

<b>Name of Policy</b>	<b>Selection Committees and Nominated Supervisors Guidelines</b>
<b>Description of Policy</b>	Guidelines for Nominated Supervisors and Selection Committee Chairs for Vacancies up to and including Academic Level D and HEW Level 9
<input type="checkbox"/> New Policy	<input type="checkbox"/> Revision
<b>Description of Revision</b>	

### Human Resources Directorate

<b>Policy and Revision Number</b>	
<b>Original Effective Date</b>	
<b>Review Due Date</b>	
<b>Revision Effective Date</b>	
<b>Senate Approval Date</b>	
<b>Vice Chancellor's Approval Date</b>	16 October 2008

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## 1 INTRODUCTION

The following guidelines are intended to assist nominated supervisors and Chairs of selection committees undertake their roles in staff recruitment and selection. Human Resources Consultants in each State are available to provide further advice. The guidelines should be read in conjunction with ACU's '**Recruitment and Selection Policy**'. Recruitment and selection forms and related policies are available in the '**Recruitment and Selection Kit for Nominated Supervisors and Staff Selection Committee Chairs**' on the Human Resources Directorate web site. Nominated supervisors and Chairs of selection committees should refer to the kit prior to commencing the recruitment and selection process.

Nominated supervisors and Chairs of selection committees share the overall responsibility for conduct of staff recruitment and selection procedures. In some circumstances, the same staff member will be both the nominated supervisor and the Chair of the selection committee.

## 2 RESPONSIBILITIES

### 2.1 NOMINATED SUPERVISOR

The nominated supervisor is normally responsible for initiating the staff recruitment and selection procedure and carrying out the following steps:

- Identifying the vacancy and reviewing position requirements;
- Establishes whether the position is to be filled, the basis on which it is to be filled and advertised and whether funding is available;
- Ensuring that any general staff position is appropriately classified in accordance with the University's General Staff Classification Policy;
- Reviewing the Position Information Questionnaire (PIQ), or, for new positions prepare a PIQ;
- For significantly changed PIQs and new PIQs, submit to the General Staff Classifications Committee;
- Forming a selection committee, in consultation with the relevant Executive Team member, which conforms with University requirements;
- Confirming or developing selection criteria prior to submitting the Request to Appoint form and advertising, consulting as necessary to ensure that the selection criteria accurately reflect the requirements of the position;
- Identifying dates for short listing and interview and ensuring that committee members are available on those dates;
- Completing the Request to Appoint form, the advertisement and the position description;
- Obtaining authorisations required under ACU Staffing Delegations; and,
- Providing Human Resources with electronic and hard copy of advertisements and position description.

### 2.2 CHAIR OF SELECTION COMMITTEE

The selection committee Chair, who may also be the nominated supervisor in some circumstances, is responsible for the following steps of the recruitment and selection procedures:

- Managing the short listing process and completion of the Short Listing Report;
- Briefing selection committee members on their obligations under University policy and procedures, including equal opportunity, confidentiality and privacy requirements;
- Ensuring that short listing, interviews, referee checks and decision making are conducted in a fair and non-discriminatory manner;
- Chairing meetings of the selection committee, including short listing meetings, pre interview discussions, interviews and post interview discussions;
- Identifying probationary requirements, if any, in consultation with selection committee members;
- Sighting, arranging for copies and verifying qualifications;
- Sighting and arranging for copies of evidence of work rights;
- Conducting referee checks or delegating a nominated member of the selection committee to conduct referee checks;
- Completion of the Selection Committee Report;
- Forwarding the Selection Committee Report to the authorising officer, together with referee reports, probationary requirements, evidence of work rights and copies of qualifications of the successful applicant;
- Following authorisation, contacting the successful applicant to offer the position and confirm the process; and,
- Providing feedback to applicants.

### **3 PROCESS**

The main steps of the staff recruitment and selection procedures set out below. Refer also to Section 3.14 Recruitment and Selection Process Map.

- 3.1 Identify Vacancy - Review of Position
- 3.2 Document Selection Criteria
- 3.3 Form a Selection Committee
- 3.4 Request to Appoint Authorisation
- 3.5 Advertise
- 3.6 Short List
- 3.7 Interviews
- 3.8 Referee Checks
- 3.9 Selection Decision, Probation and Selection Committee Report
- 3.10 Approval
- 3.11 Offer of Appointment
- 3.12 Feedback to Applicants
- 3.13 Appointment of Members of Religious Congregations

#### **3.1 VACANCY - REVIEW OF POSITION**

If a vacancy occurs, the nominated supervisor undertakes the following:

- Reviews whether the position is still necessary in consultation with the Executive Team member.

