



HUMAN RESOURCES POLICY

OF

THE QUEER SOCIETY

Adopted by the The Queer Society Board on 16/01/2025

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Chapter 1. About This Policy

Purpose

- (a) The purpose of this policy is to:
 - (i) Define recruitment and appointment processes of employee and volunteer positions;
 - (ii) Describe how performance standards and work functions are managed;
 - (iii) Enable employees and volunteers to effectively manage working relationships and disputes.

Scope and Persons Affected

- (a) This is a binding policy document that applies to all Committee Members, employees, and volunteers of The Queer Society.
- (b) The Committee may grant an exemption to any part of this policy by resolution.

Human Resources Policy Principles

- (a) Equity and Inclusivity: Recruitment and appointment processes will be undertaken in a manner that is fair, consistent and absent of bias or discrimination.
- (b) Support: All employees and volunteers will be treated with dignity and respect. They will be given adequate support, training, and a reasonable workload.
- (c) Transparency: Clear and open communication will be maintained throughout recruitment, performance management, and dispute resolution processes.
- (d) Accountability: All Committee Members, volunteers, and employees are accountable for adhering to the policies and procedures outlined in this policy, and for upholding the values and mission of The Queer Society.
- (e) Collaboration: The Queer Society will foster a positive collaborative work culture, that values all contributions. Interpersonal conflict should be managed in a way which minimises harm, and which facilitates dialogue, mutual understanding, and respectful dispute resolution.

Chapter 2. Recruitment

Section 1. Advertising a Position

- (a) When a position vacancy arises, the Committee will advertise the position to all members, and may advertise to the public. The position must be advertised for at least one week.
- (b) Positions will be advertised through forums including The Queer Society Website, social media, Discord channels, emails, and recruitment websites.
- (c) Advertised positions may be accompanied by a Position Description, which may outline eligibility criteria, application procedures and deadlines, key roles and duties, and core competencies of the position.
- (d) When advertising a position, the process for applying for the position will be explicitly outlined, and may involve submitting an application through an online form or via email.
- (e) When advertising or interviewing for positions, the Committee should ensure that all role descriptions for all positions within the organisation explicitly state whether a position is paid or voluntary.
- (f) If the position is voluntary, the role description should explicitly state:
 - (i) That the position will not be financially compensated for any hours spent volunteering for the organisation, and;
 - (ii) That although the ideal applicant for a position would be able to commit x number of hours to the position and would be responsible for undertaking specific tasks including y, the position has no set hours and the amount of energy and work put into the role is ultimately at the discretion of the volunteer themselves. This should be reiterated verbally during the handover of the position and ideally minuted.
- (g) If the position is paid, the role description should explicitly state:
 - (i) Whether the position is undertaken as an employee or as an independent contractor.
 - (ii) The rate of pay.
- (h) When applying for a position, the applicant will be advised as to what information to provide, which may include; a cover letter, a resume, reference details, personal details, or an order of preference if multiple positions are being advertised. The applicant should also follow any specified page and formatting limits.¹

¹ If an application is over the page limit, it is up to the discretion of the Committee as to whether to accept the application or ask that the applicant re-submit their application within the page limit.

- (i) The position advertisement may include a contact person who is able to answer questions or provide further information about the position or application. The contact person is typically a Committee Member. This person may provide answers to questions about logistics, processes or expectations for the position or application, but may not provide comment on anything relevant to the applicant's specific application.
- (j) If there is an insufficient number of applicants for a position at the application deadline, the Committee may choose to extend the deadline to seek further applicants. If there are a sufficient number of applicants, it will be up to the selection committee as a whole to determine whether applications need to be re-opened due to a lack of qualified candidates.

