

# Recruitment and Selection Procedure



## 1 Purpose

To outline the University's processes in relation to the recruitment and selection of Employees.

## 2 Scope

This Procedure applies to all professional Employee positions up to and including USQ Level 10, and academic positions up to and including Academic Level E, where the positions are continuing or fixed-term for more than six months. This Procedure may also apply to senior positions if specified in the Appointments: Senior Positions Procedure.

## 3 Procedure Overview

This Procedure details the recruitment and selection process at the University.

## 4 Procedures

### 4.1 Privacy and confidentiality

All Information relating to recruitment, selection and appointment of Employees will remain confidential to those involved in the formal process. Any Personal Information collected, stored, used or disclosed under this Procedure will be managed in accordance with the University's Privacy Policy and the ICT Information Management and Security Policy. Information will only be released if required by Regulatory Compliance Instruments.

### 4.2 Documentation

All recruitment and selection documentation not retained in the recruitment system must be returned to the People Portfolio for record keeping in accordance with the Records and Information Management Policy. Each panel member's formal recruitment and selection documentation will remain on the vacancy file.

### 4.3 Recruitment and selection expenses

All advertising, interview, travel, employment agency, criminal history checks, relocation and associated expenses are met by the recruiting cost centre.

## 4.4 Identifying the hiring need

Prior to commencing the recruitment process, the hiring area should conduct a review of the need for the position, taking into account the following:

- strategic and operational plans for the work area and University
- funding
- current staffing structure
- the diversity of staffing profiles
- academic profiles and specialisations - current and future requirements
- current staffing and skill levels
- any foreseeable changes which might impact on the area or the role
- how the needs for the position might best be met.

In reviewing the hiring need, consultation should be undertaken with any relevant stakeholders (colleagues, industry partners, potential clients etc.). 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 Panel.

## 4.5 Approval to recruit

A Request to Advertise (incorporating a Business Case to Recruit a Position) is used to initiate recruitment and selection and should be forwarded, once complete, to the Delegate for approval with a Position Description attached. The approved request is then forwarded to the People Portfolio.

The recruitment and selection process cannot commence until the People Portfolio receives the approved Request to Advertise with attachments, including an electronic copy of the draft Position Description.

## 4.6 Position descriptions

A Decision to undertake a recruitment exercise will usually result in an updated position description which outlines the key outcomes and activities to be undertaken. All position descriptions must be drafted by the hiring area using the approved position description template to ensure consistency across the University. The People Portfolio will evaluate all professional Employee positions prior to recruitment action to confirm the classification level.

Variations to the selection criteria contained within the position description cannot be made after the position has been advertised.

## **4.7 Advertising**

All recruitment advertising must be arranged by the People Portfolio. Recruitment of continuing and fixed-term positions for more than six months will be through advertisement, unless recommended otherwise by the Delegate and approved by the Chief People Officer.

Where it is deemed that a suitable pool of applicants exist within the University, a position will normally be advertised internally in the first instance.

Online advertising is the University's preferred medium for advertising all positions.

Advertising in print Media will only be offered in exceptional circumstances and must be supported by a strong business case from the Delegate to substantiate the need. The People Portfolio will consider these requests on a case by case basis.

Employees are encouraged to share position vacancy Information with their professional networks through the use of electronic communication. Approval for any associated costs must be gained in advance from the Delegate. When sharing position vacancy Information, Employees should ensure that they are aware of, and comply with, legislative obligations and the University's applicable Policies and Procedures.

A field of applicants may be supplemented by inviting applications or referrals from employment agencies or other sources after consideration of cost.

The Chief People Officer may recommend the use of an employment agency as a means of external advertising.

Recruitment of a fixed-term Employee for a period of six months or less does not require advertisement. However, hiring areas are encouraged to contact the People Portfolio to arrange advertising to attract a suitable field of applicants.

## **4.8 Recruitment and selection panels**

The selection panel will seek to be objective and maintain equity and confidentiality of the recruitment and selection process at all times.

A Panel Coordinator will be approved by the Delegate prior to advertising. Changes to the selection panel will be approved by the Panel Coordinator.