- If the position is required, identifies the basis on which it is to be filled. For example, is the position full-time, part-time or job share? Is it to be filled on a casual, fixed term or continuing basis? For information about filling positions on a fixed term basis, see ACU's 'Policy on the Employment of Fixed-Term Contract Staff.
- Reviews the relevance and updates existing position documentation, if necessary.
- Where a general staff position has not been classified, or general staff position documentation requires updating, prepares a PIQ and forwards to the Executive Officer of the General Staff Classifications Committee.
- Confirms that funding is available.

### 3.2 DOCUMENT SELECTION CRITERIA

#### Selection criteria

- Describes the skills, knowledge and experience needed to do the job.
- Will assist the selection committee to select the most appropriate applicant for the job.
- Should be designed to ensure that a broad field of potentially qualified and experienced candidates can be considered.
- Should be used in assessing the relative merit of applicants at all stages of the selection process: short listing, interviewing, referee checking and decision making. The selection committee's decisions should be clearly documented in terms of the selection criteria.
- May not be changed between the time of advertising and the time of appointment to the advertised position. If position requirements change, a new recruitment and selection procedure must be initiated.
- Assist the recruitment and selection process by providing:
  - A consistent set of standards for all applicants which can be observed or measured, and
  - A structured means for a comparative assessment of applicants.
- May be weighted in order to reflect the relative importance of particular skills, knowledge and experience, although this is not necessary in all cases. Where weightings apply, these should be articulated prior to advertising and taken into account when assessing applicants.
- May be categorised as essential and desirable.

**Essential criteria** are those that are critical for the satisfactory performance of the job. It is expected that applicants will meet all essential criteria to be considered eligible for short listing or appointment.

For most positions, it is recommended that about six to eight essential selection criteria constitute a manageable number with which to work. If you have identified a larger number of essential selection criteria, consider grouping these with a view to condensing the number.

**Desirable criteria** are those which enhance a person's capacity to do the job. Not fulfilling desirable selection criteria at the time of application does not prevent an applicant from being short listed or appointed.

It must be ensured that the selection criteria:

- Include an ability to demonstrate commitment to the specific Mission and Catholic ethos of the University, a commitment to cultural diversity and ethical practice principles and knowledge of equal employment opportunity and occupational health and safety, appropriate to the level and nature of the appointment,
- For academic positions, other than research only positions, include 'Evidence of the nexus between teaching and research in applicants' approaches to teaching and learning, and to research and scholarship'.
- Are documented prior to advertising to ensure they are available to prospective applicants.
- Are in plain English. They should be clear, concise and easy to understand.
- Ask for formal qualifications only when the job in question could not be performed without them or where a qualification is specified in an award, agreement or determination. Where appropriate, consideration may be given to specifying equivalent qualifications, experience or training.
- Do not exclude eligible people from consideration on the basis of unlawful discriminatory grounds.
- Are consistent within all documentation. The selection criteria in the advertisement and those in the position description must correspond.

### **3.3 FORM A SELECTION COMMITTEE**

For all positions the nominated supervisor, in consultation with the relevant Executive Team member, forms a staff selection committee which must be approved in line with University Staffing Delegations.

Prior to advertisement, the nominated supervisor, in consultation with the relevant Executive Team member, forms a selection committee having regard for gender representation and composition standards stated in the Recruitment and Selection Policy.

The nominated supervisor:

- Consults with proposed selection committee members regarding their availability on the proposed short listing and interview dates and willingness to participate fully in all aspects of the selection process.
- Includes the names and titles of all selection committee members and full contact details of any external members (address, email and telephone) of the selection committee on the Request to Appoint form.

The Chair of the selection committee:

- Briefs the selection committee (normally at the shortlisting meeting) on ACU's staff recruitment and selection policy and procedures, as well as conflict of interest, confidentiality, equal opportunity and privacy requirements.