Section 2. Conflicts of Interest

- (a) The Committee may nominate up to five people to conduct the selection process, referred to as the 'Selection Panel' This group must include at least one Committee Member.
- (b) No Committee Member or other individual may participate in any selection process for a position where they have a conflict of interest (actual, potential, or perceived).
- (c) The relevant conflicts of interest for selection processes are:
 - (i) Any appointment for which the individual is an applicant, or has a close personal relationship with an applicant.
- (d) It is recognised that individuals involved in selection processes may be good friends with other members, volunteers and employees of The Queer Society likely to apply for positions. This is not generally considered to constitute a 'close personal relationship' for the purposes of managing a conflict of interest. Generally, 'close personal relationships' are considered to include siblings or family members, intimate relationships or dating, and housemates.
- (e) Where a conflict of interest does not constitute a 'close personal relationship', the Committee must assess the likely actual, potential, or perceived impact on the individual's involvement in the selection process and take reasonable steps to mitigate this impact.
 - (i) Reasonable steps may involve the individual speaking last in selection discussions, only being involved in selection discussions of candidates they do not have a conflict with, or disclosing the nature and extent of their conflict to others involved in the selection process.
- (f) If in doubt, it is better to disclose a potential conflict.

Section 3. Reviewing Applications

- (a) After the deadline for applications has passed, applications should be circulated to the Selection Panel [email template 1].
- (b) The Selection Panel shall read and review all applications received.
- (c) Applications shall be reviewed based on which candidate(s) best meet the core competencies of the position, and are best able to fulfil its key roles and duties.
- (d) The Selection Panel will initially assess the applications and discuss to determine where:
 - (i) They wish to recommend a candidate (or candidates) for appointment based solely on the written applications.
 - (ii) They wish to advance any candidates to the interview stage for further consideration.
 - (iii) They wish to extend the application deadline and invite further applications due to a lack of qualified candidates for the position.

Section 4. Interviews

- (a) The Selection Panel may conduct interviews with some or all candidates for a position, following the committee's review of their written applications. The Selection Panel may still choose to conduct an interview with the candidate even if they are the only candidate who has applied for the position.
- (b) Each candidate who has been progressed to this stage will undertake an interview with a Selection Panel Member. Interviews will usually run for 15-30 minutes.
- (c) The Committee will decide on a list of questions to ask each candidate. In addition to questions asked to all candidates, candidates may be asked some different questions based on their specific written application (example interview questions and guidance can be found in Appendix C).
- (d) Interviews may also contain practical skills tests.
- (e) An email [email template 2] will be sent to each successful candidate for interview.
- (f) The individual conducting the interview should confirm with the candidate what medium will be used to conduct the interview. Interviews can be conducted in person, or via video calling software or phone call.
- (g) At the beginning of the interview, the interviewer will inform the candidate that they will be taking notes on the candidate's responses during the interview. The interviewer will then ask the candidate the interview questions that have been set by the

Committee. At the end of the interview, the candidate will be given the opportunity to ask any questions and add any further support to their application.

- (h) Once the interview is complete, the interviewer's notes will be shared with the rest of the Selection Panel.
- (i) Each person on the Selection Panel will read all of the candidates' interview notes. They will then meet to discuss and decide upon a recommendation to the Committee.

Section 5. Selecting a Candidate

- (a) Once the selection process is complete, the Committee will determine whether:
 - (i) They wish to appoint a candidate (or candidates) based on the recommendation of the Selection Panel.
 - (ii) They wish to extend the application deadline and invite further applicants due to a lack of qualified candidates for the position.
- (b) The Committee should have full access to all selection materials, including written applications, interviews, and selection meeting minutes.
- (c) As set out above, the Committee may make a decision to appoint a candidate following the written or interview stage of the appointment process.
- (d) The Committee has some discretion as to the specific matters they consider when making a decision. However, all factors that informed their decision should be clearly articulated and discussed.
- (e) Generally, the Committee will consider which candidates (or candidates) best meet the core competencies of the position, and are best able to fulfil key roles and duties.
- (f) It may also be relevant for an individual involved in selection to bring up information based on outside experience of a candidate as part of the Committee's deliberation. However, the Committee should be conscious of the risks of relying on gossip or unverified information about a candidate. Any individual bringing up outside information should present clear examples and evidence for their views.
 - (i) Note that it is best to identify any relevant outside information early in the process, before the interview stage, and then give the candidate a chance to respond to this information in a general sense during their interview (e.g. if there was outside information suggesting that a candidate had issues with time management, the Committee might include a specific question about their strategies for time management in their interview).
 - (ii) This response can then be considered alongside the relevant outside information.