A selection panel requires a minimum panel size of four. All panels require gender balance and will not comprise of more than 60% of any gender. This includes gender balanced panel members with appropriate specialist knowledge relevant to the position, wherever possible. A larger panel may be used to overcome potential judgement bias. For all identified and specified positions, at least one panel member must identify as Aboriginal and/or Torres Strait Islander.

A selection panel must include a minimum of four panel members, comprising:

- one member from the recruiting department who is the Panel Coordinator;
- one member from another department; and
- two additional panel members (either internal or external to the University).

Other panel members may be included as appropriate.

A panel member external to the University with appropriate specialist knowledge relevant to the vacant position may be invited to participate on a University selection panel. The Panel Coordinator is responsible for ensuring that an external panel member understands and complies with University Policy and Procedures.

To be eligible to participate on a selection panel, University Employees must have completed 'USQ Recruitment and Selection Skills' training.

The Panel Coordinator is responsible for ensuring that:

- the selection panel consists of trained panel members;
- every panel member (including external panel members) complies with all relevant University Policies and Procedures, including declaring any perceived, potential or actual Conflict of Interest; and
- all recruitment and selection documentation is complete and accurate.

The Chief People Officer may recommend panel members as deemed appropriate.

A selection panel will decide upon the appropriate selection methods to be used, normally behavioural interviews supplemented by two oral reference checks for the recommended applicant. Selection methods must be relevant to the position and may also include presentations, work samples, and performance tests.

As part of its preparation, the panel will clarify the selection criteria to ensure a consistent understanding among all panel members.

## **4.9 Shortlisting**

Shortlisting must occur as soon as possible after the date on which applications close.

Each panel member will conduct shortlisting using the recruitment system. Panel members

should shortlist individually in the first instance. All panel members are then required to reach a consensus in relation to shortlisting.

A selection panel may accept late applications with valid reasons. Applicants not shortlisted will be notified by the People Portfolio as soon as possible, unless the selection panel requests otherwise.

## **4.10 Interviews**

Interviews are required for all positions (in person, via telephone, video conference or other online medium). Interviews must be structured in such a way to enable collection of sufficient evidence to confirm that the applicant(s) selected have the required skills, experience and motivation to carry out the Inherent Requirements or duties of the role and also demonstrate a commitment to the brand and values of the University. The selection panel should prepare the interview questions using the supporting documentation, guidelines and templates provided by the People Portfolio. After all interviews have been completed, the selection panel must reach consensus on a recommendation Decision.

Selection panels must be satisfied that the recommended candidate meets the selection criteria and is suitable for the position. It may also be appropriate NOT to recommend any of the candidates for appointment from the interview. In such cases, the Panel Coordinator should contact the People Portfolio to advise of the Decision and discuss alternative recruitment options.

Where a candidate is an international applicant, the selection panel must ensure that all pre-employment and probity checks (including oral reference reports) are completed prior to any travel arrangements being made to visit the University for additional interviews.

Where an external agency is supporting the University in the recruitment process, copies of all pre-employment and probity checks must be provided to the University before any travel bookings are made.

## **4.11 Oral reference reports**

Oral reference checks must remain confidential and be documented in the recruitment system.

A minimum of two oral reference reports must be obtained by the selection panel to confirm the preferred candidate's merits against the selection criteria, before the final selection Decision is made. Wherever possible, a minimum of one of the oral reference reports should be obtained from the current or immediately previous Supervisor of the preferred candidate.

Reference Information can only be obtained from referees nominated by the candidate. If additional Information is required, the candidate must be asked to nominate additional referee/s.

## **4.12 Criminal history checks**

A criminal history 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. Where the Inherent Requirements of a position necessitate it, a criminal history check may be sought by the Delegate.

## 4.13 Appointment

The selection panel will recommend the preferred candidate in the recruitment system. The Delegate may:

- approve the recommendation and forward it to the Chief People Officer; or
- not support the recommendation and provide the higher level Delegate with the reasons why the Decision was not supported. The selection panel will be notified of this recommendation by the approving Delegate.

