in terms of the selection criteria, cannot reach a decision about the applicant to be recommended, the panel convener must seek advice from the Manager, Teacher Recruitment.

## **Confidentiality**

The panel convener should remind all panel members about confidentiality and that all enquiries must be referred to the panel convener.

However, in the event of an appeal, the Appeals Panel may need to contact panel members about the processes used by the selection panel. Panel members should note that responses to requests for information by an Appeals Panel do not break the confidentiality requirements.

## **SUBMISSION OF SELECTION PROCESS OUTCOME**

Immediately after the post interview procedures are completed, the panel convener must submit the selection process outcomes, through iworkfor.nsw, to Teacher Recruitment for approval.

## **APPROVAL OF SELECTION PROCESS OUTCOME**

The Teacher Recruitment officer with delegation to approve selection process outcomes must be satisfied that the recommended applicant is the best person for the position. The delegated officer will consider all information relating to the selection process that has been forwarded to Teacher Recruitment and the application. Where a minority report(s) has been forwarded, the Director, Recruitment and Employment (or nominee) will review all documents available and determine the course of action.

Once the selection outcomes are approved, Teacher Recruitment will notify the panel convener, through iworkfor.nsw, to contact the recommended applicant and offer the position.

If no applicant is recommended for the position, the Manager Teacher Recruitment will advise the course of action to be taken.



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## Section 10 Advising Applicants of the Outcome of the Selection Process

### NOTIFYING THE SUCCESSFUL APPLICANT

Once the panel convener has been advised that the selection process outcome is approved by the Director, Recruitment and Employment or delegate, the panel convener will offer the position to the successful applicant by telephone, stating that the offer is subject to a 10 day appeal period.

The successful applicant should be informed that appeals from applicants for the position must be lodged with the Director, Recruitment and Employment (or nominee) no more than 10 calendar days after the day on which applicants are first notified (verbally or in writing) that their application was unsuccessful.

The verbal offer by the panel convener must be followed by a letter from the panel convener to the successful applicant. Letters are generated by the panel convener through the iworkfor.nsw requisition at the end of the process and include advice to the successful applicant that Teacher Recruitment will be in contact by email with details of the onboarding process, which includes the applicant's formal acceptance of the offer.

A teacher whose appointment is subject to appeal will not take up duty in the new position until the outcome of the appeal is determined.

Where an applicant declines the verbal offer of the position, the panel convener must note this on the iworkfor.nsw requisition, then contact Teacher Recruitment for advice about the action to be taken.

### NOTIFYING UNSUCCESSFUL APPLICANTS

Immediately after the successful applicant accepts the position offer, the panel convener must telephone each applicant who was unsuccessful at interview and inform them of the outcome of the selection process, whether they have been placed on the eligibility list for this position, and that applicants who wish to appeal the decision based on an irregular or improper selection process must do so within 10 calendar days of being notified of the selection process outcome. The panel convener should also offer to provide feedback about the selection criteria and negotiate a suitable time within 10 calendar days if feedback is desired.

It is **essential to notify all unsuccessful applicants immediately** to provide the opportunity for them to appeal, where appropriate, against the process. Appeals must be lodged via email with the Director, Recruitment and Employment (or nominee) at [SS.SelectionAppeals@det.nsw.edu.au](mailto:SS.SelectionAppeals@det.nsw.edu.au) **no later than 10 calendar days** after the day when the applicant is first notified (verbally or in writing) of being unsuccessful in their application.

Immediately after the successful applicant accepts the position offer, the panel convener must generate letters to all unsuccessful applicants, including ineligible applicants and applicants not successful in gaining an interview. This correspondence is generated through iworkfor.nsw. Applicants are invited, in these letters, to contact the panel convener for feedback about their application. The letters also include information about the appeals process.

### FEEDBACK

**The panel convener is the only person to provide feedback.** Other panel members must redirect any enquiries they receive to the panel convener.

Feedback should be **available to all applicants who applied for the position**, following the approval of the selection panel's recommendation and **after the offer has been accepted** or, where there is no recommended applicant, after the selection process is complete.

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Feedback is an important part of the learning process. Handled sensitively and taking into account cultural characteristics, constructive feedback can enhance self esteem and assist the applicant to make decisions about career direction and future applications.

The provision of feedback is aimed at providing positive assistance to applicants who have been unsuccessful in the particular selection process. It does not imply an unsatisfactory standard of work or behaviour. The feedback should emphasise the strengths of the applicant and offer positive suggestions to improve in areas that were not as strongly demonstrated.

Feedback should focus on the **selection criteria** and the extent to which the applicant demonstrated the ability to meet the general selection criteria, where applicable, and the specific selection criteria for the position. When providing feedback, the panel convener can discuss the application, interview techniques and referees' comments. They should not discuss other applicants, their applications or their performance.

Where appropriate, applicants should be advised of areas where they could enhance their opportunities for success. These areas could include widening job experiences, professional development activities, additional studies and presentation at selection interviews. Issues outside the selection criteria and selection process should not be discussed.