### **3.4 REQUEST TO APPOINT AUTHORISATION**

The nominated supervisor initiates the Request to Appoint form, including the names of all selection committee members, full contact details of any external committee members, proposed advertising media, short-listing and interview dates and selection criteria. Following completion, the Request to Appoint form must be authorised in accordance with the University's Staffing

Delegations and forwarded to the Human Resources with a draft of the advertisement, position description, and any other relevant information to be included in the information kit made available to prospective applicants.

### 3.5 ADVERTISE

If the vacancy is to be advertised, the nominated supervisor undertakes the following:

- Refers to ACU's **'Recruitment and Selection Policy'** and **'Recruitment and Selection Kit for Nominated Supervisors and Staff Selection Committee Chairs'** in order to gain an overview of University requirements.
- Contacts the relevant Human Resources Consultant for any necessary clarification or advice.
- Forms a selection committee, ensuring that the composition of the committee meets the requirements of the Recruitment and Selection Policy, including gender balance.
- Documents the selection criteria in line with University standards.
- Identifies the date(s) on which the advertisement is to appear.
- Identifies where the advertisement is to be published.
- Identifies closing date for receipt of applications.
- The closing date for receipt of applications is normally at least two weeks from the time of advertising or at least five weeks if the position is being advertised internationally. In some circumstances, including advertisements for more senior positions, it may be necessary to extend the closing date to allow time for consideration by prospective applicants, nationally and internationally.
- Establishes shortlist and interview dates and confirms availability of all members of the selection committee for those dates. The short listing date must be at least five working days after the closing date to allow for printing and distribution of applications. In the event of a large number of applications, that is greater than 30 applicants, a review of the short listing and interview dates may be required to allow adequate time for the preparation and distribution of applications, and the short listing process by committee members. The interview date must be at least five working days after short listing to allow for the contacting of applicants and interview preparation.
- If written referee reports are to be requested prior to interview, time lines will need to be adjusted to allow sufficient time for these to be sought and received. An adjustment of at least two weeks at a minimum should be allowed for this purpose.
- Plans advertising well in advance in order to avoid short listing and interviewing at peak times, for example immediately before or after Christmas when applicants may not be available.
- Obtains electronic copies of Request to Appoint form, pro forma advertisement and pro forma position description from the **'Recruitment and Selection Kit for Nominated Supervisors and Staff Selection Committee Chairs'**.
- Completes the position description pro forma, including purpose of the position, responsibilities and selection criteria so that it can be sent to prospective applicants. Advertisements will not be placed until the position description is completed and provided in electronic format to the relevant Human Resources Consultant.

- Drafts the text for the advertisement as indicated in the advertisement pro forma. For most advertisements, this need only be two or three concise sentences, including a brief outline of the position and summary of selection criteria. The local Human Resources Consultant will complete the 'standard' elements of the text, including salary, equal opportunity and privacy statement and contact details. A copy of the advertisement and position description should be provided to the relevant Human Resources Consultant in electronic format.
- Completes the Request to Appoint and forwards it to the authorising officer as specified in the University's Staffing Delegations Register, together with a copy of the advertisement and position description.

The authorising officer forwards the approved Request to Appoint form to the local Human Resources Consultant who arranges for publication of the advertisement. For press advertisements a minimum of five working days should normally be allowed from the time Human Resources receives all completed and approved documentation until the time the advertisement appears.

Human Resources Consultants are able to provide advice regarding content of advertisements, position descriptions, suitable publications and the cost of advertisements. All advertising costs are charged back to the relevant area.

### **3.6 SHORT LIST**

The Chair is responsible for the conduct of the short listing process and, at the short listing meeting, briefs selection committee members on the process and their responsibilities. These include equal opportunity considerations, conflict of interest provisions, privacy requirements and the necessity to maintain complete confidentiality regarding all details of applicants, both during and after the recruitment and selection process.

#### **3.6.1 Confidentiality**

The confidentiality of the staff selection process must be maintained under all circumstances. Applications and referee reports must be stored securely and details of applications, interviews or any other aspect of the selection process must not be discussed outside of the selection committee. No one may divulge applicants' names, other than in accordance with the 'Recruitment & Selection Privacy Policy'.

Breaches of confidentiality are regarded seriously and may lead to disciplinary action. Such breaches reflect poorly on the reputation of the University and may impact adversely on the career prospects of applicants.