- (g) There is no requirement to conduct reference checks for appointments. However, if the Committee requires further information in order to be certain of their recommendation, they may contact a candidate's referees.
- (h) If conducting a reference check, the Committee will decide on a list of questions to ask the referee. A Committee Member will call the referee and take notes on their responses, then circulate these notes to the Committee (it is not necessary for the reference check call to be audio recorded).

Section 6. Making Appointments

- (a) Once the selection process is complete, the Committee will consider a resolution for the appointment of the successful candidate (or candidates) to the position.
- (b) Where possible, the Committee should make position appointments at its regular meetings.
- (c) This resolution may be voted on by secret ballot and a record of votes does not need to be published in the minutes. The Committee's discussion regarding the appointment takes place in a closed session and is redacted from the minutes.
- (d) In some circumstances, the Committee will appoint positions via circular motion. In this case, a Committee Member involved in selection will send a 1-2 paragraph summary of the consideration of candidates and recommendation to the President. The President will then send around a circular motion with the selection explanation included in the email. Appointments can only occur via circular motion if the motion receives at least 75% of affirmative votes from Committee Members who are eligible to vote on the motion.
- (e) In an emergency, the Committee is not required to follow the appointment process outlined in this guide.

Section 7. Notifying Applicants

- (a) Once Committee approval for a position appointment is confirmed, via resolution at a meeting or circular motion, the President should notify all unsuccessful candidates with [email template 4] and the successful candidate with [email template 3].
- (b) All persons appointed to positions must sign an agreement after their appointment which outlines their role, responsibilities and entitlements.
 - (i) For voluntary positions, this will be a Volunteer Agreement.
 - (ii) For contractor positions, this will be an Agreement for Services.
- (c) Once the candidates have been notified of the outcome of their application and expressed their intention to accept the position, the Committee may choose to make a public announcement of the appointment.
- (d) If a candidate believes that their application was unfairly judged, due to an undeclared conflict of interest, they may choose to direct any concerns to the President.

Chapter 3. Performance Management

Section 1. Monitoring Performance

- (a) Progress towards implementation of strategic goals should be assessed by measuring:
 - (i) Whole-of-organisation outputs, and
 - (ii) Individual position outputs.
- (b) The Committee shall maintain position descriptions for all employee and volunteer positions.
 - (i) Position descriptions must outline work functions and core position information.
- (c) The Committee shall conduct periodic performance reviews of employees to assess their performance against goals and functions outlined in their position descriptions.

Section 2. Supervisory Responsibilities

- (a) Employees and volunteers must act on the reasonable instructions of their supervisors.
- (b) Supervisors remain responsible for all work outputs produced by their supervisees. To ensure the quality of work outputs, supervisors should ensure that:
 - (i) Training, support, direction and discipline are provided to employees and volunteers in their direct supervision;
 - (ii) Adequate processes and systems are implemented to provide for the training, support, direction and discipline of employees and volunteers who are not their direct supervisees, but who are within their line of supervision.

Section 3. Vacancies and Leave

- (a) Employees and volunteers may take leave as required, preferably with the approval of their supervisor.
 - (i) A supervisor must ensure that essential work functions can be performed during their supervisee's time away.
 - (ii) In instances of extended leave, a supervisor may consider appointing someone to act temporarily in that position, or discuss the possibility of a resignation with the Supervisee on leave.
- (b) If a position is vacant because of leave, a casual vacancy or any other reason, that position's supervisor is responsible for carrying out that position's work functions and supervisory responsibilities.
 - (i) The supervisor may delegate some or all of the work responsibilities to another position within their supervision.

Section 4. Probationary Period

- (a) The Committee may choose to appoint someone to a position subject to a probationary period of no longer than two months (included within their term length), provided the following conditions are met:
 - (i) The appointee must be informed of the probationary period and associated procedures outlined in this policy when first notified of their appointment;
 - (ii) At any time during the probationary period, the employee or volunteer may be dismissed at the discretion of the Committee;
 - (iii) Policies regulating the dismissals process still apply to employees and volunteers being dismissed within their probationary period.

