

Human Resources Policies and Procedures



Policy Group: Human Resources
Policy Subject: Recruitment and Selection

Policy No:
7.01

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| Purpose: | To facilitate the recruitment, selection and appointment of appropriately skilled and qualified staff who can make a positive contribution to the University's objectives, values and culture. |
| Scope: | This policy applies to the recruitment and selection of all continuing and fixed term Academic and General Staff positions. |
| Principles: | <p>The University seeks to attract staff of the highest standard. It will recruit the best person for the job and will focus on an applicants' ability to perform the inherent requirements of the job. The University will seek a diverse staffing profile, and recruitment, selection and appointment processes will be professional, transparent and timely.</p> <p>SELECTION DOCUMENTATION</p> <p>Position Description Prior to advertising managers should ensure that a Position Description for general staff positions or a discipline profile for academic positions is developed or reviewed. Position descriptions are to be evaluated by Human Resources prior to commencing recruitment action.</p> <p>Selection Criteria Prior to advertising, selection criteria should be developed or reviewed and approved by the relevant supervisor. Selection criteria should consist of the critical skills, knowledge, qualifications, experience and attributes required for competent performance.</p> <p>ADVERTISING OF POSITIONS</p> <p>Continuing positions or fixed term positions in excess of 24 months will normally be advertised internally via the University's online recruitment system. Recruitment for these roles may also be conducted externally in a way designed to reach the optimal pool of potential applicants. Options may include mainstream press, web based recruitment, professional publications, search firms, ethnic and/or local press or special interest groups.</p> <p>Direct Appointment</p> <p>Direct appointment is possible in the following circumstances:</p> <ul style="list-style-type: none"> • casual and fixed-term appointments of up to 24 months. • appointment to fixed-term grant funded positions where appointment conditions have been determined by the granting body, such as ARC appointments; • in order to facilitate a staff member's rehabilitation program; • where a staff member is redeployed/transferred to a comparable |

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position to mitigate the effects of restructuring, managing change in accordance with the Agreement or changing work requirements;

- where an applicant has been deemed appointable through a competitive selection process and the same role or a similar role becomes vacant in the following 12 months;
- where a role requires a highly specialised skill set, which does not exist in the University, this includes the ability to take advantage of the opportunity to engage eminent academics or professionals.

Supervisors are encouraged to use competitive recruitment processes wherever appropriate for appointments to fixed term roles. For example the use of casual employment registers for support staff and 'eligibility lists' for both academic and support staff, and special employment programs for EEO groups.

Appointment by conversion may be available for casual and fixed term staff in accordance with the Agreement.

SELECTION

Selection processes and assessment should be relevant to the skills, experience and attributes required for competent performance. The Selection Committee will determine the selection process including the selection technique(s) to be used to assess an applicant's suitability against the selection criteria.

For all advertised positions there will be a shortlisting process where all Committee members consider each applicant in terms of the selection criteria. The selection criteria will be used as the basis for all discussions, deliberations and decisions throughout the selection process. Selection criteria must not be changed after advertising.

If a position is re-designed, or the selection criteria changed, the position must be re-advertised.

Interviews will be conducted by the Selection Committee and may be held on campus, by telephone, or by video-conference. The applicant may be interviewed multiple times by different panel members. Alternative selection methods such as work tests, structured behaviourally based questions, seminar presentations etc. may be used at the discretion of the Selection Committee and with the advice of Human Resources. If applying such methods care should be taken to ensure that they do not unfairly disadvantage external applicants or equity target groups.

Late applications will only be accepted with the agreement of the Chair of

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the Selection Committee.

COMPOSITION OF SELECTION COMMITTEE

Selection Committees should be constituted with the following in mind:

- a) representative with relevant and sufficient expertise in the area of appointment;
- b) representation which reflects the reporting relationship with the position being recruited;
- c) representation from outside the Division/Office or the University to ensure a broader view of the process;
- d) every effort should be made to ensure Selection Committee members include people from diverse backgrounds i.e., Aboriginal or Torres Strait Islander, people who speak a first language other than English, and people with disabilities as appropriate to the circumstances; and
- e) gender balance.

All Selection Committees should have at least three members.

In addition to the above Selection Committees for Academic appointments at the level of: **Professor and Associate Professor** should include:

- Vice-Chancellor or delegate (Chair); and
- Head, or nominee; and
- A member of the Department or external academic with expertise in the subject area; and

For Senior Lecturer, Lecturer and Associate Lecturer should include:

- Head; and/or
- Head of Department; and
- A member of the Department with expertise in the subject area.

