

Work related qualities

Factsheets

APS recruitment

## Overview

The APS merit principle requires that recruitment assessments are based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required to perform the role. Both agencies and candidates benefit from having a clear understanding of the role and what is genuinely required to perform the duties successfully. Establishing this understanding early in the recruitment planning phase can improve outcomes by ensuring that both selection panels and candidates understand what must be demonstrated.

## What is a work-related quality?

Work-related qualities include:

* skills and abilities, including transferrable skills
* qualifications and training
* cultural competency
* standard of work performance
* capacity to produce outcomes
* personal qualities such as honesty and integrity
* potential for further development and
* ability to contribute to team performance.

Agencies may find tools such as the APS and Executive Level Work Level Standards or the SES Work Level Standards can help in articulating standards of work against which to assess candidates. Awareness of unconscious bias will assist assessors to focus on work-related qualities.

Work-related qualities can be thought of as the skills required to do the tasks in a given job role. For example, work related qualities for a policy officer might include the ability to synthesise information, a demonstrated ability to write effectively, and a willingness to act on feedback.

## Determining work related qualities

Consideration of the purpose, responsibilities and scope of a job role, as well as consideration of both current and future staffing needs, can help agencies determine work related qualities and prepare for the recruitment process. A role evaluation may be required to be completed before filling vacant positions. An agency’s HR team can advise on the relevant policies and arrangements.

## Panel’s understanding

The selection panel should ensure that the qualities required for the role, and how these are being assessed, are agreed before shortlisting and assessment begins. The selection panel could work to establish this understanding by discussing with the hiring area, delegate and recruitment area on what qualities are being sought and why. Where there is a long list desired of work-related qualities, it can be helpful to agree on a small number of work-related qualities that are essential to successfully perform the role and include others as desirable but not essential.

## The role of the candidate pack

The term candidate information pack usually refers to the set of documents provided to candidates at the time the role is advertised. It may include information about the agency, vacancy, duties of the role, the desired work-related qualities and how to apply.

Language should be jargon free, targeted and clear and concise to make it easier for applicants to understand the job requirements and to submit an application that effectively demonstrates their relevant skills and experience.