



Crown  
Solicitor's  
Office

# People and Culture

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

## Recruitment Policy

Attracting and selecting the best candidate for the role

The NSW Crown Solicitor's Office (CSO) strives to attract, develop and retain a flexible, engaged and diverse workforce that enables us to be NSW Government's most trusted legal advisor.

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# Recruitment

Recruitment at the CSO focuses on aligning long-term workforce requirements with the organisation's strategic objectives by

- applying strategic workforce planning principles to identify current and future workforce capability needs and
- implementing strategies to identify, develop, support and mobilise a capable, flexible and diverse workforce that addresses workforce gaps.

## Policy Purpose

The purpose of the Policy is to provide CSO staff with best practice principles and guidance on implementing strategic workforce planning and conducting flexible "fit-for-purpose" recruitment that enables the CSO to attract and select the best candidate/s possible for the role. The Policy informs the application of consistent, transparent and merit-based recruitment processes.

## Policy Statement

The Policy describes the guiding principles for attracting and selecting candidates in accordance with workforce planning and merit-based recruitment principles. This is consistent with the relevant provisions of the GSE Act, GSE Rules, and GSE Regulation.

## Scope

The Policy meets NSW employment and assignment requirements as prescribed in the GSE Act, Rules and Regulation and relates to all stages of recruitment from identifying a vacancy to onboarding the candidate. The Policy applies to all recruitment activities including ongoing employment, temporary/term employment, temporary assignments and establishment of talent pools.

## Governance Framework



CSO Recruitment is delivered in accordance with the NSW Public Service Commission (PSC) guidelines and is governed by a legal framework that includes the:

- Government Sector Employment Act 2013 (GSE Act)
- Government Sector Employment Regulation 2014 (GSE Regulation)
- Government Sector Employment (General) Rules 2014 (GSE Rules)

This reflects our commitment towards the NSW Government's efforts to grow the government sector by providing employment arrangements that facilitate high performance, and excellent customer service delivery and rewarding careers.

# The Merit Principle

## GSE Rule 16 (2)



“Any employment decision relating to a role in the Public Service is to be based on an assessment of the capabilities, experience and knowledge of the person concerned against the pre-established standards for the role to determine the person best suited to the requirements of the role and the needs of the relevant Public Service agency.”

Recruitment at the CSO is based on the merit principle set out in rule 16 (2) of the GSE Rules. A “fit-for-purpose” recruitment process enables the attraction, selection and retention of a high calibre workforce by recruiting and promoting employees based on merit.

The best practice principles outlined below serve as a guide for hiring managers, assessment panel members and recruiters, and inform our end to end recruitment process (*refer to the Workforce Planning and Recruitment Process Guide*).

- **Capability based workforce planning**

We build capacity and capability for current and future operating and client service requirements by:

- Taking a whole of agency workforce planning approach that considers the organisation’s corporate objectives, the current workforce composition and the type and size of workforce required to meet future service needs.
- Creating “fit for purpose” talent pools that meet current and future workforce capability needs and gaps by implementing efficient assessment processes that enable evaluation of the capability, knowledge and experience required to perform the role effectively.

- **Evidence based decision making**

We implement fair and accessible assessment and selection processes that can be applied consistently to all candidates by:

- Using assessment criteria that are relevant and objective

- Assessing candidates' capability, knowledge and experience against the pre-established standards of the role
- Assessing candidates' commitment to the CSO's purpose and values
- Utilising assessment tools to support effective and robust recruitment decisions

- **An impartial assessment panel**

We understand and embrace the merit principle and other recruitment requirements set out in the GSE Act and GSE Rules by:

- Applying confidentiality, impartiality, fairness and timeliness across all stages of the recruitment process
- Addressing bias across all stages of the recruitment process by
  - Identifying behaviours that could potentially result in bias or unlawful discrimination in the recruitment process.
  - Educating the assessment panel on how conscious and unconscious bias can influence selection decisions
- Ensuring that opportunities to build a capable, flexible and diverse workforce are identified at all stages of recruitment– from workforce planning decisions relating to structure and roles design, through to advertising and on-boarding
- Ensuring we have a diverse and inclusive work environment by engaging and developing a capable and diverse workforce across all roles and levels.

- **Positive Candidate Experience and Engagement**

We build relationships with candidates that foster positive employer brand and advocacy for the CSO as an employer of choice by:

- Effective planning to create a positive candidate experience, enabling merit-based decisions and promoting inclusion and diversity
- Efficient utilisation of technology (for e.g. administration of remote assessments) to provide candidates from diverse backgrounds the opportunity to participate in the recruitment process
- Active communication/engagement with candidates through the process
- Providing constructive feedback to candidates.

WORKFORCE PLANNING GUIDE (*To be published*)

[RECRUITMENT PROCESS GUIDE](#)

[TEMPORARY ASSIGNMENT PROCEDURE](#)