Panel conveners should prepare for the feedback discussion by checking the selection criteria and reading through the notes from the selection process.

The panel convener can only provide feedback after the successful applicant has accepted the position offer either verbally or in writing. Should no applicant be selected as the successful applicant, feedback can be provided once Teacher Recruitment has approved the selection outcomes on [iworkfor.nsw](http://iworkfor.nsw).

#### **FEEDBACK TO APPLICANTS NOT SUCCESSFUL IN GAINING AN INTERVIEW**

Initial feedback about the selection criteria, if requested, must be provided to applicants **within 10 calendar days** after the day the applicant is first notified (verbally or in writing) of being unsuccessful in their application.

In some circumstances, where more detailed feedback is required, it may be necessary to provide further feedback outside the 10 day calendar period.

**If applicants telephone at an inconvenient time, the panel convener should arrange a suitable time, within 10 calendar days, when feedback and assistance can be given to the applicant.**

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## PART B

### **Procedure for Classroom Teacher Vacancies filled by Closed Merit from Interested Applicants from either the Nominated Transfer, Service Transfer, Approved to Teach or Graduate Employment Lists**

The following procedures apply where a position is being filled by closed merit of interested applicants from the nominated transfer, service transfer, approved to teach, or graduate employment lists. In the case of the graduate employment closed merit, the list of interested applicants could result from the position being filled either from Local Choice or through Central Appointment.

#### **Section 1 Selection Panel**

Once advice has been received from Teacher Recruitment to form a selection panel, the principal, or nominee, forms the selection panel.

In forming the selection panel, the procedure in Part A: Sections 2 to 5 (pages 3–15) about forming selection panels, responsibilities of selection panel members, preparing the advertisement and developing the specific selection criteria for the position, must be followed.

#### **Section 2 Receiving Interested Applicants of a Closed Merit**

Where a school requests the closed merit of interested applicants from the nominated transfer, service transfer, approved to teach, or graduate employment lists, Teacher Recruitment will:

- identify all suitably qualified teachers on the appropriate list who match the specific criteria of the position and have indicated an interest in a position at the school with the vacant position;
- send an email to those teachers advising them that there is a vacant position. The email will include a link to the specific criteria; and
- send an SMS message to those teachers to advise them that there is a vacant position, where applicants have provided Teacher Recruitment with a mobile telephone number.

Teachers on the appropriate list who wish to continue being considered for the position should access information about the position and specific selection criteria from the email link provided. These teachers must apply online through [iworkfor.nsw](http://iworkfor.nsw), and their application must include information addressing the specific selection criteria and the name, position titles and contact details of **two referees**, including mobile telephone numbers if available. The information must be submitted before the advertised deadline.

#### **Section 3 Consulting Referees and Short Listing**

The procedure in Part A: Sections 6 and 7 Consulting referees (with the exception of the applicant providing a third referee) and Short listing (pages 16–19) must be followed.

Applicants who are being actively considered by the selection panel to proceed to interview

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will have their two referees contacted as part of the short listing process.

As a minimum the panel convener and at least one other panel member nominated by the selection panel will contact referees. If all panel members are not present when the two referees are contacted, care must be taken to report the referees' comments to the other panel members before the full panel decides to shortlist applicants for interview.

For classroom teacher vacancies filled through the closed merit of interested applicants, there is no third referee to be contacted after interviews have been completed.

For applicants in permanent classroom teacher positions, the first referee must be the applicant's current principal.

For other applicants who are not currently permanently employed by the Department, it may not be possible for them to have a principal as a referee. However, if a teacher has completed a substantial period of temporary teaching, it may be possible to have a principal as a referee.

The function of referees is to advise the selection panel on the applicant's professional competence for specific positions. As all applicants are different, it will be necessary to verify, test and explore different issues about the selection criteria for each applicant with their referees. Whilst all questions must be consistent, fair and based on the selection criteria, it is appropriate and in many cases expected that referees will be asked different questions to clarify different aspects of the selection criteria.

The selection panel must provide a summary of the referees' comments on each applicant on the short list.

The panel convener completes the short list through [iworkfor.nsw](http://www.iworkfor.nsw.gov.au) and submits it to Teacher Recruitment to confirm the eligibility of applicants to be interviewed.

## **Section 4 Interview Process, Post Interview Procedure and Advising Applicants of the Outcome for the Selection Process**

The purpose of the interview is to verify, test and explore different aspects of the specific criteria for each applicant.

The procedure outlined in Part A: Section 8 Interview process (pages 20-22) must be followed.

The selection panel may recommend an applicant for appointment to the position, determine an eligibility list or not recommend any applicants for appointment to the position.

The selection panel should ensure that **information from all stages of the selection process** is considered in the assessment discussions, including the application, referees' comments and interview.

If applicants are not recommended for appointment, the selection panel must provide reasons on the online selection process outcome submission indicating why the applicants do not meet the selection criteria.

