

# Recruitment, Selection and Appointment Procedure

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## Purpose

This procedure outlines the University of Tasmania’s processes in relation to the recruitment and selection of all prospective and current staff on continuing or fixed-term contracts, including senior appointments outside the *University of Tasmania Staff Agreement*.

This procedure does not apply to casual recruitment, engaging external contractors or appointment of honorary, adjunct, clinical, visiting fellow and scholar appointments, which are made in accordance with other procedures.

## Applicable governance instruments

Instrument	Section
<i>University of Tasmania Staff Agreement</i>	
<i>Fair Work Act 2009</i>	
<i>Anti-Discrimination Act 1998 (Tas)</i>	
<i>Human Rights Act 2019</i>	
<i>People Policy</i>	1 People recruitment, management, and development 2 Inclusion, diversity, and equity

## Procedure

### 1. Guiding Principles

The University aims to attract outstanding talent to enhance the University's positioning as an employer of choice to internal and external candidates and is committed to ensuring all appointments are transparent, equitable and merit-based, and candidates treated fairly and respectfully.

- 1.1. The University of Tasmania will:
  - a) Maintain processes for the recruitment of staff and implement strategies to attract diverse pools of quality internal and external candidates.
  - b) Apply equal opportunity and gender equality commitments across all stages of the recruitment and selection process, particularly for women, Aboriginal people and Torres Strait Islander peoples, people from racial, ethnic, or religious minority groups, and people with a disability.
  - c) Create and maintain culturally safe and inclusive selection processes.
  - d) Ensure all appointments are aligned with the University's strategic objectives and teaching, learning, research, and service priorities.

### 2. Planning and Identifying the Hiring Need

- 2.1. The recruitment process is coordinated by the Hiring Manager (or nominee), who is typically the Supervisor, and supported by the University's People and Wellbeing and Shared Services Teams.
- 2.2. Prior to commencing the recruitment process, the hiring area should conduct a review of the need for the position, considering the following:
  - a) strategic and operational priorities for the work area and College/Division People Plan
  - b) budget for the position with appropriate approval
  - c) the diversity of staffing profiles academic profiles and specialisations
  - d) current and future requirements of staffing and skill levels
  - e) any foreseeable changes which might impact on the area or the position
  - f) how the needs for the position might best be met.
- 2.3. The primary contact for a Hiring Manager initially is the local area People and Wellbeing Business Partner who can provide support in reviewing the hiring need and advise on job design and employment options for casual, fixed term, and continuing appointments.
- 2.4. In reviewing the hiring need, consultation should be undertaken with any relevant stakeholders including colleagues within the immediate work area and across the University, industry, and government partners. Broad consultation at an early stage in the process will ensure effective workforce planning and reduce the need for involving large numbers of people on the Selection Committee.
- 2.5. The Hiring Manager will develop a position description outlining the key functions and accountabilities of the proposed position. The relevant People and Wellbeing Business Partner will evaluate all position descriptions to ensure consistency and alignment to the appropriate classification level and job titles.

### 3. Recruitment Request and Approval

- 3.1. All recruitment activity must be approved by the delegate with the power to appoint the person to that role under Section 8.5 of the *General Delegations Ordinance* prior to advertising. Approval at this point will be accompanied (within PageUp) by an authorisation from the delegate for the hiring manager to appoint a suitable candidate on their behalf on the condition the appointment is made in accordance with this procedure.
- 3.2. The Hiring Manager prepares the recruitment request, which includes the justification for the role, terms of engagement, budget, the position description and submits it for approval (in PageUp). The Hiring Manager may outline their preferred sourcing approach in the recruitment request (see section 4.1).
- 3.3. Where the recruitment request relates to an existing position, any updates including classification, title, FTE, location, or other details can be made as part of the request.
- 3.4. The recruitment request (in PageUp) includes a quality check and endorsement by the relevant People and Wellbeing Business Partner and Finance Business Partner before being approved as per 3.1 above.
- 3.5. Once approved, recruitment of the position will be allocated to the People and Recruitment team.
- 3.6. If the vacancy is a senior role, or hard to fill (either specialist skill set or has been difficult to fill through a standard advertising approach), the Talent Acquisition team may be assigned.

### 4. Sourcing

- 4.1. Candidates may be sourced via one of the following:

- a) **Direct Appointment**

Appointments to fixed-term positions of 12 months or less may be made by direct appointment. For appointments where the funding source is linked to a research project and project funds, direct appointments may be made for the duration of the project funding up to a maximum of five years.