Selection Committees may also include official observers, such as the Manager, Equal Employment Opportunity (EEO) or Director, Human Resources or their nominees. Applicants may request either of these Officers (or nominee) to attend any part of a selection process.

Chairs of Selection Committees should apprise themselves of the principals contained in this policy and all aspects of the recruitment process to ensure the best person is selected for a position. Human Resources and the Manager, EEO are available for assistance and guidance to Selection Committees.

CONFLICT OF INTEREST AND CONFIDENTIALITY

All Selection Committee members are responsible for ensuring:

- that any conflict or possible conflict of interest is declared at the

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outset or as soon as it becomes apparent;

- that strict confidentiality is maintained, before, during and after the selection process.

REFERENCES

Confidential referees' reports should be obtained to confirm suitability of the recommended applicant(s) before a recommendation to appoint is made by the Selection Committee. The Selection Committee will determine whether verbal and/or written referees' reports will be sought.

Written references should support the applicant's application with specific comments addressing the selection criteria. Verbal references should fully and rigorously probe the applicants claims with a written summary to be provided to the Selection Committee members.

All references sought by the University are confidential. Neither the report nor its contents will be made available to anyone other than the Selection Committee members, the Manager, EEO, Senior Human Resources staff and the person authorised to approve the appointment.

Referees not specifically nominated by the applicant may only be contacted with the applicant's permission.

It is preferred that Selection Committee members not act as referees for applicants. However, where an applicant has nominated a Committee member the Selection Committee has the discretion to determine appropriate process.

SELECTION DECISION AND APPOINTMENT

When all selection processes have been finalised, the Selection Committee will make a recommendation to appoint a suitable applicant. The Selection Committee will document the reasons the applicant was considered suitable for appointment and the specific reasons each other applicant was considered not suitable for appointment. The reasons outlined must be expressed in relation to the specific selection criteria.

In the case where there is more than one applicant eligible for appointment, this should be noted on the selection report form. If the recommended applicant declines the position, leaves the University through resignation or some other reason within twelve months, the Chair may recommend to the person authorised to approve appointments that an applicant identified as eligible be subsequently appointed.

A member of the Selection Committee, or an official observer, who is not satisfied with a majority decision of the Committee, may submit a

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minority report to the person authorised to approve the appointment. The authorising person may approve the majority recommendation or authorise that further selection processes take place (calling for (further) referees reports, reinterviewing applicant(s), conducting additional approved selection processes) or refer to the Director, Human Resources for determination.

The written offer of appointment is provided by Human Resources. If the successful applicant is currently a staff member of the University they will be advised that his/her appointment may be subject to appeal in accordance with the Agreement.

SALARY

Following discussion with the Selection Committee, the Chair will recommend a salary rate within the salary classification of the position and establish a rationale for the rate chosen. For some positions additional loadings may be approved in accordance with University policy. When a recommendation is made to offer a salary above the minimum rate, the following factors should be taken into account:

- a) the applicant's skills, experience and qualifications;
- b) the rate required to attract the applicant;
- c) existing salary relativities.

POST INTERVIEW FEEDBACK

Applicants, who are unsuccessful, may request and will be provided with feedback on the reasons their application was not successful. This feedback will normally be given by the member of the Committee nominated to do so, and will be in accordance with the Committee's formal report.

FALSE STATEMENTS

The University may rescind an offer of appointment made to an applicant who has provided false or deliberately misleading information during the selection process. This rescission of offer may occur at any time.

Definitions:


Agreement means the *Macquarie University Enterprise Agreement* or other such similar industrial agreements or legislation as may replace it from time-to-time.

Head means Head of Division or Office (unless there is a specific reference to Head of Department) or person acting in that position pro tem.

Human Resources means the University's central Human Resources function.

Supervisor means the person nominated by the University to whom the

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| | Staff Member is to report to with respect to work performance, duties and performance outcomes. |
| Responsible Officers: | Director, Human Resources |
| References and Further Information: | Macquarie University Enterprise Agreement Macquarie University Induction Policy Macquarie University Relocation Policy Macquarie University Market Loading Policy Macquarie University Incremental Progression Policy |
| Related Forms: | 7.02a Academic/General Staff Request to Advertise 7.05b Selection Committee Appointment 7.06a Academic Staff Selection Committee Report 7.08a General Staff Selection 7.08b Pro-forma Reference Check |

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| <i>Source/Contact: Manager, Staffing & Policy</i> | <i>Process Owner/Publisher: Human Resources</i> |
| <i>Created: July 2007</i> | <i>Status: Version 1</i> |