Section 5. Dismissals and Resignations

- (a) An employee or volunteer may be dismissed by the Committee at any time with reasonable notice:
 - (i) If there is a material breach of the Volunteer Agreement, Agreement for Services and/or Confidentiality Deed, if applicable;
 - (ii) If the outcome of a Welfare Investigation recommends their removal from their position;
 - (iii) At the discretion of the Committee during an employee or volunteer's probationary period;
 - (iv) If the Committee otherwise believes that their removal is necessary for the effective execution of that position's work functions.
- (b) No employee or volunteer may be dismissed without being afforded a reasonable opportunity, as determined by the Committee, to reply in written or oral format prior to their dismissal.
 - (i) If an employee or volunteer is being dismissed based on the recommendation of a Welfare Investigation, the opportunities to appeal as outlined within this policy constitute a reasonable opportunity to reply.
- (c) Prior to being dismissed from a position, the Committee must make reasonable efforts to:
 - (i) Consult with the position's supervisor;
 - (ii) Ensure that warning, feedback, notice and/or assistance is provided to the employee or volunteer prior to removing them from the role as a last resort.
- (d) An employee or volunteer may resign by providing written notice to their supervisor, preferably with at least 14 days' advance notice.

Chapter 4. Managing Conflict

Section 1. Organising Mediation

- (a) Mediation is the process by which individuals resolve a dispute by voluntarily engaging in facilitated discussion to reach a commonly agreed upon solution.
 - (i) Mediation may be utilised to resolve conflicts between employees and volunteers that don't require formal investigation or compliance determinations.
 - (ii) The Committee may decide to organise a mediation session of their own volition, or in response to a request or recommendation.
 - (iii) Participation in mediation is voluntary. All prospective parties to a mediation must have the process explained and agree to participate in good faith.
 - (iv) Once participants have agreed to participate, the Committee should appoint a mediator in consultation with the involved parties. They may appoint themselves or an external provider if required.
 - (v) The mediator must, as far as possible, be someone with no or minimal relationship with the involved parties, and both conscious and impartial to any power imbalances between the parties.
- (b) Nothing in this chapter limits the capacity of the Committee to commence an arbitration process at any time as provided for under the Welfare Policy.

Section 2. Responsibilities of Parties to Mediation

- (a) The Mediator shall act as a facilitator and shall use their best efforts to assist the parties in reaching a mutually acceptable agreement. The Mediator does not have the authority to decide any issue for the parties, but will attempt to facilitate the voluntary resolution of the dispute by the parties.
- (b) The Mediator may conduct joint and separate meetings and/or communications with the parties and may also offer suggestions to assist the parties in achieving a settlement.
- (c) It is expected that all parties will participate in the proceedings to the fullest extent, expeditiously, and in good faith with the intention to settle, if at all possible.
- (d) The parties involved in mediation are responsible for negotiating a settlement acceptable to them. The Mediator, as a facilitator of settlement, will use every effort to facilitate the negotiations of the parties but will not impose a settlement upon the parties.

Section 3. Termination of Mediation

- (a) A Mediation shall be mediated under any of the following conditions:
 - (i) A settlement is reached between the parties resulting in a signed mediation agreement. A mediation agreement that has been enacted shall be binding on the parties to the agreement.

- (ii) At the discretion of the Mediator or parties directly involved.

Chapter 5. Continuous Improvement

Section 1. Review

- (a) The Committee shall review this policy at least once each year and consider whether any amendments should be made to increase its suitability and effectiveness, or in response to changes in applicable legislation.
- (b) It is the exclusive responsibility of the Committee to make any amendments to this policy.

Chapter 6. Appendices

Appendix A. Standard Appointment Timeline

The following timeline is a recommendation for the Committee. It may require adjustment for certain positions, depending on various time constraints, the number of expected applications, or the need to extend/re-open applications.

