

# Appointments Procedure - Recruitment and Selection

## Section 1 - Purpose

(1) This procedure supports the [Appointments Policy](#) and sets out the recruitment and selection processes for employing staff at Charles Sturt University (the University).

### Scope

(2) This procedure applies to recruiting and selecting applicants for continuing and fixed-term appointments at the University.

(3) This procedure does not apply to:

- a. the appointment of casual staff (see the [Division of People and Culture website](#)), or
- b. the appointment of visiting and adjunct titleholders (see the [Appointments Procedure - Visiting and Adjunct Positions](#)).

## Section 2 - Glossary

(4) Most of the terms used in this procedure are defined in the glossary section of the [Appointments Policy](#). For the purposes of this procedure, the following additional terms have the definitions stated:

- a. Delegated officer - means a person as set out in [Delegation Schedule B - People and Culture](#).
- b. Executive leader - means staff employed at levels SNR1-3 of the senior executive remuneration scale.
- c. Lateral transfer - means the transfer of an internal staff member to a position of the same level and of a similar nature usually within the same organisational area by mutual agreement and approved by the delegated officer.
- d. Referee - means a person who can attest that the candidate can perform the requirements of the position.
- e. Senior leader - means staff employed at levels SNR4-5 of the senior executive remuneration scale.

## Section 3 - Policy

(5) See the [Appointments Policy](#).

## Section 4 - Procedure

### Recruitment strategies

(6) Selection will be based on merit, which is determined through an assessment of an applicant's qualifications, experience, standard of work performance and personal qualities relevant to the requirements for the position and

relative to the credentials and attributes of other applicants.

(7) The delegated officer will approve the most appropriate recruitment strategy in consultation with the Division of People and Culture.

(8) Recruitment strategies that may be considered include, but are not limited to:

- a. external advertising,
- b. use of a search agency,
- c. internal advertising,
- d. appointment by secondment,
- e. direct appointment,
- f. application by invitation,
- g. appointment from eligibility list or talent pool,
- h. application by expression of interest, and
- i. lateral transfer.

## **Advertising**

(9) The principal objective of the University's advertising strategy is to attract the best applicants available in the most timely and cost-effective way.

(10) The usual practice of the University is to publicly advertise all vacancies. Other recruitment strategies may be considered, taking into account the nature of the position and the market for similar roles.

(11) An advertisement will specify the application process, eligibility to apply and other requirements of the position. If a position is advertised across levels, the advertisement should clearly identify the requirements for appointment at each level.

## **Selection committee**

(12) Selection committees may be established to shortlist applications and to interview and recommend candidates for employment. They may vary in size, depending on the situation and position.

(13) External selection committee members may include students or stakeholders of the University, or independent experts at a rank appropriate to the position being recruited, who can add value to the selection process and may participate in some or all of the activities outlined in clause 12.

(14) The person recommending the selection committee will seek gender representation and diversity of membership which has expertise relevant to the vacancy. It will consist of persons who are equal or senior in rank to that of the expected appointment (except nominations made by the Executive Director, People and Culture).

(15) If a selection committee member has to be replaced at short notice, the Division of People and Culture will determine whether it is practicable for a replacement member to participate in the selection process.

(16) The Vice-Chancellor and Deputy Vice-Chancellors may be ex officio members of any selection committee.

(17) The Executive Director, People and Culture may nominate a representative of the Division of People and Culture to participate in the recruitment and selection process.

(18) The selection committee will normally have the following membership, subject to any special conditions as set out in [Delegation Schedule B - People and Culture](#):

Position	Committee
Professional/general staff Levels 1-10	- a staff member with direct line responsibility for the position (presiding officer), and - up to two other people, one of whom may be external to the school, faculty or division.
Executive leader Levels 1-3	- the Vice-Chancellor or, in their absence, a Deputy Vice-Chancellor or equivalent (presiding officer), - two senior executive or executive leaders, one of whom has direct line responsibility for the position, and - may also include one other person external to the faculty/division or university of senior rank who is a specialist in the professional area to which the appointment is to be made.
Senior leader Levels 4-5	- Executive Dean/Executive Director/Pro Vice-Chancellor or equivalent (presiding officer), - up to two other people who are members of the senior or executive staff, and - may also include one other person external to the faculty/division or university of senior rank who is a specialist in the professional area to which the appointment is to be made.
Academic Levels A-B	- the Head of School/Director or equivalent with direct line responsibility for the vacant position (presiding officer), and - up to two other people who specialise in the discipline/vocational area to which the appointment is made. Expertise related to the position's academic work functions (teaching and/or research) should also be considered. Note: The Executive Dean may be a member and presiding officer of any selection committee for an academic position in their faculty.
Academic Levels C - E	- the Executive Dean/Pro Vice-Chancellor or equivalent (presiding officer), and - the Head of School(if applicable), - an Executive Dean/Executive Director, Professor or Associate Professor from another faculty/division/organisational unit, and - may also include another person external to the faculty or university of appropriate rank who is a specialist in the discipline/vocational area to which the appointment is to be made. Expertise related to the position's academic work functions (teaching and/or research) should also be considered.