If none of the applicants are recommended for the position, the Manager, Teacher Recruitment will advise the course of action to be taken.

Only the panel convener can provide feedback to applicants. See Part A Section 10 (pages 25-26) for guidelines regarding feedback.

The training materials for [iworkfor.nsw](http://www.iworkfor.nsw.gov.au) at <http://www.teach.nsw.edu.au/jobsnsw/elearning.htm> provide panel conveners with instructions about generating correspondence to all applicants.

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# PART C

## APPEALS PROCEDURE

### Preamble

These procedures apply to a **permanent teacher** who has applied for a position in a school in response to an advertisement.

Changes made to the *Teaching Service Act 1980* and the subsequent Determination No 5 of 2005 have implications for the Appeals Procedures for selection processes.

Under these provisions a permanent teacher may appeal against the recommended appointment to a senior position through an advertised selection process on the grounds that the process was irregular or improper.

**Note:** Under the *Teaching Service Act 1980*, a “senior position means any position in the Teaching Service to which a person employed in the Teaching Service could be promoted”. This includes principal, deputy principal, assistant principal or head teacher positions.

An applicant external to the NSW Teaching Service is unable to appeal against the appointment of an internal (existing permanent teacher) or external applicant.

### Procedures

1. An appeal must:
  - a) be lodged in writing with the Appeals Secretariat (Director, Recruitment & Employment or delegate), by email to [SS.SelectionAppeals@det.nsw.edu.au](mailto:SS.SelectionAppeals@det.nsw.edu.au), no later than 10 calendar days from the day on which the teacher is first notified (verbally or in writing) of being unsuccessful;
  - b) state clearly the applicant’s name and title of the position in question; and
  - c) state the grounds on which the applicant believes that the selection process was irregular or improper.
2. An appeal will be considered by either a statewide primary/SSP appeals panel, or a statewide secondary appeals panel. In the case of central schools, appeals relating to positions in the primary department will be considered by the primary/SSP appeals panel and appeals relating to the secondary department will be considered by the secondary appeals panel. Appeals relating to principal positions in central schools will be considered by the secondary appeals panel.

The membership of the appeals panel will be:

  - a) an independent convener, chosen from a list of independent conveners agreed to by the Department and the NSW Teachers Federation
  - b) a Departmental representative
  - c) a Teachers Federation representative.
3. The panel will consider the appeal on the basis of the documentation provided by the applicant and the documentation arising out of the selection process.
4. The panel may, if necessary, and at its discretion, examine other relevant documentation or talk to any person, including the applicant.
5. The panel will make a recommendation to the Appeals Secretariat either that the appeal should be dismissed or upheld. The panel may also make any other recommendation which seems appropriate. When unanimous agreement cannot be achieved a minority report may be submitted to the Appeals Secretariat through the convener of the appeals panel.

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6. Where the panel or a member of the panel through a minority report recommends to the Appeals Secretariat that an appeal should be upheld, the panel or that member will also recommend to the Appeals Secretariat, in relation to the reconducting of the selection process, whether or not each member of the original selection panel should form part of the selection panel reconducting the selection process.
  7. The Appeals Secretariat may uphold or dismiss an appeal, or may make such other decision as seems appropriate. The details of each decision will be given to the applicant in writing.
  8. To uphold an appeal, the Appeals Secretariat must be satisfied that the process was irregular or improper.
  9. Where an appeal is upheld, the selection process will be reconducted where this is practicable. The selection panel will be constituted in accordance with the decision of the Appeals Secretariat taken in relation to the recommendation referred to above.
  10. Except with the approval of the Appeals Secretariat, a teacher whose appointment is subject to appeal will not take up duty in the new position until the appeal is determined.
  11. In accordance with the *Teaching Service Act 1980*, the decision of the Appeals Secretariat as delegate for the Secretary is considered final.

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## USEFUL LINKS

Advertised positions with the NSW Department of Education:

[www.dec.nsw.gov.au/careers](http://www.dec.nsw.gov.au/careers)

Australian Professional Standards for Teachers:

<http://www.teacherstandards.aitsl.edu.au/>

Board of Studies, Teaching and Educational Standards:

<http://www.bostes.nsw.edu.au/wps/portal/home>

Careers with DoE:

[www.dec.nsw.gov.au/careers](http://www.dec.nsw.gov.au/careers)

Eligibility to teach in NSW public schools:

<https://www.teach.nsw.edu.au/>

Graduate Recruitment Program:

<http://www.dec.nsw.gov.au/about-us/careers-centre/school-careers/teaching/our-programs-and-initiatives/graduate-recruitment-program>

Head Teacher qualifications and eligibility:

[https://www.det.nsw.edu.au/policies/employment/recruit/head\\_teach/implementation\\_1\\_PD20050275.shtml](https://www.det.nsw.edu.au/policies/employment/recruit/head_teach/implementation_1_PD20050275.shtml)

Recruitment and Employment DoE Promotion and Transfer site:

<https://detwww.det.nsw.edu.au/lists/directoratesaz/humanresources/schoolteachers/promottransfer/index.htm>

