

Staff Recruitment and Selection Procedure

Section 1 - Purpose

(1) The purpose of this Procedure is to identify the recruitment and selection process 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 the appointment of casual staff.

Section 2 - Glossary

(4) Nil.

Section 3 - Policy

(5) Refer to the [Staff Recruitment and Selection Policy](#) .

Section 4 - Procedures

Part A - 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, as set out in Schedule 4 - Human Resource Delegations , 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; and
- h. application by expression of interest.

Part B - 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 and requirements of the position. If a position is advertised across two levels, the advertisement should clearly identify the requirements for appointment at each level.

Part C - Selection Committees

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

(13) The person constituting the selection committee will seek gender representation and diversity of membership which has sufficient expertise in the discipline area. It will consist of persons who are equal or senior in rank to that of the expected appointment. The delegated officer will approve final membership of the selection committee.

(14) If a selection committee member has to be replaced at short notice, the delegated officer will determine whether it is practicable for a replacement member to participate in the selection process.

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

(16) 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.

(17) The delegated officer as set out in Schedule 4 - Human Resource Delegations will approve the selection committee, which would normally have the following membership:

Position	Committee
General Staff Levels 1-10	<ul style="list-style-type: none">- A staff member with direct line responsibility for the position, as nominated by the Executive Dean/Executive Director/Centre Director (or equivalent) in whose Faculty or Division the vacancy is located- Presiding Officer; and- Up to 2 other people, one of whom may be external to the School, Faculty or Division.
Executive Staff Levels 1-3	<ul style="list-style-type: none">- The Vice-Chancellor or, in his/her absence, a Deputy Vice-Chancellor- Presiding Officer; and- Two members of the Executive staff, one of whom has direct line responsibility for the position, and- One other person external to the University of executive rank (or equivalent) who is a specialist in the professional area to which the appointment is to be made.
Senior Staff Levels 4-5	<ul style="list-style-type: none">- Executive Dean/Executive Director- Presiding Officer;- Up to 2 other people who are members of the Senior or Executive Staff; and- One other person external to the Division or University of senior rank (or equivalent) who is a specialist in the professional area to which the appointment is to be made, for an externally advertised position. Note - see Academic Institutional Leadership Positions Appointments Policy and Procedure for the arrangements that apply to Head of School positions.
Academic Levels A-C	<ul style="list-style-type: none">- The Executive Dean/Centre Director with direct line responsibility for the vacant position- Presiding Officer, and/or;- The Head of the relevant School (Presiding Officer in the event the Executive Dean/Centre Director elects not to be on the selection committee);- A specialist in the discipline/vocational area to which the appointment is to be made; and- May also include another person external to the School/ Faculty/Centre or external to the University who is a specialist in the discipline/ vocational area to which the appointment is to be made.

Academic Level D - E	<ul style="list-style-type: none"> - The Deputy Vice-Chancellor with direct line responsibility for the vacant position - Presiding Officer; - The Executive Dean/Centre Director of the relevant Faculty; - An Executive Dean/Centre Director, Professor or Associate Professor from another Faculty/Centre; and - May also include another person external to the University of professorial rank (or equivalent) who is a specialist in the discipline/vocational area to which the appointment is to be made. Notes: The Vice-Chancellor may elect to serve on this committee as Presiding Officer. The relevant Head of School may also be considered as an addition to the committee.
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Part D - Responsibilities of Selection Committee Members

(18) The Presiding Officer will be responsible for ensuring:

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

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

- a. have a sound knowledge of the conduct of selection committees; and
- b. have examined in detail the credentials of each applicant.

(20) Where a member of a selection committee has a 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 will decide whether the member should serve on the selection committee and advise the member accordingly.

(21) Selection committee members are bound by a confidentiality requirement 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, discussions and deliberations. This applies equally during the recruitment process and after it is completed.

(22) Any breach of confidentiality in the recruitment process may, for staff, constitute a breach of the University's [Code of Conduct](#) and lead to disciplinary action.

(23) All documentation will be returned to the Division of People and Culture after completion of the selection process.

Part E - 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 or 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 preference or transgender status, 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 a 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 work place, advice should be sought from the Manager, Equity and Diversity and outside experts (such as the Commonwealth Rehabilitation Service) 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.

Part F - Recommendation for Appointment

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

(31) Where the selection committee reaches consensus on the recommended candidate for appointment, the delegated officer will authorise an offer of employment and determine the terms of the appointment on the Recommendation for Appointment form.

(32) Where the selection committee cannot reach consensus, the Presiding Officer should confer with the delegated officer and human resources contact person to determine a course of action.

Part G - Eligibility Lists

(33) An eligibility list should be established where a selection committee determines that there are other applicants who satisfied the criteria for appointment.

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

Part H - Reports of Referees

(35) The Presiding Officer (or other member of the selection committee nominated by the Presiding Officer) will complete the referee checks.

(36) 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.

Part I - Authorisation of Appointments

(37) Before authorising an offer of employment, the delegated officer will ensure that all the requirements for recruitment have been satisfied.

Part J - Post Selection Advice to Applicants

(38) The Presiding Officer will coordinate feedback to all internal candidates and to external candidates on request.

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

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

Part K - Non-resident Appointments

(41) 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 University will pay the sponsorship fee, and the employee will be responsible for the payment of all other associated expenses.

Part L - Interview Expenses and Assistance with Relocation

(42) The reimbursement of reasonable expenses incurred by an applicant to attend an interview will be considered for all academic staff and for general staff at Level 6 and above.

(43) Assistance to new employees with travel, removal and accommodation expenses will be considered for academic staff and for general staff at Level 6 and above and approved by the Delegated Officer.

(44) 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.

Part M - Transfer and Reappointment

(45) Where an employee is appointed or transferred to another section within the University, the relinquishing section will be charged for the value of the employee's annual leave to credit, as at their last day of service with that section.

(46) The University will not normally re-employ a person to whom it has made a redundancy or voluntary separation payment. However, the University may, with the approval of the Executive Director, People and Culture, make an offer of re-employment to a person to whom such a payment has been made.

(47) In the case where a bonafide 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

(48) Nil.

Status and Details

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