Where the Delegate (excluding the Vice-Chancellor) forms part of the selection panel, approval to appoint is to be provided by the Delegate's Supervisor.

In exceptional circumstances, the Vice-Chancellor may appoint an individual to any position without advertisement or competitive selection.

On approval from the Delegate, the People Portfolio will make an offer of appointment to the preferred candidate. The Chief People Officer is the only Delegate authorised to make offers of appointment. No other Employee at the University is authorised to make or vary any offer of appointment orally or in writing.

The preferred candidate will normally be required to provide an acceptance in writing within five working days, otherwise the offer lapses.

Offers of appointment are subject to pre-employment and probity checks as determined by the Chief People Officer.

Where the preferred candidate declines the offer, an offer of appointment can be made without re-advertisement to another suitable candidate who best meets the selection criteria.

Where the appointee ceases employment at the University within three months of the closing date of the original vacancy advertisement, an offer may be made without re-advertisement to another suitable candidate who best meets the selection criteria. This can occur only where the Position Description has not changed.

Where an identical position to that advertised becomes vacant within three months of the closing date of the original vacancy advertisement, an offer may be made without re-advertisement to another suitable candidate who met the selection criteria.

## 4.14 Unsuccessful applicants

Unsuccessful applicants should be dealt with courteously and sensitively.

Unsuccessful applicants will receive written notification from the People Portfolio.

Unsuccessful applicants who have been interviewed can seek feedback on their application from the Panel Coordinator or nominee, on behalf of the selection panel, by contacting the People Portfolio. The People Portfolio will refer any applicant concerns regarding the recruitment and selection process in the first instance to the Panel Coordinator. If the Panel Coordinator is not able to resolve the issue, or requires advice or assistance, the matter is referred to the Client Services Coordinator. Alternatively, written concerns may be forwarded to the Chief People Officer.

## 5 Delegated Responsibilities

Approver	Level of Delegation
USQ Council	Approve recruitment action for, and appointment to the position of Vice-Chancellor
Vice-Chancellor	Approve recruitment action for, and appointment to, all positions at Contracted Senior Executive level, excluding Heads of School.  In exceptional circumstances, appoint an individual to any position without advertisement or competitive selection
Category 2 Delegate or above	<b>Deputy Vice-Chancellors</b> Approve recruitment action for, and appointment to, positions at academic level E and Heads of School.  Approve recruitment action for, and appointment to, all positions at academic levels A to D.  Approve recruitment action for all positions at professional Employee levels 9 to 10.  Approve appointment to all positions at professional Employee levels 1 to 8.  Provide a copy of approval to relevant Deputy Vice-Chancellor prior to Recruitment Review Committee meeting.

Approve the requirement for a criminal history check.

## 6 References

Human Rights Commission Queensland, Australian Human Rights Commission.

## 7 Schedules

This procedure must be read in conjunction with its subordinate schedules as provided in the table below.

## 8 Procedure Information

<b>Accountable Officer</b>	Chief People Officer
<b>Responsible Officer</b>	Chief People Officer
<b>Policy Type</b>	University Procedure
<b>Policy Suite</b>	Recruitment, Selection and Appointment Policy
<b>Subordinate Schedules</b>	
<b>Approved Date</b>	13/7/2021
<b>Effective Date</b>	13/7/2021
<b>Review Date</b>	3/4/2022
<b>Relevant Legislation</b>	<a href="#">Anti-Discrimination Act 1991</a> <a href="#">Human Rights Act 2019</a> <a href="#">USQ Enterprise Agreement</a>
<b>Related Policies</b>	<a href="#">Code of Conduct Policy</a> <a href="#">Delegations Policy</a> <a href="#">Employee Equity and Diversity Policy</a> <a href="#">ICT Information Management and Security Policy</a> <a href="#">Privacy Policy</a>