#### **3.6.2 Privacy**

The staff selection and recruitment process is subject to the provisions of the Privacy Amendment Act 2000. Personal information collected from applicants for advertised positions must only be used to complete the recruitment and selection process in line with University policy. Breaches of privacy are regarded seriously and may lead to disciplinary action or criminal prosecution.

For further information refer to ACU's '**Recruitment Privacy Policy**'.

#### **3.6.3 Conflict of interest**

A person who has or has had a close personal relationship with an applicant, or has any other non-work related interest in the selection or non-selection of a particular person, which may lead to a conflict of interest, or a perceived conflict of interest, shall not take part in any aspect of the selection process. A person must decline an invitation or nomination to join a selection committee in these circumstances.

If this situation arises after applications are received, the selection committee member must

notify the Chair and withdraw from the process at the earliest possible stage. The Chair shall seek a replacement from the same category of membership.

Conflicts of interest may arise in situations where staff member's private arrangements, benefits, interests (whether pecuniary or otherwise), personal circumstances or personal or family relationships could, or could be perceived to, impinge on a staff member's ability to act impartially and in the best interests of the University.

For further information regarding conflict of interest, refer to ACU's '**Code of Conduct for All Staff**'.

#### **3.6.4 The Short Listing Process**

Short listing is the process of ranking all applications against the selection criteria in order to determine which applicants are to be interviewed using a competitive culling process.

After applications close, staff of the Human Resources Directorate circulate to all selection committee members copies of the advertisement, position description, applications, equal opportunity policy, Mission statement, Work and Life Balance statement and a short listing report. The short listing report is intended to assist selection committee members in documenting whether applicants meet the selection criteria.

Following the receipt of applications from the Human Resources Directorate, the Chair contacts selection committee members in order to arrange the short listing meeting. At this time, selection committee members should be asked to rank individually those applicants who meet all the essential selection criteria and then develop a list of the applicants they would recommend to interview. If required, applicants can be further assessed against the desirable selection criteria. Applicants who do not meet one or more of the essential selection criteria should be eliminated from further consideration.

Applicants must only be assessed in relation to their strengths against the selection criteria. They must not be eliminated from consideration on the basis of negative assumptions about applicants being over qualified, unfamiliar overseas qualifications or other grounds which constitute unlawful discrimination under equal opportunity legislation. For further information refer to ACU's '**Discrimination and Harassment Policy**'.

It is useful if individual selection committee members limit their list of applicants for interview to no more than five. If this presents difficulties, selection committee members may also wish to develop a list of 'second ranked' applicants

The selection committee will endeavour to reach a consensus decision on applicants to be recommended for interview. Where this is not possible, any dissenting members will state their reasons prior to the short list being finalised and may request that their reasons be recorded in the committee's Short Listing Report.

Where a short listing meeting is not practicable, or if committee members are unable to attend the short listing meeting, they may forward their ranking of applicants to the Chair who will determine and circulate a consolidated shortlist for consideration by selection committee members. It is recommended that the shortlist normally be limited to no more than five applicants.

Alternatively, the Chair of the selection committee, possibly assisted by another member of the committee, may propose a shortlist for discussion with the remaining members of the committee. In all cases, every selection committee member shall have the opportunity to sight all applications and contribute to the formation of the short list.

Once the shortlist is agreed, the Chair forwards the Short Listing Report to the Human Resources Directorate on behalf of the selection committee. The Short Listing Report may be in the form provided and signed by the Chair, or other format if preferred. The Short Listing Report

must clearly indicate, in terms of the selection criteria, why applicants are to proceed to interview or not (for example the level to which the selection criteria was met).

On receipt of the Short Listing Report, staff of the Human Resources Directorate arrange interviews and distributes an interview schedule to all selection committee members and a Selection Committee Report to the Chair of the selection committee.

### **3.6.5 Short Listing Checklist for Chairs of Selection committees**

- Have you briefed selection committee members on ACU's 'Selection and Recruitment Policy', as well as conflict of interest provisions, anti-discrimination and equal opportunity, confidentiality and privacy requirements?
- Have applicants who do not meet one or more of the essential selection criteria been eliminated from further consideration?
- Have applicants who meet all essential selection criteria also been assessed against any desirable criteria?
- Has a short list for interview been agreed by the selection committee?
- Has a completed Short Listing Report been submitted to Human Resources?
- Does the Short Listing Report clearly indicate, in terms of the selection criteria, which applicants have been eliminated from further consideration and which applicants are to be interviewed?
- Has the Chair confirmed with Human Resources Directorate staff the date of the interviews, the time the selection committee is meeting, the length of the interviews and any special requirements?
- Has the selection committee decided which committee members are to be asked to design questions against each of the selection criteria?