- b) **Redeployment**

The People and Wellbeing Business Partner will advise if there is a possible internal candidate who should be considered as part of the selection process. Any consideration of candidates currently in the redeployment pool will be in accordance with the *University of Tasmania Staff Agreement*.

- c) **Advertising**

All vacant positions should be advertised internally and externally, supporting career advancement opportunities for current staff and bringing new talent to the University. The Positions will be advertised for minimum of 2 and maximum of 4 weeks, depending on the nature and the complexity of the role.

A reasonable time for externally advertised vacancies is 2-4 weeks. A minimum of four weeks is required by Department of Home Affairs where a visa is required.

Online advertising is the University's preferred medium for advertising all positions. Advertising in print media will only be offered in exceptional circumstances, such as a high profile or hard to fill position.

All costs associated with print media advertising, external search firms, interview and travel related expenses, pre-employment checks, and relocation are met by the local budget centre.

d) **Targeted Attraction**

For senior or critical impact positions, the Talent Acquisition Partner may complete a targeted search for skilled and experienced candidates. This includes specialist support with advertising content and placement, research and market map of prospective candidates, direct approach (head hunting) prospective candidates and phone screening.

e) **Expressions of Interest (EOI)**

If a vacancy presents as a development opportunity for internal staff to fill a position or partial position for a fixed term period (typically less than six months) a Hiring Manager can request approval to proceed with an EOI.

The People and Recruitment team will facilitate the EOI either through closed direct email to an identified group of existing staff or advertise on the internal careers page.

f) **External Recruitment Search Firm**

It may be appropriate to engage the services of an external recruitment search firm to fill the position or deliver elements of the recruitment campaign. Sourcing via this method will only be supported in exceptional circumstances, for example where a position is identified as niche or hard to fill. Advice should be sought from the Talent Acquisition Partner before proceeding. All costs associated are paid for by the local hiring area.

- 4.2. The Hiring Manager must inform known staff within their work area or unit who are on extended leave such as parental or carer's leave, long service leave, other leave arrangements about relevant recruitment opportunities that may be of interest.

**5. Assessment and Selection**

- 5.1. Except for direct appointments, assessment and selection will be merit-based and conducted by a selection committee. The required composition and roles and responsibilities of selection committees are detailed in Schedule A.

- 5.2. The selection committee will assess and select the successful candidate as follows:

a) **Shortlisting**

As soon as possible after the date on which applications or search closes, the selection committee will shortlist applicants. Ordinarily, each selection committee member will shortlist individually in the first instance. The selection committee will then discuss together and reach a consensus on the candidates to be shortlisted.

Candidates not shortlisted will be notified by the People and Recruitment team as soon as possible unless the selection committee request otherwise.

b) **Interviews**

This stage may include multiple interviews, presentations, practical work exercises and psychometric assessments.

Interviews are required for all positions in person, phone, or via video conference. Interviews should be structured in such a way to enable collection of sufficient evidence to confirm that the candidate(s) selected have the required skills, experience, and motivation to carry out the inherent position requirements or duties and demonstrate a commitment to the mission and values of the University.

The People and Recruitment Advisor or Talent Acquisition Partner will prepare the interview questions in conjunction with the HM, ensuring questions align with the level of the position

and are a balanced assessment of values based and technical fit.

c) **Reference Checks**

A minimum of two verbal reference reports must be obtained by the Chair to confirm the preferred candidate's merits against the selection criteria, before the final selection decision is made, to clarify, confirm or counterbalance information obtained from the interview.

Wherever possible, a minimum of one verbal reference report should be obtained from the current or immediately previous supervisor of the preferred candidate. If additional Information is required, the candidate should be asked to nominate additional referee/s.

d) **Selection**

Following completion of all interview and reference checks, the selection committee must reach consensus on a preferred candidate. The committee's recommendation must identify each candidate as 'appointable' or 'not appointable' based on the selection criteria and requirements of the role. The recommendation and associated notes supporting the decision to appoint must be documented in PageUp. It may be appropriate NOT to recommend any of the shortlisted candidates for appointment from the selection process. In such cases, the committee chair should contact the People and Recruitment Advisor or Talent Acquisition Partner to advise of the decision and discuss alternative recruitment options.

## 6. Pre-Employment Requirements

- 6.1. A pre-employment health report must be completed for and by all new appointments as part of the application process. The questions are linked to the inherent position requirements and highlights any reasonable modifications that may be required to support the individual to perform in the role.
- 6.2. A criminal check may be sought prior to offering an appointment to a position where there is a requirement for the incumbent to hold a financial delegation of greater than \$100,000.
- 6.3. A Working with Vulnerable People registration will be required where a position involves regular duties working with people under 18 years of age. See the [Under 18 Student Support and Accommodation Procedure](#) for further information about this registration requirement.
- 6.4. All employees must comply with the requirements of the *Covid-19 Safety Procedure*.

