

Appointments Procedure - Recruitment and Selection

Section 1 - Purpose

(1) This procedure sets out the rules and expectations for staff appointments at Charles Sturt University (the University).

Scope

(2) This procedure applies to eligible employees of the University and sets out the recruitment and selection processes for employing staff of the University.

Section 2 - Policy

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

Section 3 - Procedure

Recruitment strategies

(4) The University will seek to publicly advertise all vacancies and to recruit via merit-based selection. However, on occasion, alternate methods of appointment may be undertaken based on the nature of the position and the current labour market for similar roles.

(5) Recruitment processes will be in line with the University's commitments to provide equal employment opportunities (EEO) in staff appointments, advance gender equity and appropriately value the skills and experience of women and other EEO groups.

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

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

Merit-based selection

(7) Merit-based selection is the assessment of an applicant's qualifications, experience, capabilities, standard of work performance and personal qualities/behaviours relevant to the requirements for the position and relative to the

credentials and attributes of other applicants.

(8) The merit-based selection process involves reviewing an applicant's:

- a. skills and competencies
- b. qualifications and experience
- c. standard and history of work performance
- d. capacity to produce outcomes at the level required
- e. relevant personal qualities and behaviours
- f. cultural fit
- g. ability to contribute to team and University performance.

(9) The merit-based approach aims to ensure:

- a. equal opportunity for people to compete for a position
- b. that people are judged fairly and without bias, favouritism, or unfair discrimination
- c. the selection of the best person for the job
- d. that, when a person is assessed for a job, only those aspects that are relevant to their ability to perform in that job are considered
- e. that candidates will have the option to disclose if they have a disability and/or require reasonable adjustment during the recruitment process. Reasonable adjustments might include, providing access to a copy of interview questions prior to scheduled interview time, providing closed captions during a video interview, providing a break during the interview or allowing support workers to be present.

Role and constitution of the selection committee

(10) Selection committees may be established to assess and recommend candidates for employment. They may vary in size, depending on the situation and position. A minimum committee can consist of two parties.

(11) External selection committee members may include:

- a. stakeholders of the University
- b. independent experts, and/or
- c. specialist(s) at a level appropriate, who can add value to the selection process (this is in addition to the hiring manager or an appropriate delegate for the hiring manager).

(12) The presiding officer is responsible for forming the selection committee and is accountable for seeking parties who have expertise relevant to the vacancy and diverse representation such as, but not limited to, diversity or gender, age, sexual orientation, ethnicity, cultural background and/or disability. The committee will consist of persons who are equal or senior in rank to that of the expected appointment.

Responsibilities of the selection committee

(13) The presiding officer of a selection committee will be responsible for:

- a. ensuring information pertaining to the position and selection criteria is current
- b. ensuring selection processes are conducted in accordance with University principles, policies, and procedures
- c. ensuring all relevant documentation that supports the recommendation for appointment is completed
- d. ensuring post-interview feedback is given to unsuccessful candidates upon request
- e. declaring 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

f. having a sound knowledge of the conduct of selection committees

g. examining in detail the credentials of each applicant.

(14) The selection committee members will be responsible for:

- a. ensuring a positive candidate experience, 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
- b. ensuring selection processes are conducted in accordance with University principles, policies, and procedures
- c. declaring 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
- d. examining in detail the credentials of each applicant.

(15) 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.

Responsibilities of the Division of People and Culture

(16) To support the selection committee, the Division of People and Culture will establish policy and procedures and manage recruitment processes in alignment with these, and provide strategic advice, guidance and assistance to persons involved in staff recruitment and selection.

Selection process

(17) Where interviews form part of the recruitment process, applicants may be interviewed either in person, by video conference or telephone.

(18) Applicants should be asked similar core questions based on the requirements for the position. Supplementary questions may be asked to clarify statements in their application or at interview. The purpose of these questions is to obtain further information deemed by the selection committee to be relevant in identifying the best applicant.

(19) 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).

(20) To ensure that applicants with disclosed disabilities have the opportunity to succeed in the role, the selection committee may ask legitimate, non-discriminatory questions to determine whether the candidate can perform the inherent requirements of the role and to identify what reasonable adjustments may be required. If a candidate states that reasonable adjustments are required, the employer may ask follow up questions in regards to the adjustment needed but cannot question further in relation to the disability or condition. If a candidate states that no reasonable adjustments are required, no further questions related to a disclosed condition or disability can be asked.

(21) In cases where the committee is uncertain about an applicant's fit due to their disability or workplace barriers, the selection committee will seek guidance from the Division of People and Culture and external experts to ensure an inclusive and supportive environment for all candidates.

(22) Other methods of assessment may be used, such as reference checks, skills and/or psychometric testing to assist in determining suitability for the position.

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

Recommendation for appointment

(24) In making a recommendation for appointment, the selection committee will consider the qualifications, experience, standard of work performance, and organisational fit 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.

(25) 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.

Pre-employment checks

(26) Employee screening involves verifying the identity, integrity and credentials of an individual and will be conducted in accordance with the [Employment Screening Procedure](#). The type of employment screening required is relative to the position and type of duties being performed.

Post-selection advice to applicants

(27) All candidates will be advised on the outcome of their application and provided with feedback upon request.