## **3.7 INTERVIEW**

### **3.7.1 Interview Preparation**

- At the conclusion of the short listing meeting, it is recommended that the selection committee plans for the interviews, including the length of interviews, time for pre interview and post interview discussions (allow at least 30 minutes for each of these) and any breaks, particularly where interviews are scheduled over a number of hours. This information, together with the names of short listed applicants should be stated in the Short Listing Report and provided to Human Resources Directorate.
- Each interview should be allocated the same length of time, except where special arrangements have been made to accommodate the reasonable adjustment needs of an applicant with a previously declared disability.
- It is useful if areas of questioning are allocated to individual committee members at the short listing stage, so that questions can be formulated in advance and considered by the committee prior to interviews.
- For academic appointments, it is recommended that a member of the selection committee is nominated to review the applicants' publications, in order to establish the calibre of their research output.

- It is the responsibility of the Chair to organise any catering which may be required, the cost of which is the responsibility of the relevant organisational area.

### **3.7.2 Pre-interview Discussion**

The Chair of the selection committee conducts a 30 minute pre interview discussion, normally immediately prior to interviews, in order to:

- Finalise the interview format with the selection committee.
- Remind committee members of their equal opportunity responsibilities and the need to respect the privacy of applicants and maintain confidentiality, both during and after the recruitment and selection process.
- Final review of the questions and interview guide prepared by selection committee members.
- Ensure that the interview room is appropriately set up and determine where the applicant is to sit (round table, applicant comfort). It may assist applicants if selection committee members are identified by name tags, or if names plates are placed on the table in front of them at the interview venue. It is recommended that the Chair organises for the provision of a fresh glass of water for all applicants and members of the selection committee.

### **3.7.3 Interviewing**

Interviews at ACU follow a structured format in which each applicant is asked the same range of core questions against the selection criteria.

#### **Interview questions need to:**

- Be based on the selection criteria.
- Test the applicant's skills knowledge and experience and how these could be used in the job.
- Be carefully planned and structured.
- Include at least one question against each selection criterion.
- Be consistent - as much as possible, the core questions need to be asked in the same way of each applicant in order to obtain a fair basis for comparing the responses of different applicants.

#### **Avoid asking:**

- Leading questions which suggest the expected answer.
- Multiple questions which have two or more distinct parts requiring an answer. These should be asked separately.
- Long questions with so much background and scene setting that it is hard for the applicant to work out what the question is.
- Trick questions which may mislead the applicant.
- Questions about applicants' private lives or personal responsibilities.
- Questions with the potential to give rise to discrimination under equal opportunity legislation.

**Avoid eliminating applicants from consideration on the basis of:**

- Assumptions about applicants being over qualified;
- Unfamiliar overseas qualifications, or;
- Grounds which constitute unlawful discrimination.

**The stages of a structured interview are:**

- The applicant is introduced to selection committee members by the Chair;
- The Chair welcomes the applicant and outlines the process, explains:
  - The length of the interview;
  - That questions will be asked against the selection criteria;
  - That the applicant will have the opportunity to ask questions of the committee towards the end of the interview;
- The Chair may ask an introductory question, for example by inviting applicants to explain why they were attracted to the position or to highlight their particular strengths in relation to the position;
- The Chair invites each committee member to ask previously allocated questions of the applicant;
- Every committee member should take brief notes, maintaining eye contact with the applicant;
- The Chair of the selection committee has the responsibility of ensuring that the interviews run to schedule. If an applicant answers questions in an excessively lengthy manner, the Chair may indicate that the applicant has provided sufficient information, or remind the applicant that there are further questions to answer within the time available;
- When all prearranged questions have been asked, the Chair invites committee members to ask any additional questions;
- The Chair provides applicants with an opportunity to ask for further information about the position or for clarification about the next step in the process;
- The Chair asks for details of referees if these have not been provided;
- It is advisable to clarify the roles of referees in relation to the applicant and whether the Chair is able to contact referees. In some cases, applicants may require time to advise referees that they have applied for the position. It is important that referees are in a position to comment on applicants' work related skills and abilities, although they may not always be able to do so in relation to all the selection criteria;
- The Chair asks to see evidence of qualifications. A copy of qualifications must be attached to the Selection Committee Report for the successful applicant and it is the responsibility of the Chair to verify any such qualifications;
- The Chair asks to see evidence of work rights and relevant professional memberships and arranges for copies to be made of the relevant documentation. Work rights means the legal right to work in Australia, held by Australian citizens, Australian permanent residents, New Zealand citizens holding a valid passport and persons holding a valid temporary visa allowing employment in Australia. Evidence may include an Australian birth certificate or passport, evidence of Australian residency status or citizenship or passport with working visa. (Tax file numbers, drivers' licences, Medicare cards and bank accounts are not proof