## Responsibilities of selection committee members

(19) The presiding officer will be responsible for ensuring:

- information pertaining to the position and selection criteria is current,
- candidates' needs have been considered, e.g. candidates are given every opportunity to learn about the position, the department and the University, and selection is viewed as a mutual assessment process,
- the selection committee is properly constituted,
- the Division of People and Culture is provided with approval of the candidates selected for interview after the shortlisting process,
- selection processes are conducted in accordance with University principles, policies and procedures,
- all relevant documentation that supports the recommendation for appointment is completed,
- post-interview feedback is given to unsuccessful candidates, and
- the management of any complaints processes arising from a recruitment action in consultation with the Division of People and Culture and the delegated officer.

(20) All members of a selection committee will ensure that they:

- declare to an appropriate representative in the Division of People and Culture any potential, perceived or actual conflict of interest in accordance with the [Conflict of Interest Procedure](#) as soon as it becomes known,
- have a sound knowledge of the conduct of selection committees, and
- have examined in detail the credentials of each applicant.

(21) Where a member of a selection committee has a perceived or actual close personal relationship or possible conflict of interest with an applicant, the member will disclose such personal relationship or possible conflict of interest to the presiding officer as soon as possible. The presiding officer, in consultation with the Division of People and Culture, will decide whether the member should serve on the selection committee and advise the member accordingly.

(22) Selection committee members are bound by confidentiality and the deliberations of the selection committee and the views of its individual members are not to be disclosed to any person outside the recruitment process and must remain confidential. This principle applies to applications, referee names and reports or comments, shortlisting, interviews, assessment results, discussions and deliberations. This applies equally during the recruitment process and after it is completed except when asked to comment on the suitability of a candidate deemed eligible for a comparable role.

(23) Any breach of confidentiality in the recruitment process or failure to declare a potential, perceived or actual conflict of interest may, for staff, constitute a breach of the University's [Code of Conduct](#) and lead to disciplinary action.

## **Selection process**

(24) In the event an interview is required, applicants may be interviewed either in person or, where this is not possible or practicable, by telephone or video conference.

(25) Applicants should be asked similar core questions based on the requirements for the position. Supplementary questions may be asked to clarify issues and other methods of assessment used, such as skills and/or psychometric testing, to obtain further information deemed by the selection committee to be relevant to identifying the best applicant.

(26) Applicants will not be questioned in relation to age, gender, marital status, pregnancy, family responsibilities, racial or ethnic origin, religious or political affiliation, disability status, sexual orientation or gender identity, except where the position is an identified position (that is, a particular characteristic such as ethnic origin or language background is included in the selection criteria).

(27) In order to satisfy itself that an applicant with a known disability can meet the inherent requirements of the position, the selection committee may explore with the applicant any potential barriers to effective performance that could arise out of the environment and examine feasible solutions. That is, the selection committee may explore with the applicant the means to accommodate their disability so that they can perform the core duties of the position effectively. However, selection committees should be careful to ensure that all questions are framed in terms of the requirements of the position. It is not lawful to make a request for information about disability over and above that which is reasonably intended as a means of identifying necessary adjustments.

(28) Where the selection committee is uncertain about the suitability of an applicant with a disability, either because of the nature of the disability or restrictive barriers in the workplace, advice should be sought from the Division of People and Culture and outside experts in order to avoid the possibility of making a decision which is discriminatory.

(29) Applicants should be asked to confirm their referees and the relationship of each, e.g. the most recent supervisor relevant to the selection criteria.

(30) For academic appointments, the [Academic Staff Qualifications and Expectations Procedure](#) will apply when considering and assessing qualification equivalence.

## **Recommendation for appointment**

(31) In making a recommendation for appointment, the selection committee will consider the qualifications,

experience, standard of work performance and personal qualities of each candidate and their future potential relevant to the requirements of the position. These factors will be considered relative to the credentials and attributes of other applicants, and with reference to current market conditions.