JobFeed:

<https://www.teach.nsw.edu.au/find-teaching-jobs/jobfeed>

iworkfor.nsw training modules for conveners:

<http://www.teach.nsw.edu.au/jobsnsw/elearning.htm>

Teacher accreditation:

[https://www.det.nsw.edu.au/policies/employment/recruit/tchr\\_acred/PD20050165.shtml?query=accreditation+of+new+scheme+teachers](https://www.det.nsw.edu.au/policies/employment/recruit/tchr_acred/PD20050165.shtml?query=accreditation+of+new+scheme+teachers)

Staffing Procedure for the Teaching Service in NSW Public Schools:

<http://www.teach.nsw.edu.au/documents/procedures.pdf>

Merit Selection Procedure:

[http://www.teach.nsw.edu.au/documents/sel\\_panelproc.pdf](http://www.teach.nsw.edu.au/documents/sel_panelproc.pdf)

Selection Panel Training Materials for Principals and Directors, Public Schools NSW

<http://www.teach.nsw.edu.au/jobsnsw/elearning.htm>

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Staffing Agreement:

<http://www.teach.nsw.edu.au/documents/agreement.pdf>

teach.NSW:

<https://www.teach.nsw.edu.au/>

Workforce Diversity Plan:

<https://www.det.nsw.edu.au/media/downloads/about-us/how-we-operate/strategies-and-plans/corporate-plans/wdplan2012-17.pdf>



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## **Merit Selection Procedure**

## **Panel Convener Checklist**

## **Classroom Teacher Positions filled through Open Merit or Closed Merit**

### Checklist for Classroom Teacher Positions filled through Open Merit or Closed Merit

PROCESS	ACTION	COMPLETED
<b>Method of filling vacancy</b>	Teacher Recruitment has been notified of the full-time or part-time classroom teacher vacancy.	
	Teacher Recruitment has advised principal that a selection panel can be formed.	
<b>Selection panel</b>	Selection panel formed with members listed in <i>Merit Selection Procedure</i> page 4	
	Teacher representative has been elected by and from the Teaching Service staff at the school.	
	School P&C Association, and the local AECG and/or local ethnic community where applicable, have been asked to nominate a representative within 10 working days if they wish to participate.	
	Selection panel includes a gender balance, where possible.	
	Where requested, Director, Recruitment and Employment (or nominee) has advised whether an additional panel member has been approved ( <i>Merit Selection Procedure</i> , page 7).	
	All panel members have been trained in selection procedures in accordance with the information in the <i>Merit Selection Procedure</i> page 3.	
	Panel members have been referred to the <i>Merit Selection Procedure</i> document for information on the selection process.	
<b>Responsibilities of selection panel members</b>	A copy of <i>Responsibilities of Selection Panel Members</i> ( <i>Merit Selection Procedure</i> pages 10–11) has been provided to each panel member and discussed with the panel.	
	Panel members have been advised that the confidentiality of all stages of the selection process must be observed during and after the selection process.	
	Panel members have been asked to declare the extent of any prior knowledge of, involvement with, or interest in, any of the applicants ( <i>Merit Selection Procedure</i> page 10) prior to undertaking the short listing process.	
	Panel members have been advised that the panel convener will be required to confirm on the <i>Short list</i> outcomes that they are aware of correct procedures and have declared any personal knowledge of, or interest in, any of the applicants.	
	Panel members have been advised that they are to be equal participants at all stages of the selection process.	
	Panel members have been advised that minority report(s) may be submitted at the same time as the selection process outcomes if there is a dissenting viewpoint in relation to the selection panel outcome.	
<b>Preparing the advertisement and selection criteria</b>	Panel members have been advised that the panel convener is the only person able to provide feedback and any enquiries made to panel members must be redirected to the panel convener.	
	Selection panel has prepared position information.	
	Selection panel has prepared the specific selection criteria. The information about preparing specific selection criteria ( <i>Merit Selection Procedure</i> page 15) has been considered.	
	All panel members have participated in the preparation of the advertisement.	
	Advertisement has been submitted online through iworkfor.nsw.	
	The nomination of an appropriate enquiry officer ( <i>Merit Selection Procedure</i> pages 12) has been undertaken. The enquiry officer has been briefed by the panel convener.	