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

Assistance with relocation

(29) A new or existing employee may be eligible for a contribution towards their relocation expenses. The standard terms of the relocation assistance to be provided will be set out in writing in their employment contract.

(30) Where an appointee does not hold permanent or temporary residence in Australia, the University may sponsor them for permanent or temporary residency.

(31) All relocation information can be found in the University's relocation fact sheets.

Eligibility lists

(32) An eligibility list will be established where a selection committee determines that there are other applicants suitable for appointment who demonstrate strong capabilities and meet the minimum requirements for the position.

(33) Utilisation of the eligibility list is usually for appointments at the same classification that was advertised and for roles where the duties are similar in nature, however, exceptions can be made where in the best interest of the University and the candidate.

Direct appointment

(34) A direct appointment refers to the appointment of a person, where the normal advertising and competitive selection process is not applied. Direct appointments do not include people named in a research grant, appointed from an eligibility list or converting their current position from fixed term to continuing.

(35) A direct appointment may be made under the following circumstances:

- a. where unique or specialist knowledge and/or skills are required, and it is considered that no other suitable candidates would be identified
- b. where the person is a leader in their field of expertise and/or has qualifications, credentials, and experience that would assist the University in achieving its overall strategic objectives

- c. where a person has been identified as holding skills and/or experience directly relevant to a particular research project and has not been named in the research grant
- d. where an extension of an initial appointment or acting appointment is in the best interest of the University
- e. where an internal employee is identified based on their relevant knowledge, skills, and performance history
- f. where it can be demonstrated that advertising would not provide a more suitable candidate and a greater advantage to the University.

(36) Direct appointments are to be managed by exception and must receive the relevant approval prior to the appointment occurring, in accordance with [Delegation Schedule B - People and Culture](#).

Application by invitation

(37) Application by invitation is when a role is not advertised and one or more candidates are pre-identified and invited for a merit-based assessment for a role. This is permissible where the appointment is important to the strategic direction and reputation of the University. This may include:

- a. where a short time frame is required to secure an outstanding candidate or to meet urgent or critical operational need
- b. in instances where specialist skills, knowledge, or expertise are very limited or in short supply for areas of strategic or reputational importance
- c. where the proposed appointment would provide a major competitive advantage to the University
- d. where any breach of confidentiality would place the appointee and the appointment at risk
- e. where a candidate's history of performance and ability to fulfil the inherent requirements are known by the University
- f. in other exceptional circumstances as approved.

Secondment

(38) Secondments are available to employees who have completed probation.

(39) Appointment by secondment is dependent on mutual agreement between the hiring manager and substantive manager and relevant delegated officer approval. The period of appointment for a secondment shall not normally be less than six months nor more than two years.

(40) If an employee is seconded to a position that is at the same level as their substantive position, normal incremental progression will continue throughout the secondment period.

(41) If an employee is seconded to a position that is at a higher level than their substantive position, the secondee will normally be appointed at the bottom step of the salary level that applies to the secondment position.

(42) If a professional/general employee is seconded to a position that is at a lower salary level than the level of their substantive position, then:

- a. the secondee will normally be appointed at the top step of the salary level that applies to the secondment position, and
- b. when the secondee returns to their substantive position, the time served in the secondment position will not be recognised for the purposes of calculating incremental progression.

(43) A secondee retains the right of return to their substantive appointment at the conclusion of the secondment.

(44) A secondment may be terminated by the University's delegated officer at any time prior to its date of completion

if continuation is not considered to be in the best interests of the University or the secondee.

Transfer and reappointment

(45) 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.

(46) The University will not normally re-employ a person who has received a redundancy or voluntary separation payment from the University. 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.

Supporting information

(47) The following procedures and policy texts directly support or should be read alongside this policy:

- a. [Finance Management Policy](#) and [Finance Procedure - Contractors and Consultants](#), for processes that must be followed when appointing a contractor or a consultant.
- b. [Appointments Procedure - Academic Work Functions](#), for information regarding teaching and professional work functions for academic appointments, and guidelines for determining professional activities.
- c. [Executive Remuneration and Appointment Policy](#), for information about appointments to senior, executive, and senior executive leadership positions.
- d. [Appointments Procedure - Visiting and Adjunct Appointments](#)
- e. [Academic Staff Qualifications and Expectations Procedure](#)

Section 4 - Guideline

(48) The following guidelines support this policy:

- a. [Staff Recruitment and Selection Guidelines - First Nations Staff](#)

Section 5 - Glossary

(49) This procedure uses terms defined in the [Appointments Policy](#), as well as the following:

- a. Application via invitation – means one or more candidates are pre-identified and invited for a merit-based assessment for a role without publicly advertising the role.
- b. Dependent family members – means family members including spouse and wholly financially dependent children.
- c. Direct appointment - means the appointment of a person, where the normal advertising and competitive selection process is not applied. Direct appointments do not include people named in a research grant, appointed from an eligibility list or converting their current position from fixed term to continuing.
- d. Executive leader - means staff employed at levels SNR1-3 of the senior executive remuneration scale.
- e. 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.
- f. Merit-based selection – means 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.

- g. Presiding officer – means the chairperson of the selection committee.
- h. Referee - means a person who can attest that the candidate can perform the requirements of the position.
- i. Seconded – means a person appointed to a position under the terms of a secondment.
- j. Senior leader - means staff employed at levels SNR4-5 of the senior executive remuneration scale.

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