(32) A candidate can be recommended for appointment following the selection process, which often includes a written application, an interview, referee reports and/or other methods of assessment.

(33) Where the selection committee reaches a consensus on the recommended candidate for appointment, the delegated officer will determine the terms of the appointment consistent with the advertisement and will authorise an offer of employment in the e-Recruitment system. In some instances, in consultation with the Division of People and Culture, the delegated officer may authorise terms of appointment that vary from those that were advertised.

(34) Where the selection committee cannot reach a consensus, the presiding officer should confer with the delegated officer and the Division of People and Culture contact person to determine a course of action.

## **Eligibility lists**

(35) An eligibility list should be established where a selection committee determines that there are other applicants who also demonstrated strong capabilities and are suitable for appointment.

(36) An eligibility list is valid for up to 12 months from the date of the selection committee's recommendation.

(37) Utilisation of the eligibility list is limited to appointments at the same classification that was advertised (or in consultation with the Division of People and Culture to a classification lower) and for roles where the duties are similar in nature.

## **Pre-employment checks**

(38) The presiding officer (or another member of the selection committee nominated by the presiding officer) will complete thorough referee and pre-employment checks.

(39) For all roles, an offer of employment may be subject to:

- a. an identity check, and
- b. a right to work in Australia check.

(40) For roles with specific pre-employment requirements, an offer of employment will be subject to satisfying other required checks, which may include, but is not limited to:

- a. a qualifications check,
- b. a working with children check, or
- c. a national police check.

(41) Appointments are conditional on the satisfactory outcome of any pre-employment checks. An appointee cannot commence until pre-employment requirements are satisfactorily met.

(42) The University may make such other enquiries as it deems appropriate to validate the selection process, provided that the applicant's current employer shall only be contacted with the applicant's consent.

## **Authorisation of appointments**

(43) Before authorising an offer of employment, the delegated officer will ensure that all the requirements for recruitment have been satisfied. The delegated officer must have the authority to approve all aspects of the

conditions being offered or refer the appointment to the position that holds the appropriate delegations.

## **Post selection advice to applicants**

(44) The presiding officer (or another member of the selection committee nominated by the presiding officer) will provide feedback to all internal candidates and to external candidates upon request.

(45) All applicants will be advised in writing of the outcome of their application by the Division of People and Culture.

(46) If a candidate feels aggrieved by the recruitment process they should be referred to the University's [Complaints Management Policy](#).

## **Non-resident appointments**

(47) Where an appointee does not hold permanent or temporary residence in Australia, the University may sponsor the employee for permanent or temporary residency. In these circumstances, the hiring area will pay the nomination and visa services fees, and the employee will be responsible for the payment of all other associated expenses. These include, but are not limited to, visa application fees for the candidate and any dependent family members (such as spouse and wholly financially dependent children) and may include expenses associated with English language tests, police certificates, health examinations and private health insurance (if applicable).

## **Interview expenses and assistance with relocation**

(48) The relevant hiring area will be responsible for the reimbursement of reasonable expenses incurred by a candidate to attend an interview for all academic staff and normally for professional/general staff at Level 7 and above.

(49) Assistance to new employees with travel, removal and accommodation expenses will be offered to all academic staff and for professional/general staff at Level 7 and above when appointed to a continuing or fixed-term role of two years or more and approved by the delegated officer. These expenses will be met by the hiring area.

(50) All employees who receive a contribution from the University towards the cost of relocation and removal expenses will be required to enter into an agreement to serve the University for a period of two years. Where an employee resigns within the period of the agreement, the employee will be required to reimburse the University, on a pro-rata basis, the financial contribution paid by the University towards removal and relocation expenses.

## **Transfer and reappointment**

(51) Where an employee is appointed or transferred to another section within the University, the new section will become liable for the employee's leave liability.

(52) The University will not normally re-employ a person who has received a redundancy or voluntary separation payment from the University unless the re-employment offer is approved by the Executive Director, People and Culture.

(53) In the case where a genuine redundancy or voluntary separation has occurred and the former employee accepts an offer of re-employment within the period covered by the separation agreement, the person is required to refund to the University that proportion of the redundancy or separation payment applying to the period of re-employment on a pro-rata basis.

# Section 5 - Guidelines

(54) The following guidelines support this procedure:

- a. [Staff Recruitment and Selection Guidelines - First Nations Staff](#)
- b. [Staff Recruitment and Selection Guidelines - People with Disability](#)
- c. [Staff Recruitment Guidelines - Targeting Women for Senior Positions](#)

## Status and Details

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