of a legal right to work in Australia); and,

- In conclusion, the Chair thanks applicants for their interest in the position and advises them of the expected time frame for reaching a decision and contacting the successful applicant.

The successful applicant may be contacted as soon as the Selection Committee Report has been authorised in accordance with University Staffing delegations. This may take a week or more. Unsuccessful short listed applicants are not advised of the outcome of the selection process until the successful applicant has formally accepted the written offer of appointment.

### **3.8 REFEREE CHECKS**

- Applicants are requested to provide contact details of three referees with their applications;
- Selection committee members may not act as referees for an applicant and, if nominated as a referee, should advise the applicant to seek an alternative referee;
- The Chair is responsible for conducting referee checks. However the Chair can select a member of the selection committee to conduct the reference checks;
- In every case, referee reports are to be sought, at least for the preferred applicant;
- If the committee has clearly identified a first ranked applicant, then referee checks need only be conducted for the first ranked applicant;
- If referee checks are to be used to differentiate applicants, then they will be conducted for each of the applicants under consideration;
- Referee checks may be conducted before or after interviews, by telephone, in writing or via email, as determined by the Chair of the selection committee;
- In cases where referee reports are required prior to interview, written referee reports are normally requested;
- Written referee reports are most frequently requested for academic positions and more senior general staff positions;
- Where written referee reports are required at the short listing or interview stages, adequate time must be allowed in order for them to be received. It is recommended that at least two weeks be allowed for this purpose. This should be taken into account prior to advertising when establishing application closing, short listing and interview dates;
- When requesting written referee comment, referees should be provided with a copy of the advertisement, position description and Mission statement and asked to comment on the applicant's attributes against the selection criteria;
- When referee checks are conducted after interviews, telephone reference checks are often carried out. In such cases, the referees may be provided with a copy of the advertisement, position description and Mission statement, usually by fax or email prior to the discussion;
- Alternatively the position description and selection criteria may be verbally explained to referees, who are asked to comment on the applicant's attributes against each of the selection criteria. Similar questions should be asked of each referee and the answers documented for reporting to the selection committee. Questions should focus on the applicant's characteristics related to the selection criteria, job performance and work history;
- Where telephone referee reports are sought, the Chair or nominated selection committee

member, may contact referees on behalf of the selection committee. Alternatively, a conference call or speaker phone may be used so that all selection committee members can participate;

- Where referee checks are conducted by telephone, the referees' comments should be documented and circulated to selection committee members;
- Verbal referee checks should be structured just as the interview, where prepared and probing questions are framed in terms of the selection criteria;
- Applicants may be requested to nominate additional referees if necessary. The selection committee may consult with an applicant with a view to obtaining comments from persons other than those nominated. Applicants may be informed that the selection committee will need current assessments of their work performance;
- It is not appropriate to approach persons other than nominated referees without permission from the applicant. To do so would constitute a breach of confidentiality; and,
- Referee reports, or a summary of referees' verbal comments, for the successful applicant should be attached to the selection committee report.

### **Referee Reports - Check List**

- Has the committee decided at which stage referee reports are to be sought?
- If referee reports are to be sought prior to short listing or interviews, has adequate time been allowed for referees to respond in a timely manner?
- Have referees been provided a description of the position and selection criteria?
- Have structured questions against the selection criteria been developed to ask of referees?
- Do the questions avoid matters relating to applicants' private lives or personal responsibilities?
- Have referees' comments been documented?
- Have referee reports or documented comments been made available to selection committee members? and,
- Have referee reports, or a summary of referees' comments, for the successful applicant been attached to the Selection Committee Report?