**Checklist for Classroom Teacher Positions filled through Open Merit or Closed Merit (continued)**

PROCESS	ACTION	COMPLETED
<b>Preparing the advertisement and selection criteria (continued)</b>	Vacant position has been advertised on iworkfor.nsw.	
	All applicants who contact the enquiry officer have been provided with the same documentation electronically by the enquiry officer. These applicants have been provided with the school plan and annual school report as a minimum.	
<b>Short listing and consulting referees</b>	All applications have been downloaded or distributed electronically from iworkfor.nsw.	
	Panel members have been advised that the selection process needs to be completed within seven working days of the closing date of the advertisement.	
	All applications received by the closing date have been considered by all panel members in the short listing process.	
	Each applicant being actively considered by the selection panel to proceed to interview has had two referees contacted by the panel convener and at least one other panel member as part of the short listing process, who have reported referee comments back to the full panel. One of the referees contacted is the applicant's current principal for classroom teacher applicants, current (or most recent) supervisor for external applicants, or for applicants in non-school based teaching service positions, their Director, Public Schools NSW, state office director or senior manager. The information on contacting referees in the <i>Merit Selection Procedure</i> pages 16–17 has been considered.	
	All panel members have been involved in the short listing process.	
	Short listing has been based only on the selection criteria for the position and the information provided by applicants in their application, together with the comments provided by the two referees contacted as part of the short listing process.	
	A summary of each referee's comments has been included on the short list report on iworkfor.nsw.	
	Short list outcomes have been submitted to Teacher Recruitment through iworkfor.nsw.	
	Convener has confirmed online that all panel members have participated in the short listing process.	
Teacher Recruitment has approved each short listed applicant's eligibility prior to any invitations to interview being made by the convener.		
<b>Interview process</b>	The decision as to whether the interviews will be by videoconference, face to face or by telephone, or a combination of these approaches, has been made after considering the information in <i>Merit Selection Procedure</i> page 20.	
	Eligible short listed applicants have been invited to interview and have been given notice of their interview time after considering the minimum timeframe information in <i>Merit Selection Procedure</i> page 20.	
	Applicants invited to interview have been advised of the position title and school, the type of interview to be held, the date, time and location of the interview and the composition and names of the panel members.	
	The guidelines for preparing and conducting interviews in <i>Merit Selection Procedure</i> pages 21–22 have been followed.	

**Checklist for Classroom Teacher Positions filled through Open Merit or Closed Merit (continued)**

PROCESS	ACTION	COMPLETED
<b>Interview process (continued)</b>	A suitable venue has been arranged and timing of interviews has been agreed, including scheduling sufficient time after each interview for panel discussion.	
	Questions, based on the selection criteria, have been agreed.	
	Panel members have been advised that EEO principles are to be adhered to during each interview, have been reminded of confidentiality requirements and how the interview will be conducted has been discussed ( <i>Merit Selection Procedure</i> page 21).	
<b>Post interview procedures</b>	Sufficient time has been provided at the conclusion of the interviews for the selection panel to deliberate, review applications and referees' comments make recommendations and complete the selection process outcomes.	
	Panel members have been advised that the focus of discussions is on the capacity of each interviewed applicant to undertake the responsibilities of the position in terms of the selection criteria.	
	The third referee for the proposed recommended applicant and for the applicants proposed to be placed on the eligibility list has been contacted, <i>except for vacancies being filled through a closed merit process where there is no third referee.</i>	
	Selection panel has made its recommendations after assessing information from all stages of the selection process i.e. application, referees' comments and interview.	
	Selection process outcomes have been compiled by the entire selection panel and submitted through iworkfor.nsw to Teacher Recruitment.	
	Minority reports, if any, in the format of the selection process outcomes (see <i>Merit Selection Procedure</i> page 11) have been submitted through iworkfor.nsw at the same time as the selection process outcomes have been submitted, for consideration by the Director, Recruitment and Employment (or nominee).	
	Photocopies of applications provided to panel members have been collected after the interviews and destroyed. Panel members have been reminded that they must delete any electronic copies of applications and notes relating to the process.	
<b>Advising applicants of the outcome of the selection process</b>	Following approval from Teacher Recruitment of the selection process outcomes, the convener has verbally offered the position to the successful applicant.	
	A letter of offer has been generated through iworkfor.nsw correspondence and sent to the successful applicant.	
	Advice has been sought from Teacher Recruitment regarding the action to be taken if the successful applicant has rejected the verbal offer of the position.	
	Following acceptance of the position by the successful applicant, all other interviewed applicants have been informed (by telephone) of the outcome and offered feedback within 10 calendar days.	
	Correspondence to all applicants has been generated promptly through iworkfor.nsw and sent.	
	Letters of thanks have been sent to members of the selection panel.	
	Feedback has been provided to all applicants who have requested it, focusing on the selection criteria and the extent to which the applicant demonstrated an ability to meet the selection criteria.	