## 7. Making an Offer

- 7.1. The offer to the preferred candidate is approved by the hiring manager as authorised by the delegate in 3.1. It will include all conditions of employment and an agreed commencement date.
- 7.2. Before extending an offer to a preferred candidate, it is typically discussed first between the selection committee chair, and the supervisor (if different) based on what has been approved (in the job card in Page Up). Advice may be sought from the People and Wellbeing Business Partner or Talent Acquisition Partner if the proposed offer is different to what has been approved. If there is a change, it must be approved by the appropriate delegate and a memo indicating this approval must be recorded (ie in PageUp).
- 7.3. A verbal offer is made by the committee chair or in the case of direct appointment, by the appropriate supervisor, and then once mutually agreed is followed by an electronic employment contract issued by the People and Recruitment Team.

- 7.4. Where the preferred candidate declines the offer, an offer of appointment can be made by the hiring manager without re-advertisement to another suitable candidate who best meets the selection criteria and who was also deemed appointable by the selection committee.
- 7.5. The preferred commencement date must be within a timeframe that ensures all onboarding resources are available, ideally one week minimum.
- 7.6. The candidate must review and accept the offer formally (in PageUp) before commencement. The information is then processed by the payroll team and onboarding activities can commence.

## **8. Unsuccessful Candidates**

- 8.1. Once the candidate has accepted the offer, any unsuccessful candidates will receive an automated email notification from the People and Recruitment Team.
- 8.2. Interviewed unsuccessful candidates should be informed verbally and given the opportunity for feedback on their application from the committee chair (or nominee). For internal applicants, this is considered essential to assist their professional development and career opportunities.
- 8.3. Any concerns regarding the recruitment process in the first instance will be referred to the committee chair to resolve. If the chair is unable to resolve the issue, or requires advice or assistance, the matter will be referred to the Chief People Officer (or nominee).

## **9. Privacy and Confidentiality**

- 9.1. The University will collect personal information of candidates which may include contact details, career history and qualifications as part of the recruitment process. This information may only be used for the purposes of recruitment and appointment and will remain confidential to those involved in the formal process, and all candidates will be advised of that.
- 9.2. Any personal information collected, stored, used, or disclosed under this Procedure will be managed in accordance with the *Data and Information Governance Policy* and applicable privacy legislation. Information will only be disclosed as provided for under legislation.

### **Related procedures**

*General Delegations Ordinance*

*Privacy Policy*

*Data and Information and Governance Policy*

*Behaviour Policy*

*People Policy*

*Health and Safety Policy*

*Information Management Procedure*

*Conflict of Interest Procedure*

*COVID-19 Safety Procedure*

**Versions**

<b>Version</b>	<b>Approval Authority</b>	<b>Responsible Officer/s</b>	<b>Approval Date</b>
Version 1	Chief People Officer	Chief People Officer	6 April 2022

**Definitions**

[College](#) | [Staff Member](#) | [Supervisor](#)

REPLACED

### Schedule A: Selection Committees - Composition, Roles and Responsibilities

- A selection committee should involve at least 2-3 people with gender diversity. The chair of the selection committee may supplement additional members for the purposes of ensuring adequate professional expertise, appropriate gender and/or campus balance.
- For all identified and specified positions, at least one selection committee member must identify as an Aboriginal and/or Torres Strait Islander.
- The selection committee is responsible for conducting a fair and transparent process to assess candidate/s against the position criteria and recommend appointing (or not appoint) a candidate.
- The Chair (or nominee) is responsible for ensuring:
  - a) every member (including external selection committee members) complies with all relevant University policies and procedures, including declaring any perceived, potential, or actual conflict of interest in accordance with the *Conflict of Interest Procedure*.
  - b) ultimate accountability for the process, including membership of the selection committee, and completion of processes, required documentation and the outcome.
  - c) final interview rounds for senior academic and leadership positions should have a mix of both women and men, with at least one candidate from both genders.
  - d) verbal feedback is provided to unsuccessful interviewed candidates. For internal candidates, this is considered essential to assist their professional development and career opportunities.
- In accepting an invitation to participate, each selection committee member is accountable for:
  - e) confirming their availability to participate, noting the timeframe for the process.
  - f) declaring any conflict of interest that would prevent them from perceptions in the decision-making process.
  - g) ensuring they understand the position and its accountabilities and requirements.
  - h) assessing all applications and their merit, contributing to shortlisting and completing process steps as outlined in the recruitment system.