	<a href="#">Records and Information Management Policy</a>
<b>Related Procedures</b>	<a href="#">Appointments: Continuing Procedure</a> <a href="#">Appointments: Fixed-term Procedure</a> <a href="#">Appointments: Senior Positions Procedure</a> <a href="#">Employee Conflict of Interest Procedure</a> <a href="#">Position Descriptions and Position Classification Standards Procedure</a> <a href="#">Position Establishment and Classification Procedure</a> <a href="#">Prevention of Discrimination, Bullying and Harassment Procedure</a> <a href="#">Professional Employee Position Progression Procedure</a>
<b>Related forms, publications and websites</b>	<a href="#">Australian Human Rights Commission</a> <a href="#">Financial Delegations Schedule</a> <a href="#">People Portfolio Website</a> <a href="#">USQ Privacy Website</a>
<b>Definitions</b>	<p><b>Terms defined in the Definitions Dictionary</b></p> <p><a href="#">Conflict of Interest</a></p> <p>If a University Member has an interest that conflicts or may conflict with the discharge of the University Member's duties the University Member should Declare the nature of the interest and the conflict to the University Member's Supervisor as soon as practicable after the relevant facts come to the University Member's knowledge and must not take action or further action relating to a matter that is or may be affected by the conflict until authorised. An Executive Leader may direct a University Member to resolve a conflict or possible conflict between an interest of the University Member and the University Member's duties. A reference to an interest or to a Conflict of Interest is a reference to those matters within their ordinary meaning under the general law, and, in relation to an interest, the definition in the Acts Interpretation Act 1954, Schedule 1, does not apply. A Conflict of Interest will arise when a University Member's Private Interests conflict with their duty to the University or to serve the public interest as a University Member. The risk of having a conflict of interest increases where a University Member's responsibilities include the authority to make decisions. A conflict of interest may be potential, perceived or actual - when a University Member is in a role where future decision</p>

making may be influenced by their Private Interests if a certain condition is fulfilled, they have a potential conflict of interest; a perceived conflict of interest arises where it appears that decisions a University Member make in the course of their University employment may be influenced by their Private Interests, whether or not this is in fact the case; an actual conflict of interest exists where a University Member's actions could be unduly, improperly or excessively influenced by their Private Interests. Serious misconduct can occur when a conflict of interest is concealed, understated, mismanaged or abused.

### [Decision](#)

A determination made by an Employee, contractor or other authorised delegate in the course of their duties on behalf of the University.

### [Delegate \(noun\)](#)

Delegate (noun) means the officer, Employee or committee of the University to whom, or to which, a delegation of authority has been made under this Policy.

### [Delegation](#)

A formal authority or power granted to Council members, Employees and Council committees to make Decisions on behalf of the University.

### [Employee](#)

A person employed by the University and whose conditions of employment are covered by the USQ Enterprise Agreement and includes persons employed on a continuing, fixed term or casual basis. Employees also include senior Employees whose conditions of employment are covered by a written agreement or contract with the University.

### [Information](#)

Any collection of data that is processed, analysed, interpreted, organised, classified or communicated in order to serve a useful purpose, present facts or represent knowledge in any medium or form. This includes presentation in electronic (digital), print, audio, video, image, graphical, cartographic, physical sample, textual or numerical form.

### [Personal Information](#)

Is information or an opinion, including information or an opinion forming part of a database, whether true or not, and whether recorded in a material form or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion.

#### [Policy](#)

A high level strategic directive that establishes a principle based approach on a subject. Policy is operationalised through Procedures that give instructions and set out processes to implement a Policy.

#### [Procedure](#)

An operational instruction that sets out the process to operationalise a Policy.

#### [Regulatory Compliance Instrument](#)

An external compliance instrument provided by legislation, regulation, standards, statutes or rules, including subordinate instruments.

#### [University](#)

The term 'University' or 'USQ' means the University of Southern Queensland.

#### [USQ Enterprise Agreement](#)

University of Southern Queensland Enterprise Agreement 2018-2021.

### **Definitions that relate to this procedure only**

#### **Inherent Requirements**

The ability to perform the tasks or functions which are a necessary part of the job productivity and quality requirements.

#### **Supervisor**

Any person responsible for leading the activities of others. In the context of this Procedure, a Supervisor includes Employees at any classification level or title who have responsibilities for leading, managing or supervising work teams and/or individual Employees.

### **Keywords**

Recruitment, selection, vacancy, advertising, appointment, backfill

### **Record No**

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