## **3.9 SELECTION DECISION, PROBATION & SELECTION COMMITTEE REPORT**

### **3.9.1 Selection Decision**

Following staff selection interviews, the Chair undertakes the following:

- Asks committee members to rank interviewees individually;
- Invites discussion of individual rankings, with the goal of reaching consensus within the selection committee regarding a preferred applicant;
- Reports the outcome of any telephone referee checks to the committee;
- Guides the selection committee to a consensus view in identifying the first ranked appointable applicant and ranking other appointable applicants to enable a subsequent offer

should the first ranked applicant not accept the position; and,

- In the case where referee reports are sought following interviews, the selection committee may rank applicants following interview, and reconvene if the referee reports do not support their ranking.

### **3.9.2 Probation for Academic Appointments**

The Chair ensures that:

- The selection committee identifies probationary requirements, including the length of the probationary period, if any;
- The selection committee is aware that it may recommend that all or part of the normal probation period be waived; and,
- Probationary requirements are attached to the Selection Committee Report for inclusion in the offer of appointment to the successful applicant. Refer to '**Academic Probationary Appointments Guidelines for Selection Committee Chairs**'.

### **3.9.3 Selection Committee Report**

The Chair of the selection committee is responsible for documenting the selection committee's recommendation in the Selection Committee Report. It is important that the committee's recommendation be framed in terms of the selection criteria.

The Selection Committee Report should include:

- Details of the first ranked applicant;
- The reasons for selecting the first ranked applicant over others on the short list in terms of selection criteria;
- Any conditions which may attach to the appointment, for example probationary period and conditions;
- Whether continuing or fixed term, consistent with the position advertisement;
- The recommended commencement date;
- The level and step to be offered:
  - The level and step must be within the advertised classification(s).The successful applicant is normally appointed at the base of the relevant classification. The selection committee may recommend a higher incremental step if warranted. The incremental step to be recommended should be carefully considered in light of the preferred applicant's qualifications and experience. Negotiation regarding incremental step may take place before the offer of appointment is accepted, but adjustment is not normally approved after the applicant has commenced employment; and,
  - An applicant may be appointed above the first incremental step when he or she has worked in the same or higher classification in a University during the previous five years and the selection committee is satisfied that the staff member would have met ACU's criteria for incremental progression. A case may be made for a higher increment than the first of the scale on the basis of relevant experience gained outside the University sector or, if necessary, to meet existing market rates applicable to the appointment;

- The ranking of other short-listed applicants in terms of the selection criteria, indicating those who were regarded as not appointable;
- If no applicant meets all of the essential selection criteria, no appointment should be recommended;
- Any dissenting opinions should be recorded; and,
- A copy of evidence of work rights and a copy of relevant qualifications is attached to the Selection Committee Report for the successful applicant.

### **3.10 APPROVAL**

The Selection Committee Report should be forwarded to the authorising officer, together with referee reports, a copy of relevant qualifications and evidence of work rights.

Human Resources advises the Chair of the selection committee when the authorised Selection Committee Report is received. The Chair may then contact the successful applicant by telephone to advise that a formal offer of appointment will be made. A firm start date may be negotiated at this stage and advised to Human Resources if not previously included on the Selection Committee Report.

### **3.11 OFFER OF APPOINTMENT**

Human Resources sends a formal offer of appointment to the successful applicant, together with necessary associated employment documentation. Once the offer of appointment is formally accepted, Human Resources writes to the remaining short listed applicants advising that they have been unsuccessful.

### **3.12 FEEDBACK TO APPLICANTS**

The Chair, or nominated selection committee member, provides unsuccessful internal applicants with feedback on request. Other requests for feedback should also be directed to this person. Such feedback should focus on the applicant's abilities and should avoid comment about other applicants. The opportunity may be taken to discuss with the staff member matters such as methods of improving their application or interview technique, personal development needs and careers plans.

### **3.13 APPOINTMENT OF MEMBERS OF RELIGIOUS CONGREGATIONS**

If a member of a religious congregation is the first ranked applicant, appointment is subject to formal arrangements being confirmed with the congregation. Such arrangements are subject to a Deed of Agreement between the University and the religious congregation.

### 3.14 RECRUITMENT & SELECTION PROCESS MAP