The rationale behind the suggested timeline is to create a system which:

- Provides sufficient time for applicants to apply and for the Committee to review applications, conduct interviews (if necessary), and deliberate.
- Is not excessively lengthy, so that applicants experience a smooth and efficient application process and timely communication of outcomes from the Committee.

Process	Suggested Timeframe
Advertising a position	2-3 weeks ²
Reading and reviewing written applications Conducting and reviewing interviews (if necessary)	2 weeks
Making a recommendation	At least 48 hours prior to the Committee meeting
Notifying candidates	Within 48 hours of Committee approval
Announcing the result	Within 1 week of Committee approval ³

Appendix B. Email Templates

The templates below should be adapted to meet the specific operational requirements of the position being appointed.

1. Initial email circulating written applications

Subject: "Appointment for [position title]"

"Dear Committee Members,

I am looking forward to working with you to select our [position title].

² The minimum must be at least 1 week.

³ The names of the successful candidates will be contained in the Committee meeting minutes, which must be released within 7 days of the meeting.

We received a total of [number of applications] application(s) for the position of [position title]. We are required to appoint [number of vacancies] candidate(s) to the position.

Please read and review the written applications attached below, and respond with your thoughts on:

- 1. The application(s) and whether you would like to: progress any applicants to the next stage, recommend any applicants for a direct appointment, or reopen applications to seek further candidates.*
- 2. Whether you have the capacity to conduct an interview if we choose to progress any to the interview stage.*
- 3. Suggestions for interview questions to be posed to each candidate. This includes both general questions to be asked to all candidates, and any specific questions you wish to ask to one or more candidates.*

Based on the responses, we may schedule a meeting to deliberate on the applications received if we are not all on the same page with our initial assessment. I will get in touch to ask for your availabilities if this is required.

Kind regards,”

2. Email to candidate setting up an interview

Subject: “Invitation to interview for [position title]”

“Dear [Candidate Name]

Thank you for applying for the position of [position title]. After an initial review of the applications, we would like to invite you to the interview stage of the selection process.

The interview will last for approximately 30 minutes. You will be asked a variety of questions about your experience and vision for the role, and will have the opportunity to ask any questions or add any further information to support your application.

If you would like to proceed with the interview, please reply with your availabilities for the next week. I will then confirm who will be conducting your interview, and they will liaise with you directly in the lead up to the interview.

If you have any questions or concerns, please do not hesitate to get in touch with me.

Kind regards,”

3. Email to successful candidate

Subject: “Thank you for applying for the position of [position title]”

“Dear [Candidate Name]

Thank you for taking the time to apply for the position of [position title]. After reviewing your application, the Committee has appointed you to the position of [position title] and would like to offer you the role.

To confirm your intention to accept the offer, please reply via email. I will then send through your [Volunteer Agreement/Agreement for Services] for signing.

After this, [oversight name] will be in touch to arrange a time for an initial meeting.

If you have any questions or concerns, please do not hesitate to get in touch with me.

Kind regards,”

4. Email to unsuccessful candidate

Subject: “Thank you for applying for the position of [position title]”

“Dear [Candidate Name]

Thank you for taking the time to apply for the position of [position title]. Unfortunately, your application was not successful on this occasion.

Due to the high number of applications, we are unable to provide you with individualised feedback on your application. We still encourage you to consider applying for future positions with The Queer Society.

If you have any questions or concerns, please do not hesitate to get in touch with me.

Kind regards,”

Appendix C. Sample Interview Questions

The following sample interview questions cover a broad range of topics including:

Motivation for the role

- What factors have driven you to apply for this position?
- What other commitments (academic, voluntary or professional) would you have moving forward, and how would you balance this with being [position title]?
- What is your vision for this role?
- What would you hope to accomplish in this role?

Your past experience

- What skills and strengths would you bring to this role?
- What relevant experience would you bring to this position?

Your problem-solving experience

- What do you think is the biggest challenge for this position, and how do you plan to overcome this?
- How would you manage [problem scenario]?

Your teamwork and leadership capabilities

- How would you plan to manage your team?
- What relevant leadership experience do you have that you could apply to this position?