
PEOPLE AND CULTURE POLICY

Recruitment, Screening and Onboarding Policy

Getting the right people, safely, for staff, volunteers and contractors

Version 1.0 - July 2026

Policy owner	Board of Directors, THRIV3 (Indigenous Corporation)
Responsible officer	Chief Executive Officer
Applies to	Directors, members, the CEO, employees, volunteers, contractors, students on placement and agency workers of THRIV3 (together, THRIV3 People)
Effective date	July 2026
Next review	July 2027 (or earlier if legislation or funding conditions change)
Related documents	Working With Children Check and Police Check Management Policy; Volunteer Management Policy; Code of Conduct; Privacy and Workplace Surveillance Policy

1. Purpose and Scope

THRIV3 (Indigenous Corporation) recruits people who share our values and are safe and suitable for their roles. This policy covers the recruitment, screening and onboarding of employees, volunteers, contractors, students on placement and agency workers.

2. Recruitment Principles

- Selection is based on merit, assessed against the requirements of the role.
- Recruitment complies with equal opportunity law. Identified positions for Aboriginal and Torres Strait Islander people are used as lawful special measures where appropriate.
- Conflicts of interest in recruitment (including family relationships, common in small communities) are declared and managed; a person with a conflict does not decide the outcome alone.
- Every role, paid or voluntary, has a written role description setting out duties, requirements and screening obligations before it is advertised or filled.

3. Screening Requirements

Screening is matched to the risk of the role. THRIV3 applies the following checks.

Identity verification

Candidates for employment, and volunteers in positions of trust, verify their identity using a 100-point identification check (for example passport 70 points, birth certificate 70 points, driver licence 40 points, Medicare card 25 points). This ensures later checks are run against the correct person.

Reference checks

At least two referees are contacted for employees, and for volunteers in roles involving children, vulnerable people or funds.

Working With Children Checks

Any role involving child-related work requires a verified NSW Working With Children Check clearance before the work begins, managed under the Working With Children Check and Police Check Management Policy. This applies equally to employees and volunteers.

National Police Checks

A National Police Check is required for roles involving funds, driving THRIV3 vehicles, working with vulnerable people, or where a funding agreement requires it. A criminal record does not automatically disqualify a person: the record is assessed fairly against the inherent requirements of the role, the nature and age of the matter, and any risk to children, community or the organisation. Decisions are recorded and kept confidential.

Right to work and qualifications

THRIV3 verifies each worker's right to work in Australia and sights original qualifications, licences and tickets required for the role (for example driver licence, First Aid, chemical handling).

4. Employees or Contractors?

Whether a person is an employee or an independent contractor is determined by the real substance and practical reality of the working relationship, not just the label. THRIV3 engages contractors only where the relationship is genuinely one of an independent business (for example, the person controls how work is done, supplies their own equipment, can delegate, bears commercial risk and is engaged for a result). Sham contracting is unlawful, and THRIV3 will seek advice before engaging any individual as a contractor for ongoing, employee-like work.

Contractors must hold an ABN, carry the insurances specified in their agreement, comply with the Code of Conduct and WHS requirements, and complete the same safety and child-safety screening as employees where their role requires it.

5. Onboarding and Induction

Every new THRIV3 person receives an induction covering:

- our story, values, cultural protocols and Acknowledgement of Country
- the THRIV3 Handbook, this policy suite and the Code of Conduct
- WHS induction, including site hazards, emergency procedures and incident reporting
- role-specific training, systems access (THRIV3 Connectteam, THRIV3 HR and the THRIV3 CMS) and equipment
- for employees: the Fair Work Information Statement, and the Casual Employment Information Statement or Fixed Term Contract Information Statement where relevant, given at the times required by the Fair Work Act 2009 (Cth).

New employees serve a probationary period of six months with regular check-ins and a review before confirmation.

6. Records and Privacy

Recruitment and screening records, including police check outcomes and WWCC verifications, are stored securely, accessed only by those who need them, and handled under the Privacy and Workplace Surveillance Policy.

7. Responsibilities and Review

The Board owns this policy and approves the recruitment of the CEO. The CEO approves all other recruitment, ensures screening is completed before work begins, and reviews this policy annually. Managers ensure no person starts work, paid or voluntary, before required checks are verified and recorded.

Board adoption

This policy was adopted by the Board of Directors of THRIV3 (Indigenous Corporation) and takes effect from the date recorded below. It will be reviewed at least every 12 months, and earlier if legislation, ORIC or ACNC requirements, or funding conditions change.

Adopted on: 25/07/2026