## **Merit Selection Procedure**

## **Panel Convener Checklist**

## **Executive Positions filled through Open Merit**

### Checklist for Executive Positions filled through Open Merit

PROCESS	ACTION	COMPLETED
<b>Method of filling vacancy</b>	Teacher Recruitment has been notified of the executive vacancy.	
	Teacher Recruitment has advised principal that a selection panel can be formed.	
<b>Selection panel</b>	Selection panel formed with members listed in <i>Merit Selection Procedure</i> page 5.	
	Teacher representative has been elected by and from the Teaching Service staff at the school.	
	School P&C Association, and the local AECG and/or local ethnic community where applicable, have nominated a representative within 10 working days if they wish to participate.	
	Director, Public Schools NSW has nominated a representative at the same or higher level as the vacant position.	
	Selection panel includes at least one male and one female member.	
	Where requested, the Director, Recruitment and Employment (or nominee) has advised whether an additional panel member has been approved ( <i>Merit Selection Procedure</i> page 7).	
	All panel members have been trained in selection procedures in accordance with the information in the <i>Merit Selection Procedure</i> page 3.	
	Panel members have been referred to the <i>Merit Selection Procedure</i> document for information on the selection process.	
<b>Responsibilities of selection panel members</b>	A copy of <i>Responsibilities of Selection Panel Members</i> ( <i>Merit Selection Procedure</i> pages 10–11) has been provided to each panel member and discussed with the panel.	
	Panel members have been advised that the confidentiality of all stages of the selection process must be observed during and after the selection process.	
	Panel members have been asked to declare the extent of any prior knowledge of, involvement with, or interest in, any of the applicants ( <i>Merit Selection Procedure</i> page 10) prior to undertaking the short listing process.	
	Panel members have been advised that the panel convener will be required to confirm on the short listing outcomes that they are aware of correct procedures and have declared any personal knowledge of, or interest in, any of the applicants.	
	Panel members have been advised that they are to be equal participants at all stages of the selection process.	
	Panel members have been advised that minority report(s) may be submitted at the same time as the selection process outcomes if there is a dissenting viewpoint in relation to the selection panel outcomes.	
<b>Preparing the advertisement and selection criteria</b>	Panel members have been advised that the panel convener is the only person able to provide feedback and any enquiries made to panel members must be redirected to the panel convener.	
	Panel members have been advised that both the general selection criteria and the specific selection criteria apply for executive positions ( <i>Merit Selection Procedure</i> pages 13-15).	
	Selection panel has prepared the position information.	
	Selection panel has prepared the specific selection criteria. The information about preparing specific selection criteria in <i>Merit Selection Procedure</i> page 15 has been considered.	



### Checklist for Executive Positions filled through Open Merit (continued)

PROCESS	ACTION	COMPLETED
<b>Preparing the advertisement and Selection criteria (continued)</b>	All panel members have participated in the preparation of the advertisement.	
	Advertisement has been submitted online through iworkfor.nsw.	
	The nomination of an appropriate enquiry officer ( <i>Merit Selection Procedure</i> pages 12) has been undertaken. The enquiry officer has been briefed by the panel convener.	
	Vacant position has been advertised on iworkfor.nsw.	
	All applicants who contact the enquiry officer have been provided with the same documentation electronically by the enquiry officer. These applicants have been provided with the school plan and annual school report as a minimum.	
<b>Short listing and consulting referees</b>	All applications have been downloaded or distributed electronically from iworkfor.nsw.	
	Panel members have been advised that the selection process needs to be completed within seven working days of the closing date of the advertisement.	
	All applications received by the closing date have been considered by all panel members in the short listing process.	
	Each applicant being actively considered by the selection panel to proceed to interview has had two referees contacted by the panel convener and at least one other panel member as part of the short listing process, who have reported referee comments back to the full panel. One of the referees contacted is the applicant's current principal for current permanent teacher applicants, their current (or most recent) supervisor for external applicants, or for applicants in non-school based teaching service positions, their Director, Public Schools NSW, state office director or senior manager. The information on contacting referees in the <i>Merit Selection Procedure</i> pages 16–17 has been considered.	
	All panel members have been involved in the short listing process.	
	Short listing has been based only on the selection criteria for the position and the information provided by applicants in their application, together with the comments provided by the two referees contacted as part of the short listing process.	
	A summary of each referee's comments has been included on the short list on iworkfor.nsw.	
	Short list outcomes have been submitted to Teacher Recruitment through iworkfor.nsw.	
	Convener has confirmed online that all panel members have participated in the short listing process.	
	Teacher Recruitment has approved short listed applicants' eligibility before any invitations to interview are made by convener.	
<b>Interview Process</b>	The decision as to whether the interviews will be by videoconference, face to face or by telephone, or a combination of these approaches, has been made after considering the information in <i>Merit Selection Procedure</i> , page 20.	
	Eligible short listed applicants have been invited to interview and have been given notice of their interview time after considering the information in <i>Merit Selection Procedure</i> , page 20.	
	Applicants invited to interview have been advised of the position title and school, the type of interview to be held, the date, time and location of the interview and the composition and names of the panel members.	
	The guidelines for preparing and conducting interviews in <i>Merit Selection Procedure</i> pages 20–22, have been followed.	

### Checklist for Executive Positions filled through Open Merit (continued)

PROCESS	ACTION	COMPLETED
<b>Interview Process (continued)</b>	A suitable venue has been arranged and timing of interviews has been agreed, including scheduling sufficient time after each interview for panel discussion.	
	Questions, based on the selection criteria, have been agreed.	
	Panel members have been advised that EEO principles are to be adhered to during each interview, have been reminded of confidentiality requirements and how the interview will be conducted has been discussed ( <i>Merit Selection Procedure</i> page 21).	
<b>Post interview procedures</b>	Sufficient time has been provided at the conclusion of the interviews for the selection panel to deliberate, review applications and referees' comments, make recommendations and complete the selection process outcomes.	
	Panel members have been advised that the focus of discussions is on the capacity of each interviewed applicant to undertake the responsibilities of the position in terms of the selection criteria.	
	The third referee for the proposed recommended applicant and for the applicants proposed to be placed on the eligibility list has been contacted.	
	Selection panel has made its recommendations after assessing information from all stages of the selection process i.e. application, referees' comments and interview.	
	Selection outcomes have been compiled by the entire selection panel and submitted through iworkfor.nsw to Teacher Recruitment.	
	Minority reports, if any, in the format of the selection process outcomes (see <i>Merit Selection Procedure</i> page 11), have been submitted through iworkfor.nsw at the same time that the selection process outcomes have been submitted, for consideration by the Director, Recruitment and Employment (or nominee).	
	Photocopies of applications provided to panel members have been collected after the interviews and destroyed. Panel members have been reminded that they must delete any electronic copies of applications and notes relating to the process.	
	All original documents and notes prepared by panel members have been collected and filed by the panel convener for 12 months in a secure place prior to being destroyed.	
<b>Advising applicants of the outcome of the selection process</b>	Following approval from Teacher Recruitment of the selection process outcomes, the convener has verbally offered the position to the successful applicant.	
	A letter of offer has been generated through iworkfor.nsw and sent to the successful applicant.	
	Advice has been sought from Teacher Recruitment regarding the action to be taken if the successful applicant has rejected the verbal offer of the position.	
	Following acceptance of the position by the successful applicant, all other interviewed applicants have been informed (by telephone) of the outcome and offered feedback within 10 calendar days.	
	Correspondence to all applicants has been generated promptly through iworkfor.nsw and sent.	
	Letters of thanks have been sent to members of the selection panel.	
Feedback has been provided to all applicants who have requested it, focusing on the selection criteria and the extent to which the applicant demonstrated an ability to meet the selection criteria.		

**Merit Selection Procedure**

**Panel Convener Checklist**

**Principal Positions filled through Open Merit**

### Checklist for Principal Positions filled through Open Merit

PROCESS	ACTION	COMPLETED
<b>Method of filling vacancy</b>	Teacher Recruitment has been notified of the principal vacancy.	
	Teacher Recruitment has advised Director, Public Schools NSW that a selection panel can be formed.	
<b>Selection panel</b>	Selection panel formed with members listed in <i>Merit Selection Procedure</i> page 6.	
	Teacher representative has been elected by and from the Teaching Service staff by the school.	
	School P&C Association, and the local AECG and/or local ethnic community where applicable have nominated a representative within 10 working days if they wish to participate.	
	Another principal at the same or higher level, has been nominated by the Director, Recruitment and Employment in consultation with the NSW Secondary Principals' Council or the NSW Primary Principals' Association.	
	Selection panel includes at least one male and one female member.	
	Where requested, the Director, Recruitment and Employment (or nominee) has advised whether an additional panel member has been approved ( <i>Merit Selection Procedure</i> page 7).	
	All panel members have been trained in selection procedures in accordance with the information in the <i>Merit Selection Procedure</i> page 3.	
	Panel members have been referred to the <i>Merit Selection Procedure</i> for information on the selection process.	
	A copy of <i>Responsibilities of Selection Panel Members</i> ( <i>Merit Selection Procedure</i> pages 10–11) has been provided to each panel member and discussed with the panel.	
<b>Responsibilities of selection panel members</b>	Panel members have been advised that the confidentiality of all stages of the selection process must be observed during and after the selection process.	
	Panel members have been asked to declare the extent of any prior knowledge of, involvement with, or interest in, any of the applicants ( <i>Merit Selection Procedures</i> page 10) prior to undertaking the short listing process.	
	Panel members have been advised that the panel convener will be required to confirm on the short listing outcomes that they are aware of correct procedures and have declared any personal knowledge of, or interest in, any of the applicants.	
	Panel members have been advised that they are to be equal participants at all stages of the selection process.	
	Panel members have been advised that minority report(s) may be submitted at the same time as the selection process outcomes if there is a dissenting viewpoint in relation to the selection panel outcome.	
	Panel members have been advised that the panel convener is the only person able to provide feedback and any enquiries made to panel members must be redirected to the panel convener.	
<b>Preparing the advertisement and selection criteria</b>	Panel members have been advised that both the general selection criteria and the specific selection criteria apply for principal positions ( <i>Merit Selection Procedure</i> pages 13-15).	
	Selection panel has prepared the position information.	
	Selection panel has prepared the specific selection criteria. The information about preparing specific selection criteria in <i>Merit Selection Procedure</i> page 15 has been considered.	
	All panel members participated in the preparation of the advertisement.	

### Checklist for Principal Positions filled through Open Merit (continued)

PROCESS	ACTION	COMPLETED
<b>Preparing the advertisement and selection criteria (continued)</b>	Advertisement has been submitted online through iworkfor.nsw.	
	The nomination of an appropriate enquiry officer ( <i>Merit Selection Procedure</i> pages 12) has been undertaken. The enquiry officer has been briefed by the panel convener.	
	Vacant position has been advertised on iworkfor.nsw.	
	All applicants who contact the enquiry officer have been provided with the same documentation electronically by the enquiry officer. These applicants have been provided with the school plan and annual school report as a minimum.	
<b>Short listing and consulting referees</b>	All applications have been downloaded or distributed electronically from iworkfor.nsw.	
	Panel members have been advised that the selection process needs to be completed within seven working days of the closing date of the advertisement.	
	All applications received by the closing date have been considered by all panel members in the short listing process.	
	Each applicant being actively considered by the selection panel to proceed to interview has had two referees contacted by the panel convener and at least one other panel member as part of the short listing process. One of the referees contacted is the applicant's current principal or Director, Public Schools NSW for current classroom teacher or executive or principal applicants, current (or most recent) supervisor for external applicants, or Director, Public Schools NSW, state office director or senior manager for applicants in non-school based positions. The information on contacting referees in the <i>Merit Selection Procedure</i> pages 16–17 has been considered.	
	All panel members have been involved in the short listing process.	
	Short listing has been based only on the selection criteria for the position and the information provided by applicants in their application, together with the comments provided by the two referees contacted as part of the short listing process.	
	A summary of each referee's comments has been included on the short list on iworkfor.nsw.	
	Short list outcomes have been submitted to Teacher Recruitment through iworkfor.nsw.	
	Convener has confirmed online that all panel members have participated in the short listing process.	
Teacher Recruitment has approved each short listed applicant's eligibility prior to any invitations to interview being made.		
<b>Interview process</b>	The decision as to whether the interviews will be by videoconference, face to face or by telephone, or a combination of these approaches, has been made after considering the information in <i>Merit Selection Procedure</i> page 20.	
	Eligible short listed applicants have been invited to interview and have been given notice of their interview time after considering the information in <i>Merit Selection Procedures</i> page 20.	
	Applicants invited to interview have been advised of the position title and school, the type of interview to be held, the date, time and location of the interview and the composition and names of the panel members.	
	The guidelines for preparing and conducting interviews in <i>Merit Selection Procedure</i> pages 20–22, have been followed.	

### Checklist for Principal Positions filled through Open Merit (continued)

PROCESS	ACTION	COMPLETED
<b>Interview process (continued)</b>	A suitable venue has been arranged and timing of interviews has been agreed, including scheduling sufficient time after each interview for panel discussion.	
	Questions, based on the selection criteria, have been agreed.	
	Panel members have been advised that EEO principles are to be adhered to during each interview, have been reminded of confidentiality requirements and how the interview will be conducted has been discussed (refer to <i>Merit Selection Procedure</i> page 21).	
<b>Post interview procedures</b>	Sufficient time has been provided at the end of the interviews for the selection panel to deliberate, review applications and referees' comments, make recommendations and complete the selection outcomes through iworkfor.nsw.	
	Panel members have been advised that the focus of discussions is on the capacity of each interviewed applicant to undertake the responsibilities of the position in terms of the selection criteria.	
	The third referee for the proposed recommended applicant and for the applicants proposed to be placed on the eligibility list has been contacted.	
	Selection panel has made its recommendations after assessing information from all stages of the selection process i.e. application, referees' comments and interview.	
	Selection outcomes have been compiled by the entire selection panel and submitted through iworkfor.nsw to Teacher Recruitment.	
	Minority reports, if any, in the format of the selection process outcomes (see <i>Merit Selection Procedure</i> page 11) have been submitted through iworkfor.nsw at the same time that the selection outcomes are submitted, for consideration by the Director, Recruitment and Employment (or nominee).	
	Photocopies of applications provided to panel members have been collected after the interviews and destroyed. Panel members have been reminded that they must delete any electronic copies of applications and notes relating to the process.	
	All original documents and notes prepared by panel members have been collected and filed by the panel convener for 12 months in a secure place prior to being destroyed.	
<b>Advising applicants of the outcome of the selection process</b>	Following approval from Teacher Recruitment of the selection process outcomes, the convener has verbally offered the position to the successful applicant.	
	A letter of offer has been generated and sent through iworkfor.nsw and sent to the successful applicant.	
	Advice has been sought from Teacher Recruitment regarding the action to be taken if the successful applicant has rejected the offer of the position.	
	Following acceptance of the position by the successful applicant, all other interviewed applicants have been informed (by telephone) of the outcome and offered feedback within 10 calendar days.	
	Correspondence to all applicants has been generated promptly through iworkfor.nsw.	
	Letters of thanks have been sent to members of the selection panel.	
	Feedback has been provided to all applicants who have requested it, focusing on the selection criteria and the extent to which the applicant demonstrated an ability to meet the selection criteria.	

